Regional Centre For Urban & Environmental Studies (RCUES, Lucknow) (ESTABLISHED BY MINISTRY OF HOUSING & URBAN AFFAIR, GOVERNMENT OF INDIA) 

A.K. Gupta, 
Additional Director, 
RCUES, Lucknow
**DETAILS OF CAPACITY BUILDING - FACE-TO-FACE & ONLINE**

<table>
<thead>
<tr>
<th>S.N</th>
<th>Programmes Conducted</th>
<th>States covered</th>
<th>Participants Trained</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Face to Face Training Programmes</strong></td>
<td></td>
<td></td>
<td>FY 2018-19</td>
</tr>
<tr>
<td>1</td>
<td>Training under AMRUT</td>
<td>Six states covered- Uttar Pradesh, Jharkhand, Chandigarh , Bihar, Haryana, Odisha</td>
<td>2036</td>
</tr>
<tr>
<td>2</td>
<td>Training under FSSM</td>
<td>Uttar Pradesh, Uttarkhand, Bihar, Jharkhand, Chhattisgarh &amp; Madhya Pradesh</td>
<td>199</td>
</tr>
<tr>
<td></td>
<td>Training under SBM</td>
<td>Uttar Pradesh</td>
<td>2093</td>
</tr>
<tr>
<td>3</td>
<td>Training under State Level Program</td>
<td>Uttar Pradesh, Bihar, Odisha, Jharkhand, Madhya Pradesh, Uttrakhand, Chhattisgarh, Manipur, Arunachal Pradesh, Mizoram, Sikkim.</td>
<td>1564</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td><strong>5892</strong></td>
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</tbody>
</table>

| | **Online Training Programme (Started from 4th May 2020)** | States Covered | No. of Prog | Participants |
| | | | | |
| 1 | COVID-19 Safe Sanitation Practises in Cities | Uttar Pradesh | 2 | 155 |
| 2 | Sepatge & Liquid Waste Management | Uttar Pradesh | 1 | 107 |
| 3 | Solid Waste Management in Context of COVID--19 | Uttar Pradesh | 2 | 137 |
| 4 | Urban Transport Planning for inclusive development | Uttar Pradesh | 1 | 96 |
| 5 | Urban Governance & Poverty Alleviation with special reference to COVID-19 | Uttar Pradesh | 1 | 49 |
| 6 | Uttar Pradesh Smart Cities Response to COVID-19 | Uttar Pradesh | 1 | 22 |
| **Total** | | | **8** | **566** |
### LESSONS OF FACE TO FACE AND ONLINE TRAININGS

<table>
<thead>
<tr>
<th>Face-to Face Training Programmes</th>
<th>Online Training Programmers</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Face to face training cannot be replaced by online training</td>
<td>• No. of Participants is high</td>
</tr>
<tr>
<td>• More scope for discussion and peer learning</td>
<td>• Less time consuming</td>
</tr>
<tr>
<td>• More practical learning through site visits</td>
<td>• No burden of TA, DA &amp; Logistic Arrangements</td>
</tr>
<tr>
<td>• Less No. of participation per training compared to online training programs.</td>
<td>• Partial learning not possible through site visits</td>
</tr>
<tr>
<td>• Time consuming in terms of travel and stay</td>
<td>• Less scope of Discussion and Peer Learning</td>
</tr>
<tr>
<td>• ULBs have to bear the burden TA &amp; DA</td>
<td>• Issue of Internet connectivity</td>
</tr>
<tr>
<td>• Managing logistics and other arrangements</td>
<td>• More efforts for awareing the participants about use of online software for training</td>
</tr>
<tr>
<td></td>
<td>• Need for dedicated infrastructure for online training</td>
</tr>
<tr>
<td></td>
<td>• Revenue support required for online trainings</td>
</tr>
<tr>
<td>Support from MoHUA, GOI</td>
<td>Support from NIUA</td>
</tr>
<tr>
<td>------------------------</td>
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</tr>
<tr>
<td>• Deciding the cost for online training programmes</td>
<td>• Knowledge sharing &amp; TOT support</td>
</tr>
<tr>
<td>• One time financial support for Setting Up Online Training Infrastructure</td>
<td>• Training material support on Project Planning Technology and O&amp;M of sanitation infrastructure</td>
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<tr>
<td>• Approval for starting certified E-Course</td>
<td>• IEC material support</td>
</tr>
<tr>
<td>• Fixation of cost for advisory and consultancy services</td>
<td>• NIUA should involve RCUES in any activities undertaken in its jurisdiction states</td>
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<tr>
<td>• Support for Research and Development in Urban management.</td>
<td>• Data sharing support</td>
</tr>
<tr>
<td>• Revenue support in terms of Grant-in-aid to RCUES</td>
<td>• Support for organizing exposure visits post COVID</td>
</tr>
<tr>
<td>• Scheme based support for generating revenue from capacity building &amp; research activities to become self sustainable in coming years</td>
<td></td>
</tr>
<tr>
<td>• Support for exposure visits of faculty for scaling up training capacity</td>
<td></td>
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</table>
THANK YOU...!!
UPSCALING URBAN SANITATION
CBTP IN POST COVID TIME

Dr. B.S. Bisht
National Centre for Good Governance
(Administrative Reforms & Public Grievances)
Government of India
Cozy Nook Complex, Charleville Road, Mussoorie,
(Uttarakhand, India)
BACKGROUND

- **NCGG** is an institute of Government of India under the aegis of Department of Administrative Reforms and Public Grievances, Ministry of Personnel, Public Grievances and Pensions.

- The Head Office of NCGG is at **New Delhi** and Branch Office at LBSNAA Campus, **Mussoorie**.

- NCGG is governed by a **Governing Body**, under the Chairmanship of the **Cabinet Secretary**, Government of India.

- NCGG has a **Management Committee** with **Secretary**, Department of Administrative Reforms and Public Grievances, Government of India as the **Chairperson**.
CBTP Undertaken by the Institute

Domestic:

- Training programs for all the States of Country on Public Policy and Governance.
- Collectors, ADMs, CEOs, other district officials and elected representatives on Swachh Bharat Mission under NKRC (DDWS, GoI)
- Management Development Programmes for State level Officials, Judiciary, PSU, Lok Sabha and Rajya Sabha Secretariat etc.

International:

- Mid Carrier Training Programmes for Civil Servants of Bangladesh, Myanmar, Maldives and East African countries under the ITEC Programmes Sponsored by Ministry of External Affairs (MEA)
Scaling Up Capacity Building in Urban Sanitation

- **Combination** of Online, E Courses and Face to Face Trainings required
- **Exposure Visits and Public Appreciation** of Urban Sanitation Best Practices at National Level: Incentive for Urban Local Bodies
- **National Level Capacity Building** *(Plan for 2-3 year)* for Urban Sanitation required
- **NCGG can support**
  - National Workshops, as advocacy events
  - Regional workshops. NCGG has MoUs with several state governments. Workshops can be held in North East and Central India.
  - Integrating FSSM in the course work for State Officials and International Participants
Support for Scaling up Capacity Building

- Support for strengthening NCGG to deliver Urban Sanitation Capacity Building: Funding for organizing courses beyond what is sanctioned
- Technical Support for Module Development on Urban Governance to Integrate in National and International Training programs;
- Pool of External Resource Person/Guest Faculty for National and International Training programs
Thanks
Re-orienting Capacity Building Efforts -
during and post COVID-19

All India Institute of Local Self Government, Mumbai
25th May 2020
Key objective is to support the Government

- More than 30 Centres across India
- More than 1.5 million stakeholders trained on urban governance and service delivery
- Anchors RCUES, established by the MoHUA, GoI and other specialised training centres.
- Empanelled under various mission for providing capacity building and technical support to State and local govt.

Key Areas of Capacity Building in Sanitation–
- RCUES - established by the now MoHUA, for capacity building of ULBs in six States and 3 UTs
- ICBP – for more than 12 States
- Service Level Benchmarking – 3 States
- Swachh Bharat Mission, AMRUT and other missions
- Skill Development under NULM - 4 States
- Demand based- Urban and Rural

- SI and Local Govt. Courses continued virtually, except practical
- Online trainings on preparedness during COVID times – PH, WASH, BMW
- Online training under NULM- response to COVID-19

Diploma and degree courses for SIs, Local Government Officials (1 to 2 years)
Trainings to newly appointed COs (2 to 3 months)
Trainings for elected representatives
Training and Capacity Building of ULBs

Focus on learning ... than just teaching!

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<thead>
<tr>
<th></th>
<th>Pre-training assessment</th>
<th>Post-training assessment</th>
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<tr>
<td>Ice Breaker</td>
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<tr>
<td>Knowledge sharing</td>
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<tr>
<td>Energizers</td>
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<tr>
<td>ULBs- exp. sharing</td>
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<tr>
<td>Witness the change - exposure</td>
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<tr>
<td>Group Exercise</td>
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**Focus on learning ... than just teaching!**

**Pre-training assessment**

- **Ice Breaker**
- **Knowledge sharing**
- **Energizers**
- **ULBs-exp. sharing**
- **Witness the change-exposure**
- **Group Exercise**

**Post-training assessment**

**Should be outcome based and not just a ‘to do’ for ULBs**

**Challenges vary as per the target groups**

**What kind of innovations are possible - what type of modules?**

**Virtual, for how long?**

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<tr>
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<th>Face to Face</th>
<th>Virtual</th>
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<td>Logistical convenience</td>
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<td>Cost-effectiveness</td>
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<tr>
<td>Technological convenience</td>
<td></td>
<td></td>
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<tr>
<td>Exposure/ field experience</td>
<td></td>
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<tr>
<td>Joint learning/ interactions</td>
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<td>Assessing attention of participants</td>
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<td>Time limitations for sessions</td>
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<tr>
<td>Expected impact/ effectiveness</td>
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</tbody>
</table>
Only virtual trainings may be a short-term solution

Programme innovations and guidelines from the Ministry would be helpful - Re-orientation of capacity building programmes like ICBP

Innovations in training modules, to ensure interest and attention - Knowledge tests, certifications

Creating enabling atmosphere for integrated approach would be necessary - F to F training/exposure visits with required guidelines and protocols

Pre and post-training mandates to ULBs by the Government

Training activities to be part of overall programme, linked to need assessment and post training actions - Central/State Government’s strategy for incorporating outcome based training component in the programmes

Different modes of capacity building than just the “training sessions” - research, advisory support, handholding support - support to training entities in taking up such tasks
Thank you
All India Institute of Local Self Government, Mumbai

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utkarshakavadi@yahoo.com

http://www.aiilsg.org/rcues/
https://twitter.com/RCUESMumbai
Upscaling Urban Sanitation Capacity
Building in Post Covid Time

Mona Iyer, PhD
Acting Dean, Faculty of Planning, CEPT University
CEPT

1500 students
100 full time faculty members
300 visiting faculty members/professionals from industry

Faculty of architecture
1962
design for private realm

Faculty of planning
1972
planning/policy making for public realm

Faculty of technology
1982
building habitats and infrastructure

Faculty of design
1991
interiors, crafts, products, systems

Faculty of management
2014
managing habitats & operations
Capacity Building work undertaken

36 Master in Urban Infrastructure (WASH)

555 Online and face to face certificate and diplomas for professionals through regional partners JNAFAU, AIILSG (Mumbai)

C-WAS

Worked at city levels – From planning to implementation support

- Performance improvement plans (PIP)
- City Sanitation Plans (CSP)
- Open Defecation Free Plans (ODF)
- Fecal Sludge Management Plans (FSM)

Supporting Statewide Program - Maharashtra

- Monitoring SBM
- ODF framework
- State level guidelines for ODF, IFSM
- Capacity building programmes
- Documentation support

Onsite sanitation

- Fecal Sludge Management guidelines
- SanBenchmarks
- Capacity building of cities and local contractors
- Treatment technologies

Sanitation Planning tools

- PSP in IFSM

Sanitation Finance

- City Sanitation Fund
- Sanitation Credit
- Crowdfunding
Recommendations for Scaling up and support required

**Scaling up:**
Specialized online and face to face modules that can build up to certificate, diploma, degree

Awareness about future prospects of such specialised training

Professional bodies and platforms to showcase student/trainee work for inputs from practice

**Support required:**
Developing platform for internship, exchange and early career grooming of young professionals

Co-creation of knowledge through practically relevant Funded and Directed Research Projects on WASH by students, faculty and centres

Merit based scholarships to incentivise candidates towards specialised courses

Platforms for interdisciplinary learning and knowledge exchange in the field of Sanitation- Summer schools, Sand-pits, competitions
The right balance: Online, face to face, on-field on drawing boards

Thank you

Mona Iyer, PhD
Acting Dean, Faculty of Planning,
CEPT University
monaiyer@cept.ac.in
UPSCALING CAPACITIES FOR URBAN SANITATION

Xavier School of Human Settlements
Xavier University Bhubaneswar

Kajri Misra
Professor & Dean, XAHS
Our Perspective on Capacity Building

Our unique strengths -

• Variety of schools of relevant fields – Management, Planning, Engineering, Sustainability, Communication etc

• Multi-disciplinary faculty expertise - and large faculty body

• University certification
<table>
<thead>
<tr>
<th>What we do...</th>
<th>Prepare young professionals for the domain</th>
</tr>
</thead>
<tbody>
<tr>
<td>(A)</td>
<td></td>
</tr>
<tr>
<td>Develop <strong>system</strong> capacities</td>
<td></td>
</tr>
<tr>
<td>Develop <strong>knowledge</strong></td>
<td>Prepare young professionals for the domain</td>
</tr>
<tr>
<td></td>
<td>• MBA-Urban Management and Governance: Specialization in Water and Waste Management</td>
</tr>
<tr>
<td></td>
<td>• MURP: Specialization in Water and Sanitation Planning</td>
</tr>
<tr>
<td>Explore <strong>Innovations</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Explore policy, planning and management systems and processes for performance improvements</td>
</tr>
</tbody>
</table>
What we do...

(B) Build personnel capabilities

1. Short-Term courses for officers, professionals and social entrepreneurs

   • NOW GOING HYBRID
   • 3-month Certificate Course on Infrastructure Planning and Management (Water & Waste)
   • 3-week course on FSSM - Faecal Sludge and Septage Management
   • Immersion courses for professional-students – engineering, management, others

2. Short-term courses for college faculty, trainers
What our experience shows ...

- Careful program design imperative
- **Post-covid**...Hybrid designs are optimal
- Fully residential designs lead to better learning ... hence hybrid instead of fully online
- Push needed from Ministry/ Departments
  - Nominations
  - Financial support: good programs are costly
- 3-tier programs (in one vertical) most effective
- National/ cross-state mixed groups most effective – peer learning essential
- Certification counts!!
Support required

- Empanelment for regular CB programs of Ministry/ Departments/ NIUA, etc.
- Support to participants: fellowships
- Support for research and documentation
- Support for learning materials development
- Partnerships with for specialized expertise
- Learning network to share data, publications, cases, documentation