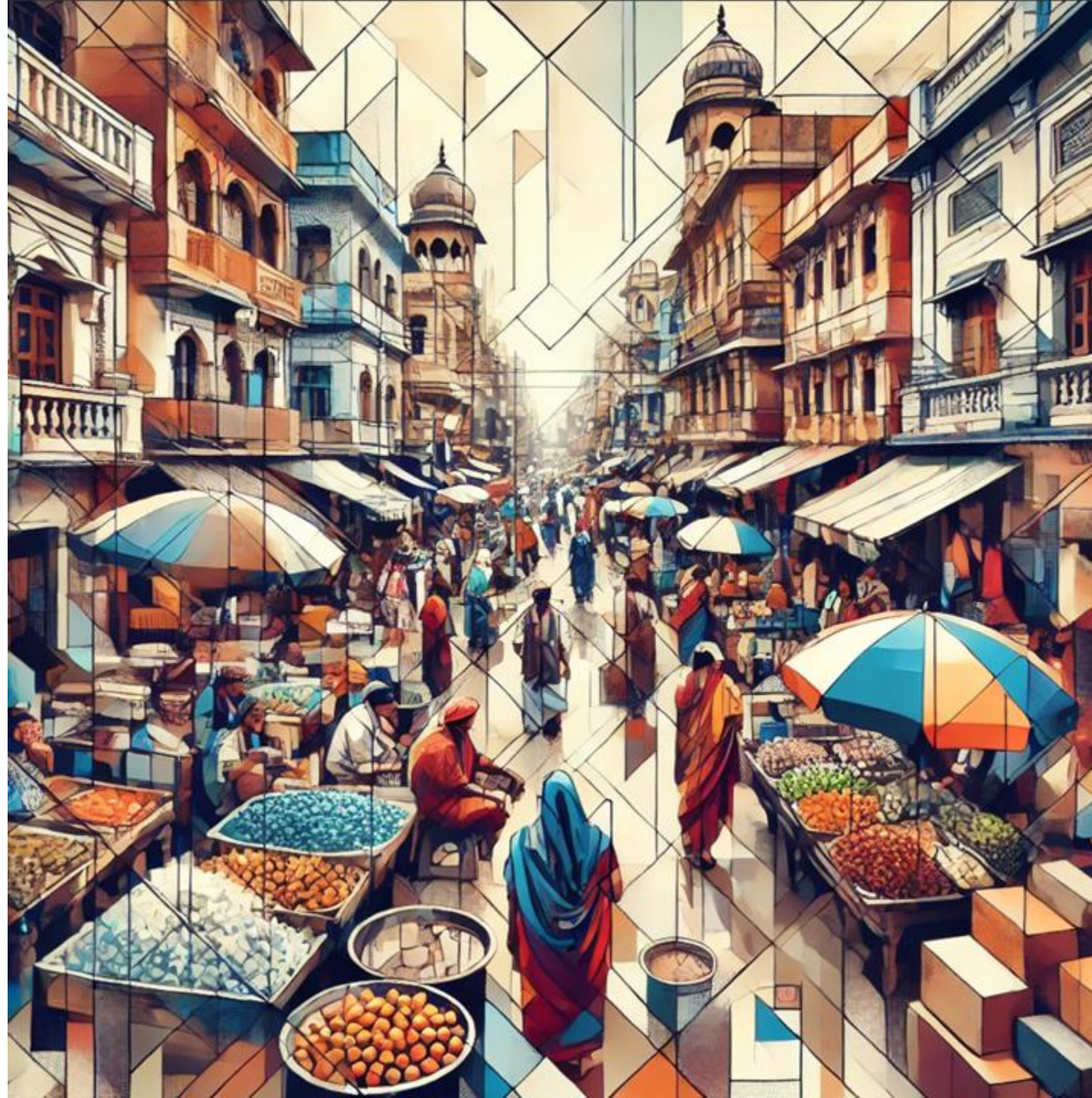


# Making Cities Work for Everyone

Driving Sustainable  
Urban Development



Urban  
Management  
Centre



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# All About Us

Origin | Milestones | Theory of Change | Strategic Approach | Our Leadership





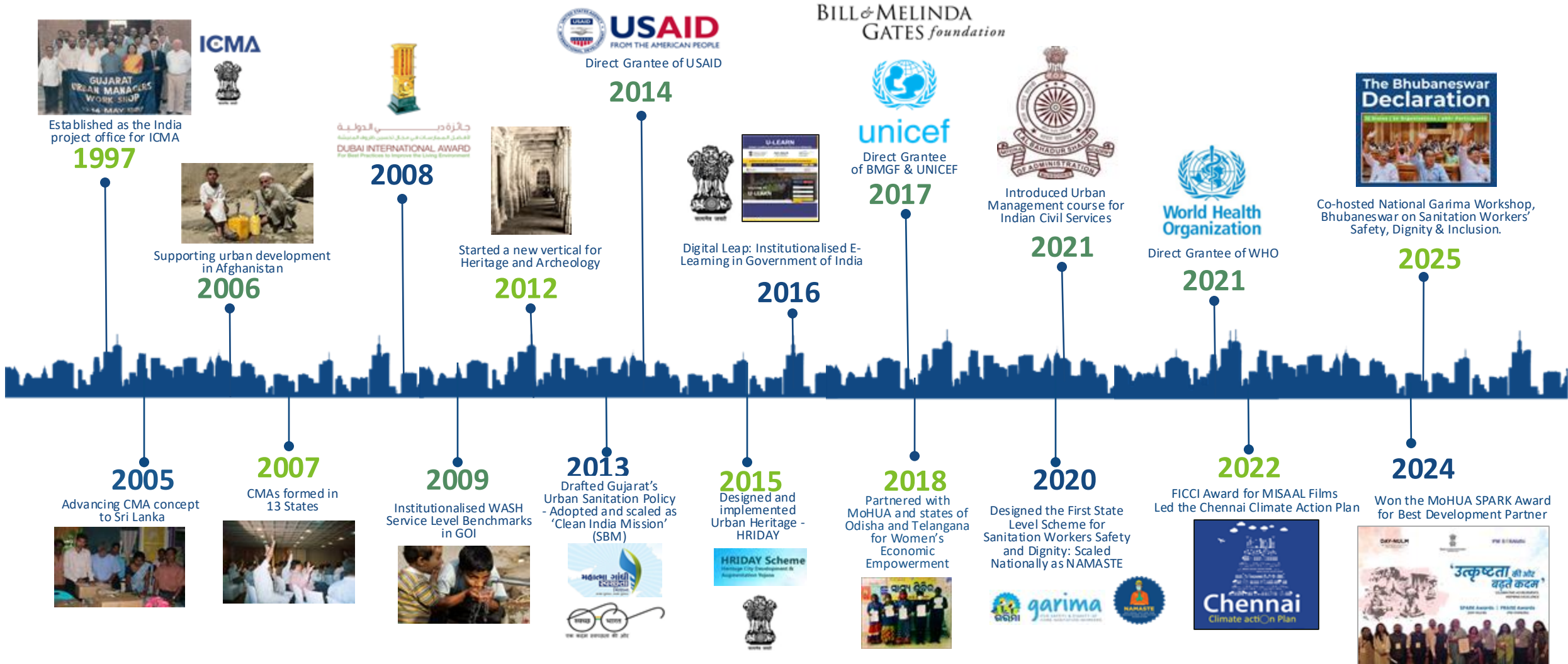
# Origin

- Started as ICMA's Project Office in India and South Asia since 1997.
- The first organization in India dedicated to 'Professionalizing Local Government Management'.
- A multi-faceted and growing team of urban planners, architects, social planners and community engagement experts, gov-tech professionals and urban finance experts.



UMC has grown into a leader in urban management, shaping sustainable urban development across Asia.

# Our Journey





# Our Theory of Change

## We Believe in Making Cities Work for Everyone

If policy reforms are implemented; systems are strengthened; City managers are capacitated and empowered then cities would become cleaner, livable, productive and equitable.

### Our Guiding Tenets for Professional Local Governments



# Bridging Strategy and Policy with Ground Level Insights

UMC operates with a steadfast **commitment to equity and equality**, working across all four levels—**community, local government, state government and national government** to drive excellence in urban management.

Our approach is **non-partisan and non-political**, focused solely on building resilient and inclusive cities. By collaborating with governments, stakeholders, and communities, we ensure that everyone, regardless of their socio-economic status, has a voice and access to quality urban services.

We act as a **bridge between the academia/practitioners/grassroot experts and the governments**. Our belief in fairness guides us in creating policies and programs that benefit all, fostering cities that work for everyone.

We Work Across all  
Four Tiers of Governance





# Institutionalizing Capacity Building

Formations of CMAs | Understanding Needs for Capacity Building | Introducing Urban Management Course for Indian Civil Services | Institutionalizing National E-Learning Initiatives





# Our Comprehensive Capacity Building Approach

We believe that **there is a need to recognize “continuing education”** as an important pursuit for city managers to enhance their efficiency and skills.

We assess **training needs, develop content using adult learning pedagogy, create delivery platforms,** and implement structured assessment frameworks.

We use a combination of handholding support, **focused study tours, internships, city to city partnerships** as tools to ensure comprehensive learning and capacity building.



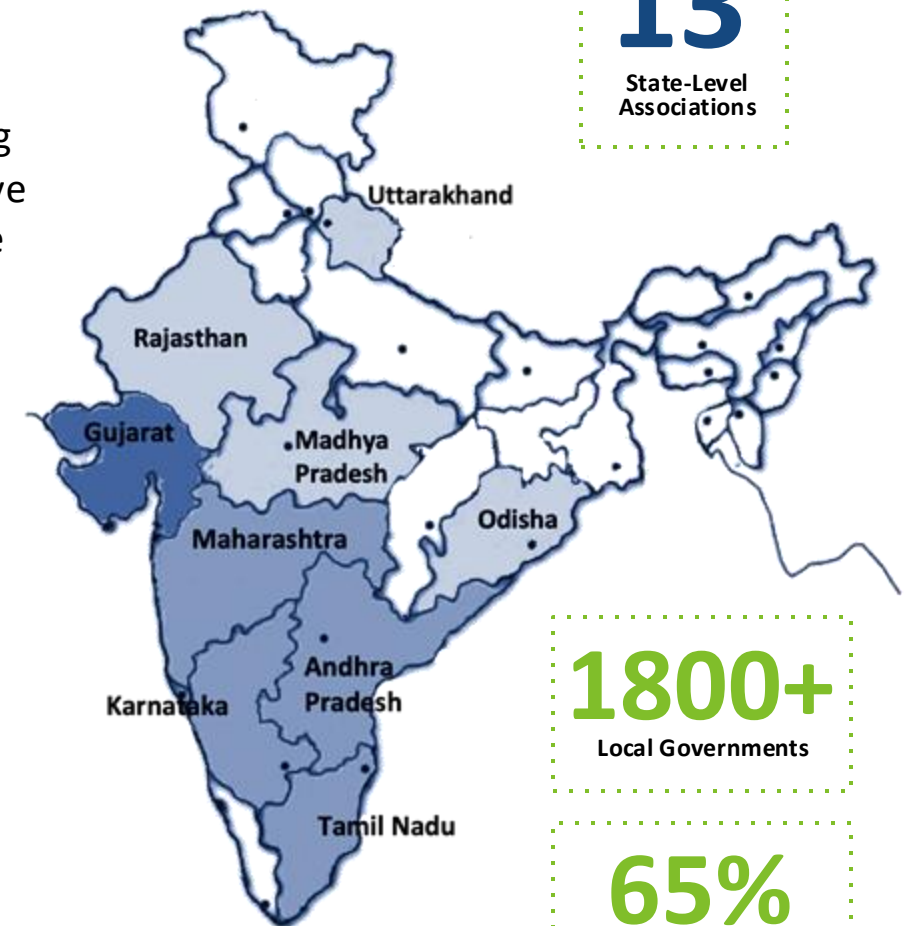
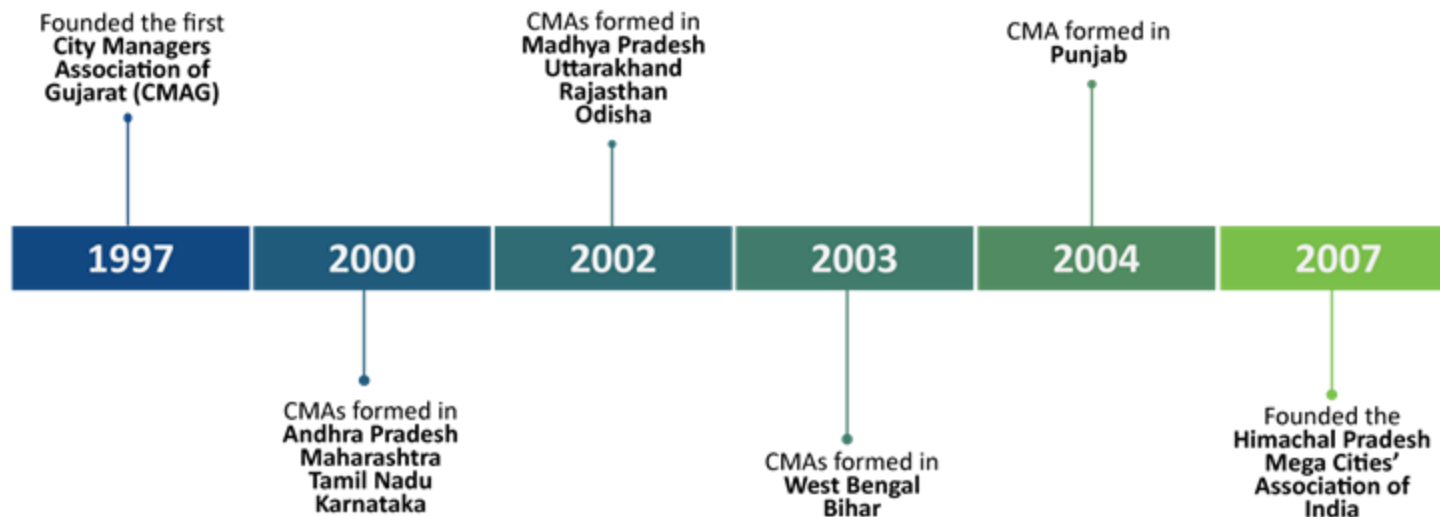
# Formation of City Managers' Associations

## Our Efforts to Empower Local Governance Across India

### CMA India Movement Initiated:

UMC, in partnership with ICMA, pioneered the establishment of City Managers Associations (CMAs) to foster knowledge sharing among city governments, beginning with Gujarat in 1997. We provided strategic mentorship to the association's executive committees, secretariat, initiated technical programs for members, guided executive committee orientations, and helped establish technical programs for their memberships.

### A Timeline of City Manager's Associations (CMAs) formed in India





# Our Journey in Pictures: The Early Days



Like other professional associations, local government associations (LGA), exist to serve the needs of their members for continuous upgrading of their skills and abilities and for sharing information. They have an important role in articulating the needs and concerns of local governments to higher levels of government, and lobbying for policies and programs that address them.

**LGAs can provide up-to-date information on best practices and policy issues, and offer a forum for municipal officials to network and learn from each other.**



**Scan to Watch  
Documentary Film  
Towards Professionalizing  
Urban Management  
(CMA Movement in India)**





# Advancing LGAs to Sri Lanka

In partnership with ICMA, established 12 Good Governance Resource Centres (GGRC) in Sri Lanka. We trained their secretariat and members on designing technical programs for their membership and provided training on best practice documentation, communications, and financial sustainability.

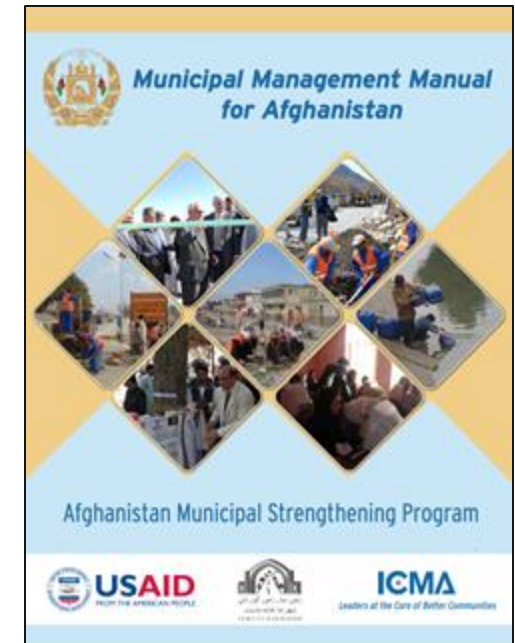
We organized several study tours to India for showcasing successful local government associations and facilitated partnership affiliations between 2 GGRCs and Indian CMAs.



# Supporting Urban Development in Afghanistan

In partnership with ICMA, we **supported several initiatives to rebuild and capacitate local governments and their officials.** As part of the Afghanistan Municipal Strengthening Program, UMC helped develop GIS-based base maps for Afghan cities and build capacities for these to be updated. We designed and organized multiple study tours for Afghan officials to India. We created training manuals and teaching materials for Afghan City Managers.

We also led the preparation of **one of the country's first consultative strategic Municipal Action Plans for the city of Panjshir.**





# Understanding Needs for Capacity Building

## To Educate Using Context Specific Training Delivery

### Identifying Training Requirements for Effective Urban Management

We design and deploy specific training Needs Assessments (TNA) and Capacity Enhancement Needs Assessments (CENA) studies to understand specific requirements for capacity building across urban institutions and help create targeted training programs tailored to their needs. We have conducted such assessments for elected leaders, city managers, members of self help groups as well as for community members.

#### Key Components:

- **Assessment of Needs:** We analyze gaps in skills, governance, and operational efficiency through TNAs and CENA to ensure comprehensive capacity building.
- **Content Development:** Leveraging adult learning pedagogy, we develop tailored training content and platforms, enhancing learning experiences for city managers.
- **Course Delivery & Evaluation:** Utilize structured frameworks to deliver courses and assess outcomes, ensuring effective implementation and continuous improvement.





# Introducing Urban Management Course For Indian Civil Services

The Lal Bahadur Shastri National Academy of Administration of the Government of India is an apex training institute only for Indian Administrative Services (IAS) officers at Mussoorie, Uttarakhand, India.

UMC partnered with LBSNAA to design an **Urban Management module**, and introducing the challenges and complexities of our cities. This module is used to train Phase One and Foundational Course for all civil services.

Since the past 4 years, we have delivered "**City Matters**" course covering Sanitation Worker Safety, Waste Management, Water Supply, Housing, Public Transit, and Heritage Management.



The Lal Bahadur Shastri National Academy of Administration (LBSNAA) in Mussoorie is India's premier training institution for civil services, focused on grooming future government leaders.



UMC Leaders Meghna Malhotra and Manvita Baradi conducting the 'City Matters' session with young IAS Officers in training.

# Institutionalizing National E-Learning Initiatives

## Building Capacities Through Online Education

We assisted the Ministry of Housing and Urban Affairs, Govt. of India, in designing one of the first government e-learning portals. We developed the course framework, pedagogy, and most of the content for **Swachh Bharat Mission - Urban's e-learning portal in August 2015**, aimed at building capacity for block and district functionaries and sharing best practices in sanitation. Participants receive certificates upon course completion.

In 2018, UMC designed the **U-LEARN Portal for Self-Help Groups (SHGs)** in collaboration with the Government of India. The portal focuses on forming and advancing SHGs, promoting self-sustainability, and improving service delivery.

**U-LEARN 2.0** serves as a comprehensive platform **offering guidelines, case studies, and tutorials**. Accessible via mobile phones, it provides videos, case studies, and reference documents. Certificates are awarded to participants after successfully completing quizzes.



Scan to Access  
U-LEARN 2.0



Scan to Watch U-  
LEARN Tutorials



U-LEARN (Urban Livelihood e-Learning and Resource Network) is an e-learning platform for training DAY-NULM and SBM-U functionaries.

50+

E-Learning Courses  
Developed for  
Swachh Bharat

30+

Training Videos for  
NULM Functionaries  
and Communities





# Policy Support

Drafting of Gujarat's Sanitation Policy | Ensuring Sanitation Workers' Safety and Dignity  
Policy Support to NULM 2.0 | Gov-Tech Initiatives





# Crafting Data-Driven Policies for Nationwide Impact

We support Governments to **shape their policies by connecting them to ground realities**, reach the last mile, back them with data, develop guidelines, SOPs and Regulatory Frameworks, **for their nationwide implementation.**

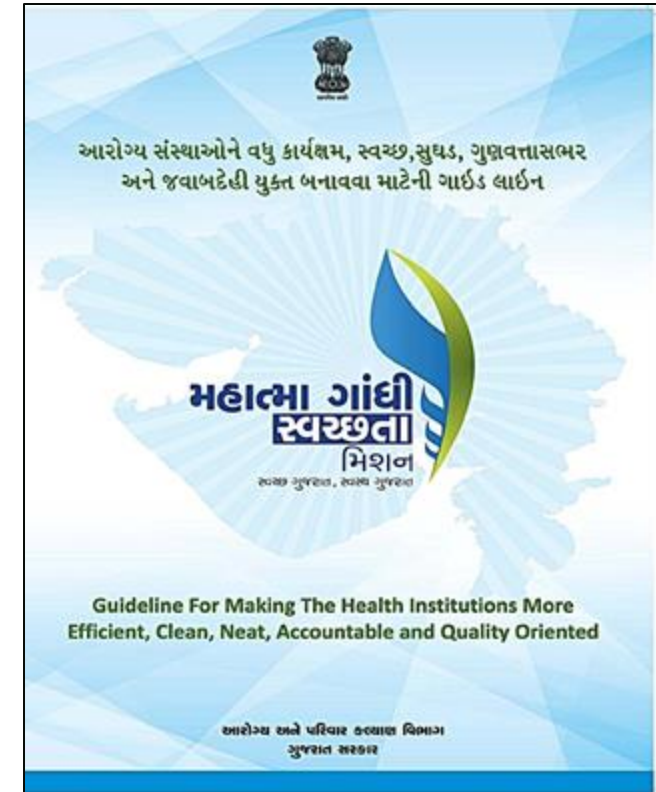


# Drafting of Gujarat's Urban Sanitation Policy

## Our Role in Developing ODF Guidelines for Gujarat and Scaling Nationally

**Guidelines for the First State Scheme on ODF (MGSM):** We played a pivotal role in formulating comprehensive guidelines for Gujarat under the Mahatma Gandhi Swachhata Mission (MGSM), which established a framework for achieving Open Defecation Free (ODF) cities. This included capacity building, technical support for Urban Local Bodies (ULBs), and innovative solutions for sanitation infrastructure.

**Policy Integration into Swachh Bharat Mission:** UMC's success with ODF Gujarat served as a model for the Swachh Bharat Mission (SBM) at the national level, contributing key strategies, standards, and implementation protocols. The guidelines formed the backbone of SBM's approach to achieving ODF status across India.



Mahatma Gandhi Swachhata Mission (MGSM) - Govt. of Gujarat

167

Cities of Gujarat became ODF Free



Scan to Read  
Mahatma Gandhi  
Swachhata Mission  
Guidelines 2015



Guidelines laid down for MGSM were adopted and scaled nationally as Swachh Bharat Mission (Clean India Mission)

# Ensuring Sanitation Workers' Safety and Dignity

## Policy Reforms for Safer Working Conditions and Dignity for Sanitation Workers

**Background:** Sanitation workers in India face harsh working conditions, dealing with hazardous waste, poisonous gases, and faecal sludge, often in confined spaces like sewers and septic tanks, exposing them to severe health risks. Due to the informal nature of their work, they lack social security, health benefits, and financial stability, compounded by caste-based discrimination that denies them dignity and basic rights.

We assisted Odisha in designing "**Garima**" – one of the first schemes ensuring zero fatalities and

a safe working environment for **Core Sanitation Workers (CSWs)**. Garima's success led to Tamil Nadu adopting a similar scheme, the **Sanitation Workers Development Scheme (SWDS)** in 2022, which later scaled nationally through the **National Action for Mechanised Sanitation Ecosystem (NAMASTE)** scheme by the **Ministry of Social Justice and Empowerment (MoSJE)**.

UMC contributed to the development of a **digital application for worker enumeration**, designed **granular survey methodologies**, and **drafted SOPs and advisories**. We supported governments in establishing Emergency Response Sanitation Units (ERSUs) and linking workers with social security benefits like healthcare, housing, and livelihoods. Additionally, we created training materials for mechanizing sanitation work and safe confined space entry.

140,000

Sanitation Workers  
Visibilised

4,000

Cities  
Enumeration Across



Hon'ble Chief Minister of Tamil Nadu, Shri MK Stalin, with Shri Shiv Das Meena (IAS) Principal Secretary MAWS launched the SWDS scheme in December 2022



Also scaled to  
Bangladesh



Scan to Read  
The Garima Story:  
Sanitation Work with Safety and Dignity



# GARIMA Initiative: A Transformative Approach

## Program Objectives

The GARIMA Scheme, supported by the Government of Odisha, aims to ensure the safety, dignity, and welfare of sanitation workers. Its objective is to formalize the workforce, provide health benefits, social security, and empower workers with necessary skills.

## Our Contributions

Included drafting SOPs and advisories, setting up Emergency Response Sanitation Units (ERSUs), and creating social security benefits like healthcare, housing, and livelihood opportunities.

## Measuring Impact

**20,000+**

### Core Sanitation Workers (CSWs)

Empowered across Odisha with access to social, financial, and health benefits.

**115**

### Urban Local Bodies (ULBs)

Implemented GARIMA, improving work conditions through training, safety gear, and emergency response units.

### UMC's Role

- Policy Support
- Capacity Building
- Technical Support

**15,000+**

### Informal Workers Identified

Created a dynamic database to recognize and support their rights.

**200+**

### Workers Trained

Certified as Skilled Sewer Entry Professionals, enhancing their employability, safety and dignity.

### Model for Success

Scaled as the Sanitation Workers Development Scheme (SWDS) in Tamil Nadu and served as a nationwide model, inspiring initiatives like NAMASTE (National Action for Mechanised Sanitation Ecosystem).



### Beneficiaries

Sanitation Workers in Odisha, including both formal and informal workers.

### Partnering Government



The Housing & Urban Development Department,  
Government of Odisha

### Program Logo



### Funded by

**BILL & MELINDA**  
**GATES foundation**



# Garima National Workshop 2025

Hosted by the Government of Odisha in partnership with UMC, the workshop set a new benchmark for inclusive sanitation governance.

- Inaugurated by Hon'ble CM Shri Mohan Charan Majhi, the workshop brought together 120+ participants from 10+ states.
- Key announcements included ₹10 lakh life insurance for sanitation workers and the launch of The Garima Story publication.
- The Bhubaneswar Declaration was formally adopted, affirming multi-state commitment to safety, dignity, and inclusion in sanitation work.
- Sanitation workers were felicitated and showcased their voices and talents, reaffirming their role as rights-holders, not just service providers.
- Live demonstrations and transgender-led plant operations reflected Garima's inclusive model in practice.



Shri Mohan Charan Majhi, Hon'ble Chief Minister of Odisha, inaugurates the Garima National Workshop 2025 and signs the Pledge Wall.



Life insurance announced, publications launched, and sanitation workers honoured - celebrating safety, dignity, and inclusion in action.



**Watch Garima Featured on NDTV Changemakers**  
Learn how Garima is transforming sanitation work, bringing safety, dignity, and women's leadership to the forefront.



# Garima Initiative in Odisha (2020) Through Pictures



Babuli Nayak before and after being recognized as a Core Sanitation Worker in Odisha.





# SWDS (2022) and NAMASTE (2023) Through Pictures



UMC continues to support the Govt. of Tamil Nadu to implement the Scheme.



Scan to Watch Film  
Sanitation Workers'  
Development Scheme  
State of Tamil Nadu



# Policy Support for NULM 2.0

## Our Role in Policy Formulation and Implementation

**Guideline Development:** UMC collaborated with the Ministry of Housing and Urban Affairs (MoHUA) to formulate the convergence guidelines between the Swachh Bharat Mission (SBM-U) and Deendayal Antyodaya Yojana - National Urban Livelihoods Mission (DAY-NULM). These guidelines promote livelihood opportunities for marginalized groups through sanitation-related work.

**SOPs and Implementation:** We contributed to creating Standard Operating Procedures (SOPs) and advisories that facilitated the integration of informal sanitation workers into formal employment systems. These SOPs addressed key challenges, including safety measures, skilling, and financial inclusion of vulnerable communities.

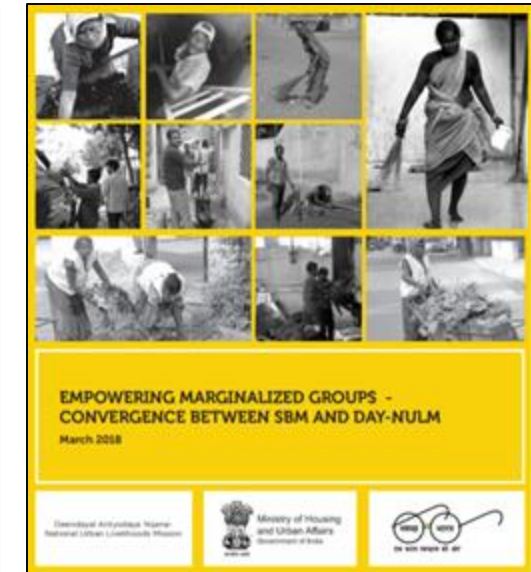
**Scaling Up:** UMC's policy support ensured that successful models from state-level initiatives were scaled to a national level under NULM 2.0, improving urban livelihoods and enhancing the quality of sanitation services across India.



**Scan to Download**  
**The Critical Role of Community Based Organisations**  
**in Urban Sanitation and Waste Management**



Shri Hardeep Singh Puri, Former Cabinet Minister, MoHUA, India, releasing **Empowering Marginalized Groups: Convergence between SBM and DAY-NULM**.



These publications were developed with an aim to support state and city governments in achieving SBM-Urban and NULM objectives.

# Gov-Tech Initiatives

## Enhancing Urban Governance Through Technology

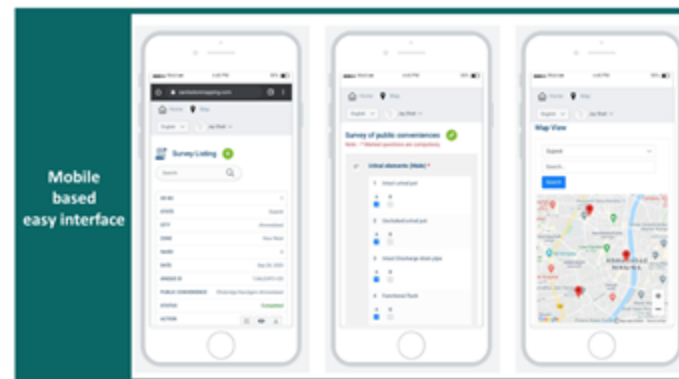
Our Gov-Tech approach brings marginalized urban populations into focus by turning their invisibility into actionable data. Effective governance requires innovative IT tools that seamlessly capture, analyze, and distribute data to decision-makers, ensuring policies are informed, inclusive, and impactful.

### Sanitation Mapping Tool

This tool, developed under the MISAAL program with support from USAID, empowers Urban Local Bodies (ULBs) to effectively assess and manage public and community toilets' (PT/CT) compliance with ODF+ protocols.



Geotagged Assessment of Public and Community Toilets



User-friendly web interface compatible with Android, iOS, and Windows

# 30,000

### Households Mapped

Primary surveys conducted in 223 slum settlements across 4 cities, capturing detailed household-level data.

### Benefits of the Platform

- Streamlined Maintenance of PT/CTs
- ODF+ Compliance
- Improved Scoring for Annual Surveys
- Improved Overall Standards



Dynamic data visualization of upto 20 key parameters through interactive graphs.



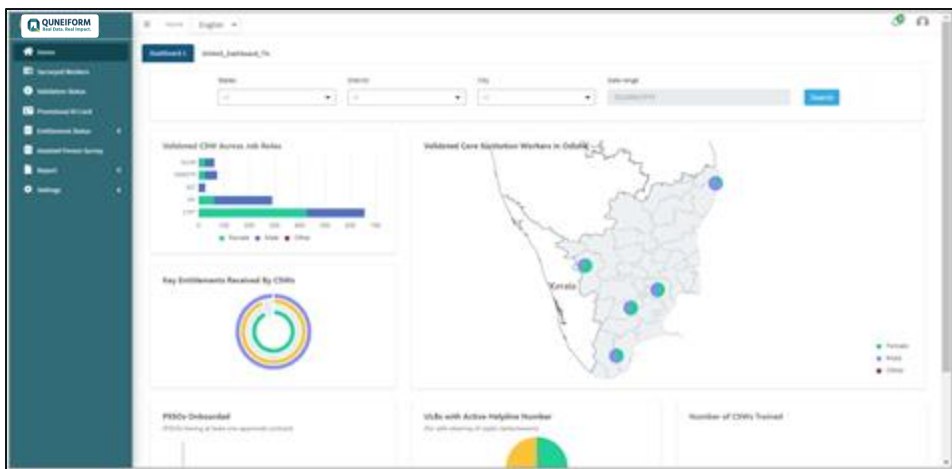
# QUNEIFORM

## An AI-Powered Platform for Inclusive Governance

Quneiform is an AI-powered, home-grown Gov-Tech platform built by the Urban Management Centre (UMC) to fill a critical data gap in India's governance, helping identify and support vulnerable groups such as sanitation workers, waste pickers, migrant labourers, women, and persons with disabilities.

### Objectives:

- **Identify & Profile vulnerable populations** (e.g., sanitation workers) for visibility and dignity.
- **Bridge the Data Gap** by creating ethical, verifiable, and scalable governance data systems.
- **Ensure Data Quality** using a modular, multilingual tool with built-in checks and offline capability.
- **Facilitate Entitlement Linkage** via an AI-powered engine for faster, accountable welfare delivery.



Dashboard and Screenshots of Quneiform.



The android version of the Quneiform app developed by UMC.

# 360,000

**Sanitation Workers  
Enumerated and Validated**

Quneiform identified and documented sanitation workers across 4800+ cities in India, improving access to benefits.



Scan to  
Learn More

# 100%

**Error Flagging**

for ensuring quality of data



Workers checking for their names in the list of CSWs.

# Guidelines, SOPs for Supporting Policy Implementation

We have developed **over 50 tools, including SOPs (Standard Operating Procedures), ready reckoners, and manuals**, covering areas such as waste management, sanitation worker welfare, occupational safety, water quality testing, gender-friendly design, operation and maintenance of WASH facilities, and climate resilience of municipal infrastructure.

## A few SOPs and Policies drafted by UMC:

- [Odisha Urban Inclusive Sanitation Policy](#)
- Gender Friendly Design of Public Conveniences
- [Ready Reckoner for Urban Local Bodies for Ensuring Sanitation Workers' Safety](#)
- [Ready Reckoner for Climate Resilient and Environmentally Sustainable Health Care Facilities](#)
- [User Manual for Public Conveniences Profile and Diagnostics Tool](#)
- [SOPs for Faecal Sludge and Septage Management in Urban Areas of India](#)
- [SOP for Operation and Maintenance of Public/Community Toilets \(PTCT\)](#)
- [SOP for Routine Water Quality Surveillance in ULBs in Gujarat](#)
- SOP for Health Checkup for Sanitation Workers



UMC team carrying out a slum mapping exercise.



**Scan to Download**  
**Training for Sewer Entry Professionals:**  
**Safe Confined Space Entry**



**Scan to Download**  
**User Manual for Slum Sanitation**  
**and Household Mapping Tool**



# Climate Change Mitigation and Adaptation

ECBC | Climate Action Planning | Building Resilience in Healthcare Facilities





# Driving Climate Change Mitigation

UMC is among the leading organizations in India working in the domain of Climate Governance, Urban Planning and Inclusive Development.

As a techno - management organization **focused on climate change, inclusivity, and urban planning**, we adopt a **multi-faceted approach that leverages data, consultation, technology innovation, and field validation**. By collecting and analyzing data on climate impacts, urban vulnerabilities, and social disparities, we identify specific areas of concern and develop targeted interventions.

By engaging with communities, particularly the urban poor and vulnerable populations (including street vendors, sanitation workers, migrants, women, children, and the urban poor), we understand their needs and priorities **making sure that solutions are culturally appropriate and sustainable**.



# Implementation of Energy Conservation Building Code:

## Strengthening Energy Efficiency in Gujarat's Urban Local Bodies.

Our work in implementing the Energy Conservation Building Code (ECBC) in Gujarat plays a critical role in mitigating climate change.



- 1 Streamlined Building Approval Processes**  
Ensured energy-efficient designs by scrutinizing and modifying building plan approvals.
- 2 Developed Technical Guidelines**  
Created comprehensive toolkits and codes to facilitate energy efficiency across urban local bodies.
- 3 Enhanced Technical Capacity**  
Conducted workshops to empower ULBs to assess and implement energy-efficient pilot buildings using ECBC guidelines, ensuring long-term sustainability.

# Climate Action Planning: Pioneering Urban Resilience

## Strategic Initiatives for Low-Carbon, Climate-Resilient

### Cities

#### Preparing the Chennai Climate Action Plan (CCAP):

We developed the Chennai Climate Action Plan (CCAP) in collaboration with the Greater Chennai Corporation and C40 cities, aligning with the Global Protocol for Community-scale Greenhouse Gas Emission Inventories (GPC). It aims for Chennai to achieve carbon neutrality by 2070. Mitigation strategies include stricter building codes, adoption of rooftop solar PV, modal shift to public transport, and promoting electric/hybrid vehicles. Waste emissions will be reduced by enhancing recycling and decentralized processing. Adaptation strategies focus on flood and water-scarcity management, conserving ecosystems, disaster risk reduction, climate-resilient housing and infrastructure, and community health improvement.

#### Supporting Mainstreaming of Climate Action Planning in Chennai's Master Plan:

UMC is creating a structured approach to incorporate climate considerations into all aspects of the Third Master Plan and includes guidelines, policies, and strategies that address climate change mitigation and adaptation measures ensuring that climate resilience is a core consideration in urban planning decisions, from land use planning to infrastructure development and transportation systems.

#### Guwahati Climate Action Plan:

- Aims for carbon neutrality by 2070 with detailed Climate Change Risk Assessment.
- Focuses on building climate-resilient infrastructure, enhancing disaster preparedness, and reducing the urban carbon footprint.

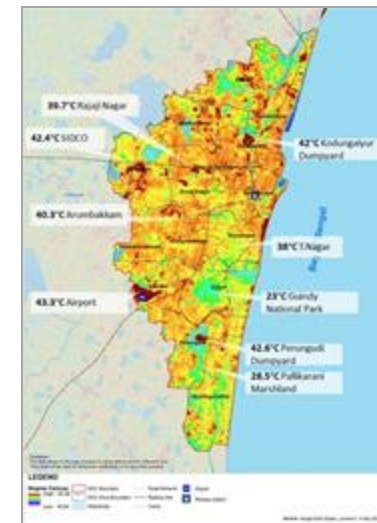


Scan to Read  
Chennai Climate Action Plan

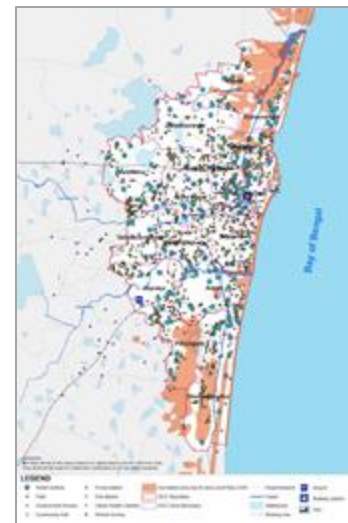


Release of the first Climate Action Plan manual for Chennai under the Department of Environment, Climate Change and Forestry by the Hon'ble Chief Minister of Tamil Nadu, Mr. M.K. Stalin.

Chennai Assessment Maps



Land Surface Temperature  
(May 2021)



Inundated Social Infrastructure  
due to Sea Level Rise (2100s)



# Building Resilience in Healthcare Facilities

## Ensuring Health Systems Thrive Amidst Climate Challenges

### Climate Resilience Framework:

Developed in collaboration with WHO-SEARO to enhance healthcare facilities' resilience across 11 Southeast Asian countries. Integrated environmental sustainability into healthcare operations, ensuring service continuity during extreme climate events.

### Comprehensive Training & Resources:

Created tailored training modules and a "ready reckoner" based on the WHO framework for effective implementation. Facilitated country-level consultations to customize solutions based on specific regional challenges.

### Operational Support:

Guides healthcare facilities in adopting best practices for climate resilience, from infrastructure upgrades to emergency preparedness.



**Scan to Read**  
**Ready Reckoner for Climate- Resilient**  
**and Environmentally Sustainable**  
**Health Care Facilities**

**11**

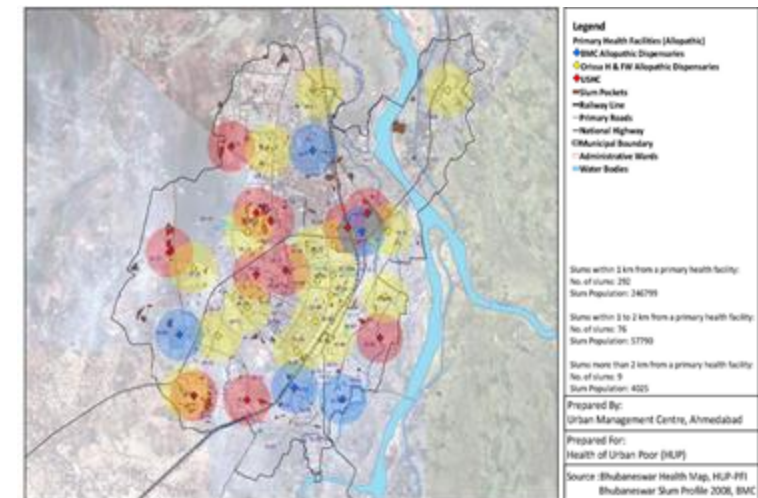
Asian  
Countries  
Supported

**500+**

Healthcare  
Facilities  
Engaged



Images from the field study carried out by UMC team as a part of health infrastructure validation.



Catchment Map of Health Facilities, Bhubaneswar Urban Health Plan, 2012





# Advisory and Technical Support

WASH | ASAL and MISAAL | SWM Tech-Support | Heritage Management and Conservation | Women's Economic Empowerment



# Water, Sanitation & Hygiene

## Promoting Inclusive Urban Sanitation and Health

UMC has been a key player in **enhancing citizens' quality of life by focusing on infrastructure development, institutional strengthening, and capacity building** for safe water access and sanitation. Our work spans various levels, from detailed technical audits to large-scale assessments and policy guidance.

We have conducted micro-level assessments, **technical audits of 2,000 public toilets in Ahmedabad and Visakhapatnam**, city-wide assessments to identify gaps, and collected data from 170 cities in Gujarat over 8 years to guide the Government on water and sanitation improvements.

We actively ran the **Ahmedabad Sanitation Action Lab (ASAL) from 2014-2017 to improve WASH in municipal schools**. Additionally, we have supported the national Swachh Bharat Mission (SBM) and the state-level Mahatma Gandhi Swachata Mission (MGSM).



Children happily show their clean hands.



Scan to Read  
Sanitation Mapping  
of Visakhapatnam City



# Advancing Sanitation and Water Access in Indian Cities

## Enhancing Urban WASH Services

### ASAL (Ahmedabad Sanitation Action Lab):

A three-year action research program (2014-2017) aimed at improving WASH services in 156 municipal schools and slum settlements in Ahmedabad. UMC partnered with the Government of Gujarat and the Ahmedabad Municipal Corporation and instituted **sanitation clubs and adolescent groups in slums equipped with tools and understanding.**

### MISAAL (Moving India Towards Sanitation for All):

UMC positively impacted 200 slum settlements across 4 cities in 3 states. Water supply access increased by 10% (benefiting 2,800 households), sanitation access rose by 7%, and open defecation decreased from 26% to 19%. Safe sanitation access improved by 12% between 2018 and 2021. These advancements led to significant progress in urban WASH services, with Ahmedabad and Jodhpur achieving ODF++ status and Porbandar and Sambalpur reaching ODF+ status.



**167**Cities

Instituted WASH  
benchmarks in Gujarat.

# Solid Waste Management Technical Support

## Implementing Occupational Health and Safety Measures in Assam

- **Comprehensive System Reforms:** UMC developed 16 key policy documents, including guidelines for composting, occupational health and safety for sanitation workers, and plastic waste management, to strengthen Assam's solid waste management framework.
- **Capacity Building:** Trained 96 newly recruited executive officers of the Assam Urban Administrative Service (AUAS) on urban development and solid waste management, focusing on policy implementation and strategic urban planning.
- **Community Engagement:** Collaborated with Self-Help Groups (SHGs) to enhance the solid waste management value chain, promoting sustainable livelihoods for marginalized communities.
- **Field Assessments:** Conducted on-ground evaluations in 15 pilot cities to identify infrastructure needs, service delivery gaps, and successful practices for solid waste management.



Scan to Read  
Best Practices on Urban  
Solid Waste Management  
in Indian Cities (2015)

96%

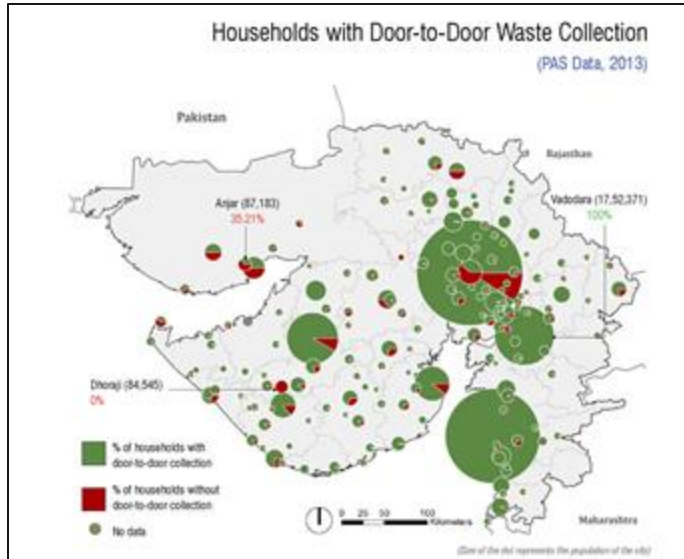
of sanitation workers  
provided with protective  
gear through UMC's  
intervention.

300+

Settlements engaged to  
support sanitation worker  
welfare initiatives.







UMC's solid waste management initiatives, accompanied by a map illustrating door-to-door waste collection coverage in Gujarat, (2013)



# Heritage Management and Conservation

## Nurturing Urban Heritage for Sustainable Development

UMC has been a leader in heritage conservation since its inception.

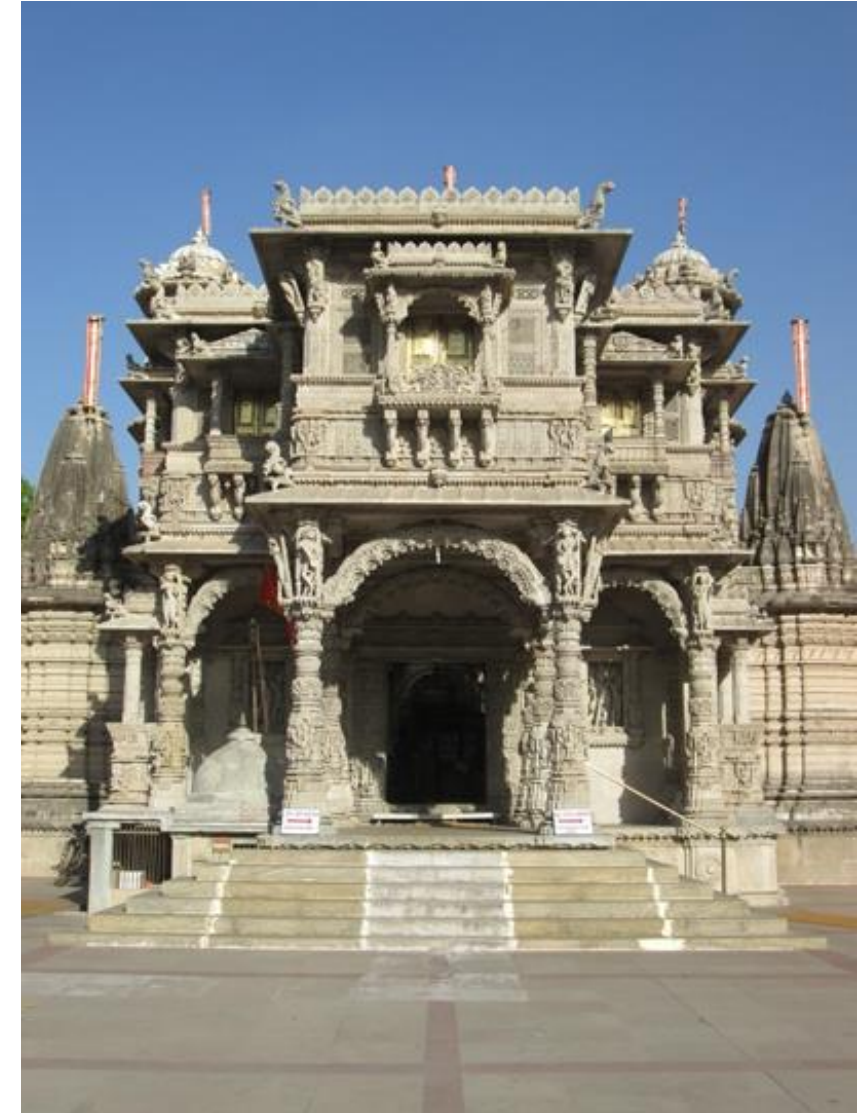
Our multi-disciplinary team of architects, planners, and archaeologists work to preserve cultural heritage through comprehensive planning and research.

We assist governments with:

- **Listing, documenting, and grading heritage assets** across cities like Ahmedabad, Dwarka, and Jodhpur.
- **Developing Heritage Management Plans** and bylaws around ASI protected monuments and for Ahmedabad World Heritage City.
- **Revitalizing Heritage Precincts** through infrastructure development and handholding support.



Scan to Read  
Mapping of Heritage  
Structures and  
Precincts in Surat



# UMC's Role in Women's Economic Empowerment

## Empowering Women through Technical and Advisory Support

**Technical Advisory:** We have led convergence efforts with national programs, like DAY-NULM and Swachh Bharat, offering technical support to women for inclusive urban development and enhancing their entrepreneurial skills and involvement in sanitation services. Our support to various state governments of Odisha, Telangana, Andhra Pradesh and Maharashtra has created best practices across India in creating SHG-friendly contracts, access to government entitlements and finance, and sustainable livelihoods.

**Building Livelihoods:** UMC empowers women by improving their access to finance, enhancing their skills through capacity-building initiatives, and supporting enterprise development. We provide hands-on guidance for entrepreneurship and livelihood generation. Additionally, we offer specialized technical training in sanitation and solid waste management to women organized through collectives.

**10 Million**

women collectivised to provide access to finance & livelihoods

**2.95 Million**

women street vendors provided access to finance

**9 Million**

Family Members provided Social Security

**₹ 60,000 Million**

disbursed to women street vendors



Scan to Watch  
Subidha Sakhi  
Film

**41,000**

women trained on Construction Management

**800**

women trained as water tax collectors and service providers

**7800**

women trained in Sanitation and Solid Waste Management Service Delivery

**500**

women led enterprises supported



Scan to Watch  
MUKTA Film

**DAY-NULM**

Deendayal Antyodaya Yojana-National Urban Livelihoods Mission

**DAY-NULM (Deendayal Antyodaya Yojana-National Urban Livelihoods Mission)** aims to alleviate urban poverty by organizing the urban poor into self-help groups. It focuses on empowerment through social mobilisation, financial inclusion, and livelihood enhancement.



**PMSVANidhi (Prime Minister Street Vendor's AtmaNirbhar Nidhi)** provides street vendors with affordable working capital loans to support their businesses and promote financial inclusion.



**MUKTA (Mukhya Mantri Karma Tatpara Abhiyan)** is an urban wage employment scheme for urban poor and other vulnerable groups like migrant labourers, women, transgenders and persons with disabilities.



**JALASATHI** is the initiative to engage women self-help groups as 'water partners' to ensure effective service delivery of piped water supply across all 115 ULBs in Odisha.



**SAKhEE (Strengthening and Advancement of women in Khordha by Entitlement and Enterprise)** is designed to empower women by imparting knowledge, skills, and agency necessary for them to earn a sustainable livelihood.



# Empowering Women Through Technical and Advisory Support



Some moments captured during and after the training sessions conducted by UMC on Livelihoods and Entrepreneurship Development for Women.



# Empowering Women Through Technical and Advisory Support



Some moments captured during and after the training sessions conducted by UMC on Livelihoods and Entrepreneurship Development for Women.



# Media Showcase

Media Mentions | Publications | Film Productions





# Media Mentions

## Odisha Signs MoU For Capacity Building Of Mission Shakti Groups

by PRAGATIVADI NEWS SERVICE

21-Aug-2021 in State Reading Time: 2 mins read



## TN CM Stalin launches scheme to uplift sanitation staff

50,000 workers in govt & private sectors can receive training in mechanised sanitation or opt for alternative business.



CM MK Stalin inaugurating sanitation workers' development scheme at Madurai corporation office on Friday | Express

## Course to create 500 trained sanitation professionals

STATESMAN NEWS SERVICE  
BHUBANESWAR, 15 DECEMBER:

A three-month certificate course on "Sanitation Value Chain in Urban Odisha" for TULIP interns commenced here on Wednesday. The launch of the first training module on Solid Waste Management (SWM) by Odisha Water Academy (OWA) in partnership with Urban Management Centre (UMC) was inaugurated by G Mathi Vathanan, Principal Secretary H&UD.

Mr Mathi Vathanan said that the program has been designed to provide the TULIP interns unique learning opportunity & real world hands-on learning in Municipal Solid Waste Managements.

He emphasised on the role of trained youth to drive changes in converting waste into wealth.



The programme will create a cadre of 500 trained sanitation professionals across 115 ULBs of the State, who will work as sanitation experts to ensure effective management of solid & liquid waste in urban areas.

A tripartite MoU between H&UD department, Odisha Water Academy and Urban

Management Centre was also signed in presence of Mr Mathi Vathanan which will provide technical support for designing the pedagogy, training modules and capacity building of TULIP interns.

After successfully onboarding Women SHGs, Transenders in Water & Sanitation, building the capacities of

young fresh graduates/post graduates is an attempt to mainstream into urban sanitation.

Among others special secretary Kalyan Ratha, Director Water Academy Dr Santanu Ratha, Director UMC Ahmedabad Ms Manvita, Sri Xerxes Rao, Head Urban Planning UMC and others were present.

## Govt. releases Climate Action Plan for Chennai to become carbon neutral by 2050

The plan will focus on six priority areas of electrical grid and renewable energy, building energy, sustainable transport, solid waste management, urban flooding and water scarcity, vulnerable populations and health.

Published: June 11, 2022 08:20 pm IST - 134/5046

THE HINDU BUREAU



READ LATER PRINT



Chief Minister M.K. Stalin and Minister for Environment, Climate Change S.K. Muralidharan releasing the Climate Action Plan, in Chennai on Tuesday. (Photo Credit: SPECIAL ARRANGEMENT)

UMC has been recognized across national and regional media for our impactful urban initiatives.



Watch NDTV Feature



NDTV

THE CHANGE MAKERS

THE HINDU

The Indian EXPRESS  
JOURNALISM OF COURAGE

THE TIMES OF INDIA

The Telegraph

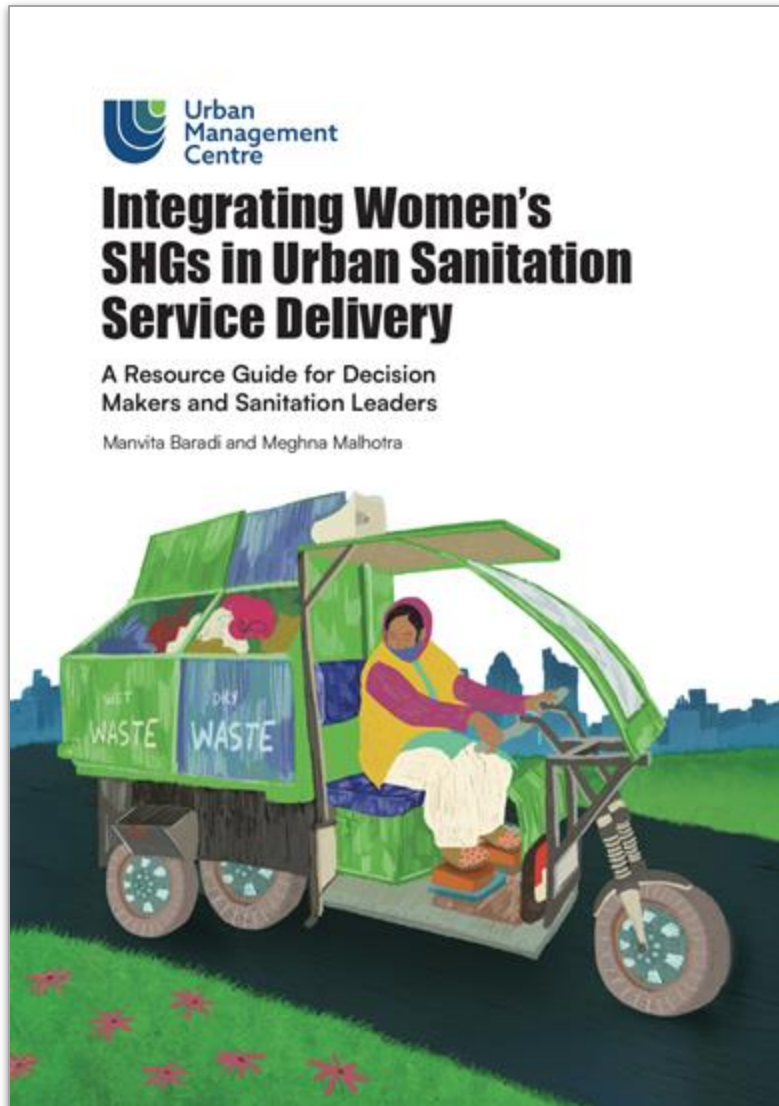
OUTLOOK  
THE WEEKLY NEWSMAGAZINE

The Statesman

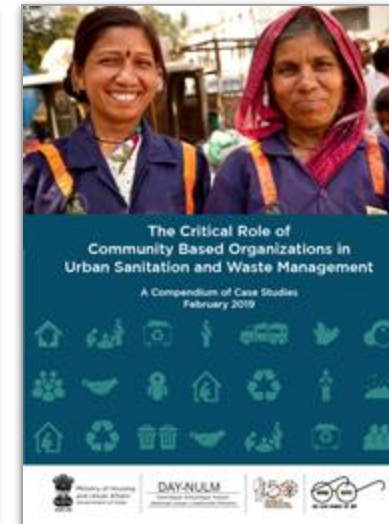
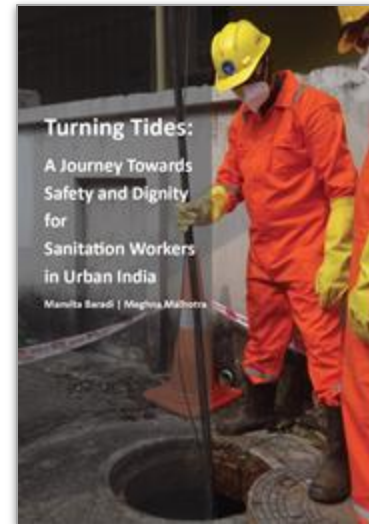




# Our Publications



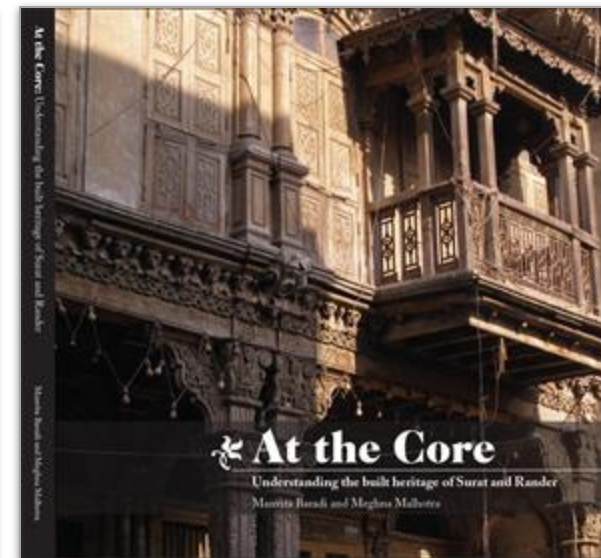
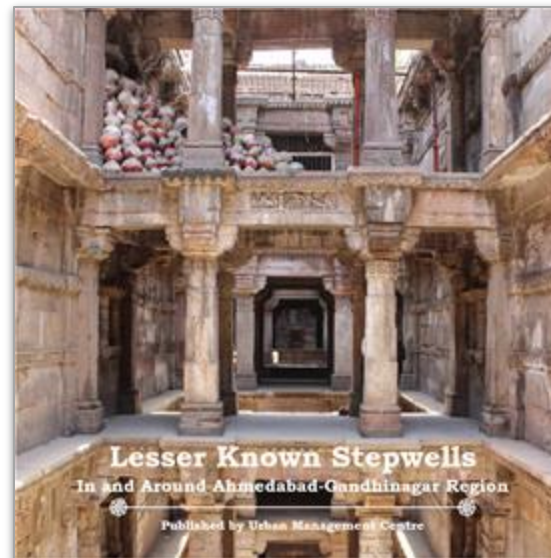
Scan to Download  
**Integrating Women's  
SHGs in Urban Sanitation  
Service Delivery**



Scan to Download  
**Turning Tides:  
A Journey Towards Safety and  
Dignity for Sanitation Workers  
in Urban India**



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**At the Core  
Understanding the built  
heritage of Surat and Rander**

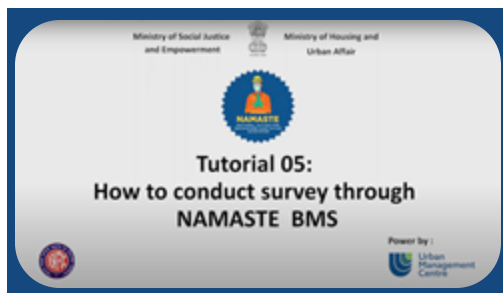


Scan to Download  
**Lesser Known Stepwells:  
In and Around Ahmedabad-  
Gandhinagar Region**

Our publications exploring urban heritage, sanitation, and community-driven solutions through impactful research and case studies and more.

# Our Film Productions

Bringing transformative urban stories to life—explore our films and tutorials on sanitation, and community resilience.



**Scan to Watch**  
NAMASTE  
Scheme Tutorials



**Scan to Watch**  
MISAAL - A film  
in 9 Episodes



**Scan to Watch**  
Quneiform  
AI Powered Platform for  
Visibilising the Invisible



**Scan to Watch**  
A film on the  
Sanitation Workers  
Development  
Scheme (SWDS)  
Tamil Nadu



**Scan to Watch**  
Zindagi bula rahi hai:  
A film to encourage  
sanitation workers to use  
personal protective  
equipment



**Scan to Watch**  
Empowering the  
Transgender Community  
in Warangal



# Our Partners

Governments | Donor Organizations





# Collaborations with Governments, Donors and Partners



Ministry of Housing  
and Urban Affairs  
Government of India



जल शक्ति मंत्रालय  
MINISTRY OF  
JAL SHAKTI

**DAY-NULM**

Deendayal Antyodaya Yojana-National  
Urban Livelihoods Mission



सामाजिक न्याय  
Ministry of Social Justice  
and Empowerment



অসম চৰকাৰ  
GOVERNMENT OF ASSAM



Odisha Government



சமூக நியாய  
GOVERNMENT OF KARNATAKA



सामाजिक न्याय  
GOVERNMENT OF KARNATAKA



**ICMA**



National Institute of Urban Affairs

BILL & MELINDA  
GATES foundation

**giz** Deutsche Gesellschaft  
für Internationale  
Zusammenarbeit (GIZ) GmbH



JANAAGRAHA CENTRE FOR CITIZENSHIP & DEMOCRACY



THE WORLD BANK



ASIAN DEVELOPMENT BANK



Saving lives. Improving health.  
Transforming futures.





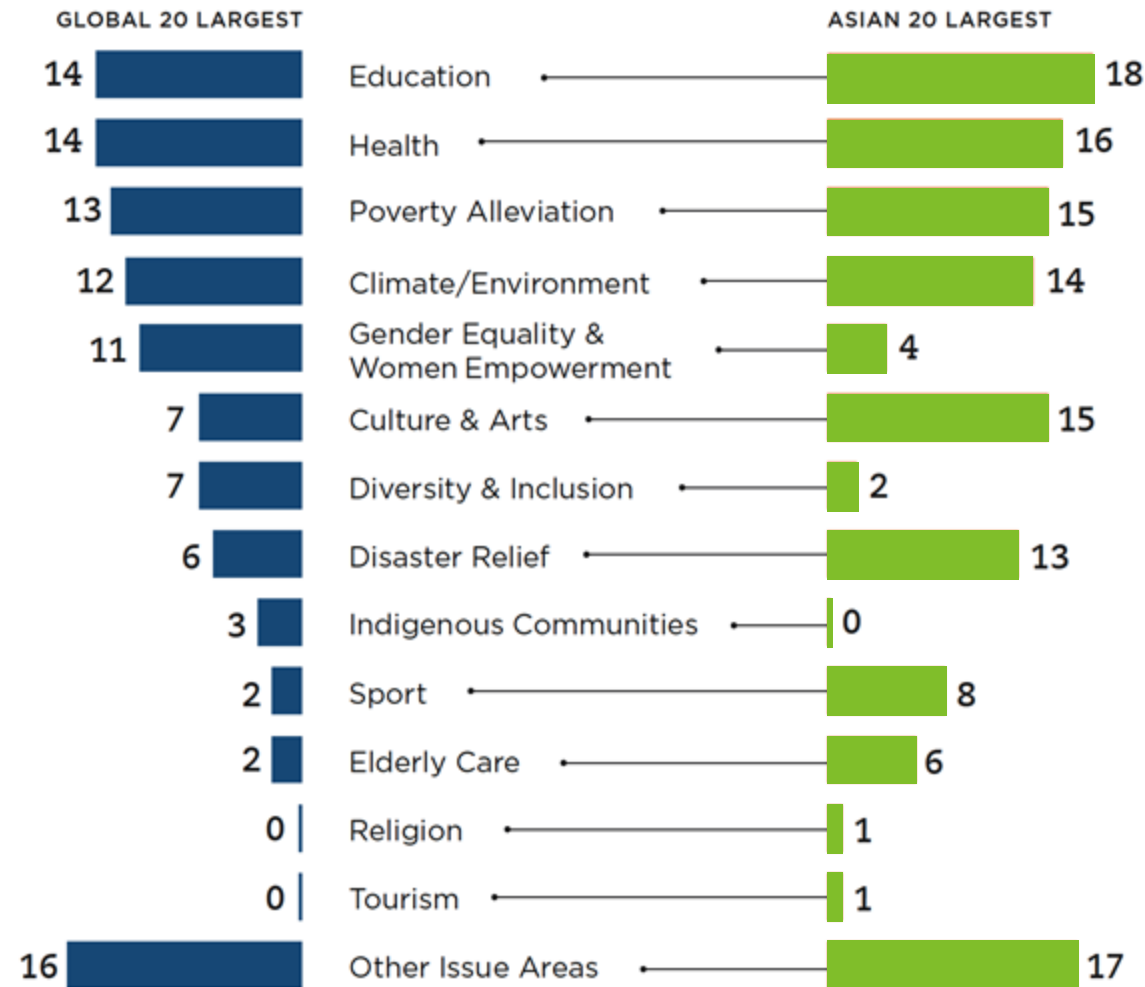
# Partnering for a Sustainable Future:

Long Term Impact Requirements in Asia | Why Partner with UMC





# Long Term Impact Requirements in Asia



## Education, Health, and Climate Change Issues Top Concerns for Funders

**“In the end, there are some things that only a government can do. The role of philanthropy is to show the state what can work and then partner at a local level to introduce change.”**

The Rt Hon Tony Blair, Executive Chairman of the Tony Blair Institute for Global Change and former Prime Minister of Great Britain and Northern Ireland

Source: Funder websites and secondary research | High-Impact Philanthropy: Giving Better Across Asia and the World by The Bridgespan Group

# Why Partner with Us

**We bring the market approach of corporates, technical prowess of academic institutes and the ethos of a non-profit.**

We also speak the 'Municipal Language', i.e. we understand municipal management, capacities of functionaries, their challenges and strengths across different sizes of ULBs.

We excel in:

- Supporting local governments in aligning with India's Net Zero 2070 target.
- Bridging the gap between policy formulation and implementation at the local level.
- Scaling solutions effectively across diverse urban contexts.
- Unlocking resources by streamlining and synchronizing government processes.



# Why Partner with Us

## Driving Urban Transformation through Strategic Initiatives

### Unique Value Proposition:

- **Proven Expertise:** Over 25 years of experience in urban management, policy support, and capacity building.
- **Innovative Solutions:** Pioneering Gov-Tech tools and data-driven approaches to address complex urban challenges.
- **Tailored Engagement:** Customizable projects aligned with your organizational objectives for maximum impact.

### Benefits of Collaborating with Us:

- **Impact-Oriented Projects:** Collaborate on initiatives that drive sustainable change, ensuring community-focused outcomes.
- **Knowledge Sharing:** Access to UMC's wealth of research, insights, and expertise for your organization's growth.
- **Networking Opportunities:** Connect with a wide network of government bodies, international organizations, and urban planners.

### Transparency, Accountability, and Results-Driven Approach:

- **Clear Metrics:** Defined success indicators and regular progress reports for transparency and measurable results.
- **Financial Integrity:** Stringent financial management and reporting standards to maintain trust and accountability.
- **Long-Term Commitment:** Dedicated support for ongoing evaluation and adaptation to ensure the success of every partnership.

# Our Leadership

## Pioneering Urban Change

### Manvita Baradi

Manvita is the Founder and Director of the Urban Management Centre with nearly 30 years of experience advocating for decentralized urban development and governance reform. An architect and an urban planner, she has served as the founding Dean of Faculty of Management, CEPT University, Convener of INTACH Gujarat, and member of Ahmedabad's Heritage Conservation Cell. She has consulted for global organizations like the World Bank, USAID, and ADB, and also serves as Executive Director of the Theatre and Media Centre.

### Meghna Malhotra

Meghna Malhotra co-founded the Urban Management Centre. An architect and an urban planner, she is an expert on the design and operation of human centric infrastructure. Meghna currently leads UMC's partnership with Government of Odisha to implement the Garima Scheme program and ensure safety and dignity of sanitation workers. She also leads several of UMC's technical support to national, state and city governments in areas of women's economic empowerment, WASH, livelihoods and capacity building. Since, 2001, she has been managing city-to-city partnerships programs between Indian and global cities to facilitate peer learning and collaboration. She has developed courses that have reached government officials in over 2000 cities.



## Get in Touch

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**Urban  
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