Urban development and reforms

Advisory solutions for urban problems
Our story in India

PwC is among the top 10 strongest brands (Brand Finance Index 2018)

Over 130 years in India, the oldest and one of the largest professional services firms in the country

More than 15,000 employees

PwC India featured in LinkedIn Top Companies 2019: Where India wants to work now

Follow us

www.linkedin.com/company/pwc-india
twitter.com/PwC_IN
www.facebook.com/PwCIndia
What we do

PwC’s Urban Development and Reforms team provides a holistic range of advisory services in urban infrastructure. We focus on the following five key urban domains, where our unique ‘make it happen’ approach and cross-functional service offerings give us an edge over our competitors.

Assess
- Feasibility study
- Gap assessment
- Transaction advisory
- Environment and social study

Plan
- Policy formulation
- Strategy and design support
- Business planning
- City development planning
- Detailed project report creation

Execute
- Programme management
- Bid process management
- Technical assistance
- Capacity building and change management

Evaluate
- Monitoring and evaluation and review assignments
- Process improvement
- Process verification
- Impact evaluation

We provide end-to-end advisory services across process cycles for each sector – right from project conceptualisation and programme management to capacity building and impact assessment.

Our experience
We are known for our innovative approach and quality deliverables. Our credentials stem from our extensive collaborative efforts with government entities at the municipal, state and central levels and other public and private entities. We factor in varying perspectives of urban reform and have produced tangible benefits and value for money for our clients in India, Bangladesh, the Maldives, Mauritius, Mongolia, Sri Lanka, the Philippines and Georgia.

Our team
We are a team of more than 60 professionals from diverse backgrounds. Our team comprises technical professionals in the fields of waste management, infrastructure planning, public-private partnership (PPP), transport, resilience, urban planning, architecture and engineering, economists and financial analysts, as well as Master of Business Administration graduates from top-tier colleges of the country. The diversity of our group enables us to offer insights that combine perspectives from multiple fields, and provide innovative and sustainable solutions for our clients’ issues.

The tools we have developed
We adopt a scientific and strategic approach to our work. Breaking problems down to their core fundamentals, we focus on building scalable and sustainable solutions by leveraging our customisable tools and scientific methodologies:
- Contingency liability toolkit for PPP projects
- City Development Plan (CDP) evaluation toolkit
- Strategic framework for integrated hill town development on PPP basis

Select case studies

Project Management Unit (PMU) for implementing the Jawaharlal Nehru National Urban Renewal Mission (JnNURM) – a first-of-its-kind large-scale urban development scheme for the Ministry of Urban Development (MoUD) in 65 cities from 2006 to 2014

Technical support for implementation of the Department for International Development (DFID)-funded Technical Assistance for Smart Cities (TASC) programme at the Ministry of Housing and Urban Affairs (MoHUA)

Technical assistance for open defecation free (ODF) achievement, strategy development and capacity building for solid and liquid waste, and faecal sludge management in Uttar Pradesh, Bihar and Jharkhand as part of the World Bank’s technical assistance in India’s flagship sanitation programme: Swachh Bharat Mission (SBM)

Sustainable hill town development through PPP as part of the DFID-funded Infrastructure Technical Cooperation Facility (ITCF) project – cluster development of 12 towns in multiple sectors such as water, sewerage, solid waste management (SWM), mobility and public toilets

PMU for the Pradhan Mantri Awas Yojana (Housing for All Urban Mission) for MoHUA – a first-of-its-kind large-scale housing scheme launched at the Centre
Smart cities

Smart solutions for improved urban infrastructure and services

The present scenario

Among the flagship schemes launched by the Government of India, these two schemes focus on the urban sector:

**Smart Cities Mission**
- **100 cities; US$7.1 billion**
  (Innovation and quality of life)

**Atal Mission for Rejuvenation and Urban Transformation (AMRUT)**
- **500 cities; US$7.4 billion**
  (Focus on water and sanitation)

Both these missions aim to strengthen urban infrastructure and facilitate development and rejuvenation of India’s cities. In all the three fundamental components of a smart city – sustainable living, technological solutions, and core infrastructure – implementation is raising several challenges.

Critical challenges ahead for the Smart Cities Mission:
- Sustainability of special purpose vehicle (SPV)
- Operations and maintenance of infrastructure
- Financial reforms
- Replication of demonstration projects
- Interoperability and scalability of information and communications technology (ICT)

Our service offerings

- Policy formulation and governance assessments
- Feasibility studies and detailed project reports
- Financing strategies and financial plans
- SPV business planning and revenue augmentation
- SPV organisation structuring
- Institutional development and capacity building
- Preparation of smart city plans
- Project structuring and transaction advisory
- SPV corporate governance
- Project management solutions
- Market assessment and investment sizing
Our notable projects

Central-level: Technical Assistance Project Management Unit (PMU) at the Ministry of Housing and Urban Affairs (MoHUA) funded by the Department for International Development (DFID)

State-level PMU for all smart cities in Gujarat

PwC as strategy consultants in smart cities – preparing the Smart City Strategy Framework

<table>
<thead>
<tr>
<th>City</th>
<th>City</th>
<th>City</th>
<th>City</th>
<th>City</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bhopal</td>
<td>Vadodara</td>
<td>Chandigarh</td>
<td>Dehradun</td>
<td>Ahmedabad</td>
</tr>
<tr>
<td>Tirupati</td>
<td>Gandhinagar</td>
<td>Dahod</td>
<td>Naya Raipur</td>
<td>Rajkot</td>
</tr>
</tbody>
</table>

PwC as Project Management Consultant (PMC) in Indian smart cities

<table>
<thead>
<tr>
<th>City</th>
<th>City</th>
<th>City</th>
<th>City</th>
<th>City</th>
</tr>
</thead>
<tbody>
<tr>
<td>Surat</td>
<td>Bhopal</td>
<td>Chennai</td>
<td>Pune</td>
<td>Visakhapatnam</td>
</tr>
<tr>
<td>Vadodara</td>
<td>Ujjain</td>
<td>Hubli-Dharwad</td>
<td>Raipur</td>
<td>Ludhiana</td>
</tr>
<tr>
<td>Ahmedabad</td>
<td>Jabalpur</td>
<td>Shivamogga</td>
<td>Naya Raipur</td>
<td>Gandhinagar</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Dahod</td>
</tr>
</tbody>
</table>

Our experience

As PMU in more than 20 smart cities in India (of the 100 smart cities selected), we are providing end-to-end technical assistance and institutional strengthening support to SPVs to carry out project implementation. At the same time, it is a strategic requirement to improve the SPV capacity for mobilising resources and effectively implementing projects. Listed below are some of our key strategic engagements at the national level.

Providing technical support for implementation of DFID-funded Technical Assistance for Smart Cities (TASC) programme

The three delivery windows of TASC

- Ensure MoHUA has access to cutting-edge international experience to formulate inclusive policy, regulatory and institutional framework for smart cities
- Build SPV capacity through training and workshops to improve investment climate, develop smart investable projects and mobilise investment
- Develop knowledge and innovation partnerships with states and institutions to incorporate best practices in Indian urban development

Research on smart cities and investment opportunities in India (client: Japan Bank for International Cooperation)

<table>
<thead>
<tr>
<th>Assessment</th>
<th>Identification</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Roles and responsibilities of key stakeholders</td>
<td>• Gaps and interventions required</td>
</tr>
<tr>
<td>• Market, growth outlook and growth drivers</td>
<td>• Aggregate opportunities for private companies</td>
</tr>
<tr>
<td>• Modes of financing and role of private sector</td>
<td>• Bankable and scalable projects</td>
</tr>
</tbody>
</table>

Contact us

Shivanshu Chauhan
Partner, Public Sector and Governance
+91-9820134329
shivanshu.chauhan@pwc.com

Nidish Nair
Director, Public Sector and Governance
+91-9818064239
nidish.nair@pwc.com
Sanitation and waste management
A clean and hygienic India

The present scenario

The Government of India accelerated efforts to achieve universal sanitation coverage through the Swachh Bharat Mission (SBM) in 2014.

- **SBM (Urban)**
  - 4.6 million individual household latrines (IHHLs)
  - 61,000+ wards with door-to-door solid waste management (SWM) collection

- **SBM (Gramin)**
  - IHHL coverage
    - 38.7% (2014)
    - 86.25% (2018)

The programme has had its share of challenges:
- Focusing mostly on construction of toilets and achieving open defecation free (ODF) status
- Inadequate attention to behavioural change and community awareness
- Inadequate coordination between state departments and implementing agencies
- Inadequacy of continuous monitoring and evaluation (M&E)
- Limited focus on solid and liquid waste management

The programme may have been successful in eliminating open defecation, but its sustainability along with solid and liquid waste management still needs to be addressed.

- India generates more than 100,000 metric tonnes of solid waste every day.
- Rural India is also generating more solid waste due to increasing income levels and consumerism.
- India is ill-equipped to handle such levels of waste. By 2020, more than 85% of the waste will be dumped improperly or put in landfills.

Our service offerings

- **Policy formulation and analysis**
- **Transaction advisory**
- **State- and municipal-level ODF and ODF + strategy formulation**
- **Capacity building**
  - Technical assistance for SBM implementation
  - Programme impact evaluation
  - Third party ODF verification


© 2019 PricewaterhouseCoopers Private Limited. All rights reserved.
## Our notable projects

**Capacity building and strategy development in sanitation technologies, solid and liquid waste, and faecal sludge management (SLWFSM) in three Indian states - Bihar, Jharkhand and Uttar Pradesh (funded by the World Bank)**

<table>
<thead>
<tr>
<th>Project</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Developing state strategies for SLWFSM</td>
<td>Training 150 state resources to prepare Gram Panchayat (GP)-level SLWFSM Action Plans</td>
</tr>
<tr>
<td>Developing planning guides, guidance notes</td>
<td>Handholding selected GPs to pilot SLWFSM implementation</td>
</tr>
<tr>
<td>and training material on SLWFSM and sanitation technologies</td>
<td></td>
</tr>
<tr>
<td>Developing triggering tools to mobilise</td>
<td>Developing a guidance note for faecal sludge and septage management in rural areas</td>
</tr>
<tr>
<td>communities</td>
<td></td>
</tr>
</tbody>
</table>

**Integrated hill-town development for Himachal Pradesh Urban Development Department under Department for International Development (DFID)-sponsored Infrastructure Technical Cooperation Facility (ITCF)**

<table>
<thead>
<tr>
<th>Project</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Two clusters in Himachal Pradesh identified</td>
<td>Techno-feasibility assessments, revenue assessments, financial modelling,</td>
</tr>
<tr>
<td>for integrated provision of urban services</td>
<td>and field-level studies for the specified sectors</td>
</tr>
<tr>
<td>through public-private partnerships</td>
<td>Institute strengthening for cluster development and contract management</td>
</tr>
<tr>
<td>As-is assessment and gap identification for</td>
<td></td>
</tr>
<tr>
<td>water, sewerage, waste management, storm</td>
<td></td>
</tr>
<tr>
<td>water draining, parking and street lighting</td>
<td></td>
</tr>
<tr>
<td>sectors</td>
<td></td>
</tr>
</tbody>
</table>

**Technical Support Units (TSUs) in three Indian states to support the Implementation of Swachh Bharat Mission (Gramin) (SBM-G) funded by the World Bank**

<table>
<thead>
<tr>
<th>Project</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dedicated TSUs in Bihar, Jharkhand, Uttar</td>
<td>Scoping study on sanitation sector financing</td>
</tr>
<tr>
<td>Pradesh</td>
<td>Need assessment study on toilet retrofitting</td>
</tr>
<tr>
<td>Developing state strategies for ODF</td>
<td>Monitoring frameworks and IT-enabled tools to monitor SMB-G</td>
</tr>
<tr>
<td>sustainability</td>
<td>Planning and implementation support for state-level information education</td>
</tr>
<tr>
<td>Planning and implementation support for ODF</td>
<td>and communication (IEC) strategy for ODF sustainability</td>
</tr>
<tr>
<td>achievement and ODF sustainability</td>
<td>Planning and implementation support for ODF achievement and ODF sustainability</td>
</tr>
</tbody>
</table>

**Market assessment for municipal solid waste management (MSWM) sector in India**

<table>
<thead>
<tr>
<th>Project</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Market sizing of MSWM sector in select</td>
<td>Competitive landscaping of major private entities in MSWM</td>
</tr>
<tr>
<td>Indian cities</td>
<td>Identifying emerging opportunities in waste management and role of private</td>
</tr>
<tr>
<td>Assessment of the competitive drivers in</td>
<td>sector participation</td>
</tr>
<tr>
<td>Indian MSWM sector with focus on policy,</td>
<td></td>
</tr>
<tr>
<td>institutional, and technology aspects</td>
<td></td>
</tr>
</tbody>
</table>

## Contact us

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shivanshu Chauhan</td>
<td>Partner, Public Sector and Governance</td>
<td>+91-9820134329, <a href="mailto:shivanshu.chauhan@pwc.com">shivanshu.chauhan@pwc.com</a></td>
</tr>
<tr>
<td>Nidish Nair</td>
<td>Director, Public Sector and Governance</td>
<td>+91-9818064239, <a href="mailto:nidish.nair@pwc.com">nidish.nair@pwc.com</a></td>
</tr>
</tbody>
</table>
Urban reforms
Strengthening urban local bodies

The present scenario

The Indian Government has realised the importance of improving the current urban infrastructure of the country by implementing multiple schemes which offer scope for improvement. However, much remains to be done.

Key interventions to harness the potential of urbanisation

- Integration of land use, transportation, urban resilience and economic development while planning
- Cluster-based development principles while planning
- Setting up of regulators for urban utilities and corporatisation of service delivery institutions
- Systematic approach for development of urban areas
- Making Urban Local Bodies (ULBs) self-sufficient and self-reliant
- Standardisation of financial reporting
- Uniform mechanism of revenue sharing by the state government with ULBs

Our service offerings

Programme/project management support
Policy and regulatory framework
City-level plans such as development plans and sector specific plans
Project identification and pipeline development
Project conceptualisation and feasibility assessment

- Public-private partnership (PPP) structuring and bid process management
- Accounting and municipal reforms
- Institutional development and capacity building
- Revenue augmentation and value capture financing
- Developing platforms for citizen engagement and governance

We estimate that another US$500 billion is still needed to provide basic service levels in Indian cities.

<table>
<thead>
<tr>
<th>Programme/project management support</th>
<th>Policy and regulatory framework</th>
<th>City-level plans such as development plans and sector specific plans</th>
<th>Project identification and pipeline development</th>
<th>Project conceptualisation and feasibility assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policy and regulatory framework</td>
<td>City-level plans</td>
<td>Project identification</td>
<td>Project conceptualisation</td>
<td></td>
</tr>
<tr>
<td>JnNURM: Jawaharlal Nehru National Urban Renewal Mission</td>
<td>AMRUT: Atal Mission for Rejuvenation and Urban Transformation</td>
<td>HRIDAY: Heritage City Development and Augmentation Yojana</td>
<td>SBM: Swachh Bharat Mission</td>
<td>PMAY: Pradhan Mantri Awas Yojana</td>
</tr>
<tr>
<td>INR 34,600 cr (Centre)</td>
<td>INR 50,000 cr (Centre)</td>
<td>INR 50,000 cr (Centre)</td>
<td>INR 50,000 cr (Centre)</td>
<td>INR 50,000 cr (Centre)</td>
</tr>
<tr>
<td>INR 10,000 cr (State)</td>
<td>INR 240,000 cr (Centre)</td>
<td>INR 4,900 cr (State)</td>
<td>INR 46,800 cr (Centre)</td>
<td>INR 1625 cr (Centre)</td>
</tr>
<tr>
<td>INR 50,000 cr (Centre)</td>
<td>INR 54,000 cr (Centre)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>INR 4,900 cr (State)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: High-Powered Expert Committee Report on Indian Urban Infrastructure and Services (2011) and PwC analysis
Our notable projects

Project Management Unit (PMU) for implementing Jawaharlal Nehru National Urban Renewal Mission (JnNURM) for the Ministry of Urban Development (MoUD) in 65 cites [funded by the Asian Development Bank]

A first-of-its-kind programme in the country that acknowledged the deficient urban infrastructure and intended to address urban challenges. PwC was the PMU for the programme in a two-term stretch spanning eight years.

**Total outlay of INR 66,000 crore in the following sectors:**

- Urban renewal
- Water supply and sanitation
- Storm water drains
- Urban transport
- Parking lots/spaces
- Development of heritage areas
- Preservation of water bodies
- Prevention of soil erosion/landslides

**Highlights of the services delivered**

- Establishing an efficient coordination mechanism for stakeholders
- Developing a framework for incentivising reforms and policy agenda
- Assessing capacity building and designing, and delivering training
- Identifying avenues for revenue augmentation and tax revisions

Project Management Support for design and implementation of the United Kingdom-India Infrastructure Technical Cooperation Facility (ITCF) [funded by Department for International Development]

- Creating a database for Indian infrastructure for Department of Economic Affairs
- Creation of a contingency liability toolkit for PPP projects
- Sustainable cluster hill-town development in Himachal Pradesh
- Viability gap funding scheme study

Capacity development of institutions in the urban sector in Rajasthan [under the Asian Development Bank-funded Rajasthan Urban Sector Development Program]

- Organisational delegation of water supply and sewerage functions to key strategic units
- Support for establishing a sustainable corporatised state-level organisation for urban development
- Establishing a policy support unit in the Local Self-Government Department (LSGD)
- Devising an institutional improvement plan for all executing agencies
- Service-level benchmarking
- Developing consumer databases, and improving billing and collection efficiencies

Contact us

Shivanshu Chauhan
Partner, Public Sector and Governance
+91-9820134329
shivanshu.chauhan@pwc.com

Nidish Nair
Director, Public Sector and Governance
+91-9818064239
nidish.nair@pwc.com
Climate resilience
Reducing disaster risks in cities

The present scenario

Exposure of Indian landmass to various natural disasters

<table>
<thead>
<tr>
<th>Type of disaster</th>
<th>% of landmass exposed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Earthquake</td>
<td>60%</td>
</tr>
<tr>
<td>Drought</td>
<td>68%</td>
</tr>
<tr>
<td>Floods</td>
<td>8%</td>
</tr>
<tr>
<td>Cyclones</td>
<td>76% (of coastline)</td>
</tr>
</tbody>
</table>

Source: ‘Disaster management in India’, Ministry of Home Affairs, Government of India

Typical challenges faced by cities in the context of climatic catastrophes:

- Lack of adequate baseline data on losses
- Lack of data for mapping of city infrastructure
- Inability to predict extreme weather conditions
- Inadequate municipal finances to cover losses from climatic disasters
- Poor decision-making during natural disasters
- Lack of inter-departmental coordination for resilience action
- Inability to reach out to those impacted during disasters

Our service offerings

City resilience strategy
- Preparation of city resilient roadmaps, climate-resilient strategies, policies, training and capacity building activities for stakeholders

Capacity building for resilience
- Conducting training, capacity-building workshops, information, education and communication activities for government officials and other stakeholders

Hazard vulnerability assessments
- Multi-hazard vulnerability assessments, preparation of disaster risk management plans, disaster risk modelling

Climate proofing of public infrastructure
- Identification of appropriate investment areas for retrofitting infrastructure systems, technical and economic/financial analysis of climate-smart investment projects

Resilient land use and urban design
- Preparation of climate-sensitive land-use plans, city blue-green master plan, green design, renewable energy elements in urban landscape and buildings

Early warning systems
- Identification and provision of perspectives for hazard forecasting, installation, operations and maintenance of flood early warning systems, devising communication and dissemination strategy

Heat and health action plans
- Preparation of heat and health action plans, development of IT-enabled health management information systems, public awareness, outreach strategies

Climate risk transfer mechanism
- Quantifying the risks associated with climate-induced disasters, identifying relevant insurance channels and products, market analysis, business-to-government (B2G) matchmaking

© 2019 PricewaterhouseCoopers Private Limited. All rights reserved.
**Our notable projects**

**Roadmap for low-carbon growth and climate resilience in Kolkata**

<table>
<thead>
<tr>
<th>Multi-hazard vulnerability assessment</th>
<th>Disaster management plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Climate smart land-use, mobility, built environment</td>
<td>Green livelihoods</td>
</tr>
<tr>
<td>Ward action plans</td>
<td>Interface plan</td>
</tr>
<tr>
<td>City business and investment plan</td>
<td></td>
</tr>
</tbody>
</table>

**Scoping study on climate risk insurance with focus on five India-United Kingdom cities**

| Assessment of city-level hazard vulnerability and preparedness to climatic disasters | Market assessment for climate risk insurance products |
| Business-to-government (B2G) matchmaking | Educating stakeholders on the importance of climate change |

**Strengthening climate resilience of Kolkata through improved planning and disaster risk management**

| Climate-resilient land-use and infrastructure planning | Flood early warning systems |
| Communication system for emergency response | Stakeholder capacity building |

**Climate change mitigation and adaptation plans for 72 Urban Local Bodies (ULBs) in Telangana**

| Climate risk and vulnerability profiling of ULBs | Identification of entry points for new climate-resilient practices |
| Strategic and actionable recommendations to strengthen urban infrastructure and services | Identification of sustainable urban infrastructure and management projects |
| Identification/support for institutional and capacity-strengthening measures for urban resilience |

**Urban situational and stakeholder analysis for urban resilience and disaster risk reduction in Kolkata and Patna**

| Stakeholder mapping and analysis | Climate risk vulnerability mapping in Kolkata and Patna |
| Intervention areas based on situational and stakeholder analysis | Advocacy paper for dissemination |

**Contact us**

<table>
<thead>
<tr>
<th>Shivanshu Chauhan</th>
<th>Nidish Nair</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partner, Public Sector and Governance</td>
<td>Director, Public Sector and Governance</td>
</tr>
<tr>
<td>+91-9820134329</td>
<td>+91-9818064239</td>
</tr>
<tr>
<td><a href="mailto:shivanshu.chauhan@pwc.com">shivanshu.chauhan@pwc.com</a></td>
<td><a href="mailto:nidish.nair@pwc.com">nidish.nair@pwc.com</a></td>
</tr>
</tbody>
</table>
The present scenario

<table>
<thead>
<tr>
<th>India’s housing shortage</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Congestion</td>
<td>14.99 million</td>
</tr>
<tr>
<td>Obsolescence</td>
<td>2.27 million</td>
</tr>
<tr>
<td>Kutchha houses</td>
<td>0.99 million</td>
</tr>
<tr>
<td>Homeless households</td>
<td>0.53 million</td>
</tr>
</tbody>
</table>

Source: ‘Report of the Technical Group on Urban Housing Shortage (Tg-12) (2012-17)’, Ministry of Housing and Urban Poverty Alleviation

To address the urban housing shortage, the Government of India launched the new flagship programme ‘Pradhan Mantri Awas Yojana (Urban)’ on 25 June 2015, for which PwC was the Project Management Unit (PMU). The programme envisages Housing for All by 2022, when India completes 75 years of Independence.

Our service offerings

Resettlement
- Project impact study
- Compensation framework
- Resettlement assistance
- Restoration of livelihood

Project management
- Technical support
- Monitoring and reporting support
- Strategic advisory
- Capacity building
- Knowledge management

Housing finance
- Support for expanding credit institutional flow
- Financial inclusion
- Support in finance access

Transaction advisory
- Due diligence
- Financial modelling and project structuring
- Strategic assessment
- Bid process management
- Public-private partnership (PPP) development

Rental housing
- Studying economically viable rental housing models
- Optimal utilisation of assets to social rental housing
- Structuring of rental management companies for state/Urban Local Bodies (ULBs)

Feasibility studies and detailed project report (DPR)
- Market feasibility
- Technical feasibility
- Financial feasibility
- DPR preparation

Restructuring
- Diagnostic studies
- Business model preparation
- Marketing and sales strategies
- Corporate plan
- Optimal institutional structure
- Institutional capacity
- Institutional reforms
Our notable projects

**PMU for the Pradhan Mantri Awas Yojana – Housing for All (Urban) Mission**

- Technical support to state/cities for demand assessment, DPR preparation, technology development
- Monitoring and evaluation
- Preparation of guidelines, compendium research and strategy
- Support to Credit Linked Subsidy Scheme in expanding institutional credit flow for housing needs
- Establishment of technical cells at state and city level, and capacity building and knowledge management
- Support to state/union territories in preparing Housing for All plan of actions

**Outcome of our support (as on March 2018)**

<table>
<thead>
<tr>
<th>Memoranda of Association (MoAs) signed</th>
<th>Houses sanctioned</th>
<th>Central assistance</th>
</tr>
</thead>
<tbody>
<tr>
<td>35</td>
<td>21 lakh</td>
<td>INR 68,415 crore</td>
</tr>
</tbody>
</table>

**Research and advisory support to Ministry of Housing and Urban Affairs for Housing for All (Urban) Mission, funded by the Foreign and Commonwealth Office, British High Commission**

- Promotion of viable economic models for low-cost housing and facilitating private sector investments
- Promotion of low-cost technology in affordable housing
- Policy frameworks for affordable and rental housing interventions
- Developing regulatory and legislative frameworks for real estate and PPPs
- Technical support to PPP committee on rental housing
- Support for Model Tenancy Act and Real Estate Act

**Transaction advisory to Ministry of Home Affairs for development of residential accommodation on PPP mode**

- Supported four clusters of the Central para-military forces (Assam (I), Assam (II), Jalandhar, Kadarpur) in viability assessment and project structuring
- Finalisation of technical parameters – schedules, specifications and drawings
- Financial and value-for-money analysis
- PPP structuring and bid process management
- Policy and institutional analysis

---

**Contact us**

Shivanshu Chauhan  
Partner, Public Sector and Governance  
+91-9820134329  
shivanshu.chauhan@pwc.com

Nidish Nair  
Director, Public Sector and Governance  
+91-9818064239  
nidish.nair@pwc.com
Public Sector and Governance practice

Our purpose is to build trust in society and solve important problems

We have dedicated teams addressing important challenges in these sectors. As a firm, we believe in going beyond what is ‘merely required’ and ensure that we generate tangible value for our clients, delivering customised solutions through a combination of industry insights and integrated solutions.

Some of our publications in the urban domain

About PwC

At PwC, our purpose is to build trust in society and solve important problems. We’re a network of firms in 158 countries with over 250,000 people who are committed to delivering quality in assurance, advisory and tax services. Find out more and tell us what matters to you by visiting us at www.pwc.com.

In India, PwC has offices in these cities: Ahmedabad, Bengaluru, Chennai, Delhi NCR, Hyderabad, Kolkata, Mumbai and Pune. For more information about PwC India’s service offerings, visit www.pwc.in

PwC refers to the PwC network and/or one or more of its member firms, each of which is a separate legal entity. Please see www.pwc.com/structure for further details.

© 2019 PwC. All rights reserved

Contact us

Shivanshu Chauhan
Partner, Public Sector and Governance
+91-9820134329
shivanshu.chauhan@pwc.com

Shivanshu is a management professional with more than 17 years of cross-functional experience in the urban management space.

Nidish Nair
Director, Public Sector and Governance
+91-9818064239
nidish.nair@pwc.com

Nidish is an urban planner who has more than 18 years of experience in urban reforms, strategic advice and project management.