



National Workshop on

EFFECTIVE CAPACITY BUILDING FOR CITYWIDE SANITATION

 21st July, 2023

 Tamarind Hall, India Habitat Centre, New Delhi





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Agenda

Time	Sessions	Speakers
09:30 – 10:00	Registration	
10:00 – 11:00	Welcome Address and Context Setting	Dr. Mahreen Matto, Team Lead, SCBP, NIUA
	Special Address	Shri. Rajiv Ranjan Mishra, Former IAS, Former Director General, National Mission for Clean Ganga; Chief Advisor, NIUA Shri. S.D. Sharma, CSS, Joint Secretary, Department of Personnel & Training (DoPT)
	Chief Guests and Keynote Address	Smt. Roopa Mishra, IAS, Joint Secretary, Ministry of Housing and Urban Affairs (MoHUA) Shri. Praveen Pardeshi, IAS, Member-Administration, Capacity Building Commission, Gol
11:00 – 11:15	TEA BREAK	
Time	Session Outline	
11:15 – 12:00	SESSION I : MAINSTREAMING CAPACITY BUILDING INITIATIVES AND INNOVATIONS IN THE PROGRAMMES	
	NIUA's Journey on Capacity Building	Dr. Debjani Ghosh, Associate Professor, NIUA
	State Normative Framework for Capacity Building Programme	Dr. Mahreen Matto, Team Lead, SCBP, NIUA
	Leaders in Climate Change Management (LCCM)	Smt. Anubhuti Gupta, Lead Coordinator, World Resource Institute (WRI) India
	Capacity Building Program supported by USAID	Shri. Praveen Nagaraja, Project Director, Water Sanitation and Hygiene (WASH) Institute
	Overview on Swachhata Knowledge Partners (SKPs) initiative for SBM-U 2.0	Shri. Pravin Bhardwaj, Expert-Solid & Liquid Waste Management, NIUA
12:00 – 12:10	Reflection from the Audience	

Time	Session Outline
12:10 – 12:45	SESSION II : DIGITAL LEARNING DISSEMINATION
	National Urban Learning Platform (NULP) Sushri Sreenandini Banerjee, Program Manager, NULP, NIUA
	National Urban Digital Mission (NUDM) Shri. Manish Sharma, Product Manager, NUDM, NIUA
	National Programme on Technology Enhanced Learning (NPTEL) Dr. Brajesh Kr Dubey, Chairperson - School of Water Resources, IIT-Kharagpur
12:45 – 13:00	Reflection from the Audience
13:00 – 13:45	LUNCH
13:45 – 14:45	SESSION III : EXPERIENCE SHARING ON CREATING AND SUSTAINING PROGRAMMES AND SETTING UP OF CAPACITY BUILDING CELLS AT INSTITUTION LEVEL Moderator : Smt. Paramita D. Dey, Head, Resources and Waste, NIUA Panellists : ▪ Shri. B.P. Pandey, Former IAS, Director General, Dr. R.S. Toila Uttarakhand Academy of Administration, Nainital ▪ Shri. A.K. Gupta, Additional Director, Regional Centre for Urban & Environmental Studies (RCUES), Lucknow ▪ Shri. Ravi Ranjan Guru, Deputy Director General, All India Institute of Local Self Government (AIILSG), New Delhi ▪ Shri. Niladri Chakraborti, Team Leader - CWIS, Indian Institute for Human Settlements (IIHS), Bengaluru ▪ Shri. Xerxes Rao, Head-Urban Planning, Urban Management Centre (UMC), Ahmedabad ▪ Shri. Aasim M. Mansuri, Senior Program Lead, Center for Water and Sanitation (CWAS), CEPT University, Ahmedabad
14:45 – 15:00	Reflection from the Audience

15:00 – 15:15	TEA BREAK	
15:15 – 16:15	SESSION IV : TRANSFORM LEARNINGS TO PRACTISE Moderator : Dr. Uday Bhonde, Senior Program Specialist, Water and Environment Program, NIUA Panellists : ▪ Shri. Pulkit Garg, IAS, Municipal Commissioner, Jhansi Jal Nigam ▪ Smt. Sagarika Patnaik, IRPS, Special Secretary to Government and Mission Director AMRUT, H&UD Department, Government of Odisha ▪ Shri. Ravi Pandey, Superintending Engineer, Urban Development Directorate (UDD), Uttarakhand ▪ Smt. Elisa Patnaik, Commiunication and Inclusion Lead, Ernst & Young LLP ▪ Dr. Akshay R. Thorvat, Head, Department of Civil and Environmental Engineering, Kolhapur Institute of Technology's College of Engineering, Maharashtra ▪ Shri. Anoop K, Program Officer, Suchitwa Mission, Wayanad, Kerala	
16:15 – 16:30	Reflection from the Audience	
16:30 – 16:50	Way Forward of the Workshop	Shri. Rahul Kapoor, Joint Secretary, National Urban Livelihoods Mission (NULM), MoHUA Shri. Hitesh Vaidya, Director, NIUA
16:50 – 17:30	Master Class - Advanced Training: Factors that influence WASH Behaviour	Shri. Lalit Mohan Sharma, Principal Scientist, Water Research and Training, Sehgal Foundation



Acknowledgment

National Institute of Urban Affairs (NIUA) duly acknowledges the support provided by Ministry of Housing and Urban Affairs (MoHUA), Bill and Melinda Gates Foundation (BMGF) and National Faecal Sludge and Septage Management (NFSSM) Alliance for successfully organizing the National Workshop on '**Effective Capacity Building for Citywide Sanitation.**' The aim of the workshop was to discuss on improving the capabilities of urban practitioners and capacity building organizations and institutes to perform their tasks in a more effective, efficient, and sustained manner.

We are especially grateful to, Smt. Roopa Mishra, IAS, Joint Secretary, Swachh Bharat Mission-Urban (SBM-U), MoHUA; Shri. Praveen Pardeshi, IAS, Member Administration, Capacity Building Commission, Government of India; Shri S.D. Sharma, CSS, Joint Secretary, Department of Personnel & Training (DoPT); Shri. Rahul Kapoor, Joint Secretary, National Urban Livelihoods Mission (NULM), MoHUA; all the eminent delegates from Academic Training Institutes (ATIs), Regional Center for Urban and Environmental Studies (RCUES) of 14 states and two Union Territories; panellists and speakers; and the participants who generously shared their knowledge, experiences, and perspectives during the workshop. The valuable inputs through pan-India experiences related to on-ground interventions and capacity building programmes on inclusive sanitation have enriched the overall discussion and helped to gain a better understanding on the effective capacity building strengthening.

The deliberations and overall workshop were led by Shri. Hitesh Vaidya, Director, NIUA; Rajiv Ranjan Mishra, Former IAS, Former DG NMCG, Chief Advisor NIUA and Dr. Mahreen Matto, Team Lead, SCBP, NIUA and her team.

The collaterals were designed and prepared under the guidance of Mr. Deep Pahwa, Creative Lead, NIUA.

Background

The Government of India has launched various missions and schemes for urban sector development focussing on water and sanitation, solid waste management, socio-economic development, etc. They are in turn strengthened through capacity building of Urban Local Bodies (ULBs) in order to address the urban issues and challenges, improve urban service delivery and unlock opportunities.

As per the report published by National Faecal Sludge and Septage Management (NFSSM) Alliance on 'Inclusive Sanitation: Way Forward for Cities', it is emphasized that there is a growing realization that cities need to focus on diversity, equity and inclusivity. Cities should prioritize inclusive sanitation for all including the marginalized communities of the cities across the sanitation service chain, who can benefit from equitable, safe and sustainable sanitation services. The Ministry of Housing and Urban Affairs (MoHUA) has established 29 Administrative Training Institutes (ATIs) and 4 Regional Centre for Urban and Environmental Studies (RCUES) across India that are regularly building capacities on various aspects of inclusive sanitation of various stakeholders through different training programs. Through the national capacity building perspective, there is a need for creating a vibrant community of urban practitioners learning from each other.

This clearly defines that capacity building needs to be a systematic and long-term process with adequate interaction, hands-on learning, and post-training support. It is through this approach that learnings translate into action and outcomes. Measuring the efficacy of training activities will show both the importance of resource investments and maximize the benefits out of it.

The National Workshop on 'Effective Capacity Building for Citywide Sanitation' held in New Delhi on 21st July, 2023 aimed to facilitate in bridging the gaps of policy-to-action for enabling effective capacity building initiatives under various National missions and programmes with the following key objectives:

- ▶ To identify the gaps and prioritise the thematic areas of capacity building programmes
- ▶ To create a network of participatory contribution to National urban Learning Platform for the repository of content by the capacity building institutes
- ▶ Cross learning on pan-India experiences related to capacity building programmes on WASH and climate change

Inaugural Session

Special Address by:



Shri. Rajiv Ranjan Mishra

*Former IAS, Former DG NMCG,
Chief Advisor NIUA*

Shri. Rajiv Ranjan Mishra emphasised the importance of training programs as a crucial bridge connecting government-launched initiatives and platforms with the practitioners in the field. He also mentioned that capacity building for citywide sanitation is intricate due to the interconnectedness of water and sanitation, thus sustainable progress requires a holistic approach considering the broader spectrum. He emphasised that usually the focus is very limited to a particular area and the interventions are small, however the need is to have a citywide approach to tackle the issues, such as intending towards Faecal Sludge Treatment Plant (FSTP), Co-treatment of Faecal Sludge in STP, Decentralized Systems, prioritizing nature based solutions. He suggested that the path ahead involves the process of unlearning and relearning, active participation, and generating ideas, quoting that “Illiterates of the 21st Century are not those who cannot read and write, will be those who cannot learn”.



Shri. S.D. Sharma

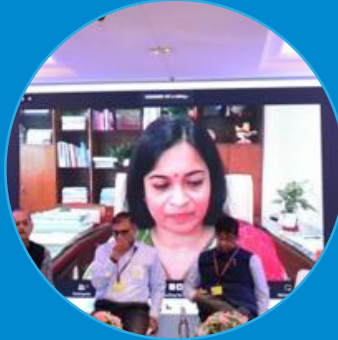
*CSS, Joint Secretary, Department
of Personnel & Training (DoPT)*

Shri. S.D. Sharma discussed the role of civil services in policy making and delivering on ground services to the public, ensuring public satisfaction, underscored by a keen understanding of capacities and competencies. He also highlighted the functionality of Mission Karmayogi Platform i.e. iGOT which is focussed on increasing the capacities of civil servants and to the government officials at large. The platform is divided into six hubs, offering a diverse array of 580 learning models. Among these, the hybrid Dakshita model features 11 courses, assessed with examinations, while PM Gati Shakti stands as one of the most demanded courses. The inclusion of live sessions for Young Professionals adds further value to the learning experience.

Chief Guests

Keynote Addresses by:

Smt. Roopa Mishra emphasized the significance of peer-to-peer learning and gleaning insights from experiences, highlighting the identification of a peer mentor through the Swachhta Margdarshak initiative, for monitoring capacity building. She elaborated on IIM Indore's endeavour to consolidate diverse city learnings, case studies, and experiences, aiming to facilitate rapid cross-learning. In this context, she urged training partners to actively contribute to module development. Mentioning the lead role of Swachhata Knowledge Partners (SKPs) in guiding training institutions, she drew attention to the Mission Karmayogi platform (iGOT) and NIUA's National Urban Learning Platform (NULP), both established by MoHUA, and encouraged partners to offer their inputs. Given the expansive nature of the sector, she stressed the need for a robust capacity-building strategy and collaboration with potential partners. Requesting training partners to collaborate with cities and states, she urged the creation of action plans and programs using SBM funds, with a strong emphasis on capacity building and behaviour change communication.



Smt. Roopa Mishra, IAS
Joint Secretary, SBM-U, MoHUA

Shri. Praveen Pardeshi started with describing India's capacity building framework, mentioning that training tools and programs are extremely crucial for capacity building. Thus, there is a need for a shift in the type of training and capacity building, behavioural change and technical knowledge that are equally important along with a holistic approach. He also gave a brief about the 8 pillar standard norm that has been developed by CBC, for all training institutions to assess their requirements for a particular training or workshop. Though the need for assessment can be elementary or primary.

He emphasised that upskilling of instruments is required for which the various programs, portals and platforms are put forward by the government, to improve the delivery of the vision of appropriate capacity building program. This will intern change the capacity building architecture of India. A third party evaluation of the training courses is important to shift from the supply-oriented to demand-driven approach. He underscored the significance of adopting a sustainable outlook, advocating for the reduce-reuse-recycle strategy.

He concluded with Mumbai's commendable sustainability initiatives, citing their revenue-generating efforts to sustain local communities; so as to learn from their steps. Furthermore, he highlighted the Mission Karmayogi's iGoT as the innovative cornerstone for capacity building.



Shri. Praveen Pardeshi, IAS,
*Member Administration, Capacity Building
Commission, Government of India*

Session 1: Mainstreaming Capacity Building Initiatives & Innovations in the Programmes



Key Discussion Point:

- ▶ Engagement of Alliances and Think Tanks in the Capacity Building Framework, with a specific emphasis on integrating ideas and innovations into programs.

Dr. Debjani Ghosh, highlighted NIUA's journey on "Capacity Building" mentioning that it plays a pivotal role in capacity building through content provision, toolkit creation, and framework establishment. She mentioned that the organisation keeps in mind the needs of the cities while curating the courses. The core principles underlying their capacity-building framework encompass demand-driven approaches, modularity, experience-based learning, and emphasises on inclusivity and sustainability. A range of 17 research-based projects, spanning action research, demonstrative initiatives, direct engagement, online peer-to-peer learning, larger ecosystems and alliance forums, working towards creating future leaders, contribute to their comprehensive efforts. NIUA's capacity-building journey is marked by significant milestones, including the establishment of the National Urban Learning Platform (NULP).



Dr. Debjani Ghosh
Associate Professor, NIUA

Dr. Mahreen Matto, talked about the “State Normative Framework for Capacity Building Programme” built by NIUA for modules and training developed under the sanitation program, which supports cities, states and the MoHUA. She emphasised that through various modes of capacity building such as Face-to-Face, online, E-course, till date more than 6000 practitioners are been trained pan India on sanitation discourse by NIUA. She talked about the Sanitation Capacity Building Platform (SCBP) which works with 30+ organizations through National Faecal Sludge and Septage Management (NFSSM) Alliance, providing sanitation solutions and various innovative tools for moving cities to ODF++. She emphasized that Capacity Building is not a one-time process but a long-term systematic process thus should be coupled with innovative content and tools along with periodic assessment. She also highlighted how SCBP has been instrumental in developmending E-courses for NULP and iGOT and also innovative pedegogical tools such as ‘Board based Games’ and ‘Mobile Application Game’ on the transformation of urban sanitation situations.



Dr. Mahreen Matto
Team Lead, SCBP, NIUA

Smt. Anubhuti Gupta emphasized on “Leaders in the Climate Change Management Program an initiative” developed under the collaborative efforts of NIUA, Water Resource Institute (WRI) and United Nations Environment Program (UNEP) led by the SMART Cities Mission. With ATI Mysore as the delivery partner, the program centers around two key objectives: achieving Decarbonization and Net Zero by 2030.

She mentioned that urgency underscores the need for actionable steps, with a focus on targeting specific groups such as ULB’s, Smart City SPVs, and DA’s and the challenges these groups face. The program’s module design demands to be cross-sectoral in nature, and emphasize on delivering clear agendas, both for core and elective programs. The program’s structure encompasses residential components and capstone projects, fostering comprehensive learning. Partnerships and alliances are integral, and a strong commitment to on-ground actions is required in the program’s approach.



Smt. Anubhuti Gupta
Lead Coordinator, WRI, India

Shri. Praveen Nagaraja talked about the “Capacity Building Program”, supported by USAID. He emphasized the value of capacity building and shared his experiences in this realm. Notably, the institute has reached over 10,000 individuals through E-learning modules, focusing on empowerment through action rather than just theoretical knowledge. He stressed the importance of targeted and actionable training, highlighting that each training should prompt a call to action. He underlined that empowerment and training are essential beyond mere sensitization efforts, and emphasized the significance of funding. He also touched upon the need for focused training, given that only 32-50% of the participants retain what they’ve learned. He elucidated that capacity building is a two-way exchange of knowledge and advocated for demand-driven distribution. He concluded by highlighting the pivotal role of Capacity Building Institutions in policy-making, and the distinction between pedagogy and andragogy, the art of teaching adults.



Shri. Pravin Nagaraja
Project Director, WASH Institute

Shri. Pravin Bhardwaj gave an insightful overview of the “Swachhata Knowledge Partners (SKPs)” initiative for SBM-U 2.0. He emphasized the distinct features differentiating SBM 2.0 from SBM 1.0. Notably, there’s a shift towards tailored training programs for specific government officials. Moreover, he stressed the importance of establishing an extended support system through potential partnerships and collaborations and also highlighted the need for extended Knowledge management support to/from the States/Urban Local Bodies (ULBs). He also illustrated the necessity for a converging approach in module design by providing case examples, emphasizing that not all aspects can be accommodated within a single framework, thus entailing training beyond traditional classroom settings.



Shri. Pravin Bhardwaj
*Expert -Solid & Liquid Waste
Management, NIUA*

Key takeaways:

- ▶ NIUA facilitates capacity building through content, toolkits, and Learning Management Portals initiatives such as NULP.
- ▶ NIUA collaborates with 30+ organizations for long-term capacity building, for providing sanitation solutions.
- ▶ Leaders in Climate Change Management aim for net-zero by 2030, emphasizing urgent on-ground action.
- ▶ Emphasis on targeted and actionable training, highlighting that each training should prompt a call to action.
- ▶ SBM-U 2.0’s Swachhata Knowledge Partners focus on changes, official training, and extended support for sanitation.

Session 2- Digital Learning Dissemination



Key Discussion Points:

- ▶ Exploring the landscape of E-Learning Platforms.
- ▶ Analysing the spectrum of courses contributing to the Capacity Building Framework.
- ▶ Examining the contributions of diverse organizations to Capacity Building efforts.

Sushri. Sreenandini Banerjee shed light on the role of the National Urban Learning Platform (NULP) as India's largest e-learning platform for urban practitioners, connecting the entire urban ecosystem with a focus on peer-to-peer learning. She shared the journey of NULP, which commenced in March 2020 with a City Preparedness Survey in 19 pioneer cities. Furthermore, NULP 1.0 was launched in June 2020, onboarding 17 pilot cities. Phase 2.0 was introduced in January 2020, which serves as an upgraded version for scalability and platform planning. With a community of over 1 lakh users comprising urban practitioners, NULP is set to transition to NULP 3.0 in August 2023. She mentioned that the platform has been adopted by 449 Urban Local Bodies (ULBs) across 10 states, spanning 15 domains, with a vision to encompass all 4400 ULBs by 2023.

The NULP platform emphasizes its value proposition for practitioners, showcasing attributes such as demand-driven content, a robust community, diverse domains, ease of accessibility, rewards and recognition, and the provision of customized certifications.



Sushri. Sreenandini Banerjee
Program Manager, NULP, NIUA

Shri. Manish Sharma elaborated on the National Urban Digital Mission (NUDM), a nationwide platform designed to support the digitization of urban citizen services. The platform serves as a comprehensive service provider, consolidating numerous services from various fields into a single location. Such integration enables the facilitation of citizen-centric transformation on a scalable level, promoting ecosystem-driven sustainable solutions.

NUDM emphasizes a microservices architecture approach, facilitating seamless integration, swift launches, and rapid development of new processes on a large scale. This framework also establishes interlinkages among all applications and urban service deliveries.

He highlighted reference applications within the national urban platform, UPYOG, which states can adopt and implement within their respective cities. Among the various services offered by UPYOG, it provides an online solution for addressing faecal sludge and septage desludging. This is achieved through an online request management system for booking septic tank emptying requests by city households.



Shri. Manish Sharma
Product Manager UPYOG (Urban Platform for Delivery of Online Governance) NUDM, NIUA

Dr. Brajesh Kr Dubey emphasized on National Programme on Technology Enhanced Learning (NPTEL), a collaborative effort by IITs and IISc, funded by the Ministry of Education (MoE), Government of India. The platform was launched in 2003 which started as a project to take quality education to all corners of the country.

NPTEL provides nationally recognized certification programs and offers internship opportunities to the highest-performing participants. The courses' videos are also accessible on YouTube for free, presenting high-quality content, a diverse course catalogue, interactive learning, and supplementary materials covering sectors such as plastic waste management, electronic waste management, sustainable engineering concepts, basic environmental courses, and more.



Dr. Brajesh Kr Dubey
Chairperson-School of Water Resources, IIT-Kharagpur

Key takeaways:

- ▶ NULP, India's largest urban e-learning platform, offers self-paced programs and custom certification for urban practitioners.
- ▶ NUDM is a national platform digitizing urban services for citizen-centric transformation at scale.
- ▶ NPTEL, backed by IITs and IISc, provides diverse quality courses for free, supported by MoE India.

Session 3: Experience Sharing on Creating and Sustaining Programmes and Setting up of Capacity Building Cells at Institution Level



Shri B.P. Pandey emphasized the importance of conducting Faecal Sludge and Septage Management (FSSM) programs at ATI Nainital. He focused on ATI's approach towards the need to create a pool of expert professionals and resource persons in designated fields by collaborating with sector expert organizations. He highlighted that ensuring active participation from Urban Local Bodies (ULBs) and other departments for training programs is a critical challenge due to the shortage of staff at the city level in Uttarakhand.

He also shared that the ATI Nainital is not only concentrating on traditional presentation-based training but also aims to enhance interactivity by enabling participants to develop plans and strategies for sanitation in their respective ULBs.

Another point he emphasized was the necessity to engage multiple stakeholders, including government agencies, local authorities, community groups, NGOs, and private sector partners, as each stakeholder plays a pivotal role in planning, implementing, and maintaining sanitation initiatives.



Shri B.P. Pandey
Former IAS, Director General, ATI,
Uttarakhand

Shri. A. K. Gupta discussed how institutional collaborations can make capacity building programs more effective. He pointed out that RCUES Lucknow is concentrating on training in various areas such as solid waste management, FSSM, wastewater management, and legacy waste covering the entire process. He emphasized that the training should be practical and hands-on, not just delivered in a classroom or through presentations. Training organizations should also assist and guide ULBS after the training is done. This support should come from collaborating with expert organizations in the sanitation field. He also stressed the importance of aligning recommendations from different national and state-level policies.

He emphasized that effective capacity building means providing education and training to different groups. This includes technical training for engineers and technicians, teaching management skills to administrators, and running awareness programs for the public.



Shri. A.K. Gupta
Additional Director, RCUES, Lucknow

Shri. Ravi Ranjan Guru emphasized the significance of needs-based assessment for Module Development in the context of the Local Self Diploma Course (LSGD). At AIILSG courses have been conducted since 1956, and now offer both Paid Courses and Free Government Courses in sanitation training. These courses cater to over 10,000 students annually, many of whom are now employed across various departments. He pointed out that implementing incentives and system-based programs would be an effective approach for the successful execution of capacity-building programs. Additionally, he highlighted that AIILSG consistently conducts needs-based assessments before creating tailored modules for numerous training programs. The institute also places emphasis on Training of Trainers (ToTs) programs at the city level to train local educators.

Furthermore, he emphasized that capacity building plays a pivotal role in achieving practical outcomes. Efforts in capacity building should encompass aspects such as financial management, resource mobilization, and institutional governance to ensure the sustainability of sanitation projects in the long term.



Shri. Ravi Ranjan Guru
Deputy Director General, AIILSG, New Delhi

Shri. Niladri Chakraborti emphasized that immersive learning through practical experience is essential for comprehending target groups, whether they are government departments, students, or others. Training sessions should be concise and specific to the subject, avoiding an overload of information in a single session. This approach enhances the trainees' learning capacity.

He also stressed the importance of adopting immersive learning techniques that prioritize experiential learning. Facilitating knowledge exchange and networking among various cities and stakeholders can encourage the sharing of best practices and successful experiences in citywide sanitation.



Shri. Niladri Chakraborti
Team Leader-CWIS, IIHS, Bengaluru

Shri. Xerxes Rao shared insights from UMC's involvement in supporting MoHUA's NAMASTE program. He discussed the concept of sanitation and highlighted the alarming statistic that 61% of sanitation workers have lost their lives inside septic tanks. He brought attention to their collaboration with the Government of Odisha on the GARIMA scheme, aimed at preventing any further deaths among sanitation workers. Since its launch in 2020, this initiative has successfully recorded no fatalities. He also highlighted the crucial importance of addressing core sanitation workers periodically through localization and incentivization. Additionally, training is the most important part to upgrade oneself with the trend. Counselling stakeholders plays a pivotal role in the sanitation sector to ensure that sanitation workers are well aware of their rights.

Under the NAMASTE scheme, it is envisaged to enhance the capacity of over one lakh sanitation workers and ULB officials in the first year, drawing lessons from diverse states such as Tamil Nadu, Odisha, and others to inform their approach.



Shri. Xerxes Rao
Head-Urban Planning
Urban Management Centre (UMC),
Ahmedabad

Shri. Aasim M. Mansuri discussed CWAS's innovative approach to enhancing the effectiveness of capacity building programs. He emphasized their experience in conducting different types of training, such as classroom sessions and exposure visits. However, he highlighted that learning through exposure visits had proven to be particularly effective for practical implementation. He shared an example of challenges faced during the COVID-19 pandemic, which hindered the application of lessons learned from successful case studies presented during exposure visits. He emphasized the importance of conducting virtual field visits (E-field visits) to enable trainees to observe and learn from real-time interventions taking place in various locations across the country and abroad which strongly helps in learning during the challenging situation like COVID 19.

He also emphasized the significance of Training of Trainers (ToTs) as a crucial approach to ensure the effectiveness of capacity building initiatives. He also highlighted the importance of need-based training, which ensures that the content is tailored and delivered according to the specific requirements and relevant stakeholders. CWAS also organized Swachhta Mohatsav where all the CBOs, SHGs, Community organizers and other practitioners participated to learn how other cities have worked and created successful case studies in addressing sanitation challenges. Moreover, peer-to-peer leanings between cities would be more effective to ensure cross learning.



Shri. Aasim M. Mansuri
Senior Program Lead
Center for Water and Sanitation
(CWAS),
CEPT University, Ahmedabad

Key takeaways:

- ▶ Conducting FSSM programs and providing expert resources, along with utilizing open portals for training programs, highlighted for further enhancement.
- ▶ Institutional collaborations through engaging with various sector expert organizations enhanced the effectiveness of the capacity building training.
- ▶ Assessing the target audience and immersive learning through experience are crucial.
- ▶ Approaches for the capacity building training should include end to end support i.e. providing support in implementing the learnings on ground post training.
- ▶ Capacity building plays a vital role in upgrading sanitation workers.
- ▶ Need to address core sanitation workers and provide local incentives.
- ▶ Peer-to-peer learning, videos, and e-field visits during the pandemic are valuable tools for capacity building.

Session 4- Transforming Learnings to Practice



Shri. Pulkit Garg discussed the importance of ongoing and sustainable exposure, as well as continuous support for the Faecal Sludge Treatment Plant (FSTP) in Jhansi. The plant has earned recognition as an exemplary treatment facility. He emphasized that continuous support and guidance are the key factors in attaining success.

Furthermore, he highlighted the upcoming developments in Jhansi, including Solid Waste Management and a C&D Plant. These advancements are being facilitated by the support of RCUES Lucknow following their capacity-building efforts.



Shri. Pulkit Garg, IAS
Municipal Commissioner,
Jhansi Jal Nigam

Smt. Sagarika Patnaik emphasized on discussion on inclusive planning, transitioning from a Centralization to Decentralization approach, and the significance of Community Participation within the state of Odisha. She elaborated on Odisha's strategy for addressing sanitation challenges. Their current approach involves building upon insights gained from pilot projects and expanding these initiatives to a state-wide level.

She explained that Self-Help Groups (SHGs) have been trained based on established Standard Operating Procedures (SoPs) to deliver capacity-building training, including exposure visits. The comprehensive training program spans approximately three months. Additionally, she highlighted the roles of around 800 Jal Sathis (water tax collectors) and 7000 Swachhta Sathis/Karmis (working with Urban Local Bodies) within the state.

Furthermore, she detailed the Ama Pokhri mission, which is focused on the ecological and sustainable rejuvenation of water bodies. The state aims to target the revival of 2000 water bodies within a two-year timeframe. She emphasized that the success has been driven by collaborative efforts among ULBs, community engagement, and sector partners.



Smt. Sagarika Patnaik
IRPS, Special Secretary to Government
& Mission Director AMRUT, H&UD
Department, Govt. of Orissa,

Shri. Ravi Pandey highlighted how the capacity-building and exposure visit program played a pivotal role in shaping his current understanding and knowledge of faecal sludge and septage management. He emphasized the critical nature of addressing various challenges related to solid and liquid waste management on the ground, as reaching comprehensive citywide solutions depends on it.

He pointed out that the Government of Uttarakhand has mandated that no Sewage Treatment Plant (STP) can be constructed without co-treatment facility for septage along with sewage in a STP. The capacity-building programs enabled him to create a state-level septage management protocol in 2017, which was subsequently implemented across all 102 Urban Local Bodies (ULBs) by establishing Septage Management Cells at the city level.

Additionally, he talked on the complexity of implementing networked treatment systems like sewerage and Interception and Diversion (I&D) in a hilly state like Uttarakhand. Consequently, he stressed the significance of exploring the potential for implementing Faecal Sludge Treatment Plants (FSTPs) as a viable solution for treating faecal sludge and septage at the city level when no other treatment solutions are feasible to implement.



Shri. Ravi Pandey
Superintending Engineer, UDD, Uttarakhand

Smt. Elisa Patanaik discussed the benefits of capacity-building programs for Faecal Sludge and Septage Management (FSSM) within ULBs, highlighting EY's active involvement since 2016 in the state of Odisha. Initially, Exposure Visits, Behaviour Change Communication, Gender-Based Community and Community Partnership stand as key components of the state-wide capacity-building efforts aimed at various stakeholders. She highlighted that Odisha is leading the way by being the first state to involve Women and Transgender groups in the operation and maintenance of the FSTPs. The Government of Odisha has set its sights on implementing 120 FSTPs by the end of 2023.

Furthermore, she highlighted that it is important to address the softer aspects through collaboration among diverse sector experts. This collaboration aims to develop content on behavioural change communication, inclusivity, promoting hygiene awareness, and empowering communities to take ownership of sanitation facilities.



Smt. Elisa Patanaik
Communication & Inclusion Lead, EY LLP

Dr. Akshay R. Thorvat shared practical examples derived from his experiences during NIUA's capacity building programs he participated. He emphasized the successful launch of certification courses and the development of modules through a collaboration between KIT Kolhapur and SCBP since 2018. These efforts were aimed at addressing challenges in urban and rural sanitation, FSSM, wastewater management, and more. The two-week course included expert talks, group activities, demonstrations, and site exposure visits.

Based on learnings gained from various capacity-building programs, KIT Kolhapur has actively engaged in identifying and implementing cost-effective solutions on the ground. Additional initiatives undertaken involve establishing low-cost treatment facilities for solid waste and incorporating integrated rainwater harvesting at KIT's campus.

Furthermore, KIT Kolhapur has taken a progressive step by introducing and integrating faecal sludge and septage management (FSSM) into the curriculum of the B.Tech honours program. Another ongoing initiative is the development of an E-content Library, which will provide online courses accessible to all post online registration.



Dr. Akshay R. Thorvat
Head, Department of Civil and Environmental
Engineering, KITCE, Maharashtra,

Shri. Anoop K discussed how urbanization is giving rise to sanitation challenges at a critical level. While numerous ULBs have initiated actions, there remains a lack of clarity regarding the appropriate technologies for implementation. He stressed the importance of conducting timely need assessments as the foundation for capacity-building programs.

Effective capacity-building programs for citywide sanitation should encompass three key elements: comprehensiveness, active participation, and customization to suit the unique requirements of each city or urban area.



Shri. Anoop K
Program Officer, Suchitwa Mission,
Wayanad Kerala,

Key takeaways:

- ▶ Stress on importance of sustained exposure for effective program implementation.
- ▶ Successful instances of Jhansi's continuous handholding for FSTP, exemplifying it as a remarkable treatment plant, are highlighted.
- ▶ Requirement of inclusive planning, shifting from centralization to decentralization, and community involvement.
- ▶ Capacity building acknowledged as a crucial tool for on-ground actions.
- ▶ Need for affordable solutions for water, wastewater treatment and solid waste management, underlining tailored capacity building programs with assessments.

Reflection Session and Way Forward



Shri. Rahul Kapoor gave an overview of the whole workshop on how waste management, sanitation, water management has to be done effectively at the National level, state level or city level. He stressed on the factor that Capacity Building should be seen from an Ecosystem Approach and the Institutional Strengthening Framework has to be taken forward. He discussed how the Mission Karmayogi evolved from the National Training Policy of 2012, and the Capacity Building Commission (CBC) was set up trying to move from rule based to role based capacity building. There is an urgent need for Sectoral Expertise and Training Need Analysis to be done department wise, and also, there should be convergence between the Programs and the Missions.



Shri. Rahul Kapoor
Joint Secretary, NULM, MoHUA

Shri. Hitesh Vaidya, Director, NIUA, talked about the need for knowledge collaborations with different stakeholders at various stages. Capacity Grids should be focused with Integrating technologies. Collaborations and Networking along with assessment needs is required. Recognition of Incentive Programs is important. Relationship between delivering institutes is must in Decision making. He emphasized that Emotional Intelligence and Behavioural Change need to be prioritized. Need, Demand, Supply and empowerment should be aligned and integrated.



Shri. Hitesh Vaidya
Director, NIUA

Master Class: Advanced training - Factors that influence WASH behaviour

Moderator - Shri Lalit Mohan Sharma

In this master class, crucial factors influencing Water, Sanitation, and Hygiene (WASH) behaviour were explored. WASH behaviour refers to the actions, practices, and habits individuals and communities adopt regarding water use, sanitation, and hygiene. Understanding these factors is essential for promoting positive behavioural changes that lead to improved WASH practices and, consequently, better public health and well-being. Throughout this session, key topics, including: Social & Cultural Influences, Knowledge & Awareness, Access to Resources, Community Engagement, Psychological & Behavioural Insights, Role of technology and Policy & Governance; were covered. There were Games and Group Discussion on Identifying the Behavioural Change in the Community. Across this master class, real-world case studies and best practices from different regions were showcased to illustrate the successful implementation of WASH behaviour change initiatives.





ABOUT NIUA

The National Institute of Urban Affairs (NIUA) is India's leading national think tank for urban planning and development. It generates and disseminates cutting-edge research, providing innovative solutions for the challenges of rapid urbanization in India. Established in 1976 under the Ministry of Housing and Urban Affairs (MoHUA), NIUA collaborates with the government and civil sectors to address urban policy and planning gaps. With a diverse team of experts, NIUA offers interdisciplinary expertise and technical assistance for city and state-level projects, aiming to enrich and expand urban knowledge bases. Aligned with the UN Sustainable Development Goals, NIUA plays a vital role in bolstering India's urban narrative globally and promoting inclusive and sustainable cities.



National Institute of Urban Affairs

National Institute of Urban Affairs

1st Floor, Core 4B, India Habitat Centre, Lodhi Road, New Delhi - 110003, INDIA

Phone: 011-24634971, 24643576 • niua.in • scbp.niua.org

For project information contact: [Dr. Mahreen Matto \(Team Lead, SCBP\) - mahreen@niua.org](mailto:mahreen@niua.org)