

URBAN REFORMS & GOVERNANCE

With a strong foundation in urban development and infrastructure consulting, we work seamlessly across sectors to deliver integrated and impactful solutions.



Institutional **development, policy** reforms & municipal **finance support**



A 40+ in-house team and a **pool of experts** across project portfolio



E-governance transformation as core component

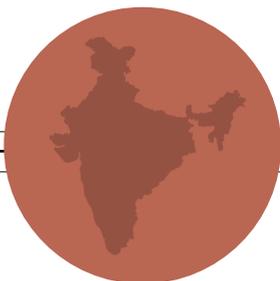


Multidisciplinary team of CA, land valuers, lawyers, AI, sectoral experts & data specialists



Steering ULBs towards utilities of future with focus on **performance & operational efficiency**

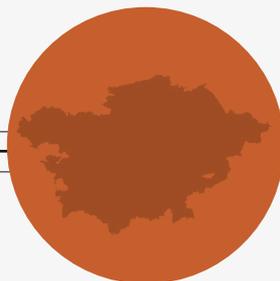
Our Presence



India
Pan-India



Sri Lanka and Bangladesh



Central Asia
Uzbek and Tajik



Southeast Asia
Laos, Cambodia, Vietnam

An aerial night view of a city, likely New Delhi, India, showing a dense urban landscape with numerous buildings, some illuminated with warm yellow lights. A prominent domed structure, possibly a government building or a religious monument, is visible in the center-right. The streets are lit up, and the overall atmosphere is dark with scattered city lights.

Key Projects



Driving Change
through our Work

World Bank | Project Management Unit for Capacity Building for Urban Development (CBUD), (Phase I: Oct 2011 – Oct 2016; Phase II: Oct 2016 – Jun 2018)

CBUD, a flagship project of the Government of India aimed to address the bottlenecks in urban development and specifically focused on inclusive policy formulation and implementation, and monitoring with special focus on urban governance, municipal finance, resource mobilisation, citizen services, housing and infrastructure development across the major towns in India.

Key Services

- ✓ **486 ULBs** supported for their credit rating
- ✓ Smart city challenge across **100 cities** facilitated
- ✓ **30 eminent** training institutions engaged at the national level
- ✓ **3 international training** programs organised
- ✓ **99 cities** provided with transaction advisory
- ✓ **2,700 +** municipal functionaries trained
- ✓ Livability Indices in **116 cities across 36 states** were facilitated and developed
- ✓ **31 training programs** organised, covering 1,186 participants
- ✓ **2,500 participants** across 36 states trained for SLIP/ SAAP

Key Outcomes

- Municipal finance and policy reforms
- Capacity Building
- Assistance to Selected States and Urban Local Bodies

Agence Française de Développement (AFD)/ Ministry of Housing and Urban Affairs (MoHUA) | Preparation of Urban Water Supply Guidelines, AMRUT 2.0, Design and Operation of National Investment Challenge, (2021-2025)

The project aimed to support MoHUA in implementation of AMRUT 2.0 and develop adequate knowledge documents for CPHEEO which would be used as a basis for ensuring quality of AMRUT 2.0 implementation on the technical side. It further helped to develop tools for institutional and capacity building of the local institutions responsible for the service delivery of water supply, design an Investment Challenge including guidelines, scoring methodology and strategy for roll out.

We provided technical coordination for developing the National Manual on PPP, the Institutional Development and Capacity Building chapter for water service delivery, and the Operational Manual for Water Systems for Urban Local Bodies under the Water Manual by CPHEEO, MoHUA. As the national implementation partner, we supported CPHEEO–MoHUA in drafting two key chapters:

- Institutional Strengthening and Capacity Building of ULBs
- PPP Guidelines for 'Drink from Tap' water supply and treatment systems.

Through high-level stakeholder consultations, we established a transition framework positioning utilities as future service providers rather than traditional municipal entities. In addition, we designed the Climate Resilient Water Investment Challenge, aligned with the Government of India's AMRUT (U) 2.0 Mission, to advance universal piped water supply across 4,500 towns in India.

Key Outcomes

Technical Support

CPHEEO Expert Committee



Revision of CPHEEO Manual

Ministry of Housing & Urban Affairs (MoHUA)



Design of Climate Resilient Investment Challenge

Capacity Building of Government Officials

World Bank | Reform Support Consultant for Madhya Pradesh Urban Development Project (MPUDP), (2018-2025)

Funded with an investment of USD 166 Mn, the project aimed to enhance urban services coverage (water supply and sewerage) and boost revenue for Urban Local Bodies (ULBs). We supported Madhya Pradesh UADD-MRC in policy, financial and governance reforms. Additionally, we supported state-wide ULBs and provided data-driven strategic inputs on reform implementation.

Key Achievements

- 🏆 **State Vision Document 2035** for Madhya Pradesh Urban Sector
- 🏆 **24 rules and 5 state-wide policies amended** in revenue, accounting, and budgeting reforms, e-vehicle, integrated Urban development (BCR, Indore), water tariff, and property taxation
- 🏆 **10% increase** in Own-Source Revenue across **30+ ULBs**
- 🏆 Municipal Bonds, MPUDCL restructuring, **Credit Improvement Plans**, Solar Bonds
- 🏆 Land Monetisation Policy, **Asset Monetisation Plan for focused ULBs**
- 🏆 **Secured INR 200 Cr (USD 24 Mn)** central government aid for 'Sponge Cities' proposal
- 🏆 **26 % increase in FY 25** in user charges across **10 ULBs**
- 🏆 **79% improvement** of Property Tax Revenue
- 🏆 **312% improvement** of Non-Tax Revenue in 5 years
- 🏆 **215 ULBs assisted** with financial statements and opening balances
- 🏆 **2,000+ officials trained** across Revenue enhancement strategies property tax, user charges, budgeting and GIS integration in the overall revenue generation process
- 🏆 Institutionalised Revenue enhancement as training subject in the State training agency, **we were recognized as training partners by the state agency**

Key Outcomes

- Institutionalised levying user charges across the state after a decade
- Developed key forward looking policies, like decoloniser, fire safety, EV and Land monetisation
- State replicated revenue enchantment trainings for all the ULBs
- Budget code implemented first time in 10 ULBs

Acknowledged by SPNIUM and GoMP as Knowledge Partner. State Level training programme conducted for 80 ULBs on "Strengthening Financial and Accounting System in ULB and Application of GIS as a Tool for Property Tax Improvement"



DFID/ UK Aid | Technical Assistance for Implementation of Support Programme Urban Reforms in Bihar (Phase I and II), (2010-2017)

SPUR was a partnership programme aimed at improving the economic attractiveness of the project cities for private investments, thus contributing to economic growth and urban poverty reduction. SPUR was implemented in 28 cities of Bihar, which accounted for >60% of the state's urban population.

Key Achievements

- 267% increase in urban development allocation in State Budget (2008–2016)
- £406.27 Mn (USD 548.5 Mn) unlocked from national schemes
- 26,000+ families benefited from inclusive slum infrastructure
- Bihar Urban Infrastructure Development Corporation created under the project
- 13 policies, rules, and manuals approved
- 97 Detailed Project Reports for 55 ULBs prepared for water supply & sewerage projects
- £1.77 Mn (USD 2.39 Mn) received as reform-linked performance grant under AMRUT
- 300+ standard training modules developed
- 13 E-Gov modules operational in 55 ULBs
- 717% increase in per capita self-generated revenue (2008–2016)
- 140 ULBs undertook concurrent internal audit
- £40.28 Mn (USD 54.38 Mn) potential property tax demand in 29 ULBs unlocked using GIS technology
- £0.12 Mn (USD 0.162 Mn) collected as revenue from E-Governance in one year

Key Outcomes

- Effective Legal Frameworks: Strong Institutions & Improved Urban Local Body Capacities
- Increased Revenue Base of Municipalities & Improved Public Finance Management
- Community Mobilisation (Self-Help Groups)
- Micro-Credit & Livelihood
- Local Economic Development

Asian Development Bank (ADB) | Institutional Strengthening and Reform Consultant: Integrated Urban Flood Management for the Chennai-Kosasthalaiyar Basin Project, India, (2023-2027)

The project aims to support the Greater Chennai Corporation (GCC) in Tamil Nadu by enhancing its resilience to extreme weather events, particularly floods. Through a multi-faceted approach, the project seeks to improve the overall urban environment through performance-based incentives for O&M for stormwater drains, awareness campaigns, training programs, and exposure visits. All the interventions focus on urban flood preparedness and urban flood protection infrastructure.

Key Services

- ✓ Designed performance-based indicators (PBI) for identified zones for SWD O&M
- ✓ Revenue Augmentation happened for the first time in GCC. We set up the process by implementing one of the cases
- ✓ Incorporation of technology through the **Flood Citizen Observatory (FCO)**
- ✓ Comprehensive review of **43 temporary shelters**
- ✓ Capacity Building of GCC officials through National-level exposure visit
- ✓ **15,840+ people reached** through the menstrual hygiene awareness campaign
- ✓ **131 people** with disability participated in the Flood Risk & Preparedness Sensitisation Workshop
- ✓ **25 Flood-o-meter deployed** as a pilot study
- ✓ Consultation and orientation of 159 Officials
- ✓ Supported in **developing inclusive design manual** by Gender Lab of GCC

Key Outcomes

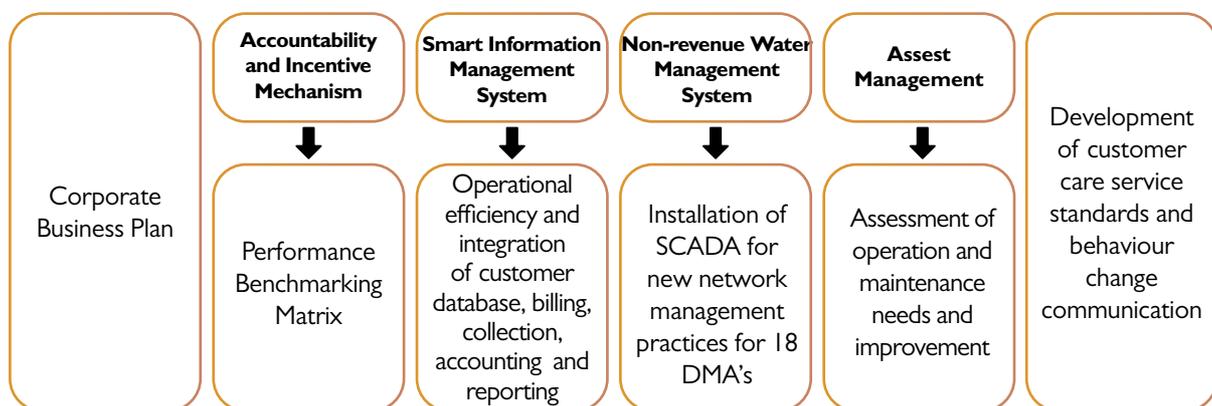
- Support in Establishing Measures for Sustaining O&M of SWD Systems in GCC
- Enhancing Capacity of the GCC and Project Communities in Urban Flood Preparedness and Disaster Resilience
- Improving the Existing Flood Relief Camp to be Gender-responsive and Socially Inclusive, and Climate and Epidemic-resilient
- Implementing the GESI Action Plan and Monitoring and Reporting on Gender Equality Results



ADB | Institutional Strengthening and Capacity Development - Dushanbe Water Supply and Sanitation Project, (2020-2022)

Under the Dushanbe water supply and sanitation project, the ISCD aimed to establish a business model for the water utility, state unitary enterprise DVK, thereby improving sustainability of operations including an accountability and incentive mechanism with performance benchmarking matrix and smart information management system.

We established a business model for the water utility, state unitary enterprise SUE Dushanbe Vodokanal (DVK) and improved the sustainability of operations, including an accountability and incentive mechanism with a performance benchmarking matrix, a smart information management system, and a public awareness campaign of behaviour change in water conservation practices.



Key Achievements

- 🏆 Developed Organisational structure and Incentive mechanism for Dushanbe Vodokanal (DVK) – WATER BOARD
- 🏆 Capacity building and training imparted on corporate business planning, performance incentives for 200 staff of DVK
- 🏆 IT Servers for software **integration proposed for updates to DVK**
- 🏆 **Broad SCADA** – IT MIS Plan for Dushanbe City submitted
- 🏆 **Concept Design for Smart Information Management System** for DVK – WATER BOARD
- 🏆 Draft Tender Specifications for **Smart Information Management System**

The World Bank | Himachal Pradesh Water Supply and Sewerage Services Improvement Program, (2022-2027)

The Government of Himachal Pradesh (GoHP) has developed a Medium-Term Program (2018–2030) as a phased roadmap to enhance water supply and sewerage (WSS) services across the state. Building on Phase I reforms under the World Bank-supported DPL-I, the Program for Results (PforR) now focuses on strengthening SJPNL's operational and financial performance and improving WSS access in Shimla. With a budget of USD 250 million, the initiative targets governance, efficiency, and service delivery improvements within Shimla Municipal Corporation.

As a Program Management Consultant, we have been handholding various activities and initiatives by SJPNL to successfully achieve Disbursement Linked Indicators. Additionally, we provide end-to-end support to facilitate timely disbursements from the World Bank.

Key Outcomes



Project Reporting & Management



Institutional Development



Financial Management



Monitoring & Evaluation



Technical Handholding



Procurement and Contract Management

Key Achievements

- **INR 873 Cr (USD 105.2 Mn) worth** PBC successfully awarded through a strategic partnership with SJPNL
- **INR 180 Cr (USD 21.7 Mn)** worth of disbursement facilitated from the World Bank for FY 23-24 for DLI (Disbursement Linked Indicators) 1, 4, 6, and 7
- The SJPNL website is designed with daily updates of water testing report
- **Developed state WSS procurement manual**, notified by the GoHP



The World Bank | Independent Verification Agency for Assessing Disbursement Linked Indicators to Support Chennai City Partnership Program, (2022-2027)

The project aims to design, undertake and provide regular, high-quality independent verification of the achievement of the 10 DLIs as agreed and supported by Chennai City Partnership Urban Services Program for Results.

Key Outcomes

- Coordinating with TNIDB, 5 implementing agencies (GCC, CMWSSB, CUMTA, WRD and MTC) and World Bank multidisciplinary task team leaders.
- **USD 72,725,000 disbursed** through approval of submitted verification reports
- **10 DLRs approved (Total 37)**; 5 payment-based reports approved
- Physical verification for DLR 5.1 covering 5 UPHCs across Chennai, through interviews of health officers and narrative analysis
- Development of a monitoring dashboard and maintenance of real-time data

Kreditanstalt für Wiederaufbau (KfW) | Completion Report for the projects covered under SMIF TN II Part 1 & 2, (2024-2025)

The Sustainable Municipal Infrastructure Financing (SMIF) implemented by the Government of Tamil Nadu aimed to support municipalities in improving urban services such as water supply, sewerage, and wastewater disposal in a financially sustainable manner.

Key Responsibilities

Documented the impacts, results, lessons learnt, and best practices in a cumulative Final Completion Report of SMIF TN II Part 1 and 2, which can serve as a guideline for future urban sector interventions in the following:

- Water Supply
- Waterbody Improvement
- UGSS (Underground Sewerage System)
- Road and SWD (Storm Water Drainage)
- Streetlights
- Park & Fields

Capacity Building and Innovative Financing Mechanism

- **Across 28 ULBs** in Tamil Nadu under various components and subcomponents
- **EUR 187.75 million (USD 221.68 Mn) financial** outlay to provide critical support to ULBs in executing urban infrastructure projects under the SMIF TN umbrella

European Investment Bank (EIB) | Social Due Diligence & Monitoring in Mobility Sector, (2019 – 2023)

The project aimed to provide social advisory services to mobility on the fulfilment of EIB's Social Standards in EIB-financed projects during all phases of the project cycle (preparation or pre-appraisal, appraisal, contracting and implementation, including monitoring) for four cities (Bhopal, Pune, Bangalore and Kanpur) in India.

Key Outcomes

- Social Due Diligence for EIB in Lao PDR was added to the scope of work
- Social advisory services on fulfilment of EIB's Social Standards in EIB-financed projects during all phases of the project cycle (preparation or pre-appraisal, appraisal, contracting and implementation, including monitoring) for four cities (Bhopal, Pune, Bangalore and Kanpur) in India and the Laos PDR
- Overall assessment, conclusions, recommendations, and submission of the reports and reviewed documents to EIB

ADB | Supporting Public-Private Partnership for Infrastructure Development - Technical Advisory and Project Management, (2017-2020)

The TA aimed at the development of multiple sector infrastructure projects by providing services such as project appraisal, risk evaluation, assistance at the policy level, capacity building, procurement reforms and contract management, etc. (developing PPP models to bring in private investments in this sector).

We provided end-to-end technical support for strengthening institutional frameworks for PPPs, including gap assessments, strategy formulation, project structuring, risk appraisals, development of PPP guidelines and procurement rules, training, managing MIS systems, and coordinating TA implementation, monitoring, and stakeholder engagement across infrastructure sectors.

Key Outcomes

- The team has supported in appraising more than 80 PPP projects
- Developing prototype PPP cells for institutional strengthening, facilitating appraisals, risk evaluation of PPP projects, developing PPP enabling frameworks, and supporting transitioning to 3P India
- Two training workshops were provided for hands-on experience of the Online Toolkits to the PPP practitioners and to seek requisite feedback. These were held in March 2016 in Delhi and Bangalore
- In addition, more than 100 government officials have been trained in the development & management of PPP projects



ADB | Facility Management and Institutional Development Consultants under Karnataka Integrated Urban Water Management Investment Programme (KIUWMIP), (2015 -2020)

KIUWMIP aimed to institutionalise mechanisms in the urban context that would contribute to managing increasingly scarce water resources holistically and sustainably. The project also aimed to promote climate-resilient development, capacity development, and policy implementation conducive to adaptation.

Key Activities & Achievements

- Prepared guidelines and monitored implementation of Self-Help Fund
- Assisted in formulating State Policy on stand posts
- Prepared Model Terms of Reference (ToR) and Request for Proposal (RFP) for consultancies (water audits, urban watershed management plans, etc.)
- Established and operationalised the Water Council
- Coordinated and guided the Municipal Reform Cell for tariff setting
- Prepared a common framework for reporting on Accounts, Procurements and Compliances
- Prepared guidelines for **Urban Watershed Management Plans**

Key Outcomes

- Urban Governance and Financial Reform
- Project Management and Monitoring
- State Level Reform

ADB | Strengthening Institutional Capacity for Project Development and Urban Governance in Tamil Nadu, (2019-2023)

The Government of Tamil Nadu, through the Directorate of Municipal Administration (DMA), spearheaded this transformative initiative to strengthen institutional capacities for urban governance, project development, and sustainable city management.

We were appointed as the Technical Assistance (TA) consultants to focus on enhancing the efficiency, resilience, and accountability of ULBs by institutionalising robust systems for project design, execution, and governance reforms.

Key Outcomes

- **Institutional Strengthening-** Established two dedicated cells within the institutional framework of DMA to drive design support and reform-oriented governance
- **Capacity Building** - 487 engineers and officials across DMA, PDMC, TWAD Board, CMWSSB, TNIDB, and 17 ULBs were trained in 16 thematic areas including environmental management, climate resilience, ICT, and e-governance.
- **Knowledge Creation-** 9 Technical Resource Manuals were developed, serving as Tamil Nadu's first comprehensive library of urban infrastructure design and management guides, covering areas of emerging areas and innovations.
- **Policy-** Conceptualised Tamil Nadu's first draft policy note on "Gradual strengthening of PMDC in an integrated framework with the ULBs through a knowledge sharing platform"
- **On-ground Impact and Project Support-** The PDMC has directly supported more than 25 ULBs and multiple state programs through technical and advisory assistance



ADB | Community Awareness and Participation Consultancy Services, Phase-III, (2016-2021)

The project supported the Rajasthan Urban Sector Development Program (RUSDP) in consultations and public awareness during the implementation of infrastructure projects, including water supply, NRW, water metering, water conservation, solid waste management, and wastewater management.

Key Achievements

- 🏆 Organised 253 water connection camps and facilitated 22914 non-consumers to become consumers
- 🏆 Conducted 11 Citizen Feedback workshops “RUIDP SAMWAD” with public representatives, officials and other stakeholders for 16 project towns in upcoming phase IV
- 🏆 Reached out to 1546384 participants through awareness activities
- 🏆 Organised 10 project orientation workshops for ward councillors and officials of line departments in 6 project towns
- 🏆 Supported the state-level training centre, Rajasthan Shahari Vikas Kendra (RSVK) in HCM-RIPA, Jaipur and conducted 70 project related trainings & workshops
- 🏆 Conducted 3956 community meetings for project awareness
- 🏆 Conducted 2393 labour awareness programs for sensitising labourers on safety, health & hygiene
- 🏆 Conducted 201 film shows out of which 95 were in schools, 66 in slum areas and 40 in community.
- 🏆 Organised 48 street plays during special awareness campaign for water and sewer connection
- 🏆 Distributed 201556 pamphlets/leaflets/handbills in 6 project towns

ADB | Community Awareness and Public Participation Consultants, Phase-IV, (2021- 2028)

The project supported the Rajasthan Secondary Towns Development Sector Project (RSTDSP) in meaningful way through widespread consultations and public awareness of the project. This mainly involves house service connections, metering for water supply and house sewer connections for sewerage as well as desludging of septic tanks in FSSM covering areas. The project designs and implements community awareness and participation activities, implementation of gender equality and social inclusion action plan (GESI AP), capacity building of urban institutions and municipal bodies and other stakeholders.

Key Achievements

- Under the new initiative of Women Internship Program, the first among ADB funded projects in India, 46 MoUs have been signed with government and private engineering colleges in Rajasthan for paid internship
- Facilitated 434 engineering girls in gaining professional experience in urban development through this paid internship program
- Project Orientation Workshops were organised in which 450 ward councillors and 546 staff from ULB and other line departments were oriented
- Organised 128 water connection camps as well as door to door contact and facilitated 11011 non-consumers to become consumers
- Reached out to 860,183 participants through awareness activities with more than 40% female participation
- Facilitated 310 community women in gaining livelihood skills relevant to the sector including 140 women from SC and ST
- Organised 2,856 community meetings on project details and benefits
- 8,814 reports in newspapers, electronic, and digital media
- Conducted 43,081 stakeholder consultations
- Conducted 216 street plays for project awareness on water and sewer connection as well as desludging of septic tanks
- Organised 75 film shows in schools and slum areas for awareness among children
- Trained 1,499 students including 902 girls in conducting water audits in 101 schools
- Conducted 3,283 meetings at Anganwadi centres covering 18,767 women
- 15,290 labour awareness meetings on safety, health, & hygiene
- Distributed 26,4927 pamphlets/leaflets/handbills for project awareness
- Implemented Gender Equality and Social Inclusion (GESI) Action Plan

Key Outcomes

- Gender Equality and Social Inclusion Action Plan
- Capacity Building and Training
- Community Awareness and Participation Plan



The Sustainable Cities & Infrastructure practice continues to provide solutions for urban development & management and climate-resilient infrastructure for ensuring improved liveability and livelihood opportunities.

