

# 1 BACKGROUND

The Jawaharlal Nehru National Urban Renewal Mission (JNNURM) recognizes that a general **lack of accountability** of Municipal Corporations (MC) and other government agencies in the quality of service delivery is hampering economic growth and increased prosperity of urban citizens. In today's rapidly globalising economy, Indian municipalities, especially the 63 strategically important ones now targeted by the JNNURM, ought to facilitate their current and future local businesses to thrive. In addition to facilitating economic growth, municipalities should endeavour to meet the challenges set by the Government of India (GoI) in reducing poverty, by improving the livelihood of all its citizens.

A City Development Plan (CDP) is anchored on the JNNURM goal of creating economically productive, efficient, equitable and responsive cities. As a step to achieving this goal, the CDP focuses on the development of economic and social infrastructure, strategies that deal specifically with issues affecting the urban poor, strengthening of municipal governments and their financial accounting and budgeting systems and procedures, creation of structures for bringing in accountability and transparency, and elimination of legal and other bottlenecks that have stifled the land and housing markets. It provides a basis for cities to undertake urban sector reforms that help direct investment in city-based infrastructure.

Vadodara Municipal Corporation has appointed **CRISIL Infrastructure Advisory** for the preparation of the City Development Plan for Vadodara city. The City Development Plan involves a detailed assessment of the city's financial position, service deliveries and governance, and identifies an economic growth strategy for the city.

## 1.1 APPROACH AND METHODOLOGY FOR PREPARATION OF CDP

The CDP prepared is both a perspective and a vision for the future development of a city captured through consultative process. It presents the current stage of the city's development – *where are we now?* It sets out the directions of change – *where do we want to go?* It identifies the thrust areas -- *what do we need to address on a priority basis?* It also suggests alternative routes, strategies, and interventions for bringing about the change – *what interventions do we make in order to attain the vision?* It provides a framework and vision within which projects need to be identified and implemented. It establishes a logical and consistent framework for the evaluation of investment decisions.

The CDP clearly defines how the Vadodara Municipal Corporation (VMC) will **serve its customers** (businesses and citizens), e.g. how it intends to guarantee a basic level of urban services to all citizens, make urban planning responsive to emerging needs, and become responsive to the needs of, and improve its services to local businesses. The CDP also explains how VMC will **run its business**, e.g. how it intends to manage public finance in a modern and transparent way, execute urban planning and governance in line with an established framework, become more responsive and cost and time efficient by integrating technology in its governance and service delivery processes. Finally, the CDP lays down VMC's strategy to **manage its resources**, i.e. it details the corporation intends to increase revenues and expand its tax base to allow for self-sustaining urban service delivery, improve its creditworthiness and recruit and retain a skilled workforce.

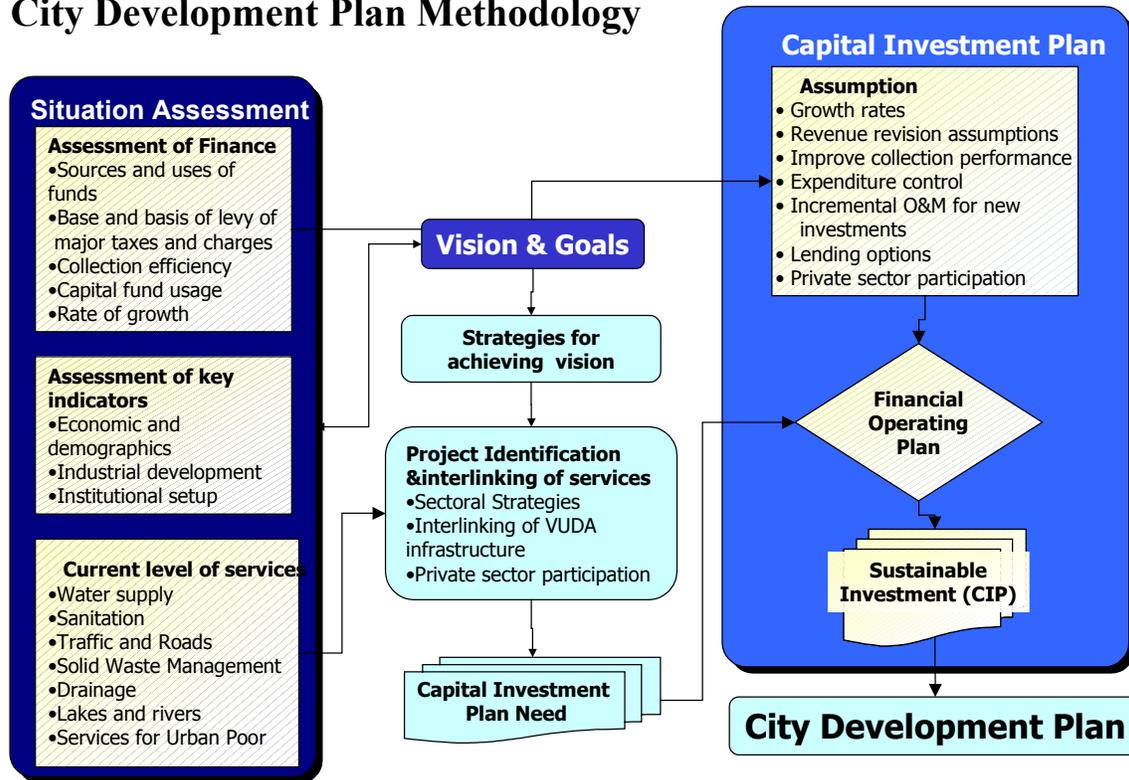
The process of CDP preparation was initiated with a detailed assessment of the existing situation of the city. The purpose of this analysis will be to make a realistic assessment of where the city is, the direction in which it has been moving and its strengths and weaknesses. It covered the city's demographic,

economic, financial, infrastructural (service delivery), physical and environmental profile. It also considered the city's institutional status, management and e-governance aspects.

Consultation with the key stakeholders and civil society was carried out to identify a vision and strategies and actions required to achieve the vision. Based on the resources, logical sequencing of actions and strategies and scheduling of priority actions was carried out. The investment schedule was presented in a City Investment Plan (CIP) that laid out the cost and revenue estimates of all priority projects in the next six years.

The financial analysis assessed VMC's capacity to sustain the CIP. The investment identified in the CIP was loaded on to the finances of the VMC to project its finance over the JNNURM period.

## City Development Plan Methodology



The consultation process was the key to the entire process of CDP. This is explained in detail.

### 1.2 CONSULTATION PROCESS ADOPTED IN VADODRARA

A weeklong consultation with selected stakeholders was held through personal interviews and focus group discussions. This helped to articulate priority needs that are necessary for further economic growth and improvement of the quality of life. The groups comprised municipal decision makers, NGOs, industrialists, people from the health and education sector, NRIs, real estate developers, IT experts, public sector representatives, think tanks and educationists.

The consultation process explained the purpose of the CDP, the ownership of the plan, and the need for establishing partnerships to leverage VMC's role in facilitating economic growth and improving quality of life. Preliminary findings of strengths and weaknesses were assessed and discussed. Feedback was received from stakeholders in the form of a memorandum, which detailed ideas like how the city should

be built and how its economic potential should be harnessed. The process also focused on areas of VMC's involvement in achieving the long-term vision, either by itself or in partnership with other agencies. The minutes of the consultation are detailed in annexure I.

Several mass media activities to spread awareness among people and elicit their feedback were conducted. This involved circulating questionnaires among citizens and getting their views on Vadodara's potential for development, infrastructure gaps etc. The process was initiated through a mass media campaign during a weeklong Vadodara festival called "**Baroda Initiatives**" held from 3<sup>rd</sup> January to 8<sup>th</sup> January. Essay writing, drawing and painting competitions were also conducted in schools to capture the perceptions of the new generation of Vadodara. The chief activities that were carried out to spread awareness and gather inputs on the Vadodara city were:

- ◆ Big rally, which also had a JNNURM float (25,000 participants, 200 floats, 7 kms long)
- ◆ Citizen surveys (1825) regarding service delivery levels
- ◆ Essay (500) writing by children on '**My dream city Baroda**'
- ◆ Drawing, painting competitions and panel discussions
- ◆ Talk show on 'All India Radio' on "Mharu Vadodara, Vhalu Vadodara"
- ◆ Articles in newspapers, television, hoardings and street drama
- ◆ Displays of details of JNNURM on VMC's website
- ◆

The approach adopted was that of a social engineering process, focusing on transforming Vadodara into a vibrant and versatile, virtuous and vigorous dream city for all its citizens.

### 1.3 INTERLINKAGES PROCESS

A unique process of interlinkages was adopted while identifying works under each core service. A weeklong exercise was carried out involving all the technical heads of VMC and VUDA and other technical consultants appointed by them. The objective of this exercise was to identify overlapping of services.

The process started with identifying and naming each and every road of VMC to be taken up under JNNURM. On identifying the roads, services planned under these roads were identified and phased in the initial years. Upon the completion of these works, road construction has been proposed. The services include core services, electricity, and other utilities services. A proper coordination between inter and intra-agencies is important for the successful implementation of this initiative. In the initial years, the investment under roads in Vadodara would be devoted to the construction of bridges, flyovers and underpasses, essentially concentrating on those roads, which are independent of services. Also, this exercise identified urban poor and slum pockets which needed relocation due to the proposed development of urban services.

Thus, the objective of this interlinking exercise is to minimise the disturbance to the citizens of Vadodara during the implementation phase and ensure the optimum utilisation of the resources of VMC and its funds under JNNURM.