IPE GLOBAL

Expanding Horizons. Enriching Lives.

Cities Infrastructure and Growth

Adopting a holistic approach, we work to create inclusive, sustainable cities that thrive socially, economically, and environmentally. Harnessing expertise, innovation, and technology, we partner with governments and key stakeholders to shape resilient, low-carbon futures that balance progress with inclusivity. By integrating smart cities, climate-resilient infrastructure, green technologies, and social equity with responsible tourism development, our solutions help generate livelihoods, strengthen cross-cultural understanding, and safeguard natural and cultural heritage- while advancing sustainability and scalability.

City Development

Affordable Housing I Ecosensitive Plans I Local Area Plans

Urban Planning

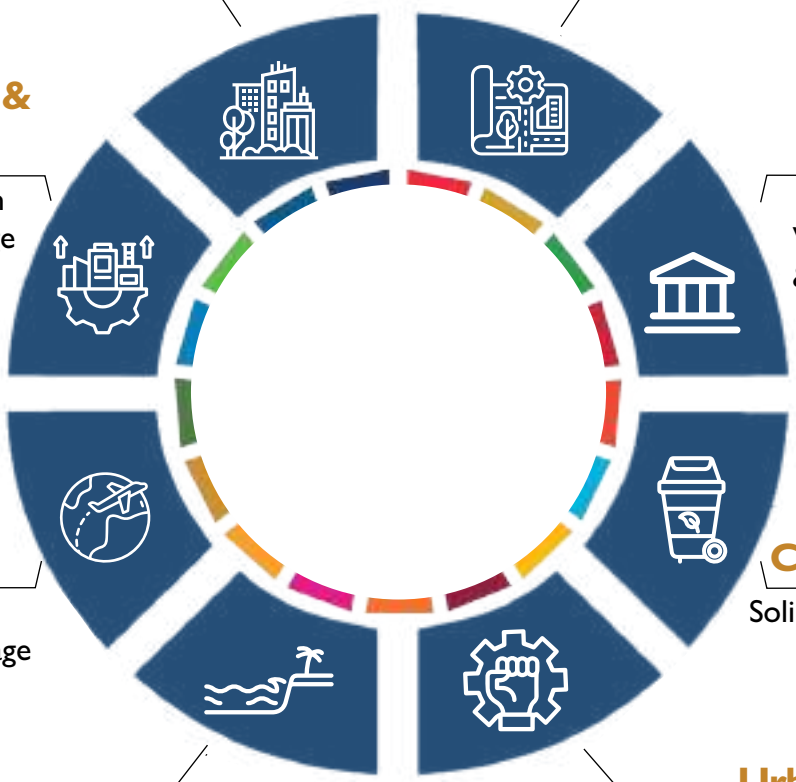
Regional & Master Plan I Smart Cities I Urban Design and Architecture

Infrastructure & Engineering

Water and Sanitation I Water and Sewerage I Water Resource Management

Urban Reforms & Governance

Independent Verifications I Policies & Regulations I PPP & Economic



Tourism & Heritage

Adventure Tourism | Eco-Tourism I Heritage and Conservation

Waste Management & Circular Economy

Solid Waste Management I Plastic Waste Management I

Coastal Zone Planning

Shoreline Management I Coastal Zone I Island Plans

Urban Resilience & Climate

Nature Based Solution I Low emission Zone

Our Distinct Edge

Multi-disciplinary practice with focus on Urban Reforms, Planning and Engineering

Strong working experience with multi/ bi-lateral donors on 100+ projects (including ADB, WB, GIZ, KfW etc.)

Providing services for all stages from Concept development to Project Advisory to Implementation

Empaneled with Department of Economic Affairs, Government of India as Transaction Advisory Firm

Delivered 25+ PPP projects having cost > INR 250 Cr

Successfully delivered assignments worth US$ 3 Bn

450+ experts with vast urban sector expertise

Experience in Sponge Cities, Blue-Green Infrastructure, Climate Resilience

Proficiency in Advanced Tech and AI analytics for remote monitoring of infrastructure construction projects

Waste Management & Circular Economy

Extensive Geographic Footprint: Pan-India and international presence

Decades of Sector Leadership: 25+ years in waste management and circular economy sectors

End-to-end Advisory and solutions across all major waste streams

IPE Global Ltd. is an international development consulting group committed to advancing sustainable growth through innovation, policy reform, and on-ground implementation. Headquartered in New Delhi, with offices across Asia, Africa, and the UK, we partner with governments, multilateral agencies, and the private sector to deliver transformative urban and environmental solutions.

India's waste management landscape is transforming rapidly, driven by urbanisation, national missions, and global commitments to climate action. Circularity is emerging as a core solution — rethinking how cities, businesses, and communities manage organic waste, plastic waste, construction and demolition debris, e-waste, and wastewater.

Within this context, **IPE Global's Waste Management and Circular Economy Vertical** leads efforts to design integrated strategies and scalable solutions that help cities transition toward cleaner, greener, and more circular pathways. We work closely with governments, international partners, and private actors across the entire waste value chain — from strategy and design to financing, capacity building, and on-ground implementation.

Our Approach

Combines technical solutions with policy reform, livelihood opportunities, and climate action, while mobilizing blended finance through our Innovative Finance Facility to scale new ideas and incentives.

Our Edge

Deep technical expertise across waste sub-sectors, cross-country experience, and strong implementation capacity at scale.

Key Expertise

We are working across waste management value chain & venturing into new areas around Circular Economy

Municipal Solid Waste

- Advisory on waste reduction, segregation, collection & transportation
- Processing & scientific sanitary landfilling
- Decentralised & cluster-based waste management models
- Zero-waste city strategies
- GHG emission accounting & climate impact assessments
- Formalisation and integration of the informal waste sector
- SWM policy and regulatory advisory
- PPP structuring and transaction advisory
- Behaviour change communication (BCC/IEC)
- National/state circular economy roadmaps

Plastic Waste Management

- EPR ecosystem development & compliance
- Strengthening formal & informal recycling ecosystems
- Advisory on Single-Use Plastic management & reduction
- Innovations in reuse & recycling technologies
- Digital Plastic waste traceability and monitoring
- Plastic credit mechanisms
- Policy and frameworks for the Deposit refund systems/scheme (DRS)
- Ocean-bound plastic mitigation

E-waste & Textile Waste

- Post-consumer textile waste management
- Textile circularity and closed-loop recycling
- EPR for the apparel sector & electronics
- Circular electronics and green IT strategies
- Reverse logistics and high-value material recovery
- Digital product passport advisory

Construction & Demolition Waste

- C&D Waste quantification, audit & inventory systems
- Circular Construction Practices
- Lifecycle assessment of construction materials
- Market development for recycled C&D products
- Digital tools for C&D waste tracking

Capacity Building

Private Sector Participation and Leverage

Resource Efficiency

Marine Litter

Waste Mapping

Circular Economy

Technology & Sustainable Models

Innovative Finance & Partnership Models

Climate Integration GHG Estimation

Dumpsite Rehabilitation & Remediation

Extended Producer Responsibility

Key Projects

USAID | Innovations for Reducing Plastics for a Cleaner Environment in India (inREPLACE) | India | 2023–2025

The USAID-funded inREPLACE program was designed to address the critical challenge of plastic pollution—particularly in the marine environment—by strengthening Solid Waste Management (SWM) ecosystems and accelerating the transition to a circular plastics economy across six Indian states. IPE Global implemented a comprehensive strategy that integrated policy support, technical innovation, and market-based solutions to reduce plastic leakage. A primary focus of the assignment was the development of 5-year City-level Plastic Waste Reduction Action Plans (P-RAPs), which enabled Urban Local Bodies (ULBs) to identify waste sources and align their management strategies with the Swachh Bharat Mission (SBM 2.0). To drive catalytic change, the firm advocated for a City Challenge Fund (CCF) that provided technical assistance and seed funding for pilot innovations, while simultaneously establishing a 'Circularity Hub'—a blended finance platform designed to support startups and MSMEs in commercialising plastic alternatives and reduction technologies.

To bridge gaps in the waste value chain, the project planned an inREPLACE E-Marketplace to facilitate transparent trading and traceability of waste materials, thereby supporting the implementation of Extended Producer Responsibility (EPR). The interventions also placed a strong emphasis on social inclusion and institutional capacity; this involved professionalising informal waste workers through the 'GARIMA' initiative to ensure dignity and recognition for 'Swachhta Sahelis,' as well as strengthening municipal governance through Mission Karmayogi training modules and 'Lighthouse City' peer-learning networks. Furthermore, the project fostered long-term behavioural change by introducing 'green nudges' for youth and implementing a Zero Plastic Waste Rating System (ZPWRS) to incentivise Bulk Waste Generators to adopt sustainable, plastic-free operational models.

The World Bank & Asian Infrastructure Investment Bank (AIIB) | Technical Support Consultancy (TSC) Services for Kerala Solid Waste Management Project (KSWMP) – 2 Packages | Kerala | 2022–2027

This project aims to strengthen solid waste management services across more than 48 Urban Local Bodies (ULBs) in Kerala. The work includes developing detailed five-year SWM plans, identifying infrastructure and capacity gaps, and supporting the implementation of city-level interventions. The assignment covers the procurement of equipment, supervision of construction and rehabilitation of waste processing and recycling facilities (MCFs/RRFs), and guidance on scientific dumpsite closure. It also involves developing new integrated Material Recovery Facilities (MRFs) and ensuring environmental and social safeguards, gender inclusion, and community participation throughout implementation.

Asian Infrastructure Improvement Bank (AIIB) / Government of Bangladesh | Preparation and Design Consultancy Services – Integrated Solid Waste Management Improvement Project (ISWMIP) | Bangladesh | 2022–2023

Supported by the Asian Infrastructure Investment Bank (AIIB) and the Local Government Engineering Division (LGED), this project aimed to transform Bangladesh's solid waste management landscape by improving public health standards and establishing sustainable urban infrastructure. As the joint venture partner, we provided comprehensive design and preparation consultancy services, acting as technical support for the prioritisation and investment-readiness of sub-projects. The assignment commenced with a rigorous Sector Review, resulting in the formulation of Policy Briefs that addressed regulatory barriers, inter-governmental fiscal transfers, and tariff structures to enhance municipal revenue generation. A key output was the development of a 'Best Practicable Options' (BPO) framework, a guidance tool allowing Urban Local Bodies (ULBs) to select appropriate technologies based on waste typology, lifecycle costs, and environmental impact.

Detailed feasibility studies were conducted, including 20-year waste volume projections and GIS-based optimisation modelling to determine the most cost-optimal service delivery models. The scope encompassed Detailed Engineering Designs (DEDs) for a robust infrastructure portfolio—including sanitary landfills equipped with liner systems, leachate treatment, and methane recovery; Material Recovery Facilities (MRFs); and Transfer Stations. Additionally, technical assessments of Waste-to-Energy (WtE) options were conducted to evaluate moisture content and calorific value and ensure viability. To ensure long-term sustainability, the project focused heavily on institutional strengthening, including assessing the potential for Special Purpose Vehicles (SPVs), preparing Financial Management Manuals, and conducting capacity assessments of Project Implementation Units (PIUs). Furthermore, the consultancy ensured strict adherence to international safeguards by preparing Environmental and Social Impact Assessments (ESIAs), Resettlement Planning Frameworks (RPF), and comprehensive tender documentation compliant with AIIB procurement policies.

GIZ | Organic Waste Strategy and Enabling Framework for Maximised Recycling | Delhi | 2022 - 2023

This project aimed to improve organic waste management in Delhi to mitigate climate change and promote a circular economy. The work included mapping organic waste generation, analyzing the value chain from collection to processing, and conducting quantification and characterization studies. It also involved assessing recycling technologies, facilitating stakeholder consultations, and reviewing existing PPP contracts to identify operational improvements. A key output was a comprehensive roadmap with policy and implementation recommendations to strengthen the enabling framework for organic waste management.

The World Bank / Tamil Nadu Urban Infrastructure Financial Services Limited (TNUIFSL) | Preparation of Feasibility Report and Transaction Advisory for SWM Initiatives for Greater Chennai Corporation on PPP | Chennai, India | 2016 – 2019

This project aimed to strengthen the solid waste management system in Chennai through PPP-based interventions. The work included preparing feasibility studies for primary collection, secondary transfer, and processing facilities, along with financial modelling and transaction advisory services. It also assessed private-sector participation options, evaluated technology choices, and developed a structured PPP framework for implementation. A key output was a comprehensive transaction plan supporting sustainable waste management under the Greater Chennai Corporation.

Foreign, Commonwealth and Development Office (FCDO), UK | Technical Assistance to better Recover, Recycle, Re-use, Construction & Demolition (C&D) Waste | India | 2020 – 2021

This project aimed to strengthen the C&D waste management ecosystem in India by improving recycling and reuse practices. The work included preparing policy briefs, developing business models for recycling facilities, and identifying circular construction opportunities. It also supported the design of interventions for urban local bodies to integrate C&D waste processing in their waste management systems. A key output was a national framework for scaling up C&D waste recycling across Indian cities.

GIZ | Support to the project "EU-India Resource Efficiency and Circular Economy Initiative" (EU-I RECEI) for Advisory Services - Assessment of Selected Business Models for Circular Economy, including MSME Ecosystem, Toolkit Development and Dissemination | Pan India | Jan 2025 - Jun 2026

Funded by GIZ, this strategic initiative aims to accelerate the adoption of Resource Efficiency and Circular Economy (RECE) policies across India's industrial landscape. While covering the plastics sector, the project places a distinct emphasis on transforming the Textile and E-waste (including batteries) value chains to align with global standards. IPE Global is supporting a rigorous impact assessment of emerging EU legislation to determine its implications for Indian supply chains. The core scope involves the identification and validation of scalable, gender-transformative Circular Business Models and circular financing mechanisms tailored for the MSME ecosystem. To bridge the technical capacity gap, the firm is developing a suite of specialized deliverables, including – (i) Regulatory Compliance Toolkits for public and private stakeholders to navigate EU regulations affecting Indian supply chains; (ii) Green Skills & Jobs Toolkits for Gender-inclusive training modules specifically designed for the textile and e-waste sectors to promote workforce readiness; MSME Resource Efficiency Toolkits as Technical guidance on cleaner production and green business case development.

Our Experience under Swachh Bharat Mission (SBM)

Haryana Slum Clearance Board, Govt. of Haryana | Setting up of 01 Programme Management Unit (PMU) & 21 PIUs under Swachh Bharat Mission (Urban) in Urban Local Bodies Department | Haryana, India | 2017–2023

IPE Global was engaged to set up **PMUs & PIUs under the Swachh Bharat Mission (Urban), providing support to 21 ULBs in Haryana**. We provided technical support and professional handholding to undertake and deliver all the tasks outlined in the SBM (Urban) guideline issued for the state. We were involved in preparing guidelines for ULBs to implement different components for preparing City Sanitation Plans (CSPs) and to consolidate all CSPs into a State-Level Sanitation Plan, specifying time frames, finances, operational components, and component guidelines to enable the state to earmark resources. As PIU, we supported the ULBs in Project management, coordination, and technical support for the implementation of SBM components, ensuring optimal technical quality in project implementation and service delivery.

Under our technical support provided, **Haryana demonstrated remarkable performance in Swachh Survekshan 2021, securing the 2nd position nationally** among states with fewer than 100 Urban Local Bodies (ULBs). A total of 87 ULBs from the state participated, with **5 major cities (Gurugram, Rohtak, Karnal, Ambala, and Panchkula) ranking in the Top 100 ULBs nationally** in the category of cities with a population above 1 lakh. Additionally, **23 ULBs were recognised in the Top 100 of the North Zone** for cities with populations under 1 lakh. IPE Global's support also contributed to **Municipal Corporations of Gurugram and Rohtak achieving Three Star Garbage Free City certification, while Gurugram secured 4th place in the prestigious Safaimitra Suraksha Challenge.**

Further, **13 ULBs were certified ODF++ and 49 ULBs as ODF+**, reflecting sustained efforts in sanitation service delivery and capacity building under IPE Global's guidance.

Odisha Water Supply and Sewerage Board, Govt. of Odisha | Establishment of Programme Management Unit (PMU) under Swachh Bharat Mission (SBM) | Odisha, India | 2015–2020

IPE Global was the PMU under the Swachh Bharat Mission for the H&UD Department, Government of Odisha, Similarly, **where the major objectives were to ensure hygiene, waste management, and sanitation through the elimination of open defecation and the eradication of manual scavenging**, and to effect behavioural change regarding healthy sanitation practices. We have worked to raise awareness about sanitation and its link to public health, Augment Capacity for ULBs, and create an enabling environment for private-sector participation in Cap-ex and Op-ex. Our efforts have successfully achieved mission components in the state, including conversion of insanitary latrines into pour-flush latrines, Household, community, and public toilets, Solid waste management, IEC & Public Awareness, capacity building, and Administrative & Office Expenses. This was a State-Level Mission, and all ULBs were covered under this.

Government of Odisha | Project Monitoring Unit for SWM Projects in Bhubaneswar Municipal Corporation | Bhubaneswar, India | 2018 - 2026

Since 2018, we have been serving as the Solid Waste Management Project Monitoring Unit (SWM-PMU) for the Bhubaneswar Municipal Corporation (BMC), playing a pivotal role in developing strategic frameworks, monitoring decentralized waste processing projects (including composting units and Material Recovery Facilities), and providing end-to-end technical and policy advisory support.

We conducted a baseline assessment of plastic waste and supported the design, procurement, and operation of 10 decentralized MRFs, strengthening dry waste segregation and circular economy linkages through EPR integration. We also led the technical and financial feasibility study for a city-level pyrolysis plant to convert plastic waste into fuel, advancing energy recovery and zero-waste goals. These efforts contributed to BMC receiving the Skoch Award of
Merit for solid waste management, community toilets, and faecal sludge management, highlighting IPE Global's role in sustainable urban sanitation.

European Union / AETS | Study on Optimising EU Investments for Waste Management | India | 2019–2020

This study aimed to assess the effectiveness and strategic direction of EU investments in India's waste management sector. The work included reviewing ongoing EU-funded projects, mapping financing flows, and identifying priority areas for future cooperation. It also examined opportunities for leveraging private investment and strengthening institutional capacity at national and state levels. The project resulted in policy recommendations and an investment roadmap for enhanced EU–India collaboration in waste management.

Japan International Cooperation Agency (JICA) | O&M Plans for the Kolkata Solid Waste Management Improvement Project | Kolkata, India | 2014 – 2015

This project aimed to develop sustainable operation and maintenance (O&M) systems for improved solid waste management services in Kolkata. The work included assessing existing systems, designing O&M plans for newly established infrastructure, and preparing guidelines for effective performance monitoring. It also involved training municipal staff and strengthening institutional mechanisms for long-term sustainability. The project contributed to building a replicable model for managing large-scale urban waste systems in Indian cities.

Asian Development Bank (ADB) | Capacity Building for Waste Management | Nepal | 2011 – 2012

This project aimed to assist the Government of Nepal in establishing an effective framework for solid waste management (SWM) and strengthening the capacity of the Solid Waste Management Council (SWMC) and the Solid Waste Management Technical Support Centre (SWMTSC) under the national SWM Act. The work included supporting policy and regulatory reforms, drafting a national SWM policy and strategy, and developing guidelines, standards, and tariff frameworks. It also focused on building institutional linkages between national and local bodies and introducing pilot initiatives to demonstrate innovative SWM practices.

The World Bank | Consulting Services for Waste Management in Selected Indian Cities | Rajasthan & West Bengal, India | 2024–2025

This project aimed to enhance waste management services in selected Indian cities- Jaipur, Jodhpur, Kota and Kolkata Port Area through strategic technical assistance. The work included assessing existing systems, preparing city-specific SWM improvement plans, and identifying opportunities for circularity and private-sector participation. It also involved developing financial models and policy frameworks to improve sustainability and efficiency. The assignment contributes to strengthening institutional capacity and advancing circular economy approaches in urban waste management.

GIZ | Plastic & Non-Biodegradable Waste Monitoring under Cities Combating Plastic Entering the Marine Environment (CCPME) Project | India | 2020–2022

This project aimed to strengthen plastic and non-biodegradable waste monitoring systems in India by developing a national digital dashboard and reporting framework. The work included reviewing existing solid waste management (SWM) portals at national, state, and city levels, mapping key stakeholders, and identifying major bulk recyclers in Kochi, Kanpur, and Port Blair, as well as in Kerala, Uttar Pradesh, and Andaman & Nicobar Islands. The assignment supported GIZ and MoHUA in designing data input formats, monitoring templates, and mechanisms for tracking recycling and reuse rates across cities and states. A key output was a digital platform that enables regular reporting, data integration, and improved linkage between urban local bodies, recyclers, and policymakers.

Government of Odisha / The World Bank | Techno-Economic Feasibility and Transaction Advisory for Integrated SWM at Paradeep Municipality | Odisha, India | 2012–2013

This assignment, undertaken under the Integrated Coastal Zone Management Project (ICZMP), aimed to strengthen the solid waste management system in Paradeep Municipality through an integrated and financially viable approach. The work included baseline assessment of existing systems, waste quantification and characterisation, zoning and route optimisation, and evaluation of treatment and disposal options, including an engineered sanitary landfill.

IPE Global prepared the techno-economic feasibility report and developed an Integrated Solid Waste Management (ISWM) action plan. The firm also provided transaction advisory support, including PPP structuring, preparation of bid documents, and assistance in procurement and selection of a private operator, enabling the municipality to move toward a structured and sustainable SWM system.

DFID, UK | Technical Assistance for Implementation of Support Programme for Urban Reforms (SPUR) | Bihar, India | 2008–2017

This project aimed to strengthen urban governance and service delivery across multiple towns in Bihar under the Support Programme for Urban Reforms (SPUR). The work included preparing city development plans, improving solid waste management systems, and supporting municipal capacity building. It also provided technical assistance for financial management, planning, and infrastructure improvement. The project contributed to institutional reforms and better service delivery outcomes for urban residents.

Department of Urban Development & Housing, Government of Arunachal Pradesh | Preparation of State Sanitation Strategy and Action Plans for 28 Urban Centres | Arunachal Pradesh, India | 2018–2020

This project aimed to support the Government of Arunachal Pradesh in preparing a comprehensive sanitation strategy and city-level action plans for 28 urban centres. The work included assessing baseline sanitation conditions, identifying infrastructure gaps, and formulating city-specific investment plans. It also focused on capacity building and aligning state objectives with national sanitation missions. The project resulted in a state-wide roadmap for achieving sustainable sanitation coverage.

Glimpse of Our Work

USAID, inREPLACE

ADB: Capacity Building for Waste Management, Nepal

FCDO: Technical Assistance to better Recover, Recycle, Re-use C&D Waste

WB: Feasibility Report and Transaction Advisory Services for SWM initiatives for GCC on PPP

WB & AIIB: Technical Support Consultants for Package B & D of Kerala Solid Waste Management Project

GIZ: Baseline of the Plastic & Non-Biodegradable Waste Monitoring at National and City Level

JICA: SWM Study on Development of O&M Plans for the Kolkata SW Improvement Management

AIIB: TA on Integrated SWM Improvement Project: Preparation & Design Consultancy Services, BAN

GIZ: Preparation of Organic Waste Strategy & Enabling Framework to Maximize Recycling for Climate Mitigation

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

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Scan for more info:

Infrastructure and Engineering

Our practice delivers end-to-end solutions across the entire infrastructure project lifecycle—from concept development to detailed design, implementation, and post-implementation support. Our multidisciplinary team brings expertise in water supply, sanitation, stormwater management, urban transport, public spaces, tourism infrastructure and more. Our cross-sectoral service offerings include needs assessments, project identification, feasibility studies, architectural and engineering designs, procurement support, construction supervision, quality assurance/control, project monitoring, and programme management. Through innovative design and sustainable engineering, we continue to create resilient infrastructure that enriches lives and strengthens communities.

350+
Cities across India

30+Mn
People directly impacted

2000+
Infrastructure projects

USD 3 Bn
Project value managed

300+
Multi-disciplinary engineering team

Our Services

- Strategy/Concept Development
- Detailed Design Development
- Programme and Project Management
- Master Planning
- Feasibility Studies
- Construction Supervision & Quality Control
- Vulnerability Mapping & Risk Assessment
- Field Investigations & Surveys
- Procurement & Transaction Advisory
- Pre-feasibility Studies
- Technical Studies/ Sectoral Studies
- Training & Capacity Building, Institutional Strengthening
- Sectoral Planning & Management Plans
- Environmental Screening & Impact Assessment
- Post-Project Implementation Support & Handholding

Expertise

- **Water** Supply
- **Wastewater** & Faecal Sludge Management
- **Stormwater** Drainage and Flood Mitigation
- **Public** Spaces and Parks
- **Waterbody** Rejuvenation

Key Projects

Driving Change through our Work

Karnataka Urban Water Supply & Drainage Board (KUWS&DB), Government of Karnataka| Project Development and Management Consultant (PDMC) for Atal Mission for Rejuvenation and Urban Transformation (AMRUT) 2.0 | Karnataka, (2023-2026)

Following the success of the AMRUT mission, the Government of India launched the AMRUT 2.0 mission in October 2021, aiming to make all cities 'water secure' and provide functional household tap connections to every urban household. This mission also aims to manage 100% of sewage/septage in 500 AMRUT cities. This is achieved through water source conservation, rejuvenation of water bodies and wells, reuse of treated wastewater, and rainwater harvesting.

Under this mission, we are supporting design and development of urban water supply infrastructure, green spaces and parks, and waterbody rejuvenation across 227 urban local bodies in Karnataka state, enriching the lives of nearly 10 Mn people. Infrastructure works under the mission are packaged into 645 individual projects with a combined valuation of INR 10,270 Cr. (USD 1,237 Mn)

Scope of Services

Project planning and conceptualisation, engineering surveys and investigations, detailed engineering designs, procurement assistance, construction supervision, contract administration and management, project monitoring, and project management.

Key Outputs

- 81 water treatment plants (487 MLD capacity), 1,700km transmission mains, 430 storage reservoirs (300 Mn litres capacity), 13,400km distribution networks, and 900,000 service connections.
- 229 public parks, with a total area exceeding 1 Mn square metres.
- Rejuvenation of 180 urban waterbodies, ranging from temple tanks to large lakes.

Project Development and Management Consultants (PDMC) for Atal Mission for Rejuvenation and Urban Transformation (AMRUT) in Jammu & Kashmir, Chhattisgarh, and Karnataka (AMRUT), (2016-2023)

To meet the UN SDG 6 on water and sanitation and to improve ease of living, the Government of India launched the AMRUT mission in 2015, covering 500 urban local bodies with a population above 1 lakh. The objectives of the mission were to provide water supply through functional household tap connections to urban households, develop sewerage and stormwater drainage networks, and improve public parks and green spaces.

Scope of Services

As the PDMC for the AMRUT mission in three states, we provided comprehensive services covering project planning, feasibility studies, preliminary and detailed engineering designs, procurement assistance, construction supervision, contract administration and management, project monitoring and management, for approximately 9% of the national mission portfolio.

Karnataka Urban Water Supply & Drainage Board (KUWS&DB) | PDMC for AMRUT Mission in Karnataka (2016-2023)

Project scope covered 23 large cities across Karnataka, including Bengaluru—396 projects implemented with a value of INR 4,467 Cr (USD 539 Mn)

Key Outputs

- 82 WTPs (487 MLD), 1,750km transmission mains, 430 storage reservoirs (3,000 lakh litres), 13500km distribution networks, approx. 9 lakh service connections.
- 27 STPs (346 MLD), 40 sewage pumping stations, 2,000km sewer networks, approx. 2 lakh service connections.
- 181 urban parks and gardens with a surface area of 1 Mn sq.m.
- 84 stormwater drains

Housing & Urban Development Department, Government of Jammu & Kashmir | PDMC for AMRUT Mission in Jammu & Kashmir, (2016-2021)

Project scope covered 5 cities viz. Srinagar, Jammu, Leh, Kargil, and Anantnag. 59 projects implemented with value of INR 593 Cr (USD 71.45 Mn)

Key Outputs

- 2 storage reservoirs (18 lakh litres), 15 km distribution network
- 2 STPs (8 MLD), 81km sewer network, 7,500+ service connections, 4 FSTPs (520 KLD), 43 nos. suction/jetting machines and vacuum emptiers.
- Rejuvenation of Brari Nambal Lake, construction of de-watering stations and drains.
- Multi-level car parkings, intelligent transportation system, walkways, footpaths, cycle tracks, foot over-bridges, procurement of buses.
- Development of parks and gardens, including Srinagar's famous Tulip Garden.

State Urban Development Agency (SUDA), Government of Chhattisgarh | PDMC for AMRUT Mission in Chhattisgarh, (2016-2023)

Project scope covered 9 cities across Chhattisgarh viz. Raipur, Bilaspur, Bhilai, Durg, Rajnandgaon, Ambikapur, Jagdalpur, Raigarh and Korba. 235 projects implemented with a value of INR 2004 Cr (USD 241.45 Mn)

Key Outputs

- 11 WTPs (387 MLD), 300 km transmission mains, 80 storage reservoirs (136 lakh litres), 3,500 km distribution networks, approx. 3 lakh service connections
- 4 STPs (63 MLD), 19 km interceptor sewers, 48 nos. suction machines & vacuum emptiers procured
- 75 urban parks and gardens with a surface area of 5 lakh sq.m

Berhampur Municipal Corporation | Project Management Consultancy Services for Odisha Disaster Recovery Project (ODRP), (2016-2020)

The ODRP was implemented by the Berhampur Municipal Corporation (BeMC) under the aegis of the Housing and Urban Development (H&UD) of the Government of Odisha. The objective of the PMC assignment was to support in implementing the works included in 'Component 2 of ODRP: Community Infrastructure Investments in Berhampur'. The project included water supply, stormwater drainage, and transport infrastructure.

Scope of Services

Comprehensive technical and management support covering baseline surveys, review of designs and drawings, assistance in procurement and complete bid process management, construction supervision of works, consumer indexing, and asset mapping. Our responsibilities included developing an electronic dashboard for progress monitoring, providing QA/QC and certification of works and supporting contract management. The scope covered monitoring the implementation of the Resettlement Action Plan (RAP), Environmental and Social Management Plans, and obtaining necessary approvals and clearances from concerned departments.

Key Outputs

- Replacement of old water pipelines, construction of roads and stormwater drains
- The project strengthened Berhampur's resilience against future disasters, improving the quality of life for residents and ensuring long-term urban sustainability

Jammu & Kashmir Economic Reconstruction Agency (ERA), Government of Jammu & Kashmir | Design and Supervision Consulting Services, Jammu and Kashmir Urban Sector Development Investment Program (JKUSDIP)– Project 2 (Phase-1 & 2), (2016-2020)

The Asian Development Bank (ADB)-funded Jammu & Kashmir Urban Sector Development Investment Programme (JKUSDIP), with an outlay of INR 1,950 Cr (USD 300 Mn), was designed to foster sustainable economic growth in urban areas by promoting commerce and improving the livelihoods of vulnerable communities. The programme focused on strengthening critical urban infrastructure across water supply, sewerage, drainage, roads, and transportation sectors, improving service delivery, reducing vulnerabilities, and strengthening the urban economy.

Scope of Services

End-to-end technical and management support covering project formulation, appraisal of proposed sub-projects (technical, financial, environmental, and social), detailed engineering design, procurement assistance, construction supervision, monitoring and evaluation, and overall implementation support.

Key Outputs

- 1.5km long flyover and 7-level mechanised car parking facility
- 30 MLD STP, 250 km sewers, 35,000 service connections
- 19 tube wells, 148 water pumping stations, 8 overhead reservoirs, 165km distribution networks, 1,800 domestic water meters
- Stormwater drainage systems in flood-prone areas

Kolkata Metropolitan Development Authority (KMDA) | Project Management Consultants (PMC), including Project Management Unit (PMU) support to Kolkata Metropolitan Development Authority (KMDA) for Implementation of JNNURM Projects in Kolkata and Asansol in West Bengal, (2008-2017)

The Jawaharlal Nehru National Urban Renewal Mission (JnNURM) aimed to strengthen urban infrastructure and improve service delivery across multiple cities. With a total outlay of INR 7,620 Cr (USD 914.4 Mn) in West Bengal, the programme included 75 infrastructure projects across water supply, sewerage, drainage, solid waste management, transport, and heritage conservation sectors. These projects sought to modernise essential urban services, address infrastructure gaps, and enhance the quality of life in urban areas.

Scope of Services

Project planning, appraisal, stakeholder engagement, detailed engineering, bid process management, and contract management. We supported project implementation monitoring, ensured quality, timelines, and budgets adherence, and facilitated coordination with the JnNURM National Mission Directorate and urban local bodies. In addition, we supported the integration of environmental and social safeguards, gender and community awareness initiatives, monitoring & evaluation studies to strengthen mission monitoring and sustainability.

Key Outputs

- Development of flyovers, interchanges, bus terminals, and upgradation/widening of city roads
- Development of 24/7 water supply schemes for several municipalities
- Improvements and expansion of drainage, sewerage and solid waste management systems

FCDO & PwC-UK | Green Cities & Infrastructure Program (GCIP), Ghana, (2024-2025)

Cities in Ghana are increasingly vulnerable to the effects of climate change especially floods, droughts and heat stress brought about by increasingly erratic rainfall patterns, and increased intensity in rainfall and rising temperatures. Cities and urban communities in Northern Ghana are particularly susceptible to heat stress, amplifying water security risks, especially for women in low-income settlements who bear most responsibility for household water. Meanwhile, cities in the South are prone to flooding and coastal erosion, impacting most on women and disabled living in low-lying settlements. Additionally, the lack of data on service levels and climate risks hinders Ghana's climate resilience efforts. With the support of FCDO Ghana's urban portfolio – GCIP is a critical initiative aimed at addressing these pressing issues and transforming Ghana's cities into sustainable and resilient hubs. By investing in climate-resilient infrastructure and early warning systems and promoting sustainable urban development, the program seeks to create inclusive, equitable, and resilient cities.

Scope of Services

IPE Global, through Triple Line Consulting, is supporting the GCIP on specific workstreams:

- Water supply workstream includes system inventories and technical diagnostics of existing infrastructure; operational performance review using hydraulic modeling, flow and pressure measurements; non-revenue water and water loss assessment; future needs assessment and gap analysis; engineering design for rehabilitation and expansion of infrastructure, for ensuring water security for vulnerable urban communities in Wa Municipality.
- Flood resilience workstream includes identification of bouquet of investment options; preliminary and detailed engineering designs of priority investments; stormwater drainage network design for priority flood hotspots; planning and design of buffer zones, retention basins, wetlands and other nature-based solutions (NBS), for improving flood resilience of vulnerable communities and green economic corridors in Sekondi-Takoradi.

Key Outputs

- Designs for rehabilitation of existing water supply systems including a 15 MLD water treatment plant, 4 reservoirs, 28 km distribution networks, and 10,500 service connections
- Designs for new systems comprising of 1.5 km transmission mains, 3 reservoirs, 1120km distribution networks, solar plant for decarbonisation, 24,500 service connections, energy-efficient pumps, and online monitoring system
- Designs for 150 cross-drainage structures (culverts, bridges), stormwater drainage networks in priority flood hotspot areas, and nature-based solutions for flood mitigation

The World Bank | Nepal Urban Governance and Infrastructure Project (NUGIP), (2018-2019)

The objective of the NUGIP was to strengthen core municipal services and urban infrastructure and to build the institutional capacity of newly formed urban local governments in Nepal. The project covered 17 cities across two priority strategic urban clusters in the Eastern Terai region (Provinces 1 and 3) and the Central-hill region (Province 4). The project focused on preparing priority investments for rehabilitating and expanding urban infrastructure, including climate-resilient urban systems, under a total outlay of USD 150 Mn.

Scope of Services

We provided comprehensive technical assistance for sub-project identification and preparation of infrastructure investments in urban roads, stormwater drainage, water supply, wastewater, and solid waste management, with particular focus on embedding climate and disaster-resilience.
Key services provided include city-level infrastructure and service level assessment with gap analysis; sector-wise investment needs identification; preparation of technical guidance notes; review of feasibility reports and engineering designs prepared by DPR consultants engaged by the Government of Nepal; incorporation of environmental and social safeguards, gender inclusion and citizen engagement measures into sub-project designs; technical inputs to bid documents to ensure alignment with construction and operational requirements of each sub-project.

Key Outputs

- Gap assessment and long-term investment programming for 17 urban local bodies
- Investment projects totalling USD 900 Mn identified across water supply, drainage, roads, liquid and solid waste management sectors
- Technical notes for design of climate and disaster-resilient urban infrastructure developed
- Designs of road improvement projects finalised for major cities

Department of Tourism and Civil Aviation, Government of Himachal Pradesh | Project Management Consultant (PMC) & Project Management, Design and Supervision Consultant (PMDSC) for Infrastructure Development Investment Programme for Tourism (IDIPT), Himachal Pradesh, (2011-2020)

The ADB-funded Infrastructure Development Investment Programme for Tourism (IDIPT) promoted environmentally sustainable, culturally inclusive, and community-driven tourism in Himachal Pradesh. Implemented between 2011 and 2020 in multiple tranches, the programme implemented heritage conservation, tourist infrastructure development, and community-based tourism projects across Shimla, Mandi, Kullu, Hamirpur, Kangra, Bilaspur, Solan and Una districts. The programme also involved the assessment of 543 destinations to identify infrastructure gaps, environmentally sensitive zones, and potential tourism circuits, and promoted inclusive growth through community participation and support for women-led self-help groups. Our support covered 19 sub-projects worth USD 19.5 Mn (INR 170 Cr.) under Tranche-I, and 11 sub-projects worth USD 34 Mn (INR 295 Cr.) under Tranche-III.

Scope of Services

We provided end-to-end technical advisory and project management support including project identification, planning, appraisal, detailed designs, procurement assistance, implementation support, contract management, construction supervision, and environmental and social safeguard compliance monitoring. Signature projects, investment plans, and PPP models were identified to enhance sustainable tourism, establishing a strategic roadmap for tourism development.

Key Outputs

- Restoration of Shimla Mall Road and Heritage Buildings in Shimla
- Conservation of temple precincts in Bilaspur, Jwalaji, Dharamshala, Shimla
- Development of cultural centres at Janjheli & Nagrota and eco-tourism parks at Naldehra
- Jetty Development at Pong Dam & Ranser, and Karu Island
- Multi-level car parking facilities in Shimla, Chintpurni, and Naina Devi
- Forest rest house upgrades and camping sites at Nagrota, Dhameta, and Pong Dam
- Information and interpretation centres and tourist facilities across the state

Department of Tourism and Civil Aviation, Government of Himachal Pradesh | Consultancy for Tourism Infrastructure Development Projects, Himachal Pradesh, (2021-2024)

The Sustainable and Inclusive Tourism Development Project (SITDP) in Himachal Pradesh, financed by the Asian Development Bank (ADB) with a total investment of USD 162 Mn, aims to enhance the state's tourism potential and stimulate the local economy. The project is being implemented across five districts viz. Shimla, Mandi, Kullu, Hamirpur, and Kangra, with a focus on developing sustainable and eco-sensitive tourism infrastructure while promoting community participation. Expected outcomes are a vibrant tourism economy, improvement in sustainability of destinations, resilience to seasonality, effectiveness in spreading economic benefits and an enhanced profile as a preferred tourism destination.

Scope of Services

We provided technical services to the Department of Tourism to ensure readiness before ADB project approval. Our team identified, conceptualised and designed a range of sub-projects, covering wellness centres-cum-resorts, eco-tourism resorts, convention centres, conservation and restoration of heritage buildings, wayside tourist amenities, golf courses, etc. Key services provided include site assessments, engineering surveys and investigations, environmental baseline surveys, formulation of sub-project concepts, environmental and social due diligence, financial and economic appraisal and feasibility studies, detailed engineering designs (covering architectural, structural, MEP), tender engineering and bid process management. We helped the client ensure compliance with international best practices and ADB loan requirements.

Key Outputs

- ✓ Preparation of ten sub-projects valued at INR 470 Cr (USD 56.4 Mn), unlocking project readiness for securing ADB loan financing
- ✓ Community-based tourism initiatives by facilitating engagement with local self-help groups
- ✓ Destination management guidelines for ensuring sustainable tourism planning

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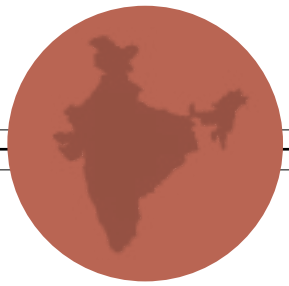
E-governance transformation as core component

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

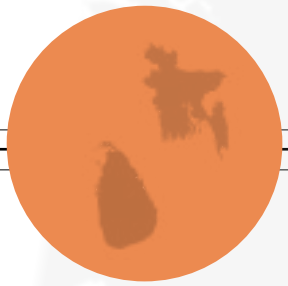
Steering ULBs towards **utilities of future** with focus on **performance & operational efficiency**

Our Presence

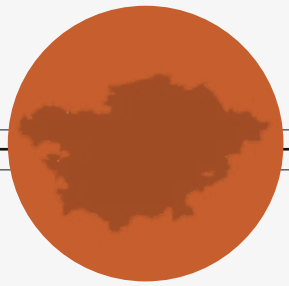


India

Pan-India

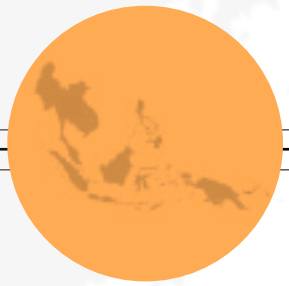


Sri Lanka and Bangladesh



Central Asia

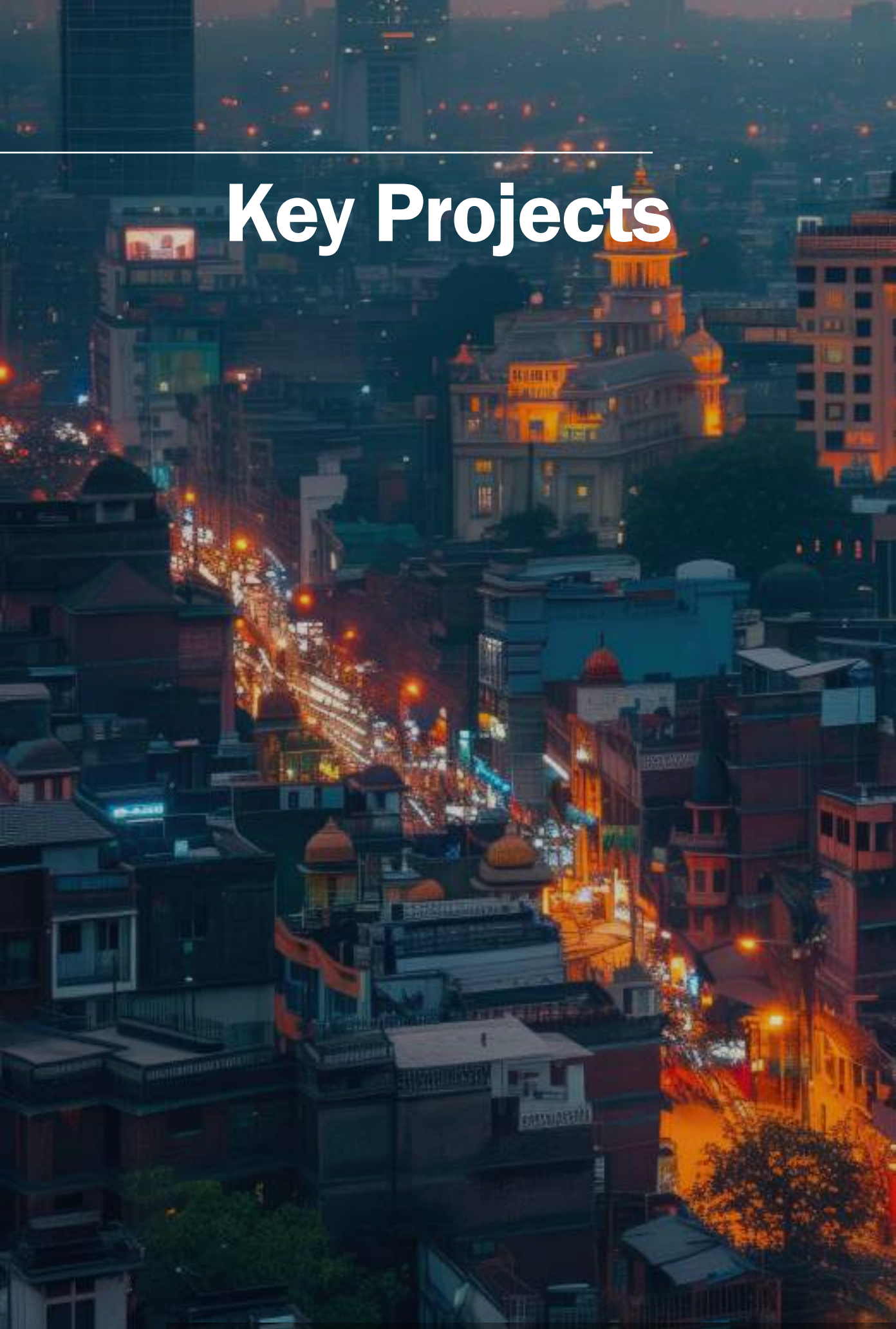
Uzbek and Tajik



Southeast Asia

Laos, Cambodia, Vietnam

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.

Corporate Business Plan	**Accountability and Incentive Mechanism**	**Smart Information Management System**	**Non-revenue Water Management System**	**Assest Management**	Development of customer care service standards and behaviour change communication
	Performance Benchmarking Matrix	Operational efficiency and integration of customer database, billing, collection, accounting and reporting	Installation of SCADA for new network management practices for 18 DMA's	Assessment of operation and maintenance needs and improvement	

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-1, 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

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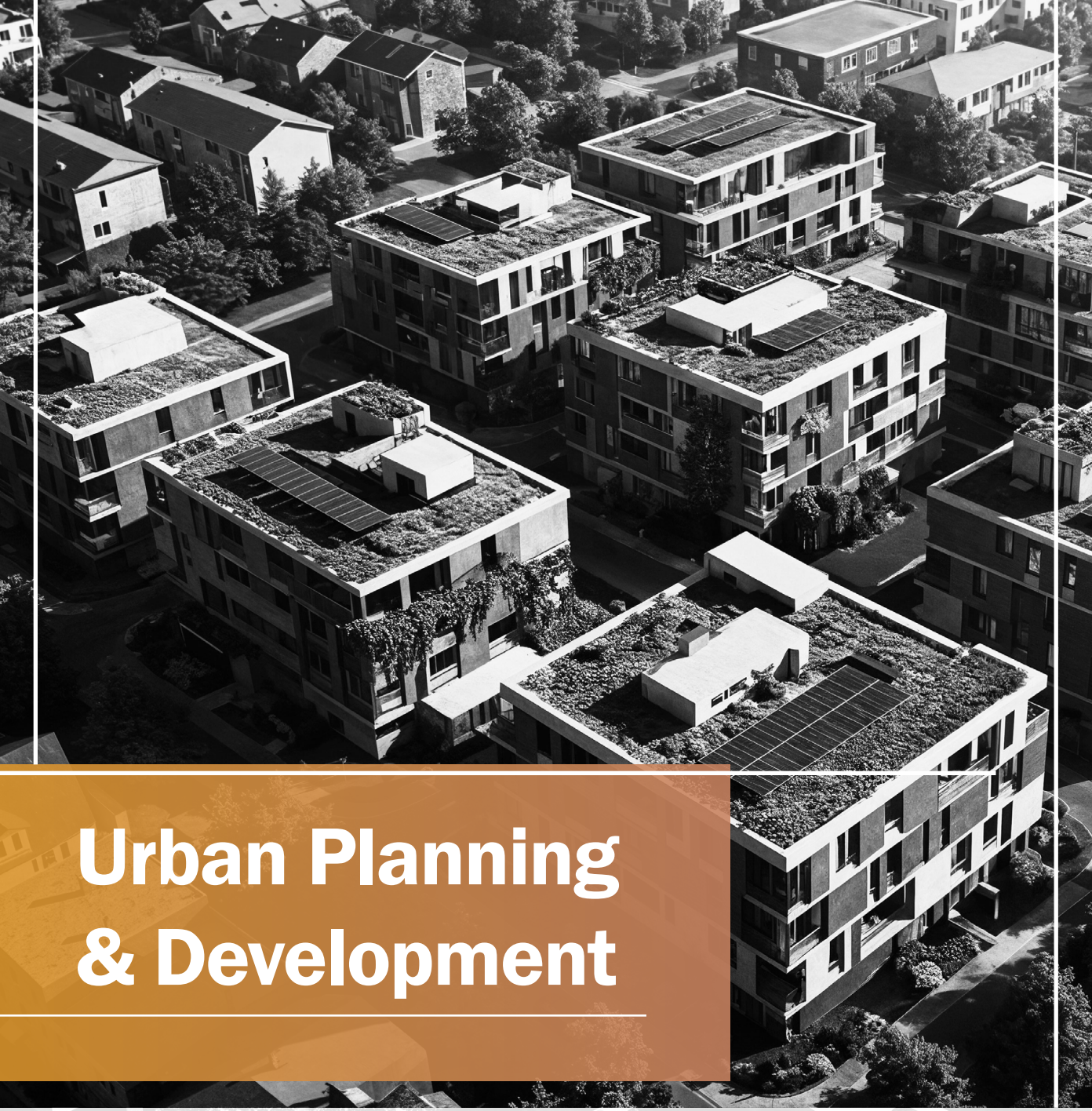

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Our Focus

Spatial Plans / Master Plans

Urban Design

Urban Transport & Mobility

Climate Resilience

Green and Sustainable Infrastructure

Housing

National Capital Region Planning Board/ Ministry of Housing & Urban Affairs, Government of India | Preparation of Functional Plan on Urban Regeneration, Housing and Slum Free NCR | National Capital Region, (2023-2026)

The NCR is spread across NCT Delhi and states of Haryana, Uttar Pradesh, and Rajasthan, covering 55,083 SQ.KM. with a population of 58.16 million (as per Census 2011). The plan focuses on housing in general in the NCR's urban areas, covering urban regeneration and redevelopment of various old, dilapidated areas, slums, unauthorised colonies, and JJ clusters. The Functional Plan must align with the Regional Plan NCR-2041, focusing on improving housing conditions in NCR and enhancing the quality of life of the people.

Our Role

- NCR-wide assessments covering housing, rental markets, slums, stalled housing, institutional and regulatory frameworks.
- Conduct stakeholder consultations with NCR states, development authorities, and ULBs to build consensus and prepare sub-region-wise housing action plans and implementation matrices outlining projects, phasing, responsibilities, and funding sources.
- Formulate integrated evidence-based strategies and priority project proposals for urban regeneration, affordable and rental housing, slum redevelopment, ToD-linked housing, and worker housing, supported by spatial analysis and preliminary feasibility and investment planning.

Government of Mizoram | Consultancy Services for Thenzawl Peace City | Meghalaya, (2025-2027)

The Urban Development & Poverty Alleviation Department, Government of Mizoram, proposes an integrated urban development plan for Thenzawl Peace City as a model greenfield master plan anchored in sustainable, inclusive, and ecologically balanced growth. The plan will guide structured urban expansion to support a projected population of 4–10 lakh by 2045. Key outputs include a Structure Plan and Statutory Zonal Development Plan defining the spatial and functional framework for development, supported by DPRs for priority infrastructure and bankable anchor projects. The plan will prioritise land use planning, infrastructure systems, public services, economic zones, and governance arrangements, with urban design and regulations developed as a secondary layer to enable effective city functioning.

Our Role

- Define the Thenzawl Peace City planning boundary and develop integrated land-use and zoning concepts.
- Identified key economic anchors and growth drivers to guide long-term investment and urban expansion.
- Develop a green field master plan for Thenzawl Peace City, including the 79-ha SASCI greenfield site for Mizoram's INR 150 crore seed funding from MoHUA.
- Notify Mizoram's first planned city as a regional growth hub and implement priority projects to enable early habitation and accelerate city development.

The World Bank | Technical Advisory Services for Scaling up Urban Upgrading Project (SUUP) | Vietnam, (2019-2021)

The project focused on providing implementation support to seven provincial cities of Vietnam (Bac Lieu, Ben Tre, Long Xuyen, Vinh Long, Tan An, Vi Thanh, Soc Trang) that are in the early stages of urbanisation to adopt green infrastructure principles in design and urban planning, considering adaptability to climate change particularly water-related hazards.

Our Role

- Assisted the World Bank in its long-term engagement in urban upgrading programmes within the Mekong Delta Region (MDR) including Vietnam Urban Upgrading Program (VUUP).
- Preparation of a Design Guideline for Green Infrastructure (GI) for the Mekong Delta Region, covering GI approach, its applicability, sustainable stormwater management, cost-benefit analysis, and a GI toolbox.
- Reviewed City Master Plan, Zoning Plan, and development regulations and suggested practical ways to incorporate green infrastructure principles and design into these plans and regulations.
- Development of training manuals and delivery of training on green infrastructure (GI) principles and design for diverse stakeholders in Vietnam, including city and national government officials, local consultants, and universities.

Director of Municipal Administration, Government of Tamil Nadu | Preparation of City Climate Action Plan for 21 Urban Local Bodies (ULBs) in Tamil Nadu | Tamil Nadu, (2025-2026)

This assignment involves the preparation of City Climate Action Plans (CCAPs) for 21 Urban Local Bodies (ULBs) in Tamil Nadu under the World Bank-supported Tamil Nadu Climate Resilient Urban Development Programme (TNCRUDP). The CCAPs establish a city-wide, cross-sectoral framework to address climate mitigation and adaptation priorities across key urban systems. The plans are grounded in evidence-based diagnostics, GHG inventory development, climate risk and vulnerability assessment, and aligned with state and national climate commitments.

Our Role

- Undertake city-wide baseline assessments, GPC-aligned GHG inventories, climate risk and vulnerability assessments, institutional, financial, and capacity diagnostics.
- Preparation of cross-sectoral CCAPs supported by four sub-plans: Water & Sewerage Operations, City-wide Inclusive Sanitation, Water Security, and Sustainable Urban Drainage.
- Formulate implementable mitigation and adaptation strategies through structured engagement with ULBs, state agencies, and city-level climate institutions, aligned with ongoing programmes and local implementation capacities.

The World Bank | Preparation of a District Development Plan in Ulaanbaatar | Mongolia, (2015)

The assignment supported community-led urban development in Ulaanbaatar by preparing a pilot District Development Plan for Bayanzurkh District (1224 sq km.), aimed at strengthening district-level planning capacities and improving coordination with the Municipality of Ulaanbaatar. The project focused on aligning district priorities with the Ulaanbaatar Master Plan 2030, identifying priority infrastructure and housing interventions, and equipping the district with planning, financial, and institutional tools to play a more active role in guiding urban growth and investment decisions.

Our Role

- Undertook multi-sector urban diagnosis and strategic planning, including identification and prioritisation of infrastructure projects, preparation of technical and financial inputs, and formulation of a phased investment plan.
- Supported capacity building and systems strengthening through training on GIS, financial assessment, land and housing analysis, and development planning, enabling effective implementation of the District Development Plan.

Kochi Metro Rail Limited, Government of Kerala | Preparation of Detailed Project Report (DPR) for Development of the Phase II of Vyttila Mobility Hub | Kochi, (2018-2019)

Kochi, a major port city on India's west coast, is among the fastest-growing metros, spread over 632 sq. km. with a population of 21 lakhs, including 6 lakhs within the Kochi Municipal Corporation. To address rising traffic and boost public transport, IPE Global designed the Vyttila Multi-modal Mobility Hub as a passenger-centric facility integrating multiple transport modes, passenger amenities, recreational spaces, and commercial areas. The hub provides world-class connectivity by linking inter-city, regional, and local transport systems, with conflict-free access to other modes, including a water metro terminal at the existing boat jetty.

Our Role

- Multi-modal Hub includes a regional bus terminal with 75 bus bays and 76 bus parking stalls, multi-level car parking for 950 Equivalent Car Spaces (ECS), with provision for 1,000 ECS for future expansion, and parking for 1,008 two-wheelers.
- Assessed peak parking traffic volume over the life of 10 years and recommended measures to mitigate congestion.
- The total capital expenditure was estimated at USD 84.65 Mn.
- Integration of metro, water metro, city and regional bus terminal.
- Developed IGBC (Indian Green Building Council) certified buildings.
- Intelligent Transportation System (ITS) to improve on-time performance and service efficiency.

Asian Development Bank / Government of Meghalaya| Integrated Eco-tourism and Sustainable Agri-based Livelihood Development Project | Meghalaya, (2026–2032)

This assignment involves the preparation and implementation support for the Integrated Eco-tourism and Sustainable Agri-based Livelihood Development Project in Meghalaya, with financial assistance from the Asian Development Bank (ADB). The project adopts a cluster-based, multi-sectoral approach across selected priority destinations to promote nature-based tourism, climate-resilient agriculture, and sustainable forest and land management. It integrates eco-tourism infrastructure development with ecosystem conservation, climate-smart agricultural practices, value-chain strengthening for high-value crops, and community-led enterprise development, including Payment for Ecosystem Services (PES) mechanisms.

Our Role

- Lead project planning, coordination, and technical support for tourism, agriculture, and PES components, including cluster-level master planning, identification of priority interventions, and preparation of implementation frameworks.
- Support sustainable eco-tourism planning and development by shaping low-impact, nature-based tourism strategies, destination master plans, and eco-tourism subprojects, including trails, interpretation facilities, visitor amenities, and community-managed tourism assets, aligned with environmental carrying capacity, cultural sensitivity, and long-term conservation objectives.
- Support institutional arrangements and implementation planning through development of phased action plans, financial and benefit-sharing models, capacity-building initiatives, and monitoring and reporting systems for effective project execution and long-term community benefits.

The World Bank/Tamil Nadu Urban Habitat Development Board | Tamil Nadu Integrated Housing Information System (TNIHIS) | Tamil Nadu, (2024-2025)

The TNIHIS was conceptualised as an annual State of Housing Report and integrated housing dashboard for the Government of Tamil Nadu, to be operated by the Directorate of Housing as a policy support and decision-making tool. It consolidates housing-sector data from both public and private sources into a single platform, being India's first state-level housing dashboard and report enabling: (i) tracking and analysis of housing indicators; (ii) predictive modelling of future housing trends; (iii) evidence-based decision-making and resource prioritisation; (iv) assessment of housing needs and market dynamics across financial brackets; and (v) affordability analysis for home purchase and rentals across income groups.

Our Role

- Conducted end-to-end housing market and finance analysis, including affordability sensitivity assessment, market segmentation, access to housing finance, and typology-wise rental and purchase rate benchmarking across income groups.
- Estimated Tamil Nadu's housing requirement and shortage (4.8 Mn units as of 2025) and delivered the State's first comprehensive State of Housing Report covering need, affordability-linked demand, supply, and housing finance trends.
- Designed and developed the TNIHIS dashboard architecture and interface, along with a sustainability roadmap for future integration and periodic updates.
- Led stakeholder consultations with state departments and private developers to compile district-level housing datasets, undertake data mapping, and prepare the data gap assessment.

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

CAPPC under RSTDSP supports PMU and PIU in project activities and facilitates coordination among the executing and implementing agencies, as well as public, private, and community stakeholders. With a central team based in Jaipur and field teams in project towns, it works on the design and implementation of Community Awareness and IEC activities, the implementation of the GESI Action Plan, including the Women Internship Program and Skill Training of Women, and Capacity Building of urban institutions & municipal bodies, and other stakeholders. The initiatives mainly involve community consultations, special awareness campaigns on house service connections for water supply and metering, sewerage connections, desludging of septic tanks, health, hygiene, and public participation for the sustainability of the projects.

Key Achievements

- Paid Women Internship Program implemented as an ADB innovation in India, engaging **46 engineering institutions and 434 engineering girl interns.**
- **1,500+** elected representatives, ULB staff, and officials from line departments oriented on project components, O&M, financial sustainability, and GESI.
- **25,000+** BPL households verified for metered water connections and **22,000+** BPL households verified for house sewer connections.
- **6,500+** orientation programs conducted at Anganwadi centres, covering **53,912 women participants.**
- **2,000+** student awareness programs, film shows, and water audits conducted under the school intervention program.
- **8,000+** slum intervention and micro-planning activities carried out in slum areas and poor pockets to promote social inclusion.
- **15,000+** labour awareness meetings and programs on safety, health, and hygiene, benefiting **82,000+ labourers.**
- **300+** women trained in livelihood skills, including masonry, plumbing, and basic computer training.

NITI Aayog (DMEO), Government of India | Evaluation of Centrally Sponsored Schemes – Package 4: Urban Transformation & Skill Development | India, (2024–2024)

This assignment evaluated Centrally Sponsored Schemes (CSS) under Package 4: Urban Transformation and Skill Development, commissioned by the Development Monitoring and Evaluation Office (DMEO), NITI Aayog, Government of India. The schemes were assessed using the REESI+C+E framework (Relevance, Efficiency, Effectiveness, Sustainability, Impact, Coherence, and Equity). The evaluation used a mixed-methods approach, combining secondary research, large-scale primary data collection, and qualitative and quantitative analysis aligned with national evaluation frameworks and the SDGs to support evidence-based policy and programme design.

The Urban Transformation sector included PMAY-U, Smart Cities Mission, AMRUT, Swachh Bharat Mission, and DAY-NULM, while the Skill Development sector covered SANKALP, STRIVE, and SIIT.

Our Role

- Conducted large-scale primary research, including 200 KIIs, 50 FGDs, and 2,100 household surveys across 60 cities in 13 states/UTs for the urban sector, and 250 KIIs, 50 FGDs, and 860 beneficiary surveys across 13 states/UTs for the skill development sector.

- Designed and implemented evaluation frameworks, including matrices, sampling strategies, and data collection tools (household surveys, KIIs, FGDs, and institutional surveys).
- Produced sectoral and scheme-wise analysis with actionable recommendations, highlighting state-level nuances, and engaged with central ministries, state governments, ULBs, and training institutions to validate findings and identify implementation gaps.

UK-FCDO | Cities and Infrastructure for Growth Ghana: Phase 2 | Ghana, (2022-2023)

The Cities and Infrastructure for Growth – Ghana (CIG Ghana) Programme in its first phase delivered support to two cities (Sekondi-Takoradi and Tamale) in Ghana to address climate change issues. This included conducting flood modelling work, identifying potential soft and hard infrastructure interventions and providing guidance on climate finance sources. A key finding from the first phase was the absence of dedicated assistance for cities to address climate actions, particularly in accessing finance. It also highlighted the substantial resources required to develop climate interventions to reach the feasibility and financing stage.

Our Role

While national-level technical assistance can be directed to support these stages of project development, such assistance at the city level is rare. Therefore, the second phase of the CIG programme sought to bridge this gap. An essential next step involved building on the technical guidance and data generated in Phase 1 to support the two cities in identifying potential solutions and collaborating to move forward. Additionally, Phase 2 extended the flood risk analysis conducted in Phase 1, aligning with the British High Commission Ghana's renewed focus on Northern Ghana and responding to the original ask of the Government of Ghana under Phase 1 to expand activities in the North.

GIZ | Developing Viable Technical Solutions for Planning a LEZ at Lingaraj Temple Area | Bhubaneswar, (2022-2023)

The proposed Low Emission Zone (LEZ) at 'EkamraKshetra' Heritage Zone in Bhubaneswar revolves around the development of LEZ around Lingaraj Temple. Spearheaded by the Odisha State Pollution Control Board (OSPCB) in their concept report on LEZ- Bhubaneshwar, the framework incorporates key strategies for emission reduction within the designated zone, including (i) Ambient Air Quality Monitoring and Communication systems, (ii) Green – Sticker System for the private vehicles owned by local residents, (iii) Intensive emission monitoring of resident's emission; (iv) Promotion of EVs/ Shared EVs for Tourists; (v) Un-Interrupted Electricity Supply; and (vi) Promotion of Cycling and Pedestrian Passage.

Our Role

- Engaged to prepare a detailed plan Low Emission Zones (LEZ) for improving urban air quality by incorporating socially/culturally relevant, technically sound and financially viable solutions.
- Approach encompassed a range of measures spanning traffic and transportation, replanning of the area, heritage conservation, tourism promotion with a focus on environmentally sensitive practices, emission control strategies, plantation and landscaping, air quality monitoring, waste management, and dust control for reducing air pollution and improving air quality in the selected area.
- Provided the citizens of Bhubaneswar and the visitors to the city with clean air for better health and improved quality of life, without compromising employment growth and ensuring preservation of diverse historical and cultural heritage.

UNDP | Developing a Multi-Hazard Risk and Vulnerability Atlas for Mumbai (MHVRA) | Mumbai, (2023-2024)

Mumbai, one of India's largest and most densely populated coastal megacities, faces a complex and growing array of climate and disaster-related risks. The city's vulnerability stems from both its geographic exposure and expanding urban footprint. Recurrent hazards such as floods, landslides, cyclones, fires, and chemical spills have repeatedly tested the resilience of its infrastructure and communities. With climate change intensifying and increasing the frequency of extreme events, the need for a scientific, integrated risk management framework has never been more urgent. In response, in collaboration with Esri India, we were commissioned by UNDP and the Brihanmumbai Municipal Corporation (BMC) to develop a Multi-Hazard Risk and Vulnerability Atlas (MHVRA) for the city. By translating climate risk into localised, actionable intelligence, this initiative paves the way for mainstreaming adaptation into disaster management, urban governance, and infrastructure planning, making Mumbai a safer and climate-resilient city.

Our Role

As the lead technical partner, we played a pivotal role in designing and delivering the risk atlas with a strong climate adaptation lens. Key contributions included:

- **Integrated Climate Risk Modelling:** Incorporated past hazard events and projected climate scenarios (based on IPCC pathways) to map future risks and exposure hotspots in the city.
- **Vulnerability Assessment:** Conducted multidimensional assessments that combined socioeconomic indicators with spatial hazard data to identify vulnerable populations and infrastructure at risk.
- **Climate Adaptation Planning:** Developed actionable recommendations for adaptation - such as early warning systems, green-blue infrastructure planning, and climate-resilient housing - to inform BMC's disaster risk reduction and climate resilience strategies.
- **Data-Driven Decision Support:** Leveraged GIS and advanced spatial analytics (in partnership with Esri India) to build a dynamic, visual platform that enables city officials to plan, respond, and invest more effectively in resilience.
- **Institutional Strengthening:** Enabled capacity building within BMC and aligned the outputs with national frameworks such as the National Disaster Management Plan (NDMP) and the State Action Plan on Climate Change (SAPCC).

The Multi-Hazard Risk and Vulnerability Atlas is more than just a mapping tool - it is a strategic climate adaptation instrument. It strengthens Mumbai's institutional capacity to manage compound climate risks, enhances the integration of climate science into urban planning, and equips decision-makers with a real-time, spatially explicit platform for resilient development.

ADB | Implementing a Differentiated Approach to Urban Development in the Pacific | Pacific Islands, (2023-2024)

ADB's regional knowledge and Technical Assistance (TA) supports the integration of a differentiated approach to operations in urban environments across the Pacific region. It focuses on strengthening the resilience of urban areas in Pacific small island developing states (SIDS) and fragile and conflict-affected situations (FCAS) by addressing the root causes of their vulnerability and fragility, including low institutional capacities for planning, and managing urban development. The TA helps SIDS and FCAS adopt a longer-term horizon for urban planning, and support governments in preparing a more programmatic and multisector approach to urban infrastructure investments in developing member countries (DMC).

Our Role

- Conducted a rapid review of the intended outcomes, outputs, and approaches identified under the original TA
- Developed/improved the technical dimensions of ongoing TA components
- Identified and developed potential additional TA components, with particular emphasis on the technical dimensions
- Identified and expanded on necessary variations for the TA
- Documented the decisions made and actions identified by management in response to the proposed variation

Asian Development Bank, The World Bank/State & Central Governments | Preparation of Sectoral Infrastructure* Master Plans | National & International, (2015 – 2026)

We have prepared over 50 urban sectoral planning assignments, demonstrating wide-ranging expertise across strategic, vision, perspective, spatial, and infrastructure-led urban development. These include national and international assignments for preparation of Regional Plan, District Development Plan, Master and Land use Plans, Concept Development Plans, City Development Plans, Zonal Development Plan, Tourism Master Plans, City Sanitation Plans, along with specialised assignments such as Coastal and Coastal Zone Management Plans, Eco-Sensitive Zone Plans, Slum-Free City Plans, Low Emission Zone Planning, and Wastewater and drainage Master Plans. Collectively, these projects highlight our strong capability in delivering integrated, policy-aligned, and implementable urban and infrastructure planning solutions across diverse geographic and sectoral contexts.

*includes tourism management, coastal, eco-sensitive, sanitation, mobility, wastewater and drainage.

State Governments | PDMC for Smart Cities of Jabalpur, Ujjain, Gwalior, Kochi, Thiruvananthapuram, Tumakuru and Shillong, (2016 - 2026)

The assignment involves providing end-to-end technical and project management support to multiple Smart City SPVs for Area-Based Development (ABD) and other Smart City Mission–related initiatives. The scope covers the entire project lifecycle, including project conceptualisation, planning, DPR preparation, procurement support, implementation supervision, and monitoring.

Key Project Highlights:

- Mahakal Riverfront and Integrated Development Area (MRIDA) project comprising 16 sub-projects, Ujjain Smart City.
- Marine Drive Walkway, Kochi Smart City.
- ABD area Master Plan (gazetted) for Jabalpur Smart City.
- PPP projects worth INR 913 Crore tendered across various smart cities.
- Various infrastructure developments in water, education, sports, tourism, roads, and transport.

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National and Sub-National Governments

NITI Aayog | MoHUA | Department of Economic Affairs, Ministry of Finance | Ministry of Panchayati Raj | National Institute of Urban Affairs | National Capital Region Planning Board, MoHUA | Government of Madhya Pradesh | Government of Odisha | Government of Mizoram

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