



Ministry of Housing and Urban Affairs
Government of India

KEY OUTCOMES & WAY FORWARD

Water, Waste and Resource Efficiency Session

Building resilient, circular and service-oriented urban systems for India's growth

National Urban Conclave 2026 | 24 October 2026 | Bhubaneswar



Speakers and Session Format

The future of urban water and sanitation lies in well-managed assets, accountable institutions, sustainable financing, and resource-efficient service delivery.

Chair: Smt. Isha Kalia, Joint Secretary, MoHUA

Co-Chair: Smt. Shalini Pandey, Director, SBM, MoHUA

Format: 90 min discussion + 20 min Q&A



PART 1

From asset creation to service outcomes

Mr. William Rex, World Bank

Key message

Shift focus from infrastructure created to services delivered, efficiency achieved, and citizens served.



PART 2

Mainstreaming Circularity & Resource Recovery

Mr. Sanjay Joshi, ADB
Mr. Gaurav Bhatt, Jacobs

Key message

Urban water systems must mainstream reuse, resource recovery, and circular economy principles to maximize value from investments.



PART 3

Governance and accountability

Sh. Aman Mittal, MITRA, Maharashtra
Ms. Laura Sustersic, GIZ

Key message

Well-defined institutional roles, integrated planning, and data-driven governance are essential for sustainable service delivery.



PART 4

Bankable projects and PPP

Mr. Sanjay Kulshrestha, HUDCO
Mr. Neeraj Gupta, IFC

Key message

Financial sustainability requires adequate O&M funding, performance-linked contracts, and predictable revenue streams.

Challenges Identified



Water • Waste • Governance

**One linked system
with shared gaps.**

1

Gap in measurement of service levels

2

Limited asset management across the infrastructure lifecycle

3

Lack of uniform templates / model documents

4

Maintenance & implementation

5

Limited use of real-time data for decision making

6

Capacity gaps in utility & service management

7

Weak contract guarantee

8

Fragmented institutional accountability for service outcomes

Key Areas of Deliberation (1/2)

Pay for results, start with the market, and pool finance, backed by common standards and coordination across Government.

WHAT EMERGED FROM THE DISCUSSION



Service Outcomes

1. Service with results – Build an end-to-end service concept
2. Building accountability with measurement and monitoring
3. Finance and reforms to complement each other
4. Performance based contracts with independent 3rd party monitoring



Reuse

1. Supportive regulatory framework
2. Comprehensive market assessment & identifying off-takers
3. Evaluating cost of delivering the service and its overall maintenance
4. Building input quality and reliability
5. Templatizing contractual frameworks to ease operability

Key Areas of Deliberation (2/2)

Pay for results, start with the market, and pool finance, backed by common standards and coordination across Government.

WHAT EMERGED FROM THE DISCUSSION



Governance

1. **Align standards across sectors with a policy framework to create demand**
2. **Cluster for resource utilization**
3. **Pooled financing and convergence**
4. **Capacity building and leveraging technology for convergence between various depts.**



Finance

1. **Structuring bankable projects**
2. **Improving “own source revenue of the ULBs”**
3. **De-risking private investment**
4. **Enforcement of contracts**
5. **Adequate pricing of municipal services**

Key Recommendations

Eight actions to move from building assets to running services and recovering resources.



Integrated Urban Resource Planning

- Integrate water, wastewater and solid waste planning.
- Design infrastructure as resource-recovery systems.
- Align Mission investments with common outcomes.



Measure and Manage Performance

- Establish service-level baselines and performance targets.
- Scale smart metering, SCADA, GIS and digital monitoring.
- Track NRW, energy efficiency, reuse and recovery indicators.



Institutionalize Performance-Based Service Delivery

- Adopt outcome-based O&M contracts.
- Link payments to service levels and operational performance.
- Strengthen asset management and lifecycle maintenance.



Mainstream Water Reuse

- Mandate city and industrial reuse targets.
- Create assured demand and offtake arrangements.
- Standardize quality, pricing and monitoring frameworks.



Strengthen Governance and Accountability

- Define clear institutional mandates and KPIs.
- Establish unified performance monitoring.
- Strengthen enforcement of segregation and compliance..



Accelerate Circular Waste Management

- Fast-track processing infrastructure and legacy waste remediation.
- Prioritize resource recovery over disposal
- Unlock land through scientific closure and reclamation.



Develop Markets for Recovered Resources

- Create market mechanisms for treated water, compost, CBG, RDF and recycled materials.
- Strengthen quality standards and procurement mandates.
- Expand EPR-linked revenue opportunities for cities.



Enable Sustainable Financing

- Ensure lifecycle financing and predictable O&M funding.
- Expand blended finance, municipal bonds and PPPs.
- Leverage climate finance and carbon markets.

Cross Cutting Enablers: Digital Transformation | Asset Management | Capacity Building | Climate Resilience

The future of cities lies in their resource efficiency

WHY: URBAN RESILIENCE DEPENDS ON MAXIMIZING THE PRODUCTIVITY OF EVERY UNIT OF WATER, WASTE, ENERGY AND PUBLIC INVESTMENT.



NEXT STEPS



Cities must RISE: Recover Resources, Improve Performance, Strengthen Sustainability, and Enhance Service Outcomes.



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Thank You