



# 2023-24

## ANNUAL REPORT



## Message from the Directors



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India's cities are at a defining moment. The pressures of rapid urbanisation, climate stress, widening inequality, and institutional fragility are converging testing not just infrastructure, but governance itself. At the Urban Management Centre (UMC), we work every day at this intersection of urgency and possibility, driven by a simple but uncompromising belief: cities must work for everyone especially those who keep them running.

The year 2023–24 was not merely a year of scale; it was a year that underscored why systems reform cannot wait. It was also a time where we all emerged from the long shadow of the COVID-19 pandemic and hence saw renewed momentum on the ground. The surge in activity across cities and communities strengthened our faith in human resilience, solidarity, and the quiet but powerful love for life that drives people to rebuild, serve, and persist.

Across national missions, state programmes, and city-level institutions, UMC's work focused on translating intent into execution, embedding dignity, safety, and accountability into execution, embedding dignity, safety, and accountability into the everyday functioning of urban systems.

As a technical partner to the Ministry of Housing and Urban Affairs under DAY–NULM, we supported the re-architecture of NULM 2.0, strengthening its foundations through mission design, guidelines, and digital systems. The launch of U-LEARN 2.0 marked a critical step towards democratising knowledge and building the capacity of frontline functionaries across states, ensuring that policy reaches the last mile with consistency and purpose.

At the state level, our engagements in Odisha, Assam, and Tamil Nadu demonstrated the power of community-led, worker-centric governance. From decentralised solid waste management and women-led nano-contracting under MUKTA, to statewide sanitation reforms and water service delivery models, we worked alongside governments to institutionalise approaches that are inclusive, resilient, and financially viable. These were not pilots, they were systemic shifts, grounded in policy, budgets, contracts, and people.

Ensuring safety and dignity for sanitation workers remained central to our mandate, and a moral imperative. Through GARIMA in Odisha, SWDS in Tamil Nadu, and national engagement under NAMASTE, UMC helped build ecosystems that move sanitation away from risk and invisibility towards mechanisation, recognition, and protection. Worker identification, training, digital monitoring, emergency response systems, and social security access are no longer optional, they are the baseline for just urban governance.

Our work extended beyond sanitation and livelihoods into climate action, water security, women's enterprise development, health planning, and capacity building of urban cadres. Across these sectors, our approach remained consistent: strengthen institutions, enable communities, and embed accountability so that reforms endure beyond projects and funding cycles.

This work is demanding. It requires persistence, technical depth, and the courage to challenge business-as-usual. But it is also deeply hopeful, because every strengthened system, every protected worker, and every empowered woman brings us closer to cities that are fair, functional, and future-ready.

We are grateful to our government partners, donors, and community institutions who continue to place their trust in us. As you read this report, we invite you to see not just what has been achieved, but what is at stake if we fail to act with urgency, integrity, and ambition.

**Cities cannot wait. And neither can we.**





The Urban Management Centre (UMC) is a women-led, home-grown and bootstrapped, non-profit organisation, dedicated to 'Making cities work for everyone.' UMC provides technical assistance and support to city governments and facilitates change through peer-to-peer learning processes. It enhances the capacity of city governments by providing expertise and ready access to innovations on good governance implemented in India and abroad. UMC's key focus areas are governance, capacity building, civic engagement, systems and technology. Being a legacy organisation of International City/ County Management Association (ICMA), UMC is also known as ICMA-South Asia.

For more information, visit our website: [www.umcasia.org](http://www.umcasia.org)



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**PART 1:**

**CONTINUING  
PROGRAMMES**

# 1.1

## Technical Support to DAY-NULM and the Ministry of Housing and Urban Affairs (MoHUA)

### Strengthening the Scheme Architecture for NULM 2.0

With support from the Bill and Melinda Gates Foundation (BMGF), UMC implemented the Strengthening Resilience and Inclusion with Voice and Economic Empowerment of the Urban Poor Women (STRIVE) programme, under which it provided technical support to the Deendayal Antyodaya Yojana–National Urban Livelihoods Mission (DAY-NULM) of the Ministry of Housing and Urban Affairs (MoHUA). This engagement focused on strengthening the scheme architecture and operational foundations of NULM 2.0.

Under Phase I of the programme (2018–2023), UMC provided technical support to DAY-NULM for mission implementation, supporting the collectivisation of 9.64 lakh Self-Help Groups (SHGs), representing 98.6 lakh urban poor households (status as of 7 August 2024), and expanding access to sustainable livelihood opportunities. During this phase, UMC also supported MoHUA in the design and implementation of the PM Street Vendor's Atma Nirbhar Nidhi (PM SVANidhi) scheme, enabling street vendors to access formal financial and social security entitlements.

### Preparation of Guidelines and Mission Documents for NULM 2.0

UMC continued to support MoHUA to assess the previous mission components and based on learnings help design the new mission components and support in developing operational guidelines for the mission's implementation.

### Monitoring of PMFME to Benefit DAY-NULM SHGs Involved in Food Processing

UMC continued its support to help convergence between the Ministry of Housing and Urban Affairs (MoHUA) to integrate initiatives with the Ministry of Food Processing Industries (MoFPI). This partnership was designed to specifically support Self-Help Group (SHG) enterprises in the food processing sector by aligning their efforts with the Pradhan Mantri Formalisation of Microfood Processing Enterprises (PMFME) Scheme.

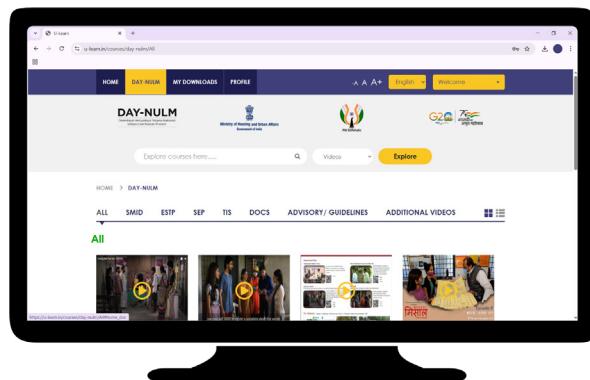
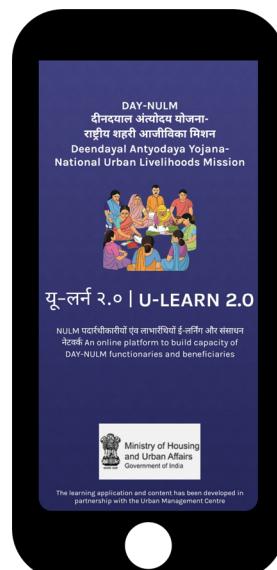
## Strengthening Digital Systems for NULM Implementation

UMC supported the rethinking of the existing NULM MIS by undertaking a Systems Requirement Study (SRS).

### Launch of U-LEARN 2.0

UMC through its technical support mandate with the DAY-NULM Mission, developed and successfully launched U-Learn 2.0, a dedicated E-learning portal. This platform is designed to standardize and enhance the capacity of all functionaries associated with the DAY-NULM Mission.

U-Learn 2.0 was officially unveiled alongside the release of a Compendium of 50 Case Studies on Urban Micro-Enterprises. The launch took place at the National Workshop on Innovative Approaches Towards Urban Poverty Alleviation, an event co-hosted by the Ministry of Housing and Urban Affairs, Government of India, and Kudumbashree, Government of Kerala. UMC's U-Learn 2.0 aims to serve as the primary knowledge hub for the DAY-NULM Mission, consolidating access to critical guidelines, advisories, and mission-relevant case studies for the Ministry of Housing and Urban Affairs.



## National Workshop on Urban Poverty Alleviation (Kochi)

UMC provided technical support in organising the two-day National Workshop on Innovative Approaches towards Urban Poverty Alleviation.

The aim of the Workshop is to create a platform to learn and understand the best practices, field-level realities, intricacies, and challenges among States including Kerala and Union Territories in implementing NULM. Several technical sessions are also being organized as part of the Workshop.



## Support in Conducting Urban Square

UMC supported the implementation of 'URBAN SQUARE', a unique initiative by MoHUA as an exhibition designed to provide a market for nation-wide SHG products. The exhibition featured 150 exhibitors from across India, including SHGs under DAY-NULM and PM SVANidhi beneficiaries.



# 1.2

## Technical Support to Odisha State

### Ensuring Safety of Workers Engaged in SWM Activities

UMC provided comprehensive technical support to the Government of Odisha to strengthen sanitation-linked livelihoods and build institutional capacities across the state. A major focus was the capacity building of SHGs and TULIP interns engaged in solid waste management (SWM). This included the development of training pedagogies and modules for all 115 ULBs, creation of a pool of 120 Master Trainers for a cascading training model, and the training of more than 7,000 SHG members in operations of MRF & Composting Centres and door-to-door collection. UMC also supported regularizing wage payments, improving welfare measures such as accidental insurance, health check-ups, uniforms and PPE, and establishing lounges and washrooms in all wealth centres. Parallelly, around 350 TULIP interns and over 630 ULB and DUDA officials were sensitized to improve operational efficiency and strengthen decentralized SWM processes.



These interventions resulted in measurable improvements in sanitation service delivery and worker welfare. Odisha's Swachh Survekshan performance improved significantly, rising from 10th place in 2020 to 4th among the cleanest states in 2023. The state also generated over ₹6 crore in revenue from Mo Khata compost within three years, demonstrating the economic potential of decentralized waste management. Enhanced SHG engagement across the SWM value chain, combined with improved wages for Swachh Karmis (from ₹6,000 to ₹13,500) collectively contributed to more sustainable and community-driven sanitation outcomes across the state.

## Strengthening Wage Frameworks for Sanitation Workers

UMC supported the Housing & Urban Development Department (H&UDD), the Government of Odisha to enhance the monthly consolidated incentive for Swachh Karmis, from ₹9,780 to ₹13,500, along with an additional 10% Risk and Hardship Allowance linked to days worked. This policy revision, formally notified in March 2024, strengthens the welfare framework for sanitation workers across ULBs and reflects the impact of our initiative in improving service conditions.

## Facilitation of Swachhotsav and 7 State Visits

ULB officials from Telangana, Tripura, West Bengal, Sikkim, Chhattisgarh, Meghalaya, and Maharashtra travelled to Odisha to strengthen their capacities in sanitation and solid waste management through the Swachhata Yatra. Field visits to septage treatment plants and composting units provided practical exposure to decentralised waste processing systems and operational methodologies adopted by Urban Local Bodies in the state.

## Capacity Building of TULIP Interns for SWM

The Housing & Urban Development Department (H&UDD) signed a tripartite Memorandum of Understanding (MoU) with the Urban College of the Urban Management Centre (UMC) and the Odisha Urban Academy (OUA) to design and deliver a certificate course focused on optimising the functioning of wealth centres and strengthening the overall solid waste management (SWM) system in Odisha. The Urban Learning Internship Programme (TULIP) of the Ministry of Housing and Urban Affairs is a national initiative aimed at strengthening urban service delivery systems through structured youth engagement.





Under this programme, 500 graduates from diverse educational backgrounds were engaged as interns and deployed across Urban Local Bodies (ULBs) in Odisha. Given their varied academic backgrounds and limited prior exposure to the sanitation value chain, UMC designed a comprehensive capacity-building pedagogy tailored to programme needs. This included in-person residential classroom training, on-the-job learning, weekly virtual review sessions, structured assignments, and continuous one-on-one mentoring by the UMC team.



In addition to technical training on the SWM value chain, interns were trained in essential professional competencies such as leadership, teamwork, communication, problem-solving, negotiation, and persuasion. The residential training programme comprised three structured modules and was delivered by UMC's Technical Support Unit for Capacity Building (TSU-CB).

Following the completion of classroom training on SWM systems, infrastructure, waste collection and processing, reporting, and maintenance, the interns were placed with ULBs for on-the-job training to support field-level implementation and operational strengthening.

## Enabling Women SHGs as Nano Contractors under the MUKTA Programme



### Revision of MUKTA Guidelines

The MUKTA guidelines were revised to strengthen the programme's community-driven approach, ensuring that wage employment opportunities for the urban poor remained inclusive, locally prioritised, and executed entirely without contractors. The updated framework reinforced the participation of women, transgender persons, persons with disabilities, Mission Shakti SHGs, Slum Dwellers Associations, and other vulnerable groups, while placing greater emphasis on the creation and maintenance of sustainable, climate-resilient community assets.

The revisions refined processes related to work identification, execution using manual labour, and implementation in settlements with high concentrations of marginalised communities. These changes were designed to deepen community ownership and improve the quality, transparency, and impact of MUKTA works across urban Odisha.





## Training of Master Trainers and SHG Members

The capacity-building efforts under MUKTA were significantly strengthened through a structured training ecosystem that combined pedagogy development, master trainer preparation, and large-scale SHG training. A comprehensive training pedagogy, supported by tailored modules, handouts, and step-by-step guides was developed to ensure consistent, high-quality instruction across all urban local bodies. Building on this foundation, UMC facilitated the Training of Master Trainers (TOT), equipping over 850 trainers with the necessary technical and facilitation skills to cascade learnings effectively. These master trainers were subsequently supported in conducting extensive ward-level sessions, culminating in the hands-on training of approximately 41,000 SHG members on MUKTA implementation, thereby enabling community-level ownership and strengthening programme delivery.



## System Strengthening through Revised Formats and Statewide Dissemination

To strengthen implementation quality under MUKTA, the Case Record system was revised to introduce a uniform set of formats to be adopted by all Urban Local Bodies (ULBs). Previously, ULBs followed varied templates and documentation practices, resulting in inconsistencies in project tracking and monitoring. The updated framework now provides a standardised and sequential set of 25 documents, covering annual action plans, technical estimates, sanctions, muster rolls, measurement books, procurement records, payment FTOs, geotagged photographs, and completion certificates, as detailed in the Case Record Guidelines.



These revised formats ensured uniform documentation, improved audit readiness, and strengthened transparency across all stages of MUKTA project execution. The guidelines also institutionalised the process through clear annexures and templates for cover pages, checklists, muster roll movement slips, wage seeker identification, and social audit records, enabling ULBs to consistently maintain complete and verifiable records. Statewide dissemination of the updated formats helped establish a common standard for record-keeping, streamlined monitoring processes, and enhanced overall governance of MUKTA works.

## ULB-wise Orientation Workshops

A series of ULB-wise orientation workshops was conducted across Odisha to familiarise Mission Shakti Groups (MSGs/SDAs), elected representatives, and ULB officials with the latest MUKTA guidelines, standard operating procedures (SOPs), and implementation processes. The workshops covered key topics such as scheme features, billing and accounting procedures, social media documentation, and on-ground workflow management, with the objective of establishing a uniform understanding of the programme across urban areas. As of early July 2023, over 67 Urban Local Bodies had been covered, reaching more than 5,800 participants, including MSG members, ULB officials, CMM/CO staff, and elected representatives.



The orientation sessions strengthened clarity on roles, improved coordination among stakeholders, and addressed recurrent field-level issues such as wage payment delays, MB-book maintenance, GST billing queries, and land-related constraints. Through structured modules and pre- and post-training assessments, the workshops built the capacity of community partners and ULB teams to implement MUKTA works more efficiently and consistently across the state.



## Training of MUKTA professionals and DUDA experts

A state-wide training programme was conducted at the Odisha Urban Academy (OUA) to build the capacity of MUKTA professionals and DUDA experts for effective programme implementation. The training covered key operational areas such as project identification and finalisation, implementation processes, stakeholder roles, bank linkage, and billing and accounting. As of 24 November 2023, training had been completed across 30 districts and 110 Urban Local Bodies (ULBs), covering 345 MUKTA team members and 52 DUDA experts, alongside ULB officials and elected representatives, bringing the total number of participants trained to 13,712.

The sessions were jointly facilitated by the TSU–Capacity Building team and PMU-MUKTA, with guidance from the state's Nodal Officer. The training equipped participants to serve as resource persons and master trainers for Mission Shakti Groups and Slum Dwellers Associations (SDAs) at the ULB level, contributing to stronger on-ground implementation, improved adherence to standard operating procedures, and more timely execution of MUKTA projects across the state.



# 1.3

## Technical Support to Assam SBM-U for Decentralised Solid Waste Management

The Technical Support Unit (TSU) for Assam was established to strengthen decentralised solid waste management systems across the state by embedding UMC's technical expertise within the Department of Housing and Urban Affairs. The TSU played a catalytic role in supporting policy adoption, operational planning, and convergence mechanisms under SBM-Urban 2.0. Working closely with state officials, the team supported the development of decentralised solid waste management action plans for multiple cities, ensuring that strategies were tailored to local needs, resource availability, and operational constraints. This included detailed assessments of infrastructure gaps, vehicle requirements, processing systems, and the integration of informal waste workers into formalised systems.



A key component of this technical support was an emphasis on inclusive and community-driven waste management. The TSU facilitated SBM–NULM convergence by enabling the formation of Self-Help Groups in six cities and supporting their engagement as service providers in waste operations. These efforts strengthened livelihood pathways for sanitation workers while improving service reliability. In addition, the team developed critical operational tools—including bye-laws, user charge models, IEC agency terms of reference, and recycling maps—to support Urban Local Bodies in institutionalising financially and environmentally sustainable waste management systems. Through continuous field engagement, quarterly monitoring, and structured problem-solving support, the TSU contributed to strengthening Assam's decentralised solid waste management framework.



## State-level Support to 104 Cities in Assam

At the state level, the Technical Support Unit (TSU) provided comprehensive support to 104 Urban Local Bodies (ULBs), strengthening their capacity to plan, operate, and monitor decentralised solid waste management systems. This support included conducting training needs assessments, developing modular training content, and establishing a structured training ecosystem anchored by Assam Urban Administrative Service (AUAS) master trainers. More than 300 ULB officials, field staff, and elected representatives benefited from capacity-building workshops, exposure visits, and blended learning sessions, contributing to a more uniform understanding of decentralised SWM and enhanced technical competence across the state's urban governance structure.



State-level systems were further strengthened through the development of standardised tools and frameworks. These included city-level action plan templates, operational guidelines, route rationalisation tools, and by-law frameworks to institutionalise user charges, penalties, and by-product sales. The TSU also mapped recycling stakeholders across Assam and facilitated linkages between ULBs and formal processors, supporting improvements in waste recovery and reductions in landfill dependency. Through support to initiatives such as Doh Sheher Ek Rupayan and the MODI Challenge, the TSU promoted peer learning and encouraged cities to adopt good practices, contributing to improved performance under SBM-Urban 2.0.



## **Direct Support for Solid Waste Management**

In addition to state-level interventions, the Technical Support Unit (TSU) provided intensive, hands-on implementation support in 11 selected cities to strengthen their solid waste management systems. This direct engagement included the preparation of detailed SWM action plans outlining timelines, roles, and operational strategies; assessments of infrastructure gaps; and the rationalisation of waste collection routes to improve operational efficiency. By working closely with city teams, the TSU ensured that interventions were grounded in local realities and supported Urban Local Bodies in addressing operational bottlenecks.

The TSU also focused on strengthening institutional structures within these cities. It facilitated convergence with the National Urban Livelihoods Mission (NULM) by supporting the formation of Self-Help Groups of sanitation workers and enabling their engagement as service providers for waste collection and processing. This approach promoted decentralised service delivery while supporting livelihood generation for marginalised communities. Technical tools, including IEC agency terms of reference, financial models for user charges, and recycling linkages, were operationalised at the city level to support implementation readiness. Through sustained field engagement, monitoring, and capacity building of municipal staff, the TSU supported the establishment of replicable decentralised SWM models under SBM-Urban.

## Inception Training for the Assam Urban Administrative Service Cadre

The Government of Assam introduced the Assam Urban Administrative Service (AUAS), a dedicated administrative cadre under the Department of Housing and Urban Affairs, to strengthen urban governance in the state. During the year, UMC supported capacity building for this cadre by designing and delivering an inception training programme for 96 Executive Officers in Guwahati. The programme addressed key urban development challenges and employed curated case studies to bridge theory and practice, strengthening participants' understanding of urban issues and equipping them with practical approaches to urban management.

In parallel, as Technical Partners to the Swachh Bharat Mission (Urban) in Assam, UMC conducted specialised training sessions on solid waste management. These sessions covered the full solid waste management value chain, with a strong emphasis on planning, operations, and citizen engagement, supporting more integrated and sustainable waste management practices among officials.

To further strengthen experiential learning, AUAS officers undertook a study visit to Ahmedabad from 11–16 March, 2024, where they were exposed to established practices in urban governance and municipal service delivery. The introduction of a dedicated urban administrative cadre such as AUAS represents an important step towards institutionalising professional, responsive, and effective urban management systems across Assam.



# 1.4

## Climate Action Plan for Chennai

UMC, in association with the C40 Cities Climate Leadership Group, supported the preparation of a Climate Action Plan (CAP) for the city of Chennai. All C40 cities are committed to the goals of the Paris Agreement, including limiting global average temperature rise to well below 2°C above pre-industrial levels and pursuing efforts to limit warming to 1.5°C. With support from the Greater Chennai Corporation (GCC), UMC contributed to the development of the Chennai Climate Action Plan in alignment with the Global Protocol for Community-Scale Greenhouse Gas Emission Inventories (GPC) framework. The CAP was designed to support the city in setting targets for greenhouse gas (GHG) emission reduction and carbon offsetting, with the long-term objective of achieving carbon neutrality by 2070.

As part of this process, a city-wide GHG inventory was prepared, covering emissions from stationary building energy, transportation, solid waste, and wastewater within GCC limits. Emissions data were validated to establish a robust baseline for planning and monitoring. Mitigation pathways were identified to reduce dependence on fossil fuels through strategies focused on clean energy generation, energy efficiency improvements, and increased adoption of renewable energy sources.

In parallel, a Climate Change Risk Assessment (CCRA) was undertaken to assess vulnerabilities and inform adaptation strategies aimed at reducing climate-related risks while delivering broader social, environmental, and economic benefits. The Climate Action Plan was developed through an integrated planning approach, emphasising institutional partnerships, co-ownership, and cross-sectoral coordination to support long-term, climate-resilient urban development in Chennai.



# 1.5

## Towards Ensuring Safety & Dignity of Sanitation Workers

Ensuring the safety, dignity, and social protection of sanitation workers has been a core area of UMC's work since 2019. UMC's engagement in this domain focuses on addressing systemic risks associated with sanitation work by strengthening policy frameworks, institutional systems, and on-ground practices. The approach emphasises eliminating hazardous sanitation practices, reducing occupational risks, expanding access to health and social security, and enabling a transition towards mechanised and regulated service delivery.

Across its engagements, UMC has supported the development of integrated ecosystems that combine worker identification and databases, safety training, provision of modern equipment and personal protective gear, insurance and welfare linkages, and sustained awareness-building. This systems-led approach aims to formalise sanitation work, improve working conditions, and support sustainable and dignified livelihoods in urban sanitation.



Building on this body of work, UMC supported convergence between the Ministry of Housing and Urban Affairs (MoHUA) and the Ministry of Social Justice and Empowerment (MoSJE) in Odisha, contributing to the design and implementation of the GARIMA scheme. The principles and institutional arrangements developed through this engagement informed subsequent adaptations, including the Sanitation Workers Development Scheme (SWDS) in Tamil Nadu, and later shaped the national framework for the National Action for Mechanised Sanitation Ecosystem (NAMASTE). Together, these initiatives reflect UMC's role in advancing safety- and dignity-centred sanitation governance across state and national levels.

## In Collaboration with NAMASTE, MoSJE, Govt. of India

### Technical Support to the Ministry of Social Justice and Empowerment

The National Action for Mechanised Sanitation Ecosystem (NAMASTE) is a national programme aimed at eliminating hazardous manual cleaning and strengthening systems for the safety, dignity, and welfare of Sewer and Septic Tank Workers (SSWs) across urban India. Supported by the Ministry of Social Justice and Empowerment, the Ministry of Housing and Urban Affairs (MoHUA), the National Safai Karamcharis Finance and Development Corporation (NSKDFC), and the Bill & Melinda Gates Foundation (BMGF), the programme promotes a transition towards fully mechanised sanitation while ensuring that workers are recognised and supported through social protection measures.



## Strengthening Worker Identification, Safety, and Welfare

With technical support from UMC, a nationwide sanitation worker enumeration exercise was undertaken by government partners, identifying nearly 83,000 sanitation workers across 4,800 Urban Local Bodies (ULBs) and establishing a verified foundation for the delivery of social security and welfare benefits. During the year, UMC-supported programme efforts enabled the expansion of health coverage under Ayushman Bharat-PMJAY, facilitated the provision of personal protective equipment (PPE) and safety devices, and informed the introduction of competency-based training for Sewer Entry Professionals and sanitation supervisors.



These interventions contributed to safer working conditions and improved welfare outcomes for sanitation workers and their families. As part of this systems-strengthening approach, UMC supported the deployment of a dedicated Management Information System (MIS) platform, Quneiform, to register workers, track entitlements, and monitor scheme implementation across states. Collectively, this technical assistance supported Urban Local Bodies in adopting safer service delivery models, strengthening accountability mechanisms, and institutionalising mechanised sanitation practices.

## Enabling Mechanised Sanitation and Supporting ULB Systems

Under NAMASTE, the transition to mechanised sanitation was supported through the development and adoption of standard operating protocols, Emergency Response Sanitation Unit (ERSU) guidelines, model contracts, and equipment financing mechanisms under the Swachhata Udyami Yojana.



### Technical Support to Government of Odisha

The GARIMA scheme is a statewide initiative focused on strengthening occupational safety, dignity, and social protection for Core Sanitation Workers (CSWs) across all Urban Local Bodies (ULBs) in Odisha. The programme was developed in partnership with the Housing & Urban Development Department (H&UDD), Government of Odisha, with support from the Bill & Melinda Gates Foundation. It seeks to ensure that sanitation workers are formally recognised, protected through technical and safety safeguards, and enabled to access social security benefits and dignified livelihood pathways.



## Advancing Worker Safety through Technical & Institutional Safeguards

A comprehensive system of safeguards was established to reduce occupational risks for sanitation workers across five high-risk job roles, including desludging, drain and sewer maintenance, STP and FSTP operations, and public toilet management. These safeguards included the development of personal protective equipment (PPE) standards, the introduction of mechanised sanitation equipment, and the establishment of Emergency Response Sanitation Units (ERSUs) to ensure that only trained professionals undertook confined-space work. In addition, standard operating procedures, safety protocols, and model contracts were institutionalised to guide Urban Local Bodies and private operators in delivering safe sanitation services.



## Strengthening Social Security, Service Benefits & Dignified Livelihoods

Under GARIMA, UMC supported the Housing & Urban Development Department (H&UDD) to strengthen access to a comprehensive range of service benefits for sanitation workers, including assured wages, risk allowances, insurance coverage, health measures, and retirement support. Workers were also linked to broader social security provisions such as housing assistance, education support for children, mobility support, and opportunities for women's empowerment.

A key policy reform in Odisha during the year was the recognition of faecal waste management as skilled and highly skilled work. This reform resulted in increased minimum wages and the formalisation of the sanitation workforce, collectively enhancing workers' dignity, job security, and financial stability.



## Enabling Statewide Worker Identification, Registration & Skill Building

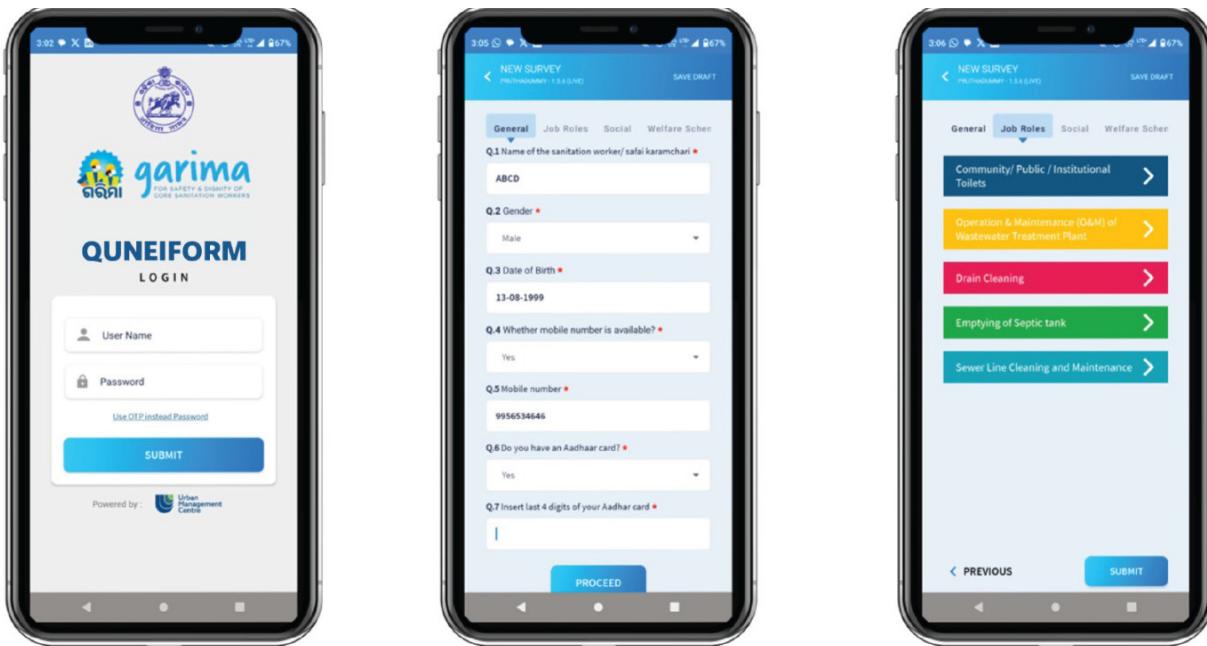
Large-scale profiling and registration of nearly 10,000 sanitation workers across 115 Urban Local Bodies (ULBs) were facilitated, enabling their integration into formal government systems and access to entitlements. To strengthen technical capacity and occupational safety, dedicated training ecosystems were established in Bhubaneswar, Sambalpur, and Rourkela. Training curricula were developed and master trainers were prepared to reinforce safe work practices across the sanitation value chain, contributing to a more skilled and protected sanitation workforce across the state.



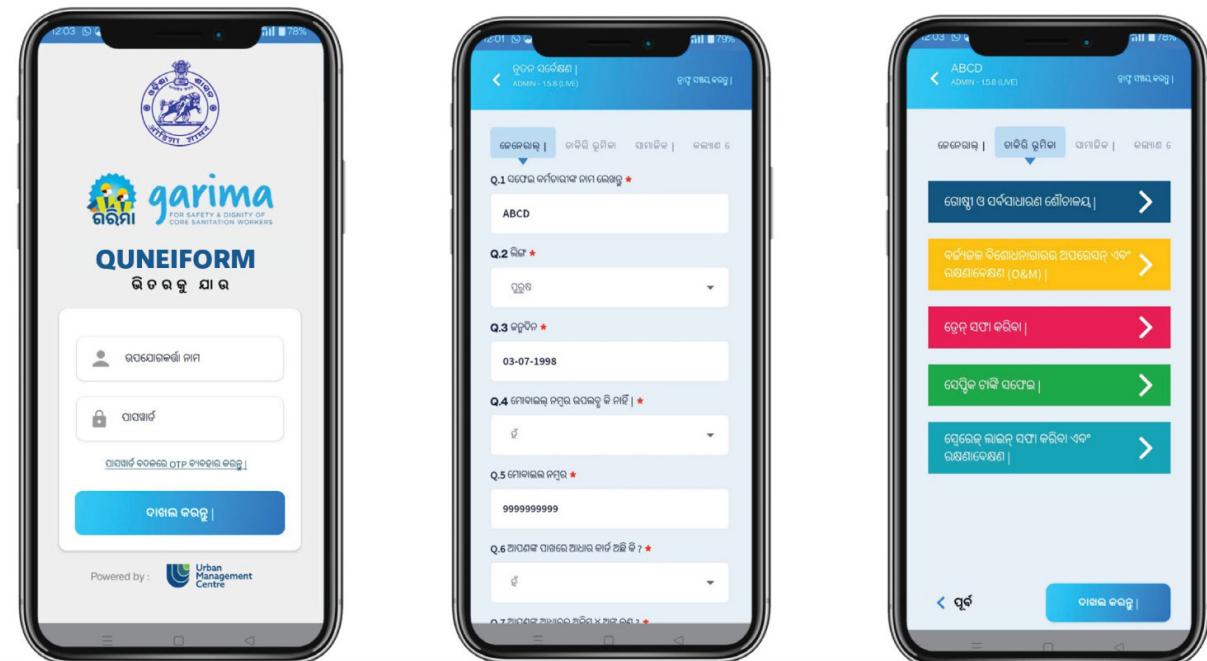
## Building Digital Systems for Accountability & Entitlement Tracking

A robust Management Information System (MIS) ecosystem was developed under GARIMA to strengthen accountability and entitlement tracking. This ecosystem included the Quneiform beneficiary tracking platform and the Employer Tracking System for public and private sanitation service providers. These digital systems enabled the government to verify worker registration, monitor entitlements, ensure compliance with safety and welfare obligations, and track service provider performance.

The MIS strengthened transparency and accountability across the programme and supported data-driven decision-making at both the state and Urban Local Body levels.



Quneiform Platform: English interface on the phone



Quneiform Platform: Odia Interface on the phone

## Institutionalising Long-term Reform through Policies, Contracts & Funding

To ensure the long-term sustainability of the scheme, statewide reforms were introduced, including model contracts for private sanitation service providers, operations and maintenance guidelines for Garima Grihas, wage standardisation measures, and institutional mechanisms for grievance redressal and service monitoring. Financial sustainability was strengthened through the establishment of a dedicated ₹50-crore Garima Corpus Fund to support critical safety and welfare interventions.

These measures contributed to the institutionalisation of worker safety and dignity within urban sanitation systems in Odisha, strengthening accountability frameworks and embedding long-term reforms within government processes.



## In Collaboration with Government of Tamil Nadu

### Implementing the Sanitation Workers Development Scheme (SWDS)

UMC has been providing technical support to the Municipal Administration and Water Supply Department (MAWS), Government of Tamil Nadu, since 2022 for the rollout of the Sanitation Workers Development Scheme (SWDS). The scheme is a statewide initiative aimed at strengthening the safety, equity, and dignity of Core Sanitation Workers (CSWs) across urban areas. Supported by the Bill & Melinda Gates Foundation (BMGF), the programme contributed to the gradual formalisation of sanitation work, reduction of occupational risks, and expansion of access to welfare and social protection for sanitation workers across 649 Urban Local Bodies.



## Strengthening Worker Recognition, Safety, and Welfare Systems

UMC supported the Municipal Administration and Water Supply Department (MAWS) in establishing the foundational systems required to recognise and protect sanitation workers. Nearly 96,000 workers were enumerated and integrated into government databases, enabling access to identity cards and key entitlements such as accident relief, insurance coverage, education support, and pensions.

During the year, the scheme advanced the transition towards safer and more mechanised sanitation service delivery through the introduction of standard operating protocols, personal protective equipment (PPE) standards, and the Emergency Response Sanitation Unit (ERSU) model. Collectively, these interventions strengthened worker recognition, improved safety practices, and enhanced access to welfare systems, contributing to more secure and dignified livelihoods for sanitation workers across the state.



## Building Statewide Capacity and Data-Driven Governance

UMC supported the establishment of a statewide training ecosystem to strengthen worker skills and institutional capacity, with training centres in Chennai, Coimbatore, and Madurai supporting the development of Sewer Entry Professionals and Duty Supervisors. In parallel, UMC developed Quneiform, a digital platform that enabled Urban Local Bodies to register sanitation workers, track entitlements, and monitor compliance with safety and welfare standards.

Together, these systems of training, standardised procedures, model contracts, grievance redressal mechanisms, and digital tools strengthened data-driven governance within the sanitation sector. These interventions contributed to improved safety practices, enhanced accountability, and more robust institutional oversight across Tamil Nadu's urban sanitation systems.

# 1.6

## Capacity Building across Urban Institutions and Community Collectives

### Introducing Urban Management to Officer Trainees at LBSNAA

The Lal Bahadur Shastri National Academy of Administration (LBSNAA) invited UMC to conceptualise and implement a dedicated module on urban management as part of the 98th Foundation Course for Officer Trainees. This marked the first time that a structured component on urban issues was formally introduced within the Foundation Programme.

Drawing on over two decades of experience in training and capacity building for in-service officials, UMC reviewed the existing curriculum and proposed structured additions to both the Foundation and Phase I programmes. The resulting course, titled City Matters, addressed critical urban challenges including water supply, affordable housing, public transport, sewage, roads, solid waste management, faecal sludge and septage management (FSSM), and heritage management. The module underscored the centrality of urban issues in India's development trajectory and highlighted the important role that the All-India Services can play in addressing these challenges.





## **Induction Training Programme for OAS Officer Trainees, Gopabandhu Academy, Odisha**

The Gopabandhu Academy of Administration invited UMC to serve as Guest Resource Persons for the Induction Training Programme of the 2020 batch of Odisha Administrative Service (OAS) Officer Trainees. The programme, delivered in three phases and involving approximately 127 trainees, comprised classroom sessions and structured urban field visits. At the request of the Additional Director General, UMC contributed to the programme by delivering thematic sessions and facilitating exposure visits, supporting the Academy's efforts to strengthen the practical understanding of urban governance among newly inducted officers.

## **Capacity Building of SHGs**

Capacity building for sanitation-linked livelihoods in Urban Odisha was strengthened through the design and delivery of a structured training ecosystem that supported both community institutions and urban service delivery systems. As part of this effort, the Certificate Course for TULIP interns on the Sanitation Value Chain was implemented as a collaborative initiative involving the Housing & Urban Development Department (H&UDD), the Odisha Urban Academy (OUA), and UMC. The programme engaged 500 young graduates and deployed them across 115 Urban Local Bodies (ULBs) to support sanitation operations and community-linked service delivery.



UMC played a central role in the conceptualisation and operationalisation of the training framework. A tripartite Memorandum of Understanding was signed between H&UDD, UMC, and OUA to design and implement the internship and certificate course. The structured curriculum, aligned with the state's Solid Waste Management (SWM) vision, included a five-day residential classroom module, followed by on-the-job training and dedicated sessions on professional competencies such as communication, negotiation, and field coordination.

Through this framework, trained interns were positioned to work closely with SHGs and Urban Local Bodies in strengthening sanitation services, contributing to improved operational efficiency and capacity at the community level. The model successfully trained and deployed 500 graduates across Urban Odisha and was recognised as a replicable approach for building human resource capacity in urban service delivery systems. Its demonstrated effectiveness informed discussions within the Government of Odisha on adapting similar training frameworks across other urban service sectors.





**PART 2 :**

**RECENT INITIATIVES  
AND PROGRAMMES**

# 2.1

## Capacity Building of Jalasathis for Last-Mile Water Services

The Jalasathi programme was implemented to strengthen last-mile delivery of urban piped water supply in Odisha by engaging women Self-Help Group (SHG) members as community partners across all 115 Urban Local Bodies. Under the programme, Jalasathis supported households by facilitating new water connections, generating and collecting water bills, identifying service-related issues, and promoting awareness on water quality and conservation.

During the year, over 800 Jalasathis were active across the state, creating a direct interface between households and the urban water utility ecosystem led by the Water Corporation of Odisha (WATCO) and the Public Health Engineering Organisation (PHEO). This engagement contributed to improved service responsiveness, strengthened community participation, and enhanced coordination between consumers and utility agencies.



## Building the Jalasathi Ecosystem

With support from the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, UMC's Technical Support Unit initiated state-wide capacity-building efforts to bring greater consistency and role clarity within the Jalasathi programme. A structured pedagogy and six-module training curriculum were designed and delivered across 21 clusters, covering 647 Jalasathis and 146 officials from the Water Corporation of Odisha (WATCO) and the Public Health Engineering Organisation (PHEO).

Through practical demonstrations, role-plays, and field-linked exercises, the trainings strengthened Jalasathis' capacities in mPoS usage, consumer engagement, grievance resolution, SUJOG portal processes, and water quality testing. These efforts contributed to more standardised service delivery and improved coordination between Jalasathis and section-level officials.



## Enabling Better Service Delivery Through Tools, Systems, and Learning Platforms

To strengthen day-to-day functioning, clearer workflows, monthly targets, and systematic reporting processes were established for Jalasathis. A dedicated Jalasathi Knowledge Portal and mobile application were developed to provide access to training materials, assessments, practice guides, and digital records of trained Jalasathis.



Regular review meetings, improved data management practices, and a stronger emphasis on water quality testing supported improved communication between Jalasathis, utility agencies, and consumers. Collectively, these interventions strengthened accountability, improved service consistency, and enhanced the responsiveness of water service delivery at the household level.



## 2.2

## Support to Building Women's Economic and Civic Participation: SAKhEE

With CSR support from United Breweries Limited (UBL), UMC supported the implementation of the Strengthening and Advancement of Women in Khordha by Entitlement and Enterprise (SAKhEE) programme in Khordha and Jatni to strengthen the livelihood ecosystem for urban poor women. The programme enabled women to initiate and manage micro-enterprises, improve financial literacy and access to credit, and participate in municipal service delivery and community asset creation.

Through targeted training, market exposure, and structured engagement with Urban Local Bodies (ULBs), the programme also strengthened women's agency and civic participation, contributing to more inclusive local governance and sustainable livelihood outcomes.



UMC conducted consultative meetings with Executive Officers and functionaries of DAY-NULM, Swachh Bharat Mission (SBM), and the MUKTA cell to introduce the programme framework and establish operational systems for implementation. To inform programme design, UMC carried out a detailed baseline assessment using digital tools to map women's collectives, existing enterprises, financial practices, and training needs. Interactions with more than 100 women and groups highlighted limited exposure to business planning, bookkeeping, and market research, alongside a high dependence on informal sources of credit.

Based on these findings, UMC developed three structured training modules focused on enterprise management, market research, and business planning, and conducted inaugural and follow-up workshops in both cities. More than 100 women participated in the training sessions, with post-training assessments indicating improved understanding of enterprise finances, costing, and income forecasting. To support continued learning, UMC also developed the SHG ka Basta booklet and an entrepreneurship guidebook for dissemination through Urban Local Bodies.



## Strengthening Access to Finance and Enterprise Support

A key component of the SAKhEE programme focused on improving women's access to formal financial institutions. Many women had limited familiarity with banking procedures, and UMC provided end-to-end handholding through the DAY-NULM loan process, including applicant identification, documentation support, and coordination with Urban Local Body officials and bank representatives. As a result of this support, 244 women applied for loans to start, restart, or expand their enterprises.



In addition, UMC provided individualised enterprise support to women engaged in activities such as phenyl production, paper plate manufacturing, tailoring, food processing, and bamboo crafts. Through targeted mentoring sessions, the team supported women in conducting market assessments, estimating operating costs, and preparing business plans, addressing key constraints that had previously affected the viability and sustainability of their enterprises.



## Enabling Women's Engagement with Municipal Services

The baseline assessment identified several women's and transwomen's groups already engaged in the operation and maintenance of municipal sanitation assets, including community and public toilets, Micro Composting Centres (MCCs), Material Recovery Facilities (MRFs), and Faecal Sludge Treatment Plants (FSTPs)—often without updated or formalised agreements.



UMC worked with municipal authorities to regularise these engagements through contract renewals and the issuance of formal orders, securing more stable livelihoods for the groups and ensuring access to benefits such as personal protective equipment (PPE), accident insurance, uniforms, and workplace facilities. As a result of this process, five groups received renewed contracts during the year.



## Supporting Participation in MUKTA and Creation of Community Assets

A key objective of the programme is enabling women's participation in the State's MUKTA scheme as nano civil contractors. UMC supported women's groups in understanding MUKTA guidelines, preparing EOIs, managing documentation, and initiating project work.



Under SAKhEE, 10 women's groups received MUKTA work orders for projects including waterbody rejuvenation, grey-water management, walking tracks, and child play stations. UMC also supported master trainers in conducting ward-level trainings, enabling more than 1,300 women to understand civil project planning, site management, record-keeping, and vendor coordination.



# 2.3

## Women-Led Sanitation Enterprises A Landscape Study

UMC, in partnership with the WASH Institute and with support from the Ministry of Housing and Urban Affairs (MoHUA), undertook a landscape study across ten cities to assess the systematic integration of Self-Help Groups (SHGs) into sanitation service delivery under the Swachh Bharat Mission–Urban (SBM-U). The study reviewed SHG capacities, existing engagements, institutional readiness, and opportunities for convergence between DAY-NULM and SBM-U to strengthen women-led sanitation enterprises.



The findings outlined clear pathways for formalising the participation of SHGs in urban sanitation services and strengthening women-led enterprises within municipal service delivery systems. The convergence recommendations informed policy discussions at multiple levels of government and contributed to advancing inclusive sanitation objectives under SBM-U 2.0, while supporting sustainable urban livelihoods for women.



## Assessment and Strategy Formulation for SHG Participation

The study assessed SHG engagement in sanitation across 10 cities, using baselines, consultations, and gap analyses to identify key challenges and opportunities. It documented best practices and developed a national strategy with convergence measures, procurement reforms, and SHG-support systems.



## Strategic Recommendations for Scaling Women-led Sanitation Models

The programme culminated in a national strategy document that outlines practical, scalable actions for embedding SHGs in sanitation service delivery. These include model tenders, simplified contracting procedures, technical and managerial capacity-building pathways, and city-level helpdesks to support women's collectives entering the sanitation value chain. By aligning SHG-led livelihoods with sanitation outcomes, the programme directly supports SBM-U 2.0 objectives of ODF++, Water+, Garbage-Free Cities, and Used Water Management, while strengthening DAY-NULM's mandate of expanding dignified livelihood opportunities for urban poor women.

# 2.4

## Supporting Local Governments for Sustainable Civic Infrastructure Planning

UMC partnered with ITC Limited, under the Mission Sunehra Kal initiative to strengthen civic infrastructure planning processes in ITC's core catchment areas, covering selected Gram Panchayats and Urban Local Bodies in Uttar Pradesh, Tamil Nadu, Telangana, and Bihar. These locations were identified through ITC's community assessments, which highlighted significant gaps in essential services and the need for structured, data-driven planning approaches.

Under this partnership, UMC supported Panchayats and Urban Local Bodies in initiating the preparation of comprehensive civic infrastructure master plans and in identifying pathways to leverage relevant government schemes for implementation. This engagement contributed to strengthening local planning capacities and laid the foundation for the development of Model Habitations with inclusive, climate-resilient, and sustainable civic amenities.



### Understanding Infrastructure Gaps and Planning Needs

UMC conducted structured gap and needs assessments across key sectors, including health, education, sanitation and waste management, drinking water supply, electricity, mobility infrastructure, and community spaces. Field visits and stakeholder consultations were undertaken to map existing planning practices and identify institutional and operational constraints.

These assessments generated evidence to inform a more streamlined and responsive master planning process for Panchayats and Urban Local Bodies, strengthening the foundation for data-driven civic infrastructure planning.



## Development of a Master Plan Template for Civic Infrastructure

Based on early assessments and stakeholder consultations, UMC developed a comprehensive master plan template to support Urban Local Bodies and Panchayats in systematically planning and prioritising civic infrastructure investments. The template covered core sectors including health, water supply and quality, solid and liquid waste management, and social infrastructure, and addressed gaps identified in existing planning processes.

The template was co-designed with ITC teams and local stakeholders and refined through field testing to ensure usability and alignment with government planning requirements.



## Building Capacity of Local Institutions for Sustainable Planning

A key component of the programme focused on strengthening institutional capacities for long-term planning. UMC conducted training sessions with Urban Local Body and Panchayat officials on the use of the master plan template, identification of infrastructure gaps, prioritisation of community needs, and alignment of projects with relevant government schemes to enable funding through convergence.

These capacity-building efforts strengthened the ability of local institutions to lead infrastructure planning processes more effectively and supported the development of community-driven, sustainable planning pathways.



# 2.5

## Capacity Building of ULBs on SBM Components under the Swachhta Knowledge Partner Initiative

UMC is empanelled as a Swachhta Knowledge Partner (SKP) with the Ministry of Housing and Urban Affairs (MoHUA) and the National Institute of Urban Affairs (NIUA) under the Swachh Bharat Mission (Urban). During the year, UMC conducted a series of specialised capacity-building workshops for government officials across Gujarat. The workshops strengthened participants' understanding of SBM-Urban 2.0 and Nirmal Gujarat 2.0 and introduced approaches for convergence between SBM-Gramin and SBM-Urban under the National Action for Mechanised Sanitation Ecosystem (NAMASTE).



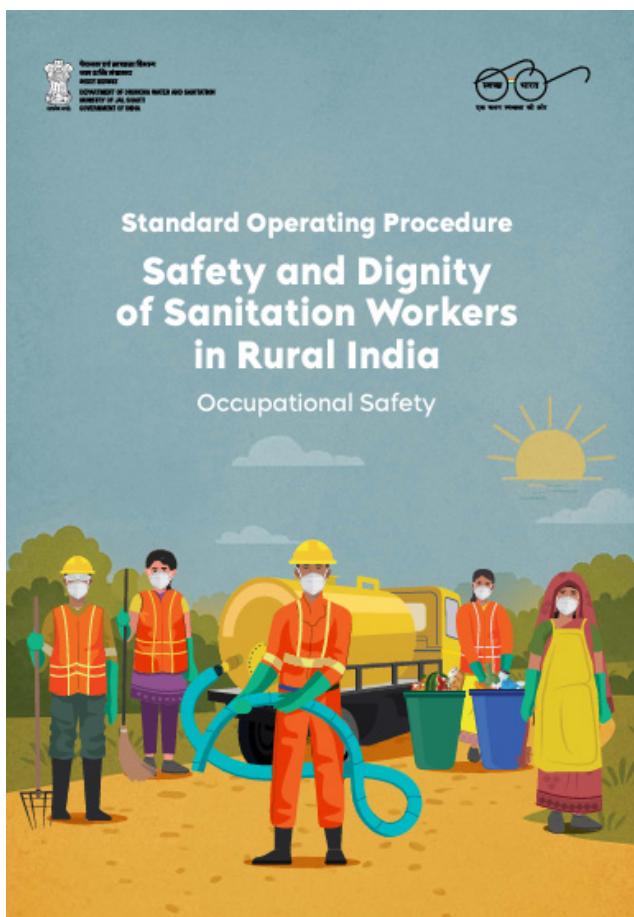
Through these sessions, officials were oriented to key mission components, operational frameworks, and emerging priorities in urban sanitation reforms. The programme also strengthened practical knowledge on the Swachhatam Portal and sustainable sanitation business models that cities can adopt to improve solid and liquid waste management. In addition, the workshops built capacities aligned with SBM 2.0 guidelines, supporting officials in navigating funding provisions and preparing more effectively for the annual Swachh Survekshan cleanliness assessment.

The workshops were conducted in collaboration with the Centre for Water and Sanitation, CRDF, and CEPT University, ensuring a structured and holistic approach to strengthening urban sanitation governance in Gujarat.

# 2.6

## Ensuring Safety & Dignity of Sanitation Workers in Rural India

With support from UNICEF India, UMC supported the Department of Drinking Water and Sanitation (DDWS), Ministry of Jal Shakti, in the preparation of a Standard Operating Procedure (SOP) for the Safety and Dignity of Sanitation Workers in Rural India. During the year, UMC led the SOP development process, which included national and state-level consultations, assessments of occupational risks, reviews of existing safety practices, and the drafting of comprehensive operational guidance.



As part of this process, UMC teams conducted field visits in selected locations across Gujarat, Tamil Nadu, and Odisha to understand ground-level realities, institutional challenges, and implementation gaps. The study followed a top-down approach, examining systems and practices across state, district, block, and Gram Panchayat levels. Drawing on UMC's prior experience across 18 states, where more than 25,500 sanitation workers had been trained, the SOP framework sought to formalise systemic safety protocols and strengthen accountability mechanisms.

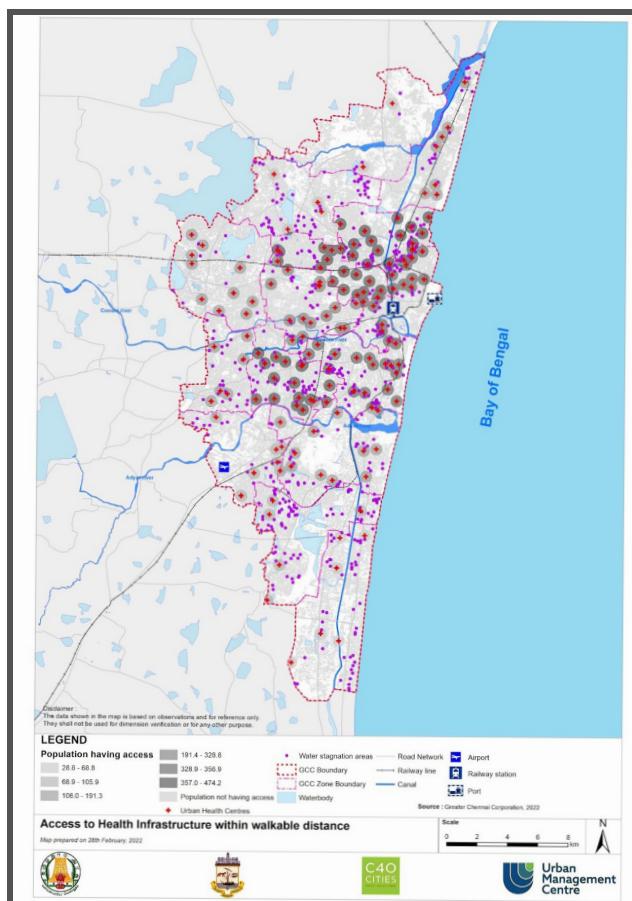
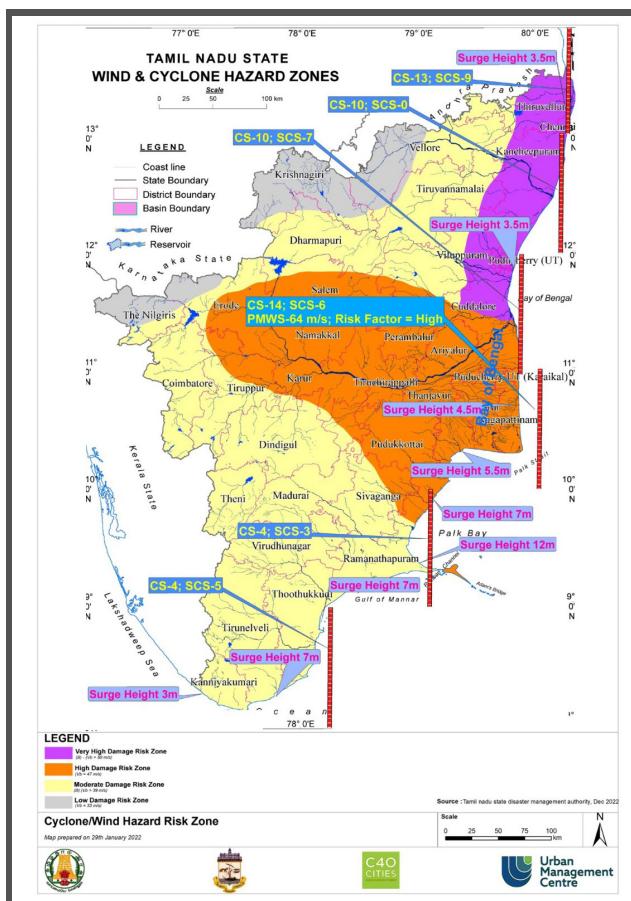
The draft SOP outlined standardised personal protective equipment (PPE) requirements across five sanitation job roles, procurement and monitoring systems from the state to the Gram Panchayat level, and gender-responsive, climate-appropriate safety measures. It also proposed frameworks for training, awareness generation, and worker recognition. As of the end of the reporting period, the SOP remained under finalisation with the Ministry.

# 2.7

## Mainstreaming Climate Action in Chennai's Third Master Plan (2026-2046)

Chennai faces increasing exposure to climate-related risks, including floods, cyclones, droughts, heatwaves, and water scarcity. In response, the Greater Chennai Corporation (GCC), in collaboration with UMC and the C40 Cities Climate Leadership Group, initiated the preparation of a City Climate Action Plan aligned with national and state climate policy frameworks. The plan focused on the GCC administrative area while recognising the need for coordinated climate action across multiple institutions.

In parallel, the Chennai Metropolitan Development Authority (CMDA) initiated the preparation of the Third Master Plan (2026–2046) for the Chennai Metropolitan Area. Under this engagement, UMC supported the integration of climate action considerations into statutory urban planning processes through baseline assessments, policy and governance reviews, and the development of a framework to mainstream climate priorities within the Master Plan. Initial stakeholder consultations and knowledge-sharing activities were undertaken to support the adoption of climate-responsive planning approaches.



# 2.8

## City Health Plan for Lucknow

The City Health Plan for Lucknow was developed as a five-year roadmap to strengthen urban primary healthcare by improving equity, accessibility, and affordability. The plan addressed service delivery gaps, infrastructure constraints, outreach to vulnerable populations, and the need for more data-driven planning approaches. Developed in collaboration with the Uttar Pradesh State Health Department and supported by the Bill & Melinda Gates Foundation and JHPIEGO (an affiliate of Johns Hopkins University), the plan identified key challenges and outlined actionable strategies to strengthen primary healthcare delivery across the city.

The plan proposed a comprehensive set of interventions to expand primary health infrastructure, ensure spatial and population coverage, including vulnerable groups, improve facility quality, and strengthen data-informed decision-making. It also outlined measures to augment human resources, standardise capacity-building systems, enhance adoption of the Health Management Information System (HMIS), strengthen interdepartmental convergence, and expand service packages for maternal, child, adolescent, and non-communicable disease care.



# 2.9

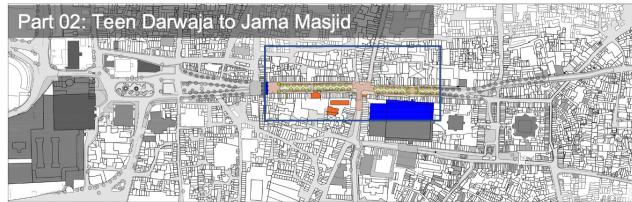
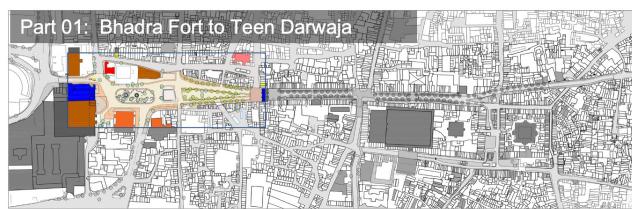
## Placemaking and Heritage Revitalisation for Ahmedabad Municipal Corporation (AMC)

UMC supported the Ahmedabad Municipal Corporation (AMC) in strengthening the heritage core of the World Heritage City of Ahmedabad through a placemaking-led approach to public realm improvement. The engagement focused on reimagining key streets and public spaces, including stretches from Tilak Baug Junction and Manek Burj–Vasant Chowk to Bhadra Square and the Sidi Saiyyed Jaali Junction, to enhance walkability, safety, and inclusivity, while preserving the historic character of the precinct.

Key components of the initiative included:

- A detailed walkability assessment of existing pedestrian infrastructure, covering footpaths, junctions, lighting, signage, vending and parking arrangements, and crowd movement, to identify gaps and opportunities for improvement. The assessment followed a user-centric approach, addressing the needs of children, senior citizens, persons with disabilities, street vendors, and other stakeholders.
- Pedestrian-focused design interventions for street upgrades, public space enhancement, and placemaking, with an emphasis on safety, accessibility, and comfort. Design proposals included improvements to footpaths, pedestrian-priority zones, urban design elements, and the overall walking environment within the intervention area.
- Integration of heritage considerations by ensuring that all design proposals respected and enhanced the historical and cultural identity of the precinct, highlighted architectural features, and retained the area's distinct character.
- Inclusive community engagement with residents, businesses, vendors, and vulnerable groups to gather insights, incorporate feedback, and build local ownership, ensuring that design responses reflected diverse user needs.

Through this engagement, the initiative supported the revitalisation of one of Ahmedabad's most significant heritage precincts through improved street design, precinct-level planning, development of a heritage toolkit, and identification of targeted capital works. The work contributed to enhanced pedestrian and cycling experiences, strengthened public spaces, supported the conservation of historic structures, and informed long-term improvements to the public realm.



# 2.10

## Advancing Sanitation Workers' Safety and Dignity in Bangladesh

UMC's Deputy Director, Meghna Malhotra, participated as a speaker at the 6th Faecal Sludge Management (FSM) Conference held in Dhaka, Bangladesh, on 3 March, contributing to regional dialogue on strengthening sanitation systems and improving worker safety.

As part of a collaborative engagement with Practical Action Bangladesh, she interacted with cooperatives of waste pickers and sanitation workers in Faridpur supported by the organisation. These interactions focused on understanding the structural and everyday challenges faced by sanitation workers, including limited visibility, entrenched social stigma, and exposure to occupational risks. The discussions explored feasible and scalable approaches to addressing these concerns in context-specific ways.

This engagement facilitated cross-country knowledge exchange and informed efforts to adapt and apply digital tools aimed at strengthening safety standards, dignity, and social recognition for sanitation workers.



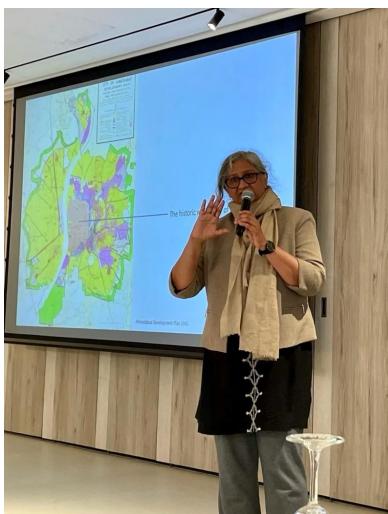
# 2.11

## Participation in the Global City Summit, Saudi Arabia

The Global City Summit 2024 was held in AlUla, Saudi Arabia, from 4–6 March, hosted by the Royal Commission for AlUla in collaboration with the International City/County Management Association (ICMA). The summit convened local government leaders and urban practitioners from across the world to facilitate knowledge exchange and strengthen governance practices.

UMC's Founder and Director, Manvita Baradi, and Chief Technical Officer, Anurag Anthony, participated in the summit and shared insights from UMC's engagement with the city of Ahmedabad on the conservation and management of its historic walled city, India's first UNESCO World Heritage City.

The summit provided a global platform for city managers to engage in dialogue, exchange best practices, and reflect on innovative approaches to effective local governance.





# Way Forward

As India's urban transition deepens, the period ahead presents an opportunity to consolidate reforms within public systems and ensure that urban growth is inclusive, climate-responsive, and grounded in dignity and livelihoods.

Building on its work across national, state, and city levels, UMC's focus will be on strengthening institutions, enabling scale, and embedding reforms through systems-led approaches.

UMC will continue to deepen its support to national and state missions, including DAY-NULM, SBM-Urban 2.0, NAMASTE, and PM SVANidhi, with an emphasis on translating policy intent into operational frameworks that deliver outcomes for urban poor communities. Priority will be given to integrating women's collectives, waste pickers, and sanitation workers into formal urban service delivery systems through strengthened guidelines, digital platforms, and convergence mechanisms.

Advancing worker safety, dignity, and social protection will remain a core focus. Ongoing engagements will support the institutionalisation of mechanised sanitation, expansion of entitlement coverage, and adoption of safety protocols, training systems, and accountability mechanisms across states.



In response to growing climate risks, UMC will further prioritise the mainstreaming of climate action into statutory planning and governance processes. Support to climate action planning, master plans, and climate-responsive infrastructure will focus on integration within existing planning frameworks and strengthening the capacity of local governments to lead climate-resilient development.

Capacity building will continue to underpin UMC's work, with sustained engagement across urban cadres, elected representatives, SHGs, and frontline functionaries. Practice-oriented training, knowledge products, and peer-learning platforms will support consistent and context-sensitive implementation.

Through continued investment in knowledge, digital public infrastructure, and cross-regional learning, UMC remains committed to supporting governments and communities to build safer, more equitable, and climate-resilient cities.



# Key Partners & Stakeholders

## Government Partners

Ministry of Housing and Urban Affairs (MoHUA), Government of India  
Ministry of Social Justice and Empowerment (MoSJE), Government of India  
Housing & Urban Development Department (H&UDD), Government of Odisha  
Municipal Administration and Water Supply Department (MAWS), Government of Tamil Nadu  
Department of Housing and Urban Affairs, Government of Assam  
Greater Chennai Corporation (GCC)  
Ahmedabad Municipal Corporation (AMC)  
Water Corporation of Odisha (WATCO)  
Public Health Engineering Organisation (PHEO), Odisha

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## National & State Missions

Swachh Bharat Mission – Urban (SBM-U 2.0)  
DAY-NULM (Deendayal Antyodaya Yojana – National Urban Livelihoods Mission)  
NAMASTE (National Action for Mechanised Sanitation Ecosystem)  
GARIMA (Odisha)  
Sanitation Workers Development Scheme (SWDS), Tamil Nadu  
MUKTA (Mukhyamantri Karma Tatpara Abhiyan)  
PM SVANidhi

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## Knowledge, Training & Institutional Partners

Lal Bahadur Shastri National Academy of Administration (LBSNAA)  
National Institute of Urban Affairs (NIUA)  
Odisha Urban Academy (OUA)  
Gopabandhu Academy of Administration (Odisha)  
C40 Cities Climate Leadership Group  
CEPT University  
WASH Institute

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## Donor Partners

Bill & Melinda Gates Foundation (BMGF)  
UNICEF India  
GIZ (Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH)  
ITC Limited  
United Breweries Limited (CSR support)



# Financial Statement

## Audited Statement of Accounts for the Financial Year 2023-24

(Amount in' 000)

Equity and Liabilities	31 <sup>st</sup> March 2024 (INR)	31 <sup>st</sup> March 2023 (INR)
Share Capital	0.20	0.20
Reserves and Surplus	4,06,412.62	3,52,010.88
Current Liabilities	3,618.59	7,875.99
<b>Total</b>	<b>4,10,031.41</b>	<b>3,59,887.07</b>

Assets	31 <sup>st</sup> March 2024 (INR)	31 <sup>st</sup> March 2023 (INR)
Tangible Assets	19,480.74	20,776.21
Non - Current Assets	2,196.00	2,193.00
Current Assets	3,88,354.67	3,36,917.86
<b>Total</b>	<b>4,10,031.41</b>	<b>3,59,887.07</b>

## Abridged Income and Expenses Account

Income	31 <sup>st</sup> March 2024 (INR)	31 <sup>st</sup> March 2023 (INR)
Revenue from Operation	21,701.84	1,258.35
Other Income	1,71,618.28	1,47,894.68
<b>Total</b>	<b>1,93,320.12</b>	<b>1,49,153.03</b>

Expenditure	31 <sup>st</sup> March 2024 (INR)	31 <sup>st</sup> March 2023 (INR)
Employee Benefit Expenses	74,075.88	92,666.81
Depreciation and Amortization	1,544.90	1,547.72
Other Expenses	61,157.91	47,263.89
<b>Total</b>	<b>1,36,778.68</b>	<b>1,41,478.42</b>
<b>Excess of Income over Expenditure from continuing operation</b>	<b>56,541.44</b>	<b>7,674.61</b>

# Abbreviations

Abbreviation	Full Form
AMC	Ahmedabad Municipal Corporation
AUAS	Assam Urban Administrative Service
BMGF	Bill & Melinda Gates Foundation
CAP	Climate Action Plan
C40	C40 Cities Climate Leadership Group
CCRA	Climate Change Risk Assessment
CEPT	Centre for Environmental Planning and Technology
CMDA	Chennai Metropolitan Development Authority
CO	Community Organisers
CSW	Core Sanitation Worker
DAY-NULM	Deendayal Antyodaya Yojana – National Urban Livelihoods Mission
DDWS	Department of Drinking Water and Sanitation
DUDA	District Urban Development Agency
EO	Executive Officer
EOI	Expression of Interest
ERSU	Emergency Response Sanitation Unit
FSTP	Faecal Sludge Treatment Plant
FSM	Faecal Sludge Management
FSSM	Faecal Sludge and Septage Management
GCC	Greater Chennai Corporation
GHG	Greenhouse Gas
GPC	Global Protocol for Community-Scale Greenhouse Gas Emission Inventories
GST	Goods and Services Tax
H&UDD	Housing & Urban Development Department
HMIS	Health Management Information System
IAS	Indian Administrative Service
ICMA	International City/County Management Association
IEC	Information, Education and Communication
ITC	Indian Tobacco Company (ITC Limited)
JHPIEGO	Johns Hopkins Program for International Education in Gynecology and Obstetrics
MCC	Micro Composting Centre
MIS	Management Information System
MoHUA	Ministry of Housing and Urban Affairs
MoSJE	Ministry of Social Justice and Empowerment
MRF	Material Recovery Facility
MSG	Mission Shakti Group

MUKTA	Mukhyamantri Karma Tatpara Abhiyan
NAMASTE	National Action for Mechanised Sanitation Ecosystem
NIUA	National Institute of Urban Affairs
NSKFDC	National Safai Karamcharis Finance and Development Corporation
OAS	Odisha Administrative Service
OUA	Odisha Urban Academy
PHEO	Public Health Engineering Organisation
PMJAY	Pradhan Mantri Jan Arogya Yojana
PM SVANidhi	Prime Minister Street Vendor's Atma Nirbhar Nidhi
PPE	Personal Protective Equipment
SBM-U	Swachh Bharat Mission – Urban
SDAs	Slum Dwellers Associations
SHG	Self-Help Group
SKP	Swachhta Knowledge Partner
SOP	Standard Operating Procedure
STP	Sewage Treatment Plant
STRIVE	Strengthening Resilience and Inclusion with Voice and Economic Empowerment
SUJOG	System for Urban Governance
SWDS	Sanitation Workers Development Scheme
SWM	Solid Waste Management
SWSS	Sanitation Workers' Safety Scheme
TSU	Technical Support Unit
TSU-CB	Technical Support Unit – Capacity Building
TULIP	The Urban Learning Internship Programme
UBL	United Breweries Limited
ULB	Urban Local Body
UNESCO	United Nations Educational, Scientific and Cultural Organization
UMC	Urban Management Centre
WASH	Water, Sanitation and Hygiene
WATCO	Water Corporation of Odisha



