**ANNUAL REPORT**
**2024-25**

**Urban Management Centre**

*Making cities work for everyone*

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

# Message from the Directors

The challenges facing India's cities and settlements today are complex, interconnected, and deeply human. Rapid urbanisation, climate uncertainty, informal livelihoods, unequal access to services, and fragile institutions are no longer isolated issues, they intersect in ways that shape everyday life for millions. At the Urban Management Centre (UMC), our work across programmes and geographies is guided by a clear and enduring vision: **to make cities and communities work for everyone.**

The year 2024–25 marked an important moment of consolidation and expansion for UMC. Building on over two decades of engagement with cities, states, and national institutions, our work increasingly moved from supporting individual projects to strengthening systems, capacities, and governance frameworks. Across our programmes, spanning



**Meghna Malhotra** | **Manvita Baradi**
Deputy Director | Founder & Director

sanitation and livelihoods, climate resilience, GovTech, urban inclusion, and institutional capacity building the emphasis remained consistent: grounding policy and planning in lived realities; centring equity and inclusion; and ensuring that reforms translate into tangible improvements on the ground.

Our work on sanitation workers' safety, dignity, and livelihoods, anchored in national missions and state partnerships, continues to be a defining pillar of UMC's engagement. We are humbled that the national framework initially focused on sewer and septic tank workers has expanded to include waste pickers, and that action is now extending beyond urban areas into rural India. This evolution supported by the Ministry of Social Justice and Empowerment and the Department of Drinking Water and Sanitation, Ministry of Jal Shakti reflects a growing acknowledgement that sanitation, livelihoods, and public service delivery must be addressed across the full rural–urban continuum. Importantly, it signals a shift from fragmented interventions to more integrated, worker-centric systems that link safety, social protection, skills, and formal recognition.

A critical enabler of this shift has been UMC's GovTech vertical, where digital public infrastructure is being leveraged to strengthen last-mile governance. Through our Quneiform platform, we have supported governments to enumerate sanitation workers, waste pickers, and other informal workers; integrate Aadhaar-based eKYC, bank details, and entitlement mapping; and build living databases that enable service delivery, grievance redressal, and programme monitoring. These digital systems are not ends in themselves they are tools to ensure visibility, accountability, and inclusion for workers who have historically remained outside formal systems.

Alongside this, UMC's climate resilience and sustainable urban development programme supported cities to strengthen climate-responsive planning. Our work with the Chennai Metropolitan Development Authority, focused on embedding resilience, nature-based solutions, and risk-informed decision-making into statutory plans and development processes. Across cities, we worked with urban local bodies to improve service delivery, data systems, and institutional capacity, recognising that effective governance depends as much on people, processes, and coordination as it does on physical infrastructure.

Our engagements in urban inclusion, livelihoods, and social protection-both as a technical support unit to the New Poverty Alleviation Mission of MoHUA as well as at the state level in  Odisha continued to prioritise those most often excluded from planning and policy—informal workers, migrants, women, and vulnerable communities. Whether through enumeration, capacity building, or programme design support, UMC's work consistently sought to bridge gaps between policy intent and lived experience.

Over the past few years, UMC's role has evolved from enabling pilots and demonstrations to shaping scalable models, national guidelines, digital platforms, and capacity-building frameworks.
At the heart of this work is UMC's team. Across cities, towns, and rural geographies, our colleagues work quietly and consistently often behind the scenes to translate policy intent into practice. They travel to difficult field contexts, engage patiently with frontline workers and officials, troubleshoot digital and institutional systems in real time, and persist through administrative and logistical challenges. It is their commitment, integrity, and deep sense of purpose that sustains UMC's work each day and allows us to remain a trusted partner to governments and communities alike.

Underlying this diverse body of work is a common set of principles. We believe that cities and communities function best when governance is transparent, participatory, and accountable; when data is used to empower rather than exclude; and when the dignity and agency of people especially frontline workers and marginalised groups are placed at the centre of reform. As a **women-led organisation**, we bring a lens of care, collaboration, and long-term stewardship to institution-building.

None of this work is possible without the trust of our government partners, the insight and commitment of civil society collaborators, the resilience of communities and workers, and the quiet determination of UMC's teams across the country. We remain deeply grateful for these partnerships. As we look ahead, our commitment is unwavering. We will continue to work across sectors, scales, and geographies through policy support, digital innovation, and capacity building to help build institutions and systems that are equitable, climate-resilient, and inclusive.

**Making cities and communities work for everyone is not just our vision.**
**It is the responsibility we carry forward every day.**

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# PART 1:

# CONTINUING PROGRAMMES

## 1.1 Technical Support to DAY-NULM & Ministry of Housing and Urban Affairs

**Publication Released: A Step by Step Guide for Street Vending in Indian Cities**

UMC released a national guidance document titled A Step-by-Step Guide for Planning and Designing of Street Vending in Indian Cities, aimed at supporting Urban Local Bodies (ULBs), Town Vending Committees (TVCs), and planning agencies to integrate street vending within formal urban planning and design processes. Grounded in field experience across cities including Ahmedabad, Gandhinagar, Jodhpur, and Dwarka, the guide responds to persistent gaps in the implementation of the Street Vendors (Protection of Livelihood and Regulation of Street Vending) Act, 2014.

The publication provides a structured, three-part framework covering planning, design, and management of vending spaces. It offers macro-level guidance on citywide vending and no-vending zone delineation; micro-level design principles for safe, accessible, and gender-responsive vending spaces; and management strategies to strengthen TVCs and streamline allotment and regulation processes. Emphasising street vending as a legitimate and essential urban activity, the guide promotes livelihood security, gender inclusion, and balanced use of public space.

By translating policy provisions into practical, implementable steps, the publication equips cities to create equitable, functional, and sustainable street vending environments aligned with national urban livelihood and inclusion objectives.



A Step–by–Step Guide for Planning and Designing of Street Vending in Indian Cities

Creating Gender Inclusive, Equitable and Sustainable Vending Spaces For All

Urban Management Centre
Making cities work for everyone

January 2025

# Contributing to National Guidelines on Street Vending Haats

UMC participated in a Consultative Workshop convened by the Ministry of Housing and Urban Affairs (MoHUA) under the PM SVANidhi Scheme, to inform the development of national guidelines for Street Vending Haats.

UMC's Founder and Director, Manvita Baradi, presented UMC's step-by-step approach to embedding street vending into city planning processes. The presentation emphasised recognition of street vending as an essential urban activity, the design of inclusive and gender-responsive vending spaces, provision of basic infrastructure such as water, sanitation, and shade, and the creation of safe, well-demarcated vending zones that balance pedestrian and vehicular movement.

The discussions underscored UMC's rights-based and planning-led approach to street vending, contributing to the development of national guidelines aimed at creating equitable, safe, and sustainable vending environments that strengthen livelihoods, particularly for women and enhance workforce participation in urban economies.

## Support for Implementation and Monitoring of PM SVANidhi

The Prime Minister Street Vendor's Atmanirbhar Nidhi (PM SVANidhi) Scheme was launched by the Government of India to provide affordable, collateral-free working capital to street vendors and support livelihood recovery following the COVID-19 pandemic. Implemented by the Ministry of Housing and Urban Affairs (MoHUA), the scheme also serves as a platform for linking vendors to formal financial systems and social protection benefits through the SVANidhi se Samriddhi initiative.

UMC has been providing technical support to MoHUA for the implementation and monitoring of PM SVANidhi as part of its long-standing engagement under the Deendayal Antyodaya Yojana–National Urban Livelihoods Mission (DAY-NULM). UMC supported the conceptualisation and operationalisation of the scheme and continues to assist in strengthening implementation frameworks, monitoring mechanisms, and convergence with livelihood and financial inclusion systems.

During the initial rollout, PM SVANidhi recorded strong uptake, with over 3.75 million loan applications received and more than 1.16 million loans disbursed, reflecting its scale and relevance. UMC's continued engagement supports improved programme oversight and integration of street vendors into formal urban livelihood systems.

# 1.2 Developing City Livelihood Action Plans (C-LAP) Framework

As part of the STRIVE programme and the transition towards the proposed Deendayal Jan Aajeevika Yojana – Shehri (D-JAY-S), the Ministry of Housing and Urban Affairs (MoHUA) mandated the preparation of City Livelihood Action Plans (C-LAPs) as five-year, city-specific livelihood vision documents. UMC, as the Technical Support Unit to MoHUA, was entrusted with developing and piloting the C-LAP framework and preparing plans for six cities across Gujarat and Odisha, marking the first city-level livelihood planning exercise of its kind in India.

UMC developed a comprehensive C-LAP framework to enable cities to systematically assess their livelihood ecosystems and plan targeted interventions for urban poor households and Vulnerable Occupational Groups (VoGs). The framework adopts a three-stage methodology-As-Is Analysis, To-Be Analysis, and Implementation Planning, covering demographic projections, workforce participation, vulnerability assessments, demand–supply gaps, and institutional readiness.



C-LAP positions community-led institution development as its core, with a strong emphasis on SHGs, CIGs, and federations, alongside financial inclusion, enterprise development, social infrastructure, entitlements, and human resource planning.

# Piloting the C-LAP Framework in Six Cities

On MoHUA's directives, UMC prepared C-LAPs for six pilot cities-Ahmedabad, Surat, and Dahod in Gujarat, and Bhubaneswar, Rourkela, and Puri in Odisha. These plans were developed through extensive data analysis and consultations, including FGDs with over 300 workers representing six Vulnerable Occupational Groups - domestic, care, transport, construction, waste, and gig workers-and structured engagements with city officials, NULM staff, banks, and sectoral experts. This process ensured that the C-LAPs were grounded in lived realities while remaining statistically robust and aligned with national datasets and mission priorities.



The six pilot cities generated critical learning for mission design and scalability. Comparative analysis revealed distinct economic trajectories, workforce participation trends, and VoG concentrations across cities, for instance, Ahmedabad's projected addition of nearly 6 lakh workers by 2030, Surat's migration-driven growth, and Puri's service- and tourism-led economy.

UMC documented implementation-linked insights on collectivisation feasibility, financial inclusion gaps, social infrastructure constraints, and inter-departmental convergence, forming the basis of a consolidated learning report to inform future mission rollout.

## Revising Mission Guidelines Based on the Learnings

Findings from pilot implementation highlighted systemic challenges, including high SHG dormancy within 2–3 years, low uptake of group loans (SEP-G), and uneven credit access across states. Based on these learnings, UMC supported MoHUA in identifying priority areas for revising mission guidelines, such as strengthening ALFs and CLFs as lenders and incubators, tailoring financial products to occupational realities, and embedding convergence mechanisms for entitlements, social infrastructure, and care services.

## Technical Research Across NULM components : Assessment of ALF Capacities

UMC undertook focused technical research to assess the preparedness of Area Level Federations (ALFs) to function as credit intermediaries, enterprise incubators, and entitlement facilitators. FGDs and institutional assessments revealed that ALFs can play a decisive role in supporting domestic, care, transport, and waste workers, provided sustained handholding, financial literacy, and governance strengthening are ensured.

These findings aim to provide recommendations to position ALFs and CLFs as central pillars for scalable, community-led urban livelihood systems under the evolving mission framework.

EXECUTIVE SUMMARY OF C-LAP

## Round Table on Linking Vulnerable Occupational Groups with Entitlements

UMC convened a round table bringing together academicians, grassroots organisations, and practitioners across three thematic panels. The discussions focused on worker visibility, access to entitlements, financial inclusion, and convergence mechanisms. Insights from the deliberations are informing C-LAP implementation and supporting the design of scalable, inclusive pathways to strengthen economic security and social protection for informal urban workers.

# 1.3 Technical Support to State of Odisha

## Strengthening Women-Led Urban Livelihoods through SHGs

UMC continued to support the Government of Odisha in deepening women's participation across urban service delivery systems through structured engagement of Self-Help Groups (SHGs). Building on earlier convergence under DAY-NULM and SBM-U, over 3,500 SHGs are now formally engaged across all 115 Urban Local Bodies (ULBs) in activities including operation and maintenance of wealth centres, waste collection monitoring, and driving of battery-operated vehicles.

UMC's support during the year focused on strengthening technical and managerial capacities of SHGs through state-wide training programmes, standardised operational frameworks, and workplace safety protocols. These efforts are contributing to improved service quality, safer working conditions, and more stable livelihoods for women engaged in urban sanitation and waste management.

## Empowering Women SHGs as Nano Contractors under MUKTA

UMC supported the Housing & Urban Development Department (H&UDD), Government of Odisha, in operationalising key reforms under the MUKTA programme to strengthen its community-driven implementation model. The revised framework reinforces the role of Mission Shakti Self-Help Groups (SHGs) and Slum Dwellers' Associations (SDAs) as primary implementers of urban wage employment works, reducing reliance on external contractors and enabling SHGs to transition into nano contractors.

The updated guidelines place stronger emphasis on inclusive participation of women, persons with disabilities, transgender persons, and other vulnerable groups, while strengthening processes for work identification, execution, billing, and monitoring. These reforms are improving community ownership and enhancing the quality and sustainability of urban public assets across Odisha.

To support effective implementation at the city level, UMC facilitated ULB-wise orientation workshops across the state. As of mid-2024, orientations had been conducted in over 67 ULBs, reaching more than 5,800 participants, including SHG members, ULB officials, CMM/CO staff, and elected representatives. The workshops focused on scheme features, accounting and billing procedures, social audit requirements, and on-ground workflow management. By addressing recurrent challenges such as wage payment delays, documentation gaps, and coordination issues, these efforts strengthened institutional clarity and improved consistency in MUKTA implementation across cities.

## Supporting Women-Led Urban Livelihoods through SAKhEE Programme

The SAKhEE (Strengthening and Advancement of women in Khordha by Entitlement and Enterprise) programme is being implemented by the Urban Management Centre with CSR support from United Breweries Limited to strengthen women's livelihood ecosystems in Khordha and Jatni, Odisha. The programme focuses on enabling urban poor women to build sustainable enterprises, improve financial and digital literacy, and engage more actively with municipal systems.



Between September 2023 and March 2025, SAKhEE supported 500 women through a phased approach that combined baseline assessments, structured capacity building, enterprise handholding, and linkage to government schemes. Training covered entrepreneurship development, market research, business planning, bookkeeping, branding, packaging, and digital marketing, alongside leadership and construction management skills under the MUKTA framework. Participatory tools, locally contextualised learning materials, and continuous mentoring strengthened women's confidence and enterprise readiness.

The programme also leveraged institutional convergence, enabling women to access bank finance, municipal service contracts, and welfare schemes. By June 2025, SAKhEE had helped unlock over ₹40.5 million in government contracts, facilitated access to enterprise finance, supported formal registrations, and strengthened women's participation in service delivery roles. Knowledge products such as SHG ka Basta and the Udyami Sakhee guidebook have been developed to support replication and scale, positioning SAKhEE as a scalable model for women-led urban livelihoods.



A key milestone during the year was the SHG product exhibition, where ten women-led SHGs showcased a diverse range of products, including embroidery, handicrafts, and food items. All products were presented with end-to-end branding and packaging. The exhibition saw strong engagement from dignitaries and SHG members, resulting in on-site sales and reinforcing confidence in the quality, market readiness, and commercial viability of SHG products.

Beyond individual outputs, the initiative strengthened the broader enabling ecosystem for women-led enterprises by combining capacity building, practical exposure, and market engagement. These efforts supported SHGs in transitioning from informal activities to more structured, sustainable livelihood models with greater visibility and growth potential.

## Building Accountable Last-Mile Water Service Systems in Urban Odisha

UMC continued supporting the strengthening of the Jalasathi programme with support from GIZ. The Jalasathi initiative of the H&UDD engages women SHG members as community partners to improve last-mile delivery of urban piped water supply across 115 Urban Local Bodies. The programme established a direct interface between households and utility agencies, including the Water Corporation of Odisha (WATCO) and the Public Health Engineering Organisation (PHEO), supporting functions such as facilitation of new water connections, billing, grievance identification, and awareness on water quality and conservation.





During the reporting year, UMC focused on system consolidation by standardising Jalasathi roles, workflows, and coordination mechanisms. A structured six-module training curriculum was delivered across 21 clusters, covering 647 Jalasathis and 146 WATCO/PHEO officials. The trainings emphasised practical competencies, including mPoS usage, consumer engagement, grievance redressal, SUJOG portal processes, and water quality testing, contributing to greater consistency in service delivery.

To further strengthen implementation, UMC supported the development of clearer reporting systems, monthly performance targets, and digital learning platforms. A dedicated Jalasathi Knowledge Portal and mobile application were operationalised to provide access to training materials, assessments, and digital records. Regular review meetings and improved data practices strengthened coordination between Jalasathis, utilities, and consumers. Collectively, these efforts reinforced a more accountable, responsive, and sustainable last-mile water service delivery system in urban Odisha.

# 1.4 Technical Support to State of Assam

**Technical Support to Swachh Bharat Mission-Urban**

The Technical Support Unit (TSU) for Assam continued to anchor UMC's embedded technical assistance to the Department of Housing and Urban Affairs, strengthening decentralised solid waste management (SWM) systems across the state. Building on its catalytic role under SBM-Urban 2.0, the TSU focused on deepening policy adoption, operational readiness, and inter-departmental convergence at both state and city levels.

During the reporting year, the TSU worked closely with state officials and urban local bodies to refine and advance decentralised SWM action plans across multiple cities. Support extended beyond planning to address implementation readiness, with city-specific assessments covering infrastructure gaps, vehicle deployment, processing capacity, and operational workflows. Particular emphasis was placed on integrating informal waste workers into formal service delivery systems, aligning technical design with social inclusion objectives.



Strengthening community-led waste management remained a central focus. The TSU facilitated convergence between SBM and DAY-NULM by supporting the formation and engagement of self-help groups (SHGs) as service providers in six cities. This approach strengthened livelihood opportunities for sanitation workers while contributing to improved service reliability and accountability. In parallel, the TSU supported ULBs in institutionalising systems through the development and refinement of key operational instruments, including bye-laws, user charge frameworks, IEC agency terms of reference, and city-level recycling maps.

Through sustained field engagement, periodic monitoring, and responsive problem-solving support, the TSU continued to support Assam in transitioning towards financially viable, inclusive, and environmentally sustainable decentralised SWM systems.
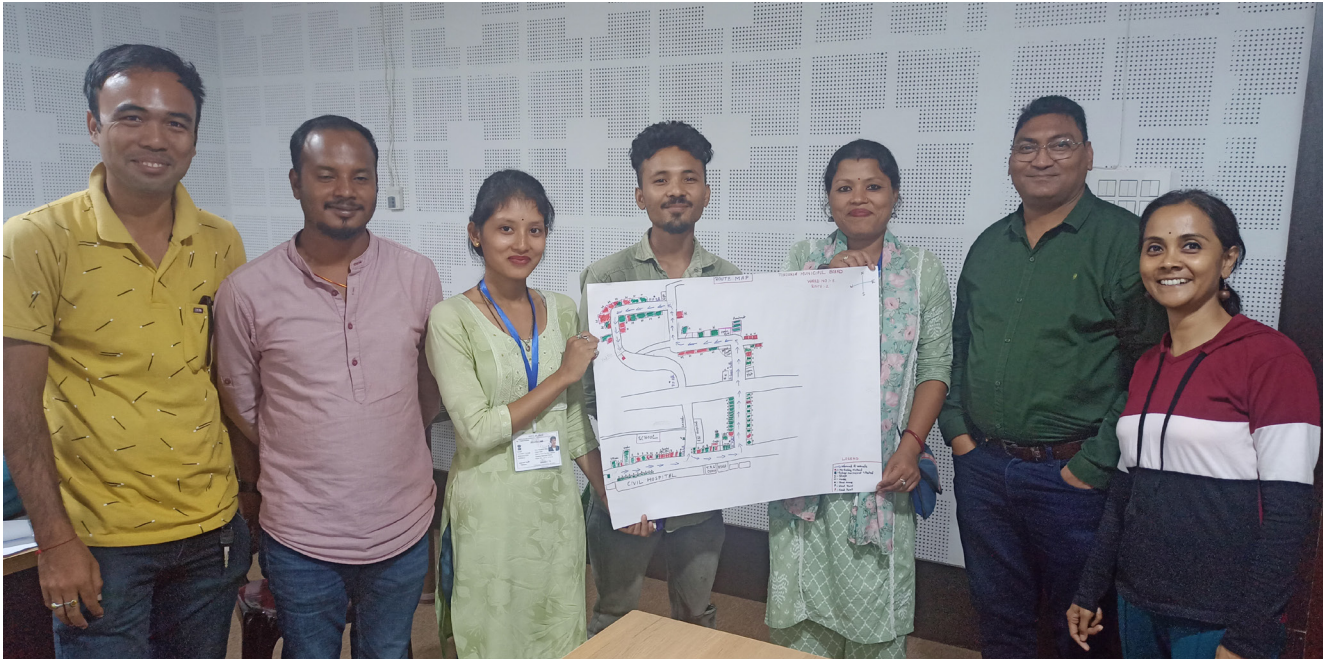
# 1.5 Towards Ensuring Safety and Dignity for Sanitation Workers

## Under NAMASTE with the Ministry of Social Justice and Empowerment

### Enumeration of Sewer and Septic Tank Workers (SSWs)

UMC supported implementing a large-scale, IT-enabled enumeration and identification process for Sewer and Septic Tank Workers (SSWs) across the country. As of the reporting period, enumeration activities covered 36 States and Union Territories and over 4,880 Urban Local Bodies. A total of 82,970 workers were surveyed, of whom 79,636 SSWs were validated, creating a verified national database of sanitation workers. This process enabled standardised profiling across identified sanitation job roles, strengthening visibility and forming the foundation for safety interventions and entitlement linkage.

## Capacity Building of Stakeholders

UMC supported the development of a structured capacity-building ecosystem under NAMASTE to strengthen occupational safety and programme implementation. This included the preparation of training frameworks and skill standards for Sewer Entry Professionals (SEPs) and other sanitation personnel. Capacity-building efforts focused on occupational safety protocols, mechanised sanitation practices, and the operationalisation of Emergency Response Sanitation Units (ERSUs). The engagement also supported the creation of regional training ecosystems in collaboration with relevant state institutions and utilities, strengthening institutional readiness for safe sanitation service delivery.

## Inclusion of Waste Pickers under NAMASTE

During the year, NAMASTE was expanded to include waste pickers and waste workers as a distinct programme component. UMC supported the rollout of a dedicated enumeration and profiling process, enabling waste pickers to be formally identified within the national sanitation workforce. Profiling activities were initiated in over 70 Urban Local Bodies across 20 States and Union Territories, with approximately 4,600 waste pickers surveyed and around 2,400 validated through secure eKYC processes. This expansion marks a critical step in recognising waste pickers within national safety and social protection frameworks.

## Strengthening the Role of Waste Pickers

As the Technical Support Unit (TSU) for the NAMASTE programme, UMC convened and led a hybrid workshop on 13 February 2025 for 63 Resource Organisations (ROs), under the leadership of the Senior Economic Advisor, Ministry of Social Justice and Empowerment (MoSJE) and the Managing Director, NSKFDC. The workshop focused on strengthening the integration of waste pickers across the waste value chain and addressing challenges related to social security, financial inclusion, and sustainable livelihoods.

UMC led technical sessions on NAMASTE guidelines, the Waste Picker Portal, and SHG and CIG formation under the Urban Livelihoods Mission. These engagements strengthened implementation clarity, improved coordination among ROs, and supported pathways for dignified and sustainable livelihoods for waste pickers.

# Design and Development of Web and Mobile based Application for Waste Pickers

UMC supported the preparation and deployment of a secure digital beneficiary management system under NAMASTE to enable worker registration, entitlement tracking, and monitoring. The Beneficiary Management System (Quneiform) has been certified as a secure application by an authorised agency and is currently deployed on the Google Cloud Platform, where it is actively used by MoSJE for large-scale beneficiary data management. The platform supports integration of datasets from GARIMA and SWDS for seamless national-level consolidation.

The application enables structured enumeration and profiling of waste pickers through configurable, JSON-based survey forms with in-built validation, quality checks, and eligibility tagging. It supports secure registration, role-based access, and standardised data capture across Urban Local Bodies, creating a reliable evidence base to inform policy, programme design, and entitlement delivery.
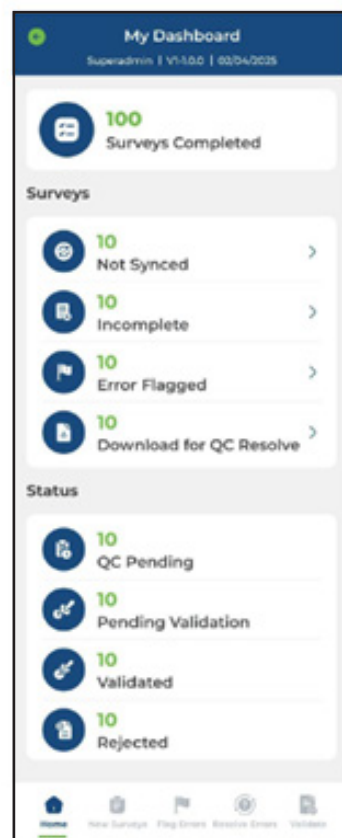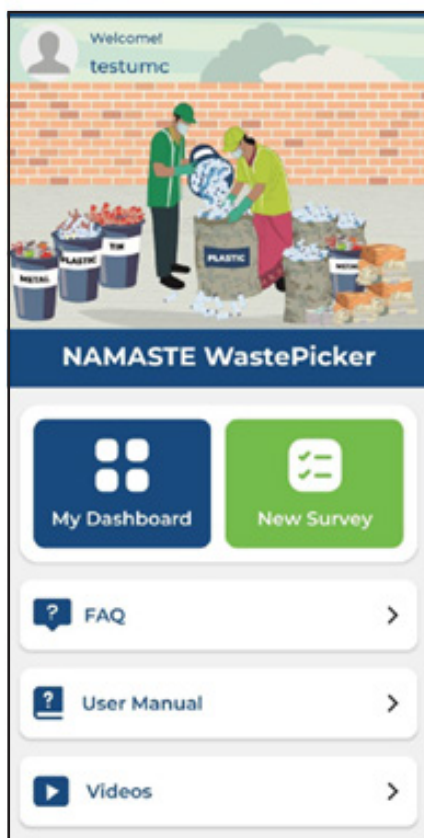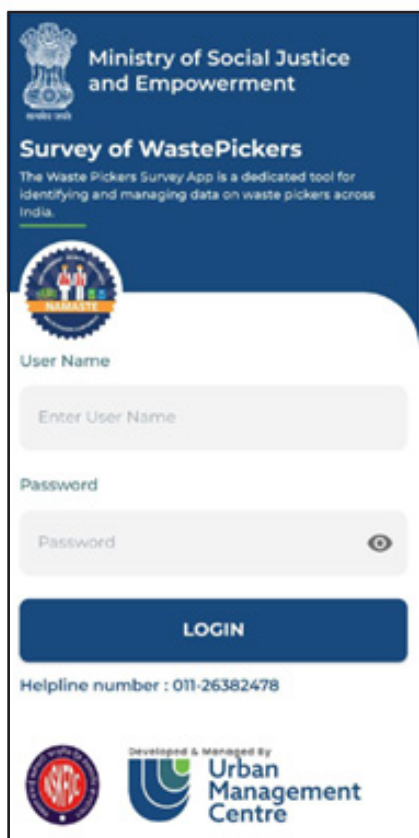


The waste picker module was introduced to support the creation of a national evidence base of waste workers, strengthening visibility of a historically underrepresented workforce. By integrating waste pickers into a unified digital ecosystem alongside other sanitation worker groups, the platform supports improved targeting of welfare measures, monitoring of scheme implementation, and data-driven decision-making by state and national governments.
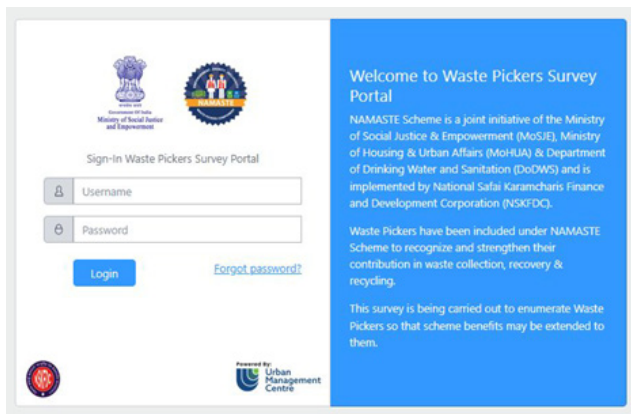
## Preparation of Training Materials and Training of ROs

To support consistent implementation, UMC prepared user manuals, standard operating procedures (SOPs), FAQs, and video tutorials for use by field-level teams and programme functionaries. These materials were developed for both SSW and waste picker components and made available in multiple languages to support ease of adoption. The training resources strengthened understanding of survey protocols, digital tools, profiling processes, and validation mechanisms, contributing to improved data consistency and field-level execution.

Ministry of Social Justice and Empowerment

**NAMASTE**
NATIONAL ACTION FOR
MECHANISED SANITATION
ECOSYSTEM
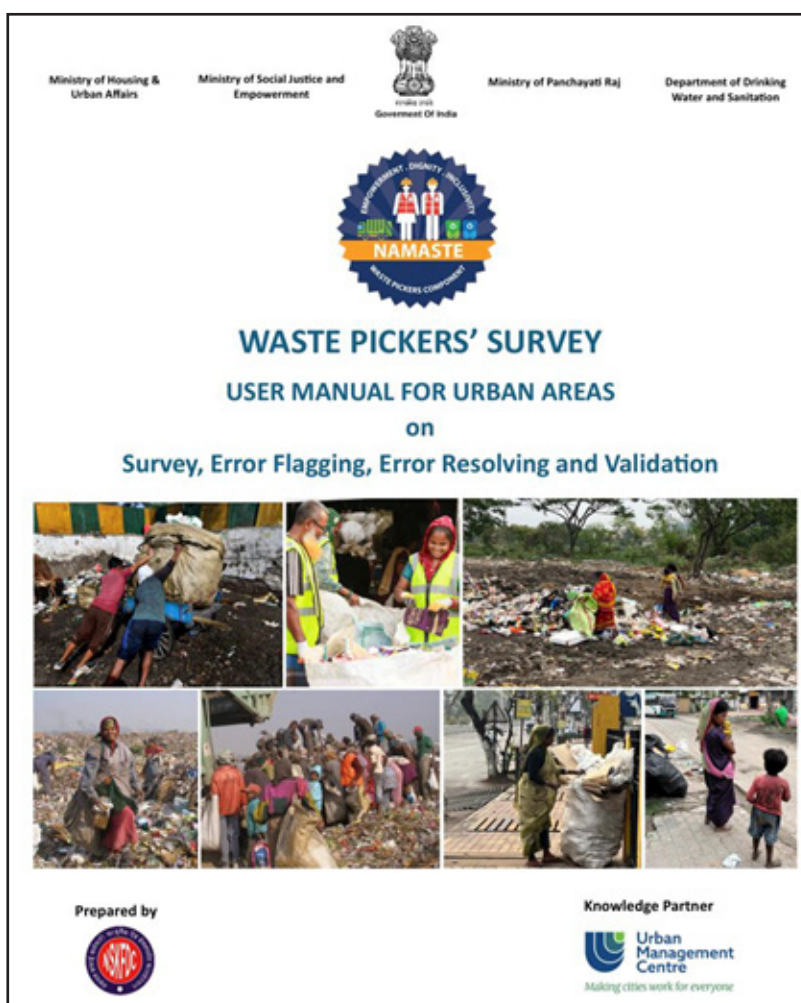
# Tutorial 01:
# How to create user IDs for
# Waste Pickers Survey

वेस्टपिकर्स के सर्वेक्षण के ट्यूटोरियल में आपका स्वागत है।

**Powered by :**

Urban
Management
Centre

Collectivizing Waste Pickers as SHGs

This has become an everyday thing.

**Hindi with English Subtitles**

Hai Na, Surakshit Zindagi (Not Just a Waste Picker)

## Expansion to Rural Areas

NAMASTE implementation was expanded beyond urban areas during the reporting period to include rural sanitation workers, in convergence with relevant ministries and departments. This expansion enables the identification and inclusion of sanitation workers engaged in rural contexts under a unified national framework, strengthening coverage and supporting equitable access to safety measures and entitlements across urban and rural geographies.

## PPE Procurement and Distribution

UMC supported efforts under NAMASTE to strengthen occupational safety through improved access to Personal Protective Equipment (PPE) and safety devices. This included supporting systems for PPE provisioning linked to worker profiling and ERSU operations. The programme also explored technology-enabled monitoring mechanisms to improve compliance with safety protocols, reinforcing the shift towards safer and mechanised sanitation practices.

## Ayushman Bharat–PMJAY Linkage

As part of convergence efforts under NAMASTE, UMC supported linkages between validated sanitation workers and Ayushman Bharat–PMJAY health insurance coverage. Enumeration and profiling data generated through the digital platform enabled identification of eligible workers for health insurance enrolment, strengthening access to healthcare protection for sanitation workers and their families.

## Empowering Sanitation Workers in Meghalaya

UMC conducted a capacity-building programme under the NAMASTE Scheme to strengthen safe sanitation practices and promote dignity of labour for sanitation workers in Meghalaya. The training brought together participants from 12 districts and 9 Urban Local Bodies (ULBs), supporting improved awareness and implementation of safe and mechanised sanitation practices at the local level.



The programme focused on key components of the NAMASTE framework, including mechanised and safe cleaning practices, provisions of the Prohibition of Employment as Manual Scavengers and their Rehabilitation Act, empowerment of waste pickers and sanitation workers, and strengthening the functioning of Emergency Response Sanitation Units (ERSUs). Through structured sessions, the training enhanced participants' understanding of legal safeguards, operational protocols, and institutional mechanisms under the scheme.

The initiative contributed to strengthening local capacity for safer sanitation service delivery and advancing a more rights-based and dignified approach to sanitation work across participating ULBs in Meghalaya.

# National Knowledge Workshop on Safely Managed Urban Sanitation

UMC contributed to national-level knowledge exchange on safely managed urban sanitation at the National Knowledge Workshop - Advancing Safely Managed Sanitation in Urban Areas, organised under Swachh Bharat Mission (Urban) 2.0 in Lucknow, Uttar Pradesh. As part of the workshop, Meghna Malhotra, Deputy Director, UMC, presented UMC's pan-India initiatives focused on strengthening safety, dignity, and institutional protection for sanitation workers.



UMC led the session on "Manhole to Machine Hole - SafaiMitra Suraksha", which examined critical dimensions of transitioning to mechanised sanitation systems. Discussions focused on financing pathways for mechanisation, strategies for empowering sanitation workers, innovations in waste management practices, and the development of robust social security frameworks to support worker welfare.

The session was enriched by contributions from experts representing NSKFDC, AIILSG, the Water Sanitation and Hygiene Institute (WASH Institute), and other partner organisations, enabling cross-sector dialogue on policy, financing, and implementation challenges. Through this engagement, UMC reinforced its role in advancing national discourse and practice on safe, dignified, and inclusive urban sanitation systems.

## Strengthening Waste Picker Integration under NAMASTE in Ahmedabad

At the request of the Ahmedabad Municipal Corporation (AMC), UMC conducted a capacity-building session for officials of AMC's Solid Waste Management Department to strengthen implementation of the waste picker component under the NAMASTE scheme. Held at the Usmanpura West Zone Office, the session focused on improving institutional understanding and on-ground execution.



The training brought together 95 participants, including SWM Deputy Directors, Ward Sanitary Inspectors, Assistant Sanitary Inspectors, Urban Community Development officials, and partner organisations. Discussions covered NAMASTE guidelines, enumeration processes, inclusion criteria, and challenges related to Aadhaar-based verification and e-KYC. The session supported alignment across departments and partners, helping address implementation bottlenecks and strengthen coordinated delivery of the scheme in Ahmedabad.

## Empanelment of Agencies for Procurement of PPE and Safety Gear

UMC supported the Housing & Urban Development Department (H&UDD), Government of Odisha, in strengthening systems for the procurement of job-role–specific Personal Protective Equipment (PPE) and safety gear under the GARIMA scheme. Building on earlier assessments of PPE suitability and compliance, the engagement focused on streamlining procurement processes and improving clarity for Urban Local Bodies (ULBs). Support was extended to the development of procurement guidance and planning frameworks to enable uniform adoption of approved PPE standards across cities, reinforcing occupational safety for sanitation workers.

**PPE and Safety Gear Workshops in Odisha's Urban Local Bodies**

To support effective implementation of PPE standards, UMC facilitated capacity-building efforts for ULB officials through workshops and orientations led by H&UDD. These sessions focused on job-role–specific PPE requirements, safety devices, procurement procedures, replacement cycles, and alignment with Emergency Response Sanitation Unit (ERSU) operations. The workshops strengthened ULB-level understanding of safety protocols and supported consistent application of PPE standards across sanitation operations in Odisha.

## Model Contract and Declaration for Septic Tank Desludging

UMC supported the institutionalisation of safer sanitation service delivery by contributing to the development of standardised frameworks for septic tank desludging operations. This included inputs towards model contracts and worker declarations aimed at ensuring compliance with safety protocols, clearly defining roles and responsibilities, and embedding accountability mechanisms for service providers. These efforts supported ULBs in formalising desludging services while prioritising worker safety and adherence to GARIMA guidelines.

## Linkage with Housing and Land Rights

UMC supported H&UDD and the Odisha Urban Housing Mission (OUHM) in advancing convergence between the GARIMA scheme and PMAY(U) 2.0 to extend housing support to Core Sanitation Workers (CSWs). Based on a state-wide classification of CSWs across 115 ULBs, targeted housing solutions were proposed for workers with land ownership, those without land, and CSWs in smaller ULBs.

The proposed framework combines PMAY(U) assistance with financial support from the GARIMA Corpus Fund, enabling access to pucca housing through Beneficiary Led Construction and Affordable Housing in Partnership models. UMC, through the GARIMA Technical Support Unit, is supporting the preparation of Standard Operating Procedures, beneficiary mapping, and facilitation of applications on the PMAY(U) portal to operationalise these housing pathways.

**Scaling Up Statewide Enumeration of Sanitation Workers**

UMC supported the Municipal Administration and Water Supply Department (MAWS), Government of Tamil Nadu, in scaling up the state-wide enumeration of Core Sanitation Workers (CSWs) under the Sanitation Workers Development Scheme. The enumeration covered all 649 Urban Local Bodies across the state, including Corporations, Municipalities, Town Panchayats, and Chennai (GCC/CMWSSB).

As of the reporting period, a total of 95,077 CSWs were surveyed, comprising 20,842 workers in Chennai, 21,463 in Corporations, 27,985 in Municipalities, and 24,787 in Town Panchayats. The final validated lists were publicly notified through newspapers, on 25 June 2024 for all ULBs (except Chennai) and 10 October 2024 for Chennai, strengthening transparency and worker access to scheme benefits.

## Convergence of SWDS Survey Data with TAHDCO for Entitlement Access

UMC supported convergence between SWDS and the Tamil Nadu Cleanliness Workers Welfare Board (TNCWWB) through the Tamil Nadu Adi Dravidar Housing and Development Corporation (TAHDCO) to enable sanitation workers' access to welfare entitlements.

Information of 95,077 enumerated CSWs was shared with TAHDCO for facilitating registration on the TNCWWB online portal. As a result, 32,343 sanitation workers have received TNCWWB membership cards, enabling access to multiple welfare benefits including medical assistance, educational support for dependents, accident coverage, maternity benefits, old-age pension, and funeral assistance. This data convergence has strengthened institutional coordination and streamlined entitlement delivery.

## Establishment of a State-wide Training Ecosystem

UMC supported the establishment of a structured training ecosystem under SWDS to strengthen occupational safety and mechanised sanitation practices. This included technical support for the operationalisation of Emergency Response Sanitation Units (ERSUs) following the issuance of G.O.(3D) No.06 dated 24 October 2024, with ERSU implementation piloted in 9 Urban Local Bodies.

A dedicated Sewer Entry Professional (SEP) training programme was conducted at the CMWSSB Training Centre, Chennai, where 7 training batches were completed. To date, 180 SEPs and 47 Duty Supervisors have been trained and certified across multiple ULBs. In parallel, Standard Operating Procedures (SOPs) were prepared under the aegis of UMC-TSU covering mechanised desludging, citizen engagement, district-level oversight, and post-accident protocols, strengthening institutional preparedness and worker safety across Tamil Nadu.

## Digital Worker Enumeration and Management System in Bangladesh

During 2024–25, the Urban Management Centre (UMC) supported the design and development of a web- and mobile-based digital platform, Quneiform (previously called the Beneficiary Management System), to enable the systematic enumeration and profiling of sanitation and waste workers in Lakshmipur Municipality, Bangladesh. Implemented in collaboration with Practical Action and supported by the Gates Foundation, the initiative adapted UMC's experience of building worker-centric digital systems in India to the Bangladeshi urban governance context.

UMC led the technical design of Quneiform as a multilingual platform integrated within the SHWAS (Sanitation Workers' Health, Welfare, and Safety) framework. The application supports end-to-end worker profiling through structured workflows, including survey administration, quality checks, error flagging and resolution, validation, and publication of final worker lists. Designed for use through both a web portal and an Android-based mobile interface, the system enables municipal officials, surveyors, and validators to manage data efficiently while strengthening transparency and accountability.



As part of the pilot phase, Quneiform was deployed to conduct a detailed survey of sanitation and waste workers in Lakshmipur, capturing information on demographics, job roles, employment conditions, income levels, occupational risks, and access to welfare schemes. UMC also developed user manuals and provided online training and handholding support to facilitate effective adoption. The successful deployment of Quneiform established a scalable digital foundation for formalising sanitation workers, strengthening access to entitlements, and supporting the expansion of worker-centric sanitation reforms across additional urban local bodies in Bangladesh.

## Supporting Sanitation Workers Safety and Dignity in Rural India

UMC continued its work on the development of the Standard Operating Procedure (SOP) for the Safety and Dignity of Sanitation Workers in Rural India, an ongoing initiative undertaken with support from UNICEF India for the Department of Drinking Water and Sanitation, Ministry of Jal Shakti.

UMC is overseeing the end-to-end development process, including national- and state-level consultations, assessment of occupational health and safety risks, review of prevailing safety practices, and drafting of comprehensive operational guidance. The SOP aims to standardise personal protective equipment (PPE) requirements across five sanitation worker job roles, define procurement and monitoring mechanisms from the state level down to the Gram Panchayat, and integrate gender-responsive and climate-appropriate safety provisions. It also outlines structured frameworks for training, awareness generation, and worker recognition.

To ground the SOP in on-field realities, UMC teams conducted field visits across Gujarat, Tamil Nadu, and Odisha, covering selected locations to understand existing challenges, institutional practices, and feasible solutions. The study adopted a top-down institutional approach, engaging stakeholders at the state, district, block, and Gram Panchayat levels to map responsibilities, gaps, and implementation constraints.

Building on UMC's earlier engagement across 18 states-where over 25,500 sanitation workers were trained-the SOP seeks to institutionalise systemic safety protocols, strengthen accountability mechanisms, and advance the larger objective of ensuring that sanitation work in rural India is carried out with dignity, adequate protection, and respect.
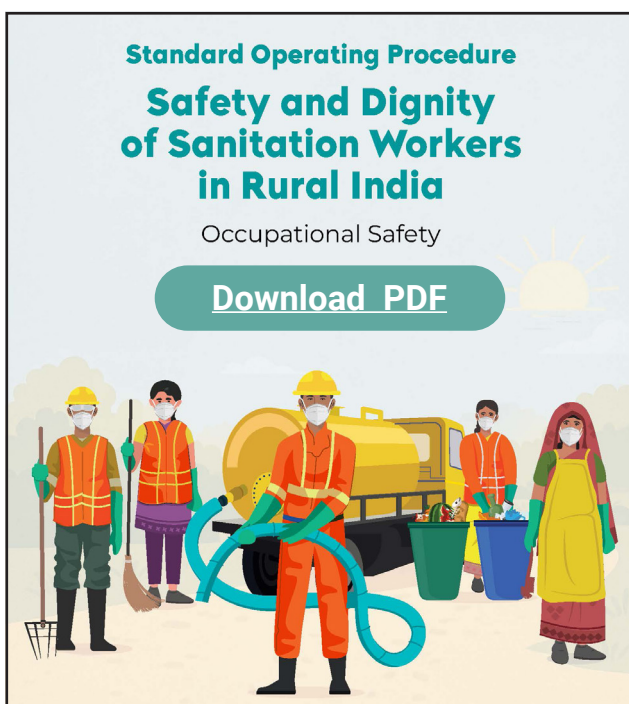
# 1.6 Climate Action Initiatives

**Mainstreaming Climate Action within the Master Plan of Chennai 2046**

UMC is supporting climate-responsive urban planning in Chennai by working with the Greater Chennai Corporation (GCC), the Chennai Metropolitan Development Authority (CMDA), and the C40 Cities Climate Leadership Group to integrate climate action into both city-level and metropolitan-scale planning processes.

In collaboration with GCC and C40, UMC is contributing to the preparation of Chennai's City Climate Action Plan, which responds to the city's increasing exposure to climate risks such as floods, cyclones, droughts, heatwaves, and water scarcity. The Plan is aligned with national and state climate policy frameworks and, while focused on the GCC administrative area, acknowledges the need for coordinated action across multiple institutions within the metropolitan region.



In parallel, UMC is supporting CMDA in integrating climate considerations into the Third Master Plan (2026-2046) for the Chennai Metropolitan Area. This engagement includes baseline assessments, policy and governance reviews, and the development of a framework to mainstream climate action within statutory planning instruments. Stakeholder engagement and knowledge-sharing activities form a key component of this work, supporting the adoption of climate-responsive planning approaches and strengthening long-term urban resilience.

## Consultation Workshop on Mainstreaming the Climate Action Plan

UMC is supporting Chennai's transition towards climate-responsive urban development by contributing to the integration of climate action priorities within the Third Master Plan 2046. As part of this engagement, UMC provided technical support to the Consultation Workshop on Mainstreaming the Climate Action Plan, convened by the Chennai Metropolitan Development Authority to advance discussions on embedding resilience, green infrastructure, and energy-efficient development into long-term spatial planning.

The workshop, chaired by P Jayapal, Senior Advisor, and Ravikumar, Chief Town Planner, brought together senior government officials, academicians from international universities, civil society organisations, and urban planning professionals. UMC's engagement was undertaken with support from C40 Cities, reinforcing the alignment of city-level planning processes with global climate action frameworks.



UMC's Founder-Director, Manvita Baradi, emphasised UMC's role in providing sustained technical assistance and fostering multi-stakeholder collaboration to mainstream climate mitigation and adaptation strategies into statutory planning instruments. Through this continued partnership, UMC is strengthening institutional capacity to ensure that Chennai's growth pathway is resilient, inclusive, and responsive to long-term climate risks.

## Second Stakeholder Consultation Workshop in Chennai

In collaboration with the Chennai Metropolitan Development Authority (CMDA), C40 Cities, and Community Jameel, UMC supported the integration of Chennai's Climate Action Plan into the Third Master Plan under the Jameel × C40 Urban Planning Climate Lab. The initiative aimed to embed climate considerations into statutory urban planning processes to strengthen long-term resilience in the Chennai Metropolitan Area.

Drawing on findings from the Climate Change Risk Assessment for the Chennai Metropolitan Area, the workshop convened a wide range of stakeholders, including government agencies, urban planning and design firms, academic institutions, and civil society organisations. Discussions focused on identifying key climate risks and translating evidence-based insights into actionable planning strategies.



The workshop was led by UMC's senior team and facilitated structured dialogue on climate vulnerabilities, adaptive planning approaches, and pathways to enhance urban resilience. Through this engagement, UMC contributed to advancing climate-responsive planning and supporting the alignment of city-level climate action with metropolitan-scale development frameworks.

# 1.7 Capacity Building Initiatives

**Integrating Urban Governance into Civil Services Training at LBSNAA**

During the year, the Lal Bahadur Shastri National Academy of Administration (LBSNAA) invited UMC to conceptualise and deliver the City Matters module as part of the 99th Foundation Course for Officer Trainees, continuing the formal integration of urban governance within the Academy's core training curriculum for the All-India Services.

Building on over two decades of experience in capacity building of in-service officials, UMC designed and delivered a structured learning programme that unpacked the complexity of urban systems and service delivery. The module addressed key thematic areas including water supply, affordable housing, public transport, sewage and drainage, solid waste management, faecal sludge and septage management (FSSM), roads, and heritage management.



Through interactive sessions and applied discussions, the module strengthened officers' understanding of urban governance challenges and highlighted the central role of cities in India's development trajectory. It also underscored the responsibility of the All-India Services in enabling inclusive, resilient, and well-governed urban transformation.

## Training of Sanitation Workers in Gujarat

UMC, in partnership with the Centre for Water and Sanitation (CWAS), CRDF–CEPT University, and the local governments of Viramgam, Mansa, and Becharaji, supported the design and delivery of capacity-building programmes for sanitation workers in small and medium-sized towns. The initiative addressed gaps in occupational safety, awareness of rights and entitlements, and implementation of the Prohibition of Employment as Manual Scavengers and their Rehabilitation Act, 2013 (PEMSRA).



The programme strengthened health, hygiene, and safety practices across solid and liquid waste management value chains. Trainings were delivered in worker-centric batches of 40–50 participants, reaching 178 sanitation workers in Viramgam, 87 in Mansa, and 60 in Becharaji. Sessions combined classroom inputs with practical demonstrations on PPE use, basic first aid, and safe equipment handling. Accessible training methods, supported by IEC materials and pre- and post-training assessments, reinforced learning and helped identify on-ground implementation challenges.

## Swachhta Knowledge Partner to SBM-U Gujarat

As a Strategic Knowledge Partner (SKP) to the Ministry of Housing and Urban Affairs (MoHUA) and the National Institute of Urban Affairs (NIUA) under the Swachh Bharat Mission (Urban), UMC has facilitated specialised capacity-building workshops for government officials across Gujarat, further strengthening efforts initiated in the previous year. These workshops deepen officials' understanding of SBM-Urban 2.0 and Nirmal Gujarat 2.0, while enhancing awareness of the convergence between SBM-Gramin and SBM-Urban under the NAMASTE (National Action for Mechanised Sanitation Ecosystem) programme.

The programme focuses on orienting officials to evolving mission components, operational frameworks, and ongoing reforms in urban sanitation. Participants are equipped with practical knowledge of the Swachhatam Portal and introduced to sustainable sanitation business models that cities can adopt to improve solid and liquid waste management systems. The workshops also build capacities aligned with SBM 2.0 guidelines, enabling officials to effectively navigate funding provisions and prepare for the annual Swachh Survekshan cleanliness assessment.

Implemented in collaboration with the Centre for Water and Sanitation, CRDF, CEPT University, the initiative adopts a structured and holistic approach to strengthening institutional capacity and urban sanitation governance across urban local bodies in Gujarat.
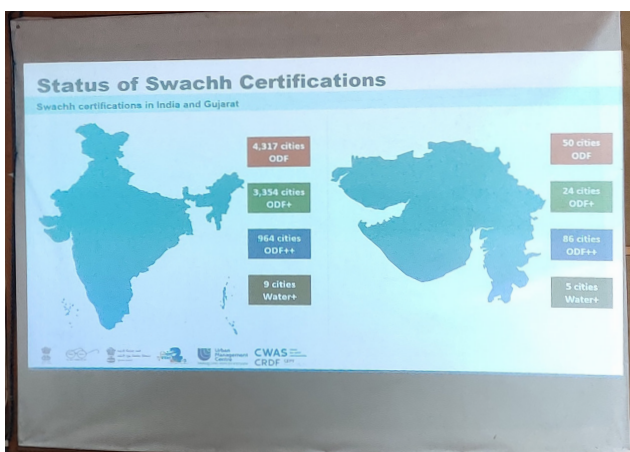
# 1.8 Heritage Conservation Initiatives

**Heritage Planning and Placemaking in Ahmedabad World Heritage City**

During 2024–25, UMC continued its technical support to the Ahmedabad World Heritage City Trust (AWHCT) and the Ahmedabad Municipal Corporation (AMC) to strengthen heritage-sensitive urban planning and public realm improvements within Ahmedabad's UNESCO-listed historic core. The work focused on combining conservation objectives with pedestrian safety, inclusive placemaking, and improved civic infrastructure.

# Heritage Zonal Plans for Ahmedabad World Heritage City

UMC completed the preparation of Heritage Zonal Plans across six wards of the World Heritage City, covering 21 precinct-level designs and project proposals. This included detailed precinct analyses, ward-wise reports, stakeholder and city-level presentations, and the development of 3D visualisations to clearly communicate proposed interventions. These plans provide a structured framework for prioritising heritage conservation, public space enhancement, and infrastructure upgrades at the precinct scale.



LEGEND

| Heritage structures in walled city | | | |
|---|---|---|---|
| Institutional Grade - I | Residential Grade - II/A | Grade - I | Grade - III |
| Institutional Grade - II/A | Residential Grade - II/B | Grade - IIA | Ornamentation |
| Institutional Grade - II/B | Residential Grade - III | Grade - IIB | Plaque |
| Institutional Grade - III | | Plaque | Modern Heritage |

Heritage structures identified in buffer — Heritage elements identified in buffer — Proposed Metro Line — Fort Wall — Ward Boundary — Gate — Road — Walled City Buffer Boundary — Railway Land — Proposed Metro Stations — Railway Line

Disclaimer :
The data shown in the map is based on observations and for reference only.
They shall not be used for dimension verification or for any other purpose.

Source :World Heritage Nomination Dossier - Historic City Of Ahmedabad (2016) & Urban Management Centre (2021)

**MAP 13**

HERITAGE STRUCTURES (AS OF NOW)
WALLED CITY OF AHMEDABAD

Ahmedabad World Heritage City - Heritage Zonal Plans & Urban Design Guidelines
Prepared for Ahmedabad World Heritage City Trust by Urban Management Centre
Map prepared in December 2021.

Scale - 1:8000

0    75    150        300        450        600m

N

## Heritage Placemaking from Vasant Chowk to Sidi Saiyyed Mosque (Ongoing)

UMC is supporting AMC's Heritage Department in the design and execution oversight of a major public realm project stretching from Tilak Baug Junction near Ellis Bridge to the Sidi Saiyyed Mosque plaza. The scope includes preparation of an Inception Report assessing traffic, vending, and heritage conditions; a Final Design Report detailing pedestrian-priority street design, vendor and parking management, and a heritage-aligned material and street furniture toolkit; and a Detailed Project Report (DPR) with a Bill of Quantities. The estimated project cost is ₹19.69 crore.

UMC has also supported tender preparation, bid evaluation, and is currently handholding AMC during on-site execution through quality assurance, site reviews, and weekly coordination meetings, ensuring faithful implementation of heritage-sensitive design and long-term public realm improvement.



Vasant Chowk – Proposed Plan
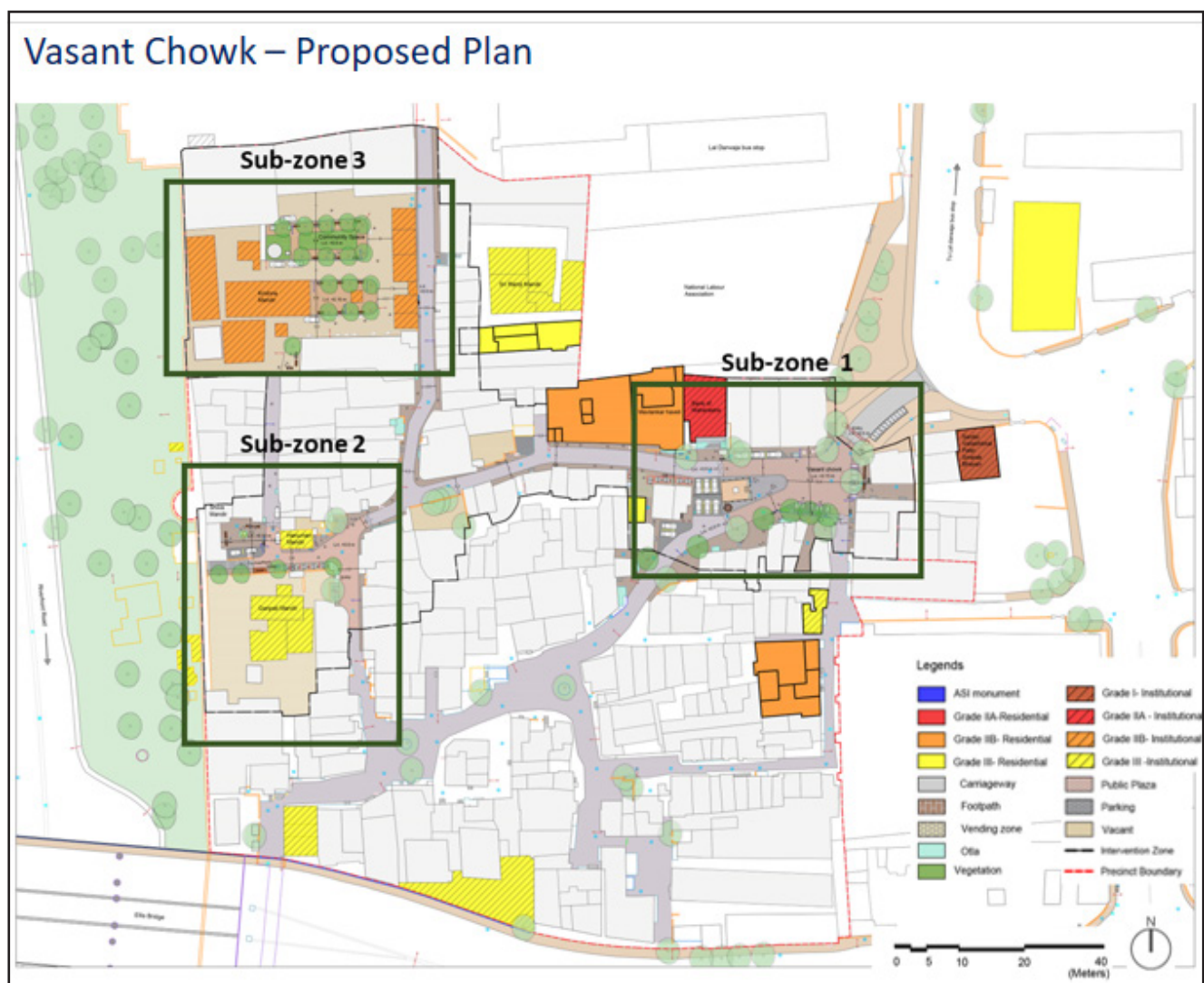
Vasant Chowk – Proposed Sections
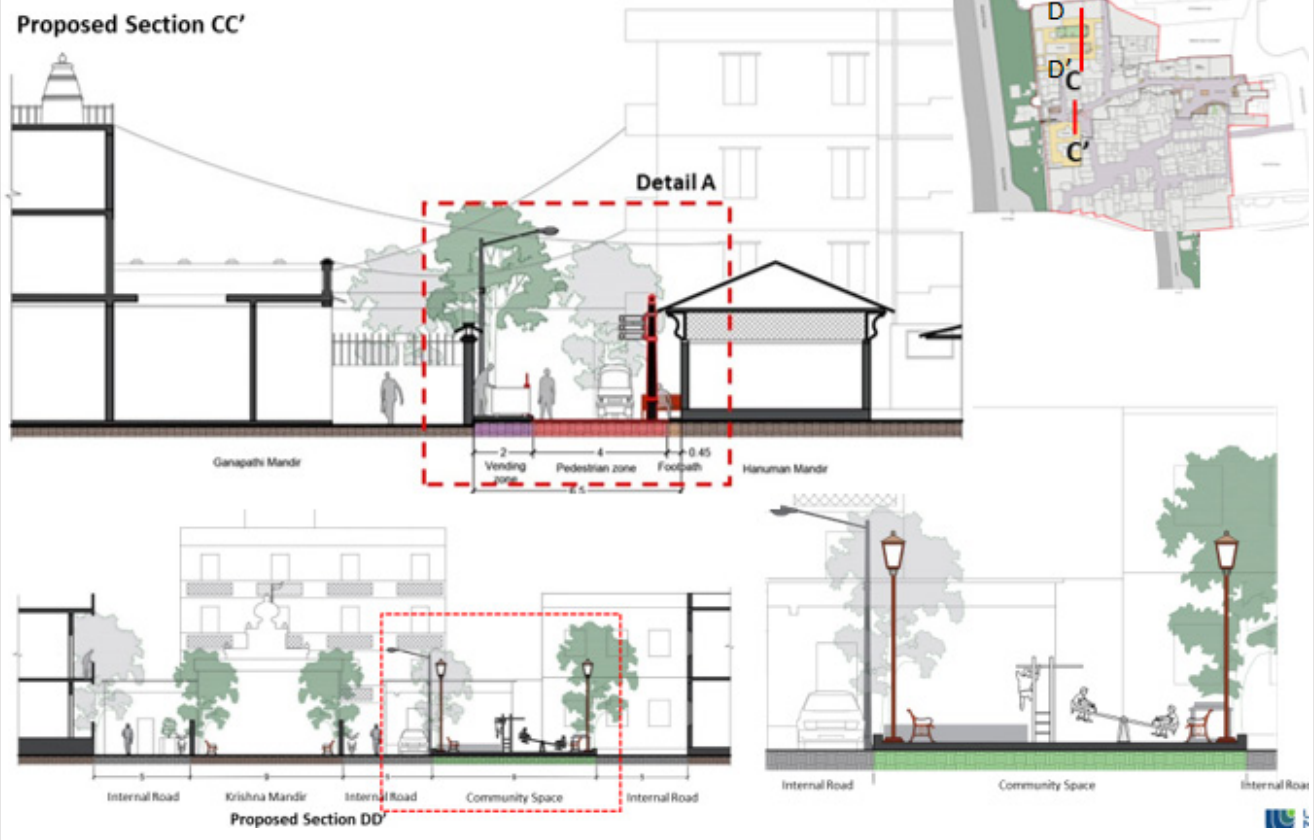
# PART 2:
# RECENT INITIATIVES AND PROGRAMMES

# 2.1 A National Dashboard for Urban Planning Performance and Capacity

Under the Sustainable Urban Development – Smart Cities II (SUDSC II) programme, UMC supported the Town and Country Planning Organisation (TCPO), Ministry of Housing and Urban Affairs (MoHUA), in the development of an enhanced national digital dashboard (Dashboard 2.0). Implemented by GIZ on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ), the initiative strengthened national systems for monitoring master plans and assessing institutional capacity across India's urban planning ecosystem.

India's urban landscape comprises over 8,000 towns, yet significant planning gaps persist. The NITI Aayog (2021) assessment highlighted that more than half of statutory towns lacked approved or in-progress master plans, while nearly three-quarters of census towns had none. These challenges were further compounded by delays in plan preparation, weak implementation, limited data availability, and acute shortages of planning professionals across states.
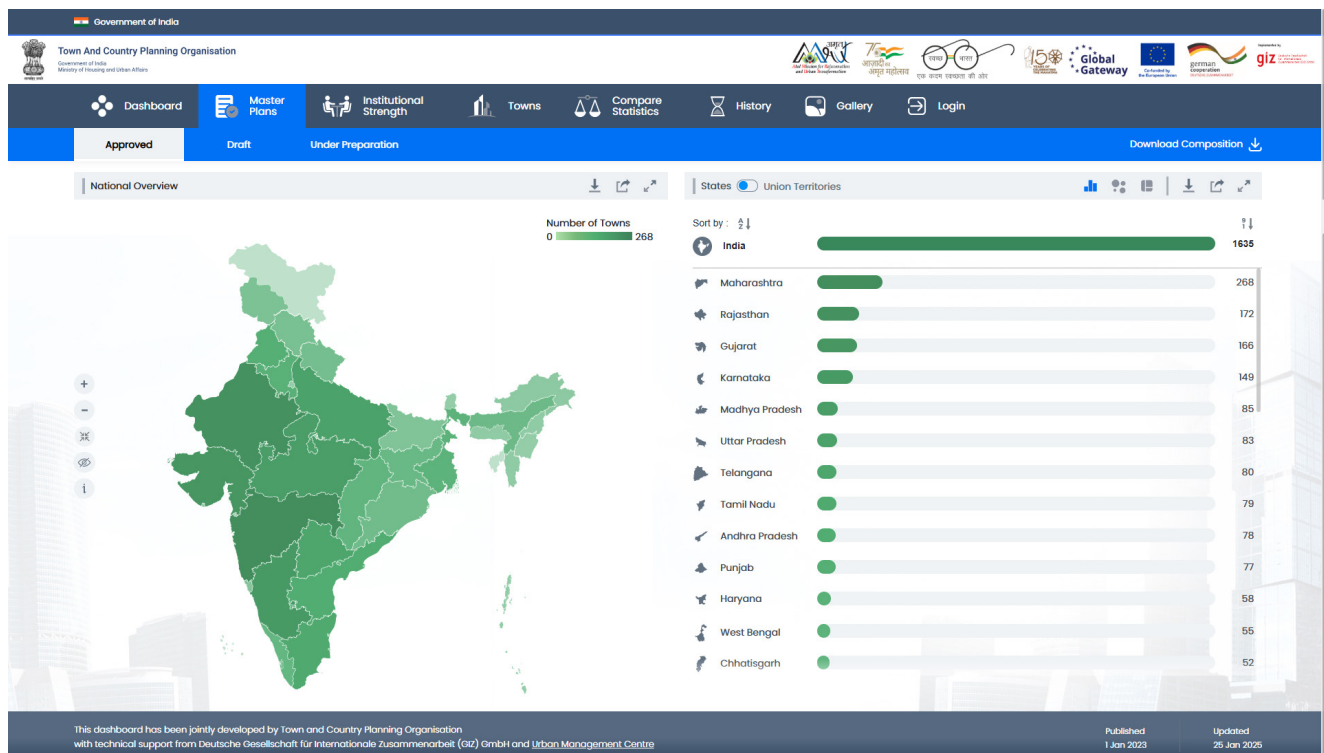


In response, UMC supported TCPO in developing a secure, login-based national dashboard to enable systematic tracking and comparative analysis across 28 States and 8 Union Territories. The platform enabled designated nodal officers to independently manage city-level data, strengthening institutional ownership and accountability. Beyond core monitoring, the dashboard incorporated a knowledge module on the history of town planning in India, and UMC developed a self-paced online training programme to build capacity for sustained use and data-driven planning governance.

**Town And Country Planning Organisation**
Government of India
Ministry of Housing and Urban Affairs

Dashboard | Master Plans | Institutional Strength | Towns | Compare Statistics | History | Gallery | Login

## Status of Master Plans (All) Show

All States/UTs

### Total Towns
8455

- 19%
- 3%
- 9%
- 69%

Approved | Draft | Under Preparation | Not Initiated

### Master Plans (Total Towns - 8457)

| | | | |
|---|---|---|---|
| **1635** Approved 19% | **251** Draft 3% | **733** Under Preparation 9% | **5836** Not Initiated 69% |

### Statutory Towns
4799

- 32%
- 48%
- 5%
- 15%

Approved | Draft | Under Preparation | Not Initiated

### Master Plans (Statutory Towns - 4801)

| | | | |
|---|---|---|---|
| **1550** Approved 32% | **248** Draft 5% | **717** Under Preparation 15% | **2284** Not Initiated 48% |

### Census Towns
3655

- 97%

Approved | Draft | Under Preparation | Not Initiated

### Master Plans (Census Towns - 3656)

| | | | |
|---|---|---|---|
| **84** Approved 2% | **3** Draft 0% | **16** Under Preparation 0% | **3552** Not Initiated 97% |

### Institutional Strength
6188

- 15%
- 42%
- 38%
- 5%

Town Planner | Technical Staff | Socio-Economic Researcher | Support Staff

### Staff Strength in State Town Planning Department

| Town Planner | Technical Staff | Socio-Economic Researcher | Support Staff |
|---|---|---|---|
| Total / Filled / Vacant 1590 / 929 / 661 Filled 58% | Total / Filled / Vacant 3398 / 2375 / 1023 Filled 70% | Total / Filled / Vacant 466 / 287 / 179 Filled 62% | Total / Filled / Vacant 3623 / 2597 / 1026 Filled 72% |

## Number of Towns

### Towns (Census 2011)
7933

- 49%
- 51%

Statutory Towns | Census Towns

### Towns (Census 2011)

| | |
|---|---|
| **4041** Statutory Towns 51% | |
| **3892** Census Towns 49% | |

**Total Towns: 7933**

### Towns (As on date)

| | |
|---|---|
| **4801** Statutory Towns 57% | |
| **3656** Census Towns 43% | |

**Total Towns: 8457**

### Towns (As on date)
8457

- 43%
- 57%

Statutory Towns | Census Towns

# 2.2 Community-Led Mapping and Participatory Planning

During the year, UMC partnered with UNNATI – Organisation for Development Education to provide technical support for community-led mapping and participatory planning in Jodhpur, under UNNATI's programme Promoting Human Rights to WASH through Systems Strengthening and Making Rights Real (MRR) Approaches. The collaboration focused on strengthening planning and decision-making for informal settlements by linking community priorities with municipal systems and financing mechanisms.

UMC supported a municipal finance assessment of Jodhpur Nagar Nigam (FY 2022–2026) to examine revenue patterns, expenditure priorities, and fiscal capacity for pro-poor and WASH-related investments. This assessment informed the feasibility of reallocating municipal resources towards settlement-level improvements and sustainable operations and maintenance of WASH infrastructure. In parallel, UMC undertook GIS-based mapping and situation analysis in Ward 19, one of Jodhpur's largest wards with a high concentration of informal settlements, to document service gaps related to water, sanitation, drainage, solid waste management, and access infrastructure.
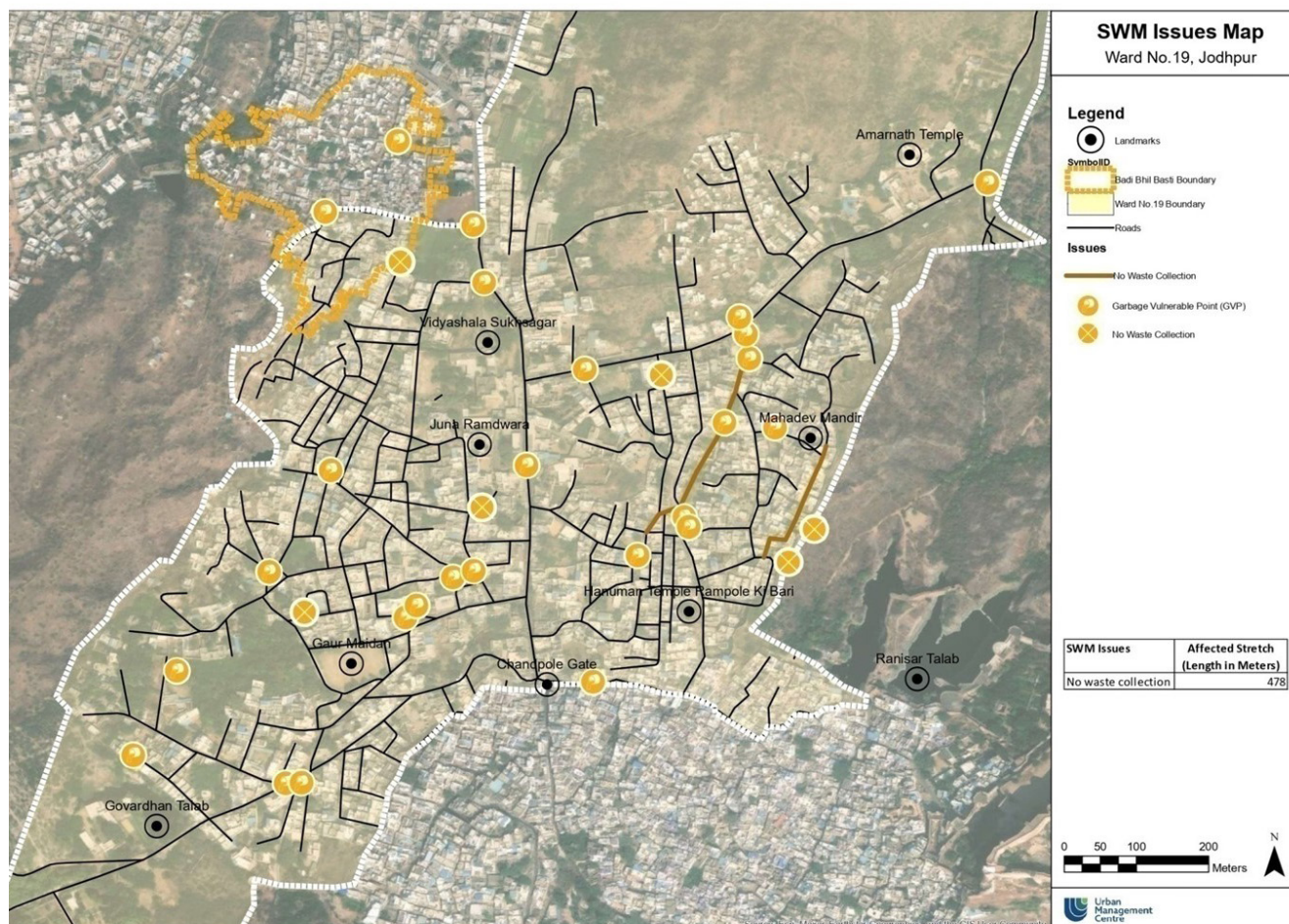
Building on this evidence base, UMC facilitated a participatory ward improvement planning process, working closely with community members, UNNATI's field teams, and municipal officials. The process demonstrated how community-identified needs could be translated into implementable projects aligned with applicable urban development schemes. The collaboration has generated replicable tools and learnings for integrating rights-based WASH approaches into municipal planning and budgeting, with potential application across other wards in Jodhpur and similar cities.
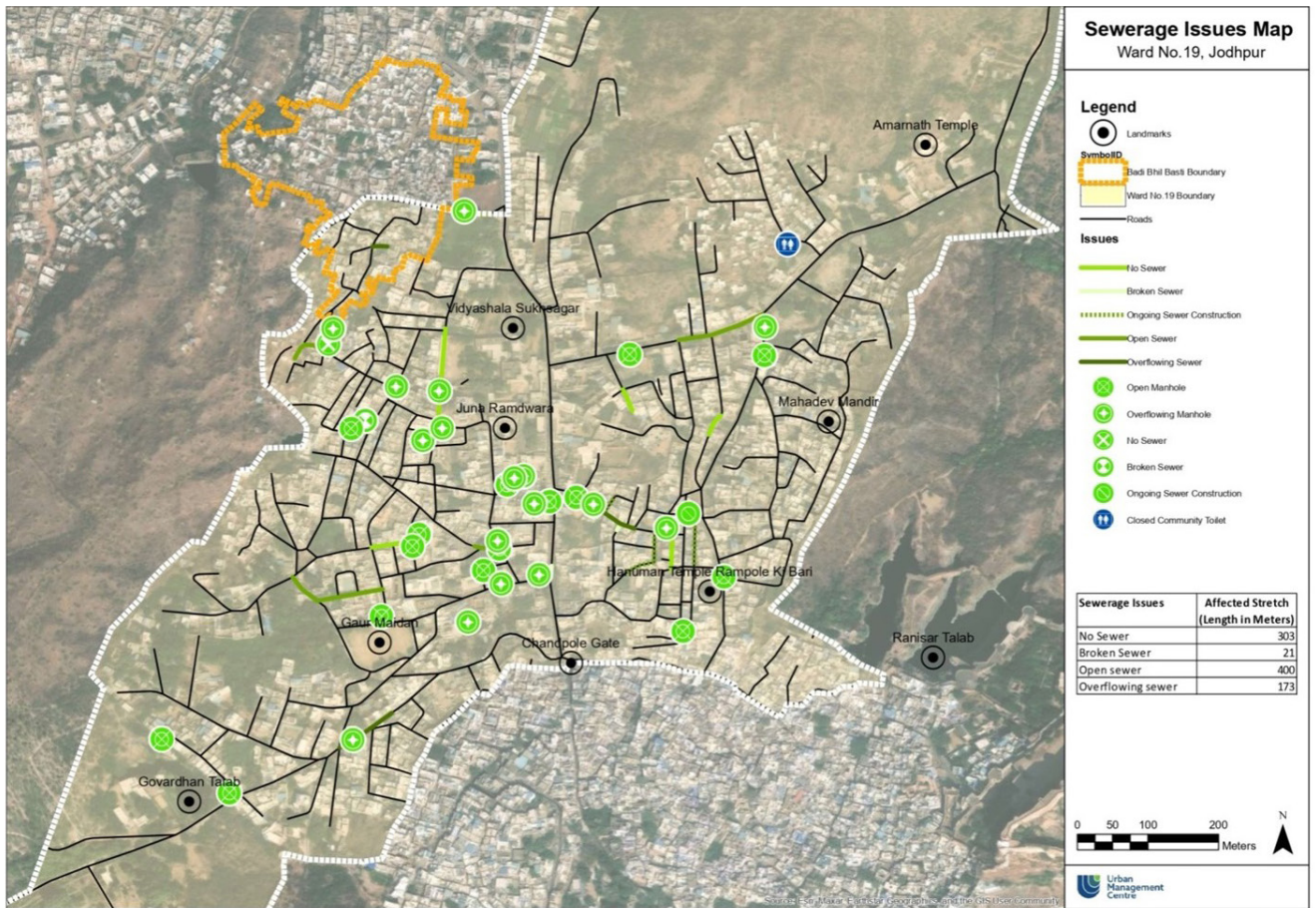
# 2.3 Guwahati Climate Action Plan

UMC is providing technical support to the Government of Assam and Guwahati city stakeholders in the preparation of the Guwahati Climate Action Plan (GCAP), aimed at strengthening the city's climate resilience while enabling a transition towards low-carbon and inclusive urban development. As the largest city in Assam and the gateway to Northeast India, Guwahati plays a pivotal economic and infrastructural role; however, rapid and largely unplanned urban growth has placed significant stress on its natural systems and urban infrastructure.

Unregulated expansion has resulted in widespread encroachment, significant land-use changes, and disruption of the city's ecological and hydrological networks. These pressures are compounded by Guwahati's inherent exposure to natural hazards such as earthquakes, landslides, severe winds, and thunderstorms. Climate change has further intensified these risks, with the city already experiencing rising temperatures, declining seasonal rainfall, and an increase in extreme, short-duration rainfall events, heightening the incidence of heat stress and pluvial and fluvial flooding. As highlighted in the Assam State Action Plan on Climate Change (SAPCC), Kamrup Metropolitan District, with Guwahati at its core, is classified as highly vulnerable under the Composite Vulnerability Index.

UMC's support to the GCAP is anchored in an integrated assessment of Guwahati's climate risks and emissions profile, with a focus on key contributing sectors such as transport, energy, and waste. Rapid motorisation, continued reliance on fossil fuels, and inefficient waste management practices-characterised by open dumping and limited processing-have resulted in rising greenhouse gas emissions and public health concerns, underscoring the need for a coordinated climate response.

The Guwahati Climate Action Plan, being developed with UMC's technical guidance, serves as a strategic roadmap to embed climate adaptation and mitigation within urban planning and service delivery. The plan aligns with India's national and state climate frameworks, including the National Action Plan on Climate Change (NAPCC), India's Nationally Determined Contributions (NDCs) under the Paris Agreement, and the updated Assam SAPCC (2021-2030).
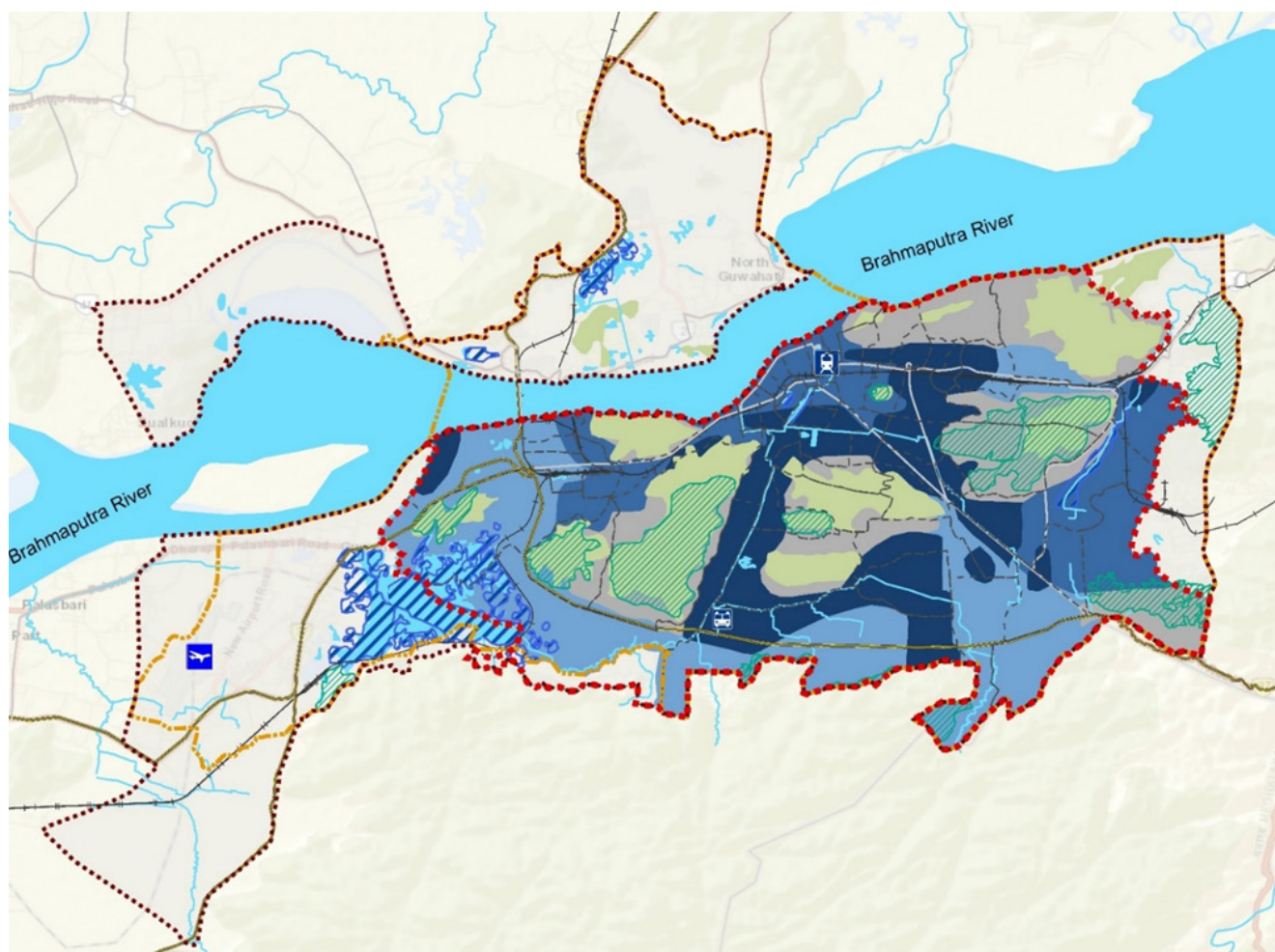


The GCAP prioritises climate-smart urban planning, low-carbon and sustainable mobility, clean energy adoption, efficient waste management, and disaster risk reduction, alongside the promotion of green infrastructure and nature-based solutions. Through these interventions, UMC aims to support Guwahati in reducing emissions, enhancing the resilience of critical urban systems, and improving quality of life, particularly for vulnerable communities.

By supporting the formulation of the GCAP, UMC is contributing to the institutionalisation of climate-responsive urban governance in Guwahati, enabling the city to strengthen preparedness, generate green economic opportunities, and emerge as a leading example of climate-resilient urban transformation in Northeast India.

# 2.4 Public Health Byelaws and Citizen's Charter for GIFT City

UMC is supporting Gujarat International Finance Tec-City (GIFT City)-India's first operational smart city and International Financial Services Centre-in strengthening its municipal governance framework as the city transitions to executing core civic functions. Following the 6th GIFT Notified Area Committee Resolution (May 2024), GIFT City initiated the operationalisation of municipal responsibilities in line with the Gujarat Municipalities Act, 1963, including public health, sanitation, solid waste management, and public works.



UMC is supporting Gujarat International Finance Tec-City (GIFT City)-India's first operational smart city and International Financial Services Centre-in strengthening its municipal governance framework as the city transitions to executing core civic functions. Following the 6th GIFT Notified Area Committee Resolution (May 2024), GIFT City initiated the operationalisation of municipal responsibilities in line with the Gujarat Municipalities Act, 1963, including public health, sanitation, solid waste management, and public works.

To support effective implementation, UMC designed a Standard Operating Procedure (SOP) to ensure consistent enforcement, monitoring, and compliance with the bye-laws. In parallel, UMC prepared communication and information materials to strengthen awareness, institutional capacity, and stakeholder compliance across residents, businesses, and service providers.

Through this engagement, UMC is enabling GIFT City to institutionalise high-quality municipal service delivery and establish a governance framework aligned with global best practices, sustainability principles, and the city's long-term vision for safe and efficient urban living.

# 2.5 Exploring the Lived Experiences of Women Sanitation Workers in Odisha

During the year, UMC facilitated a qualitative field study in Bhubaneswar and Cuttack in collaboration with Dr. Amita Bhakta, to deepen understanding of the lived experiences of women sanitation workers in urban Odisha. The study focused on women engaged across diverse sanitation roles, including community and public toilet maintenance, hospital cleaning, and desludging operations, including some of the first women desludging truck operators in the state. Using in-depth interviews alongside participatory methods such as PhotoVoice and transect walks, the research explored the intersecting challenges women sanitation workers face at work and within their households. The study aims to foreground workers' voices and lived realities, contributing to more grounded, gender-responsive approaches to sanitation policy and programme design.

# 2.6 Strengthening Municipal Capacity Frameworks through FRACing

During the year, UMC collaborated with Janagraha under the Framework for Rating and Accreditation of Cities (FRACing) initiative to support the revision of the Municipal Competency Dictionary, a core instrument for assessing and strengthening capacities within Urban Local Bodies. The engagement focused on aligning competencies with the evolving roles, responsibilities, and accountability requirements of municipal functionaries across service delivery and governance functions.

UMC provided technical inputs to review and refine competency definitions, proficiency levels, and behavioural indicators across key domains, including urban planning, municipal finance, public health, sanitation, contract management, and citizen interface functions. The revised framework strengthens clarity on role expectations and enables a more consistent approach to capacity assessment, training design, and performance benchmarking.

By contributing to the institutionalisation of a structured, competency-based approach, the collaboration supports cities in building more professional, responsive, and accountable municipal administrations, aligned with contemporary urban governance challenges and reform priorities.

## 2.7 Global Knowledge Exchange on City Management

During the year, the Urban Management Centre (UMC) hosted Nina Vetter, City Manager of Newport, Oregon (USA), for an interactive knowledge exchange on urban governance and city management practices. Her visit brought together UMC's leadership and team members to reflect on the similarities and differences between urban governance systems in India and the United States, with a focus on institutional roles, administrative structures, and service delivery responsibilities.

Drawing from her experience in Oregon, Nina Vetter shared insights on the council–manager form of government, the role of professional city managers in implementing policy decisions, municipal funding structures, and approaches to managing urban services and human resources. Her presentation highlighted how city management functions within smaller and mid-sized cities in the United States, offering comparative perspectives relevant to India's diverse urban landscape.



The engagement fostered meaningful dialogue on professional urban management, accountability, and leadership across contexts. The session reinforced the value of cross-country learning and practitioner-led exchanges in strengthening institutional capacity and advancing more effective, responsive, and well-governed cities.

# Audio Visual Media Productions

## Ignite a Flame of Hope

*(Sanitation Workers' Development Scheme, Government of Tamil Nadu)*

This film was created by the Urban Management Centre to raise awareness among citizens and sanitation workers on the importance of safe and mechanised sanitation practices. Anchored in the provisions of the Prohibition of Employment as Manual Scavengers and their Rehabilitation Act, 2013, the film highlights the severe risks associated with manual sewer and septic tank cleaning. Through real-world scenarios, it emphasises the need for mechanical cleaning, proper training, use of personal protective equipment, and strict adherence to standard operating procedures. The film aims to strengthen public understanding of worker safety and reinforce collective responsibility in preventing hazardous sanitation work.



Ignite a Flame of Hope

தூய்மைப் பணியாளர் வாழ்வுக்கோர் நம்பிக்கை ஒளி

Watch Now

## Let's Know the Right Way

(Sanitation Workers' Development Scheme, Government of Tamil Nadu)

Designed as a practical guidance film for Private Sanitation Service Operators (PSSOs), this audio-visual resource focuses on operational responsibilities for ensuring sanitation worker safety. The film outlines legal requirements under the Prohibition of Employment as Manual Scavengers and their Rehabilitation Act, 2013, including the mandatory use of mechanised cleaning methods and valid licensing for desludging operations. It clearly explains the roles of PSSOs in complying with safety protocols, following standard operating procedures, and ensuring that workers receive appropriate training and regular health check-ups. The film supports safer service delivery by translating regulatory frameworks into actionable, on-ground practices.



## Let's Know the Right Way
நல்வழி அறிந்து நடப்போம்

**Watch Now**

# Awards & Recognition

**SPARK Award - UMC's Impact in Odisha Earns Recognition**

UMC was awarded the First Prize for 'Best Development Partner' at the SPARK Awards 2023-24, instituted by the Ministry of Housing and Urban Affairs (MoHUA) under DAY-NULM. The award recognises UMC's sustained contributions to women's empowerment, capacity building, and social mobilisation through its programme engagements.

This recognition reflects the collective efforts and commitment of the UMC team, as well as the strong collaboration with partner institutions and community stakeholders. UMC remains committed to advancing inclusive urban development and delivering meaningful, long-term impact across its areas of work - उत्कृष्टता की ओर बढ़ते कदम.

# Way Forward

As India's urbanisation advances in scale and complexity, the period ahead calls for a sharper focus on institutional consolidation, systems integration, and sustained implementation. Building on its engagements across national, state, and city levels during 2024–25, the Urban Management Centre (UMC) will continue to support governments in translating policy frameworks into durable, on-ground outcomes that advance inclusion, dignity, and resilience.

UMC's work will remain anchored in strengthening public systems under key national and state missions, including DAY-NULM, SBM-Urban 2.0, NAMASTE, PM SVANidhi, GARIMA and SWDS. Priority will be given to embedding community-led and worker-centric approaches within urban service delivery, with a particular emphasis on women's collectives, sanitation workers, waste pickers, and other vulnerable occupational groups. Strengthening digital platforms, monitoring systems, and convergence mechanisms will be central to enabling scale, accountability, and long-term adoption.

Ensuring the safety, dignity, and social protection of sanitation workers will continue as a core area of engagement. UMC will support the further institutionalisation of mechanised sanitation, expansion of entitlement linkages, and strengthening of training ecosystems, standard operating procedures, and contractual and regulatory safeguards across states and urban local bodies.

In response to intensifying climate risks, UMC will deepen its focus on mainstreaming climate action within statutory planning and governance processes. Support to climate action plans, master plans, and sectoral strategies will prioritise integration with existing planning instruments and strengthening local government capacity to lead climate-resilient and low-carbon urban development.

Capacity building will remain a cross-cutting pillar of UMC's work. Continued engagement with urban cadres, elected representatives, SHGs, frontline workers, and institutions will be supported through practice-oriented training, knowledge products, peer learning platforms, and digital tools. Through sustained investment in knowledge, public digital infrastructure, and cross-regional learning, UMC remains committed to supporting governments and communities in building safer, more inclusive, 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
Department of Drinking Water and Sanitation, Ministry of Jal Shakti, Government of India
Town and Country Planning Organisation (TCPO), Government of India
Housing & Urban Development Department (H&UDD), Government of Odisha
Municipal Administration and Water Supply Department (MAWS), Government of Tamil Nadu
Tamil Nadu Adi Dravidar Housing and Development Corporation (TAHDCO)
Department of Housing and Urban Affairs, Government of Assam
Greater Chennai Corporation (GCC)
Chennai Metropolitan Development Authority (CMDA)
Guwahati Municipal Corporation (GMC)
Ahmedabad Municipal Corporation (AMC)

## 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 (Prime Minister Street Vendor's Atma Nirbhar Nidhi)

## Civil Society & Implementation Partners
UNNATI – Organisation for Development Education
Mission Shakti (Odisha)
Ahmedabad World Heritage City Trust (AWHCT)
Bangladesh FSM Network
Practical Action Bangladesh

## Knowledge, Training & Institutional Partners
Lal Bahadur Shastri National Academy of Administration (LBSNAA)
National Institute of Urban Affairs (NIUA)
Odisha Urban Academy (OUA)
Janagraha
C40 Cities Climate Leadership Group
Centre for Water and Sanitation (CWAS), CRDF–CEPT University
WASH Institute

## Donor Partners
Bill & Melinda Gates Foundation (BMGF)
UNICEF India
GIZ (Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH)
United Breweries Limited (CSR support)
Community Jameel

# Financial Statement

## Audited Statement of Accounts for the Financial Year 2024-25

(Amount in' 000)

| Equity and Liabilities | 31st March 2025 (INR) | 31st March 2024 (INR) |
|---|---|---|
| Share Capital | 0.20 | 0.20 |
| Reserves and Surplus | 3,79,294.76 | 4,06,412.62 |
| Current Liabilities | 2,286.39 | 3,618.59 |
| Total | 3,81,581.35 | 4,10,031.41 |

| Assets | 31st March 2025 (INR) | 31st March 2024 (INR) |
|---|---|---|
| Tangible Assets | 18,401.19 | 19,480.74 |
| Non - Current Assets | 2,598.75 | 2,196.00 |
| Current Assets | 3,60,581.41 | 3,88,354.67 |
| Total | 3,81,581.35 | 4,10,031.41 |

## Abridged Income and Expenses Account

| Income | 31st March 2025 (INR) | 31st March 2024 (INR) |
|---|---|---|
| Revenue from Operation | 32,162.62 | 21,701.84 |
| Other Income | 72,794.96 | 1,71,618.28 |
| Total | 1,04,957.58 | 1,93,320.12 |

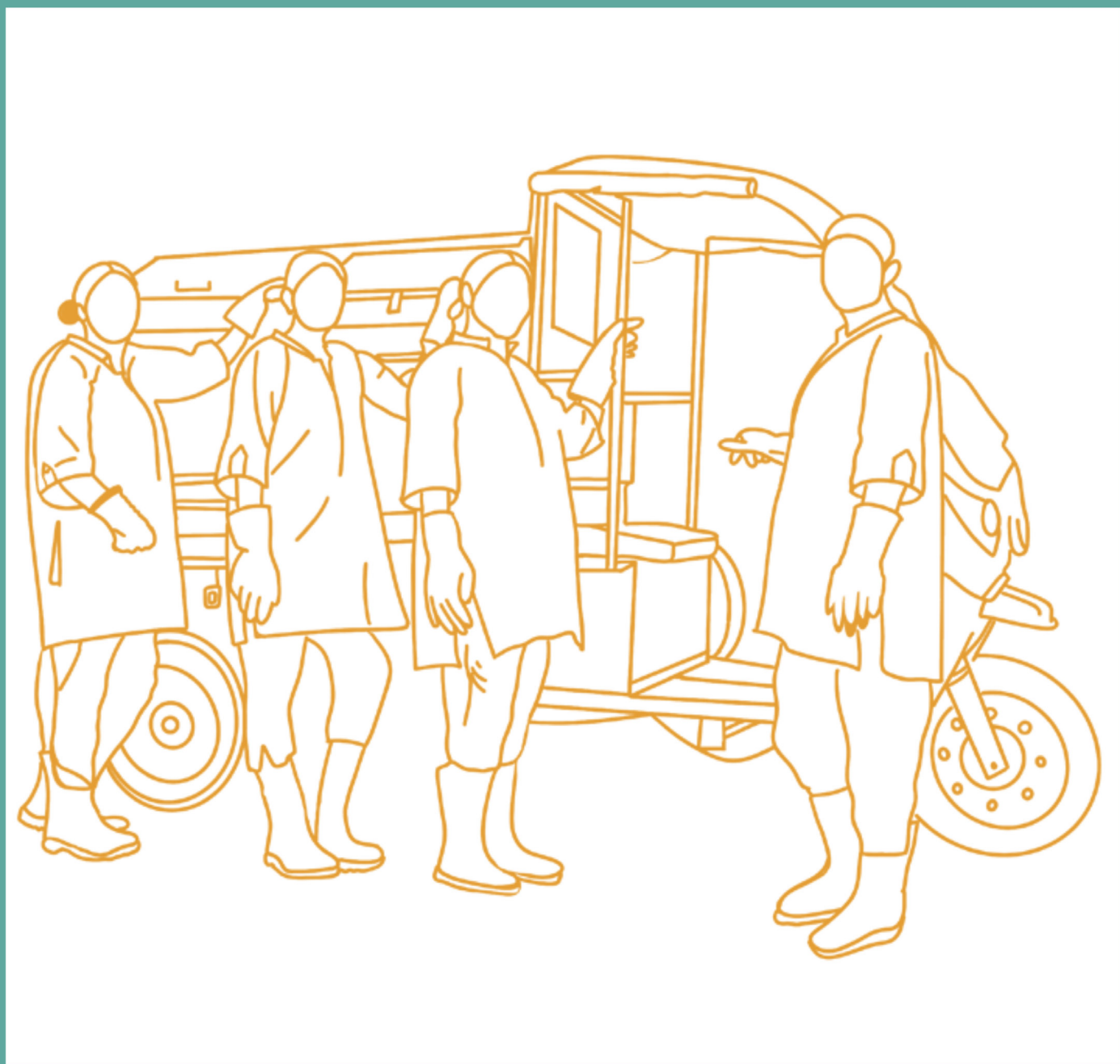| Expenditure | 31st March 2025 (INR) | 31st March 2024 (INR) |
|---|---|---|
| Employee Benefit Expenses | 59,496.14 | 74,075.88 |
| Depreciation and Amortization | 1,441.39 | 1,544.90 |
| Other Expenses | 60,854.60 | 61,157.91 |
| Total | 1,21,792.13 | 1,36,778.68 |
| Excess of Income over Expenditure from continuing operation | (16,834.55) | 56,541.44 |

# Abbreviations

| Abbreviation | Full Form |
|---|---|
| ALFs | Area Level Federations |
| AMC | Ahmedabad Municipal Corporation |
| AWHCT | Ahmedabad World Heritage City Trust |
| BMS | Beneficiary Management System |
| C-LAP | City Livelihood Action Plan |
| C40 | C40 Cities Climate Leadership Group |
| CAP | Climate Action Plan |
| CEPT | Centre for Environmental Planning and Technology |
| CLFs | City Level Federations |
| CMDA | Chennai Metropolitan Development Authority |
| CMWSSB | Chennai Metropolitan Water Supply and Sewerage Board |
| CO | Community Organisers |
| CSR | Corporate Social Responsibility |
| CSW | Core Sanitation Worker |
| CWAS | Centre for Water and Sanitation |
| D-JAY-S | Deendayal Jan Aajeevika Yojana – Shehri |
| DAY-NULM | Deendayal Antyodaya Yojana – National Urban Livelihoods Mission |
| DDWS | Department of Drinking Water and Sanitation |
| eKYC | Electronic Know Your Customer |
| ERSU | Emergency Response Sanitation Unit |
| FAQ | Frequently Asked Question |
| FGD | Focus Group Discussion |
| FSM | Faecal Sludge Management |
| FSSM | Faecal Sludge and Septage Management |
| FSTP | Faecal Sludge Treatment Plant |
| GCC | Greater Chennai Corporation |
| H&UDD | Housing & Urban Development Department |
| IAS | Indian Administrative Service |
| ICMA | International City/County Management Association |
| IEC | Information, Education and Communication |
| JSON | JavaScript Object Notation |
| LBSNAA | Lal Bahadur Shastri National Academy of Administration |
| MAWS | Municipal Administration and Water Supply Department (Govt. of Tamil Nadu) |
| 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 |
| 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 |
| OUHM | Odisha Urban Housing Mission |
| PEMSRA | Prohibition of Employment as Manual Scavengers and their Rehabilitation Act |
| PHEO | Public Health Engineering Organisation |
| PM SVANidhi | Prime Minister Street Vendor's Atma Nirbhar Nidhi |
| PM-JAY | Pradhan Mantri Jan Arogya Yojana |
| PMAY(U) | Pradhan Mantri Awas Yojana (Urban) |
| PPE | Personal Protective Equipment |
| ROs | Resource Organisations |
| SAKhEE | Strengthening and Advancement of women in Khordha by Entitlement and Enterprise |
| SBM-U | Swachh Bharat Mission – Urban |
| SDAs | Slum Dwellers Associations |
| SEP | Sewer Entry Professional |
| SHG | Self-Help Group |
| SHWAS | Sanitation Workers' Health, Welfare, and Safety |
| SKP | Swachhta Knowledge Partner |
| SOP | Standard Operating Procedure |
| SSW | Sewer and Septic-Tank Worker |
| STRIVE | Strengthening Resilience and Inclusion with Voice and Economic Empowerment |
| SUJOG | Sustainable Urban Services in a Jiffy by Odisha Government |
| SWDS | Sanitation Workers Development Scheme |
| SWM | Solid Waste Management |
| TAHDCO | Tamil Nadu Adi Dravidar Housing and Development Corporation |
| TNCWWB | Tamil Nadu Cleanliness Workers Welfare Board |
| TSU | Technical Support Unit |
| TSU-CB | Technical Support Unit – Capacity Building |
| UBL | United Breweries Limited |
| ULB | Urban Local Body |
| UMC | Urban Management Centre |
| UNESCO | United Nations Educational, Scientific and Cultural Organization |
| UNICEF | United Nations International Children's Emergency Fund |
| VOGs | Vulnerable Occupational Groups |
| WASH | Water, Sanitation and Hygiene |
| WATCO | Water Corporation of Odisha |