Grant Thornton

Compendium of recent projects with Government of Madhya Pradesh

Snapshot of select projects
undertaken by us during 2018-20

June 2020

Table of Contents

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Foreword

Madhya Pradesh (MP) has been at the forefront of embracing new age concepts and technology for governance. Several initiatives have been taken in the last decade to improve governance. Grant Thornton in India has been able to contribute by helping the government successfully execute various governance projects by incorporating best practices and knowledge gleaned from our experience gained during our work with other state and central governments. MP has given us the opportunity to work with a variety of departments thereby diversifying and enriching our experience.

Crime and Criminal Tracking Networks and System (CCTNS) has been a proud achievement in our portfolio in the state. A mission mode project under the NeGP, it has been massive in scope considering the state's vast and diverse geography. As the first state to deploy it 'live', it is a model that has been studied for emulation by many states.

The Dial-100 project is an excellent example of a responsive mechanism for establishing law and order. The efficient use of resources through optimisation and technology, such as the GIS layer, has tremendously improved the outcomes.

The MP Citizens Access to Responsive Services (MPCARS) project has revolutionised the G2C public service delivery mechanism in the state. Initiatives, such a Samadhan One Day, are 'a dream come true' for citizens. The simplification of government processes and availability of anywhere, anytime access through online mechanisms have created a delightful user experience. The opportunity to create the CM's dashboard has been a rewarding experience for us. It is indeed our crown jewel with more than 40+ departments being directly monitored by the highest level of decision makers in the state.

The Higher Education Quality Improvement Project aims at improving the effectiveness and utility of higher education being imparted in the state. It necessitates changes across a broad spectrum including infrastructure, smart classrooms, capacity building, financial planning, etc.

Sagar Smart City project offers multifaceted opportunities. As principal consultants, we are overseeing four categories of development - mobility and accessibility improvement, livability and quality of life, ecology and environment and governance and public services. It calls for an amalgamation of multiple areas of expertise. It is undeniably a very satisfying project because of the tangible transformation that it results in.

The diversity of our projects is an indicator of our versatile expertise and knowledge base across sectors. While the success of our projects makes us proud of our ability to execute and deliver, it is heartening for us to see the socio-economic impact of our projects. Each project has, in some measure, contributed towards improving and enhancing the lives of people – whether it is a feeling of security provided by Dial 100, the socio-economic emancipation and inclusiveness by MPCARS or the benefits of improving the quality of education. We are proud to be a part of MP's journey towards improving the quality of governance and our role in the same. We look forward to continuing this productive partnership and help in building a vibrant 21st-century society in the state.

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Summary

This document is a compilation of some of our recent works in MP. The intent is to highlight some of the prestigious projects we are associated with the Government of Madhya Pradesh (GoMP). The document does not intend to highlight all the activities that, we as advisors, are undertaking or have undertaken in the past, but it gives a brief of the various achievements and activities undertaken in these projects. Although Grant Thornton has been working for many years in the state, only some of the recent and large engagements have been mentioned in this reading.

The relationship with GoMP has been long and over the past 10 years, Grant Thornton in India has provided consulting services to departments including Public Service Management Department (PSMD), Department of Higher Education (DHE), Police Telecom (Police Department), Smart City (Sagar Smart City) and Home Department.

Grant Thornton has evolved into one of the preferred consulting firms in the public sector space. While our corporate audit and advisory verticals are amongst the top rated in the country, it is the success of our public sector advisory that makes our chests swell with pride. The sector has led to commercial success as well as enables us to contribute to nation building.

Amongst the multitude of projects across states, Madhya Pradesh stands out for us for not only the large number but also the wide variety. From World Bank-funded projects for higher education and public governance to smart cities and law order, it is indeed a vast range. These projects touch the daily lives of citizens and make a tangible impact.

Projects, such as MPCARS, have given us the opportunity to address day-to-day problems faced by every citizen and provide satisfying solutions to simplify their lives. We have had the opportunity to contribute by substantially improving public service delivery mechanisms by leveraging technology and process transformations. This has been complemented by establishing a close monitoring mechanism through the CM's dashboard developed by our analytics team. The insights provided enable decision makers to quickly identify gaps and focus on areas needing improvement.

CCTNS and Dial 100, both in the field of implementing law and order, assure the citizens of security, which is a pre-requisite for an orderly and progressive society. These projects demanded a high technology threshold and witnessed roll out challenges due to scale and complexity. The Higher Education Quality Improvement Project offers us an opportunity to contribute to one of the nation's most challenging areas, which is to make education meaningful and relevant in today's context. Sagar Smart City is one such project that has necessitated expertise across a range of complex challenges presented in modern urban scenarios.

In all the projects, Grant Thornton has aimed to make judicious use of technology, process change and capacity building to provide holistic and comprehensive solutions.

We are fortunate to have been a part of projects that demanded a multidisciplinary approach and the need to connect the dots. It has been our attempt to ensure that the solutions are pragmatic and sustainable in the complex environment of public governance.

We are grateful to the state for having reposed faith in our abilities time and again and shall vindicate the same. We look forward to helping the government in fulfilling the vision of minimum government and maximum governance.

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Madhya Pradesh Citizen Access to Responsive Services Project (MPCARS)

MPCARS is a one-of-a-kind project in public service delivery funded by the Government of Madhya Pradesh (GoMP) and the World Bank. MP enacted and promulgated the Public Service Delivery Guarantee Act (PSGA) in 2010, which mandates that notified public services must be delivered within a stipulated time. It consists of timelines for service delivery, an appellate structure for redress and imposition of penalties for delays.

The PSGA has led to lower citizens' transaction costs, faster service delivery and higher accountability of public officials. The act triggered reforms such as mandatory issuance of receipts for applications, online applications, eligibility criteria and adherence to timelines for providing services. PSGA currently covers 450+ notified public services and MP one of the states to offer the most number services under the ambit of the act.

Three guiding principles - inclusiveness, simplification and accountability - drive the "next generation of PSGA reforms" aimed at transforming the way the government interacts with citizens. Based on this approach, the GoMP plans to digitise and incorporate most of its services into the PSGA. This will help ensure citizen-friendly, time-bound and more accountable service delivery. The government also aims to integrate various service delivery platforms to develop a Serv Sewa portal, which will allow citizens to access services through the channel of their choice (i.e. kiosk, phone, web or mobile).

About the project

MPCARS project is a World Bank-funded project towards strengthening the public service delivery mechanism across the State. With an outlay of ~INR 381 crore (USD 50 million) over five years, the mission of the project is 'to facilitate widespread access (anywhere, anytime and to everybody) propagating transparent and accountable governance with a special focus on socio-economically marginalised citizens.

Project implementation framework

Project implementation is led by the Department of Public Service Management through the State Agency for Public Services (SAPS), a society under the administrative control of the Madhya Pradesh Public Services Management (PSM) department. Implementation is also carried out through two technical agencies under the Department of Information Technology. These include the Madhya Pradesh Agency for Promotion of Information Technology (MAPIT), a society under the Information Technology department of GoMP, and the Madhya Pradesh State Electronics Development Corporation (MPSEDC), a government company under the Information Technology department.

How is Grant Thornton helping

Grant Thornton in India supports project execution through project management consultants across a range of activities, including process re-engineering, data analytics, procurement and financial management.

Government process re-engineering and integration

- Add services to the PSGA

- Conduct government process re-engineering for a simplified and time-bound service delivery

- Process re-engineering of various G2C, G2G and G2B services

- Integrate service delivery systems and government processes

- Improve and automate the back-end procedures in line with departments and establish integration with select delivery channels

- Map citizen-government interaction points and identify additional services to be notified under the PSGA

- Simply and reengineer related government processes

- Integrate with MPonline (15,000+ locations), common service centres (10,000+ locations), lok seva kendras (500 + locations), etc.

Samadhan Ek Din

- To enhance the service threshold, the concept of Samadhan Ek Din was mooted and implemented in 2018

- Certain high-volume services across various departments were identified

- Service was offered within 24 hours of submission of an application

- Resulted in a different experience for citizens, who are used to the erstwhile delays and uncertainties

- As on date, some 40+ services are being delivered under this initiative

- Government of India published the initiative in its report of 2019 on best practices

- Pilot-run of doorstep delivery of some of the selected services was initiated in 2020

How is Grant Thornton helping

Chief Minister Helpline

- Set up under the aegis of Public Service Management department

- Helping various department in root cause analysis of problems faced by citizens and departments in availing various government services

- Feedback centre for taking feedback on service delivery and analysis of the same

Chief Minister Dashboard

- Helped in the development of CM dashboard for Government of Madhya Pradesh

- Prepared and developed key performance indicators to measure performances on various parameters

- Dashboard development for 40+ departments

- For more information, refer

  http://cmdashboard.mp.gov.in/

MyGov Madhya Pradesh

- Assisting department for implementation of MyGov Madhya Pradesh

- Citizen engagement platform for active participation of citizens in governance and development

- Online platform for policy feedback, discuss, poll, blogs, talks, etc.

Other technological interventions

- Development of chatbots for better service delivery

- Certificate distribution through WhatsApp and other mediums

- Mobile application and integration with various GoI

- Service delivery through mobile, status on the go, etc.

Awards

- Union Nations Public Service Award under the category of Improving the delivery of Public Services, 2012

- Skoch Award for Public Service Delivery, 2013

- Gems of Digital India Award, 2018

- Featured on compendium of selected papers – Government of India, 2019

Project management for
Madhya Pradesh Dial 100,
Police Telecom, Government
of Madhya Pradesh

Madhya Pradesh Dial 100 is one of the biggest integrated police service innovations since independence. It offers assured police assistance to citizens when they need it most.

About the project

Dial 100 Madhya Pradesh is a pioneer innovation in integrated police emergency response system. The citizen in the state call 1-0-0 (24*7) to seek police assistance during an emergency. The call information is managed at centralised command and control room at the state capital from where most appropriate one or more out of 1,000+ first response vehicles (FRV) are dispatched to the site to assist victims. Before the implementation of centralised DIAL 100 solution, all the police control rooms were operated from the district level.

Some of the gaps in the old system were:

1. Decentralised model
2. Limited staff to attend calls
3. Absence of earmarked staff, vehicles and supervisors
4. Training and capacity building requirements
5. Non-availability of ICT support
6. Manual monitoring of vehicle usage
7. No GIS support for decision making or monitoring
8. Jurisdictional issues
9. Limited system of feedback and record keeping for performance audit
10. Limited visibility of distress incidents and follow-ups
11. Limited response time tracking, etc.

Post implementation

- One of the largest integrated police project in the country with 1,000 + vehicle responding to distress calls
- GIS-based monitoring giving near real-time monitoring
- Technology adoption such as CAD system, voice logger, response time monitoring, mobile display terminal, etc.
- Standard operating procedures to address calls
- Defining point of interest (PoI) and boundaries
- Integration with other applications such as Crime and Criminal Tracking Network and Systems (CCTNS)
- Integration on lines of National Emergency Response System (NERS)

Awards received

- Hexagon Safety and Infrastructure Icon Award, 2016
- FICCI Smart Policing Award, 2017
- SKOCH Platinum Smart Governance Award, 2017
- Geospatial World Excellence Award, 2018

Grant Thornton's role

Grant Thornton in India is the project management agency for MP Dial 100 project since its inception in 2015.

Over the last five years, the project has been successful in terms of responding to huge call data, fleet management, implementation of state-of-the-art data centre and IT application, leading to better police services.

Project in numbers

1,100+
Fleet of vehicles deployed across 54 districts

1 crore+
citizens served

6 lakh+
accident victims saved

84,000+
Suicide cases handled

14,000+
Lives of missing children saved

150+
centralised call centre

10+
GIS layer maps

<1 min
average call handling time

300+
standard operating procedures formulated

Figures as on April 2020

Madhya Pradesh Higher Education Quality Improvement Project, Department of Higher Education, Government of Madhya Pradesh

Madhya Pradesh Higher Education Quality Improvement Project (MPHEQIP)

Higher education lies at the nexus of growth, jobs, and competiveness and has the potential to serve as a catalyst for economic transformation. The higher education system sits at the apex of the education system, supporting the lower levels of education, preparing professionals and skilled labour, and serving as an incubator for research. In the pursuit of growth and equity, no country and for that matter no state in India can afford to ignore higher education. Through higher education, a country and a state forms skilled labour and builds the capacity to generate knowledge and innovation, which boosts productivity and economic growth.

Understanding the need to have a stronger higher education system, the Government of Madhya Pradesh, the Department of Higher Education and the World Bank, has been formed. The strategic objective of the project is to improve education outcomes for students in higher education in government institutions and to increase the effectiveness of the higher education system in Madhya Pradesh. GoMP plans to expand and improve its higher education institutions with a view to improve the State's Higher Education System's outcomes to national and international flagship standards. This can only be achieved by undertaking a comprehensive and sustained package of reforms and capacity building measures, which improve the efficiency and effectiveness of all government higher education institutions (HEIs) operating in the state. At the institutional level, GoMP is targeting both building academic, research and managerial capacity, increasing autonomy in order to better align institutions with local needs, and pursuing excellence of academic departments.

The project is consistent with India's 12th Five Year Plan, based on the pillars of faster, sustainable, and inclusive growth, which emphasises increasing the supply of highly skilled workers to drive the economy, as well as helping low-income states catch up with their more advanced neighbours.

The project also supports the implementation of the GoMP's vision for the HE sector as articulated in the Vision 2018 document and the State HE Plan 2014, which focus on:

(a) Excellence and employability through better quality of education services offered, improved teaching-learning resources, and research

(b) Expanding equity and access, and

(c) Strengthened sector and institutional governance and financing, and management (including better monitoring and evaluation (M&E) in the sector)

How is Grant Thornton helping

We are assisting the Higher Education Department as project management consultants for the World Bank-funded MPHEQIP

Reforms initiatives

- Comprehensive and sustained package of reforms and capacity building measures which improve the efficiency and effectiveness of all government HEIs operating in the state

- Reforms in the areas such as academic, research and managerial capacity and increasing autonomy

- Expansion and access, equity, excellence, employability, governance reforms and financial reforms

Information technology initiatives

- Advisory services for the development of portal for student's admission, tracking, enrolment, result declarations, correction, alumni support, GIS mapping, etc.

- Dashboard for MIS reporting

- Establishment of smart classes, language lab and e-library

- Financial management system and implementation of uniform chart of accounts

- Connectivity to various colleges, etc.

- Mobile application for making virtual classes more effective

Civil and environment related implementation

- Civil works at 200 Colleges and building for 50 building-less colleges

- Green campus and botanical garden, rainwater harvesting, etc.

- Energy audit and supporting in implementation of waste management system

How is Grant Thornton helping

Higher education faces many perennial challenges, including expanding and promoting equitable access, improving learning achievement, fostering educational quality and relevance, strengthening knowledge and technology transfer, and encouraging desired values, behaviours, and attitudes. Even when governments recognise these challenges, most governments lack the fiscal resources to address them using the existing financing model.

The development objective of the project is to improve student outcomes especially of disadvantaged groups in selected higher education institutions and to increase the effectiveness of the higher education system in Madhya Pradesh.

The project targets various areas, such as capacity building (students and staff), change management, financial reform, state of art equipment for government institutions, improvement in facilities of teaching learning, augmentation of research facilities, civil infrastructure, Information technology implementation, industry collaboration, lectures from academic/ industry experts, uplifting sports facilities, etc.

Academics improvement in terms of

- E-content, subject laboratories, etc.
- Setting up of State Institute of HE Training & Research
- Remedial classes
- Curriculum reforms
- Faculty exchange programmes
- Student exchange programmes

Achieving excellence through initiatives such as

- Setting up of NAAC accreditation cell
- Governance benchmarking
- Centre of Excellence
- Entrepreneurship Development Program
- Industry collaboration

Other activities

- 17 center of excellences are being developed at three state universities
- Increasing autonomy in order to better align institutions with local needs, and pursuing excellence of academic departments
- Improve the system of financial support through scholarships to disadvantaged and meritorious students

At a glance

Outlay of ~INR 3,277 crore	500+ colleges covered	7 state universities	10,000+ faculties benefitted	7 lakh students directly impacted

Sagar Smart City - Project management consultancy services as part of Government of India's Smart City Mission

Project management consultant

Grant Thornton is the project management consultant for Sagar Smart City project. The value of our engagement is INR 27 crore for the period of three years starting 2016.

The scope of work broadly includes providing technical support to client to plan, design, prioritise, develop, procure, implement and monitor smart city projects under the Smart Cities Mission.

As consultants we are assisting in preparation of detailed project reports (DPRs), conducting feasibility studies, procurements, designing large infrastructure engagements, supervision consultancy and monitoring of project implementation, amongst others.

Sagar Smart City

Smart City Mission (SCM) was launched on 25 June, 2015 by the erstwhile Ministry of Urban Development (MoUD), now the Ministry of Housing and Urban Affairs (MoHUA) with a vision to develop 100 smart cities in India. The objective of the SCM is to promote development of the cities by improving the livability of the cities, providing job opportunities and creating a clean and sustainable environment by the application of smart solutions.

Sagar Smart City Proposal (SSCP) was selected to implement the area-based development (ABD) and pan-city proposals by GoI under the SCM in the third round of competition wherein, Sagar had secured 11th position of the 30 selected smart cities.

Smart Cit'ys ABD proposal spreads across a total area of 908 acres having a population of 64,319, which is almost 23.53% of the total population of Sagar city.

The Sagar ABD proposal envisions to retrofit and redevelop 908-acres of area centered around Lakha Banjara Lake in the heart of the city to a symbiotic and vibrant Two Shift Hub – ECO 2 Hub (Eco-friendly - Self Sustainable-Cultural and Economic Hub) in accordance with SCP and SCM guidelines.

The ABD proposal comprises four major components and 20 activities/projects worth INR 1,385.27 crore. The components under ABD proposal are revitalisation of old CBD, Regional Economic Centre -Future CBD, Transit Terminal and Corridor (TTC) and Project Unnati.

The cost of all the projects as per the SCP to be taken up for implementation is around INR 1,683.56 crore.

Projects under various stages

Some of the major projects undergoing or in conceptualisation phase are given below:

Category 1: Mobility and accessibility improvement		
Sustainable and planned urban mobility	• Smart parking • Multi-level car parking • Public market places • Move people initiative • E-rickshaw • Smart buses, including bus terminal and stops	• Cremation facilities • Integrated bus terminal • Public Bicycle Sharing System • Intelligent Transport System • Conversion of diesel auto to CNG with Parking for auto rickshaw • Smart roads and smart parking
Category 2: Liveability and improved quality of life		
Recreation of urban green and restoration of heritage of the city	• Roads junctions improvement • Ghats and facade improvement • Project- public market places	• Retrofitting and construction of footpath • Canal area rejuvenation • Railway station development
Healthy and safe city	• Smart parks • Retrofitting of central park	• Development of nulti-speciality hospital • E-health
Clean Cleanliness (Clean Initiative)	• Smart bins	• Environment monitoring • Solid waste management
Category 3: Ecology and environment		
Sustainable core infrastructure	• Solar rooftop PV system • Grid interactive solar • Rooftop PV project • Roof top solar power • Safety, security and utility ducting • Lakha Banjara Lake front development • Storm water management	• Roads and junctions improvement • Project Tender SURE • Integrated water supply distribution, • Management, conservation and rainwater harvesting • Street lighting control system • Smart metering
Category 4: Governance and public service management		
Command centres and applications	• Project – Suraksha APP • Intelligent signaling • Variable messaging system • CCTV city surveillance	• Mission Jyoti Mobile App • Smart kiosk • Smart city lounge • Integrated command and control center
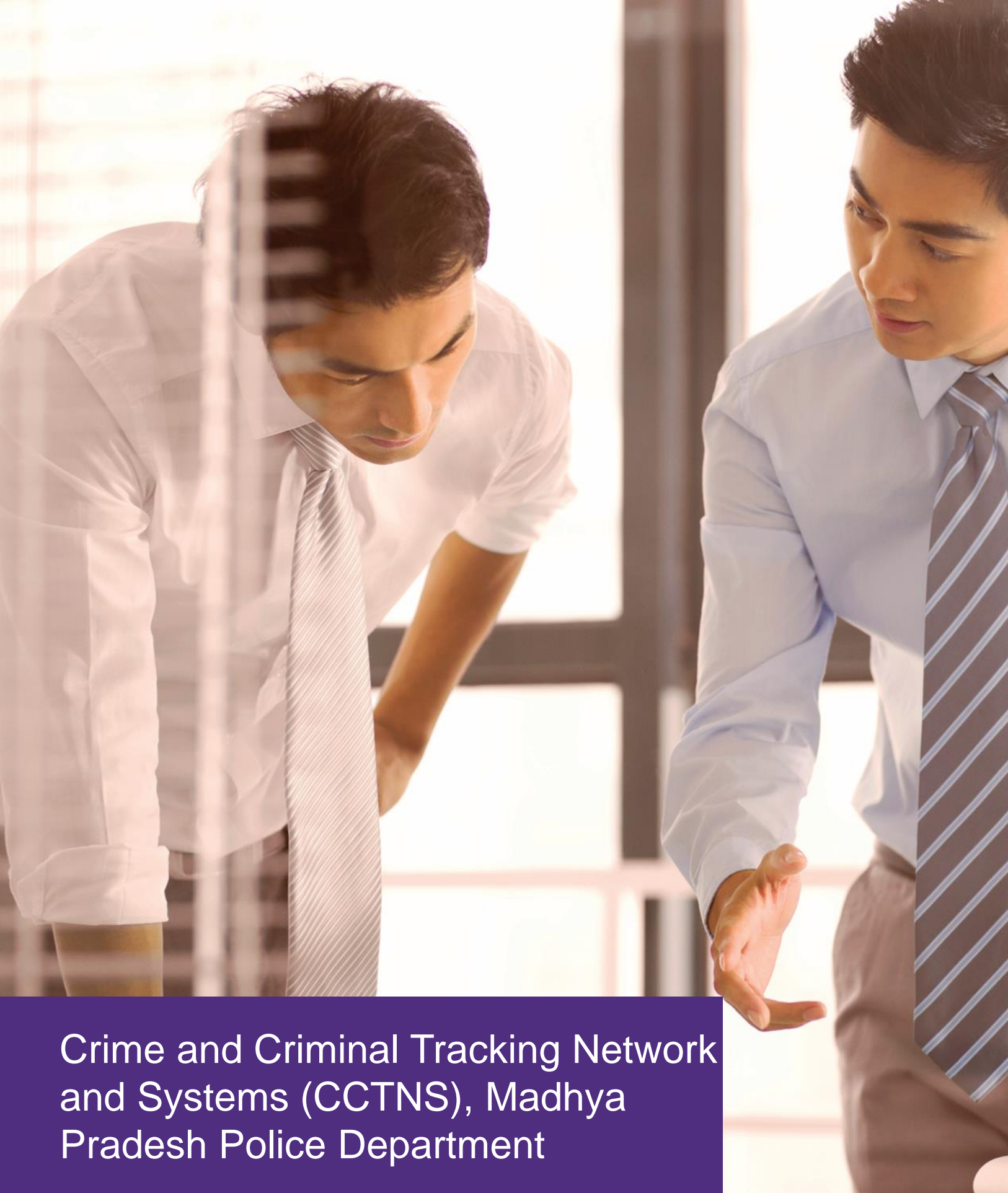
Crime and Criminal Tracking Network and Systems (CCTNS), Madhya Pradesh Police Department

About the project

The Ministry of Home Affairs conceptualised the Crime & Criminals Tracking Network and Systems (CCTNS) project as a Mission Mode Project under the National e-Governance Plan (NeGP). This is an effort by the GoI to modernise the police force giving top priority to citizen services, information gathering, and its dissemination among various police organizations and units across the country. CCTNS project has been implemented in a phased manner across the state of Madhya Pradesh. Deployment of hardware and peripheral and sub systems, network connectivity, CAS, and other infrastructure across all police stations and higher offices along with data centre and disaster recovery. Rollout of CCTNS project has been done at 1,400+ locations as a "Bundle of services".
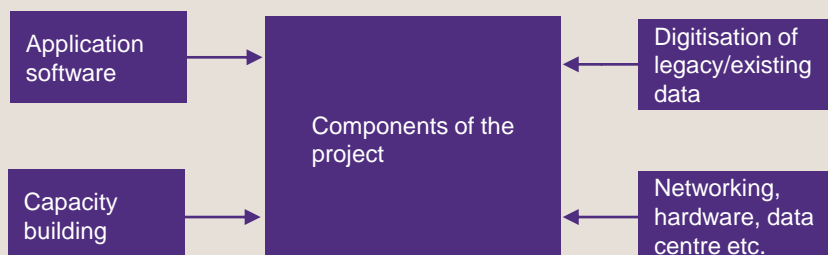
Some of the project's objectives

Provide enhanced tools for investigation, crime prevention, law and order maintenance and other functions, such as traffic management and emergency response

Utilise IT for efficiency and effectiveness of core policing operations

Create platforms at state and central levels for sharing crime and criminal information/ databases across states and across the country

Automating back-office functions

Provide information for easier and faster analysis

| Application software | → | Components of the project | ← | Digitisation of legacy/existing data |
| Capacity building | → | | ← | Networking, hardware, data centre etc. |

Grant Thornton's role

We served the Police Department as a State Project Management Unit (SPMU) from 2012 until 2016 for implementation of CCTNS in the State.

The project implementation was one of the largest in the country considering the geography and the scale involved. The roll-out of the project across 14,00+ offices was successfully achieved and its included activities such as application customisation, job-role mapping, data digitisation, capacity building and change management.

Madhya Pradesh was one of the first states to go live and the model was studied by many states. It was also the first state to completely go-online with respect to getting the IIF 1 to IIF7 forms online.

About Grant Thornton in India

Grant Thornton in India is a member of Grant Thornton International Ltd. It has over 4,500 people across 15 offices around the country, including major metros. Grant Thornton in India is at the forefront of helping reshape the values in our profession and in the process help shape a more vibrant Indian economy.

Grant Thornton in India aims to be the most promoted firm in providing robust compliance services to dynamic Indian global companies, and to help them navigate the challenges of growth as they globalise. Firm's proactive teams, led by accessible and approachable partners, use insights, experience and instinct to understand complex issues for privately owned, publicly listed and public sector clients, and help them find growth solutions.
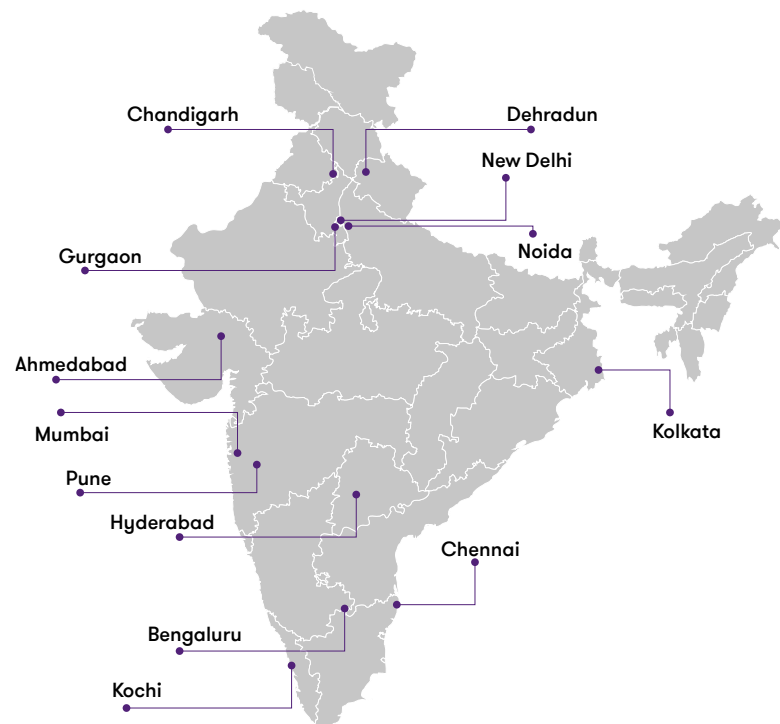
4,500+ people

15 offices in 13 locations

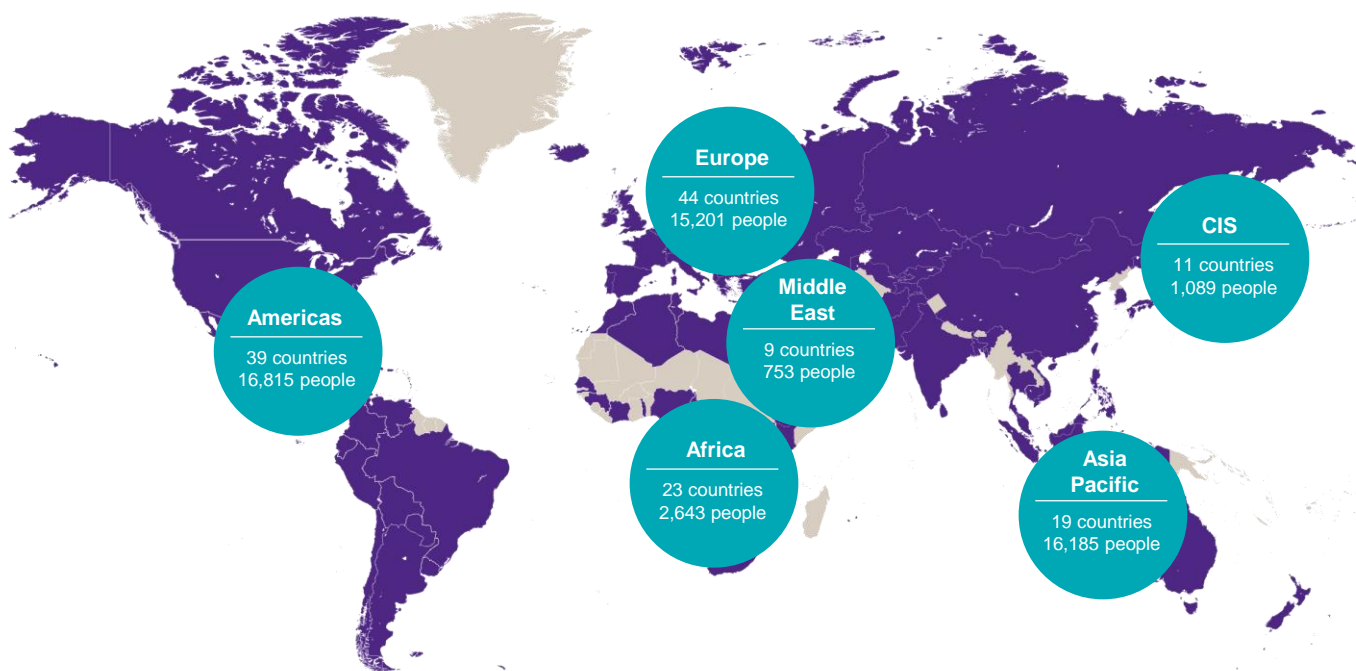One of the largest fully integrated Assurance, Tax & Advisory firms in India

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For more than 100 years, we have helped clients to realise their strategic ambitions. Whether you're looking to finance growth, manage risk and regulation, optimise your operations or realise stakeholder value, we can help you.

We've got scale, combined with local market understanding. That means we're everywhere you are, as well as where you want to be.

Europe
44 countries
15,201 people

CIS
11 countries
1,089 people

Americas
39 countries
16,815 people

Middle East
9 countries
753 people

Africa
23 countries
2,643 people

Asia Pacific
19 countries
16,185 people

Our distinctive client experience sets us apart

USD5.45bn
(2018 revenue)

53,000+
people

700+
offices

140+
countries

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