Message from the Directors

We at the Urban Management Centre continued our journey towards making cities work for everyone. As we look back on our accomplishments in 2020, we recognize it as one of the most unique years in UMC’s trajectory. Along with partnering to launch a pathbreaking scheme in Odisha amidst the COVID-19 pandemic, the UMC team proved its grit and resilience to support the communities we work with. We supported the Govt. of Odisha launch India’s first state scheme to ensure safety and dignity of sanitation workers. This issue has been very close to our hearts and work and at UMC, we have continued to advocate for workers safety across programs.

We are proud and privileged to continue supporting the implementation of The Garima Scheme launched by the Housing & Urban Development Department, Odisha that shows a model for other states and the national government to design and implement dedicated efforts to ensure safe sanitation work. We also supported the Ministry of Housing and Urban Affairs DAY-NULM to design and launch the PM SVANidhi – a rapid credit support initiative for street vendors across India.

Last year, we also faced major challenges due to the COVID-19 pandemic, which severely impacted the Government to respond as well as communities across 200 informal settlements where we work. The UMC team remained dedicated to them, quickly and successfully adapting our programs to help Government respond and help community leaders support their residents.

Our team members around the country- from the support units at the Ministry of Housing and Urban Affairs, in municipal corporations, in communities and their families were able to rise to the occasion and remain resilient in the face of the pandemic. We wouldn't have been able to do so without the support of our donors. Heartfelt gratitude to our supporters who allowed us the flexibility in these trying times.

UMC continues to step forward into uncertainty in supporting the Government and communities through to safe and resilient futures. We hope you enjoy the updates included in this report.
Urban Management Centre is a women led non-profit organization dedicated to building resilient systems for inclusive and equitable development. We work with governments to strengthen local governance and build lasting institutional structures. We also work directly with vulnerable people to ensure that they have the tools and support they need. Over the last 25 years, UMC and its teams have developed fundamental innovations in urban and rural development challenges such as performance assessment, capacity building, and decentralized institutional strengthening.
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1. Moving India Towards Sanitation for All – MISAAAL
Urban Local Bodies (ULB) in India are working towards sustaining their open defecation free (ODF) status under Swachh Bharat Mission (SBM). While ULBs are building infrastructure, engaging with the community to build ownership around it remains a challenge. ULBs also struggle to undertake meaningful information-education-communication (IEC) and to change the behaviour of citizens towards sustainable sanitation. Citizens, especially urban poor communities, face challenges in reaching out to the ULBs to address their civic concerns & put forward their development ideas and are unable to participate meaningfully in bringing improvements.

To address the above challenges, UMC under its USAID supported “Moving India towards Sanitation for All” or the MISAAL program developed a blueprint to sustain ODF status in the cities for creating meaningful partnerships between citizens and ULBs.

It focuses on the participatory community approach by:
1. Establishing MISAAL Settlement Committees (MSC) – RWA-equivalent institution of community groups in urban poor settlements
2. Strengthening capacities in ULB to collaborate with community institutions towards sustainable developments

This blueprint is based on the multi-stakeholder approach to create an eco-system focussed on addressing ODF sustenance challenges including:

a. Last mile gaps in WASH services, especially in slums and slum-like settlements.
b. Absence of robust service delivery performance measurement and monitoring mechanisms
c. Limited public awareness efforts towards sustainable WASH
d. Sustained behaviour change communication through interpersonal means.

UMC conducted perception-based assessment in the settlements of four cities (Ahmedabad, Porbandar, Jodhpur, and Sambalpur) to understand if residents of the settlements acknowledge that the improvements in their settlements are because of the efforts made by MSCs.

Almost 75% settlement dwellers agreed that the improvements made in their settlements were because of the continuous efforts by MSCs. This positive response encouraged MSCs to continue working towards settlement improvement. 55% of the total MSCs also expressed strong willingness to register themselves as a formal entity either as an Association of Persons (ADP) or as Self-Help Groups (SHGs).

UMC also conducted end-line survey to assess changes in water and sanitation service delivery. The improvements in access to water and sanitation affirmed the community and ULB’s participation in implementation of Settlement Improvement Plan (SIP).
Urban poor settlements have varying gaps in the delivery of municipal service, and the quality is often not consistent. People living in these settlements possess the best knowledge about the issues and their solutions. To derive local solution through people’s participation in a collaborative framework between community and Urban Local Bodies (ULB), UMC conducted participatory urban appraisal using tools like:

- Daily tracking tool or Bindi Chart for assessing municipal services
- Settlement Improvement Plan (SIP)
- Enabling community led BCC/IEC activities
- Enabling interface/working partnership between MSC and ULB

UMC trained the MSCs on preparing Settlement Improvement Plans (SIP) in collaboration with ULBs. UMC facilitated ward level meetings between ULB officials and committee members where committees presented their daily monitoring of municipal service and jointly identified Slum Improvement Plans (SIPs) and strategies.

MSC also stepped up as real time data centres supporting local governments in identifying infrastructure gaps that enabled ULBs to take timely action in addressing last mile service gaps. Under the roll out of Jal Jeevan Mission (JJM) in Sambalpur and Jodhpur, MSCs developed inventory of households that lacked household level water. In Porbandar, with the support of MSCs, ULB could roll out delivery last mile access to sanitation through IHHL coverage among the Left-out Beneficiaries.

During the Covid-19 lockdown, when shifting to digital medium and remote working became inevitable, MSCs also attempted to shift to digital mediums. UMC remotely connected with MSCs during the lockdown and the digital literacy program was rolled out for the selected MSCs.

It was rolled out in three levels:
- Level 1: Basic digital literacy
- Level 2: Advanced digital literacy
- Level 3: Financial Literacy

Based on the above initiatives, a shift is seen among the MSCs where they are utilizing and leveraging the digital literacy in gaining and spreading awareness through internet-based learning, educating their children using google translate tool, using google maps for their own safety and making use of online banking and unified payment interface (UPI) for financial transaction and record keeping. MSCs are also making massive use of government portals for availing entitlements and e-government portals for sharing their feedback and for reporting complaints online.
Community ownership is pivotal in adopting good sanitation and hygiene practices. Behaviour change in the community is based on what they see around them in the settlement. UMC’s approach in MISAAL has been to communicate the idea of “settlement improvement” along with communicating behaviour change through community. UMC believes that interpersonal communication by the community leaders is most effective for behaviour change.

During the program the following interpersonal means were found to be most effective as:

a. MSCs could leverage their relationship with the community and acted as key influencers which created meaningful engagement.

b. Once MSCs were trained on behaviour change communication, MSC could scale BCC activities and its reach through their innovation and local resources.

c. MSCs came up with low-cost/ no-cost BCC strategies which could be sustained for a long time. It provided opportunity to interact more which led to absorption of key messages communicated on ODF sustenance and hygiene.

Due to Covid-19 lockdown, nearly half of the families across MISAAL settlements reported loss of income or were at the risk of losing their livelihoods.

To overcome the socio-economic impacts of pandemic and prevent its escalation, women members of MSCs came forward to collectively organise themselves into self-help groups and build capacity as entrepreneurs. UMC with the support of local government under Deendayal Antyodaya Yojana- National Urban Livelihoods Mission (DAY-NULM) conducted entrepreneurial trainings and provided handholding support to these SHGs. UMC facilitated local governments in procuring the services of these SHGs in the municipal service delivery.

In Sambalpur nearly 28 SHGs are presently engaged by Sambalpur Municipal Corporation for operating and maintaining community toilets, public gardens, community centres and decentralised waste management centres. Similarly, in Jodhpur and Porbandar, UMC facilitated formation of 10 SHGs from MSCs through U-learn modules prepared under DAY-NULM.

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UMC under MISAAL program, assessed 30,000 households across 200+ urban poor settlements through sanitation mapping. UMC believes that residents of the settlements know their day-to-day issues and their possible solutions better. UMC under its community engagement, involved people in understanding this sanitation mapping data of their respective settlements and created awareness among them on the importance of data.

Sanitation mapping helped MSCs and local government departments to deliberate and take timely action for slum level improvements. Once capacitated, MSCs and officials from local government realized the importance of local data creation. Government often leveraged MSCs to update settlement level data to have real-time information and act upon them.
Under MISAAL program, UMC worked closely with local and state governments to bring about a data-centric approach in decision making and to leverage digital mediums. UMC created Knowledge Management (KM) Tool - Sanitation Mapping Tool under the program to facilitate cities to enhance and sustain their ODF status.

Sanitation mapping tool is currently being used by about 117 cities from 13 states. They have assessed 1100 public and community toilets using Sanitation Mapping Tool. UMC is further reaching out to the cities and states for its adoption through its partner organization.

Creation of Knowledge Management (KM)
Tool- Sanitation Mapping Tool

UMC also facilitated 25 cities in Gujarat in developing Faecal Sludge and Septage Management Plan (FSSM) using FSM tool with the support of state SBM department. During Covid-19 lockdown, Government of Gujarat mandated all cities of Gujarat to adopt sanitation mapping tool. For this, state-wide online training delivery were planned and facilitated by UMC. Nearly 200+ participants were trained through online learning mediums.

Community youth (Misaal Fellows) volunteers as educators for children in their settlement

Education is the primary step towards securing the social, emotional, and economic well-being of vulnerable children. Access to online learning had created huge loss of learning among the children in urban poor settlement when the pandemic hit.

Amidst this situation, few community volunteers - mostly adolescents and youth came which forward to teach these 'out of school' children. UMC supported them through training, IT support and a fellowship (stipend) under MISAAL program. With support of MSCs in these settlements, UMC shortlisted and trained 11 volunteers as 'MISAAL Fellows' and launched 'Learning with fun' - initiative reaching out to more than 200 children across the cities.

UMC collaborated with Pratham (a leading NGO in the education sector) and curated aptitude-based audio-video learning pedagogy for lockdown triggered ‘out of school’ children. UMC & Pratham jointly developed learning modules focusing on enhancing reading, writing, comprehension, communication, and basic mathematics skills along with general knowledge and WASH awareness.
Developing community leadership to improve meaningful representation in the municipal elected wing

Women who are a part of MSCs feel empowered and address community's civic concerns to local governments and other civic service providers. With increasing popularity, the MSC members are emerging as community leaders.

Kusum is a MSC member in Jodhpur. She, with support from the community, filed her nomination for the municipal elections of Jodhpur in 2020 and was victorious and become the municipal councillor of her ward.
CONTINUING PROGRAMS

2. Technical Support to DAY – NULM
Technical Support to DAY – NULM

UMC has been supporting the Ministry of Housing and Urban Affairs (MOHUA) since 2017 in bringing convergence between the Deendayal Antyodaya Yojana-National Urban Livelihoods Mission (DAY-NULM) and the Swachh Bharat Mission-Urban (SBM-U) for creation of livelihood opportunities for urban poor including informal workers, transgenders and urban poor women by collectivizing them into Self Help Groups (SHGs) to provide them voice and agency.

1. Technical support to MoHUA at national level
2. Technical Support to State of Odisha, State of Telangana, and State of Maharastra
3. Technical support to city governments
The COVID-19 pandemic posed unprecedented economic challenges and impacted the urban poor in terms of their livelihood and survival. The street vendors were one of the most affected and suffered in the most unexpected ways as their livelihoods disappeared.

To facilitate working capital loans to street vendors and to help them restart their businesses that were adversely impacted due to the pandemic, the Ministry of Housing and Urban Affairs (MoHUA) with support from Urban Management Centre Conceptualized and launched the PM Street Vendor's AtmaNirbhar Nidhi (PM SVANidhi) Scheme.

The Scheme encourages beneficiaries to undertake digital transactions, build sound credit history, and conduct online business. The scheme has enabled ease of access to finance and a hassle-free financial ecosystem.
Supporting the design and implement the SVANidhi se Samriddhi

“SVANidhi se Samriddhi” was designed as an additional component of PMSVANidhi. UMC has been supporting MoHUA design and implement the SVANidhi se Samriddhi program. UMC drafted a SOP for States/UTs & ULBs with the program structure and implementation regime. UMC, jointly as the implementation partner for MoHUA, designed the questionnaire-which has led to creating a first of its kind database of India’s street vendors.

Conducting Main Bhi Digital Campaign

Digital onboarding of the scheme beneficiaries is an integral component of the PM SVANidhi scheme. It helps build the credit profile of the street vendors to facilitate formal credit for their future needs.

To gauge the awareness about digital transactions linked to cash back, UMC conducted a rapid assessment of PM SVANidhi Beneficiaries.

The Ministry ran a special campaign “Main Bhi Digital” in collaboration with MeitY and solicited the services of Digital Payment Aggregators (DPAs) to digitally onboard and train the street vendors.

To amplify the “Main bhi digital” initiative, a special campaign was launched to digitally onboard the scheme beneficiaries, instructions were also issued to the Lending Institutions (LIs) to handover the durable QR Code and train them for conducting digital receipt and payment transactions within a week of disbursement.

UMC conducted two-month long training sessions to ensure the representatives of 5 in-line departments across 125 cities were trained before the program roll-out. Currently, 7 rounds of monthly camps have been organized across 125 cities.

Designed SOP for a monthly calendar for 360-degree capacity building of SHG members

UMC has developed a 360-degree capacity building module for DAY-NULM community organizers, to help them undertake meaningful and informative monthly meetings of Self-Help Groups was designed. A twelve-month SHG calendar with modules on 9 themes financial literacy, health, social issues is being developed. The aim of this calendar is to develop a 360-degree capacity building of the SHGs by being informed of their rights, entitlements and encouraging discussion amongst the members on social issues. This will help in all round capacity building of SHG members.
2.2 Technical Support to State Governments

1. State of Odisha

There is a need for formal inclusion of the persons engaged in vulnerable occupations like sanitation workers, waste pickers, transgenders. To guide the same, UMC designed the SBM-U and DAY-NULM convergence guidelines in 2018.

UMC as pilot identified women from vulnerable groups such as waste pickers, transgender in cities of Dhenkanal and Bhubaneswar and supported formation self-help groups. The process also helped them get identity proof such as Aadhar card. Owing to the success from the pilot cities, it is now being scaled up in the cities of Khorda, Jatni, Paradip, and Behrampur.
Handholding support to SHGs engaged in O&M of MRF and MCC

In all intervention cities in Odisha, with support from UMC, SHGs have been engaged in the operation and maintenance of MRF and MCC. To ensure proper functioning of these MRFs and MCCs, the UMC team conducted various review meetings with all the stakeholders i.e. Executive officers/ Deputy Municipal Commissioner, sanitation experts, Swachh Sathis and SHGs engaged at the MRF/MCC. This helped in understanding the issues in the O&M and how they could be resolved.

Formation of new sanitation sub committees

UMC supported formation of Sanitation sub committees at the ALF level. The committees play a major role in identifying and prioritizing the sanitation and solid waste related issues within their communities. They also represent these issues during the Shehri Sahbhagita Manch with the concerned ULB officials and constantly follow up with them for the resolution of identified issues.

UMC oriented the committees on their specific roles and responsibilities, how they can contribute to improving the living conditions within their settlements, etc. Further, support was provided for document collection and formation of these sanitation sub committees.
2.2 Technical Support to State Governments

2. State of Telangana

UMC has signed a MoU with MEPMA Telangana to expedite the convergence activities at the State level in Telangana. In continuation to this, UMC has also submitted the scope of work to MEPMA and agreed for supporting MEPMA in implementing the DAY-NULM and SBM convergence activities at the state level.

Further, UMC will work in close coordination with Commissioner and Directorate of Municipal Administration (CDMA) and Mission for Elimination of Poverty in Municipal Areas (MEPMA) officials for state-wide implementation of the activities defined in the scope of work.
The pandemic has affected many lives especially the vulnerable communities who live in densely populated areas. During various interactions with MEPMA field functionaries, SHG members, sanitation workers, etc., UMC realized that many people have not taken the COVID-19 vaccine because of various reasons including lack of trust on the vaccine, fear of infection, process of vaccination, post vaccination behavior etc.

UMC conducted a large scale awareness campaign to promote vaccination awareness by busting the myths around it. UMC with support of GWMC and MEPMA, developed 5 IEC posters based on various prevalent myths in English and Telugu. The team also developed a dissemination strategy for ensuring maximum outreach.

Home composting in cities of Telangana

CDMA and MEPMA Telangana took an initiative of implementing home composting in all cities of Telangana through engagement of community resource persons. The state issued an advisory at the state level for formation of home composting cells at each ULB level. This cell oversees all the home composting activities implemented in the city and report to the State regularly.

UMC also conducted the trainings for Municipal Officials and Field functionaries (i.e. CRPs) on implementation of operational guidelines for home composting in the nine (9). During the training program, the participants were oriented on importance of home composting, different methods, uses & benefits of home composting, implementation strategy at the state and city level, roles and responsibilities of various stakeholders, monitoring tool used for updating the progress of implementation of home composting.

UMC prepared the operational guidelines for implementation of home composting. After, extensive desktop research, expert consultations and meetings with State officials, the operational guidelines were completed and issued (Advisory) in English and Telugu.
2.2 Technical Support to State Governments

3. State of Maharashtra

SBM – NULM convergence in Maharashtra

UMC with Center for Water and Sanitation (C-WAS) is developing a State Convergence Strategy for Maharashtra State. To prepare this, UMC has identified 6 pilot cities. UMC is in process of developing city level action plan for convergence of SBM and DAY-NULM guidelines. To conduct the assessment of SHGs for engaging them as a service provider to the ULBs in sanitation space, UMC has developed a Business Model tool.

This tool assesses the status of the SHGs to take up sanitation-based enterprise. UMC has also prepared a status report of DAY-NULM in Maharashtra and developed a draft State Level Strategy for convergence of SBM and DAY-NULM.
Engaging sanitation sub committees for ensuring garbage free slums in Bhubaneshwar

Bhubaneswar Municipal Corporation took an initiative to make all slums in the city Garbage Free. UMC designed and developed the intervention plan for Garbage Free Slums and oriented all the NULM and SBM functionaries. UMC piloted the initiative with support from BMC in four slums to set a model. UMC with support of the sanitation sub committees, conducted a baseline assessment of the slums.

The intervention focused on building capacity of Sanitation Sub Committees to take charge of the issues pertaining to the waste management in their slum.

City pilots: developing the SOP for a functional SSM in Warangal

To understand the impact of Sehri Sahbhagita Manch (SSM) and the challenges in on ground implementation, a pilot was conducted in Warangal, Telangana in 2019. This helped in drawing some learnings and incorporating in the guidelines for implementation of SSM. Further, to scale up the implementation to other intervention cities, UMC conducted an orientation training for the ULB officials of Khordha, Jatni, Dhenkanal and Bhubaneswar. The officials were oriented regarding the purpose of Shehri Sahbhagita Manch, constitution of SSM, step wise implementation of SSM, monitoring and evaluation process, etc.
Engagement of SHGs in operations and maintenance of community and public toilets

UMC provided handholding support to SHGs for Operations and maintenance of various community toilets in Warangal. Seeing the dedication and commitment of the SHGs towards their work, the city decided to handover all the newly constructed public toilets to SHGs for operation and maintenance.

As a result, 62 PTs have been handed over to various SHGs and SLFs in Warangal. The entire process of identifying the interested SHGs/SLFs, training on operation and maintenance of toilets is being facilitated by UMC.

Engaging SHGS as Subidha Sakhis to facilitate entitlements and welfare schemes to urban poor

UMC, with support from technical partner, Haqdarshak Pvt Ltd in collaboration with BMC, is piloting the Subidha Sakhi program in Bhubaneswar. The program aims at training and empanelment of 100 SHG members as Subidha Sakhis to facilitate entitlements and welfare schemes to urban poor citizens.

UMC with HESPL has mapped 114 national and state schemes for which support could be provided to the urban poor like E-shram card, Health Card, Aadhar card other schemes and documents.

The program intends to identify and train members of Mission Shakti Groups to work as the “Facilitators”, who will map the entitlements of urban poor individuals by using a mobile application and help them access their legitimate entitlements by working as a link between the government departments and the eligible beneficiaries/citizens.
3. Technical Support to SBM - Urban, Government of Gujarat

The Mahatma Gandhi Swachhta Mission (MGSM) is Gujarat Government’s mission to achieve ODF Gujarat. Launched in Feb 2014, the MGSM aligns its activities with the Swachh Bharat Mission of the Government of India. Urban Management Centre has provided technical support services to Swachh Bharat Mission (Urban), Gujarat since April 2016 to achieve Open Defecation Free (ODF) status in all Urban Local Bodies of Gujarat.

The UMC team has been actively working on the revival of the cluster landfill site at Himmatnagar. The UMC team was engaged in the following activities:

a. Visit the existing site, to assess and provide feedback on the proposed design and calculations for the revival of SLF prepared by the city consultant.
b. Develop an operational and maintenance plan for the SLF after the revival.
c. Identify the roles and responsibilities of various stakeholders in the waste management plan for associated ULBs in operation & maintenance of SLF.

Technical evaluation and appraisal of DPRs for legacy waste quantification

UMC conducted a virtual training for all class A ULBs of Gujarat to train them on the techniques for legacy waste quantification and to help the cities explore the technical feasibility of initiating remediation for the existing dumpsites. The cities were also trained on the proforma to avail the funds for dumpsite remediation.

Moreover, UMC, through its technical input, has helped the urban local bodies of Gujarat to establish a system of door-to-door collection and transportation of municipal solid waste generated in their jurisdiction.

Preparation of Himmatnagar SLF report

The ULBs came prepared with the proforma in the format prescribed by the Government of India. UMC assessed the data for all the ULBs through an in-person analysis, and based on the gaps, re-oriented the cities about the different methods the ULBs can use to quantify the legacy waste in their jurisdiction.

The draft C&D policy was presented by UMC and reviews and suggestions from the stakeholders were invited and incorporated.
Guidelines for operationalizing C&D waste management in ULBs of Gujarat

Due to rapid urbanization, the need for infrastructure and housing is increasing. It leads to new construction, retrofitting and demolition of old buildings to construct new ones. Owing to this, Ministry of Environment, Forest and Climate Change notified the Construction and Demolition Waste Management Rules, 2016. UMC prepared guidelines for operationalizing the C&D waste management for Gujarat.

Best practice documentation for Construction & Demolition (C&D) waste processing

One of the focus areas of Swachh Survekshan include ‘3R principle - Reduce, Reuse & Recycle’. UMC documented innovations and best practices for solid waste management practices as part of capacity-building training for Government of Gujarat.

This document comprises a compilation of innovative approaches adopted across nation for construction and demolition waste management practices and proposes suitable strategies to enhance the processing and utilization of C&D waste. This document is designed as a useful reference for the urban local bodies of Gujarat for strengthening their C&D waste management system.
4. TECHNICAL SUPPORT TO DESIGN AND IMPLEMENT THE GARIMA SCHEME (SANITATION WORKERS SAFETY SCHEME) IN ODISHA
Sanitation workers in India have faced caste-based discrimination, occupational stigma, loss of health and life, and invisibility within the system. Inter-generationality in sanitation work is very high and it is difficult for them to break this vicious cycle and pursue alternate livelihoods.

To right this generational injustice and with the motto of “leaving no one behind”, the Urban Management Centre supported the Government of Odisha launch the Garima scheme, for ensuring the safety and dignity of core sanitation workers in all cities.
Hon'ble Chief Minister of Odisha, Shri Naveen Patnaik, launched Garima, the first-of-its-kind state-wide scheme for safety and dignity of core sanitation workers in September 2020 to ensure safety and dignity of sanitation workers. The scheme is being implemented by Housing & Urban Development Department, Government of Odisha through the 115 Urban Local Bodies (ULBs). A dedicated corpus fund initially with Rs 50 crore is available to extend financial support for implementation of the scheme. Some of the essential components of the scheme include state-wide survey & identification of sanitation workers engaged in core sanitation jobs, registering them and creating a database of such core sanitation workers.

It has also mandated registration of private sanitation service organizations (PSSOs) with ULBs for authorization to render sanitation services through certified sanitation workers, inclusion of core sanitation work in scheduled employment to ensure enhanced minimum wage, introduction of Risk & Hardship allowance, provision of health insurance, priority in educational institutions for the children of core sanitation workers, 90% grant as Housing Assistance, 90% grant for buying 2 wheeler, regulating the core sanitation work environment, mandatory provision of personal protective equipments and safety devices.

The Labour and Employees’ State Insurance Department of the Government of Odisha (LESI) included sanitation work into the list of Scheduled Employments of the state as a separate item, in accordance with the Minimum Wages Act, 1948. This also makes Odisha the first state in India to acknowledge that the work being done by sanitation workers requires specific skills.

UMC conducted a thorough research of minimum wages provision in all states of India and across various job sectors like mining, construction, sanitation etc. In majority of the states, sanitation work is not included in the scheduled list of employments and even if it is, all types of work dealing with solid and liquid waste are categorized together as unskilled labour, without taking into consideration the skills required to perform the job and the hazards involved.

Based on advocacy and research by UMC, the Housing and Urban Development Department converged with the LESI to bring out the notification formally recognizing sanitation work of directly dealing with faecal matter as skilled and highly skilled job categories under the Scheduled list of Employment.

UMC conducted assessment of PPE for various categories of sanitation workers and discussed the learnings that emerged from the study in a virtual roundtable consultation organized by H&UDD with support of UMC. The participants included Mr. Bezwada Wilson, Convenor SKA, representatives from Bureau of International Standards, PPE manufacturing companies, safety experts, designers from National Institute of Design.

Based on the study, UMC identified the models that best adhered to international safety standards and were also comfortable to sanitation workers. A comparative assessment was also done for safety gear that is required during manual entry into confined spaces and essential safety equipment and machines were identified. Based on the list identified by UMC, H&UDD issued a letter to ULBs to ensure procurement of PPE and shared a list of the recommended PPE with standards, tentative price, material quality etc. for all five sanitation jobs.
The Government of Odisha launched the GARIMA scheme to enable safe and dignified livelihoods for sanitation workers. The first step to right this generational injustice is to identify sanitation workers, and enumerate them to ensure occupational, social, and financial safety. To tackle this issue and to increase visibility of sanitation workers, UMC launched a massive peer-led survey in urban Odisha to enumerate and register all sanitation workers dealing directly with faecal matter. In order to conduct the survey, UMC engaged Safai Karmachari Andolan (SKA), an organization working towards the identification and rights of manual scavengers. The SKA volunteers were given training on the survey tool, the process of coordinating with local authorities and sanitation workers’ communities for conducting the survey and spreading awareness among community members to participate in the survey.

The learnings from the six pilot cities on the phase I of survey are being used to draft the Standard Operating Protocol (SOP) and user manuals for upscaling the phase II of the survey. The survey SOP guides the ULB officers and staff on the objectives of Garima scheme, the relevance of survey and the protocol to conduct the survey. UMC has also developed survey tool user manual for the enumerators to refer to while conducting the survey for identifying core sanitation workers. The survey form is very elaborate and requires enumerators to understand the rationale behind various questions. The manual guides them on how to navigate through the survey app, how to identify settlements where sanitation workers reside, dos and don'ts to keep in mind while conducting the interview and the methods of resolving flagged errors.

Developed standard SOPs and training material for Garima scheme

Survey of core sanitation workers in 6 pilot cities
INITIATIVES TAKEN DURING THE PANDEMIC
Rapid Assessment – Impact of covid – 19 on urban SHGs and their livelihoods

UMC, under the aegis of Ministry of Housing and Urban Affairs (MoHUA) conducted a rapid assessment in June 2020. UMC contacted over 40 Self-Help Groups, across 20 cities in 17 States to understand the impact of COVID-19 lockdown on SHG led enterprises.

Most SHG members said the most evident impact of the lockdown was on their children’s education. Only 46% SHGs had their meetings through lockdown, 61% could save, and 50% could use internal savings. 35% SHGs have members that lost their jobs or businesses, and 35% switched to alternate livelihoods. Only 43% of the SHGs that had availed loans could make repayments through lockdown. SHGs expressed the greatest need for financial support, followed by enterprise development and market support.

Rapid assessment – health, safety and livelihoods challenges for sanitation workers during covid 19

The Urban Management Centre and WaterAid India jointly conducted a rapid assessment to understand the health, safety and social security challenges faced by sanitation workers in cities/towns across India during the COVID-19 pandemic. This involved telephonic and face-to-face interviews of 95 sanitation workers and 12 urban local body (ULB) officials from 18 cities/towns across 9 States/Union Territories (UTs) of India. The study aimed to gauge their awareness on COVID-19 preventive measures, different variations of PPE, hygiene practices.

The study also tried to understand their occupational safety during the pandemic by understanding how frequently they underwent medical examination, their working hours, and impact on livelihoods.

Some of the critical challenges emerging from the study are a result of systemic issues existing in the country since decades, which have been further exacerbated by the COVID-19 pandemic.

Slums with collectives (committees, SHGs) fared better than others during COVID-19 lockdown

In the unprecedented times of COVID-19 pandemic, where the daily life was obstructed, problems such as loss of livelihoods, non-availability, and scarcity of daily essentials emerged in the urban poor settlements. While everyone was adjusting to this situation, MISAAL Settlement Committees (MSCs) stepped up to support their communities.

With the support of local government and civil society organization, MSCs identified vulnerable families, coordinated relief work by facilitating the delivery of relief material (ration kits, hygiene kits and food packets), conducted awareness for COVID-19 infection prevention and helped local governments in contact tracing. Because of their active participation, it became easier for ULBs and other organizations to synergize the COVID-19 response during and post lockdowns.
Responding to the crisis of education due to shutting down of schools

The Covid-19 crisis has become a crisis of education and has exacerbated the gap between those who could afford to provide for online education and those who could not. UMC responded to this crisis in 2020 by starting work with 5 vulnerable settlements in Ahmedabad. Our approach had two pillars. First, was engaging through peer learning facilitators (MISAAL Fellows) from within the community. Each of the 5 fellows we brought on board engaged with a group of 15 children daily. Our team focused on supporting these fellows with material, training, and mentorship. Second, we provided the learning groups with Raspberry Pi – an open-source and low-cost computer kit, an internet connection, and access to free and open source software. In 2021, we expanded this program to cover 3 additional cities. There are 11 Fellows active today reaching out to 100+ children across 4 cities.

Across regions and communities, we found that the students were inspired to pursue their own learning outcomes, and to seek out their interests. We have taken our learnings from ‘Gammat thi Gyan’ or ‘Learning with Fun’ program which engaged adolescents and young adults as MISAAL Fellows (learning facilitators) to facilitate aptitude-based learning for lockdown triggered ‘out of school’ children in urban poor settlements. The learning emphasized on enhancing reading, writing & speaking skills, basic mathematics skills, general knowledge and WASH awareness.

Distribution of ration kits in Warangal, Odisha, Ahmedabad, and Jodhpur

UMC has been engaged with several SHGs and settlements across states of Gujarat, Odisha, Telangana and Rajasthan. UMC stayed in continuous contact with them especially during the lockdown period. UMC in collaboration with various partners - BMC, UNDP, Sainik School Alumni Association, CORE, and Saath Charitable Trust, and from UMC’s staff contribution distributed ration kits to the most vulnerable.

Starting of community kitchens

During the covid crisis, the MSC members emerged as community leaders. Community members are seeking advice and support from MSCs to address the problems of their settlements and their personal matters.

Jagdishbhai – an autorickshaw driver in Ahmedabad, is a member of Nagorivad MSC. He exhibited his leadership skills by establishing a community kitchen during the first COVID-19 induced nationwide lockdown. He not only convinced the community to collectively establish the kitchen but also managed special permits to ferry ration supplies, vessels, and food distribution in the city. His leadership efforts fed the vulnerable members of the community who were left with no means to earn their daily bread.
RECENT INITIATIVES AND PROGRAMS
EMBRACE (Empowering Migrants for Building Resilience through Comprehensive Entitlements) Program

Surat forms one of the largest destinations for migrant workers from across the country catering approximately 11.5 lakh migrant workers with over 12 linguistic communities. Surat Municipal Corporation (SMC) has undertaken various initiatives for welfare of the migrants in the city. In continuation of its endeavour to support migrant workers in the city, SMC and UMC signed a memorandum of understanding to initiate Empowering Migrants for Building Resilience through Comprehensive Entitlements (EMBRACE) – a program to enhance support migrant workers’ access to social schemes and civic services. UMC focussed on the Surat – Ganjam Corridor for the pilot of the program.

EMBRACE is supported by the Deendayal Antyodaya National Urban Livelihoods Mission (DAY-NULM) of the Ministry of Housing & Urban Affairs (MoHUA), Government of India and Bill & Melinda Gates Foundation (BMGF).

Enumeration and entitlement linkages of the workers and their families

UMC adopted a multi-pronged approach to link migrant workers and their families to government entitlements. Under EMBRACE program, UMC enumerated 4000+ migrant workers in Surat and 40000 family members in Ganjam. UMC in partnership with Bandhu Urban Technologies India Private Limited, developed an application- “Bandhu” for enumeration. The application worked as government scheme entitlement engine to ascertain eligibility of the enumerated workers.

The enumeration process was followed by the facilitation of scheme linkage for the enumerated workers. The willingness and eligibility of the enumerated respondent played a role in scheme linkages. Till date, the program has facilitated 740+ entitlements of migrant workers in Surat and 3500+ entitlements for the family members in Ganjam.
Setting up of migrant cell and migrant support committee

Migrant Cell is envisaged as a city level body anchored by the local government to coordinate and align efforts of various government departments and organizations working for the welfare of the migrants. The Migrant Cell comprises a Migrant Support Committee (MSC) and a Secretariat and is chaired by the Municipal Commissioner of SMC.

The responsibilities of MSC includes the following:

a. Each member of the MWC is responsible to declare efforts being taken for migrant welfare by their respective departments/ organization/ bodies and provide documentation to the Migrant Cell to support the same.

b. Members are responsible to provide recommendations to state departments/ organizations for potential policy and legislative amendments to address challenges faced by migrants.

c. Members are responsible to facilitate communication and coordination with counterpart departments/ organizations in migrants’ origin state(s).

Convergence with Ministry of Electronics and Information Technology

Under the program, UMC roped Common Service Centres (CSCs) as the access points for delivery of social welfare schemes, financial inclusion, and public utility services to the beneficiaries. The inclusion of CSCs within the program is at two levels: first, through setting up of entitlement camps within the industries. Second, residential areas of workers and by registering new CSCs for the local leaders from the migrant community.

Developing a network of community champions

UMC created community champion network (CCN) as a collective network of community members to enable experience-based sharing of information, learnings, and contacts within migrant communities. The CCN also acts as the lead sources to gather and consolidate information from the larger migrant network that can feed into the migrant facilitation and resource centres.

Community Champions were selected based upon a combination of their leadership capabilities, their connect with the community, their relations with the block and district authorities and their performance as enumerators and as volunteers.
2. Training of Newly Elected Representatives from Jodhpur, Leh, and Kargil

One of the most important stakeholders in the local democratic processes are our Corporators. They serve as a last link between the people and their governments. However, there are few programs under which they are given opportunities to understand their powers, the various laws and acts under which they can take decisions, and the cutting edge for government programs and urban systems.

UMC has been working with elected and executive arms of the government for over 20 years. In these training programs we have engaged directly with newly elected councillors to capacitate them on programs like the Swachh Bharat Abhiyan, and more general issues of Participatory Local Governance.

Training the elected ward councillors in Jodhpur

In Jodhpur, UMC collaborated with the Municipal Corporation to conduct orientation and training of about 160 ward councillors. The objective of the training was to orient ward councillors on their roles and responsibilities as ward sanitation committees (WSC). Through this training, the elected officials received an opportunity to figure out how to best advocate for their electorates in the SBM implementation.

Training the elected representatives of Leh and Kargil Municipalities

UMC facilitated training of the elected representatives of Leh and Kargil Municipalities on urban governance and sanitation management as a part of the larger exposure program conducted by Leh Environmental Development Group and BORDA. The first half of the training included a brief introduction on the existing legislative framework and the various governance mechanisms for implementation of the framework. They were oriented on the importance of engagement with the local communities, importance of people’s participation in effective governance, formation of ward level committees.

The second half of the training focussed on the importance of sanitation worker’s safety and the city’s role in enabling it. They were oriented on sanitation value chains, mechanisms to improve the safety and dignity of sanitation workers, and innovations in mechanisation.
This year has been a landmark for us, we saw communities across the country become active in managing sanitation for their well-being.
# Financial Statement

## Audited Statement of Accounts for the Financial Year 2020-21

(Amount in '000)

<table>
<thead>
<tr>
<th>Equity and Liabilities</th>
<th>31st March 2021 (INR)</th>
<th>31st March 2020 (INR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Share Capital</td>
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<td>0.20</td>
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<td>Reserves and Surplus</td>
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<td>Current Liabilities</td>
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<td><strong>Total</strong></td>
<td><strong>4,28,207.27</strong></td>
<td><strong>4,32,063.94</strong></td>
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<table>
<thead>
<tr>
<th>Assets</th>
<th>31st March 2021 (INR)</th>
<th>31st March 2020 (INR)</th>
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<tbody>
<tr>
<td>Tangible Assets</td>
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<td>Non - Current Assets</td>
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<td>2,176.00</td>
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<td>Current Assets</td>
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<td>4,09,095.38</td>
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<td><strong>Total</strong></td>
<td><strong>4,28,207.27</strong></td>
<td><strong>4,32,063.94</strong></td>
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## Abridged Income and Expenses Account

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<thead>
<tr>
<th>Income</th>
<th>31st March 2021 (INR)</th>
<th>31st March 2020 (INR)</th>
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<tr>
<td>Revenue from Operation</td>
<td>2,154.28</td>
<td>4,429.28</td>
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<td>Other Income</td>
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<td><strong>Total</strong></td>
<td><strong>2,03,226.40</strong></td>
<td><strong>2,63,888.88</strong></td>
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<tr>
<th>Expenditure</th>
<th>31st March 2021 (INR)</th>
<th>31st March 2020 (INR)</th>
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<tr>
<td>Employee Benefit Expenses</td>
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<td>82,910.79</td>
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<td>Depreciation and Amortization</td>
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<td>Other Expenses</td>
<td>75,446.69</td>
<td>82,266.95</td>
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<td><strong>Total</strong></td>
<td><strong>1,58,548.06</strong></td>
<td><strong>1,67,094.13</strong></td>
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</tbody>
</table>

| Excess of Income over Expenditure from continuing operation | 44,678.34 | 96,794.75 |

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## Abbreviations

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
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<tbody>
<tr>
<td>AIDMI</td>
<td>All India Disaster Mitigation Institute</td>
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<td>ALF</td>
<td>Area Level Federation</td>
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<td>AMC</td>
<td>Ahmedabad Municipal Corporation</td>
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<td>API</td>
<td>Application Programming Interface</td>
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<td>AQ</td>
<td>Air Quality</td>
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<td>ASAAP</td>
<td>A Systems Approach to Air Pollution</td>
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<td>BC</td>
<td>Bank Correspondents</td>
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<td>BCC</td>
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<td>CEPT</td>
<td>Centre of Environmental Planning and Technology</td>
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<td>CIG</td>
<td>Common Interest Group</td>
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<td>City Livelihoods Centre</td>
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<td>City Level Federation</td>
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<td>City Managers’ Association</td>
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<td>City Managers’ Association, Gujarat</td>
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<td>CMAR</td>
<td>City Managers’ Association, Rajasthan</td>
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<td>City Mission Management Unit</td>
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<td>Commissionerate of Rural Development</td>
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<td>CT</td>
<td>Community Toilet</td>
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<td>Deendayal Antyodaya Yojana -National Urban Livelihoods Mission</td>
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<td>Entrepreneurship Development Programmes</td>
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<td>Employment Through Skills Training &amp; Placement</td>
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<td>FAQ</td>
<td>Frequently Asked Questions</td>
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<td>FSLGA</td>
<td>Federation of Sri Lankan Local Government Authorities</td>
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<td>FSM</td>
<td>Faecal Sludge Management</td>
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<td>FSSM</td>
<td>Faecal Sludge and Septage Management</td>
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<td>GeM</td>
<td>Government e Marketplace</td>
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<td>Housing &amp; Urban Development Department (HUDD)</td>
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<td>Indian Administrative Service</td>
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<td>International City/County Management Association</td>
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<td>Information Education Communication</td>
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<td>ISO</td>
<td>International Organization for Standardization</td>
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<td>Abbreviation</td>
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<td>IT</td>
<td>Information Technology</td>
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<td>Moving Indian Towards Sanitation For All</td>
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<td>MISAAL Settlement Committee</td>
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<td>National Informatics Centre</td>
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<td>Operation and Maintenance</td>
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<td>Sbm ~G</td>
<td>Swachh Bharat Mission ~ Gramin</td>
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<td>Self Help Group</td>
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<td>Sambalpur Municipal Corporation</td>
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<td>Systematic Progressive Analytical Real Time Ranking</td>
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<td>Unique Identification Authority of India</td>
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