

Attributes & Traits needed for Leaders in Public Administration

**-A Practitioner's
Take**

MCHRDI

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G. Asok Kumar IAS Retd.
ex Spl Secy Gol, & Spl CS, GoT
Advisor, Govt of NCR & Delhi
(Prof of Practice, IIT Kanpur &
Guest Faculty, IIM A, IIM R

<https://asokji.in>



Leadership Attributes &
Management Principles
from my
“Painthees Saal ke
Sarkari & Asardari
experience se”

My locus-standi?

Retd as **Special Secretary**, Ministry of Jal Shakti and **Director General of National Mission for Clean Ganga**

- **Joint Secretary** in Ministry of Civil Aviation; **Director**, Min of Power, Home
- Worked in **Water & Sanitation, Aviation, Power, Infrastructure, IT, Urban Planning, Welfare-tribal, SC; Sports, Education, Health, Tourism** sectors
- Has a name as a "Sarkari officer" who
 - Is **Dependable, Asarkari** and **Asardari**
 - **Conceives** and **Delivers** on time, **sustainable results**
 - Is considered **Innovative, creative and pro-active, offering simple solutions**
 - Has a **community-based approach**, ensuring **Peoples' participation**
 - has **villages & a lake named after him**
 - Is Popular as **Rain man of India**
 - Believes in **Institution building** & has set up **JSK, DGC, AAIB, HDWCs, VTDA, Talli-committees**

➤ Pl visit <https://asokji.in>

Leadership vs Management

"Management is about arranging and telling. Leadership is about nurturing and enhancing."

TOM PETERS

A good leader takes a little more than his share of the blame, a little less than his share of the credit.

ARNOLD H GLASOW

**Given four 1s,
A manager efficiently makes 1111,
A leader attempts to make 11^{11}
ie 285,311,670,611**

ASOK KUMAR

Leaders and Managers- -Orchestra Conductors' model.



An Orchestra Conductor:
unifies performers,
sets the tempo,
executes clear plans and beats,
listens critically to shape the
sound of the ensemble, and
controls the pace of the music.

All the while, He has his back to
the audience!

With the available ensemble,
A **Manager** Plays the old, known music,
while
A **Leader** weaves and creates new magic!



LEADERS VS MANAGERS

Leaders

- Focus on people
- Develop a vision
- Create ideas
- Align people
- Shape the culture
- Look into the future
- Drive change
- Ask What and Why
- Make strategies
- Have influence
- Quality

Managers

- Focus on tasks
- Execute the vision
- Maintain a system
- Coordinate people
- Shape the day-to-day
- Focus on the present
- Implement change
- Ask How and When
- Make plans
- Exercise authority
- Position



Leadership skills

- Motivation
- Active listening
- Forward thinking
- Influence
- Empathy
- Emotional intelligence
- Integrity
- Self-awareness
- Critical thinking

Both

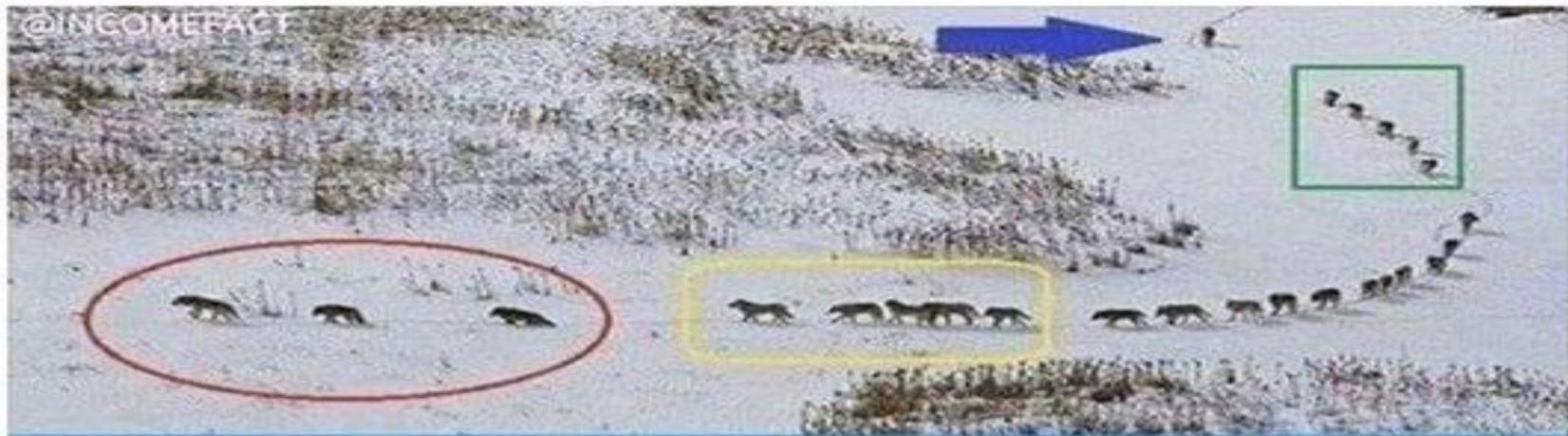
- Drive to achieve
- Interpersonal skills
- Communication skills
- Decision-making
- Problem-solving
- Adaptability
- Accountability

Management skills

- Organizational skills ●
- Goal setting ●
- Attention to detail ●
- Supervisory skills ●
- Strategic thinking ●
- Trustworthiness ●
- Project management ●
- Conflict resolution ●
- Time management ●

A Leader can lead from Front or stay in Middle or guide from Rear

- A **Manger** is always at the TOP of the heap, by virtue of his authority
- **Leading from the front** is the most **common** position for a **leader**
- Leader sets the pace, direction and destination and lets the managers to lead the completion of tasks for the achievement of the goals
- Having set the sails, and putting managers in command, it is a good strategy for **leaders to step to the middle**. Will help to carry the middle management along and develop their managerial skills . It protects the organization from loss of leadership, in case of a head-on collision, if any
- “**Lead from the back** and let others believe they are in the front, especially when you celebrate victory. It is better to lead from behind and to put others in front. You take the front line when there is danger. Then people will appreciate your leadership”.- **Nelson Mandela**
- **A leader’s position is dynamic, depending on situations — Adaptability**



We can all learn an invaluable leadership lesson from this pack of wolves:

- The **3** in front are old and sick. they walk in front to set the pace.
- The next **5** are the strongest. they protect the front side from an attack.
- The **middle group** is fully protected.
- The **5** behind them are also among the strongest. They protect the back side.

The last wolf is the **LEADER**. He ensures no one is left behind. He keeps the pack tight and on the same path. He is ready to run in any direction to protect his pack.

BEING A LEADER IS NOT ABOUT BEING IN FRONT. IT'S ABOUT TAKING CARE OF YOUR TEAM.

ATTRIBUTES AND TRAITS OF LEADERS



HAVE SELF CONFIDENCE

- **Trust yourselves, have self confidence.**
- Differentiate between self confidence, over confidence and arrogance
- **Self confidence builds on ITSELF**
- snow ball effect-
- **“you have a magic wand”.**
- Eg:
- Daily Water Supply in Hyderabad after 24 years: at <https://asokji.in/node/870>

Be Decisive/ take decisions

- Give **Oxygen** when the patient is gasping for breath,
No use of providing it, after the patient dies.
- **Consciously Decide against Indecisiveness** –the biggest **bane of all bureaucracies**
- **Avoid shifting responsibility**
- Take Decisions with good intentions in mind
 - **The right intent matters**
- Eg:
- Revival of Spice jet story : at <https://asokji.in/node/866>

Be Bold (fearless-ness)

- Be bold to speak out
- Being bold is NOT being arrogant
- Once a decision is taken, be a team player
- Have the guts to stick your neck out
- Eg:
 - The Kanpur STP story
 - The BeBold Campaign : at <https://asokji.in/node/873>

Be firm (Not- wavering)

- Be firm
- Being firm is NOT being obstinate
- Once decided, be firm to pursue it, unless new compelling reasons emerges to reconsider it
- Have **the guts** to be firm
 - The DWS in Hyderabad- contractor's challenge- new players permitted
 - The Pipe dream: at <https://asokji.in/node/870>

Be tough- Never avoid taking unpleasant decisions, if needed

- **Don't go overboard trying to please everyone, avoiding harsh steps for-ever**
- If you do not remove weeds, parasites at the appropriate time, they will eat the crop
- If action is not taken on poor performers, the good performers get demotivated
- **Pro-actively encourage good performers,**
- Give sufficient chances to bad performers to reform, if they do not change, remove them

OPTICS/ IMAGE Matters

- ➔ Not only DO, But also be SEEN as doing
- ➔ Good Optics, helps to create GOOD IMAGE
- ➔ Good Image enhances your bargaining power
- ➔ Good bargaining power, helps to be on TOP
- ➔ Being on TOP gives one better control over situations
- ➔ Success of Pothuraju reforms and Veilpur made my Shubrata for Construction of 1.4 lakh toilets with people's participation easy and fast
- ➔ <https://asokji.in/node/876>

Reputation Precedes you

- Good Reputation, smoothenes the ride
- Good Reputation opens many locks
- Perceived as honest and strong, is an asset
- Perceived as to be closer to power or trusted by higher ups
 - Dampens the opposition,
 - weakens their will
- Cuddapah to Kadapa at <https://asokji.in/node/868> - road roller, koti reddy circle

Think-

but, should have TIME to THINK

- ➔ New **ideas and innovations** are **hallmark** of leaders
- ➔ Need time to reflect, to pick up ideas around
- ➔ So, **LEARN TO DELEGATE**, to get TIME for yourselves to THINK (AND also for the family)
- ➔ Unburden yourselves of certain dirty linen!
- ➔ Appropriate **DELEGATION**
creates goodwill, trust among subordinates & also gets TIME for you
- ➔ **Delegate Authority, not the responsibility**

Think - B I G

- If you get the opportunity, think B I G
- **SCALE MATTERS**
- Eg:
- The 8 lane 162 Kms Outer Ring Road of Hyderabad
- Shubrata to build 1,43,000 pucca toilets in 2002!
- Shubrata: at <https://asokji.in/node/876>
- Outer Ring Road <https://asokji.in/node/871>
- 119 Residential Schools at <https://asokji.in/node/872>

Think -OUT OF BOX, innovative

- Think laterally, out of box
- We love complex solutions instead of simple solutions eg Pencil for use in space travel
- Its complex to be simple.
- Sometimes ideas seemingly stupid may succeed
- Eg:
- The Elimination of Jogini system a 700 year old system from Nizamabad
- Jogini system elimination:
<https://asokji.in/node/875>
- Catch The Rain: <https://asokji.in/node/879>

Think – Good Quality

- Always be quality conscious
- Jugads are good, make good quality fixes
- Let it take a bit more time,- quality covers it
- Bring in the finesse, which we over look
- **Chalega, SHOULD Not Chalana**
- Give good quality & demand good quality
- Eg:
- Transformations: <https://asokji.in/node/863>

Think – No Job is SMALL

- Give your 100% in **ALL** your jobs
- Job can be transformed if you have the **will**
- Eg:
- National Water Mission with a paltry budget of Rs 5 crore and its campaigns- Sahi Fasal, CatchTheRain, NBWaterUseEfficiency
- Catch The Rain: Where it falls, When it falls
- Rs 80,000 Crore worth RWHS created in 2021

<https://asokji.in/node/879>

RAIN MAN of India, moniker!

Think – Technology

- Appropriate use of Technology to facilitate decision making, monitoring and amplifying
- Data driven solutions are on sound foundations, eliminate subjective biases
- TRANSFORM the Job, if you have the WILL
- Eg:
- **PRAYAG** –Platform for Realtime Analysis of Yamuna and Ganga and their tributaries
- PRAYAG : <https://asokji.in/node/1065>
- Dial Your Collector <https://asokji.in/node/930>

Think- Decentralization

-Involve all stakeholders

- Stakeholders' participation/ involvement must for the sustenance of programs
- Decentralized planning and monitoring
- Eg: Elimination of child labor- continues even after 23 years
- Elimination of Child labor from a Tehasil : <https://asokji.in/node/877>
- Catch The Rain: <https://asokji.in/node/879>
- decentralized STPs , PRAYAG

Think- Building Institutions & their Capacities

- Build Institutions, systems and processes
- System centric, not person centric
- Train the stakeholders to manage it
- Eg: Sustained elimination of Child labor :
<https://asokji.in/node/877>
- District Ganga Committees:
<https://asokji.in/node/1063>
- JAL SHAKTI KENDRAS
- River City Alliance: Online training modules

THINK- to BUILD a TEAM

- **Build a team for sustainable results, share with them the credit, not the blame**
- Protect your colleagues, if they are genuine
- Give credit due to them, let them grow
- **Share the responsibility and fruits of success**
- Eg:



Be a Good Communicator

- Clear messaging- no ambiguities
- Keep the communication channels open
- Don't get swamped with/ by over communication – avoid cluttering
- Tell what is NEEDED, according to the levels
- District Ganga Committees: DGC 4M meetings portal. <https://asokji.in/node/1063>
- River City Alliance: Online training modules

Be a Good listener

- Encourage feed back from the ground
- Feedback: oral communications, emails, suggestion boxes
- Should cut through the clutter:
 - Comes from experience
- Helps to remain connected and doing necessary course corrections
- Dial Your Collector

<https://asokji.in/node/930>

CREATE good work environs -infrastructure, ambience

- Work place should be a comfortable, welcoming place
 - For both for staff and clients
- Proper ambience, pleasing environment
- Small creature comforts, avoid pettiness
- Eg:
 - TRANSFORMATIONS:
 - <https://asokji.in/node/863>

Transformational Leaders are Committed to the cause,
Come What may!



2nd NGC meeting held on 30th December 2022 at Kolkata, West Bengal

Hon'ble PM attending the 2nd meeting of National Ganga Council on 30 December 2022, the day his mother died! Commitment of a Great leader

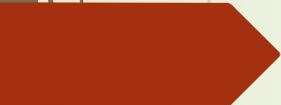


Thank You

**GNAMAMI
GANGE**

 @cleanganganmcg  /cleanganganmcg  /National Mission for Clean Ganga  /namamigange





THE POLICE MATTERS

Why Police/Policing is important

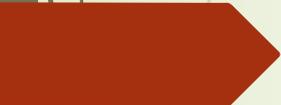
- Very important for all people as it touches their **daily** life and (wo)MANages-
- Law and Order
- Crime, Cyber fraud, Traffic, Terrorism
- Disasters, Fire, Accidents and all Emergencies
- Crowds at Festivals, Events, Public rallies

All these while handling

- VIP duties and meetings,
- Case investigations
- Media and public pressure
- —like a heart surgeon's job

TOUGH Life of Police personnel

- A very Tough Personal life-
- Being in a Negative and Criminal environs from Day 1 affects one's Psyche and family's life
- Difficult to make the work-life balance
- Blatantly Misused by Politicians and Judiciary
- Brutal face of government – started by the British – laws and procedures based on suspicion, not trust; negativity not positivity
- Fortunes Changes with change of government
- Cutting edge- hence even small corruption gets exaggerated and affects administration's image
- Rarely acknowledged though medals are given



My Experiences with Police



Naxalism

- **Tribal areas** of Adilabad, Mangi Dalam, Bejjur etc
- Bhadrachalam: Guntala, medical camps,
- Damarathog- elections – “you have a good name among us”
- Incidents at Pinapakka,
- Pocharam

Naxalism

➤ Nizamabad:

- Manala – taking charge 10 informers shot dead, went inside the village in a bus
- Opened many villages- Srinapalli, for the pulse polio campaign, Volley ball match,
- Basapur for CM's program
- Machareddy Janma Bhumi program
- Surrender melas for Naxalites- over 250
- Many encounters

Some tips for young officers

- NIP at the BUD- A stitch in time saves 9 -
Quench sparks before it starts the fire
 - The Khilla Ramalaya Story
- Don't get "carried away"
 - You are always ALONE in bad times
 - Politicians will dump you if you are getting inconvenient for them, but people stand by you
- Know that you are always watched- hold to your values 24 by 7

Some Golden Rules

- ➔ Paper work is important–

Issue Speaking Orders

- ➔ Orders speak for you later in the courts

 - ➔ Chitoor PD act- Pushpa- red sander smugglers

- ➔ Advocates: harass the poor and seek dates after dates to delay closure

- ➔ Nizamabad: externment of Lakshmi- order in State Police officers training book

Some interesting episodes

Anti-Trafficking efforts:

- Formation of committees in Kadapa
- Ids issued and Tea with SPs for CSW link workers
- Meeting of 1000 CSWs at Vijayawada

Aviation Security:

- opening up of Aero city hotels
- Removal of bag tags
- Profiling of passengers
- Security manual and e check in

Police Encounters:

A decorative graphic on the left side of the page. It features a solid red arrow pointing to the right, positioned above several thin, dark brown lines that resemble blades of grass or reeds.

**GNAMAMI
GANGETE**

**नमामि
गङ्गा**

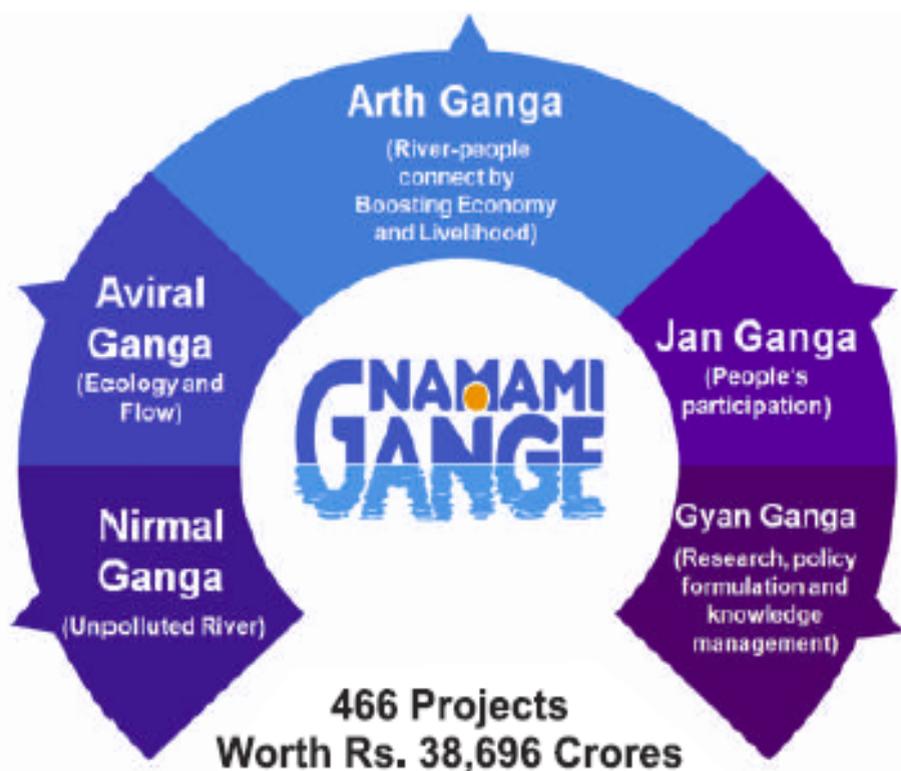
Namami Gange Program



An integrated river rejuvenation mission for the Ganga River Basin

VISION: The Vision for Ganga Rejuvenation constitutes restoring the wholesomeness of the river defined in terms of ensuring "Aviral Dhara" (Continuous Flow), "Nirmal Dhara" ("Unpolluted Flow"), Geologic and ecological integrity

Five pillars of Namami Gange



Components of the program (Feb-2024)

Component	No of projects	Sanctioned Cost (in Rs Cr)
Sewerage Infrastructure	201	31,752
River front, Ghats and Crematoria	107	1,776
Solid Waste Management	12	295
Institutional Development (Non-Infrastructure)	29	7,764
Project Implementation Support, Research and Study Projects, Public Relations and Outreach	41	302
Biodiversity, Afforestation and Bioremediation	68	1,049
Other Projects	8	1,758
Grand Total	466	38,696

Achievements and Accolades

Namami Gange Mission: Recognized as one of the TOP TEN “World Restoration Flagship” by UN Decade



DG, NMCG receiving the Award from Ms Natalia Alexeeva, UN Decade on Ecosystem Restoration

Recognized as one of the **top 10 World Restoration Flagship** initiatives on 13th December 2022 at Montreal, Canada during UN Conference Biological Diversity (COP 15)

- 2021 – 2030 declared as the Decade on Ecosystem Restoration by UNGA, positioning restoration of ecosystems as a major nature-based solution for achieving SDGs & national priorities
- World Restoration Flagships of the UN Decade are the first, best, or most promising examples of largescale and long-term ecosystem restoration in any country or region
- Led by UNEP and FAO, it embodies 10 Restoration Principles of the UN Decade

Participation in UN Water Conference -2023



The Only Indian entity to Organize a side event in the UN HQ during the UN Water conference- Namami Gange –

- “Namami Gange - An integrated & holistic approach towards Conservation & Rejuvenation of River Ganga and it's Ecosystem” was well attended

Bilateral meetings held with 13 countries –

Denmark, Egypt, European Union, France, Israel, Vietnam, Canada, Indonesia, United Kingdom, Singapore, UAE Japan and Bangladesh

UN Water Conference 2023

Hon'ble Union Minister of Jal Shakti, Shri Gajendra Singh Shekhawat delivered the keynote address at a panel discussion on 'Namam Gange - an integrated and holistic approach towards conservation and rejuvenation of River Ganga and its ecosystem' organized by National Mission for Clean Ganga (NMCG) during the UN Water Conference 2023 at United Nations Headquarter, New York on 23rd March 2023.



Achievements and Accolades

Documented improvement in Bio diversity



Afforestation Activities



Gharials- Increase in Sightings



Haiderpur Wetland Conservation



Dolphins- Increase in Sightings

6,324 river dolphins in Ganga, Brahmaputra and tributaries

28 Rivers Across 8 States Covered In First-Ever Count

Aug 2024
Study
report of
WII

conflict. It will also support

Achievements and Accolades

Award for NAT - GEO Film



Meeting of EDs of World Bank in Agra



Meeting held in Agra on 5th August 2023:

As part of the visit of 12 Executive Directors (EDs) of World Bank, representing 100 countries, to see the transformational progress of India and some World Bank funded projects in India, a meeting was organized on 5 August, 2023 in Agra in which Director General, National Mission for Clean Ganga (NMCG) Mr. G. Asok Kumar gave a detailed presentation. Mr. Auguste Kouame, Country Director, World Bank, India was also present on the occasion.

Climate Smart Utility Recognition by IWA

- NMCG is recognized as a **“Climate Smart Utility”** by **International Water Association (IWA)**.
- The recognition is awarded under **'IWA Climate Smart Utilities Initiative - Recognition Program'**
- As one of the recognized utilities, NMCG was invited to attend the **IWA Water and Development Congress & Exhibition, 2023** (13th December, 2023) at Kigali, Rwanda.
- **The Water and Development Congress & Exhibition 2023** will deliver a comprehensive program focused on the **water-related needs of low- and middle-income countries**.



IWA Water and Development Congress & Exhibition 2023

COUNTRY	Rwanda
CITY	Kigali
START DATE	10/12/2023
END DATE	14/12/2023
WEBSITE	waterdevelopmentcongress.org

MAHA KUMBH- 2025



THE BIGGEST OF ALL --- TESTIMONY FROM 63 CRORE PILGRIMS!



Dinapur, Varanasi 140 MLD NJK (STP)

NIRMAL GANGA

**“To ensure that
the flow is
bereft of
manmade
pollution”**

Photos of Operational Nirmal Jal Kendras (NJKs)/STPs in Bihar



Beur, Patna 43MLD NJK (STP)



Karmalichak, Patna 37MLD NJK (STP)



Pahari, Patna 60MLD NJK (STP)



Maner, Patna 6.5MLD NJK (STP)



Chhapra 32MLD NJK (STP)



Operations Commenced at CETP Jajmau Tannery Cluster, Kanpur

20 MLD CETP for Jajmau Tannery Cluster, Kanpur has been sanctioned in **19th EC dated 24.01.2019** and Inaugurated by Hon'ble PM on 30 December 2023





**ARTH
GANGA**
“Sustainable
development model
with a focus on
economic activities”



6 Key Verticals for Interventions under Arth Ganga

Zero Budget Natural Farming



- Chemical free ZBNF along 10 kms either side of river
- Increasing farmer's income & generating "more income per drop"
- "Gobar-Dhan"

Monetisation of Reuse of Sludge & Wastewater



- Treated wastewater
 - For revenue generation by ULBs
 - Industrial purposes
- Conversion of sludge into reusable products

Livelihood Generation Opportunities



- 'Ghat Main Haat'
 - Promotion of local Ganga basin products
- Capacity building of Ganga Praharis
- Creating Economic Bridge between people of Ganga basin and the River;

Public Participation



- Increased public participation
- Monthly Mandated Minuted Monitored meetings of DGCs
- Synergies with other Ministries/ State Departments

Culture Heritage & Tourism



- Emphasis on religious cultural heritage tourism
- Promotion of yoga, wellness, medical, adventure, eco tourism
- Regular Aartis by the river
- Cruise through community Jetties

Institutional Building



- Capacity enhancement for better water governance
- Long term sustenance of the projects

Platform for Real - time Analysis of Yumuna And Ganga & their Tributaries

- **PRAYAG** is an online dashboard was inaugurated by the **Hon'ble Minister of Jal Shakti** on **20th April, 2023** for **continuous monitoring of river water quality, the performance of Sewage Treatment Plants (STPs), Common Effluent Treatment Plant (CETPs) etc.** on the Ganga and Yamuna River. Under the '**Ganga Tarang**' component of **PRAYAG**, a total of **292 STPs** are mapped, out of which **85 STPs** are fetching data directly from the **Online Continuous Effluent Monitoring System (OCEMS)** and **207 STPs** are fetching data **manually** on daily basis, and target is to reach upto **308 STPs**, which will be connected to **OCEMS and PRAYAG**.
- This comprehensive approach ensures **efficient real-time analysis and monitoring, contributing to the effective management** of initiatives and resources in the mission to rejuvenate the Yamuna and Ganga rivers.
- The **trend analytics** on the functioning of the STPs incorporated in the dashboard ensures that all monitored **STPs are kept operational meeting prescribed output standards 24x7** and the **river water quality is maintained as per prescribed norms**.

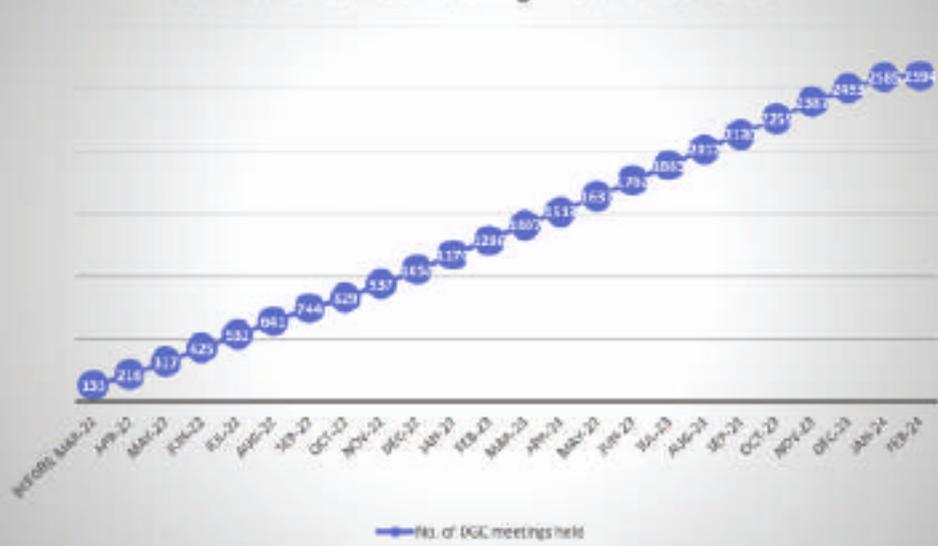


Key Highlights – Institution Building- District Ganga Committees (DGC)



- Authorities order dt. 7.10.2016 issued by Government of India under Environment (Protection) Act, 1986, creates mechanism of State Ganga Committees (SGCs) & District Ganga Committees (DGCs) for addressing challenges of pollution abatement & rejuvenation of River Ganga.
- Ganga Districts Performance Monitoring System and DGC 4M (Monthly, Mandated, Monitored and Minuted) meeting, inaugurated on 6th April, 2022.
- For strengthening the DGC, One Dedicated Person (DPO) to 139 DGCs and 4 SPMGs/SMCG on-boarded. Till 15th February 2024, a total of **2,594 DGC** meetings have been conducted, and minutes of all meetings are monitored via dashboard.
- Regular DGC meetings are taking place under the chairmanship of respective DMs on aspects of Ganga rejuvenation.

Commulative DGC Meetings held across states



State	No. of DDC's	
	Main Stem	Tributaries
Uttarakhand	7	6
Uttar Pradesh	25	50
Bihar	12	26
Jharkhand	1	3
West Bengal	7	2
Total	52	87
Grand Total	139	

River Cities Alliance: Member Cities

RCA Member Cities: Today, RCA has 143 cities member cities (142 Indian cities and 1 International City).

UN Water Conference 2021: RCA commitment made in UN Water Conference 2023 for building Partnership for Developing international River Sensitive Cities focusing on River Development Goals (RDGs).

RCA Global Seminar: A Global Seminar on RCA was organized on 4th May 2023 in which River Cities from UK, Denmark, Germany and key Embassies expressed their interest in the initiative



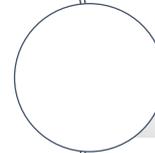
River Cities Alliance of 143 Member Cities

GRCA Initiative at COP28: Milestones

Launch of Global River Cities Alliance (GRCA)



'Global River Cities Alliance' (GRCA) was launched at COP-28 in Dubai by representatives of nine countries, including India, on December 10, 2023



GRCA partner countries: **Australia, Bhutan, Cambodia, Denmark, Egypt, Ghana, Japan & Netherlands**



Cities of Den Haag (Netherlands), Accra (Ghana) & Szolnok (Hungary) joined the Alliance

GRCA Objectives

Global City to City peer learning Platform and improved knowledge through sharing of best practices

Knowledge sharing in form of online dialogues, webinars, training programs, exposure visits & technology transfers

Dedicated platform/one stop shop for development agencies seeking opportunities for co-operation on aspects related to river centric development

Opportunities for international private sector solution providers working in global river cities to engage through GRCA platform

GRCA Initiative at COP28: Milestones

MoCP with Mississippi River Cities and Towns Initiative (MRCTI)

- **NMCG** on behalf of **River Cities Alliance (RCA)**, signed the **Memorandum of Common Purpose (MoCP)** with the **Mississippi River Cities and Towns Initiative (MRCTI)**, representing **124 cities/towns** situated along the banks of the **Mississippi River, USA**.
- The signing ceremony took place at the Rotary Hall as part of the ongoing COP28, in **Dubai, United Arab Emirates**



Urban River Management Plan (URMP)

Framework for Urban River Management Plan (URMP)



An integrated approach to manage the river and its associated elements in a city sustainably

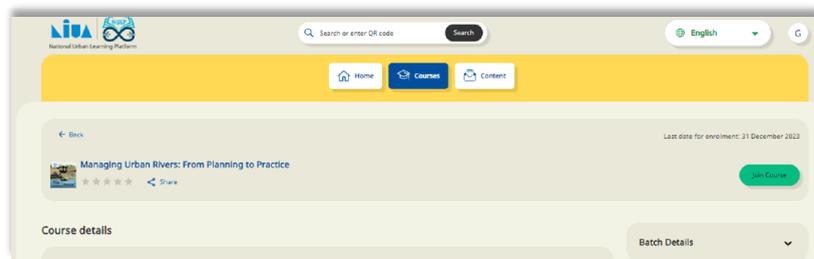
03 URMPs Developed:
Kanpur, Ayodhya & Chattrapati Sambhaji Nagar.

Additional 60 URMPs with WB funding for Rs 20 Cr



Online Modules on

- Managing Urban Rivers from Planning to Practice
- Making River Sensitive Master Plans were developed and uploaded in National Urban Learning Portal (NULP):



Increase in No. of Bidders participating in HAM Projects



Year	Project Name	No. of bidders participated in the tender
2018	Mathura STP HAM	4
2018	Varanasi STP HAM	4
2018	Haridwar STP HAM	6
2019	Prayagraj STP HAM	5
2019	Kanpur STP HAM	5
2019	Digha-Kankarbagh STP HAM	2
2019	Howrah Bally Baranagar STP HAM	2
2020	Budhana- Muzaffarnagar STP HAM	4
2021	Moradabad STP HAM	2
2021	Bhagalpur STP HAM	2
2021	Maheshtala STP HAM	2
2021	Mirzapur-Ghazipur STP HAM	5
2021	Bareilly STP HAM	10
2022	Farrukhbad-Fatehgarh STP HAM	3
2022	North Barrackpore STP HAM	8
2022	Agra STP HAM	10
2022	Ayodhya STP HAM	11
2023	Dhanbad	12
2023	Meerut STP HAM	19

Paradigm shift in the project procurement,

Focus on investment ability & adherence to KPIs than mere construction experience.

Transaction Advisors develop bid documents.

Conditions for bid documents shaped market consultations (5 times) & bankers meetings (2 times).

Pre bid meetings for fine tuning, for each bid.

Number of participants in HAM tenders have increased from 3 to 19, including large and small-scale sewage players, indicating better market response and increased competition.

This has been complemented by financial institutions such as IFC, Bank of Austria etc. funding the project SPVs, along with Indian Banks.