NON-SEWERED SANITATION SYSTEMS FOR INDIA: DIGITAL DISSEMINATION STRATEGY FOR CAPACITY DEVELOPMENT

DEC. 2020
DIGITAL FSSM CAPACITY DEVELOPMENT STRATEGY & PLAN

Sanitation Capacity Building Platform (SCBP) at NIUA is entrusted with the responsibility for anchoring the capacity development for FSSM, as the anchor of the Training Modules Review Committee (TMRC) of the NFSSM Alliance.

The TMRC has come out with a set of face-to-face FSSM Training Modules and is now preparing a digital strategy for scaling up capacity development.

Following the June 2020 TMRC meeting, a digital FSSM capacity development strategy has been proposed here with the aim of understanding and agreement on the priority digital FSSM Training Modules that we could develop and roll out in the coming year.

Digital Strategy Considerations

- **Relevance and appropriateness**— Content matching the target stakeholder requirements. Development of a set of relevant training modules.
- **Dissemination and impact assessment mechanism**— Digital training modules for different platforms and mechanism.
- **Host Platforms**— Channels of delivery.

The suggested set of digital modules are the following:

**Level 1 - Basics of FSSM**
- Orientation on FSSM

**Level 2 - Specialised Training and Exposure Visit**
- Technology and Financing Options
- Integrated Wastewater and Septage Management - Planning module

**Level 3 - Advanced Training**
- Planning for FSSM
- Integrated Wastewater and Septage Management - Design module
- Designing of FS Treatment Systems
- Designing of Co-treatment Systems
- Financing and Contracting Options for FSSM
<table>
<thead>
<tr>
<th>Modules</th>
<th>Target Audience</th>
<th>Format</th>
<th>Host Platform</th>
</tr>
</thead>
</table>
| Orientation on FSSM | ULB Officials  
Mid-Level State Officials  
Faculties from Training Institutes  
Consultants working with TSU/PMU/Sector Partners  
Academia – Faculty and Students | Short self-learning course/e-course | NULP and iGOT – by NIUA |
| Level 1: Basics of FSSM | ULB Officials  
Mid-Level State Officials | Training series: 2 trainings of two hours duration each | NIUA in partnership with Nodal Training Institutes through online platform till LMS is ready under NULP/iGOT |
| Level 2: Specialised Training and Exposure Visit | ULB Officials  
Mid-Level State Officials  
Consultants working with ULB/States | Three-phased training: 3 trainings of two hours each + 1.5 days exposure visit (optional) | NIUA in partnership with Nodal Training Institutes through Online Platform till LMS is ready under NULP/iGOT |
| Two modules are available under this level. States can choose the training content based on their context & priorities: | ULB Officials  
Mid-Level State Officials  
Faculties from Training Institutes  
Consultants working with TSU/PMU/Sector Partners  
Academia – Faculty and Students | Short self-learning course/e-course | NULP and iGOT – by NIUA |
| I - Training and Exposure visit on Technology and Financing Options for FSSM | ULB Officials  
Mid-Level State Officials  
Faculties from Training Institutes  
Consultants working with TSU/PMU/Sector Partners  
Academia – Faculty and Students | Gamification | Google Play/iOS App Store  
Web-based through NULP/iGOT |
<table>
<thead>
<tr>
<th>Modules</th>
<th>Target Audience</th>
<th>Format</th>
<th>Host Platform</th>
</tr>
</thead>
</table>
| **Planning for FSSM** | **ULB Officials**  
Mid-Level State Officials  
Consultants working with TSU/PMU | Training series: 3 trainings of two hours each | NIUA in partnership with Nodal Training Institutes through Online Platform till LMS is ready under NULP/ iGOT  
Other sector partners through their LMS |
| | **Mid-Level State Officials**  
Faculties from Training Institutes  
Consultants working with TSU/PMU/Sector Partners | Longer duration live training (8 to 10 days, 90 minutes per day) | NIUA in partnership with Nodal Training Institutes through Online Platform till LMS is ready under NULP/ iGOT  
NIUA in partnership with Nodal Training Institutes through Online Platform till LMS is ready under NULP/ iGOT  
NIUA in partnership with Nodal Training Institutes through Online Platform till LMS is ready under NULP/ iGOT |
| **Design Module:** Three modules are available under this level. States can choose the training content based on their context & priorities:  
I - Designing of FS Treatment Systems  
II - Designing of Co-Treatment Solutions  
III - IWSM-Design module | **Mid-Level ULB Engineers**  
Junior and Mid-Level State Engineers  
Consultants working with TSU/PMU/Sector Partners | Training series: 3 trainings of two hours each | NIUA in partnership with Nodal Training Institutes through Online Platform till LMS is ready under NULP/ iGOT  
Other sector partners through their LMS |
| | **Mid-Level State Engineers**  
Faculties from Training Institutes  
Consultants working with TSU/PMU/Sector Partners | Longer duration self-learning course/e-course* | NIUA in partnership with Nodal Training Institutes through Online Platform till LMS is ready under NULP/ iGOT  
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NIUA in partnership with Nodal Training Institutes through Online Platform till LMS is ready under NULP/ iGOT |
| **Financing and Contracting Options in FSSM** | **Decision Makers at ULB level:**  
Commissioner  
Mid-Level and Senior State Officials  
Consultants working with ULB/State | Training series: 3 trainings of two hours each | NIUA in partnership with Nodal Training Institutes through Online Platform till LMS is ready under NULP/ iGOT  
Other sector partners through their LMS |
| | **Mid-Level and Senior State Officials**  
Faculties from Training Institutes  
Consultants working with TSU/PMU/Sector Partners | Longer duration live training (8 to 10 days, 90 minutes per day) | NIUA in partnership with Nodal Training Institutes through Online Platform till LMS is ready under NULP/ iGOT  
NIUA in partnership with Nodal Training Institutes through Online Platform till LMS is ready under NULP/ iGOT |

* All the three longer duration self-learning/ e-courses based on the three advanced modules (Planning, Technology Design and Financing & Contract Management Options) are open to academia (faculty and students) also.
Scope of Digital Strategy Development for FSSM

Under the Training Modules Review Committee (TMRC) work on standardization of FSSM Capacity Development strategy, a two set Capacity Development Modules were identified in 2018-19 to meet the requirements of a range of stakeholders (identified through an NFSSM Alliance engagement), and meet the requirements for FSSM scale up. A Normative Framework for State Capacity Development put forward the learnings on capacity development for FSSM, for any agency taking up this work in a state.

Two Set F2F FSSM Capacity Development Modules (Details in Annexure1)

Set A: Short duration modules essentially for Government officials.
- FSSM 1.1: One Day Orientation Module for junior and mid-level ULB officials and Para State Agencies
- FSSM 1.2: One + One Day Orientation and Field Visit module (Technology and Financing Options) for ULB officials
- FSSM 1.3: Half a Day training or a Workshop for senior officials, elected representatives and policy makers.

Set B: Longer duration modules. Essentially for private sector, for engineers and PM consultants and government staff (who can commit time and join).
- FSSM 2.1: Planning Module. 4 day module
- FSSM 2.2: Technology Design Module. 4 day module
- FSSM 2.3: Finance and Contract Management. 2 day module

Each Module was developed with Quality Assurance & Quality Control in mind:
- Appropriate Content: Identification of training content with the participation of NFSSM Alliance members.
- Standardized Structure of each module: In 3 parts that included a Presentation, Learning Notes and Workbook for exercises.
- Quality Control: Each module to have a learning assessment feedback of quiz, assignments and post training feedback.

Out of the 6 modules mentioned above, 3 were endorsed by MoHUA in Sept 2019: Orientation Module, One + One Day Orientation plus field visit module and the FSSM Technology Design Module.

Two modules (Planning, Finance) are under preparation.

New Modules currently being tested:
- Integrated Waste Water & Septage Management
- Scientific Co Treatment (Septage with Sewage) Planning and Designing

Gamification Apps for self-learning and trainings are an emerging priority.

Written F2F FSSM Training Modules provide content and direction for digital translation and conversion. For not only NFSSMA partners but also academia and any other national Nodal Training Institute.

Focus of Phase II of SCBP (2019-2022):
- Completing the remaining modules plus developing new ones (IWSSM, O&M, etc.)
- Creating digital content from the F2F modules into an appropriate FSSM digital capacity strategy. Including innovative gamification and app based content.
- Dissemination through national nodal training institutes and portals like iGOT.

F2F Training Programs delivery lessons:
- Most effective: Shorter duration modules (FSM1.1 and 1.2) combined with exposure visit to some functional Faecal Sludge Treatment Plants or Co Treatment infrastructure
- Longer duration trainings for government officials are difficult.
With the development of iGOT under Mission Karamyogi by Government of India, the training modules find the perfect host – linked to the FRACing framework of competencies and platforms.

SCBP Online Teaching/Trainings (May to Sept 2020), Details in Annexure 3
  - 4 sessions of Integrated Water and Waste Water Management (IWSSM)
- **Uttarakhand ULB Officials Covid Response Training**: Developing and delivering 2 sessions, Covid Response and Workers Safety Procurement module, June 2020
- **Rajasthan Sanitary Inspectors online teaching training**: Developing and delivering 2 sessions on Workers Safety module, July 2020
- **ToT for Nodal Training Institutes**: Rolling out digital Online Teaching/Training FSSM Design(technology) module(2 sessions)
- **Developing and delivering medium and longer length online Teaching/Trainings**: August-Sept 2020
  - 10 sessions (90 minutes each) FSSM Technology Design with quiz, assignments and feedback loop
  - 10 sessions IWSSM Training with quiz, assignments and feedback loop
- **Three Phase FSSM Digital Plus Training** with RCUES Lucknow, Sept 2020 (Details in Annexure 3)

Online Digital FSSM Training/Outreach by Alliance Partners (till date)
- **Webinar based awareness and advocacy**: Undertaken by PMU SBM, CSE, NIUA, NFSSMA and others with NMCG, Smart Cities Mission, with the aim of promoting FSSM as an appropriate urban sanitation system for India.
- **Short, focused knowledge and awareness trainings for frontline staff** (SHGs, masons and sanitary inspectors) undertaken by Alliance Partners: ASCI, IIHS and CSE. Dependent on smart phones access and usage.
- **FSSM Orientation for officials** – CEPT for Maharashtra
- **Lecture Series training** – as ToT for National nodal institutes – by NIUA
- **Short formal teaching/trainings organized under the aegis of Urban Directorate of state governments and Nodal Training Institutes for frontline sanitation staff.** Trainings formally organized by NIUA, IIHS, CSE, etc.
- **Longer duration Online Teaching trainings** upto 10 session/days: NIUA
- **Three Phase FSSM Digital Plus Training**: NIUA

**Lessons on Digital Capacity Development**

1. **Delivery challenge and context**
   a. **Low attention span of government officials**: For Sanitary Inspectors and above ranks, short duration sessions spread over multiple days is most suitable for providing online orientation training on FSSM.
   b. **Delivery capacity of Nodal Training Institutes remains a challenge**: Very few institutes have faculty that can deliver specialised training. Hence there is a need to invest in not just training of independent consultants who can be FSSM trainers for Advanced Training but also coming out with some financial support/incentive mechanisms for them to hire trainers.
   c. **Academia and universities can be roped in** to mainstream content in their regular course work and also to run FSSM e-courses in future. SCBP is working on this.
   d. **USAID-WASHi FSSM capacity building program** and a provision for a LMS to on board online teaching and training.

2. **Normative Framework for FSSM Capacity Development**: While we know that capacity development should not be undertaken as an activity in isolation from the state specific context, its programs and priorities of work. It should also not be limited to the immediate priorities of FSSM uptake at the state level. This will lead to what we witnessed in the last 4 months, a very short term prioritization of training of SHGs or immediate sanitation worker’s PPE and safety requirements. Similarly, for those states that are in the process of upscaling FSSM (like Maharashtra or AP), there is a tendency to focus only on the technology models accepted and notified for implementation. Basic orientation and advanced FSSM training will get sidelined if this is done and given the high turnover of staff in ULBs and para state agencies, new joinees will have no understanding of FSSM.

3. **Short duration FSSM capacity development modules delivery for government officials**: Any module without a field visit may not be appealing. Post COVID-19 restrictions, the demand for online training modules is expected to fall.
Conclusion and Way Forward

1. Developing a Repository of Priority Training modules and Rollout Plan:

To produce fully online FSSM Trainings and e-courses, Trainings to develop content and define structure and flow of an online module is required.

Following lessons were drawn for the online teaching training course content and flow:

- **Self-Learning PPT based:** Orientation Module open for all: Can become e-courses for different levels of difficulty
- **Live Training:** Duration and impact assessment framework will depend on the target trainee: Government, academia or private sector.
  a. Lecture + Presentation + Quiz: Intermediate level training + Feedback Intermediate level training
  b. Lecture + Presentation + Assignments and Quiz + Feedback: Advanced level training

2. Longer duration online (Teaching training and e-courses) FSSM courses:

Primarily for professionals since government officers are unlikely to attend these can be used for professional certification by NIUA or iGOT or any other Alliance Partner.
  a. Open for professionals to complete and secure a rating.
  b. As a 3-set ToT for not only India but also for South Asia and Africa professionals
  c. Integrated into University mainstream credit courses, e-courses and Summer Schools.

3. Developing fully online trainings and e-courses:

This requires a professional agency to work on the content we provide, and an LMS to deliver.

4. Roll out Plan:

This is important to consider at the time of development of plan. SCBP has had a good engagement with National Nodal Training Institutes and Academia that can be roped in to deliver online trainings. Alliance Partners can also roll them out.

This will require LMS platforms available with NULP/ iGOT & WASHi.

Certification and feedback/impact assessment will be important.

5. An Online FSSM Training Calendar:

This can be prepared under NULP, iGOT and in partnership with Nodal Institutes and Alliance Partners. This will help better market our online capacity development work and we can expect more trainees in future.
RCUES approached us for doing orientation for all ULBs across UP. We had agreed to conduct one such training and had informed them that they can use this material to conduct training on their own for rest of the ULBs. In the pilot training that we had done with the support of EcoSan Services Foundation there were officials from multiple states. Many of them were interested to take up FSSM initiatives under 15th Finance Commission and wanted to know further details about planning for FSSM.

RCUES informed us that there is not much potential for the longer duration programmes like the technology training. State level engineers who can actually understand such content are not interested in such trainings as they would anyway hire consultants for designing of the FSTPs. Also there are very few engineers who can be nominated for such trainings. But they suggested that they can support us in *dissemination of the orientation module (IWWSM and FSSM) across 13 states*. Recently they had shared with us the tentative dates for state wise training on IWWSM.

We are discussing with them to reorganise this grouping of states and conduct the training in a strategic manner, rather than just doing one orientation per state. We are proposing the following *digital blended learning* approach for orientation on FSSM for ULB officials:

- **Level 1: Introduction on Planning for Waste Water and Septage Management**: This is based on our IWWSM module.
- **Level 2: Planning for FSSM**: This is based on the technology and Financing Option Modules. Selected participants from the first level who are interested to know further about how to plan for FSSM solutions in their city would be taken up for this training
- **Level 3: Exposure visit to Odisha**: This is based on the technology and Financing Option Modules. Selected participants from the second level would be taken for this visit.

For the delivery of these trainings, States will be clubbed considering various factors, their requirements and relevance such as, geographical, climate variation (hilly and high-altitude areas have different challenges), progress levels of different States (MP and Odisha are at advance level), scale of towns, local context etc. The proposed grouping is as follows:

<table>
<thead>
<tr>
<th>S. No</th>
<th>Group of States</th>
<th>Tentative case studies</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>NE States, Uttarakhand, J&amp;K, Himanchal</td>
<td>Case of Double booster pump for emptying - Video</td>
</tr>
<tr>
<td></td>
<td></td>
<td>FSTP- Leh/Rudrapur – Slides and video</td>
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<tr>
<td>2</td>
<td>Uttar Pradesh, Bihar</td>
<td>Co treatment – Trichy/Puri – Slides and video</td>
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<tr>
<td></td>
<td></td>
<td>FSTP – Unnao/Jhansi – Slides and video</td>
</tr>
<tr>
<td>3</td>
<td>Madhya Pradesh, Odisha, Chandigarh</td>
<td>Co treatment – Trichy- Slides</td>
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<td>Cluster approach – Tamilnadu – Video</td>
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<td></td>
<td></td>
<td>DRE – UP/Odisha- Slides</td>
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<tr>
<td>4</td>
<td>Chhattisgarh, Jharkhand</td>
<td>DRE – UP/Odisha – Slides</td>
</tr>
<tr>
<td></td>
<td></td>
<td>FSTP – Bhubaneshwar- Slides and video</td>
</tr>
</tbody>
</table>
### Three Level/Phase Modules Structure

<table>
<thead>
<tr>
<th>Level/Phase</th>
<th>Topic</th>
<th>Duration</th>
<th>Content</th>
<th>Mode</th>
<th>No of trainings</th>
<th>No of participants per training</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Introduction to Integrated Waste Water and Septage Management</td>
<td>2 hrs</td>
<td>Module 1 - Approaches for Waste Water Management: Centralized Wastewater Management, Decentralized Wastewater Management, Other Aspects of Liquid Waste Management, Planning of Sanitation Systems Sani tab tool</td>
<td>40 min presentation 10 min video 10 min discussion</td>
<td>8-10</td>
<td>@ 2 per group of states</td>
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<td></td>
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<td></td>
<td>Module 2 - Approaches for Faecal Sludge and Septage Management: Introduction to Faecal Sludge and Septage treatment solutions – approaches and case studies Stakeholder mapping</td>
<td>40 min presentation 10 min video on case study 10 mins discussion</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Planning for Faecal Sludge and Septage Management (FSSM)</td>
<td>2 hrs</td>
<td>Module 1 - Planning for FSSM - Planning for emptying services City By-laws and Regulations Exercise on emptying and conveyance, sludge quantification Video of Wai and Sinnar</td>
<td>20 min presentation 10 mins Group Discussion 10 mins exercise 10 mins video 10 mins open discussion</td>
<td>2-3</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Module 2 - Technology options for containment, conveyance and treatment. Technology selection criteria. Exercise – capex and opex calculation, user fee calculation</td>
<td>20 min presentation 10 min video on case study 10 mins exercise 20 mins discussion</td>
<td></td>
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<tr>
<td>3</td>
<td>FSSM technology and financing exposure visit</td>
<td>1.5 days</td>
<td>Odisha scale up plan FSTP at Bhubaneswar Co-treatment at Puri SHG Involvement in O&amp;M Interaction with key state official and Preparation of Action Plan for respective Cities</td>
<td>One day site visit Half day discussion and group exercise</td>
<td>1</td>
<td>25-30</td>
</tr>
</tbody>
</table>

This 3 phase capacity development plan – a digital plus FSSM capacity development, can be negotiated with atleast 5 national Nodal Training Institutes to cover a large number of states and UTs.

It will require support from Alliance partners to do a few trainings and ToTs where faculty exist with the national institutes and an integration subsequently within iGOT.
DIGITAL MODULES DEVELOPMENT & ONBOARDING PROCESS

Developing the Module
Written narrative content of existing FSSM Modules developed by TMRC/SCBP, WASHi and any others to be used as input for digital modules. The narrative should also include exercises and assignments, quiz and feedback.

Designing the content as per the target audience
An online training module should have the following standard content:
• Presentation slides
• Case studies – either videos or invite officials/experts to present the case studies
• Exercises- depending on the level of training
• Quiz/ assignments based on handbook/live demo during training on how to do the calculations
• Reference material – As we don’t give videos we need to provide handouts during orientation training, modules during the advanced trainings, case study videos
• Feedback and evaluation forms.

Depending on the level of training, each online module will have some or all of the above.

Quality Control
• Check content, flow and learning transmission.
• Pilot testing to check the flow and learning assimilation by participants, anticipate questions and gaps in the training module.

Impact Assessment strategy
Depending on the level of training and target audience, it could be a mix of:
• Live poll/post training feedback
• Pre and post training quiz, Daily Quiz
• Assignments – Exercise handbooks

Running of the Program
Duration and timing of the training for live trainings: 60-90 mins is ideal duration for govt stakeholders. More women participants join if the training is held during office hours and on working days.

Ensuring participation
• Detailed agenda and concept note explaining the commitments from the participants and the amount of time they would have to invest.
• For government live teaching trainings, nomination through the appropriate government department essential for participation of officers.

Participants profile
Having a detailed profile of the participants is necessary for longer duration trainings, especially to organise better discussions and gain valuable feedback.

Preparation required
• Initiating the daily sessions – setting norms for online training engagement for participants
• Preparing and managing the quiz/assignments/exercises – collection and evaluation
• Selecting platform for each exercise and introducing the platforms: if LMS is not functional then there will be different platforms used.
• Session feedback

Monitoring Learning Impact
Based on level of training participant wise tracking for:
• Attendance
• Participation in Discussions and Q&A
• Daily Monitoring of assignment submissions – quiz/exercises
• Certification criteria for entire course
• Follow up plan – post training
**Discussion Forums**
- As there is limited time for discussion, we have two experts. Questions raised in chat section are answered immediately, to avoid doubts. After the presentation few left over questions are followed up on the LMS/discussion platform
- **Final Feedback Session:** Dedicated session during live training for discussions on the last day
- **WhatsApp:** Discussions after training and post training support
- **Certification:** Digital Credentials, hashtags and branding for sharing on social media

**Resources Required for an Online Teaching Training Module**
- Two Trainers who are domain experts.
- One Facilitator or a trainer expert – to provide a quality check on the flow and logic of each module and to anchor the full course for all its deliverables and to compere daily sessions.
- A team of training coordinators at least (3) – to organize the sessions and participants engagement, manage the quiz, assignments and exercises, manage the session feedback and final evaluation of the program.

All the above is based on the experience of running online teaching trainings under SCBP. To be reviewed and updated with inputs from TMRC and Alliance partners.
## Annexure 1 - Normative Framework For Capacity Building For Target Audience-Wise Training Level And Content

<table>
<thead>
<tr>
<th>Training Modules</th>
<th>Target Audience</th>
<th>Executive Officers/ Commissioners of Small Towns</th>
<th>Mid-Level and Senior Engineers</th>
<th>Elected Representatives/ Chairpersons/ Mayors and Ward Counsellors</th>
<th>Junior Technical and Administrative Staff/ Sanitary Inspectors</th>
<th>Commissioners/ Senior Officials/ Senior Engineers</th>
<th>Faculties from Nodal Training Institutes</th>
<th>Consultants working with government as part of TSU/ PMU/ PDMC</th>
<th>Pollution Control Board</th>
<th>Town Planners</th>
</tr>
</thead>
<tbody>
<tr>
<td>1A</td>
<td>Orientation Training</td>
<td>One day orientation for mixed group of audience</td>
<td>Half day training on Sensitisation/ consultation: Need to develop videos, posters, handouts on case studies</td>
<td>Half day consultation/ workshop on policy, regulations and financing; Advocacy material such as policy briefs, handouts, factsheets on existing/ upcoming FSTPs; Cotreatment videos on FSSM and FSTPs</td>
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<tr>
<td>1B</td>
<td>Orientation Training</td>
<td>One day orientation</td>
<td>Half day training on Role of Elected Representatives and 74th Amendment</td>
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<tr>
<td>2</td>
<td>Specialised Training and Exposure Visit</td>
<td>Three day training and exposure visits on Technology and Financing Options for FSSM</td>
<td>Two day training and exposure visit along with EO (one day classroom and one day site visit); Policy and regulations, basic technology financing for FSSM</td>
<td>One day exposure visit to state-level good practice on solid and liquid waste management</td>
<td>Two day peer learning/ twining program exposure visit to FSTP and interaction with senior state/ ULB officials</td>
<td>Three day ToT on Technology and Financing Options for FSSM</td>
<td>Two day training and exposure visit on regulatory and statutory aspects of FSSM and FSTP management</td>
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<tr>
<td></td>
<td>Specialised Training and Exposure Visit</td>
<td>Three day training and exposure visits on IWWSM</td>
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<td>Two day exposure visit to IWWSM</td>
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<td>Three day ToT on IWWSM</td>
<td>Three day training and exposure visit on IWWSM</td>
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<td>3</td>
<td>Advanced Training</td>
<td>Four day advanced training on Designing of FS Treatment Systems</td>
<td>Two day advanced training on Planning and Designing of Cotreatment Solutions</td>
<td>International exposure visit</td>
<td>International exposure visit</td>
<td>Three day ToT on Planning for FSSM</td>
<td>International exposure visit for senior officials</td>
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<td>Advanced Training</td>
<td>Two day advanced training on Planning and Designing of Co-treatment Solutions</td>
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<td>Two day ToT on Financing and Contracting Options for FSSM</td>
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<td>Two day ToT on Financing and Contracting Options for FSSM</td>
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Final | Draft | Pilot testing complete, TMRC review pending
### Annexure II - Target Audience-Wise Digital Delivery Mechanism

<table>
<thead>
<tr>
<th>Training Modules</th>
<th>Executive Officers</th>
<th>Mid Level and Senior Engineers</th>
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<th>Commissioners, Senior Officials</th>
<th>Faculties from Nodal Training Institutes</th>
<th>Consultants working with Govt as part of TSU/PMU/PDMC</th>
<th>Pollution Control Board</th>
<th>Town planners</th>
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<td><strong>1-A</strong></td>
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<tr>
<td>Orientation Training</td>
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<td>Self learning course on NULP/iGOT</td>
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<td>Specialised Training and Exposure Visit</td>
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<td>IWWSM</td>
<td>Training series-2 trainings, 2hrs each</td>
<td>Short self learning course/e-course on NULP/iGOT</td>
<td>AV Content on NULP &amp; iGOT</td>
<td>Training series-2 trainings, 2hrs each</td>
<td>Training series-2 trainings, 2hrs each</td>
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<td>FSSM</td>
<td>Separate trainings for IWWSM and FSSM</td>
<td>Three Phased Training</td>
<td>3 trainings, 2hrs each + 1.5 days exposure visit (optional)</td>
<td>Short self learning course/e-course on NULP/iGOT</td>
<td>App based Games</td>
<td>Separate trainings for IWWSM and FSSM</td>
<td>Three Phased Training</td>
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<td>Advanced Training- Planning</td>
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<td>FSTP Co-treatment Finance</td>
<td>Training Series on design of treatment systems and co-treatment</td>
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## Annexure III: Digital CB approaches and learnings under SCBP

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<tr>
<th></th>
<th>Format</th>
<th>Based on Module</th>
<th>Content</th>
<th>Impact assessment</th>
<th>Target Audience</th>
<th>What Worked</th>
<th>What needs improvement</th>
<th>Did it work for the targeted govt stakeholders</th>
<th>What would make it work</th>
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</thead>
<tbody>
<tr>
<td><strong>Lecture Series</strong></td>
<td>Live training 2 to 3 sessions 90 to 120 mins each</td>
<td>2B-IWWSM</td>
<td>Live training, PPT with explanation, case study video, discussions</td>
<td>Live Poll Feedback through google form</td>
<td>Faculties from training institutes</td>
<td>Platforms- MS Team, Menti, Google Form Delivery format- short and precise presentation, case study video, discussion</td>
<td>Duration &amp; Timing- 90 mins, in the afternoon, more women participants Feedback through Live Poll</td>
<td>Yes for mid-level officials, Not for senior officials</td>
<td>More advanced trainings with hands on exercises</td>
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<tr>
<td><strong>Training Series</strong></td>
<td>Live training 2 to 3 sessions 90 to 120 mins each</td>
<td>1A-Orientation SI- Covid-19 Hand Book</td>
<td>Live training, PPT with explanation, case study video, discussions</td>
<td>Daily attendance feedback/ Impact assessment done by nodal agency</td>
<td>ULB officials Sanitary Inspectors</td>
<td>Platforms- MS Team, Menti Delivery format- Short and precise presentation, case study video, discussion Duration- 90 mins language- Hindi Nomination through state agency ensured participation Feedback through Live Poll OR Feedback/ Impact assessment by state agency</td>
<td>Session if delivered by faculty from state institutes would be more effective - language, better understanding of state context, more relatable to participants in a new digital format Impact assessment was difficult-successful in case of Rajasthan SI training where CMAR collected the impact assessment form</td>
<td>Yes, Impact assessment was difficult</td>
<td>Nomination by state agency Anchoring of training by state agency Impact assessment by State Agency</td>
</tr>
<tr>
<td>Format</td>
<td>Based on Module</td>
<td>Content</td>
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</table>
| Advanced Trainings | Longer duration training (8 to 10 days, 90 mins per day) | 2B-WWSP 3C-technology design module | Live training, PPT with explanation, case study video, discussions | Daily attendance Quiz Exercise Live Poll Feedback through google form | Mid-Level and senior State officials Faculties from training institutes Consultants working with TSU/PMU/ Sector Partners | Platforms- MS Team, Menti, Class Marker, Google Form Modules as reference, didn’t share recordings. Thus it was essential to attend the sessions sincerely Case study based sessions, partners/state officials invited for presenting case studies Pre Training- Participant profiling understanding the expectation, pre training evaluation Delivery format- Short and precise presentation, case study video, discussion Duration & Timing- 90 mins, in the afternoon, more women participants Nomination through state agency ensured participation Effective moderation, strict adherence to timing, ample discussions What’s App Group for Discussion Forum and Post Training Support Daily Quiz, Live Quiz on last day made participants sincere and they went through the additional reading materials Hands on exercises based on design hand book, exercises discussed during session and submitted in phases Feedback through Live Poll & Feedback through Google Form | Feedback- around 50 % participants fill-up the google form Less completion rate for ULB/ State officials- attended quiz but failed to submit exercises Attendance- Many times participants missed sessions but as it was mandatory for certificate attendance improved | Success was less for ULB/ State officials | Less intensive training with basic exercises, quiz worked for them Preferred Live polls than Google Form Nomination through state agency to assure participation Integrating with existing state/national level CB programmes for better acceptance and participation }
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<tbody>
<tr>
<td>Level 1 two modules, 90 to 120 minutes</td>
<td>2B-IWWSM</td>
<td>Live training, PPT with explanation, case study video, discussions</td>
<td>Daily attendance, Live Poll, Feedback, Impact assessment done by nodal agency</td>
<td>ULB officials and junior and Mid-Level state officials</td>
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<tr>
<td>Level 2 two modules, 90 to 120 minutes</td>
<td>2A - Tech &amp; Financing for FSSM</td>
<td>Live training, PPT with explanation, case study video, discussions</td>
<td>Daily attendance, Quiz Exercise, Live Poll, Feedback, Impact assessment done by nodal agency</td>
<td>Selected Participants from Level 1</td>
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<td>Level 3 - 1.5 days visit</td>
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<td>Visit to FSTP, interaction with state officials and other stakeholders, Action Plan for own city</td>
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**Three Phased blended training – 80% online & 20% class room**