AMARAVATI
DEEP DIVE WORKSHOP

14, 15 DECEMBER 2017
THE GATEWAY HOTEL, VIJAYAWADA

Liveability | Economic Powerhouse
Infrastructure | Governance

Panel discussion on Governance

Building robust Governance towards improved efficiency and innovation

Amaravati Development Corp | Andhra Pradesh Capital Region Development Authority

India's urban environments score low on liveability.

Social infrastructure

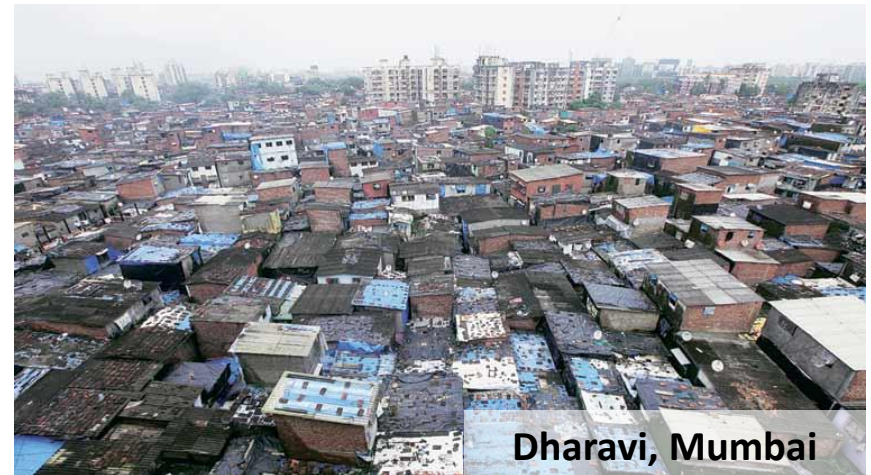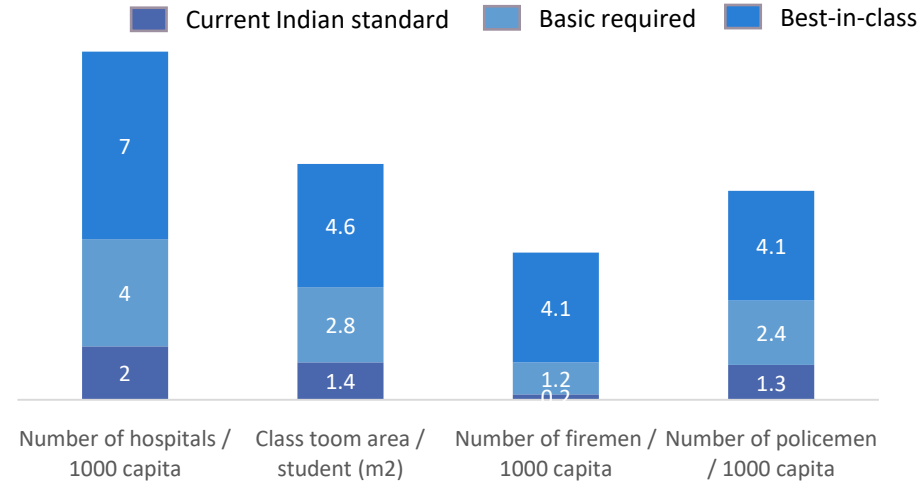- Social infrastructure standards are inadequate to meet the ever-growing and **crowding population**

Physical Infrastructure

- Low standards of Infrastructure service delivery

- **Lack of water and sewerage provisions**

- **Traffic congestions** are the norm

Environment

- Well-maintained green and open spaces available are very few

- Waste management systems are not strictly enforced

Legend: Current Indian standard | Basic required | Best-in-class

	Number of hospitals / 1000 capita	Class toom area / student (m2)	Number of firemen / 1000 capita	Number of policemen / 1000 capita
Best-in-class	7	4.6	4.1	4.1
Basic required	4	2.8	1.2	2.4
Current Indian standard	2	1.4	0.2	1.3

Dharavi, Mumbai

Amaravati looks to redefine the urban livelihood and standards in India.

Amaravati's vision – Happy city

Prosperity for the citizens »

Old & new »

Responsiveness and sustainability »

« World-class infrastructure

« Quality living for all

« Green clean, resource efficient

How can Amaravati's "Happy city" vision be affected by Governance.

	Current scenario in Indian cities	Aspiration
1. City-planning and Infrastructure		
Planned development – Land use and Transport planning	1. Top-down planning, in silos 2. Reactive maintenance of utilities	1. **Integrated and participatory city** planning and development 2. Embracing **innovative means** to improve sustainability, resilience and stay ahead of trends
Approvals, licenses and permits		
Develop and O&M of utility services		
Set up and operate public transport		
2. Social welfare		
Manage crime, provide health, education, affordable housing services	Reactive / responsive services	1. Provide **pro-active citizen services** 2. Facilitate services over and beyond basic utility services
Create public spaces		
3. Economy		
Job creation	Jobs for all	1. Creating **High productivity jobs** and innovation hub 2. Ease of doing business
Attracting businesses and providing permits		

Gearing Amaravati towards efficiency

Andhra Pradesh Capital Region Development Authority (APCRDA)

Act provisions: Formed by APCRDA Act 2014 for the purpose of

planning, coordination, execution, supervision, financing, funding and for promoting and securing the planned development of the capital region development area, undertaking the construction, managing and supervising urban services and for matters ancillary thereto.

Internal Governance: Commissioner, followed by Executive Committee (above 10 Crores) and Authority (above 100 Crores) chaired by Hon'ble Chief Minister

Area under Capital region: 8,603 sq.km

Planning	▪ To prepare and revise perspective plan, master plan, development plans in the capital region and more specifically capital city area
	▪ To formulate zoning regulations, building code and other development control norms
Development	▪ To formulate development schemes to implement approved plans by using its funds for development of AP Capital Region
Regulation	▪ To regulate development activities in accordance with development plans for the AP Capital Region and periphery areas.
Finance	▪ Finance and fund the capital works, raise funds from the markets through direct investment or investments in SPVs
General	▪ Promote investments, encourage research, promote creativity, analyze information related to land/building/construction/land use/recreation, etc.

Other entities in Amaravati's landscape.

Amaravati Development Corporation (ADC)

1. Company under Companies Act, 2013 - 100% Government of AP owned
2. Responsible for development of city trunk infrastructure, costing over Rs. 15,000 Cr.
3. Executive Committee is set up for entrusting works by Government;
4. Projects financed by APCRDA, through APCRDA Commissioner / Executive Committee / Authority

Amaravati Smart City Corporation Limited (ASCCL)

1. Company under Companies Act, 2013 set up under National Smart cities mission
2. Owned 50% by GoAP, 50% by APCRDA
3. Responsible for development of ~Rs.1900 Cr. of works

Local bodies

1. 1006 panchayats
2. 12 urban local bodies
3. 55 mandals
4. 2 Zilla Parishads

State utility corporations

1. AP TRANSCO for power infrastructure development
2. AP Fibrenet for ICT (to be entrusted)
3. Other entities for Gas, Telecom, etc

Long-term Institutional framework for the city.

- **Capital Region Development Authority**
  - Internal - Planning, Development Control, Corporate services – HR, Legal, etc.
  - Unified Transport Authority
  - Environment Regulation Authority
  - Amaravati Planning Design Research Institute

- **Ring fenced entities**
  - **City Infrastructure companies** – for each project - Buildings, Power, Blue-Green, etc
  - **Industrial infrastructure entities** – Industrial Infrastructure cos
  - **Transportation cos** – Metro rail, Growth corridor company
  - **Environmental cos** – Blue-Green company, Amaravati Environment Regulatory Authority

- **Local bodies**
  - Municipalities, City Local bodies, rural local bodies
  - Capital City Council

- **Government agencies**
  - To coordinate inter-city / regional (such as transport) and state-level functions (revenue, registrations, etc)

Multiple ring-fenced entities can be created for development and functioning of Amaravati

	Current	**Fragmented into SPVs**
Buildings	• APCRDA (Internal Project office)	• Amaravati Buildings Construction and Maintenance Company (ABCC)
Industrial Growth	• APCRDA	• Amaravati Industrial Infrastructure Company (AIIC) • Amaravati Investment Promotion Company (AIPC) • Amaravati Skill Academy (ASA)
Roads and Transportation	• ADC • APCRDA • Amaravati Metro Rail (GoAP entity)	• Amaravati Metro Rail and Transport Company • Amravati Growth Corridor Company (AGCC) • Amaravati Transport Company (ATC)
Utilities	• ADC • APCRDA (for LPS) • APTRANSCO	• Amaravati Utilities Company (AUC) • Amaravati Power Company (APC)
Environment	• ADC • APCRDA (LSE wing)	• Amaravati Blue-Green Corporation (ABGC) • Amaravati Environment Regulatory Authority
Planning	• APCRDA (Planning division)	• Amaravati Planning Design Research Institute

Key considerations for setting up SPVs - (1) private investment (2) dedicated & specialized capability (3) operational efficiency (4) statutory requirements

Gearing Amaravati for Innovative Governance

Engaging with citizens not just as users, but as agents of change.

Broad sector	Possibilities (exemplars)
City planning and Infrastructure	1. Idea generation through **"GovJams" and "Sustainability Jams"** – citizens works with Government officials using service design (Melbourne) 2. Provide **open-data for citizens** to observe and identify key issues of the city (London, New York)
Social welfare and services	1. Co-design and **co-develop solutions with societies and communities** (TACSI, Australia) 2. **Citizen platform** to voice and interact with City Government officials (TelAviv) 3. **Create challenges and funds** for devising solutions to city's problems (Nesta, UK) 4. **Providing entrepreneurs** a platform to build applications / services that improve city services (Barcelona Urban Lab, Chicago UI Labs) 5. **Grants and funds** for entrepreneurs to develop services that improve citizen services (Investing in Innovation (i3) Fund, New York)
Economy	1. **Skilling, curriculum** to match with the economy and industries of the city (Digital Makers Fund by Nesta, UK) 2. **Connecting entrepreneurs** with incubators, industry and other influencers (Toronto's Entreprenurship services)

Engaging with businesses and industry – some global benchmarks.

Broad sector	Possibilities (exemplars)
City planning and Infrastructure	1. Provide **open data and APIs** on the city's services, and allow companies to use and build on it ("Mobility" by Helsinki, Finland) 2. Regulation that **allows and regulates disruptive business models** (eg. Ride sharing / e-vehicle laws in California)
Social welfare and services	1. **Pre Commercial Procurement** (PCP) to invite best practices from industry for tackling city's issues 2. Provide **grants and matching funds to R&D funding and for social innovation** (VINNOVA Sweden, New York Centre for Economic Opportunity) 3. Setting up / **tying up VC funds to aid R&D** to improve on focus areas of the city (Sustainability & well-being investments by Sitra, Finland)
Economy	1. Orchestrating **interactions between universities, businesses**, Governments and people in the city (Amsterdam's CTO Office, Digital.NYC)

Internal systems and capacity building– some global benchmarks.

Broad sector	Possibilities (exemplars)
City planning and Infrastructure	1. **Dedicated leadership** towards adopting "Technology" and or Sustainability / liveability measure (Amsterdam CTO Office – maybe a Chief Liveability officer?) 2. **Dedicated expert team** to undertake key focus areas for the city (New Orleans Innovation Delivery Team, Mayors' Office of New Urban Mechanics - Boston) 3. Ensure that the city is an **early adopter of technology**, making the Government a customer (Songdo)
Social welfare and services	1. Train resources on proven principles of innovation – such as **Design thinking** (Copenhagen's Mindlab) or RCT (Behavioural Insights Team) 2. **Dashboard and Open data** to monitor key metrics and trends, and device corrective measures (Open Mexico) 3. Training of **public servants on social innovation** (TACSI – Australia, Centre for Public Service Innovation – South Africa) 4. **Service delivery prototyping** (PEMANDU, Malaysia)
Economy	1. **Design thinking,** "Human Centered Design" and other approaches to improving Ease of Doing Business (Copenhagen MindLab, Behavioural Insights Team - UK) 2. Providing opportunities for **SMEs and start-ups in the city's procurement**

Objective:

- Building a city governance framework that will help the city function effectively and innovatively

Key themes and topics:

1. What is the institutional framework that best governs Amaravati?

2. What is the citizen engagement model that Amaravati should adopt?

3. What is the Corporate and stakeholder engagement that Amaravati should pursue?

4. What is the Capacity building to be done for the institutions?

The Panel

The Panel today.

Khoo Teng Cheye, Executive Director, Centre for Liveable Cities
Chairman of the Ministry of Manpower, Singapore's Workplace Safety and Health (WSH) Institute Governing Board

SGK Kishore, CEO, GMR Hyd Int. Airport
An IAS officer with 17 yrs government experience and currently CEO of GHAIL which is recognized as World No. 2

Raghu Kesavan, Sr. Infrastructure Specialist, World Bank
Extensive experience in supporting governments in developing and implementing infrastructure for service delivery improvements, providing institutional capacity

Matts Andersson, Independent Consultant to World Bank
Expert on issues of metropolitan management, specializing in urban, metropolitan and development.

Manish Chheda, MD Auctus Advisors
Over 18+ years of global consulting experience across range of geographies, focused on long term strategic support to CEOs of conglomerates and governments

Thank you