



One Stop Solution for Development of Cities/ULBs

1. Background

India is undergoing a rapid urban transformation, with nearly half of its population projected to reside in urban areas by 2050. The number of urban households is expected to increase from about Rs. 10 Crore in 2021 to nearly 21 Crore by 2047. This accelerated growth will exert significant pressure on existing urban infrastructure, particularly in congested and aging urban cores such as central business districts, historic precincts, and inner-city neighbourhoods. These areas require innovative and well-planned redevelopment to unlock economic potential, enhance liveability, and accommodate future demand.

Urban Local Bodies (ULBs) are the primary institutions responsible for planning, implementing, and maintaining urban infrastructure and delivering civic services under various Central and State Sponsored Schemes. However, despite substantial public investments, implementation outcomes remain uneven due to persistent institutional, technical, and financial capacity constraints across nearly 5,000 ULBs, particularly in small and medium towns.

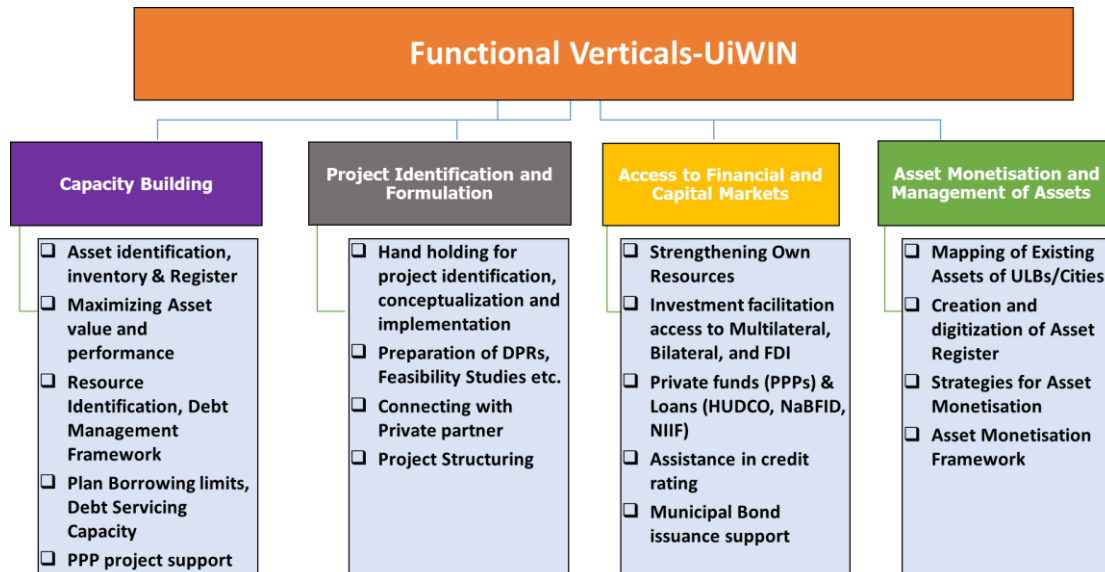
2. Urban Invest Window (UiWIN)

Given the magnitude of urban investment requirements and the multi-dimensional challenges faced by ULBs—ranging from limited capacity for project preparation and implementation to constrained access to finance and capital markets—there is a pressing need for a dedicated facilitation mechanism. Such a mechanism should broaden investment avenues, strengthen frontline institutional capacities, enable structured knowledge sharing, promote equitable growth, and efficiently channel capital into viable urban infrastructure projects.

In this context, HUDCO's **Urban Invest Window (UiWIN)** has been launched as a comprehensive facilitation platform. UiWIN was inaugurated by the Hon'ble Union Minister of Housing and Urban Affairs, Government of India, during the National Urban Conclave held on 8 November 2025. Leveraging HUDCO's pan-India presence, long-standing engagement with ULBs, and expertise in urban infrastructure financing, UiWIN is uniquely positioned to institutionalise a structured and scalable urban infrastructure support mechanism.

3. Key Functionalities of UiWIN

UiWIN, operating through HUDCO Regional Offices functioning as State-level UiWINs, will provide end-to-end support to ULBs, including:



4. Strategy under UiWIN

UiWIN will adopt a comprehensive, area-based and ring-fenced development approach within selected ULBs, progressing systematically from project conceptualisation to financial closure and on-ground implementation through the following stages:

I. Onboarding of City and State

- Assessment of willingness and commitment
- Engagement with ULBs and Smart City SPVs

II. Area Identification and Ring-Fencing

- Selection of contiguous and developable ABD area

III. Infrastructure Needs Assessment

- Review of income-expenditure profile
- Assessment of assets, liabilities and borrowing capacity
- Gap analysis of ongoing and proposed projects
- Convergence of existing Central and State schemes

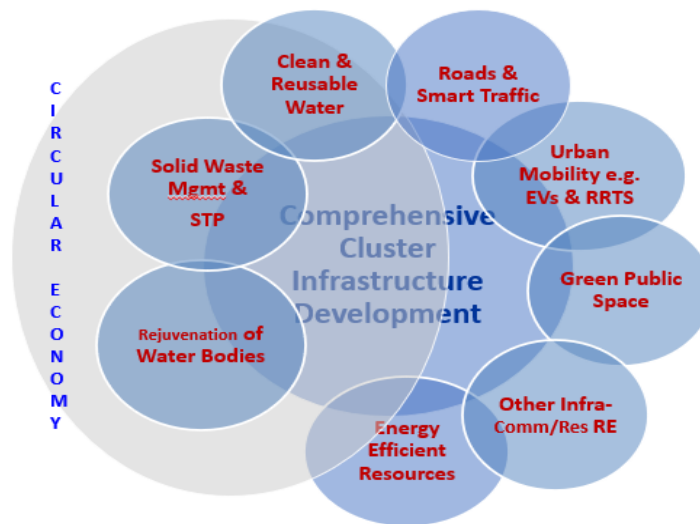
IV. Project Structuring and Financial Closure

- Identification of funding sources
- PPP, Bonds, Multilateral financing

V. Implementation and Monitoring

- Execution support and performance monitoring

Comprehensive Area Based Development (ABD) of City



5. UiWIN Support Framework

i. Planning and Project Preparation

- Identification and ring-fencing of ABD areas
- Infrastructure gap analysis
- Preparation of CDP, CIP, DPRs and feasibility studies
- Handholding in project conceptualisation and structuring

ii. Asset Management and Monetisation

- Creation and digitisation of Comprehensive Asset Registers
- Asset condition assessment and O&M optimisation
- Development of Asset Monetisation Strategies
- Private sector engagement for asset monetisation

iii. Urban Finance and Revenue Enhancement

- Revenue enhancement plans
- Resource identification and accounting systems
- Debt management framework
- Assessment of borrowing limits and debt servicing capacity

iv. Investment Facilitation

- Access to Multilateral and Bilateral funding (WB, ADB, IFC, etc.)
- Support for PPP structuring and bidding
- Municipal bond issuance and credit rating support
- Pool financing and NIIF participation

v. Capacity Building

- Capacity building of ULB and State officials
- Exposure to best practices in urban finance and project management

6. Institutional Framework

Patrons

- Ministry of Housing and Urban Affairs (MoHUA)
- CMD, HUDCO
- State and City Administration / SPVs

Steering Committee

- State-level committee for approvals and guidance

Transformation Partners

- HUDCO (Lead Partner)
- Multilateral and Domestic Financial Institutions
- Banks, NIIF
- Academic Institutions (NIUA, IITs, IIMs)
- Urban finance, asset monetisation, and project management experts

7. Expected Outcome



8. Conclusion

Urban Invest Window (UiWIN) represents a paradigm shift in urban infrastructure development by providing a **holistic, integrated and financially sustainable framework**. By combining planning, finance, asset management and investment facilitation, UiWIN aims to accelerate **city transformation and support India's vision of Viksit Bharat**.