

Building Ownership, Recovering Value

Annual Report 2025-26



www.saahas.org
info@saahas.org





Archana Tripathi
CEO, Saahas

From The CEO's Desk

Saahas was founded in the year 2001 in response to the first ever Municipal Solid Waste Management Rules for the country, which were released in the year 2000. The purpose was to demonstrate how the Rules can be implemented on the ground, and solve for the challenges that will need to be overcome for large-scale implementation. And for 25 years we have done just that. We have picked up real life problems ailing the cities and villages as they go about implementing source-segregation based SWM systems, partnered with a diverse set of ecosystem players and demonstrated how it is possible to have resource recovery from almost 90% of the municipal waste. Together we have shown that if waste is segregated at source, it is a resource.

Over the last 25 years, as we worked across urban, rural and eco-sensitive geographies, one feeling that remained constant has been that “the more things change, the more they remain the same”, Jean-Baptiste Alphonse Karr, 1849. While the sector has seen the evolution of waste processing technologies, shift in community behaviour, better livelihoods for people working in waste, and improvements in capacities of the government bodies, a lot more needs to change for the country to get rid of its solid waste mis-management.

As we complete 25 years in Oct 2026, a new set of SWM Rules have been released which are effective from 1st April 2026 and we find ourselves evolving once again in response to the Rules. The challenge once again is to show how the rules can be implemented, but this time the urgency is greater, and only a large-scale systemic adoption can solve the waste crisis we are facing.

Most of the things that are needed for implementation are known by now, the question no longer is 'how', but 'how long?'.

In the year 2025-26, we didn't do anything new, we didn't do anything path breaking, what we did was to do what we have been doing better, with more rigour, with more partners, in closer collaboration with the government bodies and in more places. We consciously tried to shift ownership from our teams to the stakeholders who need to own the systems, be it government or the community, at the same time keeping maximum resource recovery from waste as our north star.

We have reworked our strategy and over the next 5 years, we are ready to embark on a path of government-led scaled model which will demonstrate well functioning SWM systems across 50 districts in 5 states, both in urban and rural areas. This will build confidence in the nay-sayers who think source segregation, decentralization and recycling can succeed only on the fringes and can't be mainstreamed. We believe that adoption drives adoption, and many times people just need to see systems working at a large-enough scale to start believing in them.



“**Mental models** and **social narrative** work in a bi-directional way. Narratives are shaped by mental models, but narratives also, over time, **shape** the mental models we have.”

~Nat Kendall-Taylor, CEO, Frameworks Institute

*Taken from the Think Books of Think Collective,
Centre for Exponential Change*



Who Owns The After

Poem by Saahas team, presented by Kavitha Aranha at the India Philanthropy Week hosted by Dasra in Feb 2026

Arey arey arey...Picture abhi baaki hai mere dost
'After' ka scene reh gaya, still untold.
And the wrapper asks, almost politely,
Iss story ka second half.. **Who owns the After ?**

Hum lagbhag har cheez ke liye education dete hain, badi care ke saath:
doctor for health, **engineer** for systems, **lawyer** for justice, **teacher** for minds.
Hum '**before**' ke liye careers banate hain - design, branding, distribution, growth.
Par jaise hi consumption khatam hota hai, education suddenly quiet ho jaata hai—
Jaise wrapper lesson ka hissa hi nahi,
Jaise '**end-of-life**' product ka chapter hi nahin..
toh '**After**' ka syllabus kahan hai? **Who owns the After ?**

Also, Forward chain mein hum champions on point,
product last mile tak pahunchta, every time.
Ads, influencers, packaging, sab kuch prime,
par packet ya bottle empty hotay hi, story loses its rhyme
because return ka chapter, **Who owns the After ?**

Last mile tak delivery ka roadmap crystal clear
par disposal ka chapter? "Panchayat, please manage here."
We do one clean-up, feel light, feel smart,
next day same scene, back to the start
kyunki, **Who owns the After ?**

So lesson simple, without blame or chatter:
Circularity isn't a slogan, it's what we teach, then build, then master.
Teach the return, design the track,
skills, jobs, systems, bring materials back.
Because what we choose to teach, that's what we value,
and what we value, that's what the economy will do.

Need of the hour: invest in education and skills
so the future does not inherit legacy landfill hills.
So here's the real question,
Will you be part of building the After? Will you?



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1. About Saahas

Saahas is a not-for-profit organization registered under the Karnataka Societies Registration Act 1960, actively involved in working on solid waste management based on principles of circular economy since 2001. Our commitment towards building Zero Waste Communities is unflinching. We are devoted to finding and implementing new solutions to the ever-growing problems related to the management of municipal solid waste. We work with all the stakeholders like Governments, waste generators, waste workers, solution providers, recyclers, academic institutes, and corporates to help build zero waste communities. In 2013, Saahas Waste Management Pvt. Ltd. (<https://saahaszerowaste.com/>), a socio-environmental enterprise also known as Saahas Zero Waste, branched out of the non-profit Saahas with an aim to provide end-to-end waste management services based on the principles of circular economy. Both organizations exist as independent entities working towards holistic solid waste management and circular economy.

OUR VISION

Enabling India to be a leading Circular economy where **nothing is waste**.

OUR MISSION

Pilot innovative resource management programs.

Collaborate closely with communities, administrators, businesses and law makers.

Evolve next practices for adoption of Circular Economy.



Values



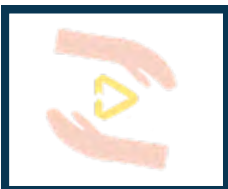
Integrity

Being true to our values and being ethical



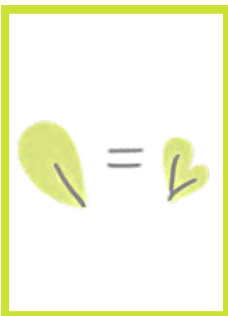
Solution Driven

Working towards creating long term solutions that achieve real outcomes



Ownership

Being committed and accountable for our actions, decisions and the accompanying impact, whether towards our work or towards the organisation



Equity

Creating an organisational environment where individuals irrespective of their background, education, class, caste, religion, gender, ability, etc. feel they are free to bring their best selves to engage and contribute towards the objectives of the organisation. Being consciously diverse, inclusive and fair in all our programs, interventions and solutions that we work on.



Collaboration

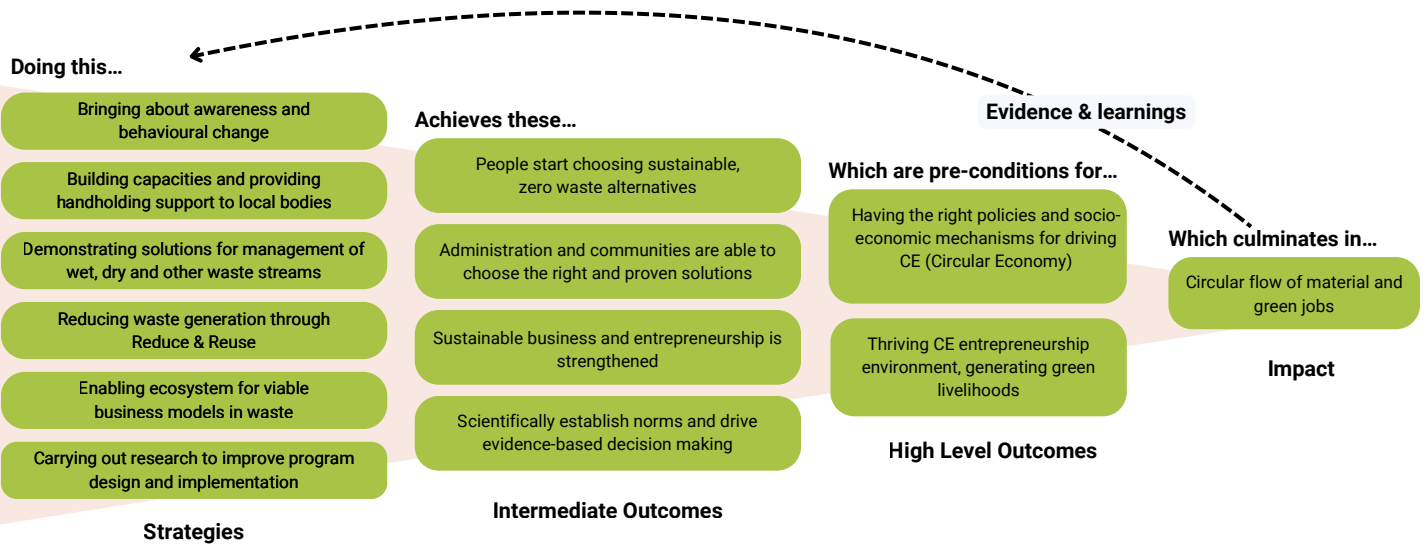
Working together as individuals or as an organisation, while building long term relationships with stakeholders in the ecosystem such as the community, partners, Govt administrative bodies to achieve the vision of the organization



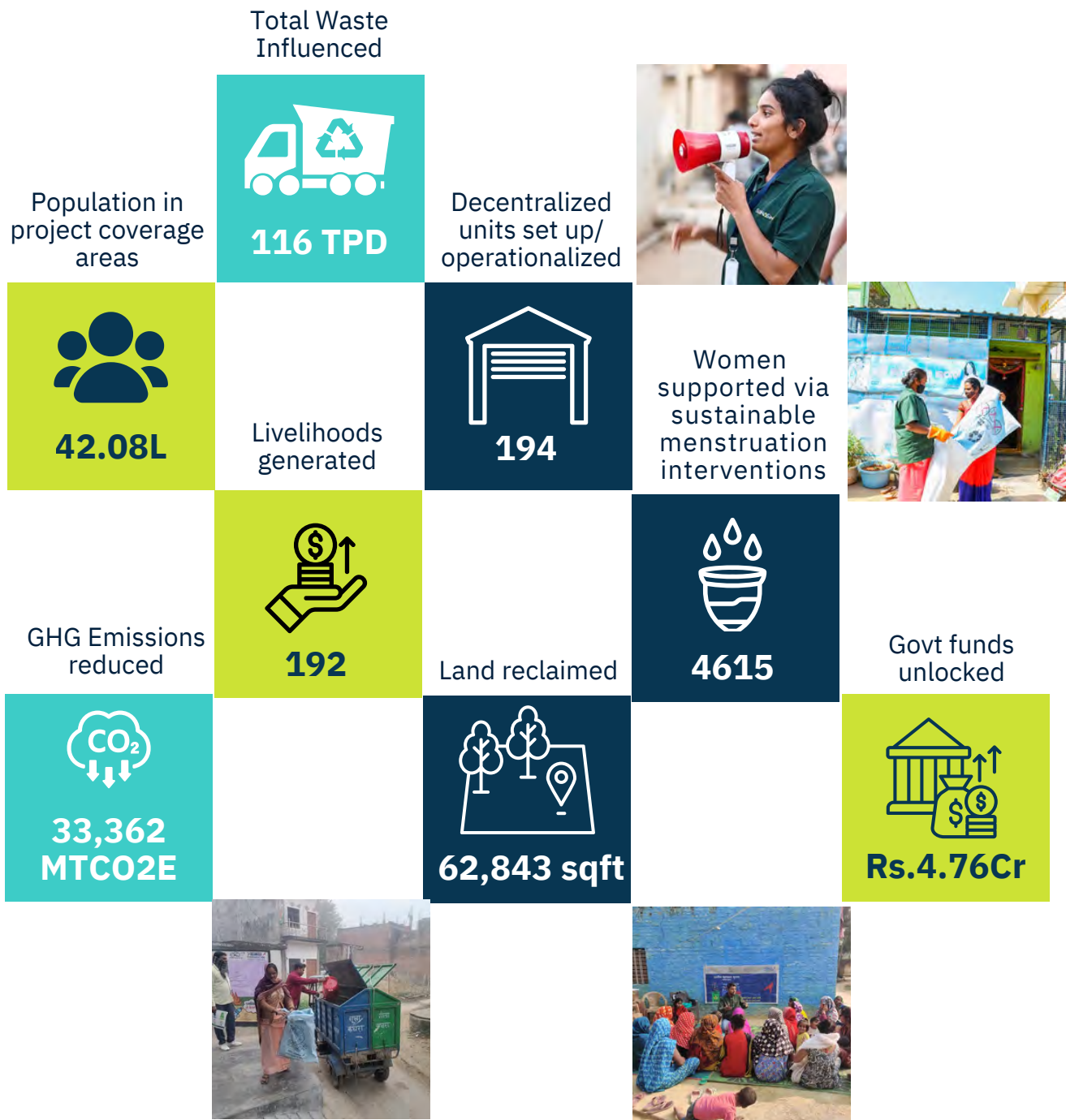
Earth for Generations

Protecting the environment in our thoughts and actions for our future generations; leading the way to find workable ways of living gracefully and lightly on earth

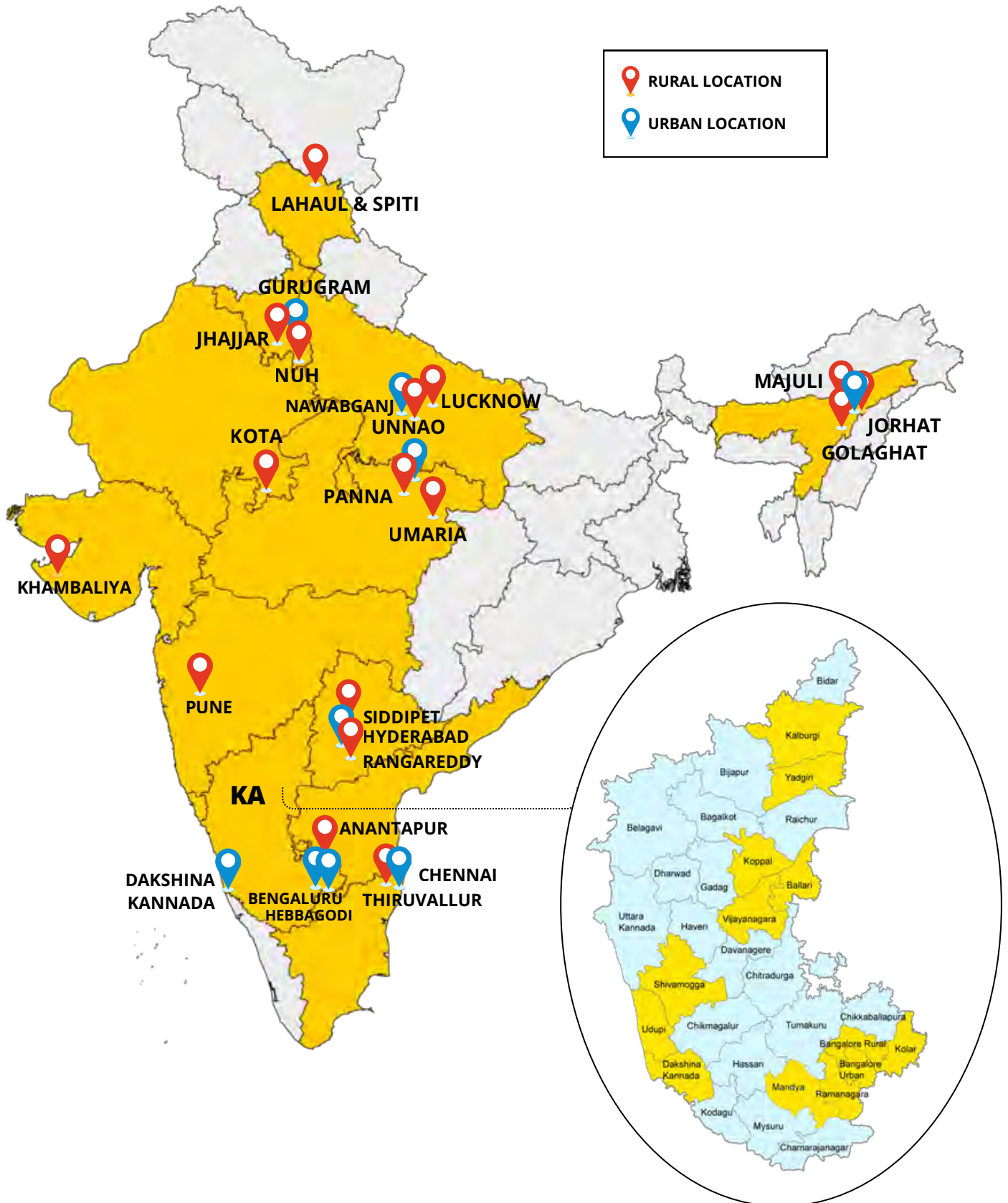
Theory of Change



2. FY 2025-26: Key Highlights

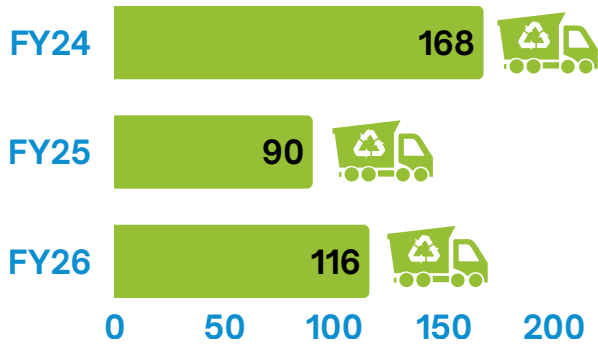


OUR GEOGRAPHICAL PRESENCE

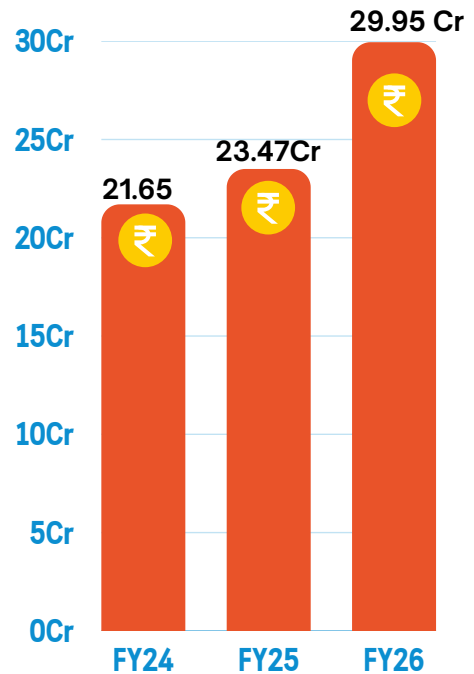


OVER THE YEARS

TOTAL WASTE INFLUENCED (MT PER DAY)



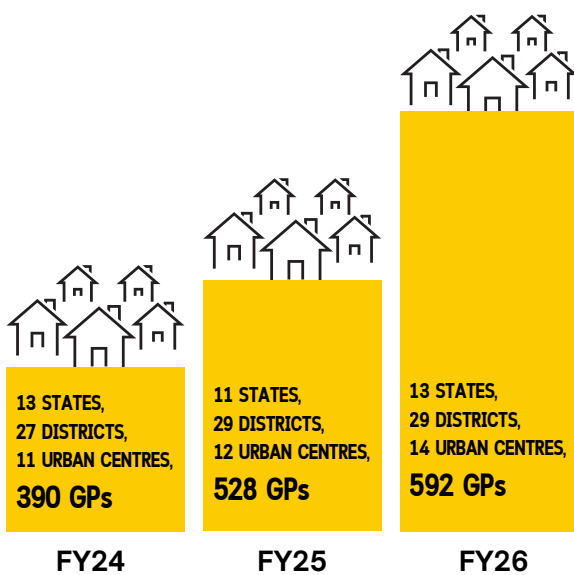
ANNUAL FUNDING



STAFF STRENGTH



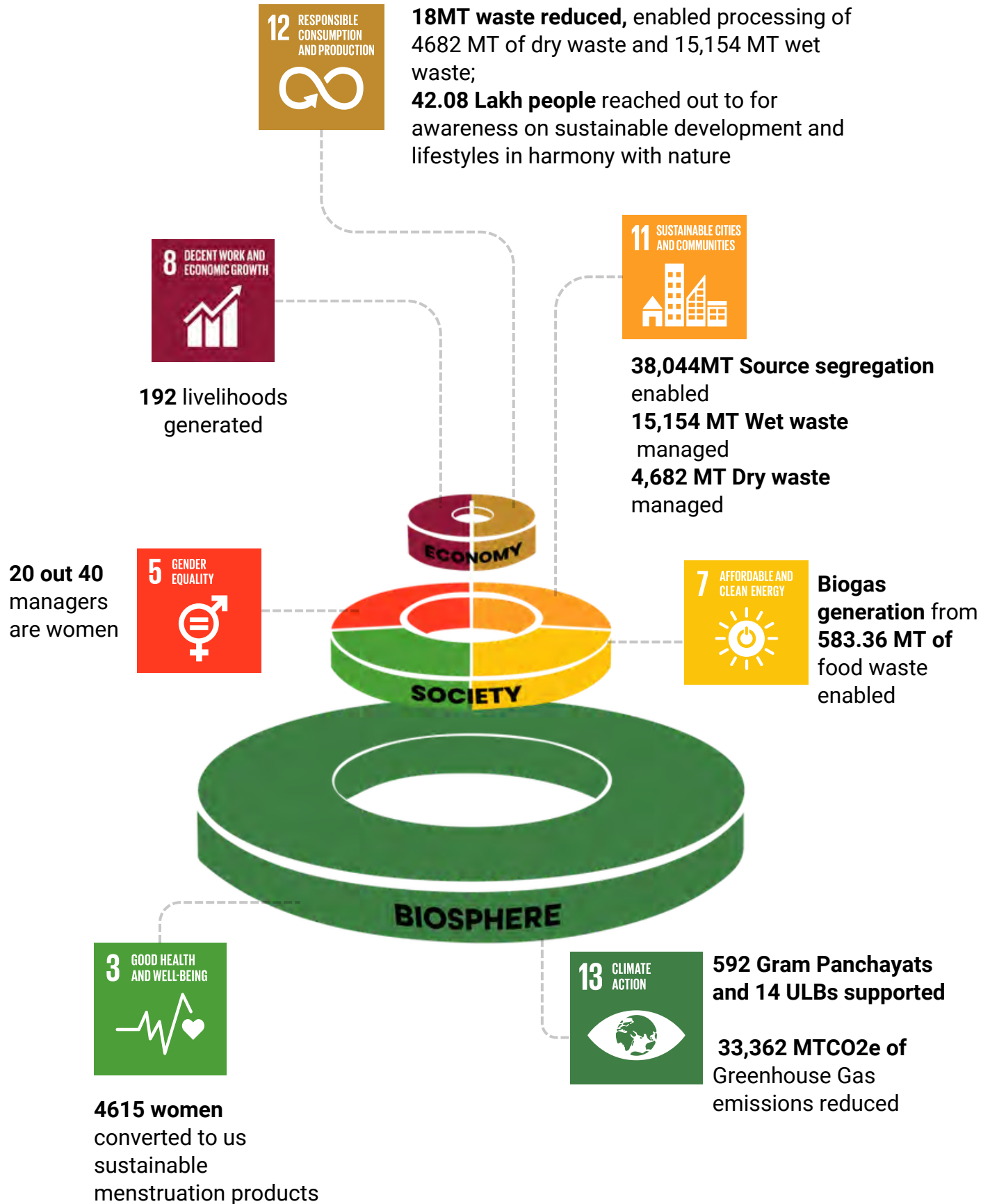
GEOGRAPHIC SPREAD



POPULATION IN PROJECT COVERAGE AREAS (IN LAKHS)



SDGS IMPACTED



3. Looking Ahead

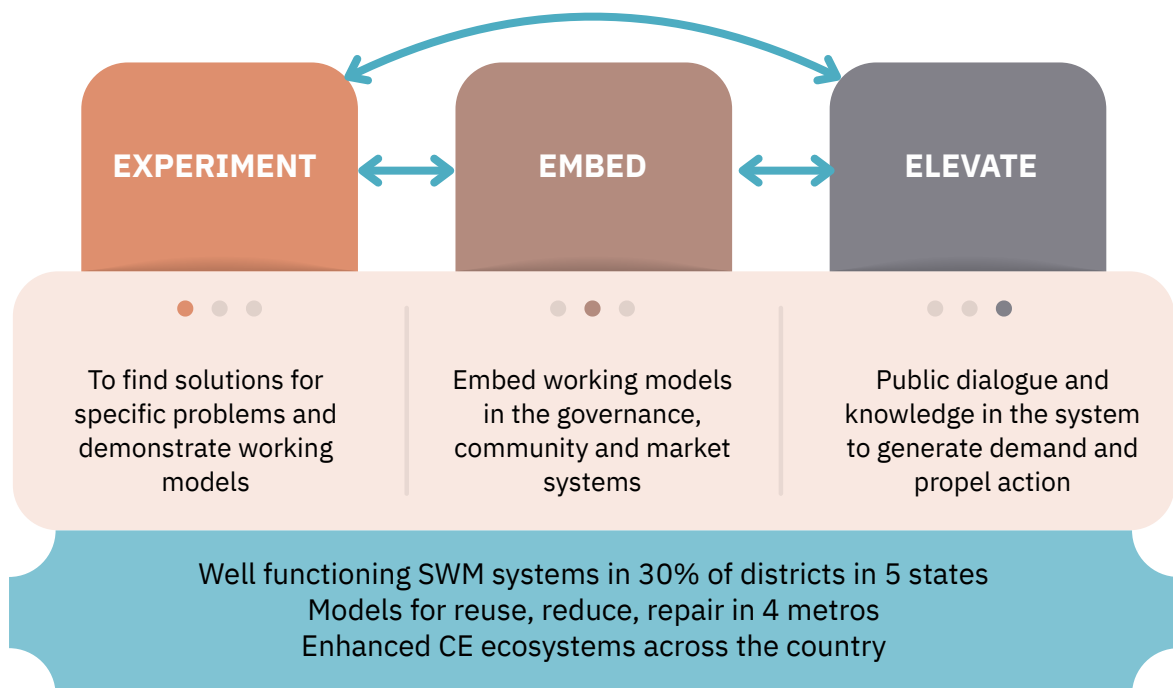
As we complete 25 years of our existence in 2026, we find ourselves at a critical juncture in the space of circular economy and solid waste management. The new SWM Rules 2026 become effective from 1st April 2026, and there is a clear mandate on all the local bodies across the country to implement the Rules.

The Rules have also detailed out the responsibilities of the local bodies, and other departments and ministries in a very granular manner, and a central committee has been constituted by the Supreme Court to monitor the implementation.

Having worked across geographies, in urban, rural and eco-sensitive areas, Saahas has a good understanding of the toolkits, methodologies, and processes which can be used to improve the enforcement of the Rules. Over the next 5 years, we plan to work with 5 states to show well-functioning, resource recovery based systems in alignment with the Rules 2026 across **50 districts, in 500 cities and towns, and 5000 Gram Panchayats**.

Along with this Govt-led scale approach, we will continue to carry out pilots to provide new learnings to the unresolved problems in the sector, and elevate the narrative around circular economy through increased outreach, advocacy and capacity building efforts.

Thus the next phase of Saahas will focus on the triple E approach of Experiment, Embed and Elevate. We are excited about what the future has in store for the sector, and we are confident it will be more circular than what it has been in the past.



4. Building Ownership, Recovering Value

Recovering value from waste depends not only on infrastructure, but also on who operates, monitors and sustains the system. During FY 2025–26, Saahas worked with governments, institutions, workers, communities and enterprises to build this ownership through practical demonstration, capacity building and continued handholding. The work presented here shows how ownership took different forms across places, people and waste streams.

4.1. SMALL TOWNS, STRONGER LOCAL OWNERSHIP

Small towns are not necessarily easier places in which to build solid waste management systems. Municipal teams may be stretched and infrastructure incomplete, but administrators are often closer to frontline operations and visible improvements can build momentum quickly. During the year, Hebbagodi, Panna and Jorhat demonstrated three different pathways towards stronger municipal systems.

In **Hebbagodi**, the intervention covered all 31 wards and approximately 47,700 households. Household waste handover increased from 15% to 64%, source segregation from 9% to 54%, and collection coverage from 30% to 80%. Sustained household engagement was matched by additional vehicles and sanitation personnel, regular municipal reviews and closer monitoring of ward-level performance. The project was formally handed over to Hebbagodi CMC in February 2026, marking an important shift from project-led activity towards municipal ownership.



15% → 64%
waste handover

9% → 54%
source
segregation

30% → 80%
collection
coverage



Panna recorded one of the year's most visible turnarounds, moving from 750th to 62nd position nationally in Swachh Sarvekshan, while source segregation increased from 8% to 51%. Continued household outreach, public communication and closer engagement with the Urban Local Body were supported by the establishment of an integrated solid waste management unit, strengthening the connection between segregation, processing and resource recovery.

750 → 62
Swachh Sarvekshan
Ranking

8% → 51%
source
segregation

Jorhat followed a more decentralised route. Eleven lane composters, along with apartment, school and leaf-and-flower composting systems, helped treat organic waste closer to where it was generated. Dry waste continued to be channelled to the Dry Waste Collection Centre, while Saahas reached more than 6,000 households across six complete and three partial wards. The team also invested sustained effort in engaging municipal officials, sharing technical inputs and recommendations, and supporting them in addressing operational gaps.



Work also began in Khambhalia, Gujarat, through Swachh Halar. In March 2026, more than 220 municipal officials, elected representatives and Safai Sathis were trained on segregation, institutional responsibilities and occupational safety, creating a foundation for implementation.



4.2. SOLVING FOR THE METROS

Metropolitan waste management is not one system, but many systems operating together. Municipal departments, contractors, resident associations, commercial establishments, Bulk Waste Generators and workers all influence whether segregated waste is ultimately recovered. During FY 2025–26, Saahas worked through ward-level interventions in Bengaluru, Karnataka, coastal neighbourhoods in Chennai, Tamil Nadu, and residential BWGs in Gurugram, Haryana.



BENGALURU

In Bengaluru, interventions in **Bellandur, Aduodi, Benniganahalli** and **Shettihalli** connected household engagement with route monitoring, municipal coordination and decentralised processing. Four lane composters were established in Bellandur and three in Benniganahalli, along with a leaf-and-flower composter at a school. Through the Inclusive Climate Action engagement with C40 Cities, more than 500 marshals, link workers, Junior Health Inspectors, contractors and waste workers were trained on BWG provisions, mapping, inclusive climate action and worker welfare.

CHENNAI

In Chennai, work in Pattinapakkam and adjoining coastal neighbourhoods covered 11,502 households and shops across 28 collection routes. Engagement with fishing communities, vendors, residents, the Greater Chennai Corporation and the municipal service provider connected everyday segregation and collection with the larger need to prevent waste from entering the marine environment





GURUGRAM

In Gurugram, **Alag Karo 3.0** and **Start A Little Good** worked with nine residential BWGs covering approximately **4,700 households**. Around **16,000** people were reached through door-to-door engagement, and eight societies were registered on the MCG BWG portal. Saahas supported resident awareness, training for domestic and housekeeping staff, waste audits, monitoring systems, on-site processing and the procurement of composting solutions. As a result, two societies adopted on-site wet waste composting, while existing composting systems in two other societies were streamlined to improve their functioning.

Across six societies, average source segregation improved from around 10% to 85%, and 16 leaf-and-flower composters were introduced to manage **garden waste** locally.

4.3. SUSTAINING OPERATIONS: RURAL AREAS SHOW THE WAY

The real test of a rural waste management system is whether collection, worker payments, sorting and onward channelisation **continue** after the initial set-up. Across interventions during FY 2025–26, Saahas worked with Gram Panchayats to move waste management towards a **locally** financed and **locally** managed public service.

UTTAR PRADESH

Across the Uttar Pradesh intervention, 33 Gram Panchayats introduced user charges of ₹30 per month for households and ₹50–₹100 for shops, although only around one-fifth paid regularly. Natauli showed the value of combining user fees with Panchayat resources and income from recovered materials. In Luhari, the Gram Panchayat increasingly reviewed Resource Recovery Centre operations and supported recurring worker costs. The experience reinforced that a fee becomes viable only when collection is dependable and residents can see the service it supports.



ASSAM

In Majuli, a Government of Assam order supported the payment of solid waste management staff by Gram Panchayats, strengthening the basis for regular collection. The island's experience—staff deployment, route planning, local storage, central sorting and market linkages beyond Majuli—was shared with representatives from 35 districts at a state-level workshop



NUH, HARYANA

In Nuh, Haryana, work continued in Rozka and TLG to strengthen collection and processing. During the year, the Resource Recovery Centre at Rozka was inaugurated and an electric collection vehicle was introduced, supporting the transition from infrastructure creation towards regular service delivery.

RAJASTHAN

In Kota, the emphasis was similarly on connecting infrastructure with staffing, collection routes, record-keeping and onward movement of recovered material.



KARNATAKA

Karnataka continued to be the state where our work had the largest geographical coverage, spreading across 14 districts., Across Ramanagara, Kalaburagi and Yadgir districts, Paripurna and Mission Swachh Kalyan Karnataka supported the establishment of 52 Primary Sorting Centres and strengthened links with larger recovery facilities. In Kolar and Bengaluru Urban districts, AshaKirana, Hasiru Hejje and Parivarthaneya Hejje worked on community participation, worker and SHG engagement, collection systems and local storage. Mission Sunhera Kal and Parisarana took forward similar work across Yelahanka, Devanahalli, Hoskote and Bengaluru Urban. Beyond the Broom in Ballari and Koppal districts, Sada Shuchitva and the new SWM engagement in Shivamogga district, and Harisu Patha in Mandya district focused on strengthening collection, local infrastructure, worker roles, record-keeping and onward channelisation.



The approach was also taken forward through Beluguppa Pragathi Patham in Anantapur district, Andhra Pradesh, SWM in Shankarpally in Ranga Reddy district, Telangana, SWM in Tiruvallur Rural in Tamil Nadu, and Swachh Sundar Chakan in Pune district, Maharashtra



4.4. SPOTLIGHT ON LIGHTHOUSE DISTRICTS: DAKSHINA KANNADA AND SIDDIPET

Dakshina Kannada and Siddipet showed how successful local models can begin influencing systems at district scale.

In Dakshina Kannada, Saahas worked across **Mulki, Kinnigoli, Moodbidri, Belthangady and Puttur**, where dry-waste facilities became operational, source segregation crossed 80%, wet waste was increasingly managed scientifically and legacy-waste clearance was taken up. The rural system linked **223 Gram Panchayats** to **four Material Recovery Facilities**, with dry waste reaching the MRFs every week. With the basic recovery chain in place, the district began addressing the next set of challenges—managing low-value rejects, improving financial viability and strengthening coordination between rural and urban systems. Learnings from the model were shared with stakeholders from Rajasthan, Andhra Pradesh and Madhya Pradesh.



In Siddipet, the Trividha programme combined segregation, decentralised composting and the reduction of single-use disposables. Eight composting units were established during the year. After a cutlery bank was inaugurated through the programme, the initiative inspired the distribution of 274 cutlery banks worth over ₹5 crore across the Gram Panchayats of Husnabad Mandal, with ownership handed to local SHGs. At Potlapalli Siva Temple, a 350-unit cutlery bank was used for weekly and festival meals, diverting an estimated 350 kg of disposable waste between February 2025 and February 2026. The model linked waste reduction with women-led livelihoods and local institutional ownership.



4.5. VALUE RECOVERY THROUGH BIOMETHANISATION AND UPCYCLING

During FY 2025–26, Saahas expanded value recovery through campus-based biomethanisation and an upcycling pilot for low-value plastic.

Under ReSET 2.0 in Hyderabad, Telangana, the 2 TPD biogas plant at Osmania University continued to process segregated food waste and supply biogas to the hostel kitchen. The University took complete ownership of waste collection and transportation, plant operations and annual maintenance. Building on this experience, Saahas initiated a 1.5 TPD plant at Maharshi Dayanand University, Rohtak, and a 1 TPD plant at VNR VJIET, Hyderabad. Both were under development as of 31 March 2026 and had not begun regular operations.



2 TPD
Osmania University
Hyderabad

1.5 TPD
Maharshi Dayanand
Univ, Rohtak

1 TPD
VNR VJIET,
Hyderabad



Under Clean Destination RPU in Panna, Madhya Pradesh, Saahas explored recovery pathways for low-value plastic and multilayered packaging. Based on the assessment of various processing technologies for multi-layer plastic suitable to handle small quantities, a pilot was developed with EcoKaari to transform the material through spinning, handloom weaving and stitching into products such as bags, pouches and tourism souvenirs. As of 31 March 2026, the pilot had been launched and operations will start in the next financial year.

In Gurugram, **EcoGram** continued to demonstrate how wet and dry waste recovery can operate together within a decentralised campus. The facility brings together a distributed 2 TPD biogas system and a 5TPD decentralised Material Recovery Facility operated through an entrepreneur-led model. The MRF sources segregated dry waste from Bulk Waste Generators, with operating income supported through service charges and the sale of recovered materials. Although the MRF demonstrated how BWG waste can be handled in a formal and transparent manner, it faced challenges due to inadequate service charges, inconsistent segregation levels and low support from the municipal corporation in handling the non-recyclables and rejects. We hope to overcome some of these challenges in the next financial year by working on improving the segregation levels, improving the processing efficiency and improving the PnL.

Kora Compost, a volunteer-led leaf composting set up in Bangalore was supported by providing infrastructure and operations support to ensure that the system continues to operate, thereby , expanding Saahas’s exploration of local value-recovery pathways for organic waste

4.6. BUILDING CAPACITIES ACROSS THE STATE: FOCUS ON ANDHRA PRADESH AND KARNATAKA

Across project locations, Saahas conducted capacity-building sessions for decision-makers, implementation and supervisory staff, and frontline workers. The sessions were supported by practical tools and continued handholding so that learning could be applied within everyday waste management operations.

Under the Swarna Andhra Swachh Andhra programme of the Swachh Andhra Corporation, implemented in partnership with the WASH Institute, a common capacity-building framework was delivered across 53 Urban Local Bodies in 12 districts. Elected representatives, municipal officials, supervisors, sanitation workers, health workers and MEPMA Resource Persons were trained on segregation, collection, processing, occupational safety, sanitation-linked public health, community engagement and monitoring. A Training-of-Trainers approach helped extend the learning to SHGs and communities, with 438 training sessions conducted across 12 districts, reaching 29,651 stakeholders in 53 ULBs



In Karnataka, capacity building was embedded across urban and rural projects. Through the Inclusive Climate Action engagement with C40 Cities, targeted sessions in Bengaluru strengthened the capabilities of city officials, contractors and waste workers on BWG provisions, equity and welfare, inclusive climate action and GPS-based mapping. Saahas also supported C40 Cities and Sensing Local in organising social dialogues that brought frontline workers' experiences into discussions with municipal and government stakeholders.



4.7. STRENGTHENING A WORKERS' COOPERATIVE: PRIDE, GUWAHATI

The PRIDE Cooperative was formed to build a formal, worker-owned system for dry-waste collection in Guwahati. During FY 2025–26, it collected dry waste from BWGs, small businesses and informal waste aggregators and secured authorisation from the State Pollution Control Board.

Saahas supported the cooperative in developing its governance and operating systems so that informal waste workers could participate as members and shareholders rather than remain at the margins of the formal waste economy. Infrastructure and viability support funding was provided to the Cooperative to strengthen its operations and increase access of dry waste for the members of the Cooperative.



4.8. BUILDING NARRATIVES, SHIFTING MINDSETS

Behaviour change cannot be sustained through one-time awareness. As in the earlier years the year, Saahas continued to develop locally rooted communication material door-to-door tools, flyers, bin and vehicle stickers, posters, wall art, calendars, jingles, audio-visual content and digital explainers, while also using public events and education to make circularity visible in everyday life.

The newly launched Education Vertical engaged more than 950 students and 10 teachers and faculty members in discussions around circular economy and waste as a resource. As knowledge partner to an e-waste awareness initiative with Bajaj Foundation, Mission LiFE, UNICEF and the Ministry of Education, Saahas conducted 24 online sessions for students in Grades 6–8 across eight cities. Students also took forward composting, waste-reduction campaigns and awareness activities within their schools and communities. Circonomy 101 and new school modules marked a shift from standalone awareness sessions towards structured and experiential circular-economy learning.



Public events became live demonstrations of waste management. At the January 2026 Lalbagh Flower Show, held from 14–26 January, Saahas supported waste management for an event that received 8.10 lakh visitors. Around 47,000 kg of waste was managed, with support from more than 100 external volunteers and 15–20 collection staff each day. The experience also highlighted the continuing need for stronger ownership by event authorities, particularly around vendor controls, monitoring and litter enforcement.



4.9. INFORMED CHOICE, PERIOD DIGNITY

Across projects, 4,615 women were supported to adopt sustainable menstruation practices during FY 2025–26. Cycle of Change in Hyderabad combined awareness with product trials, continued handholding and relationships with SHG leaders, ASHA workers and Anganwadi workers so that initial hesitation could be addressed after the session rather than being left entirely with the participant.

During one three-month period, 320 menstrual cups were distributed and 160 women adopted them. A chatbot was circulated through GHMC, MEPMA and CDMA, and Saahas contributed to a state-government awareness programme. The project also received the Best Practices in Menstrual Hygiene Management Award from Gramalaya.



4.10. CREATING OWNERSHIP FOR OVERLOOKED WASTE

Construction debris and reusable bulky materials often remain outside routine municipal collection. Through BinMalba in Gurugram and Change Matters in Bengaluru, Saahas worked to create clearer pathways for collection, recovery and authorised processing.

Under BinMalba, Saahas worked with MCG and its authorised service provider to identify dumping hotspots, monitor clearance through GPS-tagged photographs and channel waste to the authorised recycling facility. During FY 2025–26, approximately 14,099 MT of illegally dumped C&D waste was diverted. Of this, 8,136 MT was diverted through Saahas-supported action and 5,963 MT through MCG after regular clearance systems were institutionalised. The intervention reached 36,683 residents across 16 RWAs, sensitised 10,354 households and engaged 31 contractors and builders. A seven-kilometre corridor was addressed through clearance, fencing, signage, wall art and plantation, and recommendations were submitted to MCG to strengthen the wider collection and recovery system.

Recommendations
Report
For
Sustainable
Management Of
Construction &
Demolition (C&D)
Waste in Gurugram

reached
36,683
residents

reached
31
contractors/
builders

diverted
14,099
MT C&D
waste



Through Change Matters, an entrepreneur-led model collected clothes, footwear, books, mattresses, toys, home décor and other reusable household materials through community drives, RRR Maadi events, drop-offs and scheduled pickups. During the year, 19,058 kg was collected and 18,749 kg diverted through reuse, resale, repurposing or recycling.



collected
19,058
kg

diverted
18,749
through RRR

4.11. REPAIR AS A COMMUNITY PRACTICE

Repair extends product life and prevents waste before it is generated. During FY 2025–26, Saahas organised 93 RRR Maadi events across Bengaluru, Gurugram and most project locations. These events reached more than 9000 beneficiaries and repaired more than 20,000 items, including **footwear, bags, garments, umbrellas, bicycles, watches, zips, knives, scissors and technology accessories.**

The events took repair professionals into residential communities, educational institutions, corporate campuses and public spaces. In Gurugram, the events generated ₹42,910 for 11 participating repair professionals. Several communities hosted repeat events or requested that they be organised every three to six months, showing the potential for repair to become a regular community service rather than a one-day campaign.

organized
93
repair events



repaired
20,284
items



reached
9,669
people



4.12. LOCAL OWNERSHIP IN DIFFICULT GEOGRAPHIES

National parks, islands, Himalayan settlements and coastlines face limited processing options, difficult transport and seasonal tourist pressure. During FY 2025–26, Saahas continued its work around Panna and Bandhavgarh, Majuli, Keylong and coastal Udupi, while initiating work around Kaziranga and expanding engagement along the Chennai coastline.

The approach varied by geography. Gram Panchayats, forest and tourism departments, hospitality establishments, fishing communities and SHGs were engaged to strengthen segregation, local storage, collection and responsible-tourism practices. In Majuli, 38 material collection facilities were modified, strengthening the island's decentralised system. In Keylong, Saahas served as the sustainability partner for the state's first zero-waste Tribal Fair and channelled 413 kg of segregated dry waste to the Tandi MRF.



dry waste
collected
413
kg



In Kaziranga, the initial focus was on team preparation, stakeholder engagement and planning for the intervention. Along the coasts of Udupi and Chennai, work continued to strengthen collection and community participation and reduce the risk of waste entering rivers and the sea.

The common learning was that fragile regions cannot simply copy a standard city model. Systems must be designed around terrain, seasonal access, tourism patterns, limited land and the livelihoods of communities closely connected to the ecosystem.

4.13. THE CHALLENGE OF URBAN VILLAGES

The work in Nathupur and Sikanderpur in Gurugram, Haryana, produced mixed results. Community participation improved, but a stable and fully locally owned system could not be established.

In Nathupur, source segregation increased to 56% and wet waste was linked to local gaushalas. However, the absence of a dedicated municipal vehicle and a secondary collection point prevented a complete collection and recovery chain.

Sikanderpur showed that progress was possible when community engagement was supported by a vehicle, informal-worker participation and secondary storage. It also showed how quickly gains weakened when municipal and operational support reduced.



The key learning was that municipal ownership, infrastructure and accountability must be agreed at the start. Community mobilisation can support the system, but it cannot replace dependable municipal collection, supervision and monitoring

5. Knowledge Development & Dissemination

During FY 2025–26, Saahas’s Knowledge, Diagnostics and Design work helped move from understanding the waste-management problem to identifying what needed to change. Assessments combined field observations, waste audits, stakeholder consultations and systems thinking to inform programme design, infrastructure and operations.

In Gurugram, Haryana, the Ecosystem Accelerator Programme used secondary research, stakeholder consultations and systems thinking to examine barriers to maximising material recovery from municipal solid waste. The process culminated in a gap analysis and action plan for the city, while also strengthening the use of systems-thinking approaches such as the Iceberg Model in understanding SWM challenges.

In Chikkaballapura, Karnataka, Saahas assessed commercial dry-waste management through BWG mapping, KAP surveys, waste characterisation, stakeholder interviews and scrap-dealer mapping. The work also covered route optimisation, IEC, capacity building and infrastructure assessment, resulting in recommendations to strengthen commercial dry-waste collection and recovery.

In Chennai, Tamil Nadu, an assessment of the SUP-Free Tamil Nadu Secretariat initiative examined employee and visitor practices, estimated single-use plastic waste generated on the campus and reviewed external vendor orders. Awareness and capacity-building sessions supported employees, the administration team and Environment and Climate Ambassadors to strengthen implementation and monitoring of the SUP-free premises initiative.

Across 65 Gram Panchayats in Ballari and Vijayanagara districts, Karnataka, a rapid needs assessment reviewed existing collection and processing systems and identified design and operational gaps. The work supported the development of DPRs for end-to-end waste-management systems, including O&M requirements, and helped facilitate the unlocking of government funds.

In Kota and Jhalawar districts, Rajasthan, Saahas assessed centralised rural dry-waste management infrastructure through field assessments, waste audits and quantification across 20 Gram Panchayats, KAP surveys and system-gap analysis. The study strengthened understanding of dry-waste flows and infrastructure requirements, including the need for Material Recovery Facilities.

Across these studies, the emphasis was on making diagnostics usable turning evidence from the field into clearer designs, operational improvements and investment decisions. With WRI India, Saahas developed a playbook for Urban Local Bodies in Uttar Pradesh, bringing together practical guidance and field-based approaches to strengthen solid waste-management systems and support replication across cities.

In Mysuru, Karnataka, Saahas undertook an impact assessment of a rural solid waste-management intervention with OUTREACH, examining implementation experience and identifying lessons to strengthen future rural SWM programmes.

POLICY INPUTS

Policy inputs shared with respective Govt ministries:

- Participated in the consultation workshop on SBM-Gramin 3.0 by DDWS, JJM, Govt of India. Shared specific inputs to improve the sustainability and O&M of rural SWM
- Feedback on draft SWM Rules 2024 submitted
- Recommendations on jobs in SWM sent to Ministry of Skill development in partnership with WaterAid and UNICEF

KEY PUBLICATIONS



IDR



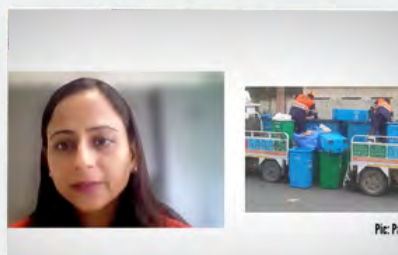
Urban Agenda Platform



The Wire



Down To Earth



Citizen Matters Interview



Strengthening Civic Initiatives



Frontline - The Hindu



Medium - Repair



Medium - It's Not About Age



Medium - Mindless Buying



Climate Rise Alliance Blog on Saahas

Presented a paper on
**'Role of EPR in MSW
Collection and Disposal in
India: Evidence from
Saahas projects in
Karnataka'**
at IIM Bangalore's
Sustainability Summit on
25th April

SUBMISSIONS ACCEPTED FOR PUBLICATION

Shared case studies with ClimateRise Alliance for Waste Recipes Compendium

RESEARCH AND WEBINARS

- Submitted abstract for National WASH Conference: Towards Establishing A Model Super Free Market - Rethinking consumption habits to eliminate single use
- Webinar session for OP jindal students - topic "Plastic & Alternatives"
- Research with CEPT University intern on 'Effect of geo neutral pricing under EPR in addressing plastic waste management in India'
- Rapid needs assessment study for strengthening the SWM system in Ballari and Sanduru taluks, Ballari, Karnataka
- Participated in Stakeholder Workshop: Sustainable Waste Management Framework for India through Life Cycle Assessment; presented the comparison of different GHG tools and their applicability for India
- Prepared an explainer on Blue Flag Programme and case evaluation of Padubidri BFB

CASE STUDIES



Zero Waste Market @ Bagalur, KA



Managing religious textile waste



The Role of Training in
Hebbagodi's Sanitation Efforts



Community Composting

6. Building Capacities Of The Ecosystem

Building ownership requires more than training individuals within Saahas projects. It also requires strengthening the organisations, government functionaries and frontline teams that plan and deliver waste-management systems across different geographies.

During FY 2025–26, Saahas supported partner organisations including Atul Foundation, Seva Mandir and Kathiwada Foundation. A two-day programme for the Atul Foundation team in Valsad, Gujarat, covered SWM implementation, stakeholder mapping, locally adapted IEC, effective facilitation and selected modules from Saahas’s Delivering Effective SWM Training programme.

In Unnao district, Uttar Pradesh, a district-level programme reached more than 290 Gram Pradhans, Panchayat Secretaries, BDOs, ADOs and members of the SBM district team. The sessions brought field experience into the training through examples from Gram Panchayats, and the district administration requested an SOP on good practices for wider circulation. Saahas also completed the sixth batch of its internal DEST programme in Lucknow, strengthening the facilitation skills of 18 team members working under Gramin Swachhata Srijan.

Five Saahas team members were selected for the National Institute of Urban Affairs’ Orientation Programme for National Master Trainers on Solid Waste Management and Used Water Management. Following the programme, they were empanelled to support capacity building for Urban Local Bodies across the country, allowing Saahas’s field experience to contribute to a wider national training effort.



In Bengaluru, Karnataka, Phase 3 of the Inclusive Climate Action engagement with C40 Cities strengthened the capacities of more than 500 city officials, contractors, marshals, link workers and waste workers. The participatory sessions covered climate impacts, legal provisions applicable to Bulk Waste Generators, GPS-based mapping, worker welfare and the role of frontline workers in building inclusive city systems.

Saahas also supported C40 Cities and Sensing Local in organising a city-level social dialogue. Frontline workers presented their experiences and priorities directly to senior government and municipal representatives, including zonal and special commissioners. A public summary of the initiative records 72 frontline workers participating in the dialogue, creating a formal space for those who operate the system to inform decisions about how it should improve.

Across these engagements, the focus was not simply on increasing the number of people trained. It was on helping participants understand their role, apply practical tools and take greater responsibility for the systems they manage.



7. Monitoring Evaluation & Learning

FY 2025–26 marked the establishment of Monitoring, Evaluation and Learning (MEL) as a dedicated organisational function at Saahas, creating common systems to strengthen project planning, implementation, reporting and learning across teams.

A key focus was institutionalising the Logical Framework Approach (LFA), with LFAs developed for 28 projects during the year. RACI matrices were integrated into these frameworks to clarify responsibility and accountability across teams. To build practical understanding of these systems, an experiential training on LFA, reporting and RACI was conducted for 13 staff members from the South team.

Project governance was strengthened through structured kick-off meetings for 13 new projects, bringing programme, MEL and partner teams together at the outset to align on objectives, timelines, deliverables and responsibilities.

MEL also created mechanisms for organisational learning. Project retrospectives were initiated for four projects, capturing what teams would do differently if they implemented the project again. Weekly learning sessions provided another space for peer exchange and documentation of processes and SOPs, with 15 sessions covering 30 hours conducted during the year.

The experience reinforced a simple lesson: MEL is most useful when learning informs the next decision, rather than remaining within reports or individual project teams. Structured frameworks, clear ownership and regular spaces for reflection are helping Saahas retain institutional knowledge as it grows.

LOOKING AHEAD

The next phase will focus on strengthening the underlying data systems—creating common data-capture formats, improving consistency of indicators across projects and introducing a regular rhythm of monitoring reviews so that teams and leadership can work from a shared and current picture of programme performance.



8. Partnerships

During FY 2025–26, Saahas worked with civil-society organisations, knowledge partners, alliances and government institutions to exchange learning, strengthen implementation and take field experience into wider sector conversations.

The second Saahas Partners' Meet, held under the theme **“Reimagining Education and Skilling for a Circular Economy,”** explored how circular thinking could be embedded within education, institutional culture and vocational pathways to prepare a circular-ready workforce. The meet also marked the launch of Saahas's Education Vertical and Circonomy 101, a book developed by Saahas to introduce students in Grades 6–8 to the circular economy.

Sector engagement continued through other platforms. During Dasra Philanthropy Week, Saahas led the spotlight session “Who Owns the After?”, examining responsibility for materials after use and the roles of governments, businesses, communities and waste workers in a circular system. Through the ClimateRise Alliance, Saahas contributed to the Zero Landfill Cities, Viksit Uttar Pradesh 2047, and Gender and Climate tracks, shared case studies for the *Waste Recipes Compendium* and published the blog *When Waste is Not Wasted*.



Partnerships also created opportunities to translate knowledge into practice. In partnership with Grewind Solutions, Saahas delivered the three-day TVS Motor Sustainability Ambassador Programme – Level 3. The programme covered eight areas spanning waste-management fundamentals, institutional and community SWM, hazardous waste and legal requirements, waste audits, supplier and dealer networks, and the design of community collection and clean-up initiatives. Participatory exercises and practical examples helped employees connect sustainability concepts with action within their workplaces and communities.

This experience of working across different contexts also informed the development of Version 1 of the Waste Intervention Diagnostic Toolkit (WIDT). The tool assesses the readiness of local waste-management systems across government ownership, implementation capacity, infrastructure, operations, data, community participation and financial sustainability, helping determine the nature and intensity of handholding required before an intervention is designed.

Collaborations with WRI India, ASAR, WASH Institute, C40 Cities and Sensing Local further supported capacity building, research, technical inputs and shared approaches. Saahas also participated in the WASH Alliance established by SBM-Urban in Assam, strengthening coordination among organisations working on sanitation and waste management in the state.



9. Workshops

During FY 2025–26, Saahas convened and participated in workshops that brought field experience into wider conversations on systems change, resource recovery and municipal capacity.

Saahas participated in the Skoll World Forum 2025, held from 1–4 April in Oxford, United Kingdom, as part of a cohort supported by Dasra. The Forum brought together social-impact leaders from across the world and explored collaboration and systems change through the idea of kintsugi, repairing what is broken while recognising the value of what has been learnt through the process.



On 5 September 2025, Saahas organised the stakeholder workshop “Advancing Circular Solutions: Maximising Resource Recovery” in Gurugram, Haryana, as part of the RMF Ecosystem Accelerator led by Saahas Zero Waste. The workshop was the culmination of a series of consultations with resident representatives, waste-management agencies, businesses, civil-society organisations, informal-sector representatives and other actors within Gurugram’s waste ecosystem. Around 30 stakeholders came together to examine systemic barriers across segregation, collection, processing and resource recovery, and identify areas requiring coordinated action.

On 22 January 2026, Saahas partnered with the Municipal Corporation of Gurugram as Knowledge Partner for a capacity-building programme for Assistant Sanitary Inspectors at the Haryana Institute of Public Administration. The programme covered the Solid Waste Management Rules, source segregation, route planning, Swachh Survekshan indicators, stakeholder coordination, complaint redressal, digital tools and ward-level monitoring. It was followed by an exposure visit to a participating residential society, enabling municipal officials to observe on-site wet-waste processing and BWG compliance in practice.



10. Awards and Recognition

On 12th August 2025, in celebration of Librarian's Day, a special event was organized at the Zilla Panchayat, Kalaburagi, bringing together all NGOs actively collaborating with ZP Kalaburagi. Among the many organizations present, Saahas and the Azim Premji Foundation were specially recognized for their outstanding contributions to community development and education.



Saahas won the award Best Practices in Menstrual Hygiene Management award by Gramalaya.



Saahas was recognised at the Swachhta Samman Samaroh, MP. This award was conferred to Panna for its outstanding performance in Swachh Survekshan 2024, where the city made remarkable progress—rising from the 750th position in Swachh Survekshan 2023 to an impressive 62nd rank at the national level, earning the title of “Fastest Mover City.”

11. Human Resources

In the FY 2025-26, we have renewed our certification as a Great Place to Work from the eponymous organization. Having successfully done this for 3 consecutive years, it not only shows the faith of our employees in Saahas, but also our commitment to being a transparent and engaged workplace for everyone. Further we continue to move towards technology as an enabler for improving HR outcomes particularly for hiring and engagement. We also held our Annual Regional Meets for all staff at 4 different locations. These events provide a significant opportunity for everyone from different regions to interact, exchange and celebrate in each other's company.





EMPLOYEE DETAILS

Employee Details, as on March 31st 2026

Designation/Role	Female	Male	Total
Senior Leadership Team	3	3	6
Managers	17	17	34
Project Coordinators, Accounts/Admin/HR Executives	30	55	85
Field Supervisor, Field Staff	128	117	245
Total Employees	178	192	370
Consultants, Contract staff	6	7	13

REMUNERATION

Staff Wise Salary Distribution, as on March 31st 2026

Slab of CTC Salary (INR)	Female	Male	Total
Up to 20,000	82	8	90
20,001-30,000	45	101	146
30,001-50,000	21	52	73
50,001-1,00,000	27	27	54
1,00,001-1,25,000	3	4	7
TOTAL	178	192	370

12. Testimonials



”

I think waste management is, as it is, a tough call because it not only means good processes but also behavioural change. So that makes it tougher than the other kind of goals. And having said that, I think doing this on an island like Majuli is even more challenging because there is not enough infrastructure etc. So I think Saahas has a bigger challenge at hand and you all are trying your very best to have good processes and trying to interact more with people, trying to change the behaviour, trying to instill a sense of responsibility.

HARISH SHAH,
Chairperson,
Harish & Bina Shah Foundation

”

Saahas team has awakened a sense of responsibility in our community through not just awareness but hand-holding. I would like the team to extend their contribution to few other areas here.

GURURAJ GANTIHOLE
MLA, Byndoor, Udupi, KA





”

The Biogas plant installed by Saahas in our campus is transforming the way our students think, they see circular economy in action.

SR PROF KUMAR MOLUGARAM

Vice-Chancellor,
Osmania University

”

You have caused behavioural change in the interior villages of Malookpur and Nagar Chaugwa that even the poshest areas of Lucknow city cannot boast of.

VIVEK KUMAR SHUKLA

ADO, BKT Block, Lucknow, UP





The inclusivity approach brought in at Hebbagodi, was a key success factor of our project. I am sure, even from the sustainability practices standpoint, Kasa Muktha Hebbagodi will stand high.

GURUMURTHY VISWANATHAN

Head – CSR Corporate Citizenship,
Société Générale GSC, India



RRR Maadi events have been very helpful for me. Earlier, I used to go from place to place looking for customers, but these events bring many people together in one location. It gives me a good opportunity to provide my service to the community. I have also received calls from customers after the events and got opportunities to provide services at apartments like Brigade Millennium. I am very happy to be part of these events

NAZAMATH

Tailor, Bengaluru, KA



Ever since I got my home composting kit from the Sahas team, managing kitchen waste has been a breeze! The two biggest wins for me? No more waiting around for the waste collector, and I get free, high-quality organic compost for my garden. My plants are absolutely loving it!

MADHAV

Resident, KPC Layout, Bengaluru, KA

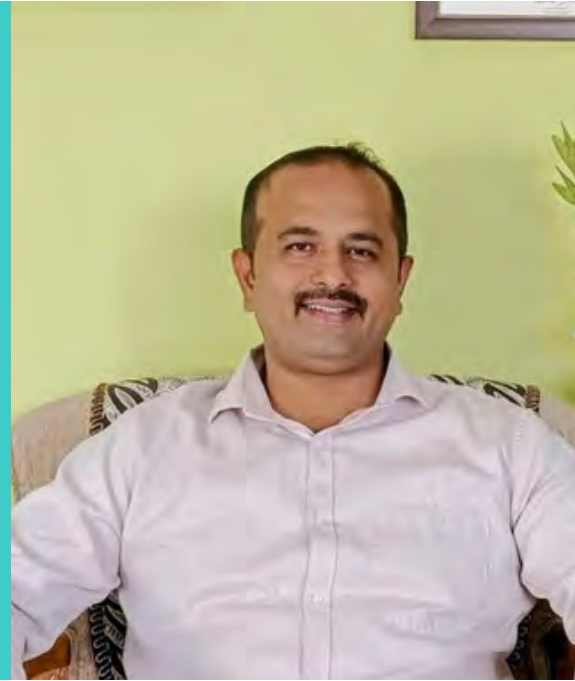


”

Being a resident of Kammangondanahalli for the last four decades, I have witnessed a steady increase in black spots, especially over the past 20 years. However, in the last six months, I have seen a remarkable reduction in these black spots due to the efforts of Saahas. I sincerely thank the Saahas team for conducting awareness events and for orienting both pourakarmikas and residents on the importance of waste segregation. Once again, heartfelt thanks to Saahas from the entire community

MAHESH

Resident, Kammangondanahalli, Bengaluru North, KA



”

The Clean Destination Panna project has helped establish an effective and sustainable waste management system across 27 villages in 13 Gram Panchayats. Beyond improving cleanliness, the initiative has strengthened community participation and demonstrated how waste can be converted into value. I believe this can become a replicable model for Gram Panchayats across the region.

UMRAO SINGH MARAVI

Chief Executive Officer, Zilla Panchayat, Panna, MP



”

Jalige GP initially faced challenges with mixed waste and low community cooperation. Through continuous awareness, follow-up, and the support of PDO Mr. Prakash Sir and the Saahas team, we have significantly improved waste segregation. With the PDO's support, user fee collection has also been successfully implemented.

Asha Supervisor,

Jalige GP, Devanahalli Taluk, Bangalore North, KA



13. Our Partners

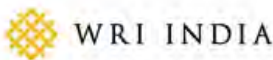
13.1 FUNDING PARTNERS IN 2025-26

Vertical	Project Name	Funder Name	Logo
Vertical 1 - Institutionalizing SWM systems			
EcoSensitive areas	Clean Destination - Bandhavgarh, Panna, Madhya Pradesh	CC IPL - Coca-Cola India Private Limited	
	Pahadi Pahel, Himachal Pradesh	Eicher Group Foundation	
	Neelakadal Thooimai Pattinam, Chennai	Societe Generale Global Solution Centre Private Limited	
	SWM in Marina, Chennai	Westbridge Advisors LLP	
	Clean Tomorrow, Kaziranga, Assam	LIC Housing Finance Limited	
	Swachha Majuli Mur Majuli, Assam	Harish & Bina Shah Foundation	
Urban			
Gurugram	Alag Karo 3.0	Gartner India Research & Advisory Services Private Limited	
	Start A Little Good	HUL - Hindustan Unilever Limited	
	Swachh Sundar Nathupur	Price Waterhouse Coopers Service Delivery Center (Kolkata) Pvt Ltd	

Vertical	Project Name	Funder Name	Logo
Bengaluru	Kasa Muktha Bellandur	Societe Generale Global Solution Centre Private Limited	 SOCIETE GENERALE
	Namma Swaccha Adugeodi	Let's Be the Change	
	Swachha Sankalpa Benniganahalli	Synopsys (India) Private Limited	
	Sada Suchitva Shettihalli	UBL - United Breweries Limited	
Small towns	PanchaSiri, Dakshina Kannada	HDBFS - HDB Financial Services Limited	
	Kasa Muktha Hebbagodi	Societe Generale Global Solution Centre Pvt Ltd	 SOCIETE GENERALE
	Pravah, Hebbagodi	SZW - Saahas Waste Management Pvt Ltd	
	Kasa Smart Hebbagodi	SOCRATUS - Socratus Foundation for Collective Wisdom	
	SWM in Nawabganj	Paharpur Foundation	
	SBIF - CONSERW:Waste No More - Sustainable Waste Management in Panna City	SBI Foundation	
	Swachh Halar Khambhalia	CTSI - CSR Trust for SDGs in India	

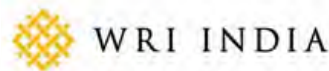
Vertical	Project Name	Funder Name	Logo
Rural			
Karnataka	Swachh Karavali Mission, Udupi Dist	XIAOMI - Xiaomi Technology India Private Limited	
	Mission Swachh Kalyan Karnataka, Kalburgi and Yadgir Dist	Rainmatter Foundation	
	AshaKirana, Kolar Dist	Juniper Networks India Private Limited	
	Hasiru Hejje, Bengaluru Urban Dist	Rural Education and Development (READ) India	
	Parivarthaneya Hejje, Bengaluru Urban Dist	Shell India Markets Pvt Ltd	
	Sada Shuchitva Shivamogga	Shahi Exports Private Limited	
	SWM Shivamogga	Orkla India Limited	
	Beyond the Broom, Ballari Dist	JSW Foundation	
	Beyond the Broom, KoppalaDist	JSW Foundation	
	Mission-Sunhera Kal, Bengaluru North and Urban Dists	ITC Limited	
	Parisarana, Bengaluru Urban Dist	Wipro Foundation	

Vertical	Project Name	Funder Name	Logo
Telangana	Trividha, Siddipet Dist	CGI Information Systems & Management Consultants Private Limited	
	SWM in Shankarpally, Ranga Reddy Dist	United Way of Hyderabad	
TN	SWM in Tiruvallur Rural, Thiruvallur Dist	Caterpillar India Private Limited	
UP	Gramin Swachhata Srijan, Lucknow and Unnao Dists	HDFC Bank Limited	
Haryana	Unnati Luhari, Jajjhar Dist	IndoSpace Park Chakan 1C Private Limited	
	Unnati Rozka, Nuh Dist	Roop V.K Jain Foundation	
Rajasthan	Bhoomi, Kota Dist	K K Birla Memorial Society	
Maharashtra	Swach Sundar Chakan, Pune Dist	IndoSpace Park Chakan 1C Private Limited	
AP	Beluguppa Pragathi Patham, Anantapur Dist	Suzlon Foundation	
Vertical 2 - Reverse Logistics and Recycling			
	Clean Destination RPU - Panna, MP	CC IPL - Coca-Cola India Private Limited	
	PRIDE COOP, Guwahati	Pyxera Global, Inc.	

Vertical	Project Name	Funder Name	Logo
Vertical 3 - Value Enhancement and Special Waste Streams			
	Bin Malba, Gurugram	NATWEST - NatWest Digital Services India Private Limited	
	EcoGram 2.0, Gurugram	Hyundai Motor India Foundation	
	MDU BiogasPlant, Rohtak	KPMG Global Services Private Limited	
	ReSET 2.0, Hyderabad		
	VNR VJIET BiogasPlant, Hyderabad		
Vertical 4 - 2R-Driving Reduce and Life extension			
	RRR Maadi	Juniper Networks India Private Limited	
Vertical 5 -Knowledge Development and Capacity Building			
	Playbook for UP Cities	WRI (India Resources Trust)	
	Kota MRF Assessment	ARAVALI - Association for Rural Advancement through Voluntary Action & Local Involvement	
	SWM need assessment survey	KMERC - Zilla Panchayat's Ballari, Vijayanagara and Tumkuru	

Vertical	Project Name	Funder Name	Logo
	RSWM Mysore, Impact assessment	OUTREACH - Outreach Association of Volunteers for Rural Development	
	Commercial Dry Waste Management in Chikkaballapura	Technology Informatics Design Endeavour (TIDE)	
	SUP Ban Initiative in Tamil Nadu Secretariat	GIZ - Deutsche Gesellschaft fuer Internationale Zusammenarbeit (GIZ) GmbH	
	Ecosystem Accelerator Programme	Saahas Waste Management Pvt Ltd	
	Swarn Andhra Swachh Andhra - Capacity Building	WASH - Water Sanitation and Hygiene Institute	
	Capacity Building	ASAR - Asar SocialImpact Advisors Private Limited	
	Capacity Building	WRI (India Resources Trust)	
	Capacity Building program in Turkapally	UWH - United Way of Hyderabad	
	Capacity Building in Keshavaram	UWH - United Way of Hyderabad	
	Swachh Sundar Kathiwada	Raana Kathiwada Foundation	
	CB-Seva Mandir	Seva Mandir	
	TVS motors -L3 Training	Grewind - Grewind Solutions LLP	
	Capacity Building for Bulk Waste Generators in Bengaluru	C40 Cities Climate Leadership Group, Inc.	
	Fellowship program by Dasra	Dasra	

13.2 ECOSYSTEM PARTNERS AND ALLIANCES



14. Compliances and Certifications

COMPLIANCES

Compliance Head	Document No.	Remarks
Registration	614 / 2001-02 dated 09 / 10 / 2001	Registered as a Society
PAN	AAAAS8984N	
12 A	AAAAS8984N25BL01	Valid up to FY 2030-31
80G	AAAAS8984N25BL01	Valid up to FY 2030-31
CSR 1	CSR00000097	
FCRA registration	094421566 dated 09/05/2014	Valid up to 08/05/2029
PF registration	KN / 43641	
ESI registration	53000275930001001	
TAN	BLRS30788C	
Darpan ID	KA/2017/0165755	

ACCREDITATIONS

Name	Description	Validity
Credibility Alliance	Accreditation under Desirable Norms prescribed for Good Governance of Voluntary Organisations	26th March 2024 to 25th March 2029
CAF America	Validated Organization under CAF Group, Global Charity Database	2nd Sept 2025 to 2nd Sept 2027

Advisory Board



Satish Sinha
*Associate Director,
Toxics Link*



Ankur Bisen
*Author & Sr Partner,
The Knowledge Company*



Madhur Singh
Communications Consultant



Divya Tiwari
*Consultant & Advisor,
Circular Economy*

Board Members*



Prof. Sourav Mukherji
*President
Professor, IIM-B*



Archana Tripathi
*Secretary
CEO, Saahas*



Wilma Rodrigues
*Founding Member
CEO, SZW*



Pranay Lal
*Member
Public health professional*



Bindiya Nagpal
*Member
Social Impact
Consultant*



Huda Jaffer
*Treasurer
Director, SELCO
Foundation*



Deepa Deo
*Member
Solutions Consultant, Sahaj
Sw Consultant & Coach, Org
Development*

* PLEASE NOTE

- None of the Board Members have any blood relations with any other Board Member.
- The CEO, Archana Tripathi, attended the Skoll World Forum, in official capacity representing Saahas. The trip was funded by a fellowship from Dasra.
- None of the Board Members receive any remuneration from Saahas other than the Secretary (Ex-officio, being the CEO).
- Last Board rotation happened in 2023-24 with two members moving out and two new members joining in. In August 2024, Ashish Patel's term ended and as a result Sourav Mukherji was appointed the President and Huda Jaffer was appointed the Treasurer

Leadership Team



Archana Tripathi

Chief Executive Officer



Sunitha Jayaram

Director, Programs



Rajbir Singh

Director, Programs



Shailesh Gupta

Director, HR & Admin



Hetal Jalad

Director, Capacity Building



Rahul Ram Agarwal

Director, Programs



Preetha R K

Program Manager



Sajith T M

Program Manager



Govind Singh

Program Manager



Ranjitha L

Accounting Manager



Kavitha Joan Aranha

Lead, Partnerships



Aarti Sachdeva

Lead, Knowledge Development



Arathi Hanumanthappa

Lead, Education & Skilling



Dileep Purvankara

Lead, Digitization and IT



Mahek Singh

Lead, Monitoring, Evaluation & Learning



D P Ashwin

Lead - Procurements & Logistics

Financials

BALANCE SHEET

BALANCE SHEET AS ON 31.03.2026, ALL FIGURES IN ₹ LAKHS							
SOURCE OF FUNDS				APPLICATION OF FUNDS			
	FCRA	INDIAN	TOTAL		FCRA	INDIAN	TOTAL
General Fund	210.49	391.96	602.45	Non-current assets: Property, Plant & Equipment and Intangible Assets (FD)	0.08	304.19	304.27
Grant Fund	114.35	242.90	357.25	Current Assets: Accounts Receivables	-	149.69	149.69
Non-current Liabilities Long-term provisions	0.56	42.29	42.85	Cash and Cash equivalents	351.41	395.05	746.46
Current Liabilities Trade Payables	5.22	112.72	117.94	Other Current assets	3.78	73.04	76.82
Other Current Liabilities	24.65	132.10	156.75				
TOTAL	355.27	921.97	1277.24	TOTAL	355.27	921.97	1277.24

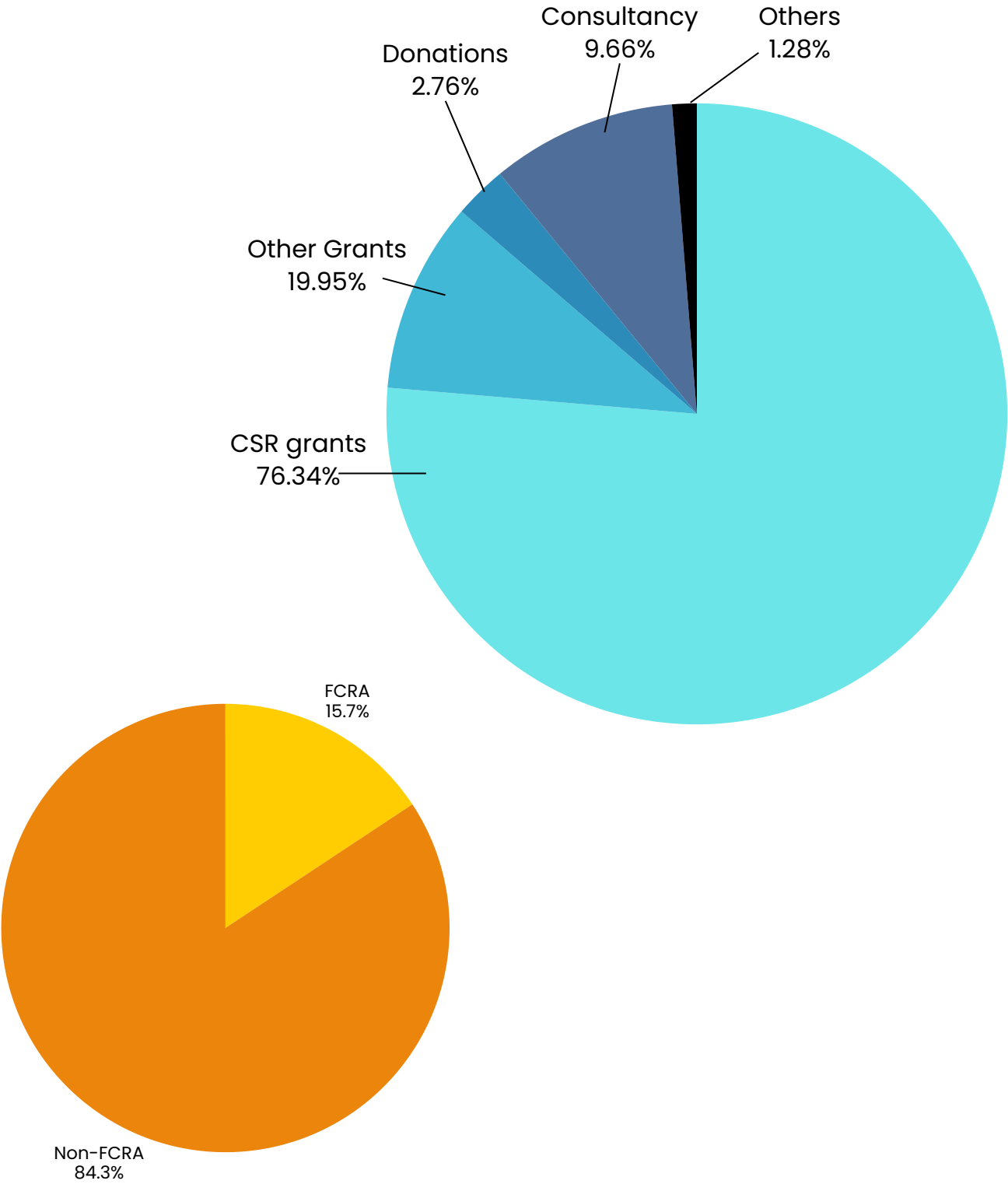
INCOME & EXPENDITURE

INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR 31.03.2025, ALL FIGURES IN ₹ LAKHS							
INCOME				EXPENDITURE			
	FCRA	INDIAN	TOTAL		FCRA	INDIAN	TOTAL
Grants Income - CSR	332.20	1953.98	2286.18	Project Expenses	443.41	2399.01	2842.42
Grants Income – non-CSR	45.93	252.17	298.10	Depreciation and Amortization Expenses	0.02	0.67	0.69
Donations	81.13	1.48	82.61	Other Expenses	0.35	9.85	10.21
Consultancy services	-	289.33	289.33	Total	443.78	2409.53	2853.31
Other Income	10.78	27.55	38.33	Tax Expense	-	-	-
Total	470.04	2524.51	2994.55	Excess of Income over Expenditure (after tax)	26.26	114.98	141.24

[Link to Full Report](#)

Auditors: EBS & Co. Chartered Accountants, ICAI Firm Reg No.022309S

SPLIT BY INCOME TYPE





SAahas



info@saahas.org



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[@saahasngo](https://www.youtube.com/channel/UCsaahasngo)



Head Office: Bengaluru

#21, Ground Floor, MCHS Colony,

5th C Cross, 16th Main, BTM

Layout, 2nd Stage, Bengaluru -

560076

Ph: 080-41689889



Branch Office: Gurugram

C-691; Block C, Sushant Lok Phase

1 Sector 43, Gurugram, Haryana.

Ph: 0124-4041713

