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

**VERSION 2.0
DEC. 2020**

DIGITAL FSSM CAPACITY DEVELOPMENT STRATEGY & PLAN

(for discussion and endorsement by TMRC) V 2.0

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

Level 3 - Advanced Training
- Planning for FSSM
- Designing of FS Treatment Systems
- Designing of Cotreatment Systems
- Financing and Contracting Options for FSSM

Modules	Target Audience	Format	Host Platform
Level 1: Basics of FSSM			
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
	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 WASHi through LMS Other sector partners through their LMS
Level 2: Specialised Training and Exposure Visit			
Two modules are available under this level. States can choose the training content based on their context & priorities: I - Training and Exposure visit on **Technology and Financing Options** for FSSM II - Training and Exposure visit on **Integrated Waste Water and Septage Management (IWWSM)**	ULB Officials Mid-Level State Officials Consultants working with ULBs/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
	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 WASHi through LMS
		Gamification	Google Play/iOS App Store Web-based through NULP/iGOT

Modules	Target Audience	Format	Host Platform
Level 3: Advanced Training			
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
		Short self-learning course/e-course	NULP and iGOT – by NIUA
	Mid-Level State Officials Faculties from Training Institutes Consultants working with TSU/PMU/Sector Partners	Longer duration teaching 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
		Longer duration self-learning course/e-course*	NULP and iGOT – by NIUA
Technology Design Module: Two 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**	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
		Short self-learning course/e-course	NULP and iGOT – by NIUA
	Mid-Level State Engineers Faculties from Training Institutes Consultants working with TSU/PMU/ Sector Partners	Longer duration teaching 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 WASHi through LMS
		Long duration self-learning course/e-course*	NULP and iGOT – by NIUA
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
		Short self-learning course/e-course	NULP and iGOT – by NIUA
	Mid-Level and Senior State Officials Faculties from Training Institutes Consultants working with TSU/PMU/Sector Partners	Longer duration teaching 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
		Long duration self-learning course/e-course*	NULP and iGOT – by NIUA
* 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.			

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BACKGROUND NOTE

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

- **Lecture Series:** FSSM Orientation Training for National Nodal Training Institutes, May 2020.
  - ✓ 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.

National Nodal Training Institutes currently do not have capacity to deliver longer courses, and will need support from Alliance members/NIUA.

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.

3

THREE PHASE DIGITAL PLUS FSSM CAPACITY DEVELOPMENT PLAN

(with National Nodal training institutes)

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:

S. No	Group of States	Tentative case studies
1	NE States, Uttarakhand, J&K, Himanchal	Case of Double booster pump for emptying- Video FSTP- Leh/Rudrapur – Slides and video
2	Uttar Pradesh, Bihar	Co treatment – Trichy/Puri – Siides and video FSTP – Unnao/Jhansi – Slides and video
3	Madhya Pradesh, Odisha, Chandigarh	Co treatment – Trichy- Slides Cluster approach – Tamilnadu – Video DRE – UP/Odisha- Slides
4	Chhattisgarh, Jharkhand	DRE – UP/Odisha – Slides FSTP – Bhubaneshwar- Slides and video

Three Level/Phase Modules Structure

Level/ Phase	Topic	Duration	Content	Mode	No of trainings	No of participants per training
1	**Introduction to Integrated Waste Water and Septage Management**	2 hrs	**Module 1-Approches for Waste Water Management:** Centralized Wastewater Management, Decentralized Wastewater Management, Other Aspects of Liquid Waste Management, Planning of Sanitation Systems Sani tab tool	40 min presentation 10 min video 10 min discussion	8-10 @ 2 per group of states	
			Module 2-Approches for Faecal Sludge and Septage Management: Introduction to Faecal Sludge and Septage treatment solutions – approaches and case studies Stakeholder mapping	40 min presentation 10 min video on case study 10 mins discussion		
2	**Planning for Faecal Sludge and Septage Management (FSSM)**	2 hrs	**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	20 min presentation 10 mins Group Discussion 10 mins exercise 10 mins video 10 mins open discussion	2-3	30-40 Mutually selected by RCUES and NIUA from the first training
			Module 2-Technology options for containment, conveyance and treatment. Technology selection criteria. Exercise – capex and opex calculation, user fee calculation	20 min presentation 10 min video on case study 10 mins exercise 20 mins discussion		
3	**FSSM technology and financing exposure visit**	1.5 days	Odisha scale up plan FSTP at Bhubaneswar Co-treatment at Puri SHG Involvement in O&M	One day site visit	1	25-30 Mutually selected by RCUES and NIUA from the second training
			Interaction with key state official and Preparation of Action Plan for respective Cities	Half day discussion and group exercise		

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.

4

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 atleast(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.

Training Modules	Executive Officers/ Commissioners of Small Towns	Mid-Level and Senior Engineers	Elected Representatives/ Chairpersons/ Mayors and Ward Counsellors	Junior Technical and Administrative Staff/ Sanitary Inspectors	Commissioners/ Senior Officials/ Senior Engineers	Faculties from Nodal Training Institutes	Consultants working with government as part of TSU/ PMU/ PDMC	Pollution Control Board	Town Planners
1A — Orientation Training	One day orientation for mixed group of audience								One day orientation on linkages between urbanisation and sanitation; Linkages between planning tools/ documents; Rules and regulations of the two interconnected sector-land use planning and sanitation
1B — Orientation Training	One day orientation		Half day training on **Role of Elected Representatives** and 74th Amendment	Sensitisation/ consultation: Need to develop videos, posters, handouts on case studies	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			Half day consultation/ workshop on regulatory and statutory aspects of FSSM and FSTP management	
2 — Specialised Training and Exposure Visit	Three day training and exposure visits on **Technology and Financing Options for FSSM**; Three day training and exposure visits on **IWWSM**		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	One day exposure visit to state-level good practice on solid and liquid waste management	Two day peer learning/ twining program exposure visit to FSTP and interaction with senior state/ ULB officials	Three day ToT on **Technology and Financing Options for FSSM**; Three day ToT on **IWWSM**		Two day training and exposure visit on regulatory and statutory aspects of FSSM and FSTP management	Three day training and exposure visit on **IWWSM**
3 — Advanced Training		Four day advanced training on **Designing of FS Treatment Systems**; Two day advanced training on **Planning and Designing of Cotreatment Solutions**			International exposure visit; International exposure visit	Three day ToT on **Planning for FSSM**; Four day ToT on **Designing of FS Treatment Systems**; Two day ToT on **Planning and Designing of Cotreatment Solutions**; Two day ToT on **Financing and Contracting Options for FSSM**		International exposure visit for senior officials; International exposure visit for senior officials	

Legend: Final | Draft | Pilot testing complete, TMRC review pending

Annexure II - Target Audience-Wise Digital Delivery Mechanism

Target Audience / Training Modules		Executive Officers Commissioners of Small Towns	Mid Level and Senior Engineers	Elected Representatives Chairpersons/ Mayors and Ward Counsellors	Junior Technical and Administrative Staff Sanitary Inspectors, etc.	Commissioners, Senior Officials, Senior Engineers	Faculties from Nodal Training Institutes	Consultants working with Govt as part of TSU/ PMU/ PDMC etc	Pollution Control Board	Town planners
1-A	Orientation Training	Training series-2 trainings, 2hrs each Self learning course on NULP/ iGOT							Self learning course on NULP/ iGOT	
1-B	Orientation Training	Training series-2 trainings, 2hrs each Short self learning course/e-course on NULP/ iGOT	Training series-2 trainings, 2hrs each Short self learning course/e-course on NULP/ iGOT	Training series-2 trainings, 2hrs each AV Content on NULP & iGOT	Training series_2 trainings, 2hrs each					
2	Specialised Training and Exposure Visit -IWWSM FSSM	Separate trainings fo for IWWSM and FSSM Three Phased Training 3 trainings, 2hrs each + 1.5 days expsoure visit (optional) Short self learning course/e-course on NULP/ iGOT App based Games				Long self learning course/e-course on NULP/ iGOT- on IWWSM and FSSM App based Games	Separate trainings for IWWSM and FSSM- Three Phased Training 3 trainings, 2hrs each + 1.5 days expsoure visit (optional) Long self learning course/ e-course on NULP/ iGOT App based Games for IWWSM	Separate trainings for IWWSM and FSSM Three Phased Training 3 trainings, 2hrs each + 1.5 days exspoure visit (optional) Long self learning course/ e-course on NULP/ iGOT App based Games for IWWSM		Three Phased Training on IWWSM 3 trainings, 2hrs each + 1.5 days expsoure visit (optional) Long self learning course/e-course on NULP/ iGOT App based Games
3	Advanced Training- Planning FSTP Co-treatment Finance		Training Series on design of treatment systems and co-treatment 3 trainings, 2hrs each Short self learning course/e-course on NULP/ iGOT			Training Series- 3 trainings, 2hrs each Long self learning course/e-course on NULP/ iGOT		Longer duration training (8 to 10 days, 90 mins per day) Long self learning course/ e-course on NULP/ iGOT		

Annexure III: Digital CB approaches and learnings under SCBP

	Format	Based on Module	Content	Impact assessment	Target Audience	What Worked	What needs improvement	Did it work for the targeted govt stakeholders	What would make it work
Lecture Series	Teaching training 2 to 3 sessions 90 to 120 mins each	2B-IWWSM	Teaching training, PPT with explanation, case study video, discussions	Live Poll Feedback through google form	Faculties from training institutes	Platforms- MS Team, Menti, Google Form Delivery format- short and precise presentation, case study video, discussion Duration & Timing- 90 mins, in the afternoon, more women participants Feedback through Live Poll	Attendance across all three lectures Content was too basic, interested in more of advanced sessions Feedback through Google Form-around 50 % filled up	Yes for mid-level officials, Not for senior officials	More advanced trainings with hands on exercises
Training Series	Teaching training 2 to 3 sessions 90 to 120 mins each	1A-Orientation SI- Covid-19 Hand Book	Teaching training, PPT with explanation, case study video, discussions	Daily attendance Feedback/ Impact assessment done by nodal agency	ULB officials Sanitary Inspectors	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	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	Yes, Impact assessment was difficult	Nomination by state agency Anchoring of training by state agency Impact assessment by State Agency

Format	Based on Module	Content	Impact assessment	Target Audience	What Worked	What needs improvement	Did it work for the targeted govt stakeholders	What would make it work
Advanced Trainings Longer duration training (8 to 10 days, 90 mins per day)	2B-IWWSM 3C-technology design module	Teaching 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 Daly 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

Format	Based on Module	Content	Impact assessment	Target Audience	What Worked	What needs improvement	Did it work for the targeted govt stakeholders	What would make it work
Level 1 two modules, 90 to 120 minutes	2B-IWWSM	Live training, PPT with explanation, case study video, discussions	Daily attendance Live Poll Feedback/ Impact assessment done by nodal agency	ULB officials and junior and Mid-Level state officials				
Level 2 two modules, 90 to 120 minutes		Live training, PPT with explanation, case study video, discussions	Daily attendance Quiz Exercise Live Poll Feedback/ Impact assessment done by nodal agency	Selected Participants from Level 1				
	2A- Tech & Financing for FSSM							
Level 3- 1.5 days visit		Visit to FSTP, interaction with state officials and other stakeholders, Action Plan for own city	Exercise- Action Plan Feedback	Selected Participants from Level 2				

Three Phased blended training – 80% online & 20% class room