



Technical Assistance Consultant's Report

Project Number: 48434-005
Final Report
November 2020

IND: Visakhapatnam–Chennai Industrial Corridor Development Program

Prepared by PricewaterhouseCoopers Pvt. Limited, India

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Asian Development Bank

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1. Context of the Assignment

The Vizag Chennai Industrial Corridor Development Program targets increased contribution of the manufacturing sector to Andhra Pradesh's GDP, trade, and employment. The intent of the program is to develop Andhra Pradesh as an export-based manufacturing destination by leveraging on multiple ports along its long coastline and be enabling manufacturing with high quality urban & transport infrastructure, supported by a supportive policy & regulatory environment.

The program aims to create this impact by enhancing the growth and competitiveness of the corridor. To obtain this outcome, the three outputs of the program envisaged are to strengthen the:

- i. Corridor management construct and improving the ease of doing business
- ii. Infrastructure of the corridor and making it more resilient
- iii. Institutional capacities, human resources, and program management mechanisms

The Policy Based Loan, and the Capacity Development TA components of the VCIC Development Program support the first and third outputs listed above.

Under this Technical Assistance, the study team will assist the state in undertaking policy reforms, especially the reform actions forming part of the policy loan covenants of the VCIC DP. The objectives of the policy actions are strengthening the corridor management construct of VCIC and improving the ease of doing business.

2. Objective of the Report

The objective of this report is to summarize the activities undertaken & completed by CDTA team from August 2017 (Start of the Project) to November 2020

3. Project Report (August 2017 to November 2020)

In this section we will cover the list of activities performed by CDTA team from August 2017 to November 2020 along with the accomplishment against each of the policy reforms related to:-

- i. Summary matrix of activities and accomplishments along with the outputs under TA
- ii. Support in compliance with policy based loan condition
- iii. Operationalization of APICDA
- iv. Setting up of an SPV
- v. Preliminary review of development models for VCIC (financial viability assessment)
- vi. DIC Reforms
- vii. Marketing Plan for VCIC
- viii. Green corridor concept framework
- ix. Impact study of COVID-19 on AP industries

3.1. Summary matrix of accomplishments along with TA outputs

Outputs	Subcomponents	Accomplishments
<p>Output 1: Institutions for corridor management strengthened.</p>	<p><u>Supporting GoAP in:</u> (i) establishing management authorities and special purpose vehicles (SPVs) for corridors, clusters and nodes including developing all relevant documents such as corporate structure, legal documents, business plan, human resources plan, rules of business of such organizations;</p>	<p>The CDTA team assisted VCICDP PMU in finalizing the Governance structure for VCIC. Separate institutional structure was envisaged for the VCIC corridor to enable the VCIC Nodes to form the nucleus for triggering growth. An institutional structure with Andhra Pradesh Industrial Corridor Development Authority (APICDA) and node specific Special Purpose Vehicles (SPVs) was envisaged.</p> <p><u>Andhra Pradesh Industrial Corridor Development Authority (APICDA)</u></p> <p>The team advised PMU in the delineating the roles & functions between APICDA and the SPVs for efficient functioning of these institutions, and in order to prevent overlap of responsibilities.</p> <p>The CDTA team has assisted GoAP for issuing of Ordinance for establishing APICDA. The study team has drafted a Business Plan and Human Resource (HR) Plan for management authority of the corridor APICDA. The Business Plan discusses the strategies that APICDA could follow for infrastructure development, funding, marketing and promotion in order to achieve its objectives and attract funds and talent in the region. The Human Resource plan discusses the organization structure and staffing plan for APICDA. The team has discussed and submitted the document for convening of the First Board meeting of the APICDA.</p> <p>The team has submitted standard operating procedures for the functioning of various departments of the APICDA</p> <p>Achievement:- The Andhra Pradesh Legislature approved the establishment of the Andhra Pradesh Industrial Corridor Development Authority (APICDA) as the principal institution responsible for developing the corridor and managing various functions, including planning, regulation, land procurement and allotment, user charges and financing, operations, and investment promotion. The legislature empowered APICDA will direct and regulate the contributions of other state agencies to corridor development in the state.</p> <p><u>Special Purpose Vehicles for the Priority Nodes</u></p>

Outputs	Subcomponents	Accomplishments
		<p>Under APICDA's administrative oversight, the SPVs promote investment; implement the regulations that govern development; allocate to investors land acquired or procured by APICDA; levy and collect user charges; and develop, operate, and maintain industrial estates and external infrastructure</p> <p>The study team coordinated with the PMU and ensured timely follow-up to facilitate the issue of a Government Order by Government of Andhra Pradesh for formation of two node level SPVs – Vizag and Chittoor node identified under VCICDP. Subsequently, the team assisted GoAP and APIIC in finalization of incorporation documents (Memorandum of Articles and Articles of Association) and establishment of SPVs at Vizag & Chittoor Nodes.</p> <p>The CDTA team has prepared and submitted the institutional structure, organization structure and operating models of the SPVs to effectively manage and operate startup area and the full node of Vizag and Chittoor.</p> <p>Achievement: - In cooperation with the Ministry of Corporate Affairs of the Government of India, the Government of Andhra Pradesh incorporated two SPVs: the Visakhapatnam Industrial Node Development Corporation Limited on 4 September 2018; and the Chittoor Industrial Node Development Corporation Limited on 10 October 2018.</p>
	(ii) implementing VCIC's conceptual development plan, regional perspective plan and master plan;	<p>The Study Team has been proactively reviewing the findings of VCIC CDP, RPP and master plan. The team has participated in review presentations of the VCIC master plan and provided inputs relevant to institutional aspects.</p> <p>The study team has reviewed the focus sectors identified in the master plan for targeting the anchor investors for the region. Based on the vision defined in the master plan, team has designed a framework for shortlisting of focus sectors in Vishakhapatnam & Chittoor Node. Based on the framework, the focus sectors have been identified and discussed with VCICDP PMU.</p> <p>The CDTA team has created and shared a list of target investors of the identified focus sectors with VCICDP PMU and EDB. The list is a mix of investors already existing in AP and the ones outside AP and India. The same will be used for investment promotion purposes.</p>
	(iii) developing model development plans of the district industries centers and	<p><u>Reform and Upgradation Plan for DICs</u></p> <p>The CDTA team visited Visakhapatnam and Chittoor DICs to understand the current DIC structure, roles and responsibilities and the extent of involvement between the industries</p>

Outputs	Subcomponents	Accomplishments
	<p>helping the GoAP in implementing such plans; and</p>	<p>and the existing DIC. Based on the discussion between the study team and the DIC staff and MSMEs, and analysis of the various segments of operational and process methods, a detailed reform plan was prepared by the Study Team and submitted to the Govt. of Andhra Pradesh.</p> <p>The reform plan suggested inputs for both – infrastructural upgradation and process improvements, so as to make the DICs more effective. The reform plan was reviewed and approved by the Government. The state government mandated that the DICs support MSMEs by (i) providing business improvement services including export assistance; (ii) offering marketing support services such as organizing marketing events and providing training on marketing tools; (iii) implementing entrepreneurship development training programs in collaboration with business schools, non-government organizations, and industrial training institutions; and (iv) facilitating innovation and spurring research and development by diffusing new technologies, disseminating knowledge on business models for start-ups in innovative technology, and providing financial support. The two model DICs feature enhanced organizational structures, upgraded facilities, training and capacity-building programs for DIC staff, and measures to manage performance and improve processes.</p> <p>Basis the team’s visits to the DICs, an implementation plan was developed. More specifically, the implementation plan spells out the requirement of developing an adequate vision for DICs, an appropriate and accountable organizations structure, streamlined processes and operations with a monitoring mechanism, strengthened training and capacity building efforts at all levels and convergence and partnerships with stakeholders. The key components of the implementation plan are: -</p> <ol style="list-style-type: none"> a) Suite of Services for DICs in Vizag and Chittoor have been developed based on the technology intensity expected in the influence areas for the focus sectors like chemicals and petrochemicals, electronics, pharmaceuticals, food processing, textiles & apparels and metallurgical industries b) Operational and process plan having details on implementation structure, partnerships, tie-up etc. c) Infrastructural plan detailing out the building plan, other physical infrastructure plan etc. d) Funding plans for implementing the program. An adequate funding budget shall be made available for covering all necessary capital expenses and operating expenses of DICs such as renovation of existing physical infrastructure, furniture and fixtures, office amenities, TA/DA for the staff undertaking field visits for inspection, overheads, vehicle expenses, and innovation, among others

Outputs	Subcomponents	Accomplishments
	<p>(iv) developing land use policies, including pricing, to ensure availability of land for industries and infrastructure.</p>	<p>The Study team has prepared & submitted draft document on the land allotment and development regulations to PMU-VCICDP.</p> <p>Document on Land Allotment Regulation:- Based on the benchmarking with other similar industrial corridor/ clusters in India, the detailed process for the land allotment from GoAP to developers or industrial units has been suggested in the document. It covers in detail the roles and responsibilities of the APICDA and the node level SPVs with respect to notification of nodes, approval of layout plan and land allotment.</p> <p>As per the directions from APICDA, allotment committees will be constituted and it will be a single-tier structure or a multi-tier structure as per the directions of Authority, with the powers to recommend to the Commissioner on the allotments with reference to value of the land/ plot/ premises sought for by the applicant and viability of the project and compatibility of the type of industry in the chosen node. Price fixation methodology and the method of the allotment to be followed by the Allotment Committee has also been suggested in the document.</p> <p>Document on Land Development Regulations:- For the purpose of planned industrial corridor development by organizing the most appropriate development of the land, in accordance with the master plan of the Authority, a development code has been evolved to decide the permissibility of an activity on a certain parcel of land (as per the designated land use in the master plan) by conversion / superimposition of broad use zones into use premises (identifiable in the layout of the scheme / project plan); the code provides differentiation between the use zones and use premises.</p> <p>For the purpose of achieving compatibility between the different land uses that are proposed in the master plan a set of broad Zoning Regulation is proposed defining the proximity of such uses with each other, so that adverse externalities do not arise.</p> <p>Permissibility of Use Premises in different Use Zones and uses/use activities permitted in premises has been suggested in detail in the document.</p> <p>Document on Land Transfer:- The CDTA team along with VCICDP- PMU team had a detailed meeting with APIIC on 27th February 2020 to understand the various modes of the land transfer mechanism (to transfer land to industrial unit) followed by APIIC since its inception. Pros and cons of each method were also discussed in detail. Current methods followed by the APIIC for the land transfer were also discussed.</p>

Outputs	Subcomponents	Accomplishments
		<p>Based on the meeting and subsequent research by the study team, a draft note on land transfer mechanism has been prepared and shared with VCICDP PMU. The note discusses various modes of land transfer and the implications on SPV in terms of role, fund raising, transaction cost, private participation potential. Case studies for each of the modes have been discussed to understand key learnings.</p>
<p>Output 2: Ease of doing business improved.</p>	<p><u>Supporting GoAP in:</u> (i) assessing the rating of the state in terms of the World Bank parameters and making recommendations for improvement of the state's ratings and ranking in the country;</p> <p>(ii) benchmarking the state against the best performing countries in the world on various parameters of ease of doing business and taking appropriate measures to improve the state's comparative assessment;</p>	<p>The study team has carried out the detailed assessment of the regulatory processes followed in Andhra Pradesh with respect to World Bank parameters at the pre-establishment, pre-operational and operational stage for setting up and operating an industry in the State. The various regulatory process in each stages of setting up an industries were analyzed: -</p> <ol style="list-style-type: none"> 1. Pre-establishment stage:- Power connection, building/site permission, water supply, factory plan, environment clearance, fire clearance, land administration, tax registration & registration of firm 2. Pre-operational stage:- Final approval from electrical department, Registration under professional tax, Factory licensing, consent for operation from pollution board, clearance from fire department, Registration of establishments deploying contractual workmen & inter-state migrant worker 3. During Operations:- Annual Fire NoC renewal, subsidies application etc. <p>Study team made recommendations to GoAP for reduction in timelines for some specific key clearances at each stage to improve the cost of regulatory compliance.</p> <p>Andhra Pradesh has been ranked first amongst all states in India in the Ease of Doing Business Index by the Department of Industrial Policy and Promotion, Government of India in terms of Business Reforms Action Plan for three successive years in 2016, 2017, 2018.</p> <p>The study team has completed the assessment on cost of regulatory compliance and international benchmarking of regulatory compliance. Team did global benchmarking with top performing nations - South Korea, Singapore & others for the timelines of key regulatory process in setting up of the business. The document was prepared and discussed with Department of Industries, Government of Andhra Pradesh.</p> <p>The report highlights the time required by investors in setting up of industries and recommends the reduction in timelines for some of the key clearances which shall help in improving the cost of compliance.</p>

Outputs	Subcomponents	Accomplishments
	<p>(iii) refining and implementing policies aimed at enabling growth of manufacturing, including a review of macroeconomic and related fiscal frameworks, industrial and sector policies and providing recommendations;</p>	<p>To incentivize investors, the government enacted industrial policies pertaining to the industrial sector in general; micro, small, a medium-sized enterprises (MSME); the aeronautics and defense industries; automobiles and auto components; textiles and apparel; food processing; and electronics.</p> <p>The state government has implemented these policies by granting incentives since 2015. Across the state, the government provided incentives worth \$158.9 million to 2,653 industrial units during FY2017 and FY2018, out of which \$45.8 million was granted to 999 industrial units in the four VCIC nodes: East Godavari, Guntur, Chittoor, and Visakhapatnam. Special incentives worth \$4.5 million have been granted to 408 female entrepreneurs in the four node districts during FY2017 and FY2018.</p> <p>In order to facilitate industrial development for the six focus industry sectors identified in VCIC, the study team has undertaken a benchmarking exercise to compare the sector policies for these industries in Andhra Pradesh with other states in India and international best practices. The objective of the exercise is to compare, benchmark and recommend critical policy reforms that would enable the development of the identified industry sectors in the areas of</p> <ul style="list-style-type: none"> i. Increasing exports in VCIC region ii. Increasing investments in these sectors iii. Potential for expansion in domestic markets iv. Increasing employment in the region <p>In addition, a note on the initiatives under the ambit of various manufacturing sector policies, and their impact has been submitted to the Asian Development Bank in September, 2018.</p>
	<p>(iv) carrying out analysis of existing systems and processes (business process re-engineering) with regard to streamlining business operations (starting, operating, renewal and exit processes), and in simplifying licensing and approval;</p>	<p><u>Ease of doing business</u></p> <p>The study team has completed the assessment on cost of regulatory compliance and international benchmarking of regulatory compliance. The document has been prepared and discussed with Department of Industries, Government of Andhra Pradesh. The report highlights the time required by investors in setting up of industries and recommends the reduction in timelines for some of the key clearances which shall help in improving the cost of compliance. Further, discussions were carried out with the concerned stakeholders (government departments) to understand their concern areas in providing the clearances within the time frame.</p> <p>Departments are equipped with adequate manpower to meet the current demand of industries and are adhering to 100% compliance pertaining to SLA.</p>

Outputs	Subcomponents	Accomplishments
		<p><u>A statewide single-desk policy operationalized, and the e-portal for doing business becomes the main system for industrial licensing in relevant State departments:-</u></p> <p>These processes aim to streamline the granting of approvals, permits, and incentives to establish business in the state, which requires industrial investors to obtain about 29 clearances to start a business—12 approvals and clearances before establishment and another 17 before operations can begin. Applying for and keeping track of these approvals from various departments is a considerable burden on investors. The Government of Andhra Pradesh implemented a statewide single-desk policy to save applicants time and transaction costs. This one-stop shop aims to provide all necessary clearances to start a business within 21 working days, minimizing the need to interact face-to-face with regulatory authorities through online filing, document submission, and application tracking.</p> <p>An e-portal—established and implemented along with the single-desk policy in June 2016—is now operational across the state for online applications to establish a business and to obtain related government incentives. The portal allows investors to electronically pay fees and duties, obtain several renewal requirements for continuing operations, and apply for allotments of raw materials such as coal and petroleum. Since implementation to September 2019, the e-portal received 31,060 applications from 13,645 industries: 7,215 classified as micro, 5,538 small, 254 medium-sized, 567 large, and 71 mega. Of the 29,707 approved applications, 96.5% were approved within the target period of 21 days, down from an earlier norm of 55–60 days. The single window mechanism significantly reduced the time and complexity of the process, the primary feature investors cite for their satisfaction with the ease of doing business in the state.</p>
	(v) defining nodal priorities in terms of manufacturing sector.	<p>To frame the implementable-actions in context of the competitiveness requirements of the Node, Study team has undertaken Origin – Destination analysis of target industries.</p> <p>The action-points emerging out of the above review are:-</p> <ul style="list-style-type: none"> • Land accretion plan, and implications for in-node infrastructure sequencing • Surface transport projects, considering competitiveness requirements • Assessment of bottlenecks in the in-node infrastructure • Node specific facilities which could help to improve node competitiveness

Outputs	Subcomponents	Accomplishments
		<ul style="list-style-type: none"> • Cost estimates for interventions identified <p>Also, under this work stream, the study team reviewed the competitiveness requirements of the corridor by undertaking a detailed value chain assessment for one of the focus sectors identified for the corridor – Electronics System and Design Manufacturing (ESDM).</p> <p>A Workshop was conducted in the Commissionerate of Industries, in December 2017 where Commissioner of Industries and key officials of the Commissionerate and Project management Unit were apprised of the key factors for success of ESDM industry in the state. Key recommendations on further enabling the sector and connecting production centers with the regional production networks of Asia Pacific region were also provided in the workshop.</p>
Output 3: Capacity building support provided	<u>Supporting GoAP in:</u> (i) complying with policy actions enumerated in the policy matrix of the VCICDP;	a) PBL Tranche-I <ul style="list-style-type: none"> • All the 13 conditions for release of PBL Tranche-I were complied. • ADB approval for Tranche release on January 2018 b) PBL Tranche-II <ul style="list-style-type: none"> • All the 13 conditions for release of PBL Tranche-II were complied. • ADB approval for tranche release on September 2019.
	(ii) defining skills development activities, plan and rolling out specific activities for skills enhancement in the state;	<p>The proposed interventions in the industrial development in VCIC, the priority sectors are estimated to generate nearly 9.4 million additional jobs over the estimated projection period of 30 years spanning till 2045-46. Automobiles, Pharmaceuticals, Electronics, Chemicals and Petrochemicals are among the highest value addition sectors, which are estimated to drive incremental employment. It is thus necessary to develop a highly skilled and knowledge driven economy focusing on higher productivity and per capita output.</p> <p>In this regard the CDTA team has prepared a Skill Development Plan for the state of Andhra Pradesh with a focus on improving employability of the local populace in the catchment areas of the two clusters shortlisted in the first phase of VCIC viz. Visakhapatnam and Chittoor.</p> <p>The CDTA Team has conducted the following activities in the preparation of a Skill Plan:</p> <ul style="list-style-type: none"> • Consultations with the select industries present from the database received from the DIC offices of Vizag & Chittoor respectively.

Outputs	Subcomponents	Accomplishments
		<ul style="list-style-type: none"> • Desktop study and secondary analysis of data available from public sources to prepare detailed district profile for the 2 nodes being operationalized in current phase. • Analysis of data related on proposed investments within the project geography of VCIC, based on the MoUs signed during the two partnership summits in 2016 and 2017, as secured from the District Industry Centre. • Analysis of Vocational Training Capacity in the state, understanding the various vocational programs organized by the Andhra Pradesh State Skill Development Corporation. <p>Since the first global investment promotion event in January 2017, the Andhra Pradesh State Skill Development Corporation organized several training programs for unemployed youth, workers, entrepreneurs, and students, in the corridor itself and further afield in Andhra Pradesh. In FY2018, the corporation conducted technical and managerial training programs on information technology and information technology-enabled services, general manufacturing, automobiles, electronics, logistics, telecom, health care, and retail to 28,156 candidates, of whom 9,781 (34.7%) were women</p>
	(iii) defining GoAP's marketing and investors' promotion strategy;	<p>Marketing plan & strategy for APICDA:- A marketing plan is an important tool, aligned to the overall business strategies of an organization, which helps in systematically laying out the product's unique selling propositions, determining competitive pricing, identifying the right market, and designing the reach out channels. In the context of industrial land development, it is pertinent to highlight that a typical investor – domestic or international, benefits from multiplicity of options when choosing location for their investments. Given this multiplicity of locational options, it is important for APICDA to have a strategic approach to compete in the market, identify the target industries & segments, and reach out to the right set of investors in a time bound and systematic manner.</p> <p>Keeping above points into the consideration, Study team has prepared detailed marketing plan for GoAP/ VCICDP-PMU to strategically market Vizag Chennai Industrial Corridor to the right set of the investors through multiple channels.</p> <p>The marketing plan for APICDA defines the following key objectives:</p> <ul style="list-style-type: none"> • To define a unique identity for VCIC which will appeal to the investors. • To build awareness of VCIC among different stakeholders. • To position VCIC as a competitive location for investments • To design an actionable 'Go to Market' strategy for VCIC.

Outputs	Subcomponents	Accomplishments
		<p>Elements of marketing plan:-</p> <ul style="list-style-type: none"> • Product:- Establishes the marketable characteristics and strengths of the VCIC project, which will form the core content of any marketing communication • Price:- Identifies the appropriate land pricing levels at which the VCIC will be able to attract tenants and may be marketed. • Segment:- Identifies the target firms according to the focus sectors of priority nodes – the intended audience of the marketing plan - who will need to be reached out for investing in the VCIC. • Promotion:- Selection of the different channels available for marketing the VCIC corridor and nodes – both directly (specific investors, events, roadshows), and indirectly (digital, print, OOH, and audio-visual) <p>A detailed 5 year marketing roadmap has been prepared with action plan and evaluation parameters for boosting brand awareness, content development for VCIC and priority nodes, direct marketing, indirect marketing and public relations.</p>
	(iv) developing marketing plans for existing and proposed nodes and participate in marketing and promotion events;	<p>Investment Promotion for the Priority Nodes:- The study team based on the review of the master plan, GoAP Policy, Competitiveness assessment and secondary assessment has identified the focus sectors for the priority nodes.</p> <p>The CDTA team has created and shared the list of target investors in the potential sectors with VCICDP PMU and EDB. The list is a mix of investors already existing in AP and the ones outside AP and India. The team has also prepared sector specific marketing brochures and sample emails for reaching out to potential investors.</p> <p>EDB will be reaching out to these potential investors, through telephonic conversations, face to face interviews or through emails to :-</p> <ul style="list-style-type: none"> • Understand the expectations and issues of the investors and help GoAP in fine tuning its offerings • Understand the requirement and expectations of the investors/ stakeholders for making an investment decision • Market the corridor and priority nodes
	(v) conducting knowledge transfer program through training, workshops, seminars, and publications, to enhance	Workshops for DICs- Based on inputs from the discussion at DICs, a training/ workshop schedule has been prepared. A training calendar for periodic training and skill upgradation of the staff at DICs has been developed. The training need analysis, curriculum and course

Outputs	Subcomponents	Accomplishments
	<p>the capacity of dedicated staff in terms of planning, management, promotion, and marketing of nodes and/or corridor, and land management and model industrial nodes; and</p>	<p>development and training delivery has been done at the State level in coordination and collaboration with APSSDC, industry and academic institutions to ensure optimization of resources. Trainings will be planned and conducted across the following areas:</p> <ul style="list-style-type: none"> ○ IT linked training ○ Awareness generation on key developments and latest trends in the industrial space ○ Training on soft skills ○ Trainings on latest trends in marketing ○ Periodic exposure visits to best practice States/ countries ○ Knowledge sharing events, encouraging participation from DICs in other States <p>Training in new technologies for industry employees shall be provided through DICs including customized programs. Employees may go to DICs for classroom instructions and hands-on experience with advanced tools and equipment. The program management capabilities of APSSDC shall be leveraged to enable this.</p>
	<p>(vi) conducting capacity building activities, through training, workshops, seminars, and publications, to enhance the capacity of entrepreneurs, workers and students to enable value addition in the industries sector.</p>	<p>As a part of entrepreneurship development program envisaged for DICs, below interventions have been proposed for implementation:</p> <ul style="list-style-type: none"> ● Introduce a entrepreneurship programme at all DICs to train, support in enterprise development and mentor entrepreneurs. <ul style="list-style-type: none"> ○ Quarterly Entrepreneurship Development Programme (EDP) - 12 day subsidized residential training programme that shall impart training related to basics of business, crash course in managing a small enterprise, guidance and inputs on selection of activity, personality development, information about various Government agencies and agencies providing financial assistance in the form of loan and the various requirements to be met for establishing a business in the district. ● Collaboration with business schools, NGOs and industrial training institutes to prepare course material and obtain teaching assistance ● Mentorship programme for attendees of the EDP for the following six months ● Technical training programme will be introduced on functional skills and emerging sectors in collaboration with local training provider ● A schedule for industry specific EDP, along with curriculum, needs to be uploaded on the DIC's web page to enable availability of timely information amongst the interested candidates.

Outputs	Subcomponents	Accomplishments
	<p>(vii) identifying activities and preparing action plan for implementation of the concept of “Green Industrial Corridor Development”;</p>	<ul style="list-style-type: none"> • In order to ensure a sustainable development of VCICDP, the CDTA team developed the Green Corridor Concept Framework (GCCF). The GCCF is designed as an enabling framework aimed at making VCIC a green and inclusive manufacturing hub that promotes and accelerates sustainable economic growth, while mitigating the environmental impacts. • The framework was developed and presented to GoAP/VCICDP-PMU • In order to disseminate the framework and seek inputs from various stakeholders, CDTA team also organized a “GCCF Awareness and Appreciation Workshop” on 7th September 2020. Workshop was attended by 60+ participants comprising of top officials from 9 GoAP departments and 5 industry associations. • To aid in its implementation, the CDTA team also developed a high-level implementation roadmap for key components of GCCF.
	<p>(viii) conducting studies to assess direct and indirect development-induced environmental impacts of industrialization and urbanization expected because of better enabling environment as a result of policy reforms; (ix) identifying and supporting GoAP to implement measures to avoid and mitigate such impacts;</p>	<ul style="list-style-type: none"> • CDTA team undertook a high-level assessment of indirect development-induced environmental impacts that could be generated on account of industries coming to VCIC. Impacts were assessed for four induced actions - rapid urbanization, rapid industrialization, local resource exploitation and increased disaster risks. • The team listed out broad indirect impacts due to development activities because of the project’s actions. Finally, mitigation measures for identified indirect induced impacts were suggested. An attempt was also made to suggest broad incentives that can be provided by local governments to expedite mitigation activities.
	<p>(x) conducting capacity building activities, through training, workshops, seminars, and publications, to enhance the capacity of State Pollution Control Board, urban local bodies, and other regulatory agencies to strengthen planning, enforcement, reporting, and monitoring of necessary environmental mechanism for green industrialization.</p>	<ul style="list-style-type: none"> • The CDTA team conducted a GCCF awareness and appreciation workshop on 7th September 2020 to disseminate the green industrialization framework and also communicate importance of sustainability to key stakeholders. Workshop was attended by 60+ participants from GoAP agencies, industry associations, consultants and ADB. • A high-level capacity building approach document was developed for key GoAP agencies – APPCB, Fire department, APIIC, APICDA / SPV’s, and DMA. • A detailed training needs assessment survey was conducted for APPCB and a training needs assessment survey report was developed based on which gaps were identified. • The CDTA team adapted with the covid-19 situation and developed an online learning management system to train officials from APPCB and other key GoAP agencies on sustainability aspects. Training modules were developed based on survey and consultations and were uploaded on the online learning management system to train GoAP officials in a self-paced manner.

3.2. Support in compliance with policy based loan conditions

During this engagement period, CDTA team has supported & assisted Government of Andhra Pradesh & Project Monitoring Unit VCICDP for implementation of the policy reforms mentioned in PBL Tranche-1 (12 conditions) & Tranche-2 (12 conditions) for achieving the following specific outputs: -

- (i) Institutions for corridor management strengthened;
- (ii) Ease of doing business improved; and
- (iii) Capacity building support provided;

Status of Policy Based Loan (PBL) by ADB: -

a) PBL Tranche-I

- All the 12 conditions for release of PBL Tranche-I were complied.
- ADB approval for Tranche release in January 2018
- ADB released the entire fund amount on 01/02/2018 to Gol.
-

b) PBL Tranche-II

- All the 12 conditions for release of PBL Tranche-II were complied.
- ADB approval for tranche release in September 2019
- ADB released the entire fund amount on 25/10/2019 to Gol.

Details of Tranche-1 Compliance

Policy Areas	Actions Prior to First Tranche Release (March 2017)	Current Status for First Tranche Release	CDTA Role
Corridor Management	1. A State Industrial Corridor Management Authority or equivalent notified for providing strategic directions and policies for development of industrial corridors, nodes and institutions; investor promotion; and development, financing and implementation of relevant infrastructure projects.	<p>Complied</p> <p>Ordinance for establishing Andhra Pradesh industrial Corridor Development Authority (APICDA) has been issued by Government of Andhra Pradesh on October 6, 2017.</p> <p>The functions of APICDA, amongst others, includes providing strategic directions and policies for development of industrial corridors, nodes and institutions [Clause 9 (1) on page 7 of the Ordinance]; investor promotion [Clause 9 (2) (a) and 9 (3) (e) on page 9 & 10 respectively of the Ordinance]; and development, financing and implementation of relevant infrastructure projects. [Clause 9 (1) – (g, (h), (l), & (n) and 9 (2) on page 8 & 9 of the Ordinance]</p>	<p>CDTA team has assisted GoAP for issuing of Ordinance for establishing APICDA.</p> <p>As part of this work stream, the study team has submitted multiple discussion papers on aspects like:</p> <ul style="list-style-type: none"> • Benchmarking the proposed APICDA Act with similar acts like Gujarat SIR Act, APCRDA Act, etc. • Delineation of functions between APICDA and the SPVs
	2. Node-specific SPVs notified with mandate for development and implementation of relevant infrastructure projects.	<p>Complied</p> <p>Government Order under G.O Rt. No. 321 was issued on October 31, 2017 by Government of Andhra Pradesh for formation of two node level SPVs – Vizag and Chittoor node identified under VCICDP.</p> <p>The Government Order identifies the objective of the SPVs is to develop and implement the relevant infrastructure projects in the respective nodes.</p>	<p>The study team coordinated with the PMU and ensured timely follow-up to facilitate the issue of a Government Order by Government of Andhra Pradesh for formation of two node level SPVs – Vizag and Chittoor node identified under VCICDP.</p> <p>The Study Team also prepared a note outlining the need and broad structure of the SPVs – which formed the basis for preparation of the compliance document</p>
	3. Roadmap prepared for a project development mechanism and its management, for planning and preparing infrastructure projects in industrial corridors.	<p>Complied</p> <p>Roadmap for project development mechanism has been prepared and approved by Government of Andhra Pradesh vis office memo No. 8792/Infra/A2/2017 on October 12, 2017.</p> <p>The approved roadmap identifies the objective of the Project Development Mechanism is to enhance readiness of projects in the corridor by taking advance actions to prepare the projects. It also lays out the Project Mechanism, its management, for planning and preparing infrastructure projects in industrial corridors.</p>	<p>The study team assisted the PMU in preparing a roadmap for Project Development Mechanism (PDM), aimed to help prepare projects identified in the corridor. A draft road-map was prepared and submitted to the government, on which subsequently the approval was obtained</p>
	4. An investor promotion cell in Directorate of Industries expanded to a dedicated investor promotion agency notified to attract investments; and	<p>Complied</p> <p>The dedicated investment promotion agency has been formed in Economic Development Board (EDB) via Government Order MS. No. 87 dated March 17, 2016.</p> <p>The EDB is chaired by the Chief Minister of the State, and the Members of the Board include the Minister of Industries, Chief Secretary to Government, Principal Secretary (Finance), Principal Secretary (Industries), among others.</p> <p>The objectives of the EDB are:</p> <ol style="list-style-type: none"> Strategic planning & policy Investment promotion & project facilitation External engagement with national / international investors and governments Project appraisal Financial resource mobilization Setting up of special purpose vehicles Incubating and coordinating futuristic initiatives Development of entrepreneurship and skill development <p>Complied</p> <p>Global investment promotion event in the state has been conducted in January 2017. The key highlights of the event are -</p> <ol style="list-style-type: none"> 2500 delegates across 50 countries participated the event The event was also attended by several central government ministers. 	<p>The study team coordinated between ADB and PMU to collate documentation required for complying with this condition.</p>

Policy Areas	Actions Prior to First Tranche Release (March 2017)	Current Status for First Tranche Release	CDTA Role
	One global investment promotion event held in the State.	<p>c. Bilateral meetings with 12 trade ministers / delegations representing countries such as, Ukraine, Tunisia, Switzerland, France, Singapore, Australia, Nepal, Zimbabwe, UAE, Russia, Thailand and Bahrain.</p> <p>d. Meetings with 35 industry leaders (global and Indian) including Dassault Systems, Alstom, Saint-Gobain, SAAB, Westing house etc</p>	The Investment Promotion report prepared for the event held in January 2017 has been provided as supporting document. Study team facilitated PMU in submission of the supporting document.
	5. The road safety policy framework enhanced, published and under implementation.	<p>Complied</p> <p>Approved Road safety policy available on website. The approval was obtained in a meeting Andhra Pradesh Road Safety Council Meeting held on September 1, 2015.</p> <p>The road safety policy aims to reduce the mortality and morbidity on the roads. It aims to reduce road accident fatalities by 15% (baseline of 2013) by 2020.</p> <p>In the last one year¹ the State has recorded reduction of fatalities in road accidents by 12.7%.</p>	<p>The Road Safety Policy has submitted as the supporting document. Also minutes of the Road Safety Council meeting approving the State Level Road Safety plan has been submitted</p> <p>Study team coordinated between ADB, PMU, and Transport Department, to collate documentation required for this condition.</p>
	6. A state level roadmap to provide electricity supply as per standards prescribed by the State Electricity Regulatory Commission approved.	<p>Complied</p> <p>The road map to provide electricity supply (AP State load forecast & Power procurement plan for the 3rd and 4th control period: FY2017 to FY 2019 and FY2020 to FY2024 submitted to APERC) as per standards prescribed by the State Electricity Regulatory Commission has been approved by the board of APTransco on January 16, 2017.</p>	<p>The roadmap (along with cover letter) is available on the APERC website.</p> <p>Study team coordinated between ADB, PMU, and APERC, to collate documentation required for this condition.</p>
Ease of Doing Business	7. New industrial and sector level policies including fiscal incentives for investments and providing special incentives for women, notified and under implementation.	<p>Complied</p> <p>New Industrial policy has been notified via Government Order MS No. 36 on April 29, 2015.</p> <p>Various sector specific policies have been prepared and notified – Aero & Defence Policy (GO MS No. 54 dated July 23, 2015), Auto Sector Policy (GO MS No. 34 dated April 29, 2015), Textile & Apparels Policy (GO MS No. 32 dated April 29, 2015), MSME Policy (GO MS No. 53 dated July 23, 2015) and Food Processing Policy (GO MS No. 57 dated July 24, 2015).</p> <p>Amongst other fiscal & non fiscal incentives, a special focus through additional incentives for women entrepreneurs have been given in these policies. It provides additional subsidies such as 25% on fixed capital investment, and seed capital assistance of 15% of the machinery cost, for woman entrepreneurs. Also special focus is laid on skilling women entrepreneurs</p>	<p>Government Orders (GO) notifying the implementation of the policies have been submitted as proof</p> <p>Study team coordinated between ADB, PMU, and Industries Department, to collate documentation required for this condition.</p>
	8. Updated state-wide single-desk policy notified to streamline approval processes for doing business.	<p>Complied</p> <p>Single desk policy has been prepared and notified via Government Order MS No. 85 dated June 6, 2016.</p> <p>In order to streamline the approval processes for doing business in the state, Government has notified a Single Desk Policy. It aims to create a one stop shop to provide all necessary clearances/ renewals for starting and operating an industry, within 21 working days and eliminate the need to physically interact with regulatory authorities by providing for online filing, document submission and tracking of applications. It also allows payments to be made electronically to obtain timely approvals online.</p> <p>To start an industry a subset of 29 different clearances may be required. Of these, 12 approvals/ clearances are necessary in the Pre-establishment stage and 17 approvals/ clearances are necessary in the Pre-operation stage. Additionally,</p>	<p>The GO notifying the single desk policy has been provided as proof</p> <p>Study team coordinated between ADB, PMU, and Industries Department, to collate documentation required for this condition</p>

¹ August 2016 to August 2017 – Data recorded by Transport Department of Andhra Pradesh.

Policy Areas	Actions Prior to First Tranche Release (March 2017)	Current Status for First Tranche Release	CDTA Role
		Single Desk also helps an industry to obtain 10 renewals which may be required for continuing its operations.	
	9. An e-portal operational for online applications for doing business and related government incentives.	Complied e- Portal has been established under the Single Desk Policy for online applications for doing business and related government incentives. It also allows investor to make an online application for allotment of the raw material.	The link to E-Portal system is provided below. https://www.apindustries.gov.in/APIndus/Default.aspx
	10. A reform plan approved for DICs, which includes, among others, rationalized organizational structure, staffing, office infrastructure, streamlined processes for single-point contact and linkages with the state-level single desk and e-portal systems.	Complied DIC reform plan approved on October 26, 2017 via Government Memo No. 10051/Infra/ A2/2017. The reforms includes, amongst others, rationalized organizational structure and staffing (Clause 12 on page 4 of the DIC reform plan), office infrastructure (Clause 10 & 11 on page 4 of the DIC reform plan), streamlined processes for single-point contact and linkages with the state-level single desk and e-portal systems (Clause 13 – 21 on page 4 & 5 of the DIC reform plan).	A reform plan was prepared by the Study Team and submitted to the Govt. of Andhra Pradesh setting out the plan for upgrading the DICs in the state. The reform plan suggested inputs for both – infrastructural upgradation and process improvements, so as to make the DICs more effective. The reform plan was reviewed and approved by the Government.
	11. A roadmap or a policy document approved for skill development.	Complied Roadmap document has been prepared and approved by APSSDC on September 13, 2017 and uploaded on the website. The roadmap takes into account the skilling needs and targets set out in a) National Skill Development Policy 2015, b) Andhra Pradesh State Vision 2029 c) ADB funded VCIC DP d) Other proposed initiatives – Coastal Employment Zones etc. The objectives of the roadmap are provided below. a. Skilling of 16 lakh resources till 2020 (baseline 0.9 lakh in 2016) b. To empower the individual, by enabling him / her to realize their full potential through a process of lifelong learning where competencies are accumulated via instruments such as credible certifications, credit accumulation and transfer, etc. c. To deliver a structured, sustainable & scalable framework to impart state of the art skills to the unemployed, underemployed, uncertified and un-benchmarked. d. To address the lack of relevant skills amongst the current and potential workforce in the state of A.P. and to increase employability in sync with Industrial growth of the State. e. Women Empowerment through Learning, Skilling and providing livelihood opportunities. f. To suggest a frame work for optimal utilization of the infrastructure available for training in different institutions, both Govt. & Pvt. g. Promote increased participation of women in the workforce through appropriate skilling and gender mainstreaming of training. h. Promote commitment and ownership of all stakeholders towards skill development and create an effective coordination mechanism. i. To develop a future ready work force through training students in futuristic skills j. To balance industry needs with the aspiration of the people by conducting coaching classes for the eligible people.	The copy of approved roadmap for skills development in Andhra Pradesh is provided as proof The approved roadmap has been uploaded on the website of APSSDC and the link for the same is provided below. http://www.apssdc.in/resources/ap-skill-development-road-map/ Study team coordinated between ADB, PMU, and Industries Department, to collate documentation required for this condition .
	12. Lands for industrial use identified in at least two nodes.	Complied Lands for industrial use have been identified in two nodes. Survey reports have been uploaded on the website.	Survey reports for Vizag node and Chittoor are provided as proof and the have been uploaded on the APIIC website. Study team coordinated between ADB, PMU, and APIIC, to collate documentation required for this condition & uploading the survey reports on APIIC website.

Details of Tranche- II Compliance

Policy Areas/ Objectives	Actions Prior to Second Tranche Release (December 2019)	Current Status for Second Tranche Release	CDTA Role
Corridor Management	1. State Industrial Corridor Management Authority or equivalent operationalized, which will have adopted organizational structure, human resources plan and business plan that should include, among others, streamlined decision-making, and strategy for industrial growth.	<p><u>Complied</u></p> <p>The Business plan and HR plan for Andhra Pradesh Industrial Corridor Development Authority (APICDA) have been approved by the PD, VCICDP and the GoAP.</p> <p>The policy condition relating to the operationalization of State Industrial Corridor Management Authority has been complied with.</p>	<p>The study team has drafted a Business Plan and Human Resource (HR) Plan.</p> <p>The Business Plan discusses the strategies that APICDA could follow for infrastructure development, funding, marketing and promotion in order to achieve its objectives and attract funds and talent in the region. The Human Resource plan discusses the organization structure and staffing plan for APICDA.</p> <p>Operationalization of APICDA:-</p> <p>The study team has also prepared:-</p> <ul style="list-style-type: none"> • A draft agenda for the first board meeting of APICDA, after the discussion with PMU, which has been submitted to the government for approval and is currently under consideration. <p>Operating manual/ rules for APICDA Departments has been prepared and shared with VCICDP-PMU.</p>
	2. At least two node specific SPVs along with project management units established.	<p><u>Complied</u></p> <p>SPVs for Vizag and Chittoor nodes have been established.</p> <p>Vishakhapatnam industrial node development corporation was incorporated on 04th September 2018 & Chittoor industrial node development corporation was incorporated on 10th October 2018</p>	<p>The study team has shared the draft incorporation documents (Memorandum of Articles and Articles of Association) with APIIC. The study team also have conducted several meetings with Company Secretary of APIIC along with PMU to finalize the incorporation document.</p> <p>Operationalization of SPV:-</p> <p>The CDTA team has discussed with GoAP the documents prepared on institutional structure and operating models for the SPVs to PMU which may be adopted by the GoAP in order to operationalize them.</p> <p>The major focus areas for operationalization are:</p> <ol style="list-style-type: none"> Institutional structure Organizational Structure
	3. Project development mechanism established to enhance readiness for development and implementation of infrastructure projects in the State.	<p><u>Complied</u></p> <p>Roadmap for project development mechanism has been approved by GoAP.</p> <p>The approved roadmap identifies the objective of the Project Development Mechanism is to enhance readiness of projects in the corridor by taking advance actions to prepare the projects. It also lays out the Project Mechanism, its management, for planning and preparing infrastructure projects in industrial corridors.</p> <p>Preparation of the project development fund documents has also been completed</p>	<p>The study team had assisted the PMU in the preparation of the roadmap for PDM and the Government Order for the establishment of the Project Development Mechanism (PDM) and the Project Development Fund (PDF). The study team also provided support to the PMU in making presentations, preparing documents and obtaining approvals from relevant government approvals for the same.</p>

Policy Areas/ Objectives	Actions Prior to Second Tranche Release (December 2019)	Current Status for Second Tranche Release	CDTA Role
	<p>4. A dedicated investor promotion agency notified and operational.</p> <p>A second global investment promotion event held in the state.</p>	<p><u>Complied</u></p> <p>The dedicated investment promotion agency has been formed in Economic Development Board (EDB) via Government Order MS. No. 87 dated March 17, 2016.</p> <p>The EDB is chaired by the Chief Minister of the State, and the Members of the Board include the Minister of Industries, Chief Secretary to Government, Principal Secretary (Finance), Principal Secretary (Industries), among others.</p> <p>The objectives of the EDB are:</p> <ol style="list-style-type: none"> Strategic planning & policy Investment promotion & project facilitation External engagement with national / international investors and governments Project appraisal Financial resource mobilization Setting up of special purpose vehicles Incubating and coordinating futuristic initiatives Development of entrepreneurship and skill development <p>Several investment promotion activities were conducted in the last one year across the globe by team led by Honorable Chief Minister of the state along with the other representatives from the Government. The team also attended key events like World Economic Forum, Davos (2017 & 2018), Food Tech in USA etc. and met over 100 investors across countries like USA UAE, Korea, Russia etc. to promote investment opportunities in the state.</p> <p><u>Complied</u></p> <p>The first Global investment promotion event was held in January 2017. The second Global investment promotion event was held in February 2018.</p>	<p>The promotion event reports of Economic Development Board has been provided.</p> <p>CDTA team coordinated between ADB, PMU & EDB to collate supporting documents required for this condition.</p> <p>The report on the second global investment promotion event held in February 2018 has been provided to ADB</p> <p>Study team helped in coordination between PMU & EDB to collate supporting documents.</p>
	<p>5. State level Road safety policy framework or action plan implemented in at least two industrial estates of APIIC.</p>	<p><u>Complied</u></p> <p>The State level road safety policy is under implementation across the state.</p> <p>In fiscal year (FY) 2017 and FY 2018, these actions helped reduce the number of accidents by 17% and fatalities by 27% in Visakhapatnam. In Chittoor, accidents were down by 11% and fatalities by 5% during the same period.</p>	<p>Certificate from Transport Department related to road crash incident reports has been provided as proof</p> <p>Study team helped in coordination between ADB, PMU & Transport Department to collate supporting documents.</p>

Policy Areas/ Objectives	Actions Prior to Second Tranche Release (December 2019)	Current Status for Second Tranche Release	CDTA Role
	6. State level Roadmap for electricity supply implemented in at least two industrial estates of APIIC.	<u>Complied</u> The road map to provide electricity supply as per standards prescribed by the State Electricity Regulatory Commission (as approved by the board of APTransco on January 16, 2017) is currently under implementation across the states including industrial estates.	Certificate from Energy Department regarding implementation of State level Roadmap for electricity supply in at least two industrial estates of APIIC has been provided. Study team helped in coordination between ADB, PMU, Energy Department & APTRANSCO for collating supporting documents. Although, the Tranche II condition (implementation of electricity supply standards in industrial estates managed by APIIC) has been complied, to further improve electricity supply, the study team has proposed an implementation plan based on two key modules of regulatory and technical interventions.
Ease of Doing Business	7. New industrial and sector policies implemented in all the four nodes of VCIC.	<u>Complied</u> The industrial and sectoral policies are being implemented across the state.	Letter from Department of Industries and Commerce on implementation of new industrial and sector policies has been provided. Study team helped in coordination between ADB, PMU, & DOIC for collating supporting documents.
	8. State-wide single desk policy operationalized.	<u>Complied</u> Single desk policy has been prepared and notified via Government Order MS No. 85 dated June 6, 2016. In order to streamline the approval processes for doing business in the state, Government has notified a Single Desk Policy. It aims to create a one stop shop to provide all necessary clearances/ renewals for starting and operating an industry, within 21 working days and eliminate the need to physically interact with regulatory authorities by providing for online filing, document submission and tracking of applications. It also allows payments to be made electronically to obtain timely approvals online. To start an industry a subset of 29 different clearances may be required. Of these, 12 approvals/ clearances are necessary in the Pre-establishment stage and 17 approvals/ clearances are necessary in the Pre-operation stage. Additionally, Single Desk also helps an industry to obtain 10 renewals which may be required for continuing its operations. The single desk is currently being operationalised and used by the industry players for making online application for setting up of industry, availing incentives etc.	Letter from Department of Industries and Commerce on single desk policy has been provided as proof. Study team helped in coordination between ADB, PMU, & DOIC for collating supporting documents.
	9. The e-portal for doing business becomes the main system for industrial licensing in relevant state departments.	<u>Complied</u> e- Portal has been established under the Single Desk Policy for online applications for doing business and related government incentives. It also allows investor to make an online application for allotment of the raw material.	The Letter from Department of Industries and Commerce on eportal has been provided as proof. Study team helped in coordination between ADB, PMU, & DOIC for collating supporting documents. The study team has completed the assessment on cost of regulatory compliance and international benchmarking of regulatory compliance. The document has been prepared and discussed with Department of Industries, Government of Andhra Pradesh. The report highlights the time required by investors in setting up of industries and recommends the reduction in time lines for some of the key clearances which shall help in improving the cost of compliance.
	10. At least two model DICs established.	<u>Complied</u> The reform plan for DICs has been approved by the PD, VCICDP and the GoAP. The policy condition relating to DIC reforms has been complied with. Further, the study team is working closely with the PMU for the on ground implementation of the reform plan.	The study team has worked on specific reform plans for the Visakhapatnam and Chittoor DICs that have been tailored to the industrial conditions in these districts. The node level implementation plans for Visakhapatnam and Chittoor discuss specific changes that needs to be incorporated at each DIC. These recommendations are based on the key requirements for success of focus sectors mapped with the node districts and on stakeholder consultations. In addition, the study team has also prepared a budget estimate that would be required to reform the DICs
	11. From the first global investment promotion event, at least 25,000 persons (at least 20% women),	<u>Complied</u>	Compliance letter from APSSDC on the number of persons trained has been provided to ADB.

Policy Areas/ Objectives	Actions Prior to Second Tranche Release (December 2019)	Current Status for Second Tranche Release	CDTA Role
	including workers, entrepreneurs and students, trained for skill development.	The first global investment promotion event was conducted in January 2017. Andhra Pradesh State Skill Development Corporation has imparted training to 505,398 people including workers, entrepreneurs and students, trained for skill development.	Study team helped in coordination between ADB, PMU, & APSSDC for collating supporting documents. CDTA team has prepared a Skill Development Plan for the state of Andhra Pradesh with a focus on improving employability of the local populace in the catchment areas of the two clusters shortlisted in the first phase of VCIC viz. Visakhapatnam and Chittoor
	12. Computerized database of lands for industrial nodes made available to investors on website.	<u>Complied</u> Details of land available for purposes of industrial development is available on the website of APIIC.	The link for accessing computerised database of lands for industrial nodes is provided below. https://kpi.apiic.in:8443/KPI/apiicfi/VacantPlots.jsp

3.3. Operationalization of APICDA

State Industrial Corridor Management Authority (Andhra Pradesh Industrial Corridor Development Authority) has been setup in Andhra Pradesh for providing strategic directions and policies for development of industrial corridors, nodes and institutions; investor promotion; and development, financing and implementation of relevant infrastructure projects. CDTA team has assisted PMU in finalizing the Governance structure for VCIC, Delineation of functions between APICDA and SPVs and finalization of Business & HR Plan for the APICDA. As part of the support to GoAP, the Study Team assisted the PMU in operationalizing the APICDA and node SPVs.

Institutional structure

To enable the VCIC Nodes to form the nucleus for triggering such growth, separate institutional structure has been envisaged, while the existing institutions continue to complement with their respective roles in other regions:

- AP Industrial Corridor Authority (APICDA), to bring together all required functions in the Nodes and identified Periphery of the Node
- Node SPVs, to help APICDA deliver its mandate at the Node level
- Based on the best practices and benchmarking with other similar Industrial corridors in India and abroad, 2 tier structure has been proposed for Industrial Corridor development in Andhra Pradesh. APICDA will play a regulatory role for the development and management of industrial corridors in the state, the SPVs will be responsible for the implementation.
- The list of activities pertaining to the industrial development in the corridor and currently mapped with different agencies in Andhra Pradesh, have been subsumed under APICDA.

Human Resource Plan for APICDA

The Study team assisted GoAP in finalizing the Organization Structure, Departmental Roles, Staffing Pattern, Board Committee and Executive committee Members based on an assessment of the functions and responsibilities of APICDA and benchmarking with other institutions such as Andhra Pradesh Industrial Infrastructure Corporation (APIIC), Andhra Pradesh Capital Region Development Authority (APCRDA), restructuring of National Highways Authority of India (NHAI), Korea Industrial Complex Corporation (KICOX) and other international organizations.

Organization Structure: -

Six departments are proposed for APICDA – Planning, Engineering, Administration, Marketing and Communication, Finance and Accounts and Cluster Development Cell. In addition to the Commissioner, APICDA, it is recommended that an Additional Commissioner, Technical and Additional Commissioner, Administration be appointed to look into the day to day matters of APICDA. Both the Additional Commissioner, Technical and Additional Commissioner, Administration will report to the Commissioner. The Additional Commissioner, Technical will look after the Planning and Engineering departments while the Additional Commissioner, Administration will look after the remaining divisions. Also, manpower structuring & staffing pattern for each department has been proposed.

Recommendation for appointment of a Project Management Agency or Knowledge Partner to provide technical assistance to all the departments of APICDA is also given. The Project Management Agency/Knowledge Partner will report directly to the Commissioner and Additional Commissioner, Technical & Additional Commissioner, Administration. The Project Management Agency should be outsourced from the market. The Project Management Agency/Knowledge Partner should at least be appointed at the initial years when the foundations of APICDA are being established for providing handholding support and capacity building support to all departments. This will ensure that APICDA is equipped with adequate technical assistance to perform all the duties assigned to it.

Departmental Roles

APICDA has been envisaged as a dynamic institution that can go beyond fulfilling its roles and responsibilities and ensure that the corridor can compete with international manufacturing destinations.

Various departments proposed include Estate & Town Planning Department, Engineering & Procurement, Admin, HR, Legal & Vigilance, Marketing and Communication, Finance and Accounts, Cluster Development Cell.

Board of Directors

The APICDA Act states that the Hon'ble Chief Minister will be the chairperson of the board and the Special Chief Secretary/Principal Secretary/Secretary to the Government, Industries and Commerce department will be the Member-Secretary of the board. The Act also states that the number of board members for APICDA should not exceed 13. The proposed board composition includes representation from all the departments that would be critical for the development of industrial corridors in the state including Industries, Finance, Urban Development, Water Resources, Panchayat Raj, APIIC and APICDA

Executive Committee

The APICDA Act states that the Executive Committee will be chaired by the Member-Secretary of the Board and convened by the Commissioner. The Act also states that the number of members on the Executive Committee should not exceed ten. Considering the significance of various departments that would be critical for the development of the corridor, the members have representation from all important departments from the district node.

Based on the study & activities carried out by the study team as discussed in this section, the team has drafted a Human Resource (HR) Plan for APICDA. The Human Resource plan discusses the organization structure and staffing plan for APICDA that would enable it to operate efficiently and carry out its roles and responsibilities effectively to achieve its short- and long-term goals

The HR plan for APICDA have been approved by the PD, VCICDP and the GoAP.in April 2019.

Business plan for APICDA

The Business Plan discusses the strategies that APICDA could follow to achieve its objectives and attract funds and talent in the region.

In order to achieve the vision, mission and objectives set out for APICDA, business plan has identified four pillars- an Institutional Plan, Infrastructure and Funding Plan, HR Plan and Marketing and Promotion Plan. that would be critical for the development of VCIC and functioning of APICDA.

1. The Institutional Plan discusses the roles and responsibilities of APICDA and the node level SPVs. While APICDA will play a regulatory role, the SPVs will be responsible for implementation. The institutional plan also looks into the structure of SPVs and the broader institutional arrangement in the corridor.
2. The Infrastructure and Funding Plan discusses the infrastructure projects required for the priority nodes in VCIC (Visakhapatnam and Chittoor) and the land pricing strategy.
3. The Human Resource Plan discusses the composition of the Board of Directors and the Executive Committee, the organizational structure, and staffing for APICDA.
4. The marketing and promotion plan discusses the marketing, branding and investment promotion strategy for APICDA.

In addition to these, APICDA will undertake any other activities required for the development and operation of industrial corridors in the state. The Business plan for APICDA have been approved by the PD, VCICDP and the GoAP in April 2019.

Standard Operating Procedures for departments in APICDA

The study team has prepared draft operating guidelines/ Standard operating procedures for all the proposed departments of APICDA. The standard operating procedures for various departments in APICDA have been designed through the following:-

- Benchmarking against similar organizations in India and Andhra Pradesh
- Compliance with the current best practices

- Compliance with accounting standards, organizational policies and practices
- Keeping in mind the lean organizational structure of APICDA and allocation of responsibilities accordingly

The study team has prepared a draft agenda for the first board meeting of APICDA, after the discussion with PMU, which has been submitted to the government for approval.

3.4. Setting up of an SPV

The study team had supported in drafting and finalizing the incorporation documents (Memorandum of Articles and Articles of Association) for node specific SPVs the incorporation documents were finalized post the review of the legal expert of the study team. The finalized documents were submitted to the Registrar of Companies (Govt. of India) for formation of the companies. The incorporation of the SPVs for both Vizag and Chittoor nodes have been completed. The names of the incorporated SPVs are:

- Visakhapatnam Node : Visakhapatnam Industrial Node Development Corporation Limited
- Chittoor Node : Chittoor Industrial Node Development Corporation Limited

Institutional mechanisms for developing, operating and managing priority nodes in VCIC

Two institutional options have been analyzed for overall development of the VCIC nodes.

In Vizag and Chittoor nodes, while the startup area is being funded by GoAP and ADB, additional funding will be required for development of the rest of the node. Basis discussions with VCICDP PMU, the balance area of the node is proposed to be developed in either of the following options:

1. Development by Node SPV through infusion of equity from NICDIT/ private player/ GoAP and through long term commercial debt/ other debt instrument. Operation and maintenance of the nodes to be done by Node SPV
2. Development by Node SPV through infusion of equity from NICDIT/ private player/ GoAP and through long term commercial debt/ other debt instrument. Overall operation and maintenance of the nodes to be done by Node SPV. Operation and Maintenance of utilities to be done by sub-SPVs (Utility SPVs);

Features of Option 2 institutional structure:-

- i. Common Infrastructure, Factory Shed, Land Development, Other Infrastructure built by APIIC in other industrial parks in AP would be developed, operated and managed by the Node SPV for a VCIC node.
- ii. For the utilities like power supply, water supply, road etc. development will be done by the Node SPV. Operation and maintenance of the utilities would be taken up by the respective utilities SPVs.

Option 1 has the following advantages:

- Single SPV at node level of state Government will be single point of contact for an investor
- Development and management of a node by a single node SPV will required lesser coordination for planned development.

Option 2 has the following advantages:

- Greater degree of private sector specialization at the SPV level due to interest shown by entities that have longer experience and specialization in the field.
- Eliminate redundancies in terms of resources required for projects in the same sector as there will be a single point of contact for an investor in each sector.

Institutional structure for the startup area, including transfer of infrastructure developed by PIUs for operations and management

The startup area at the Vizag and Chittoor node is being developed by GoAP with support from ADB funding and the node SPVs are already being formed for the Vizag and Chittoor node.

Option 1, Node SPV developing, operating and managing the startup area of the node has been further evaluated for the startup area.

The development of the projects will take place in two stages:

- Project Development (Procurement and Construction)
- Project Operations and Maintenance

The following scenarios pertaining to option 1 have been discussed for the operationalization of the SPV for the startup areas.

Base Case Scenario (As Is): Projects Developed and managed by PIUs

This is the current scenario where the role of the SPV is not defined. In this scenario, GoAP provides budgetary allocation for development of projects by PIUs and the same PIUs are asked to operate and maintain the projects.

In this scenario, the project cost is treated as a budgetary allocation/grant and hence, there is no incentive for the PIUs to maximize revenues. **It is proposed to consider a MOU/agreement between GoAP and PIU's to ensure revenues generated will be utilized to service the loan and thereby there will be no burden on GoAP.**

Scenario 2: Projects developed by PIUs & Managed by Node SPV (Asset transfer model)

In this scenario, assets are developed by PIUs through budgetary allocation/grant from GoAP which are in turn to be transferred as Equity/Debt to SPV. The SPV operates and maintains the assets through O&M contracts by bringing in private sector participation. The SPV in turn repays the PIUs dividend/interest with respect to their share of Equity/Debt in the projects. The following figure represents the cash flows generated in this scenario.

It proposed to consider a MOU/agreement between GoAP and PIU's/SPV **to ensure revenues generated will be utilized to service the loan and thereby there will be no burden on GoAP.** The SPV has an incentive to maximize revenues due to the repayment mechanism introduced. Another important advantage of this scenario is in case of additional funding requirement, the additional interested investor(s) can directly invest in the Node level SPV and generate returns in proportion to their share of investment. For the balance area, the node SPV will be taking care of the development, operation and maintenance of various projects in the node.

Scenario 3: Projects developed by PIU & Managed by Node SPV (Lease model)

In this scenario, assets are developed by PIUs through budgetary allocation/grant from GoAP which are in turn to be transferred on a lease basis to SPV. This scenario is required in case of various projects of APTransco, APRDC and GVMC where the asset can't be transferred in its entirety however, it can be leased to the SPV. The SPV operates and maintains the assets through O&M contracts by bringing in private sector participation. The SPV in turn repays the PIUs Lease payments. The lease model currently proposed in operating lease. The following figure represents the cash flows generated in this scenario.

It proposed to consider a MOU/agreement between GoAP and PIU's to ensure revenues generated will be utilized to service the loan and thereby there will be no burden on GoAP. The SPV has an incentive to maximize revenues due to the repayment mechanism introduced

Organization Structure of SPVs in VCIC

The leadership of SPV will consist of a board of directors and an executive committee. The board of directors will consist of 8 members under the leadership of the Principal Secretary-Industries, Infrastructure and Investment who will be the chairperson of the board. The members of the Board would include members of State Government, NICDIT or Private Player based on the share holding pattern of the SPV. The executive committee will be finalized by the Board of Directors and will be

responsible for day to day activities of the SPV. It will be chaired by the Member-Secretary of the board and will be responsible for managing the activities of SPV.

The CEO/MD, SPV will lead the organization to fulfill the duties assigned to SPV. The CEO/MD along with the remaining staff in SPV are responsible for carrying out the roles and responsibilities and the day-to-day functions of SPV. For an efficient division of labour and skill specialization, a multi-departmental organizational structure is suggested for SPV. Such a structure would enable SPV to carry out the multifaceted responsibilities attributed to it.

Proposed Board of Directors: -

- Secretary to Government, Industries and Commerce Department
- Secretary to Government, Finance Department,
- Principal Secretary to Government, Revenue Department,
- Principal Secretary to Government, MA&UD Department,
- Principal Secretary to Government, Energy, I&I Department,
- Commissioner of Industries, Vijayawada
- Vice Chairman & Managing Director, APIIC Limited,
- District Collector of the concerned Node
- Independent Directors (non-officials who possess experience in area development and regional planning to be nominated by State Government)

Executive Committee for the SPV: -

Executive committee will look into the day to day activities of the organization and direct SPV to fulfill the duties and activities assigned to it.

Proposed members for the executive committee: -

- MD/CEO of SPV (District Collector)
- GM-District Industrial Centre- (Member Convener)
- Zonal Manager-APIIC for the District Node
- General Manager-Planning & Environment of the SPV (Chief Planning Officer- PCPIR & Chief Environment Engineer-APPCB)
- General Manager-Technical of the SPV
- MD/CEO of Sub-SPV

Departments of SPV:-

Based on the roles and responsibilities assigned to node SPV and mapping present roles and responsibilities of APIIC with different departments of the Node SPV, 7 departments are proposed: Planning and Environment, Engineering, Estates Department, HR & Administration, Commercial & Procurement, Finance & Accounts, and Marketing Communication. The functions of the SPV have been mapped to these departments:

Functions of SPV	Concerned Department in SPV
Planning	Planning & Environment Department
Regulation	Planning & Environment Department, Engineering Department
Land Acquisition/ Procurement and Allocation	Real Estate Department
User Charges and Financing	Finance & Accounts Department
Operating functions	Engineering Department, Commercial and Procurement
Investment Promotion	Marketing and Communications
Governance/Administration	HR & Administration Department

Detailed roles and responsibilities along with the staffing requirement of each of the department of the node SPV for the efficient working has been shared with VCICDP PMU in the HR Plan of the Node SPV.

Node facilitation centres (NFC)

NFCs will have representation from each department of the node SPV and be headed by CEO of SPV. Main functions of the committee will include:

- Being the single point of contact for investor grievances
- Guide and assist entrepreneurs for procedures to set up industries in the state

Assist & facilitate entrepreneurs for various incentive related schemes

3.5. Preliminary review of development models for VCIC (financial viability assessment)

While the GoAP agreed to use ADB's funds for development of these start-up areas, it is critical for the GoAP to assess (i) the benefits to be brought by ADB's support to the start-up area development and (ii) the optimal funding arrangement of the remaining areas of the nodes by exploring various modes of financing such as private investors and NICDC funding. Moreover, the GoAP may consider in their arrangement a favorable land allotment policy to attract potential investors.

The CDTA team conducted the study aiming to assess and identify the approaches that provide win-win arrangements in terms of financial viability for GoAP as well as private developers in two nodes, while exploring expanded options of land transaction models for the benefit of industries.

Methodologies

The study has considered 5 development options with different levels of private sector engagement. The study also has assumed 6 offtake patterns and 3 land transaction assumptions (see the details below).

In both nodes, the study first assesses two scenarios of with and without ADB's support in their start-up areas, aiming to assess the benefits of ADB support for the GoAP and industry investors. Then, it will explore the optimal funding arrangement with three scenarios such as (i) no contribution from NICDC support, (ii) private developer's contribution as per the development options defined; and (iii) Maximizing NICDC's contribution. Implementation arrangements include two models with (i) joint development model, and (ii) O&M contract model.

Development Options

The following development options have been considered for evaluating the quantum of investment required from various entities which have been split across option 1 to 5 in terms of capital expenditure required in the nodes.

Options	Cluster SPV	APIIC/ SPV
Option 1	<ul style="list-style-type: none"> • Land (Acquisition & Development) • Developing External Infra • Developing Common Internal Infra • Constructing Factory Sheds • Undertaking O&M 	
Option 2	<ul style="list-style-type: none"> • Developing External Infra • Developing Common Internal Infra • Constructing Factory Sheds • Undertaking O&M 	<ul style="list-style-type: none"> • Land (Acquisition & Development)
Option 3	<ul style="list-style-type: none"> • Developing Common Internal Infra • Constructing Factory Sheds • Undertaking O&M 	<ul style="list-style-type: none"> • Land (Acquisition & Development) • Developing External Infra
Option 4	<ul style="list-style-type: none"> • Constructing Factory Sheds • Undertaking O&M 	<ul style="list-style-type: none"> • Land (Acquisition & Development) • Developing External Infra

		<ul style="list-style-type: none"> Developing Common Internal Infra
Option 5	<ul style="list-style-type: none"> Undertaking O&M 	<ul style="list-style-type: none"> Land (Acquisition & Development) Developing External Infra Developing Common Internal Infra Constructing Factory Sheds

Uptake assumptions

- Case A: 700 Acres per annum starting immediately post construction period
- Case B: 500 Acres per annum starting immediately post construction period
- Case C: 700 Acres per annum starting 1 Year post procurement
- Case D: 500 Acres per annum starting 1 Year post procurement
- Case E: Staggered offtake starting with 300 acres per annum for the first year and increasing at the rate of 50 acres each year i.e. 350 acres for year 2, 400 acres for year 3 and so on, starting 1 Year post procurement
- Case F: Staggered offtake starting with 200 acres per annum increasing at the rate of 50 acres each year i.e. 250 acres for year 2, 300 acres for year 3 and so on starting 1 Year post procurement

Land Transaction Assumptions

- Upfront Lease model: In this case, the entire lease amount paid upfront by the unit.
- Lease cum sale model: In this case it has been assumed that lease rentals are collected at the rate of 4% of Sale value for first 5 years and the land is sold to the unit in the 6th year at market value.
- Deferred Lease model: 25% of Upfront lease amount is paid by the unit every 2nd year

The scenarios in context of Vizag and Chittoor nodes are detailed in Annexure 1.

Assessment

Vizag Node Start Up Region

- There would be no win-win scenarios for both GoAP and private developers in the developer co financing model.
- ADB loan is bringing up GoAP's returns. Cases A to E of Option 5 with Upfront Lease would be financially viable for the GoAP. This shows that the ADB loan could provide win-win options for various offtake scenarios, helping the GoAP withstand unforeseen decreased investment demands.

Vizag Node Full Area

- In case of scenario 1, there would be win win scenarios with (i) Case C of Options 2 to 3 with Upfront Lease and (ii) Cases C and D of Option 4 with Upfront Lease model. Both scenarios require high offtake.
- In case of scenario 2a, Cases C of Options 2, 3 and 4 with Upfront Lease would be win win scenarios for GoAP and private developers. NIDC's contributions would decrease GoAP's contributions, resulting in the decreased returns to the GoAP (hence, Case D of Option 4 would be no more financially viable for the GoAP). Investment promotion is required to achieve these outcomes.
- Scenario 2b with big contributions from NICDC is likely to crowd out private developers from Option 4. The win win scenarios would be (i) Case C of Option 2 and (ii) Cases C and D of Option 3 both with Upfront Lease. Investment promotion is required to achieve such offtake. The result of scenario 2b would have no big difference from scenarios 1 and 2a.

Chittoor Node Start Up Region

- In case of developer co financing model, there would be no win win scenarios for the GoAP and private developers except Case C of Option 4 with the Upfront Lease. However, in such a win-win scenario, the contribution of private developers would be minimal with only construction of factory sheds and undertaking of O&M.
- In case of the ADB Funding Model, Cases C to E of Option 5 with Upfront Lease would be financially viable for the GoAP. Moreover, Case C of Option 5 with Lease cum Sale would be also financially viable, which may serve the interests of cash flows of industries. Rigorous investment promotion is required for such high offtakes.

Chittoor Node Full Area

- In case of scenario 1, there would be no win win scenarios for the GoAP and private developers except Case C of Option 4 with Upfront lease model. However, in such a win-win scenario, the contribution of private developers would be minimal with only construction of factory sheds and undertaking of O&M.
- In case of Scenario 2a, there would be no win win scenarios as NIDC's contributions would decrease GoAP's contributions, resulting in the decreased returns to the GoAP.
- Scenario 2b with big contributions from NICDC is likely to crowd out private developers from Option 4. The win win scenario would be Case C of Option 3 with Upfront Lease. Increased equity contribution from NICDC would enable the private developers to participate in developing internal and external infrastructure.

Findings

Start up Region for Two nodes

- Without ADB loan, there would be no win-win scenarios for both GoAP and private developers or minimal private developer contribution.
- With ADB loan (and no private contribution):
 - (i) Vizag - various offtake scenarios of Upfront Lease model would be financially viable for the GoAP, helping the GoAP manage the risk of unforeseen offtake delays due to decreased investment demands.
 - (ii) Chittoor – high offtake scenarios of Upfront Lease model would be financially viable for the GoAP. The Lease cum Sale model would be also financially viable, which may serve the interests of cash flows of industries. Both scenarios require the rigorous investment promotion of the GoAP.

Node Full Area for Two nodes

- Without NICDC support:
 - (i) Vizag – there would be win-win scenarios in various development options with high offtake and Upfront Lease model for both GoAP and developers. The options would include the participation of private developers such as developing and operating external and internal infrastructures; developing and operating internal infrastructures; or operating the infrastructures only.
 - (ii) Chittoor – In win-win scenarios, only minimum private developer contribution may be envisaged.
- With NICDC support assuming private developer's contribution as per the development options defined:
 - (i) Vizag – there would be win-win scenarios similar to the case without NICDC support.

- (ii) Chittoor – there would be no win-win scenarios.
- With NICDC’s maximum support as defined up to INR 3,000 Crores:
 - (i) Vizag – there would be win-win scenarios similar to the above both cases, while this case would exclude the option of private developers to operate the infrastructures only.
 - (ii) Chittoor – there would be win-win scenario for private developers to develop and operate internal infrastructures with high offtake and Upfront Lease model.

Implications

- In any case, investment promotion is required to accelerate the offtake pace. The GoAP can take the lead.
- ADB’s support to the start up region could make it financially viable for the GoAP. It would also help the GoAP (i) manage the risk of unforeseen offtake delays in Vizag node; (ii) attract more investors by providing Lease cum Sales option.
- NICDC’s support would enable private developers to engage in various arrangements such as developing and operating external and internal infrastructures (Vizag) as well as internal infrastructures (Chittoor), both with high offtake and Upfront Lease model.
- This analysis confirms the current policy direction of the GoAP as the best policy mix where (i) start up regions could be developed by the public sector (the GoAP and ADB), and (ii) full areas could be developed by the PPP (the GoAP and private developers with the equity contribution from NICDC).

3.6. DIC Reforms

Approval of a reform plan to establish model District Industries Centers (DICs)

A reform plan was prepared by the Study Team and submitted to the Govt. of Andhra Pradesh setting out the plan for upgrading the DICs in the state. The reform plan suggested inputs for both – infrastructural upgradation and process improvements, to make the DICs more effective. The plan mapped the current activities being performed in DICs with best practices across the globe that are followed by DIC equivalent agencies. The plan also identified how the current performance of DICs could be improved and key interventions needed from infrastructure and policy reforms perspectives. The reform plan was reviewed and approved by the Government.

Implementation Plan for reforms and upgradation of DICs

Given that Visakhapatnam and Chittoor are the priority nodes for VCIC, the Visakhapatnam and Chittoor DICs were selected as the two model DICs for the implementation of the reform plan.

The study team worked on specific reform plans for the Visakhapatnam and Chittoor DICs that have been tailored to the industrial conditions in these districts. The node level implementation plans for Visakhapatnam and Chittoor discuss specific changes that needs to be incorporated at each DIC. These recommendations are based on the key requirements for success of focus sectors mapped with the node districts and on stakeholder consultations. In addition, the study team has also prepared a budget estimate that would be required to reform the DICs.

The reform plan for DICs has been approved by the PD, VCICDP and the GoAP. Further, the study team is working closely with the PMU for the on ground implementation of the reform plan. The key components of the implementation plan are as mentioned below:-

Sr. No	Action Plan	Brief description	List of stakeholders involved
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1	Suite of Services	Selection of suite of services for Vizag/Chittoor DIC	a) Department of Industries and Commerce
2	Operational and implementation Plan	Implementation structure, partnerships, etc.	a) Department of Industries and Commerce b) General Manager of DIC c) Academic institutions like universities, technology consortia, national laboratories business schools, industrial training institutes etc. d) Industry institutions like FICCI, CII etc.
3	Infrastructural Plan	Building plan, other physical infrastructure plan etc.	a) Department of Industries and Commerce
4	Funding Plan	Funding plans for implementing the program	a) Department of Industries and Commerce b) General Manager of DIC

Suite of Services

Suite of Services for DICs in Vizag and Chittoor have been developed based on the technology intensity expected in the influence areas for the focus sectors like chemicals and petrochemicals, electronics, pharmaceuticals, food processing, textiles & apparels and metallurgical industries. The activities to be prioritized by the DICs for next 5-7 years are as listed below:

1. Provide firms export assistance and training
2. Promote energy - efficient manufacturing skills
3. Provide assistance with standards
4. Provision of credit/financing support for manufacturers
5. Promote R&D activities in direct partnership with manufacturers
6. Promote research & development and innovation through knowledge transfer, collaborations etc.
7. Design assistance and support services to the manufacturers

Charting out the implementation methodology for the above services can be done by the state government on its own or through brokering services from federal agencies, universities, etc. using DICs as a channel. These agencies (including State Govt. and DICs) need to explicitly respond to the specific challenges, needs, skills, and capabilities of current manufacturing base, while at the same time charting a path to help manufacturers acquire the next generation of engineering, innovation, and product development & commercialization skills. Further Operational and process plan having details on implementation structure, partnerships, tie-up etc are also proposed.

Plan for improving physical infrastructure at DICs

Based on the Study team analysis, a plan has been charted out as mentioned below for revamping the physical infrastructural facilities at Vizag/Chittoor DIC:

1. A model DIC capable of implementing reform strategies needs to have quality infrastructure and facilities which is aligned to its functional requirement. The infrastructure consists of: a) immovable infrastructure such as layouts, building and other associated facilities, and b) movable infrastructure such as machinery, computers, and furniture, among others.
2. Given the need to have a modern outlook and corporate style set-up of DIC functioning in the state, the Department of Industries, Government of Andhra Pradesh has already prepared building layout and plan for all DICs in the state. The layout has been prepared considering the objectives of the DICs, reform strategies envisaged for DICs and the role they must play in promoting industrial investment in the state. The proposed plan shall be standardized across all DICs in the state to ensure a common identity and brand.

3. The proposed layout and building plan shall be implemented in a phased manner and may take around 2 years to complete for each DIC. However, the phased implementation plan will not hamper DICs operations.
4. The tentative cost of constructing new office building of DIC as per proposed layout and building plan may be around INR 3-3.5 crores. This is based on the building estimate prepared by DIC Chittoor.
5. In addition to good building infrastructure and associated facilities, a model DIC also needs quality infrastructure in terms of movable assets. These assets would enable DIC management and staff in carrying out DIC's activities in an effective manner. Based on the proposed layout and building plan of DICs, an indicative list of movable assets which are needed in each DIC has been identified.

Therefore, in view of the above, the total cost of improving infrastructure in a DIC consists of:

- a) INR 3-3.5 crores for construction of new office building of DIC as per proposed layout and building plan
- b) INR 45-60 lakhs for providing movable infrastructure as per requirement

3.7. Marketing Plan for VCIC

Given the multiplicity of locational options, it is important for VCIC to have a strategic approach to compete in the market, identify the target industries & segments, and reach out to the right set of investors in a time bound and systematic manner.

It would also be critical to identify the right channels for disseminating information across the investor forums. Globally, several industrial parks have strategically marketed themselves to the investor community through multiple channels (roadshows, investment summits, country partnerships, etc.). Globally, several industrial parks have strategically marketed themselves to the investor community through multiple channels (roadshows, investment summits, country partnerships, etc.).

Study team has prepared detailed marketing plan for GoAP/ VCICDP-PMU to strategically market Vizag Chennai Industrial Corridor to the right set of the investors through multiple channels.

Marketing Strategy and plan

The marketing plan for VCIC should focus on the following key objectives:-

- To define unique, identify for VCIC which will appeal to the potential investors
- To build awareness among different stakeholder
- To position VCIC as competitive location for investments
- To design actionable "go to market" strategy for VCIC

Elements of marketing plan:-

- **Product:-** Establishes the marketable characteristics and strengths of the VCIC project, which will form the core content of any marketing communication
- **Segment:-** Identifies the target firms according to the focus sectors of priority nodes – the intended audience of the marketing plan - who will need to be reached out for investing in the VCIC.
- **Promotion:-** Selection of the different channels available for marketing the VCIC corridor and nodes – both directly (specific investors, events, roadshows), and indirectly (digital, print, OOH, and audio-visual)

Product

Focus Sectors Finalized for 2 Nodes based on product review:-

- Focus Sectors finalized for Chittoor Node:- Food Processing, Textiles, Electronics & Machineries (Special Purpose, Electrical)
- Focus Sectors finalized for Vizag Node:- Pharmaceuticals, Transport Equipment (Aerospace & Defense), Electronics & IT and Textiles/Apparel

In meeting on 10th March 2020, VCICDP-PMU has given go-ahead with the focus sectors identified above for the 2 nodes

Study team has assessed and analyzed the priority nodes and clusters strengths and weakness to focus on for improving the competitiveness of the node. Study team also identified the opportunities for the VCIC corridor and nodes that can be tapped on.

Subsequently, key USPs of the product, i.e. the nodes in the corridor have been identified. It is necessary to communicate to potential investors the key advantages of setting up business in VCIC and how the VCIC nodes would be different from other industrial parks in the country. These will form the core of all the marketing communication and highlight why an investor should come to VCIC. Marketing collateral such as brochures, print ads, digital content etc. will need to highlight these USPs and align the messaging with what resonates with the different requirements of the sectors (and the specific firms) to build a case for investing in the VCIC. The study team has defined USPs Differentiating the VCIC:

- Predominantly from other industrial areas in India
- Predominantly from industrial areas in rest of Andhra Pradesh

Segment

As part of the marketing plan, the study team has identified a pool of firms from the identified focus industries, who would be the target firms under this marketing plan. These firms have been identified basis:

- Firms consulted with in other governmental programs viz., Make in India, East Coast Economic Corridor
- Firms listed in industry databases - EMIS, CMIE Capex, CII and Money control
- Firms representing focus sectors identified for the proposed CEU
- Firms which are market leaders in their own industry

Promotion

As a part of the marketing plan, the study team has prepared a reach out and communication plan. VCICDP or APICDA can do the initial reach-out to this broad list of firms using direct and indirect channels.

To exhibit high levels of intent and seriousness, it is recommended that the discussions from the VCICDP or EDB side be led by the VCICDP or EDB senior management. It has been recommended that VCICDP internally mobilize a dedicated cell for coordinating on setting up of meetings and conducting post-meeting follow-ups.

The Study team has prepared and shared focus sector wise list of investors, draft marketing email project brochures, sector specific brochures and list of the investors with VCICDP PMU and EDB for the investment promotion.

Roll Out Plan- Marketing Roadmap for next 5 years

As marketing and promotion activities can play a critical role in attracting investments into the corridor, VCICDP PMU should ensure that marketing and investment promotion activities for VCIC are implemented seriously till the time APICDA is operationalized. With the focus sectors, USPs and list of the investors identified for the Vizag and Chittoor nodes in the sections above. To implement these strategies, the following recommendations are suggested for VCICDP PMU

To complement the investor outreach program for the VCICDP may also include the opportunities available for investment in the VCIC in their own marketing plan, brochures, and investor meet agendas where appropriate.

Detailed marketing roadmap for the next 5 years has been shown in annexure 2.

The marketing roadmap summarizes the list of activities to be undertaken by the VCICDP pertaining to marketing the VCIC over the next 5 years. The major activities that can be prioritized by VCICDP PMU are:-

- a) Internally mobilize a dedicated cell for reaching out to the investors, coordinating on setting up of meetings and conducting post-meeting follow-ups
- b) Finalize the priority events for participation and approve timely registration for the same
- c) Initiate the creation of website and social media profiles for the VCIC (can hire a Digital Marketing Consultant)
- d) Nominate specific persons for managing the social media profiles with access to profile passwords limited to specific individuals (or hire digital marketing consultant)
- e) Initiate printing of the marketing collaterals – brochures, flyers, etc.

3.8. Other Tasks

Apart from assisting and supporting GoAP and PMU in ensuring all the conditions proposed under policy reforms are complied, CDTA team has carried out activities for the VCIC Project which will support the policy reforms suggested by ADB:-

Environment and Sustainability

Green Corridor Concept Framework (GCCF):

The study team formulated a framework for green corridor concept customized for VCIC. The Green Corridor Concept Framework (GCCF) has been designed as an enabling framework aimed at making VCIC green and inclusive hub for manufacturing that promotes and accelerates sustainable economic growth while ensuring that environmental and social protection is maintained.

The framework outlines 24 initiatives classified into 6 categories and prioritizes them into short-term, medium-term and long-term. Additionally, it also broadly defines incentive mechanisms and reward and recognition programs for each initiative to promote its voluntary adoption amongst industries. The framework also identifies key state departments and defines management structures for implementation of GCCF.

As part of the GCCF development, a board as-is-assessment of AP was undertaken, and consultations were held with the various stakeholders to assess the current environmental practices. Various Indian and International regulations and corporate best practices were also studied in order to develop the framework. The study team also had detailed discussions with the master planning team to customize the GCC framework objectives with the type of industries proposed in the nodes.

The framework was reviewed by Project Director, VCICDP and a detailed discussion was held on the Green Corridor framework for VCICDP. Based on this discussion, the study team has updated the framework to also include following aspects:

- resource mapping with respect to water to ensure that water intensive industries are not established in water draught areas;
- review of the Pollution Index Matrix to understand the districts with high pollution level;
- industrial area mapping to analyze the types of wastage produced by industries and presence of waste recyclers in the respective districts;
- circular economy to understand the industrial wastes which can be used as raw material for other industries and suggest a list of such industries.

The study team also presented the framework to the Secretary, Industries. Based on the discussions with the PMU and Secretary, and consultations with the stakeholders (industries, APIIC, relevant regulatory authorities such as Pollution Control Board, etc.) the study team finalized the green corridor framework.

The framework thus comprises of following 6 categories and 24 initiatives which are also further classified into short-term, medium-term and long-term:

1. Reduction of Environmental Impacts - Implementation of Environmental Management Systems (EMS), Supporting APPCB in Improving Environmental Monitoring, Star Rating, Rewards and Recognition Programmes, Promoting Use of Less Polluting Fuels, and Cap and Trade Scheme for Pollutants
2. Improving Resource Efficiency - Promote Energy & Water use Reporting and Establish Efficiency Targets, Increase Adoption of Energy Efficient Equipment's, Increase Adoption of Water Efficient Systems and Water Recycling, and Green Buildings
3. Reduction of Climate Change Impacts - Climate Resilient Infrastructure, Greenhouse Gas (GHG) Reporting and Voluntary Target Adoption, Increasing Renewable Energy Uptake, Local Sourcing and Supplier Localization, Increasing Green Cover, and Market Mechanisms (eg. cap & trade) to Reduce Carbon Emissions.
4. Circular Economy - Industrial Layout Design in Consideration of Circularity, Set up Waste Management Centre's, and Create Raw Material and Waste Database and a Waste Exchange Portal
5. Green Transport Network - Setting up Reliable, Affordable Public Transport System, Sustainable Cargo movement, and Promote Sustainable Mobility
6. Sustainable Procurement and Finance - Helping Supplier s adopt Sustainability, Supply Chain Traceability to Increase Accountability, and Attracting Sustainable (ESG Investments) and developing green funds.

Initial discussions were held with ADB in last quarter of 2019 to finalize and initiate the dissemination of the GCCF. As a very first step to initiate the dissemination of GCCF, it was imperative to generate awareness, communicate the need and its purpose to all the concerned stakeholders. In this regard, it was proposed to conduct a "GCCF Awareness cum Appreciation Workshop".

On 7th September 2020, the CDTA team, supported by Asian Development Bank (ADB) and Government of Andhra Pradesh (GoAP) conducted a virtual Green Corridor Concept Framework (GCCF) awareness and appreciation workshop. The workshop was conducted in a virtual mode due to the ongoing covid-19 situation.

This virtual workshop was organized with following three objectives:

- To communicate the need, vision and benefits of GCCF.
- To share their success stories on sustainability and seek suggestions
- To communicate GCCF implementation approach and understand perceived constraints and challenges from key stakeholders.

The workshop was attended by 62 participants with representatives from following key agencies:

- **Government of AP:** Representatives from Industries & Commerce Department, Finance Department, AP Industrial Infrastructure Corporation (APIIC), AP Pollution Control Board (APPCB), Revenue Department, Greater Visakhapatnam Municipal Corporation (GVMC), Factory and Boiler Department, Transport Department, and from VCICDP Project Management Unit.
- **Industry Associations:** Representatives from Association of lady Entrepreneur of India - Andhra Pradesh (ALEAP), AP Chambers, Andhra Chamber of Commerce, Confederation of Indian Industry (CII) and Federation of Indian Chambers of Commerce & Industry (FICCI)
- Representatives from ADB along with project consultants from EY, Mott MacDonald and PwC also attended the workshop.

The key takeaways from the workshop were:

- **GCCF is Good Framework, but its Implementation will be the key:** Detailed implementation guidelines for initiatives should be developed.
- **Sustainability of industry is also crucial so for implementation of these initiatives:** In addition to state policies, GCCF implementation should leverage and integrate existing central schemes (eg. National Manufacturing Competitiveness Programme) to provide incentives.
- **Policy development and dispensation should be backed by institutional support:** Not just development of policies but its effective dispensation, dispute and grievance redressal, single window facilitates etc. should be in place.
- **Knowledge and best practices dissemination along with capacity building in this regard is very crucial for Indian industries.**

A summary report on the workshop is also developed and is submitted to ADB, GoAP and workshop participants.

Green Corridor Concept Framework (GCCF) High-Level Implementation Roadmap:

With the broad framework and its initiatives established as well as its importance communicated to the key stakeholders through GCCF awareness and appreciation workshop, it was also proposed to develop a high-level roadmap for its implementation. The need for such a high-level implementation roadmap was also identified in the workshop.

Based on consultations with ADB and GoAP, it is suggested that out of the 6 categories of GCCF, the high-level implementation roadmap is to be developed for following 4 categories –

1. Reduction of Environmental Impacts,
2. Improving Resource Efficiency,
3. Climate Change Adaptation and Mitigation, and,
4. Circular Economy

The high-level implementation roadmap is thus developed for short-term and medium-term initiatives across these 4 GCCF categories. The high-level GCCF implementation roadmap is developed based on a desk-based study. This roadmap has following three main parts:

1. Implementation
2. Awareness Raising and Capacity Building
3. Monitoring

The above 3 parts further follow a similar structure for each initiative, setting out the -

1. A brief Introduction/purpose for the initiative
2. Key Metrics to be focused for implementation
3. Required infrastructures
4. Regulation / Policy / Incentives Strategy
5. Relevant Agencies

A high-level GCCF implementation roadmap report is also developed and submitted to ADB, and GoAP.

Capacity Building of APPCB and Key GoAP Agencies

The study team formulated a capacity development framework to improve environmental monitoring and compliance in VCIC and enable implementation of GCCF initiatives. In this regard, an initial assessment of key state departments such as APPCB, APIIC, fire department, and DMA was undertaken to understand the functions, roles, responsibilities and governance structures of these departments. The broad level as-is-assessment was then combined with GCCF initiatives to suggest:

- institutional and infrastructural capacity building measures with their priorities and
- individual (trainings based) capacity building measures with suggested training frequencies.

For newer agencies where governance structures and roles and responsibilities were not yet formulated, such as APICDA and SPVs, we have suggested a tentative composition of environmental departments along with roles and responsibilities and qualifications of environmental officials.

Initial discussions were then held with ADB in last quarter of 2019 to undertake implementation of the capacity building activities. In this regard it was proposed to provide a comprehensive capacity building support for Andhra Pradesh Pollution Control Board (APPCB) and also provide short training programmes for key GoAP departments.

Originally, it was planned to conduct physical training programmes, however, due to COVID-19 situation, it was decided to develop an online learning management system (LMS) where officials can undertake trainings in a self-paced and virtual manner.

The training topics for the online LMS were identified through consultations and surveys. Detailed consultations were held with officials from VCICDP-PMU, Andhra Pradesh Pollution Control Board

(APPCB), Andhra Pradesh Industrial Infrastructure Corporation (APIIC), Factories and Boiler Department. Based on these discussions, training content was developed. Moreover, since a comprehensive capacity building support for APPCB is to be provided, the CDTA team decided to first assess the training needs of the officials. In this regard, a survey questionnaire was developed and circulated.

A detailed APPCB Skill Based Training Needs Assessment (TNA) survey report is also developed and submitted to ADB.

The CDTA team thus developed an online learning management system and also developed training modules. Modules were developed on following topics –

- Green Corridor Concept Framework – Introduction and Overview
- Effective Public Grievance Handling and Crisis Management
- Environmental Inspection Procedures and Best Practices
- Circularity and Waste Management Best Practices

The training modules comprised of video lectures, reading materials, and a short quiz. 31 GoAP officials from APPCB, VCICDP-PMU and APIIC have enrolled in the courses. Regular follow-ups with key GoAP officials were also undertaken to increase participation. The online link for accessing learning management system is : <https://pwcvciclms.azurewebsites.net/>

It is proposed by that CDTA team that the learning management portal can be transferred to VCICDP-PMU which can regularly maintain the portal and upload relevant training courses.

Assessment of indirect development-induced environmental impacts

The study team also undertook an assessment of indirect development-induced environmental impacts that could be generated on account of industries coming to VCIC. Impacts were assessed for four induced actions - rapid urbanization, rapid industrialization, local resource exploitation and increased disaster risks. The scope of this study was limited to the 4 nodes of VCIC.

The team collected data/information regarding the study area, population and demographic trends, the regulatory framework for industrial growth and environmental resources in the study area. Apart from these data sets, any other vital information that can help in understanding the area better was also captured. In the absence of site-specific local data, certain state level and national trends were analyzed to assess impacts. Then based on obtained data, indirect effects and the extent of impacts due to development activities because of the project's actions were listed. Finally, mitigation measures for identified indirect induced impacts were suggested. An attempt was also made to suggest broad incentives that can be provided by local governments to expedite mitigation activities.

Covid 19 Study

The CDTA team has carried out study on industries and MSMEs in Andhra Pradesh and India to understand the impact of Covid-19 on industries and MSMEs specifically on the 5 focus sectors of VCIC. The study provides insights on the following aspects:

- Impact of Covid 19 pandemic at the Global, Indian and Andhra Pradesh level in terms of overall economy, manufacturing, investments and trade.
- Impact and major issues faced by MSMEs and focus sectors of the VCIC priority nodes due to present Covid 19 pandemic situation. Recommendations from MSMEs and focus sector industries on potential interventions and support required from the government for reviving the business and demand.
- Review of the existing interventions and support provided by GoAP and GoI in response to Covid 19 pandemic. Based on the above assessment, additional interventions and other policy measures required from government to support MSMEs and focus sector industries.

Impact on Economy of Andhra Pradesh

Andhra Pradesh's economy is expected to fare better than India's average growth due to higher share of agriculture in State's GDP and GVA. Andhra Pradesh GDP is expected to contract by ~5% YoY in comparison to India's average contraction of ~12 %. Manufacturing sector is amongst one of the most affected sectors in Andhra Pradesh. Most of the manufacturing sector units have been impacted by the pandemic in the first two quarters of FY21. Automobile, electronics and machinery sector, which had shown very high growth rate in recent years are expected to be highly impacted due to the pandemic. Food processing and non-metallic minerals with high employment and output contribution in Andhra Pradesh are expected to fare better . In line with the Indian scenario, trade and investments have registered a steep drop in the first two quarters of FY21. Investments in Andhra Pradesh have witnessed a steep fall of 75% compared to last year . However, there is an opportunity for Andhra Pradesh to position itself as ideal location in India to attract foreign companies for relocation from high risk countries.

The study team through secondary research and primary consultation with industries, transport and logistic players, airport and port authorities in India and Andhra Pradesh have assessed the impact of the pandemic on the MSMEs and focus sectors of VCIC corridor. The details of the survey are mentioned below: -

- Total 98 MSMEs companies across India (80-industrial sector, 18- service sector) surveyed to gauge the impact of pandemic. Industrial sectors covered in the survey are food processing, pharmaceutical, auto and auto components, electronics, textiles, non-metallic mineral, machineries, electrical equipment.
- Total 24 companies in Andhra Pradesh were surveyed of which 21% are MSMEs. All focus sectors identified in VCIC have been covered in the survey.

Brief findings of the survey is annexed in Annexure 3.

Based on the survey findings, the study team has assessed the interventions by GoAP and proposed additional interventions for support to MSMEs and industries.

Proposed interventions including enhanced policy measures for GoAP

Study team has reviewed the existing relief measures and policy actions taken by Government of Andhra Pradesh to support industries during current pandemic situation. Team has suggested improvements in the existing policy condition and proposed additional interventions to be taken by GoAP for supporting industries during current difficult time.

The GoAP has recently come up with its latest industrial policy 2020-2023. The following table shows a critical appreciation of the same considering the pandemic.

Industrial Policy 2020-23 Incentives for MSMEs		
Incentives	Effectiveness	Scope for Improvement


Uninterrupted 24x7 Quality power supply	Highly effective	None
Fixed Power cost reimbursement @ Rs 1 per unit for 5 years from date of commencement of production	Not very effective, doesn't address the immediate working capital requirement issues	Fixed power charges to be removed till improvement in production and demand
100% net SGST reimbursement for the amount accrued in 5 yrs from the commencement of operations. Amount of subsidy is linked to employment generated.	Not very effective, has very stringent criteria with respect to employment generated. Not many units will be able to fulfill the criteria during the current pandemic.	Relaxation of the criteria till production and demand improve. Advance reimbursement for units which are fulfilling the conditions as per relaxed criteria to improve demand.
15% investment subsidy on Fixed capital investment upto INR 20 Lakh. Subsidy will be released after 3 yrs for units with 80% efficiency in all parameters	Not very effective for existing units which have commenced operations recently. The incentive has very stringent criteria which the units will not be able to fulfill given the current situation	For the current situation, some portion of the subsidy could be released in advance and the rest of the subsidy could be evaluated post the 3-year period.
Interest subsidy of 3% on term loan for fixed capital investment for 5 years	Effective, dependent on implementation	Immediate release of subsidy, removing administrative bottlenecks
100% stamp duty reimbursement on land purchase for industrial use	Effective, dependent on implementation	Immediate release of subsidy, removing administrative bottlenecks

Most of the industrial units surveyed in Andhra Pradesh are not satisfied with the existing interventions proposed by GoAP. Most of the units have indicated none to minimal support to their respective industries due to the stimulus package. Few units have a positive view of the stimulus package but 100% of the units feel that the amount declared in the package needs to be released immediately for maximum impact. However, several other measures can still be taken up by the government to revive demand and support businesses going forward.

Potential interventions for support to industries

Categories	Recommendation	Textiles Industry	Pharmaceutical Industry	Food Processing Industry	Auto & Auto components	Electronics Industry
Short Term Interventions- for existing units						
Production Related	Relief of wages payment or option of providing loan to the MSMEs with interest subvention (100%) for wage payment till the situation normalizes.	✓		✓		
	Compensation support for period of at least 3 months since companies paid 100% of salary payment even though manpower was not present.	✓			✓	
	Power charge reimbursement to industrial units during lockdown period*	✓		✓	✓	✓
	Increase in power subsidy and ensuring uninterrupted supply to reduce the impact of power bills on the cost of manufacture Or Reducing the power minimum demand volume and charges*	✓	✓	✓	✓	✓
	Exemptions/reductions from/in monthly or annual lease/rental payment or outstanding dues for industries to APIIC for existing units	✓			✓	✓
	Encourage utilization of existing capacities for manufacturing textile products relevant during the pandemic like medical textiles PPEs, masks.	✓				
Incentives/Loan Related	Margin money assistance and concession on interest on additional loan for working capital for existing industrial units to cover upcoming overhead requirements*	✓		✓	✓	
	Expediting payment to the Industries for their existing incentive claims, subsidies, pending dues and refunds to generate working capital requirement in this pandemic situation*	✓	✓	✓	✓	✓
	Extending repayment tenure or moratorium period for working capital loan facility provided by banks or state finance corporation till the situation completely normalizes.	✓		✓	✓	
Tax Related	Reimbursement of state GST and other levies, as applicable as early as possible	✓	✓	✓	✓	✓

Supply Chain Related	Fair and transparent pricing of all relevant transport and logistic services through price caps etc.	✓				
	Relax rules on restriction of export of Active Pharmaceutical Ingredients (APIs) which have enough inventory.		✓			
	Provide fast-track clearance of stocks at ports of entry (Major Gateways)		✓		✓	✓
	Simplify the e-pass system for seamless movement of the cargo	✓	✓	✓	✓	✓
	The government can allow operation of temporary silos in unused government lands for perishable items to prevent wastage.	✓				
Labor Related	Mandating screening of manpower at industrial townships and at the industrial units	✓	✓	✓	✓	✓
	Extending the operation hours for the labors and businesses	✓	✓	✓	✓	
Short Term Interventions- for promotion of new investments						
Encourage FDI/foreign investments	Special incentives to companies to drive investments in the State.				✓	✓
	Fast track clearance of all approvals cutting all the red tape for overseas investments	✓	✓	✓	✓	✓
Production Related	Increase in power subsidy and ensuring uninterrupted supply to reduce the impact of power bills on the cost of manufacture Or Reducing the power minimum demand volume and charges*	✓	✓	✓	✓	✓

 High Priority, requiring immediate state action

Categories	Recommendation	Textiles Industry	Pharmaceutical Industry	Food Processing	Auto & Auto components	Electronics Industry

Medium to Long Term- for existing units						
Market Related	Focus on identifying and tapping new markets and building partnerships with new regions	✓			✓	✓
Supply Chain Related	Focus on reduction of dwell time at major export gateways in the state and simplification of E Pass system at interstate borders to facilitate seamless movement of goods.	✓	✓	✓	✓	✓
	Exploration of alternative sources for import of electronic components from other leading manufacturing countries such as South Korea, Singapore, Japan etc.					✓
	Encourage major firms and MSMEs (through incentives) to start production of molecules (raw material for bulk drug/API), for import substitution		✓			
	Building warehousing facilities and cold storage in the State near the major gateways keeping future target capacities for production.		✓	✓		
Policy Related	Approve fixed Overtime permissions per quarter from the Govt. of Andhra Pradesh to recoup the business volumes affected by this pandemic situation.	✓		✓	✓	
	To have Robust Industrial Guidance/Support system during the Pandemic and for other similar future eventualities.	✓	✓	✓	✓	✓
Medium to Long Term- for promotion of new investments						
Infrastructure Related to drive investments	State to promote development of pharmaceutical parks with necessary infrastructure for consolidated and integrated supply chain and other utilities necessary for the pharmaceutical units to drive investments.		✓			
	Development of common facility centers, with processing equipment's, packaging facility, cold storage (if applicable), testing facilities, training centers etc. to drive investments	✓		✓		✓
	Uninterrupted power supply, water supply & connectivity with the important gateways & last mile connectivity to the industrial parks or units.	✓	✓	✓	✓	✓
	Building warehousing facilities and cold storage in the State near the major gateways keeping future target capacities for production.		✓	✓		
Policy Related	Operationalization of dedicated corridor Authority APICDA and node SPVs for better management of the VCIC nodes.	✓	✓	✓	✓	✓
	To have Robust Industrial Guidance/Support system during the Pandemic and for other similar future eventualities.	✓	✓	✓	✓	✓
Supply Chain Related	Focus on reduction of dwell time at major export gateways in the state and simplification of E Pass system at interstate borders to facilitate seamless movement of goods.	✓	✓	✓	✓	✓

Promoting Research & Development

Encourage research and development in development of Active Pharmaceutical Ingredients (APIs) or intermediates through incentives by state government

Enhanced collaboration between industry and academia.



3.9. Next steps for the GoAP

1) Operationalization of APICDA and SPV

- a) APICDA – Hold the first Board meeting, approve APICDA Business plan and HR plan, approve master plan or notification of the node and periphery, discussion on function of APICDA and SPVs, delegation of roles and responsibilities to SPVs .
- b) SPVs - Finalize institutional mechanism, Organization structure, HR plan of the node SPV, land transfer mechanism.

2) Investment Promotion and Marketing Plan

- a) Promote investment with EDB with the support from the loan consultant.
- b) Implement marketing plan and roadmap.

3) Financial model for VCIC

- a) Continue the current policy direction of node development.
- b) Promote investment to ensure high offtakes of land allotment.

4) Project Development Mechanism

- a) Implement a Project Development Facility (PDF) with a \$10 million revolving fund.
- b) Empanel consultants to assist in project preparation.
- c) Prepare candidate projects with feasibility studies, detailed project report, bidding, and contract awards.

5) Impact Study of COVID-19 on AP industries

- a) Release the amount under existing stimulus packages immediately.
- b) Review proposed additional interventions related to production, loan, tax, supply chain, and labor for adoption.

6) Green corridor concept framework

- a) Review and implement the GCCF Implementation Roadmap.

Annexure 1 - Assumption for Financial Assessment of Vizag and Chittoor Nodes

Visakhapatnam Node

Vizag Node Start Up Region

For the assessment of the start-up region at Vizag, the financial models have been prepared based on following two scenarios:-

- Financial assessment of development of Vizag start up area – Developer Co financing
- Financial assessment of development of Vizag startup area with ADB funding

Developer Co financing Model

We have considered the Joint Development model for this scenario with developer co financing. In this model, the total land area has been assumed to be 1,500 acres, and the land acquisition cost has been assumed Rs 405 Crores. The total cost of utilities for the start-up region has been estimated to be Rs 1,600 Crores. The cost of equity has been assumed to be 12% due to the higher rate of return requirement of private developers and interest rate has been assumed to be 12% per annum for commercial debt. The table below shows the capital cost mix under various development options. The component of ADB loan has not been taken into consideration instead of which the investment of the private developer in the same amount has been considered.

The returns to GoAP and developers have been calculated as per annual dividend payout as a percentage of net profit in the ratio of their respective capital expenditure.

ADB funding Model

We have considered the Development contract model for this scenario as most of the funding is already in place. In this model, the total land area has been assumed to be 1,500 acres, and the land acquisition cost has been assumed Rs 405 Crores. The total cost of utilities for the start-up region has been estimated to be Rs 1,600 Crores. The cost of equity has been assumed to be 10% and ADB loan interest rate has been assumed to be 6% per annum. The table below shows the capital cost mix under this scenario.

Vizag Node Full Area

The following basic assumptions have been considered for the full Vizag node:

- Total area of 6,081 acres has been assumed as per APIIC estimates, with land acquisition cost of Rs 1,642 Crores. The total cost of infrastructure development has been assumed to be Rs 5,422 crores.
- We have considered the Joint Development model for this scenario with developer co financing and additional equity from NICDC in line with recent developments

We have assumed three scenarios for the full node in terms of funding quantum from each of the entities.

Scenario 1: This scenario assumes no contribution from NICDC. APIIC and Private developer's contributions are in line with the development options defined earlier.

Scenario 2a: This scenario assumes Developer's contribution as per the development options defined, the differential between development options as per APIIC's share have been taken as NICDC contribution and the remaining contribution has been allocated for APIIC.

Scenario 2b: This scenario assumes NICDC's contribution as the sum of APIIC's Equity, Land and ADB loan. The remaining share of APIIC as per development options has been taken as APIIC's share and the remaining amount is to be funded by the Developer.

The returns to GoAP and developers have been calculated as per annual dividend payout as a percentage of net profit in the ratio of their respective capital expenditure.

Chittoor-South Node

Chittoor-South Node Start Up Region

For the assessment of the start-up region at Chittoor, the financial models have been prepared based on following two scenarios:-

- Financial assessment of development of Chittoor start up area – Developer Co financing
- Financial assessment of development of Chittoor startup area with ADB funding

Developer Co financing Model

We have considered the Joint Development model for this scenario with developer co financing. In this model, the total land area has been assumed to be 2,700 acres, and the land acquisition cost has been assumed Rs 729 Crores. The total cost of utilities for the start-up region has been estimated to be Rs 1,200 Crores. The cost of equity has been assumed to be 12% due to the higher rate of return requirement of private developers and interest rate has been assumed to be 12% per annum for commercial debt. The table below shows the capital cost mix under various development options. The component of ADB loan has not been taken into consideration instead of which the investment of the private developer in the same amount has been considered.

The returns to GoAP and developers have been calculated as per annual dividend payout as a percentage of net profit in the ratio of their respective capital expenditure.

ADB funding Model

We have considered the Development contract model for this scenario as most of the funding is already in place. In this model, the total land area has been assumed to be 2,700 acres, and the land acquisition cost has been assumed Rs 729 Crores. The total cost of utilities for the start-up region has been estimated to be Rs 1,200 Crores. The cost of equity has been assumed to be 10% and ADB loan interest rate has been assumed to be 6% per annum. The table below shows the capital cost mix under this scenario.

Chittoor-South Node Full Area

The following basic assumptions have been considered for the full Chittoor South node:

- Total area of 11,847 acres has been assumed as per APIIC estimates, with land acquisition cost of Rs 3,199 Crores. The total cost of infrastructure development has been assumed to be Rs 6,648 crores.
- We have considered the Joint Development model for this scenario with developer co financing and additional equity from NICDC in line with recent developments

We have assumed three scenarios for the full node in terms of funding quantum from each of the entities.

Scenario 1: This scenario assumes no contribution from NICDC. APIIC and Private developer's contributions are in line with the development options defined earlier.

Scenario 2a: This scenario assumes Developer's contribution as per the development options defined, the differential between development options as per APIIC's share have been taken as NICDC contribution and the remaining contribution has been allocated for APIIC.

Scenario 2b: This scenario assumes NICDC's contribution as the sum of APIIC's Equity, Land and ADB loan. The remaining share of APIIC as per development options has been taken as APIIC's share and the remaining amount is to be funded by the Developer.

The returns to GoAP and developers have been calculated as per annual dividend payout as a percentage of net profit in the ratio of their respective capital expenditure.

Annexure 2 - Marketing Roadmap for VCIC- 5 Years

Marketing Roadmap For GoAP						
Boost Brand Awareness						
Goal	Responsibility	Year 1	Year 2	Year 3	Year 4	Year 5
1 Position USPs of VCIC in sync with industries/prospective tenant requirements to attract maximum investments.	Monitoring Responsibility:- VCICDP PMU/ Industries Department/APICDA Execution Responsibility:- APEDB/ Node SPV* Advisor:- Marketing Consultant/PMSC, Website Developer *Till node SPV operationalizes, VCICDP PMU will be taking the responsibility for the execution	Action plan 1. Appoint a marketing consultant/PMSC to advise on branding and marketing of the project. The scope of services for the consultant may include: i. Competition and customer analysis of the market ii. Define branding strategy iii. Define marketing mix iv. Define communication strategy v. Develop a budget including printing of marketing materials, advertising (print / digital / radio / television), website development and management, promotional events, roadshows, any other appropriate expenses proposed in the marketing plan vi. Assist in implementation of marketing plan 2. Perform a SWOT analysis to establish VCIC's strengths, weaknesses, opportunities, and threats 3. Position VCIC's offerings and pricing (land and utilities) vis-a-vis other industrial park in AP and India. i. Define Unique Selling Proposition ii. Define pricing iii. Define bouquet of additional benefits 4. Reach out to preliminary list of investors (at least 50 per focus sector) to understand perception of VCIC 5. Refine positioning of VCIC basis feedback from investors				
		Evaluation indicator 1. Onboarding of a marketing consultant/ allocating marketing responsibilities 2. Setting up of a marketing task force within APICDA/ SPVs/ VCICDP PMU with representation from Department of Industries and EDB	Evaluation indicator 1. Annual reporting on feedback and subsequent actions undertaken to redefine/ retain positioning of VCIC	Evaluation indicator 1. Annual reporting on feedback and subsequent actions undertaken to redefine/ retain positioning of VCIC	Evaluation indicator 1. Annual reporting on feedback and subsequent actions undertaken to redefine/ retain positioning of VCIC	Evaluation indicator 1. Annual reporting on feedback and subsequent actions undertaken to redefine/ retain positioning of VCIC

2	Improve brand awareness through engagement with the potential customers on web based platforms	<p>Monitoring responsibility:- APICDA/PD-VCICDP PMU/ Industries Department Execution Responsibility:- Node SPV* /EDB Advisor:- Marketing Consultant/PMSC</p> <p>*Till node SPV operationalizes, VCICDP PMU with the help of PMSC team will be taking the responsibility for the execution</p>	<p>Action plan</p> <ol style="list-style-type: none"> 1. Develop a logo for VCIC 2. Appoint an agency for designing and development of a website 3. Set up accounts on major social media accounts (Can be managed by the marketing consultant or EDB) 4. Marketing consulting or EDB may manage the social media accounts 	<p>Action plan</p> <ol style="list-style-type: none"> 1. Regularly update website and social media accounts 2. Evaluate social media channels for mentions of your brand, competitors, product, and more 3. Provide accurate, complete, polite, and prompt feedback mechanism to users via social media platforms 4. Report discrepancies in sentiments and neutralize negative sentiments 	<p>Action plan</p> <ol style="list-style-type: none"> 1. Regularly update website and social media accounts 2. Evaluate social media channels for mentions of your brand, competitors, product, and more 3. Provide accurate, complete, polite, and prompt feedback mechanism to users via social media platforms 4. Report discrepancies in sentiments and neutralize negative sentiments 	<p>Action plan</p> <ol style="list-style-type: none"> 1. Regularly update website and social media accounts 2. Evaluate social media channels for mentions of your brand, competitors, product, and more 3. Provide accurate, complete, polite, and prompt feedback mechanism to users via social media platforms 4. Report discrepancies in sentiments and neutralize negative sentiments 5. Report discrepancies in sentiments and neutralize negative sentiments 	
			<p>Evaluation indicator</p> <ol style="list-style-type: none"> 1. Functional and updated VCIC website 2. Active accounts on Twitter, LinkedIn and YouTube 3. Regular engagement on social media - weekly updates 	<p>Evaluation indicator</p> <ol style="list-style-type: none"> 1. Functional and updated VCIC website and social media accounts 2. Quarterly brand audit report 3. Monthly reports to analyze effectiveness of the social media strategy 4. Monthly report indicating the media response and sentiment on social media, queries/ complaints/ grievances, responses sent, time analysis etc. 5. Monthly report on media coverage 	<p>Evaluation indicator</p> <ol style="list-style-type: none"> 1. Functional and updated VCIC website and social media accounts 2. Quarterly brand audit report 3. Monthly reports to analyze effectiveness of the social media strategy 4. Monthly report indicating the media response and sentiment on social media, queries/ complaints/ grievances, responses sent, time analysis etc. 5. Monthly report on media coverage 	<p>Evaluation indicator</p> <ol style="list-style-type: none"> 1. Functional and updated VCIC website and social media accounts 2. Quarterly brand audit report 3. Monthly reports to analyze effectiveness of the social media strategy 4. Monthly report indicating the media response and sentiment on social media, queries/ complaints/ grievances, responses sent, time analysis etc. 5. Monthly report on media coverage 	
Content Development for VCIC and Priority Sectors							
2	Creating and distributing valuable, relevant, and consistent content related to VCIC to attract and retain a clearly defined audience (focus sectors)	<p>Monitoring Responsibility:- APICDA/PD- VCICDP PMU/ Industries Department Execution Responsibility:- Node SPV*</p> <p>*Till node SPV operationalizes, VCICDP PMU with the help of PMSC team will be taking the responsibility for the execution</p>	<p>Year 1</p> <p>Action plan</p> <ol style="list-style-type: none"> 1. The marketing consultant may undertake the following: <ul style="list-style-type: none"> i. Prepare and design main brochure for VCIC and priority nodes ii. Prepare and design mailers, posters, teasers, animated videos etc. for the project iii. Develop creatives for print media and facilitate the designing of panels, display boards, signages, etc., for participation in various investment promotion events iv. Conceptualize, design and supervise preparation of promotional literature/ material in print and electronic form v. Create advertisements for print media (for newspaper, magazine etc.) and facilitate preparation of advertisement for electronic and interactive media including web banners, animated videos, digital backdrops, etc. vi. Design publicity material for outdoor formats such as hoardings, gantry, kiosks, animation displays etc. 	<p>Year 2</p> <p>Action plan</p> <ol style="list-style-type: none"> 1. Update collaterals on a regular basis 	<p>Year 3</p> <p>Action plan</p> <ol style="list-style-type: none"> 1. Update collaterals on a regular basis 	<p>Year 4</p> <p>Action plan</p> <ol style="list-style-type: none"> 1. Update collaterals on a regular basis 	<p>Year 5</p> <p>Action plan</p> <ol style="list-style-type: none"> 1. Update collaterals on a regular basis

			vii. Design banners and standees for various roadshows viii. Design merchandise, stationary, souvenirs, calendars etc.				
			Evaluation indicator Developed content and designed marketing collaterals	Evaluation indicator Developed content and designed marketing collaterals	Evaluation indicator Developed content and designed marketing collaterals	Evaluation indicator Developed content and designed marketing collaterals	Evaluation indicator Developed content and designed marketing collaterals
Direct Marketing:- Reaching out to the Investors							
	Goal	Responsibility	Year 1	Year 2	Year 3	Year 4	Year 5
3	To broad base the reach out and ensure coverage of the entire range of target firms to ensure no opportunity is lost and converting them to invest in the priority nodes.	Monitoring Responsibility:- APICDA/ PD-VCICDP PMU/Industries department Primary/Execution Responsibility:- EDB/Node SPV* *Till node SPV operationalizes, VCICDP PMU will be taking the responsibility for the execution	Action plan 1. Mobilize a dedicated cell in VCICDP PMU for monitoring investment 2. Develop a marketing dashboard to monitor leads generated including No. of discussions/ site visits held; Number of conversions- in- principle/ oral/ written; Key requirements of interested parties- plot size, land parcellation, infrastructure requirement, comfortable land pricing range, any other information documented; Tentative value of conversions; Tentative timeline of conversions; Reasons for rejections, no-interest (if applicable) 3. Reach out to the investors via email or phone 4. One on one meeting with the interested investors for pursuing them in investing in the node.	Action plan 1. Monitor leads generated 2. Reach out to the investors via email or phone 3. One on one meeting with the interested investors for pursuing them in investing in the node.	Action plan 1. Monitor leads generated 2. Reach out to the investors via email or phone 3. One on one meeting with the interested investors for pursuing them in investing in the node 4. Partner with anchor investors to reach out to ancillary industries 5. Obtain testimonials from grounded industries to use in marketing collaterals	Action plan 1. Monitor leads generated 2. Reach out to the investors via email or phone 3. One on one meeting with the interested investors for pursuing them in investing in the node 4. Obtain testimonials from grounded industries to use in marketing collaterals 5. Gain momentum in investments to increase offtake	

			<p>Evaluation indicator</p> <ol style="list-style-type: none"> 1. Reach out to at least 500 industries of the focus sectors through email, phone or one to one meetings 2. Fortnightly review meeting by the dedicated cell to review the progress of investor outreach 3. Bi-annual reporting summarizing the learnings from marketing dashboard in terms of investor asks, pricing feedback etc. 4. Obtain node wise investment commitments for 200 acres of land 	<p>Evaluation indicator</p> <ol style="list-style-type: none"> 1. Final closure of the at least 2 anchor investor or large/mega investor per node for investing in the priority nodes. 2. Reach out to at least 700 industries of the focus sectors through email, phone or one to one meetings, including MSMEs 3. Bi-annual reporting summarizing the learnings from marketing dashboard in terms of investor asks, pricing feedback etc. 4. Fortnightly review meeting by the dedicated cell to review the progress of investor outreach and to address all the outstanding issues 5. Obtain node wise investment commitments for 300 acres of land 6. Monthly reporting of review of follow up meetings and redressal of feedback or grievance received during various rounds of meetings 	<p>Evaluation indicator</p> <ol style="list-style-type: none"> 1. Reach out to at least 700 industries of the focus sectors through email, phone or one to one meetings, including MSMEs 2. Bi-annual reporting summarizing the learnings from marketing dashboard in terms of investor asks, pricing feedback etc. 3. Fortnightly review meeting by the dedicated cell to review the progress of investor outreach and to address all the outstanding issues 4. Obtain node wise investment commitments for 350 acres of land 5. Monthly reporting of review of follow up meetings and redressal of feedback or grievance received during various rounds of meetings 	<p>Evaluation indicator</p> <ol style="list-style-type: none"> 1. Reach out to at least 700 industries of the focus sectors through email, phone or one to one meetings, including MSMEs 2. Bi-annual reporting summarizing the learnings from marketing dashboard in terms of investor asks, pricing feedback etc. 3. Fortnightly review meeting by the dedicated cell to review the progress of investor outreach and to address all the outstanding issues 4. Obtain node wise investment commitments for 400 acres of land 5. Monthly reporting of review of follow up meetings and redressal of feedback or grievance received during various rounds of meetings 	<p>Evaluation indicator</p> <ol style="list-style-type: none"> 1. Reach out to at least 700 industries of the focus sectors through email, phone or one to one meetings, including MSMEs 2. Bi-annual reporting summarizing the learnings from marketing dashboard in terms of investor asks, pricing feedback etc. 3. Fortnightly review meeting by the dedicated cell to review the progress of investor outreach and to address all the outstanding issues 4. Obtain node wise investment commitments for 500 acres of land 5. Monthly reporting of review of follow up meetings and redressal of feedback or grievance received during various rounds of meetings
Roadshows/ Webinars							
	Goal	Responsibility	Year 1	Year 2	Year 3	Year 4	Year 5
4	To broad base the marketing approach and increase the visibility of VCIC among relevant industry stakeholders	<p>Monitoring Responsibility:- APICDA/PD-VCICDP PMU/Industries Department Execution Responsibility:- Node SPV*/EDB Advisor:- Knowledge Partner, Event Partner</p> <p>*Till node SPV operationalizes, VCICDP PMU will be taking the responsibility for the execution</p>	<p>Action plan</p> <ol style="list-style-type: none"> 1. Develop an annual calendar of domestic and international events/ roadshows/ webinars through: <ol style="list-style-type: none"> a)Finalization of potential roadshow locations based on the investor feed-back from the initial reach out and interest shown by them during the initial few events/webinars in which VCICDP will participate b)Finalization of target countries for roadshows based on FDI inflows, trade relationship in focus sectors c) Reaching out to focus sector industry associations and target country embassies to identify events/ webinars which VCICDP can participate in. Prioritize such events on the basis of past information like reach out, usual participant profile, investor feedback etc. d) Finalization of locations (preferably metro cities) for domestic roadshows to attract maximum participation e) Identification and prioritization of national and state level investment promotion events in which VCIC can be marketing through a stall 2. Planning for domestic and international roadshows: <ol style="list-style-type: none"> a) Development of an agenda, theme and schedule for the events a) Reaching out to industries, MNCs, Entrepreneurs for participation in the event c) Finalization of the flyers, brochures, pamphlets, merchandize for the roadshow d) Onboarding a knowledge partner and event partner for support in organization and management of such events 3. Planning for participation in events being organized at international, national or state level: <ol style="list-style-type: none"> a) Reaching out to organizers for participation in selected events b) Onboarding a knowledge partner and event partner for support in organization and management of such events c) Finalization of the flyers, brochures, pamphlets, merchandize for the event 				

			Evaluation indicator 1. Organize at least 3 domestic roadshows and 1 international roadshows (Could be clubbed with state level roadshow, with separate representation of VCIC) 2 Participate in at least 5 events/ webinars organized at state/ national/ international level 3. Organize monthly webinars for engagement with potential investors through country embassies/ sector associations 4. Publish event reports at the end of each event summarizing reach out, discussions, key feedback, investment commitments etc.	Evaluation indicator 1. Organize at least 3 domestic roadshows and 1 international roadshows (Could be clubbed with state level roadshow, with separate representation of VCIC) 2 Participate in at least 5 events/ webinars organized at state/ national/ international level 3. Organize monthly webinars for engagement with potential investors through country embassies/ sector associations 4. Publish event reports at the end of each event summarizing reach out, discussions, key feedback, investment commitments etc.	Evaluation indicator 1. Organize at least 3 domestic roadshows and 1 international roadshows 2 Participate in at least 5 events/ webinars organized at state/ national/ international level 3. Organize monthly webinars for engagement with potential investors through country embassies/ sector associations 4. Publish event reports at the end of each event summarizing reach out, discussions, key feedback, investment commitments etc.	Evaluation indicator 1. Organize at least 2 domestic roadshows 2 Participate in at least 5 events/ webinars organized at state/ national/ international level 3. Publish event reports at the end of each event summarizing reach out, discussions, key feedback, investment commitments etc.	Evaluation indicator 1. Organize at least 2 domestic roadshows 2 Participate in at least 5 events/ webinars organized at state/ national/ international level 3. Publish event reports at the end of each event summarizing reach out, discussions, key feedback, investment commitments etc.
	Indirect Marketing:- Digital Marketing						
	Goal	Responsibility	Year 1	Year 2	Year 3	Year 4	Year 5
5	Web based media offers VCICDP a cost-effective and measurable way to market the VCICDP nationally and globally (To be read in conjunction with Point 2)	Monitoring Responsibility:- PD-VCICDP PMU/ Industries Department Execution Responsibility:- APICDA/ Node SPV*/EDB Advisor:- Marketing Consultant/PMSC *Till node SPV operationalizes, VCICDP PMU with the help of PMSC team will be taking the responsibility for the execution	Action plan 1. Manage paid and organic social media a) Develop and upload on various social media platforms, creative content or adapt the already available creative content. The content may include (but not limited to) banners, videos, infographics, graphics, cartoons, animation etc. b) Enhance reach of messages and other activities on various social media platforms through non-paid media so that the content would reach to the last mile on internet domain in real time basis c) Regularly post original blog/ articles related to work, milestones, and achievements d) Compile and coordinate news, events and community involvement postings within social media 2. Manage VCIC website a) Manage content and provide easily accessible and downloadable information b) Use effective search engine keywords in relevant places within website c) Deploy strategies to increase in-bound traffic d) Achieve position in the first page of popular search engines e) Add blog pages if required and submit articles to directories for getting back-links Evaluation parameter 1. Monthly impact analysis and performance reports for all Search Engine Optimization (SEO) efforts 2. Monthly report of activities on various official pages of VCIC, including details about geographical areas from where engagement is coming				
	Indirect Marketing:- Print and Audio Visual Marketing						
6	Goal	Responsibility	Year 1	Year 2	Year 3	Year 4	Year 5

	Print is one of the oldest and most basic forms of mass communication for reaching out to the target audience.	Monitoring Responsibility:- APICDA/PD-VCICDP PMU/ Industries Department Execution Responsibility:- Node SPV* Advisor:- Marketing Consultant/PMSC *Till node SPV operationalizes, VCICDP PMU with the help of PMSC team will be taking the responsibility for the execution	Action plan 1. Identify and publish in business papers and newspapers with wide circulation for advertisement of the VCIC 2. Identify and publish in sector specific publications to widen the reach out to investors from different sectors 3. Create audio-visual advertisements and short videos, which can be shown to investors or can be telecasted on television 4. Newsletter distribution at airport/lounges or corporate offices of focus sector industries	Action plan 1. Reevaluate print media mix 2. Advertise in reevaluated mix to reach out to investors			
			Evaluation parameter 1. Advertise in 2 business and 1 general English newspapers twice a year 2. Bi-annual reporting to evaluate effectiveness of the reach out through assessment of queries/ commitments received from investors (reaching out due to advertisements) and re-assess the print media mix				
	Indirect Marketing:- Placement of Billboards or Banners						
	Goal	Responsibility	Year 1	Year 2	Year 3	Year 4	
7	Use of billboards is a traditional medium used for marketing, and the same can be used for marketing the VCIC, and an effective way of mass-marketing. Use of creative and well-designed billboards can leave a lasting impression on the minds of the audience, thus ensuring brand recall	Monitoring Responsibility:- PD-VCICDP PMU/ Industries Department Execution Responsibility:- APICDA/ Node SPV* Advisor:- Marketing Consultant *Till node SPV operationalizes, VCICDP PMU with the help of PMSC team will be taking the responsibility for the execution	Action plan 1. Locate and place billboards at strategic locations to ensure a guaranteed audience, thus making it a strong indirect marketing tool. 2. Placement of VCIC billboard at the strategic location finalized with the mix of static and digital billboards for marketing the VCIC				
			Evaluation parameter 1. Placement of static billboards at VCIC node location and approach roads during peak season of the year where we can expect maximum investment. 2. Placement of digital billboards at at least Vizag, Chennai , Vijayawada and Hyderabad airports in peak season		Evaluation parameter 1. Placement of static billboards at VCIC node location and approach roads during peak season of the year. 2. Placement of digital billboards at Vizag, Vijayawada and Hyderabad and other metro airports		
	Public relations						
8	Goal	Responsibility	Year 1	Year 2	Year 3	Year 4	

	<p>Effective PR plan will be crucial for reputation management</p>	<p>Monitoring Responsibility:- PD-VCICDP PMU/ Industries Department Execution Responsibility:- APICDA/ Node SPV* Advisor:- PR Agency</p> <p>*Till node SPV operationalizes, VCICDP PMU with the help of PMSC team will be taking the responsibility for the execution</p>	<p>Action plan</p> <p>1. Appoint a PR agency for development and execution of an effective communication and PR plan. the role of the PR agency may include:</p> <p>a) Create a positive reputation profile for VCIC</p> <p>b) Report on a weekly basis covering news on VCIC and development in relevant sectors like industries and focus sectors</p> <p>c) Conduct sentiment analysis</p> <p>d) Develop a crisis communication plan</p> <p>e) Develop all communications to be disseminated to the media including information kits, press releases, backgrounders, features, etc.</p> <p>f) Assist in information on a national basis or locally (as per requirements) through press releases and other modes of communication</p> <p>g) Assist in providing 360 degree logistics support in organizing media events like press conferences, Press visits and tours, select briefings, talk shows, etc.</p> <p>h) Identify and maintain a list of media professionals relevant to VCIC</p> <p>Evaluation parameter</p> <p>1. Monthly report on media coverage 2. Monthly reports on media market intelligence and PR activities and impact</p>	<p>Action plan</p> <p>1. Review and augment/ modify scope of the PR agency for effective PR management</p>
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Impact on MSMEs in AP-Survey Findings

MSMEs business and revenues in Andhra Pradesh taken a huge blow in the Q1FY21 as per the survey, however most of the companies are now on the path of recovery.

75% of the respondents registered drop in revenues and orders in the range of 50% to 100% till August 2020. 50% of the companies surveyed are recovering from the losses and are expecting an overall loss in revenue and orders in the range of 0 to 25% and other 50% expecting loss in range of 25 to 50% in FY 21.

83% of the MSMEs faced reduced investments as a major problem affecting their growth, also 83% of the respondents faced increased administrative bottlenecks which are currently affecting growth in MSMEs. The increased administrative bottlenecks mainly related to the disbursement of subsidies that have been declared in the stimulus package announced by the state government.

Working capital, reduced demand and labor availability have been identified as the prime problems affecting production of the MSMEs in Andhra Pradesh.

75% of the respondents experienced shortage in working capital, the major reasons for the same included reduced demand and volatility. Out of all respondents in MSMEs 100% have identified working capital and the salaries as the major factor affecting the financial capability of the industries. In addition to the above, responses were received from the units citing shortage of laborer as major problem. 50% of the units mentioned labor unavailability as a major issue. Raw material for all the companies surveyed are locally sourced, so there is very less impact on the raw material availability. Very few companies surveyed are sourcing the raw material from the other states in India and they are experiencing logistics and transport issue.

Reduced investment, increased administrative bottlenecks and Employee absence are the prime problems affecting MSMEs in Andhra Pradesh

83% of the MSMEs faced reduced investments as a major problem affecting their growth, also 83% of the respondents faced increased administrative bottlenecks which are currently affecting growth in MSMEs. The increased administrative bottlenecks mainly related to the disbursement of subsidies that have been declared in the stimulus package.

Most of the units have indicated none to minimal support to their respective industries due to the stimulus package. Few units have a positive view of the stimulus package but 100% of the units feel that the amount declared in the package needs to be released immediately for maximum impact. Some of the expected actions in addition to the stimulus package proposed by MSMEs to revive business include:

- Immediate release of pending dues and granted subsidies and time bound release of such support going forward.
- Removal of administrative bottlenecks mainly in case of subsidies to the MSME units as well as in case of supply chain, mainly imports
- Waiver of minimum demand power charges till demand revives
- Increase in power & interest subsidy for the MSME units
- GST rate reduction during the pandemic to boost demand

Impact on VCIC Focus sectors - Survey Findings

Textile Industry

The textile sector in Andhra Pradesh had a challenging time in the first 2 quarters of FY 2020. More than 83% of the companies surveyed have experienced drop of more than 50% in its revenue and orders till August 2020. 83% of the units surveyed are expecting a drop of 25% to 50% in revenue and orders for the FY 21 and 17% of total respondents are expecting a loss of 50% to 100%.

Textile industry is facing major issues due to lack of demand both in the domestic as well as the international markets. The industry is also facing issues related to logistics and transport mainly difficulties in interstate travel, delay in custom clearance, closure of foreign countries etc. for the shipment of raw material and final product. Lack in demand coupled with the disruption and problems in the logistics and transport have made the situation difficult for the textile sector.

83% of the industries are facing problems related to adequate liquidity for working capital and salaries. 83% of the industrial units are now facing problems such as increase administrative bottlenecks and reduced investment during the current crisis.

80% of the Textile industry respondents are not satisfied with the existing interventions proposed by GoAP.

Pharmaceuticals Industry

The Pharmaceutical sector has witnessed no to minimal impact of the pandemic on revenues and orders. 100% of the respondents registered no reduction in revenues, rather in most cases the impact has been positive. The supply chain hasn't been impacted much by the pandemic except for few issues related to import of Raw materials. 100% of the respondents have mentioned none to negligible impact on the financial capability of the industries.

100% of the pharmaceuticals sector respondents feel the current set of interventions proposed by the state government are not sufficient in case the crisis deepens.

Food Processing Industry

83% of the respondents have mentioned a drop of more than 50% in revenue and orders owing to weak demand. However, most of the industries are optimistic of the recoveries in the coming months of FY 21. 50% of the respondents are expecting losses less than 25% in revenues and orders in FY 21. Only companies which are dependent on seasonal sales are expecting more than 50% losses in orders and revenues for FY21. Working capital and reduced demand (more than 50% of the respondents) are the prime problems faced by food processing industries which is impacting their business and production. 66% of the respondents have indicated working capital, power charges and salaries as the major reason affecting their financial capability in the current scenario.

80% of the food processing sector respondents feel the current set of interventions proposed by the state government are sufficient provided they are implemented on time.

Auto and Components Manufacturing Industry

The auto industry has been hit badly by the pandemic. With reduced demand and issues in raw material procurement, the industry has been reeling under demand as well as supply constraints. 83% of the companies surveyed are experiencing revenue and orders losses in the range of 25%-50%, the remaining 17% expects losses in the range of 50%-100%. 50% of the units are expecting FY21 losses to be as high as 50%-100%. The Auto industry is facing major issues due to lack of demand both in the domestic as well as the international markets. The industry has been facing major issues in procurement of parts due to customs related issues arising during imports and export restrictions in source countries. 67% % have identified Power cost and O&M expenses as the major factor affecting the financial capability of the industries. The fixed costs are causing major issues for the industry to generate adequate working capital for servicing debt and paying the salaries of the employees. 100% of the respondents have identified increased administrative bottlenecks as a major reason for incentives not being released on time due to which they are currently facing major issues in generating working capital.

100% of the Auto and components sector respondents feel the current set of interventions proposed by the state government are not sufficient to revive demand in the sector.

Electronics Industry in Andhra Pradesh

Electronics sector has been severely hit by the current pandemic due to weaker demand and logistics problems. More than 50% of the industrial units surveyed are expecting the loss of 50% or more in revenues till August 2020. 33% of the total respondents are expecting the more than 50% in the revenues/EBIDTA for the FY 21. Most of the supply chain of the electronics industry has been impacted due to the present situation. The sector is facing major issues due to high logistics cost, difficulty in interstate travel and high lead time in procurement of raw materials. Power cost and salary expenses have been identified as the major factor affecting their financial capability of the industries. The fixed costs are causing major issues for the industry to generate adequate working capital. Increased administrative bottlenecks and client not paying the bill are the major problems faced by industries during the current crisis.

100% of the electronics sector respondents feel the current set of interventions proposed by the state government are not sufficient to stimulate demand in the sector.

Logistics and Transport Sector

Survey of important gateways in Andhra Pradesh reveal manpower shortage, low demand and issues in import customs clearance to be major issues.

Airport Operations: The total exports have reduced by 15% to 20% on a year on year basis. Imports have reduced in the range 60% to 75%. Issues related to imports have been mounting. Issues have been prevalent mainly due to longer time taken in customs clearance for imports coming from South and East Asia. As far as domestic supply chain is concerned, due to limited passenger flights allowed operations, domestic cargo has reduced by ~50%. Domestic cargo tariffs have reduced by 25%-30% with only one freighter operator in currently providing services. There had been manpower related issues in the months of March and April with only 30% of the labour force available, which has now increased to 65%.

Sea Port Operations: Total exports have reduced by ~25% year on year due to demand constraints. There has been a marked increase in Pharmaceutical exports. Food processing and engineering goods exports have declined due to lack of demand. Imports have reduced by 30%-35% on a year on year basis. There have been issues due to delayed customs clearance for imports. The major Sectors affected due to this include Automotive, Iron and Steel and Pharmaceuticals.

Annexure 4 – Staffing of CDTA team

For smooth and uninterrupted implementation of policy reform actions and GCCF study, the contract completion date was extended from 18 August 2020 to 30 November 2020.

As set out in the earlier reports, there was a need for deploying additional expert staffs:

- i. Sustainability and GCCF Specialist
- ii. Sustainability and GCCF Support Specialist
- iii. Learning Management System Specialist
- iv. Learning Management Support Specialist
- v. MSME Expert
- vi. Economic Evaluation Expert
- vii. Environment Expert
- viii. Climate Change Expert
- ix. Sustainability Support Specialist

In lieu of this, Asian Development Bank and Govt. of Andhra Pradesh agreed to deploy nine additional experts for the assignment. In addition to the above, Asian Development Bank and Govt. of Andhra Pradesh has also agreed to increase the number of man months for the Environmental Policy and Regulatory Specialist, DIC Reforms Support Expert, National Policy and Institutional Support and Industry Expert.

The following table summarizes the cumulative man-month inputs of the experts, till November 2020.

Expert Name	FIELD SERVICES (in person-months)		HOME OFFICE SERVICES (in person-months)	
	Total Contract Provision	Cumulative Inputs till Nov'2020	Total Contract Provision	Cumulative Inputs till Nov'2020
Bong Park	0.44	0.44	0.96	0.96
M. Agarwal	4.63	4.63	1.77	1.77
C. Anjan	1.88	1.88	1.12	1.09
C. Palekar	3.30	3.30	1.32	1.32
M. Sahu	1.88	1.88	1.32	1.32
M. Pattanayak	-	-	-	-

S. Venkatesh	2.83	2.83	1.32	1.32
S. Edward	1.78	1.78	1.52	1.45
Y. Ahmad	3.68	3.68	2.40	2.40
Perwez Alam	12.00	12.00	-	-
Binayak Rath	18.00	18.00	4.47	4.47
Shubhendu Saha	-	-	2.00	2.00
Partha Pattanayak	1.50	1.50	2.50	2.50
Praween Singh	0.80	0.80	2.40	2.40
Vivek Sharma	6.00	6.00	4.53	4.53
Mohammad Athar	0.20	0.20	2.80	2.80
Archita Bose	0.50	0.50	4.23	4.23
Ankit Singhal	-	-	2.70	2.70
Anu Wazir	-	-	2.35	2.35
Gaurav Goswami	-	-	2.20	2.20
Pranav Phadke	-	-	5.50	5.50
Probal Ghosh	-	-	1.18	1.18
Vaishakhi Shah	-	-	1.50	1.50
Vaibhav Nagarkoti	-	-	1.27	1.27
Madhura Mitra	-	-	0.68	0.68
Satyajit Ray	-	-	1.00	1.00

Annexure 5 – List of Document Prepared Under the Study

Priority Area	List of Documents Prepared
Operationalization of APICDA	<ul style="list-style-type: none"> • Document on institutional and governance structure for VCIC • Delineation of roles and responsibilities between APICDA and SPV • Business plan for APICDA • Human resource plan for APICDA • Agenda for the first board meeting of APICDA • Standard operating procedures for different departments of APICDA • Draft document on land allotment and development regulations for priority nodes
Operationalization of SPV	<ul style="list-style-type: none"> • Land Transfer Mechanism from APIIC or GoAP to SPV • Institutional structure for managing the startup area and full node of the Vizag and Chittoor • Organization structure , department roles and responsibilities and staffing plan for node SPV • Document on transfer of APIIC roles and responsibilities from APIIC to SPV.
DIC Reform	<ul style="list-style-type: none"> • Reform plan for DICs- – infrastructural upgradation and process improvements • Implementation Plan for reforms and upgradation of DICs
Investment promotion and marketing	<ul style="list-style-type: none"> • Project Brochure for VCIC • Sector specific brochure for Textile, Pharmaceutical, Food Processing, Electronics and Engineering Industry • List of potential investors of the focus sectors identified • List of industrial associations for the focus sectors identified • Marketing plan document for VCIC • Marketing roadmap of 5 years for VCIC
Financial Model for the priority nodes VCIC	<ul style="list-style-type: none"> • Document on Evaluation five options (different implementation options for development and management of node) in terms of returns to GoAP and Private Developer without ADB funding Chittoor Node (for startup area- model 1) and Startup area funded by ADB (model 2) • Document on Evaluation five options (different implementation options for development and management of node) in terms of returns to GoAP and Private Developer without ADB funding Vizag Node (for startup area- model 1) and Startup area funded by ADB (model 2)
Ease of Doing Business	<ul style="list-style-type: none"> • Document on assessment on cost of regulatory compliance and international benchmarking of regulatory compliance • Detailed assessment of the regulatory processes followed in Andhra Pradesh with respect to World Bank parameters
Development of the concept of “Green Industrial Corridor”	<ul style="list-style-type: none"> • The Green Corridor Concept Framework (GCCF) document • Presentation on GCCF to Col and VCICDP-PMU. • Draft GCCF Integration with Policy Development - Draft document giving examples for integration of GCCF with state’s industrial policy.

Priority Area	List of Documents Prepared
Web-Based Virtual GCCF Awareness cum Appreciation Workshop	<ul style="list-style-type: none"> • GCCF Presentation for the workshop • Post-workshop summary report
High-Level GCCF Implementation Roadmap	<ul style="list-style-type: none"> • High-Level GCCF implementation roadmap report • High-Level GCCF implementation roadmap presentation
Capacity Building, Needs Assessment and Trainings for GoAP	<ul style="list-style-type: none"> • Capacity building framework document for key GoAP agencies. • Indirect Development-Induced Environmental Impacts from VCIC and potential mitigations document. • APPCB skill-based training needs assessment survey report. • Launch of online Learning Management System (LMS); LMS portal access link: https://pwcvciclms.azurewebsites.net • Development of various training modules for LMS system – Modules on Green Corridor Concept Framework - Introduction and Overview, Circularity and Waste Management Best Practices, Effective Public Grievance Handling and Crisis Management, Inspection Protocols and Best Practices, etc.
Others	<ul style="list-style-type: none"> • Competitiveness requirements of the corridor by undertaking a detailed value chain assessment for one of the focus sectors identified for the corridor – Electronics System and Design Manufacturing (ESDM) • Skill Development Plan for the state of Andhra Pradesh with a focus on improving employability of the local populace in the catchment areas of the two clusters shortlisted in the first phase of VCIC i.e. Vizag and Chittoor Node • Roadmap for project development mechanism • Final and summary Report of covid 19 impact on MSMEs and focus sector industries in Andhra Pradesh • Concept note for GoAP on developing country specific industrial city clusters in Chittoor South and Anantapur district for submitting it to Government of India • Concept note for GoAP on port led development in Andhra Pradesh to identify key imperatives required to realize full potential of the Andhra Pradesh ports

Annexure 6 – List of Meetings Held in the period corresponding to Final Report (August 2017- November 2020)

Meeting	Participants	Agenda	Key Discussion Points / Outcome
Meeting with Commissioner (Industries) February 2, 2018	<ul style="list-style-type: none"> • PD, PMU, Commissioner of Industries • CDTA – Policy Expert • CDTA – Environmental Expert • CDTA – Energy Expert • CDTA – Support team 	<ul style="list-style-type: none"> • Review of CDTA activities and timeline discussion 	<ul style="list-style-type: none"> • Inputs on skill development plan, electricity standards plan and environmental sustainability framework for developing a green industrial corridor. Way forward on the consultations required for skilling requirements, improving electricity supply standards and developing a stakeholder acceptable compliance process.
Meeting with APIIC	<ul style="list-style-type: none"> • CDTA – Support team • PMU representatives • Executive Director, APIIC 	<ul style="list-style-type: none"> • Review of land acquisition status 	<ul style="list-style-type: none"> • Current status of land acquisition and way forward on the timelines and cost for land acquisition
Meeting with APIIC	<ul style="list-style-type: none"> • CDTA – Support team • PMU representatives • Company Secretary, APIIC 	<ul style="list-style-type: none"> • Review the status of SPV formation for the nodes 	<ul style="list-style-type: none"> • Inputs on revision of Government Order needed to ensure faster setting up of SPVs
Meeting with PIUs	<ul style="list-style-type: none"> • PD, PMU and Commissioner of Industries • CDTA Support Team • PIU Representatives 	<ul style="list-style-type: none"> • Review of projects proposed for implementation under Tranche II of ADB Loan 	<ul style="list-style-type: none"> • PD, PMU has requested to evaluate the impact of proposed projects on the corridor
Site Visit for Chittoor node	<ul style="list-style-type: none"> • PMU representatives • CDTA – Support Team • CDTA – Policy Expert • Master planning team • APIIC representative • DIC representative 	<ul style="list-style-type: none"> • Field visit to identify projects to be shortlisted for Tranche II 	<ul style="list-style-type: none"> a. Identified the roads required to be developed to ensure ease of node and gateway connectivity • Identified the projects to be prioritized based on support infrastructure available in surrounding industrial parks
Site Visit for Vizag node	<ul style="list-style-type: none"> • PMU representatives • CDTA – Support Team • Master planning team • APIIC representative • DIC representative 	<ul style="list-style-type: none"> • Field visit to identify projects to be shortlisted for Tranche II 	<ul style="list-style-type: none"> b. Identified the roads required to be developed to ensure ease of node and gateway connectivity • Identified the projects to be prioritized based on support infrastructure available in surrounding industrial parks
Meeting with Industry association and 10 Industries	<ul style="list-style-type: none"> • Head, Industry Association 	<ul style="list-style-type: none"> • Discussion about the company size, business, products, suppliers and end market 	<ul style="list-style-type: none"> c. Recommendation from industry on what supporting infrastructure industry requires

Meeting	Participants	Agenda	Key Discussion Points / Outcome
	<ul style="list-style-type: none"> Owner/ EHS head, Company(list mentioned in the table 1 CDTA support team 	<ul style="list-style-type: none"> Gather data on their resource needs (Energy, water, raw material) and the waste streams produced Gather data on how they comply with environmental laws, procedure to get CTE / CTO and time taken Reviewed the status supporting infrastructure required (Energy supply, water supply, ETP/ CETP, air emission control equipment, Recycling facility, EMPs) Discussion on what 'sustainability' mean to them, key initiatives they are undertaking and factors influencing their behavior Discussion on climate change impacts on their plant and on their sector Discussion of top concerns sector is facing(global competition, employee, raw material etc) 	<ul style="list-style-type: none"> d. Refined objectives and activities to be undertaken in order to meet the objectives Integrated their good practices in the framework so that sector wide such initiatives become norm
Meeting with to COI, DIC	<ul style="list-style-type: none"> PD, PMU and Commissioner of Industries PMU Representatives CDTA Support Team 	<ul style="list-style-type: none"> Walk through of our approach to develop the Skill Plan Sign-off on the questionnaire to be used for the primary interactions 	<ul style="list-style-type: none"> - The PD, PMU broadly agreed with the approach proposed to develop the Skill Plan. However, he was keen to understand the labour wages and salaries to the extent possible to be able to take an informed decision The PD, PMU also advised us to look beyond that stated target of 25,000 mentioned in CDTA Plan and look it from a more holistic perspective
Meeting with AP Electricity Regulatory Commission	<ul style="list-style-type: none"> Chairman, Member Technical CDTA – Energy Expert 	<ul style="list-style-type: none"> Discussion on the methodology adopted for calculating reliability indices against that specified in the Regulations. Second round of discussion with the Commission post meeting with Discoms. Discussed in detail the data gathered and method of representing such data. 	<ul style="list-style-type: none"> Data and information provided.

Meeting	Participants	Agenda	Key Discussion Points / Outcome
Meeting with Commissioner (Industries) October 12, 2017	<ul style="list-style-type: none"> Commissioner of Industries CDTA – Value Chain Expert CDTA – Environmental Expert CDTA – Support team 	<ul style="list-style-type: none"> Discussion on framework for green corridor 	<ul style="list-style-type: none"> Inputs on environmental sustainability framework for developing a green industrial corridor. Way forward on the consultations required for developing a stakeholder acceptable compliance processes.
Meeting with AP Electricity Regulatory Commission	<ul style="list-style-type: none"> Chairman, Member Technical CDTA – Energy Expert 	<ul style="list-style-type: none"> Discussion on the methodology adopted for calculating reliability indices against that specified in the Regulations. 	<ul style="list-style-type: none"> Data and information provided.
Meeting with AP Energy Secretary	<ul style="list-style-type: none"> Energy Secretary, MD of two Discoms and representatives of AP Transco 	<ul style="list-style-type: none"> Discussion on the intent of the study and need for data on reliability indices being captured and list of supporting projects being undertaken by the Discoms 	<ul style="list-style-type: none"> Agreement on data to be provided and dates for Discom visits finalized
Meeting with AP Energy Secretary	<ul style="list-style-type: none"> MD of APSPDCL along with Executive Director Projects MD of APEPDCL along with CGM Projects and Director Operations 	<ul style="list-style-type: none"> Discuss about how data on reliability indices is being captured. What methodology is used for calculating the indices Gather data on reliability indices for Industrial feeders in the two key nodes Gather list of ongoing and planned projects for improving quality and reliability of supply 	<ul style="list-style-type: none"> - Gathered data on reliability indices for the two Discoms and understood the methodology adopted for calculating the same. Gathered information on the ongoing projects being undertaken for improving reliability and quality of supply.
Meeting with PIUs	<ul style="list-style-type: none"> Commissioner of Industries CDTA Support Team PIU Representatives 	<ul style="list-style-type: none"> Review of projects proposed for implementation under Tranche II of ADB Loan 	<ul style="list-style-type: none"> Commissioner has requested to evaluate the impact of proposed projects on the corridor <not our Scope>
Meeting with AP Discom (April, 2018 followed by multiple interactions over phone)	<ul style="list-style-type: none"> CMD APEPDCL, CGM Projects and OCS. CDTA – Energy Expert 	<ul style="list-style-type: none"> Discussion on issues with regard to real time data capture. Methodology adopted to set internal benchmarks and map compliance. Data on pilot auto-reclosure projects being undertaken and progress mapping of performance of such feeders. Mapping of impact of some of the ongoing investments in the Vishakhapatnam node region. 	<ul style="list-style-type: none"> Data and information provided.

Meeting	Participants	Agenda	Key Discussion Points / Outcome
Meetings with APERC (May, 2018 and November, 2018)	<ul style="list-style-type: none"> • APERC- Joint Director, Engineering • CDTA- Energy expert 	<ul style="list-style-type: none"> • Discussion on issues relating to improving electricity supply standards 	<ul style="list-style-type: none"> - Data and information • Discussion on status and issues regarding electricity supply standards
Review Meeting with PMU (July 2, 2018)	<ul style="list-style-type: none"> • PMU • CDTA- Team Manager and Support Team 	<ul style="list-style-type: none"> • To discuss rules for functioning of APICDA (Land Allotment, Building Rules, Land Development and HR Rules) 	<ul style="list-style-type: none"> - Inputs of PMU on draft version of the rules taken. • Need for additional experts discussed with PMU.
ADB Mission (July 17. 2018)	<ul style="list-style-type: none"> • ADB team • PD, PMU • CDTA- Policy Support Specialist & Team Leader • CDTA- Team Manager & Support Staff 	<ul style="list-style-type: none"> • Discuss progress made on Tranche 2 of PBL. 	<ul style="list-style-type: none"> - Progress of Tranche 2 compliance conditions reviewed. • Deadlines for non-complied conditions (2 out of 13) set.
Multiple meetings with PIUs (AP Transco, AP Road Development Corporation, AP State Skill Development Corporation)	<ul style="list-style-type: none"> • Relevant PIU • CDTA-Support Staff 	<ul style="list-style-type: none"> • To ensure compliance of tranche 2 conditions and obtain compliance certificates. 	<ul style="list-style-type: none"> - Policy conditions relevant to the concerned PIUs have been implemented and complied with, • Compliance documents obtained.
Visit to DICs at Visakhapatnam (September 7, 2018)	<ul style="list-style-type: none"> • General Manager and staff at DIC • CDTA- DIC Expert 	<ul style="list-style-type: none"> • To understand the reforms required particularly for Visakhapatnam DIC (to be established as a model DIC) 	<ul style="list-style-type: none"> • Understanding of reforms required for Visakhapatnam DIC
Visit to DICs at Chittoor (September 7, 2018)	<ul style="list-style-type: none"> • General Manager and staff at DIC • CDTA- Support Staff 	<ul style="list-style-type: none"> • To understand the reforms required particularly for Chittoor DIC (to be established as a model DIC) 	<ul style="list-style-type: none"> • Understanding of reforms required for Chittoor DIC
ADB Mission (September 12, 2018)	<ul style="list-style-type: none"> • ADB team • CDTA- Policy Support Specialist & Team Leader • CDTA- Team Manager & Support Staff 	<ul style="list-style-type: none"> • Discuss progress made on Tranche 2 of PBL. 	<ul style="list-style-type: none"> • Progress of Tranche 2 compliance conditions reviewed and further actions discussed.
Presentation to Secretary, Industries regarding proposal for VCIC to NICDIT (September 6, 2018)	<ul style="list-style-type: none"> • Secretary, Industries • Commissioner, Industries • CDTA Team 	<ul style="list-style-type: none"> • CDTA team has been supporting PMU with preparing a proposal for NICDIT funding for VCIC. Meeting was to discuss the same 	<ul style="list-style-type: none"> • Finalization of proposal to be submitted for NICDIT funding.

Meeting	Participants	Agenda	Key Discussion Points / Outcome
Meeting with Secretary regarding progress on CDTA activities (October 24, 2018)	<ul style="list-style-type: none"> Secretary, Industries Commissioner, Industries PMU staff CDTA team 	<ul style="list-style-type: none"> Discuss reforms suggested by CDTA team for operationalization of APICDA and DIC reforms 	<ul style="list-style-type: none"> Suggestions from the secretary are being incorporated into reports being prepared by CDTA team.
Half day workshop with Secretary regarding progress on CDTA activities (November 23, 2018)	<ul style="list-style-type: none"> Secretary, Industries CDTA team 	<ul style="list-style-type: none"> Discuss reforms suggested by CDTA team for operationalization of APICDA, DIC reforms, electricity supply standards, green corridor framework. 	<ul style="list-style-type: none"> Suggestions from the secretary are being incorporated into reports being prepared by CDTA team.
Multiple meetings with NICDIT team in Delhi December 2018 - January 2019	<ul style="list-style-type: none"> PD, VCICDP PMU CDTA team Vice President, DMICDC Other NICDIT officials 	<ul style="list-style-type: none"> Inclusion of VCIC under NICDIT 	<ul style="list-style-type: none"> Discussion on the submitted proposal Presentation to the Vice President, DMICDC Preparation of VCIC agenda for its inclusion in the next board meeting of NICDIT
ADB Mission 31 January 2019	<ul style="list-style-type: none"> ADB team CDTA team 	<ul style="list-style-type: none"> Review of progress of Tranche II policy conditions for PBL Presentation of CDTA outputs - DIC reforms, Business Plan, HR plan, Green corridor framework 	<ul style="list-style-type: none"> Progress of Tranche II conditions reviewed. Discussion on way forward for policy conditions.
Meeting with Secretary (Industries) 1 February 2019	<ul style="list-style-type: none"> Secretary, Industries CDTA team 	<ul style="list-style-type: none"> To discuss the key outputs relating to operationalization of APICDA and DIC reforms. 	<ul style="list-style-type: none"> The Secretary was on board with the reform plans proposed by the CDTA team and suggested a few changes. The study team incorporated these changes.
Multiple meetings with Commissioner of Industries and PMU members February 2019- April 2019	<ul style="list-style-type: none"> PD, VCICDP PMU CDTA team 	<ul style="list-style-type: none"> To discuss the key outputs relating to operationalization of APICDA, DIC reforms and PMU for SPV 	<ul style="list-style-type: none"> Review of outputs related to operationalization of APICDA, PMU for node level SPVs and DIC reforms. Finalization of documents after multiple rounds of discussion and review.
ADB Mission 7 March 2019	<ul style="list-style-type: none"> ADB team PD, PMU CDTA team 	<ul style="list-style-type: none"> To discuss status of Tranche II policy conditions for PBL 	<ul style="list-style-type: none"> Status of remaining policy conditions and way forward.
Meeting with Eastern Power Distribution Company Limited (EPDCL)	<ul style="list-style-type: none"> Chief General Manager, EPDCL Staff members of EPDCL 	<ul style="list-style-type: none"> Discussion of feasibility of revision of baseline numbers and implementation plan prepared by CDTA team. 	<ul style="list-style-type: none"> Study team will continue to collect data for a six-month period to evaluate the impact of the measures

Meeting	Participants	Agenda	Key Discussion Points / Outcome
18 March 2019	<ul style="list-style-type: none"> CDTA team 	<ul style="list-style-type: none"> Collection of data to evaluate the impact of reliability indicators 	<ul style="list-style-type: none"> Inputs from EPDCL staff are being incorporated into the implementation plan
Discussion with Secretary for finalization of compliance documents 17 April 2019 & 26 April 2019	<ul style="list-style-type: none"> Secretary's team PMU CDTA team 	<ul style="list-style-type: none"> Discussion of documents for compliance of conditions relating to operationalization of APICDA, DIC reforms and PMU for SPVs. 	<ul style="list-style-type: none"> Finalization of compliance documents for remaining Tranche II policy conditions
Meeting with PMU on operationalization of SPVs, institutional and organizational structure of SPVs and Green Corridor 24 July 2019 & 25 July 2019	<ul style="list-style-type: none"> PMU CDTA team 	<ul style="list-style-type: none"> Discussion regarding the implementation process for Operationalization of SPVs and Green Corridor framework for VCIC. 	<ul style="list-style-type: none"> The CDTA team presented the outputs on operationalization of SPVs, HR plan, institutional framework of SPVs and Green Corridor implementation. As a part of capacity building program for Green Corridor framework, training calendar for providing trainings to various govt. officials from department like APPCB, APIIC etc.
Presentation to Secretary, Industries regarding proposal for VCIC to NICDIT 28 August 2019	<ul style="list-style-type: none"> Secretary, Industries Commissioner, Industries CDTA Team 	<ul style="list-style-type: none"> CDTA team has been supporting PMU with preparing a proposal presentation for NICDIT funding for VCIC. Meeting was to discuss the same 	<ul style="list-style-type: none"> Finalization of the Presentation for the proposal submitted for NICDIT funding to be presented to DMICDC CEO.
ADB mission- 07 th August 2019	<ul style="list-style-type: none"> ADB team CDTA team 	<ul style="list-style-type: none"> Discussion on CDTA outputs – Operationalization of APICDA & SPV, PDM, Green corridor framework Discussion on expectation of new Government from the CDTA team 	<ul style="list-style-type: none"> Discussion on present status and way forward for operationalization of APICDA, & SPV, implementation of PDM, Investment Promotion Priority to Investment promotion & Branding strategy for the VCIC corridor & nodes
Meeting with NICDIT team in Delhi 29 August 2019 & 30 August 2019	<ul style="list-style-type: none"> PD, VCICDP PMU CDTA team CEO, DMICDC Other NICDIT officials 	<ul style="list-style-type: none"> Inclusion of VCIC Nodes Visakhapatnam and Chittoor under NICDIT 	<ul style="list-style-type: none"> Discussion on the submitted proposal to be considered in the Annual Board meeting of Trustees of NICDIT. Presentation to CEO, DMICDC

Meeting	Participants	Agenda	Key Discussion Points / Outcome
Multiple meetings with PMU members August 2019	<ul style="list-style-type: none"> PMU CDTA team 	<ul style="list-style-type: none"> Finalizing the agenda for first board meeting of APICDA 	<ul style="list-style-type: none"> Document on the agenda for the first board meeting of APICDA was shared with the PMU.
Multiple meeting with Principal Secretary- Industries Infrastructure & Investment September & October 2019	<ul style="list-style-type: none"> PS- Industries, Infrastructure & Investment CDTA Team 	<ul style="list-style-type: none"> Discussion on expediting the process of executing the Tranche- II loan agreement with ADB 	<ul style="list-style-type: none"> Discussion on the prerequisites for initiation of Tranche-II loan agreement negotiations with ADB. List of priority projects in Vishakhapatnam & Chittoor node was shared with the PS- Industries, Infrastructure and Investment
Meeting with Director of Industries 22 October 2019	<ul style="list-style-type: none"> Director- Industries PMU CDTA- Team Manager & Support Staff 	<ul style="list-style-type: none"> Discussion on the key outcomes of VCIC CDTA study on APICDA, SPVs, DIC reforms, Investment Promotion 	<ul style="list-style-type: none"> CDTA team gave a detailed presentation about their role in achieving ADB's policy compliance conditions for Tranche 1 and 2 and subsequent operationalization activities of the policy conditions. Study team to prepare detailed note for operationalization & implementation of PDM. This should include process of empanelment of consultants, listing of priority projects and organizational structure of PDM.
ADB Mission- 20 th November 2019	<ul style="list-style-type: none"> ADB Team PD, VCICDP PMU CDTA team 	<ul style="list-style-type: none"> Discussion on the progress and further reform actions for VCIC. 	<ul style="list-style-type: none"> Discussion on further reform actions :- APICDA board meeting, PDM, APEDB, and DICs Discussion on the priority activities GoAP should take for enhancing the growth and competitiveness of the corridor.
Meeting with Director of Industries 26 th November 2019	<ul style="list-style-type: none"> PD, VCICDP CDTA APEDB Team 	<ul style="list-style-type: none"> Discussion on information sought by NICDIT for executing SHA/SSA Discussion on an opportunity for country specific industrial township Chittoor South and Anantapur region. 	<ul style="list-style-type: none"> Updates related to the information sought by the NICDIT was shared with the PMU team. Concept note on proposing a country specific industrial city cluster in Chittoor South and Anantapur region was submitted to Industries Department.

Meeting	Participants	Agenda	Key Discussion Points / Outcome
Meeting with Director of Industries 13 th February 2020	<ul style="list-style-type: none"> • PD, VCICDP • CDTA 	<ul style="list-style-type: none"> • Discussion on the key outcomes of VCIC CDTA on APICDA, SPVs, MSME Strategy for priority nodes clusters & investment promotion 	<ul style="list-style-type: none"> • Discussion on priority area for VCIC and plan of action for CDTA • Director of Industries requested CDTA team to prioritize the work related to the MSME cluster strategy for the products in priority nodes cluster
ADB Mission 17 th February 2020	<ul style="list-style-type: none"> • ADB Team • PMU • CDTA team 	<ul style="list-style-type: none"> • Discussion on the progress and further reform actions for VCIC. • Discussion on next steps for green corridor framework • Discussion on undertaking capacity building activities for key GoAP agencies 	<ul style="list-style-type: none"> • Discussion on the priority areas of GoAP for the VCIC to be taken up by CDTA team. Plan of action for each priority areas were discussed in detail. • CDTA team has prepared a work plan till September 2020 based on the priorities set by the GoAP and VCICDP-PMU. • The CDTA (environment) team gave a presentation on green corridor concept framework and proposed organization of an awareness cum appreciation workshop. • The CDTA (environment) team also proposed to undertake capacity building initiatives for APPCB and for 4 key GoAP agencies. A workplan in his regard till September 2020 was also shared.
Department of Industries-24 th February 2020	<ul style="list-style-type: none"> • PD, VCICDP • VCICDP-PMU • CDTA Team • PMSC Team 	<ul style="list-style-type: none"> • The Department of Industries, Govt. of AP wants to understand the feasibility of providing uninterrupted water supply to the prospective units being set up in the VCIC region through desalination plant. 	<ul style="list-style-type: none"> • Discussion on the bare minimum requirement with respect to land, infrastructure, power, water etc. for setting up a desalination plant • Discussion on the capital cost & operational cost for setting up and operating a desalination plant respectively • Ideal location for setting up the plant would be around port areas
Meeting with APIIC- 27 th February 2020	<ul style="list-style-type: none"> • APIIC- GM Finance • VCICDP-PMU • CDTA Team • PMSC Team 	<ul style="list-style-type: none"> • To understand the different mode of land transfer from GoAP / APIIC to SPV or Industrial Units followed by APIIC. 	<p>APIIC has been following different methods of the land transfer to industry units since its inception. Following points were discussed:-</p>

Meeting	Participants	Agenda	Key Discussion Points / Outcome
			<ul style="list-style-type: none"> The pros and cons of land transfer methods followed by APIIC were discussed in detail during meeting. The price fixation for the undeveloped and developed land followed by APIIC was also discussed. Various options of forming a SPV with a private player or developer for development of park with APIIC share in form of land were also discussed.
Meeting with VCICDP-PMU- 03 rd March 2020	<ul style="list-style-type: none"> VCICDP- PMU CDTA 	<ul style="list-style-type: none"> Discussion and Review of March 2020 work plan and work progress of CDTA Team 	<p>The following points were discussed during the meeting: -</p> <ul style="list-style-type: none"> Discussed each activity proposed in the work plan for the March 2020. Work progress update on the land transfer mechanism Work progress update on the investment promotion activities.
Meeting with VCICDP-PMU- 10 th March 2020	<ul style="list-style-type: none"> VCICDP-PMU CDTA 	<ul style="list-style-type: none"> Review of CDTA team work progress 	<ul style="list-style-type: none"> CDTA team briefed VCICDP PMU on the work done till 09th March as per the work plan & way forward for each activity. VCICDP insisted CDTA team to go ahead with the identified focus sectors for the 2 nodes based on the secondary research for investment promotion
Meeting with Director of Industries	<ul style="list-style-type: none"> PD-VCICDP PMU VCICDP PMU CDTA 	<ul style="list-style-type: none"> Discussion on the March 2020 Work plan and CDTA work progress review 	<p>We had a brief discussion on the way forward for APICDA.</p>
Multiple meeting with VCICDP PMU- March 2020	<ul style="list-style-type: none"> VCICDP PMU CDTA Team 	<ul style="list-style-type: none"> Finalization of the focus sector for priority nodes for investment promotion. 	<p>Focus sector identified</p> <ul style="list-style-type: none"> Chittoor:- Food Processing, Textiles, Electronics & Machineries (Special Purpose, Electrical)

Meeting	Participants	Agenda	Key Discussion Points / Outcome
			Vizag:- Pharmaceuticals, Transport Equipment (Aerospace & Defense), Electronics & IT and Textiles/Apparel
Multiple Meeting with VCICDP (Telephonic) April 2020	<ul style="list-style-type: none"> VCICDP PMU CDTA Team 	<ul style="list-style-type: none"> Discussion on brochures for VCIC and sectors Discussion on SOP for APICDA Departments 	<ul style="list-style-type: none"> Changes suggested by VCICDP PMU in brochures and SOPs were incorporated, Shared project brochures, sector specific brochures and SOP for finance, marketing and HR department.
Multiple Meeting with VCICDP PMU May 2020	<ul style="list-style-type: none"> VCICDP PMU CDTA Team 	<ul style="list-style-type: none"> Discussion on work progress, Investment promotion and Land Transfer mechanism 	<p>Investment Promotion for VCIC:</p> <ul style="list-style-type: none"> Brochure finalization: - It has been informed that VCICDP is going to present the brochures to Project Director-VCICDP for the approval. Discussion on investment promotion strategy for the VCIC to attract international investors during or post this Covid 19 situation <p>Land Transfer Document: Discussion on the land transfer mechanism followed by APIIC in Andhra Pradesh.</p> <p>Discussion on other work being done/ planned to be done by CDTA team: -</p> <ul style="list-style-type: none"> Financial Model for SPV Covid 19 impact study for Industries Operating manual documents for APICDA Departments
Meeting with VCICDP PMU 10 th June 2020	<ul style="list-style-type: none"> VCICDP-PMU, VCICDP-PMSC CDTA Team CDTA (Environment) Team 	<ul style="list-style-type: none"> GCCF Integration with States Industrial Policy: Discussion on CDTA (Environment) Team Workplan 	<ul style="list-style-type: none"> Gave a brief presentation on GCCF and held discussions on possible sustainability interventions and incentives that can be included in the new Industrial Development Policy 2020-2025. Appraised VCIC PMU on the capacity building workplan and requested for their support. <p>Requested for a meeting with Col.</p>

Meeting	Participants	Agenda	Key Discussion Points / Outcome
Multiple Meeting with VCICDP PMU June 2020	<ul style="list-style-type: none"> VCICDP PMU CDTA Team 	<ul style="list-style-type: none"> Discussion on work progress. Till May 2020 and June Work Plan. 	Discussion on the work progress specially on Investment promotion for reaching out to the potential investors. VCICDP has informed that brochures have been presented to the Project Director
Multiple Meeting with ADB June 2020	<ul style="list-style-type: none"> ADB Team CDTA Team 	<ul style="list-style-type: none"> Discussion on work plan and progress 	<ul style="list-style-type: none"> Detailed discussion on the work plan of June 2020 and progress of May 2020 Discussion on assumptions and methodology for preparing financial model for the node SPV for 5 options Marketing plan for VCIC Function of Node SPV and cluster SPV <p>Format for preparing new work plan from July 2020 with activities</p>
Meeting with Commissioner (Industries) 4 th July , 2020	<ul style="list-style-type: none"> PD, PMU, Commissioner of Industries VCICDP PMU CDTA Team PMSC Team 	<ul style="list-style-type: none"> Discussion on marketing plan of VCIC 	<p>Team has discussed the marketing plan with the Project Director- VCICDP PMU.</p> <ul style="list-style-type: none"> Project Director-VCICDP PMU has informed that EDB will be a single point of contact for the investment promotion. CDTA team has to submit brochures, list of investors and mail body content for reaching out to the investor to EDB.
Meeting with APPCB, 22nd July 2020	<ul style="list-style-type: none"> APPCB CDTA (Environment) Team 	<ul style="list-style-type: none"> Introduction to VCIC-GCCF for APPCB Discussion on proposed workplan and surveys for APPCB Target audience finalization for surveys and trainings 	<ul style="list-style-type: none"> Gave a brief presentation on GCCF and held discussions on the background of the project and the role of APPCB within the VCIC corridor. <p>Appraised APPCB on the capacity building workplan and requested for their support.</p>
29th July 2020	<ul style="list-style-type: none"> APIIC CDTA (Environment) Team 	<ul style="list-style-type: none"> Introduction to VCIC-GCCF for APIIC Discussion on proposed workplan and requesting support of APIIC Consultations towards target audience finalization and training agenda development for APIIC 	<ul style="list-style-type: none"> PwC CDTA (Environment) team provided an overview on GCCF to APIIC and shared a presentation on capacity development workplan and next steps.

Meeting	Participants	Agenda	Key Discussion Points / Outcome
			Team has asked Chief Engineer, APIIC for support in consultations, trainings and coordination.
Meeting with VCICDP-PMU, 29th July 2020	<ul style="list-style-type: none"> VCICDP-PMU CDTA (Environment) Team 	<ul style="list-style-type: none"> Progress update meeting on GCCF workshop and learning management system 	Meeting was to provide a progress update to VCICDP-PMU, obtain necessary approvals and request support for coordination in GCCF workshop.
Multiple meeting with VCICDP PMU- July 2020	<ul style="list-style-type: none"> VCICDP PMU CDTA Team PMSC Team 	<ul style="list-style-type: none"> Way forward for marketing of VCIC 	<ul style="list-style-type: none"> Review of the focus sectors for reaching out to the investors Finalization of the list of investors Finalization of the project and sector specific brochure <p>Mail body content for reaching out to the investors.</p>
Multiple meetings with Director of Industries- July and August 2020	<ul style="list-style-type: none"> PD-VCICDP PMU VCICDP PMU CDTA PMSC team 	<ul style="list-style-type: none"> Operationalization of Tranche 1 and Tranche 2 projects 	<ul style="list-style-type: none"> Discussions on repayment mechanisms, Turning projects into profit centres. Conceptualisation of SPVs for utilities.
Meeting with ADB, 13 th August 2020	<ul style="list-style-type: none"> ADB CDTA Team Environment Team 	<ul style="list-style-type: none"> Discussion on CDTA and GCCF work progress and work plan 	<ul style="list-style-type: none"> Work done in July, Financial Model for startup area of Vizag Node, GCCF team progress
Multiple Meeting with VCICDP PMU- August 2020	<ul style="list-style-type: none"> VCICDP PMU CDTA Team PMSC Team 	<ul style="list-style-type: none"> Discussion on CDTA team work progress in July 2020 and investment promotion. 	<ul style="list-style-type: none"> APIIC roles and responsibilities, Marketing plan, Marketing Brochures and other collaterals, focus sectors specific benchmarking and forecast.
Meeting with ADB, September 24, 2020	<ul style="list-style-type: none"> ADB CDTA Team 	<ul style="list-style-type: none"> Discussion on work progress and way forward before the closure of the contract in November 2020 	<ul style="list-style-type: none"> Discussion on transfer of roles & responsibilities from APIIC to SPV Discussion on 5 year marketing roadmap for VCIC Discussion on the progress of Covid 19 study and financial model for Vizag Node.

Meeting	Participants	Agenda	Key Discussion Points / Outcome
			<ul style="list-style-type: none"> Discussion on the submission of CDTA final report in November 2020.
Meeting with Finance Secretary – 30 th September 2020	<ul style="list-style-type: none"> Finance Secretary GoAP PD-VCICDP PMU VCICDP PMU CDTA PMSC team 	<ul style="list-style-type: none"> Operationalization of Tranche 1 and Tranche 2 projects 	<ul style="list-style-type: none"> Full day discussion on VCIC projects, repayment mechanism and utility SPV formation.
Meeting with CDPQ team – 03 rd October 2020	<ul style="list-style-type: none"> CDPQ team PD-VCICDP PMU VCICDP PMU CDTA PMSC team 	<ul style="list-style-type: none"> Investment in various VCIC projects 	<ul style="list-style-type: none"> Discussion on investment by CDPQ-Canadian pension fund in various projects of VCIC
Meeting with Commissioner APICDA – 7 th October 2020	<ul style="list-style-type: none"> Commissioner APICDA VCICDP PMU CDTA PMSC team 	<ul style="list-style-type: none"> Operationalization of APICDA 	<ul style="list-style-type: none"> Half day introductory session on way forward for APICDA.
Meeting with PMU VCICDP- October 2020	<ul style="list-style-type: none"> VCICDP PMU CDTA 	<ul style="list-style-type: none"> Impact of Covid19 on MSMEs in AP 	<ul style="list-style-type: none"> Discussion on interventions suggested by CDTA team regarding impact of Covid19 on MSMEs in AP.
Feedback from ADB to PMU – 30 November 2020	<ul style="list-style-type: none"> VCICDP PMU ADB CDTA 	<ul style="list-style-type: none"> Feedback of the outputs and the next steps 	<ul style="list-style-type: none"> Confirmation of the major achievements and the way forward for the GoAP