



Capacity Strengthening Approaches for WASH: Case of Maharashtra

March 2024

CWAS CENTER FOR WATER AND SANITATION

CRDF CEPT RESEARCH AND DEVELOPMENT FOUNDATION

CEPT UNIVERSITY



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- 6** Collaborations with sector experts by State for capacity strengthening

Executive Summary

Strengthening capacity development is crucial for effective governance and enhancing public service delivery. State government of Maharashtra has taken crucial proactive steps to ensure that the local governments are equipped to implement priority missions and programs. One such mission is the Swachh Maharashtra Mission (SBM) which was launched in the year 2014 for statewide implementation of urban sanitation.

To effectively implement SBM the state government has adopted a holistic approach of engaging academic institutions, private sector organizations, community groups to build and strengthen capacities of local government staff. CWAS as part of the technical support unit(TSU) has actively supported capacity building initiatives at all levels (State, division, district and city).

This document is a collation of efforts and approaches adopted by the State government of Maharashtra with support from CWAS for capacity strengthening. Various contextual, practical and innovative approaches have been used to effective build capacity of local governments.





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Collaborations with sector experts by State for capacity strengthening

Maharashtra - high urban population and strong local governments



46%
of Maharashtra is Urban
(60 million population)

12%
Share of India's urban
population



417
Urban local bodies

60 Million
Population

24% in slums



**Financial
Center**
Of India

14%
Of India's GDP

14 cities
Million+ population-
Highest in all states

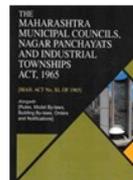
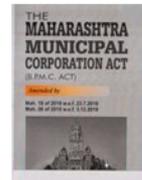
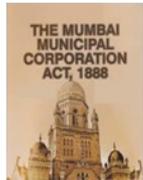
27
M. Corps. (300k+
population)

229
M.Councils (25k-300k
population)

128
Nagar Panchayat (10k-
25k population)

**Strong Local
Governments**
Through effective devolution

Average per-capita own revenue in Municipalities-
3X of India average



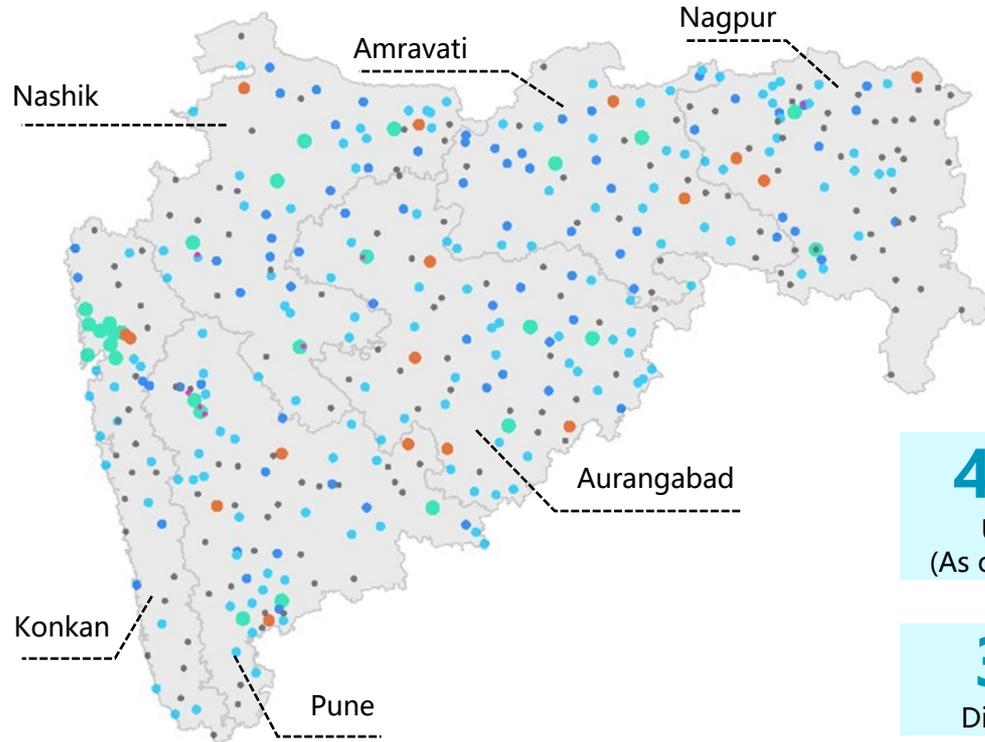
Empowering Women

50%
reservation in local government elected positions

30%
reservation in local government executive wing



Snapshot of urban local bodies in Maharashtra



417
ULBs
(As on 2022)

36
Districts

2020

2021

2022

252
ULBs

393
ULBs

414
ULBs

417
ULBs

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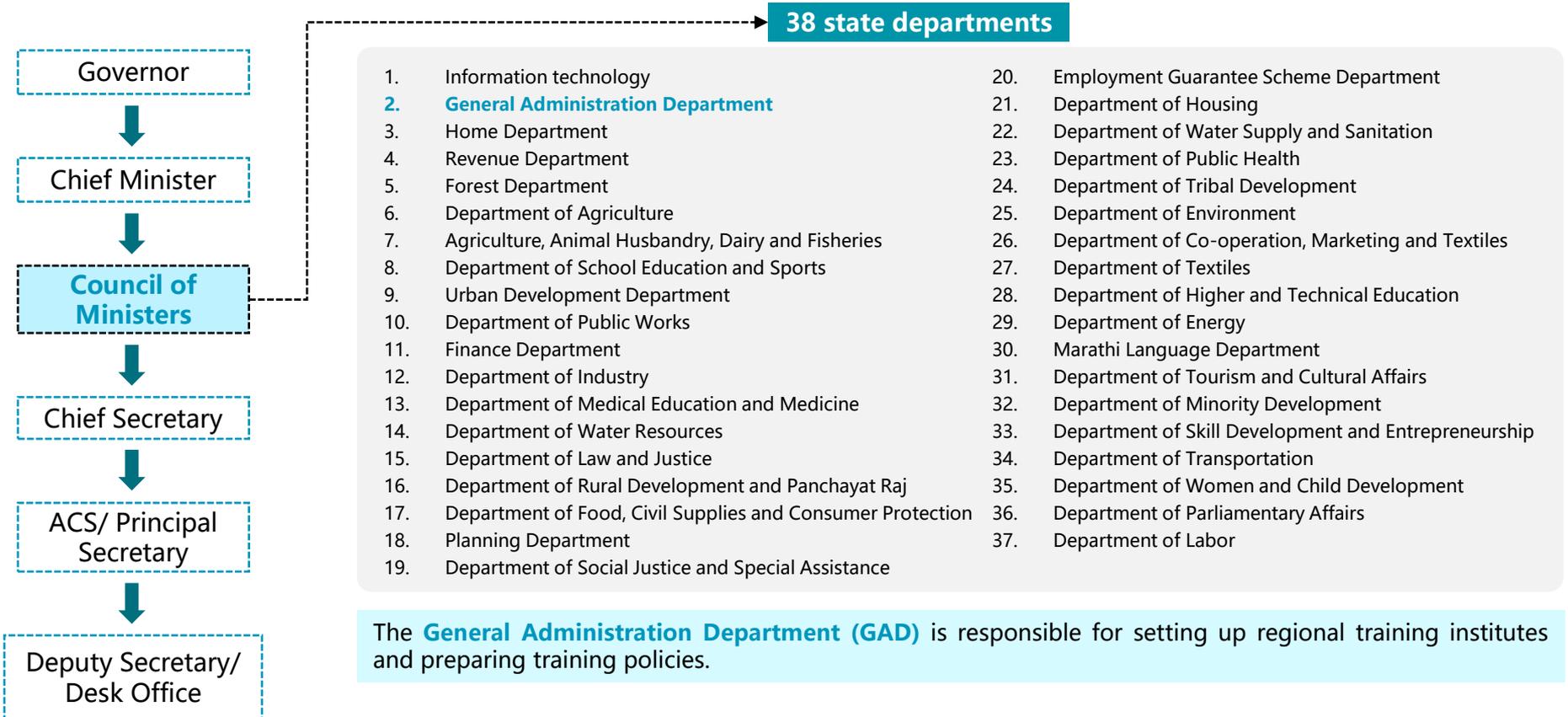
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Legend in map	ULBs (2022)	No. of ULBs
	State	417
●	M. Corporations	27
●	A Class M. Councils	17
●	B Class M. Councils	74
●	C Class M. Councils	141
●	Nagar Panchayats	148
●	Cantonment boards	7

Key details	2001	2011
Area (million sq. km)	0.31	0.38 (9.8% of India)
Population (million)	96.86	112.27
% of urban to total state pop	42.43	45.23
Spread	6 Divisions 35 Districts 248 ULBs	6 Divisions 35 Districts 252 ULBs

Maharashtra state is governed through 38 state departments



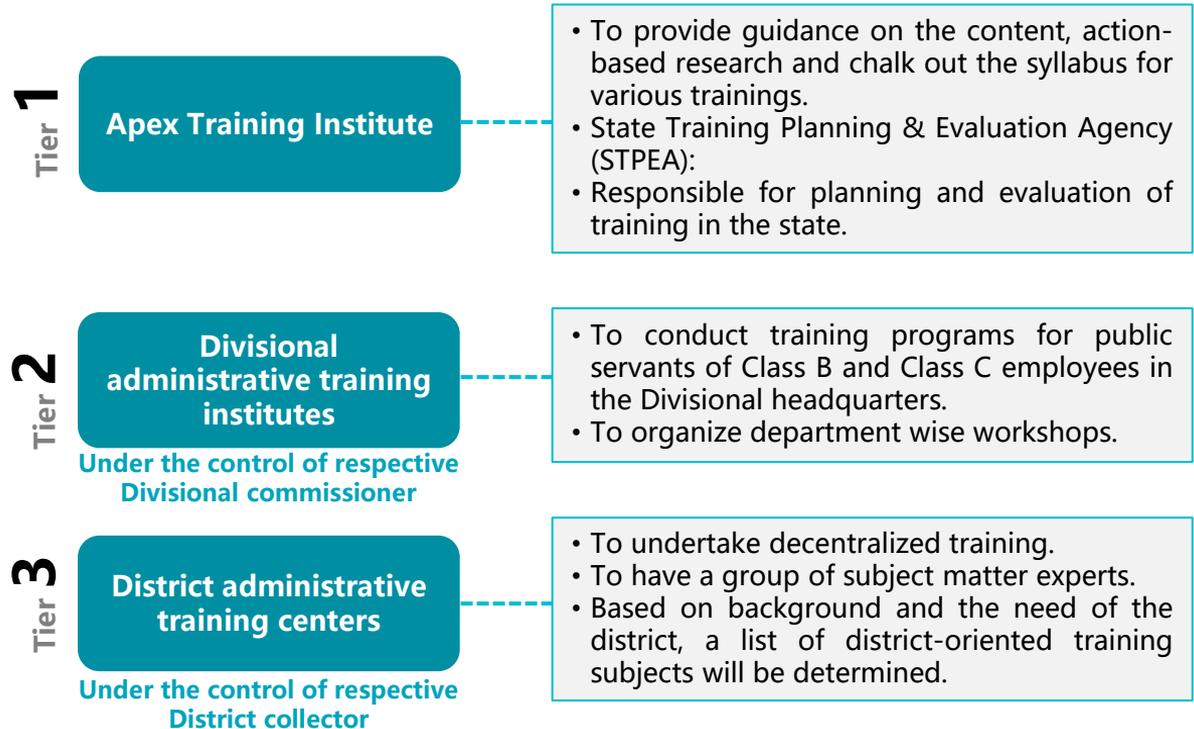
State training policy of Maharashtra is based on a 3-tier system

Issued in 2011 by **General Administration Department (GAD)**, Government of Maharashtra

Key aspects covered:

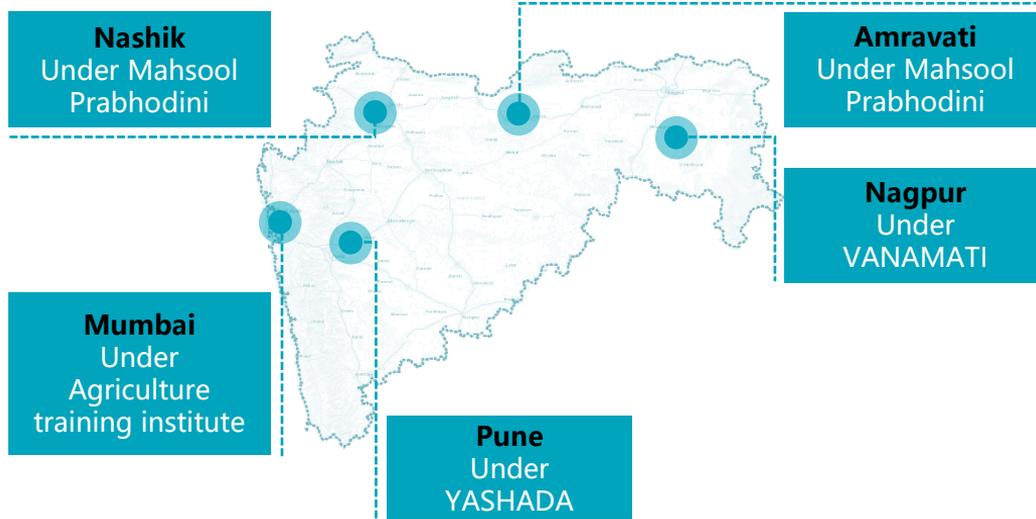
- Appointment of **apex training institute**
- Affiliation of all training institutes to apex training institute
- **Setting up of state ,divisional and district training institutes as required**
- **Appointments of training managers** at all levels from the state to the local office
- **Preparing a calendar** for trainings
- **Providing the budget** for trainings based on the design.

Organizational setup for implementation of training activities



Divisional Government training institutes in Maharashtra

Regional Administrative Training Institutes (RATI)



Established as per State Training Policy (STP) of Maharashtra 2011 the mandate is to undertake administrative trainings as per targets set by General Administrative Department (GAD) for training programmes and number of trainees etc for the year.

- **Type of trainings undertaken:**
 - Administration trainings for Class II officers (5-day training programs conducted)
- **Trainers:**
 - 4-5 trainers per center.
 - Class I officers deputed from the sectors of Finance, General Administrative Department, Urban development and Agriculture.
- **Need based trainings conducted:**
 - The institutes fulfill the mandated calendar courses set by the government and later if feasible undertake need based trainings by engaging external faculties through external funding.
- **Infrastructure:**
 - RATIs are established at existing govt. training institutes eg. RATI, Pune is established at YASHADA.
- **Funding:**
 - As per training conducted by Institutes, GAD, GoM grants the funds under STP. If other programs are to be organized, they have to externally funded



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Collaborations with sector experts by State for capacity strengthening

Trainings are broadly classified as mission -based trainings and administrative trainings

Mission based trainings

- Such trainings are in alignment with missions and programs from the Central and State government
- Trainings are mostly technical in nature related to orientations, implementation aspects such as operation and maintenance of infrastructure, MIS management, reporting on the targets etc
- Some of the mission-based trainings are conducted for
- Swachh Maharashtra Mission (SBM), AMRUT,



Swachh Maharashtra Mission (SBM)



National Urban Livelihoods Mission
Ministry of Housing & Urban Poverty Alleviation

DAY-NULM



AMRUT



Service level benchmarking

Annual Calendar based trainings

- Such trainings are conducted for administrative purposes.
- These trainings are mostly mandate by the State Training Policy generally have a fixed content which is upgraded as and when required.
- Mostly the target audience and trainings institutions are predefined

Type of trainings undertaken:

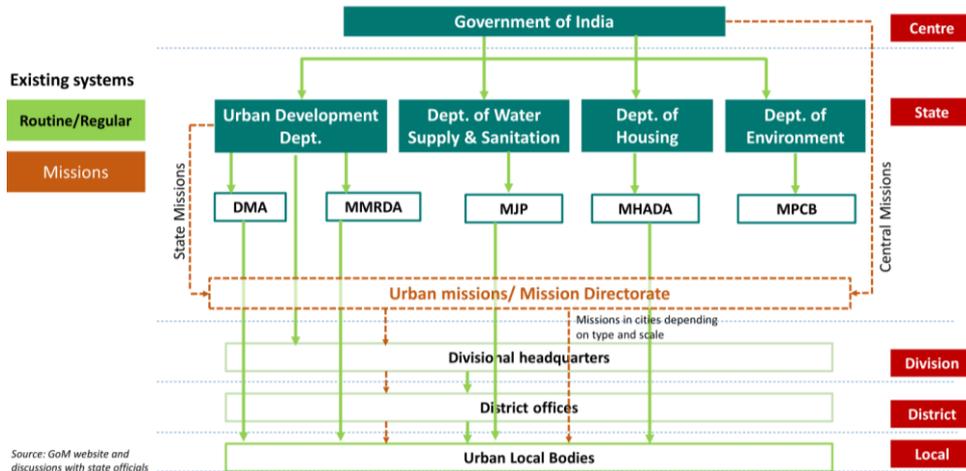
Type	Duration
1. Foundation Training Officers/staff belonging to all Cadres in Maharashtra state	1-6 weeks
2. After promotion trainings- Officers/staff belonging to all Cadres in Maharashtra state.	1-2 weeks
3. Refresher trainings- Once in at least five to seven years for staff who have not undergone any training during this period.	5 days
4. After transfer training For staff who have being transferred outside their department and whose nature of work has changed after the transfer.	1-3 days
5. Orientation training For Class A and Class B officers after completion of 6 years of basic training. It is expected that special training is also organized to orient with new subjects.	1-3 days

Conducted by:

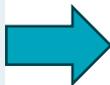
1. State government training institutes:
- YASHADA, Pune
2. Divisional government training institutes:
- Mahsul Prabhodini

Mission based trainings for Swachh Bharat Mission (SBM) and others

- The mission-based trainings are mainly led by the State government through the Urban Development department (UDD).
- Under the UDD the Mission Directorates are mainly responsible for implementation and monitoring of the missions.
- As part of the implementation and reviews – capacity building is an integral part which is conducted at different stages.



Mission components	
1	Making urban areas ODF (open defecation free) through construction of IHHT, CT/PTs.
2	Focus on ODF sustainability through ODF+ ODF++ through safe disposal of fecal sludge and septate management.
3	Reuse of treated used water and grey water management



Type of trainings undertaken		
2018-2020	<ul style="list-style-type: none"> • Process based trainings • Technical trainings • Target oriented trainings • Exposure visits 	
	Target group	Commissioners and Chief Officers
	Conducted by	UDD with CWAS, AILSG GIZ and KPMG
	Location	Mantralay and Mission office, Mumbai

Mission based trainings conducted at different levels as part of SBM

Type of trainings undertaken:	Conducted by	Target group	Location
State level <ul style="list-style-type: none"> • Process based trainings • Technical trainings • Target oriented trainings • Exposure visits 	UDD with CWAS, GIZ, KPMG, AILSG	Commissioners and Chief Officers	Mantralay/ Mission office
Divisional level <ul style="list-style-type: none"> • Review meetings 	District collectors	Commissioners and Chief Officers, city-coordinators, sanitary inspectors	Collector office
ULB level <ul style="list-style-type: none"> • Community Awareness, Technical trainings 	Govt. training institutes, private organizations	Sanitary Inspectors, Communities, SHGs, Masons, Contractors etc.	ULB office, training institute facilities

Mapping of trainings undertaken at State level in Sanitation (2018-2021):

2018 <ul style="list-style-type: none"> • IHHL construction, OD watch, sustainability. • Scheduled desludging, FSTP construction & operation. • Achieving targets, Swachh Survekshan. 	2019 <ul style="list-style-type: none"> • For ODF sustainability. • For cities with STPs on co-treatment • Construction of independent FSTPs • For SS, FSTP- construction, scheduled desludging, tendering etc. 	2020-2021 <ul style="list-style-type: none"> • Online trainings conducted due to COVID-19 	2010-2022 <ul style="list-style-type: none"> • SBM 2.0 • CSPs • Aspirational Community Toilets • Swachh Surveksha
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Mission based trainings for AMRUT AND NULM

UDD- AMRUT

Linkage with Sanitation sector

Mission component:

Sewerage facilities and septage management

- Faecal Sludge Management- cleaning, transportation and treatment in a cost-effective manner.
- Mechanical and biological cleaning of sewers and septic tanks and recovery of operational cost in full.

Type of trainings undertaken

- Technical Trainings (conducted as part of ICBP)

Target group	ULB officials (Engineers)
Conducted by	AILSG Mumbai and YASHADA
Location	Training facilities of RCUES of AILSG Mumbai and YASHADA at Mumbai and Pune respectively.

DMA- NULM

Linkage with Sanitation sector

NULM-SBM convergence by promoting livelihood options for SHGs, informal workers and marginalized communities in sanitation and waste management sectors.

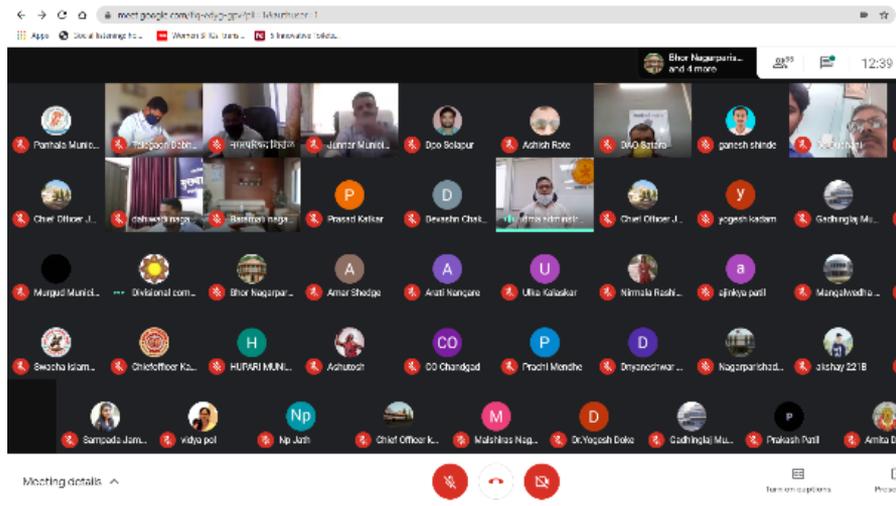
Type of trainings undertaken

- Technical Trainings (conducted as part of ICBP)

Target group	NULM city level staff
Conducted by	AILSG Mumbai and YASHADA
Location	Training facilities of RCUES of AILSG Mumbai and YASHADA at Mumbai and Pune respectively.

Service level benchmarking training led by DMA

CWAS have been supporting GoM since 2008 by providing **handholding support** to all its urban local bodies to measure their performance on the scale of SLBs and in publishing its annual SLB Gazette.



Type of trainings undertaken

Support to ULBs in submitting their data (1 day training program)	
Target group	ULB officials
Conducted by	AIILSG Mumbai
Location	AIILSG Bandra office.

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Issues

Water Supply

- Coverage of Water Supply in the city should be ideally in an **increasing trend**.
- Households covered by domestic connections cannot include households served by own sources
- If total volume of water produced is increasing- the volume of water billed should also increase if the connections have increased. - **Impacts NRW**
- NRW values have to be in decreasing trend for target setting value**
- If the volume of water billed does not increase it impacts the per capita supply

PERFORMANCE ASSESSMENT SYSTEM (PAS) PROJECT		WATER SUPPLY													
WATER SUPPLY		Distribution of water supply													
WATER SUPPLY		WATER SUPPLY													
1.0	Volume of water produced (Total)	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
2.0	Volume of water billed (Total)	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
3.0	Volume of water consumed (Total)	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
4.0	Volume of water lost (Total)	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
5.0	Volume of water consumed (Domestic)	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
6.0	Volume of water consumed (Commercial)	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
7.0	Volume of water consumed (Industrial)	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
8.0	Volume of water consumed (Public Works)	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
9.0	Volume of water consumed (Own Sources)	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
10.0	Volume of water consumed (Other)	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
11.0	Volume of water consumed (Total)	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
12.0	Volume of water consumed (Domestic)	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
13.0	Volume of water consumed (Commercial)	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
14.0	Volume of water consumed (Industrial)	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
15.0	Volume of water consumed (Public Works)	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
16.0	Volume of water consumed (Own Sources)	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
17.0	Volume of water consumed (Other)	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
18.0	Volume of water consumed (Total)	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
19.0	Volume of water consumed (Domestic)	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
20.0	Volume of water consumed (Commercial)	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
21.0	Volume of water consumed (Industrial)	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
22.0	Volume of water consumed (Public Works)	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
23.0	Volume of water consumed (Own Sources)	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
24.0	Volume of water consumed (Other)	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
25.0	Volume of water consumed (Total)	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
26.0	Volume of water consumed (Domestic)	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
27.0	Volume of water consumed (Commercial)	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
28.0	Volume of water consumed (Industrial)	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
29.0	Volume of water consumed (Public Works)	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
30.0	Volume of water consumed (Own Sources)	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
31.0	Volume of water consumed (Other)	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
32.0	Volume of water consumed (Total)	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
33.0	Volume of water consumed (Domestic)	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
34.0	Volume of water consumed (Commercial)	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
35.0	Volume of water consumed (Industrial)	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
36.0	Volume of water consumed (Public Works)	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
37.0	Volume of water consumed (Own Sources)	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
38.0	Volume of water consumed (Other)	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
39.0	Volume of water consumed (Total)	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
40.0	Volume of water consumed (Domestic)	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
41.0	Volume of water consumed (Commercial)	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
42.0	Volume of water consumed (Industrial)	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
43.0	Volume of water consumed (Public Works)	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
44.0	Volume of water consumed (Own Sources)	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
45.0	Volume of water consumed (Other)	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
46.0	Volume of water consumed (Total)	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
47.0	Volume of water consumed (Domestic)	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
48.0	Volume of water consumed (Commercial)	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
49.0	Volume of water consumed (Industrial)	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
50.0	Volume of water consumed (Public Works)	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
51.0	Volume of water consumed (Own Sources)	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
52.0	Volume of water consumed (Other)	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
53.0	Volume of water consumed (Total)	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
54.0	Volume of water consumed (Domestic)	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
55.0	Volume of water consumed (Commercial)	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
56.0	Volume of water consumed (Industrial)	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
57.0	Volume of water consumed (Public Works)	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
58.0	Volume of water consumed (Own Sources)	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
59.0	Volume of water consumed (Other)	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
60.0	Volume of water consumed (Total)	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000

- If the continuity of water supply has increased generally water produced should increased as more water is required for supply
- Financial information is related to the data being filled in the sheet – For e.g. if the number of staff remain the same, the amount spent cannot decrease drastically for the operating expenses

Capacity strengthening has been focus of most of the Center and State led mission-based trainings for which different approaches have been used

In what situations capacity building is done



When a mission is launched: For orientation about the program, objectives etc



For reviewing progress and addressing challenges, motivating to achieve targets for mission related review



For usual monitoring and reporting on services provided by ULBs, financial utilization etc



To create a learning environment and healthy competition among cities through peer-to-peer learning

What approaches have been used



Integral part of review process which are led by State/DMA/ Division offices.



- 'On the job' approach to capacity building at city level
- Peer to peer learnings and exposure visits



Collaborations with sector experts by State for capacity strengthening.



Use of digital technology such as video conferencing, Mobile apps-based reporting, MIS online and offline, Live video streaming



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Capacity building as part of 'Review Process' of mission programs (1/3)

Mission based review meetings in local language are termed as '**Adhava**' meetings. These meetings are conducted at all levels i.e.. At State level, division level and district level.

During these meetings, progress of the state, division, district, ULB is discussed related to schemes, programs, projects, priority tasks, portals etc.

Performance of divisions, districts, ULBs are discussed so that steps for improvement could be taken up. Discussions for cross learnings are also taken up.

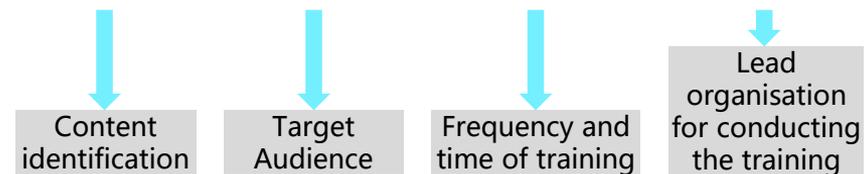
Most of these meeting especially if organized by State mission office are attended in person. Although video conferencing mode is also used.

Capacity building initiatives in Maharashtra have been integrated during such review and monitoring processes such that the content is related that would help to strengthen ULBs efforts towards achieving the objectives of the mission.



High level decisions on capacity building taken during review and monitoring meetings

Pre-training assessment and planning during review process



Capacity building as part of 'Review Process' of mission programs (2/3)

- Mainly capacity building for national flagship missions on Sanitation like Swachh Bharat Mission (SBM), Swachh Survekshan, AMRUT mission etc are conducted as part of the review meetings.

At State level:

- The State team conducts Video Conferences (VCs) with Urban Local Bodies (ULBs) in Maharashtra to review the progress of City Sanitation Action Plan (CSAP) proposals, aligning with standard allotments under SBM 2.0. These sessions inform ULBs about SBM 2.0 projects and future infrastructure plans, fostering strategic alignment.

- Moreover, the structured engagement not only reviews CSAP progress but also facilitates interactive sessions, contributing to capacity building by enhancing ULBs' understanding. This informed dialogue establishes a foundation for effective collaboration and decision-making in sanitation initiatives



Case example: Division led review for FSTP operations as part of SBM 1.0

- During the implementation of SBM 1.0, in the first phase orientation training was given to all municipal councils where cities were to plan and implement construction and operations of mainly FSTP since majority of the cities rely on onsite systems.
- In order to expedite and maintain quality of construction of FSTPs review and capacity building sessions were conducted at division level and led by the DRDMA office. The same format was followed during the monthly '**Aadhva Bhaithak**' which mean Review meetings of all departments.
- Reporting and monitoring of status of construction of FSTP, challenges such as land acquisition, private sector participation.

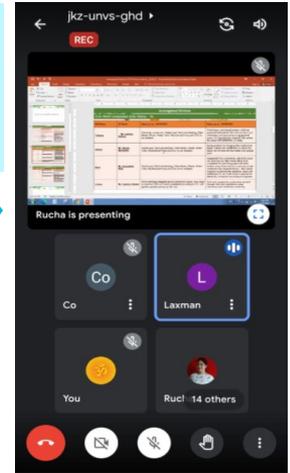
Online VCs taken by Divisional members with DRDMA support reviewing latest status of FSTP Construction status Under construction status.



Interactive session in Konkan Division Review meeting (Aadhava Baithek) Information regarding FSTP and Review were taken by CWAS with DRDMA support.



Corrections suggested for FSTP operations through online meetings



Case example: Division led review and orientation workshop for citywide inclusive sanitation under ongoing SBM 2.0

Orientation and review workshops on "शहरव्यापी सर्वसमावेशक स्वच्छता (citywide inclusive sanitation)" were jointly organized by the Divisional Commissioner offices of Pune, Nagpur, Amravati and Nashik with technical support from CWAS.

During the division level review meetings, sessions on capacity building on CWIS were conducted by the Chief officers and other staff.

The capacity building was done through a discussion mode where along with presentations, hands on exercises, menti meter questionnaire etc were used



Divisions in Maharashtra



Case example: State and Division led capacity building for use of digital monitoring systems for overall FSSM value chain

In order to improve the quality and planning of basic municipal service delivery it is important to integrate digital monitoring as a step in this direction, State government of Maharashtra has taken proactive steps and with technical support from CWAS.

To build capacities of municipal councils for realtime monitoring and improving operations, trainings have been conducted for Maha SaniTrack (Monitoring system for safe desludging of faecal sludge), Sani Chatbot (a daily whatsapp based reporting system to track septage load received at the treatment facility) and IVR systems.

Approx 180 trained for using MahaSaniTrack attended by Nodal officer, sanitation inspector, city coordinator, truck operator and sanitation workers.

Approx 223 cities in Maharashtra have been conducted for reporting on Sani Chatbot.

IVR (pilot testing in 3 cities for accessing service delivery of basic services status in slum settlements) also conducted.

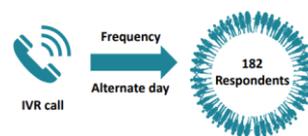
MahaSaniTrack



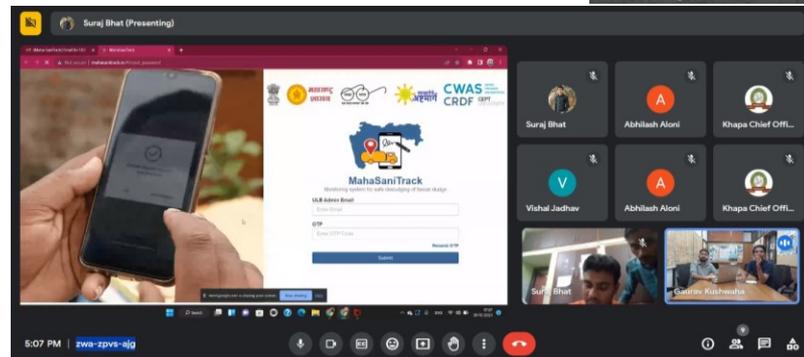
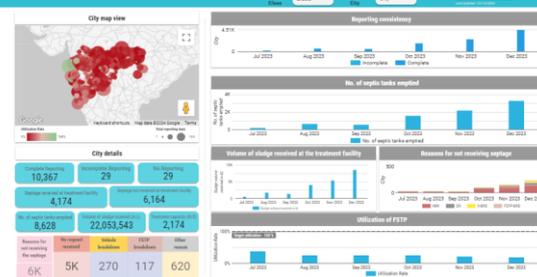
Sani Chatbot



IVR



City FSM Performance Dashboard

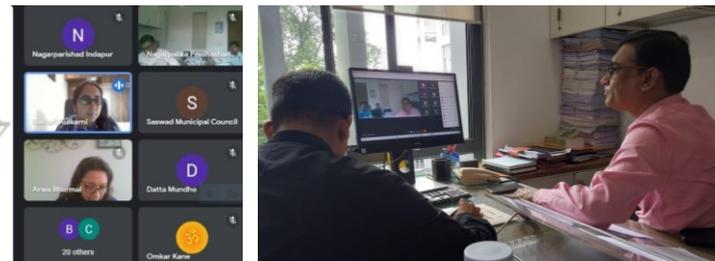
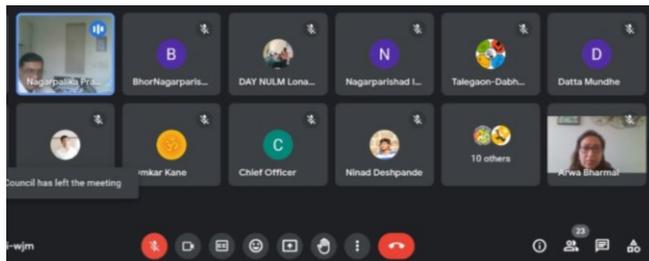
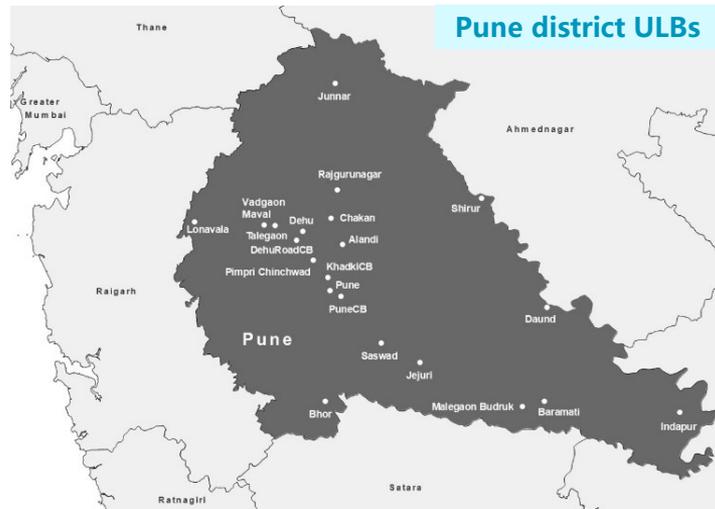


Case example: District led capacity building during SBM-NULM convergence review

Pune District Administrative Officer (DAO) with support of CWAS, CEPT University conducted an online review workshop of proactive ULBs within the district on SBM-NULM convergence.

During the workshop, capacity building session was conducted for the ULBs to suggested different opportunities across sanitation and SWM service chain where SHGs can be engaged. These suggestions were also supported with the case studies showcasing the SHG engagement from Maharashtra and other states.

The target audience were mainly the sanitation staff and NULM officers who were oriented and model contracts, tender documents, training needs etc were shared





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Peer to peer learnings and exposure visits

Peer to peer learnings are one of the most effective way to build capacity especially at city level. The learning are often contextual in nature and solutions are also replicable in most cases. Exchange of ideas and networking for references etc. happen during such interactions

State led visits for officials to other States



Visits to other states have been conducted which have implemented thematic interventions such for FSSM technology innovation, gender inclusivity, community engagement etc. The objective of such visits was to get an understanding on the implementation and planning process so that they could be implemented in cities in Maharashtra

Larger Corporations guiding smaller ULBs



As part of capacity building initiative, larger municipal corporations were given responsibility to guide the smaller municipal councils belonging to that division. From each corporation either the head of the department (HOD) or engineer or the city coordinator were given the responsibility to become the 'trainer' for the cities assigned to them.

City to city learnings through exposure visits



Peer to peer learnings have been the most beneficial and for which exposure visits have been conducted by ULBs or by the State to cities that are performing well or have implemented certain innovations that other cities could learn from.

Virtual E field visits to well performing cities



Virtual E field visits have been conducted mainly to FSTPs, scheduled desludging operations etc. These virtual field visits are led mainly at State/ division level and organized by the city officials who are showcasing their interventions.

Case example: State led visits for officials to other States – Visit to Odisha

A 2-day exposure visit of officials of Government of Maharashtra (GoM) was conducted to Odisha to learn about their initiatives of engaging the SHGs in sanitation and allied activities.

The visit was led by DMA - GoM along with support from CWAS. The team visited Bhubaneswar and Dhenkanal city of Odisha.

The objective to the visit was mainly to understand how a state led approach for inclusive sanitation was implemented. For which the team participated in discussions with officials and field staff for the following key programs of Government of Odisha:

- Mission Shakti, Engagement of SHGs for O&M of SWM wealth centres (MCC, MRF), Engagement of SHG in FSSM, MUKTA (Mukhya Mantri Karma Tatapara Abhiyan) , JAGA Mission



Case example: Virtual E field visits to well performing cities

- During the phase when FSTPs were constructed, E-Field visits to FSTP were conducted. This was done by the 3 best performing ULBs in terms of quality and completion time of FSTPs.
- The ULB staff explained the process of construction and the treatment process through live video streaming during the video conference.
- During these virtual visits participants present ask questions also which are answered by the city officials hosting these virtual e- field visits.
- Such peer-to-peer learnings have proved to be quite helpful in building capacities of ULB officials.
- Such virtual field visits are generally part of review meeting which are led at Division level or sometimes through the mission office at State level.



Events coupled with exposure visits for capacity building

Capacity building as part of some larger events or a special event for capacity building is one of an innovative approach to capacity building.

Although it might be nonconventional mode of capacity building, but it has its merits in terms of maintaining interest level of participants. In the recent times most of the national flagship missions on WASH require ULBs to conduct such events where there is a huge opportunity for integrating capacity building initiatives.

Site visits integrated with capacity building leads to higher participation since participants can actually see what has been discussed or presented during a classroom-based sessions.

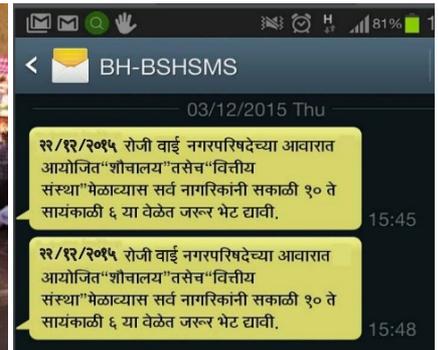
Another approach adopted by Maharashtra was at city level where special programs accompanied by site visits were solely conducted for the purpose of capability building and awareness generation.



Case Example: Toilet and lender fair conducted at city level for increasing coverage of individual household toilets as part of SBM 1.0

Awareness generation and capacity building of citizens in Wai through Toilet and Lender fair

- A Toilet and Lenders Fair was held on 22nd December 2015 in Wai with support from CWAS to bring together potential applicants, financial lenders, sanitation technology providers and sanitary-ware vendors.
- It gave details about SBM and how to apply for government subsidy schemes and also helped citizens connect with loan providers, sanitary ware vendors and builders. Application forms for subsidy were also given out during the fair.
- During this event and before the event the WMC were also oriented about SBM and its application process so that they would be able to communicate the same to the citizens during the event.



Case example: Sanitation festival at city level organized to generate awareness and build capacities at community level

Swachhata Mohotsav on FSSM in Wai

A 3-day Swachhata Mohotsav (Sanitation Festival) was conducted in Wai for raising awareness on the city's sanitation journey to being a model city. During this event a variety of participants were invited such as schoolteachers, women SHG members, school and college students, private sector companies.

ULB officials were also included as part of this event where capacity building activities were conducted.

There was a positive response from participants to conduct more rounds of the Mohotsav so that other citizens could also be made aware of the efforts towards sanitation efforts taken by the ULB.



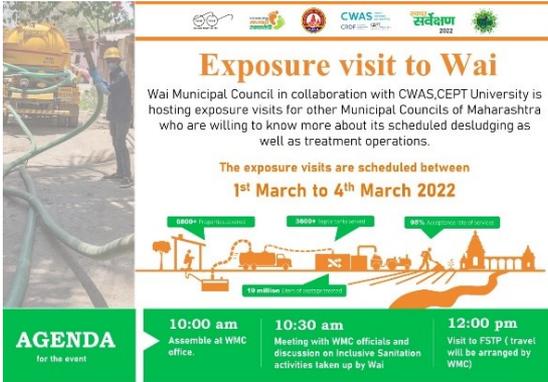
Case example: Model cities hosting other cities to show how implementation of interventions were done

ULB visits to model cities for sanitation

In order to further disseminate learnings and experiences of Wai, exposure visits of Urban Local Bodies (ULBs) from Maharashtra were planned to Wai by WMC.

These exposure visits were conducted to provide an opportunity to the participants to interact with different stakeholders and observe the on-field provision of the FSSM services.

Such exposure visit prove very helpful in providing peer to peer learnings amongst the ULB officials and make such visits more relevant and strengthen the learnings that are conducted through



The poster for the 'Exposure visit to Wai' event is titled 'Exposure visit to Wai' and is organized by Wai Municipal Council in collaboration with CWAS, CEPT University, and the Government of Maharashtra. It details the schedule for exposure visits from March 1st to 4th, 2022, and lists the agenda: 10:00 am Assembly at WMC office, 10:30 am Meeting with WMC officials, and 12:00 pm Visit to FSTP. The poster also includes contact information for registration and a note about lodging and boarding.

Exposure visit to Wai

Wai Municipal Council in collaboration with CWAS, CEPT University is hosting exposure visits for other Municipal Councils of Maharashtra who are willing to know more about its scheduled desludging as well as treatment operations.

The exposure visits are scheduled between
1st March to 4th March 2022

AGENDA
for the event

10:00 am Assemble at WMC office.	10:30 am Meeting with WMC officials and discussion on Inclusive Sanitation activities taken up by Wai.	12:00 pm Visit to FSTP (travel will be arranged by WMC)
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Please note: All lodging and boarding will have to be managed by the participants. For registration of your visit please call on
Dinkar Dudhane : 8788290077 - SI, WMC, Dhushan: 9834528168 - CEPT University



Case Example: Representation of municipal council officials on national and international platforms for exposure and enhancing leadership skills

- Another approach to capacity building was to support ULBs to present their work to on various platforms. With support from CWAS the Maharashtra government has encouraged officials to present their work.
- Such a capacity and leadership development brings in ownership among ULB officials to conduct capacity development events and programs frequently





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'On the job' approach to capacity building at city level

This approach is one which works best when it is tailor made to suit the requirements of ULBs 'on job'.

Such a form of capacity building works best for the local governments because this would be more of a 'demand based' capacity building approach.

The content and the mode could be according to the needs of the trainings.

Since such trainings are conducted for officials in their offices and know environment, they feel more comfortable to get involved also such trainings are more convenient since they do not involve any travel.

CWAS has supported cities to conduct such on the job trainings could also include other aspects which could help improve institutionalize capacity building programs within the local governments.



Case Example: Use of digital tools for operations and monitoring of FSSM services

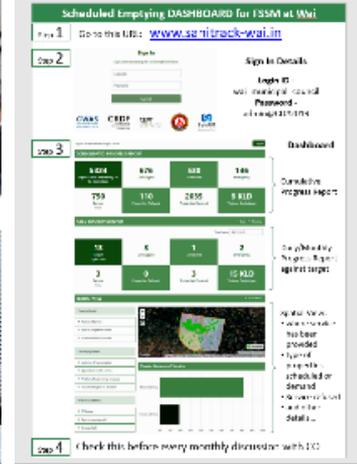
Training on use of digital tools and FSTP treatment technology in the Wai, Sinnar, Vita, Satara, Ichalkaranji, Karad and others

'On the job' trainings means the staff getting trained on specific task which they are working on currently. These trainings are mainly as an improvement to their already existing role.

Such trainings were conducted under Swachh Maharashtra Mission wherein ULB officials were trained for using the SBM portal to upload applications for availing subsidy for construction of individual toilet.

On demand – on the job trainings were conducted for City engineer and Sanitary inspector for using digital tools like Sanitab and Sanitrack.

Separate training sessions were conducted for sanitation workers who would be using the Sanitab app



Case example: Training for ULB officials for institutional and functional improvements - Payment Dashboard, Adhava dashboard, Budget briefs

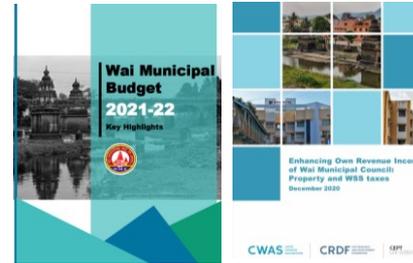
In order to strengthen municipal services trainings at city level on initiatives and tools have been undertaken.

Trainings have been conducted in cities for the use of Bill payment tracking dashboard that has been developed for the sanitation dept to monitor and track all the bills related to the dept.

Similarly, an Adhava dashboard has been prepared for reviewing status of key performance indicators for the sanitation dept, for which a hands-on training was given.

In order to present the budget information in a simplified manner, budget briefs have been developed in an easy-to-understand format, on the job training was conducted for accountants so that they can take over the activity to prepare the budget briefs in future.

Based on learnings from these cities DMA has not given directives to cities to implement the budget brief.



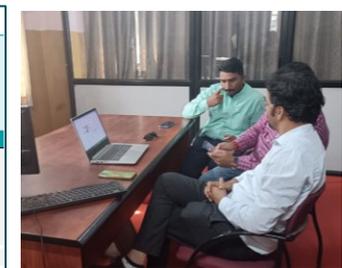
Bill Payment Tracking
for Sanitation Dept. of Wai

Total bills submitted: **47** | Total bills pending: **10** | Total bills cleared: **37** (from December 2020)

Contract-wise status of payments

CONTRACT	SANITATION CONTRACTS					OTHER CONTRACTS				
	Scheduled desludging	CTPT maintenance	Brooming	Labour contract	Driver contract	Frenon contract	JCB Trenching, Paving, Dumping contract	WMC building maintenance	Street light maintenance	Street-maintenance
Submitted	9	9	0	2	9	9	0	0	0	0
Processed	9	6	0	2	6	7	0	0	0	0

Dashboard navigation: Overall dashboard | Stage-wise timeline dashboard | Status of contract, contracts | Bill Status (0) | Status of processed contracts | Dashboard



Case example: Trainings given to women SHGs for maintenance of urban forest, operations and maintenance of grey water treatment plants and MHM machines

As part of SBM and NULM-SBM convergence CWAS has supported cities to formally engage SHGs for which on the job training were conducted.

After implementing the scheduled desludging service and setting up a functional FSTP, Sinnar Municipal Council (SMC) decided to efficiently reuse the treated water for the landscaped area and urban forest around the FSTP.

Women have been trained to carry out work at grey water treatment plant and for operating and maintaining MHM machines.



Case example: Training and orientation to Head of departments and their subordinate staff on Gender Inclusivity

- As part of city-wide inclusive sanitation under SBM 2.0 one of the focus areas is gender inclusivity. CWAS with support from sector experts have conducted orientation training on gender inclusivity in few cities.
- The objective of these workshops was to orient the head of the departments and their subordinates on aspects of gender inclusivity.
- Some of the topics that were taken up during these workshops were on:
 - Understanding gender and intersectionality
 - Prevention of Sexual Harassment at workplace.
 - Gender in Sanitation
 - Group exercises on gender inclusive action plans, gender and inclusive sanitation
- These trainings also aimed to orient the senior officials of the municipal council officials to formally engage SHGs.





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Collaborations with sector experts by State for capacity strengthening

At State level mainly for WASH sector presence of a collaborative environment for training and capacity building exists

Government Agencies

Trainings are 'Lead' by State Mission Office, UDD and DMA (Directorate of Municipal Administration)



Urban Development Department
Government of Maharashtra
नगर विकास विभाग
महाराष्ट्र शासन

Academic institutes and Private sector institutions

Facilitated by academic intuitions and private sector who are part of the technical support units

CWAS CENTER FOR WATER AND SANITATION

CRDF CENTER FOR RESEARCH AND DEVELOPMENT FOUNDATION

CEPT UNIVERSITY

giz Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

KPMG

Govt Regional Training Institutes

Supported by govt and parastatal regional training institutes



There is synergies between the different types of stakeholders is there to conduct periodic and on demand trainings. Most of the trainings are lead through the mission office and then conducted at the division or district level through the DMA.

The training content development, topics, agenda, target audience etc is developed by stakeholders and technical support partners.

CWAS support to DMA for training on performance assessment system

The performance assessment system which is referred as PAS is the largest database on urban sanitation in India. It has been expanded over the years to more than 1200 cities across India.

The PAS-SLB is on a digital platform which makes it easy for city governments to self-report their data.

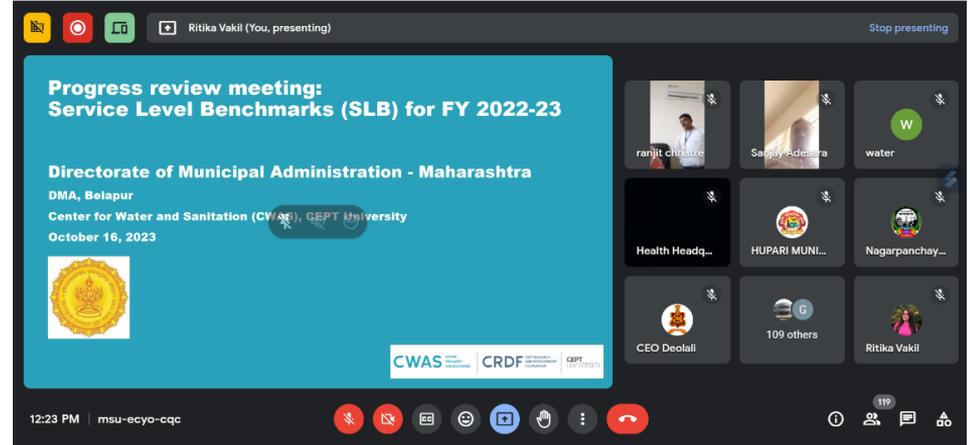
CWAS have been supporting GoM since 2008 by providing handholding support to all its ULBs to measure their performance on the scale of SLBs and in publishing its annual SLB Gazette.

Capacity building for PAS-SLB has been State led where two types of models are followed:

- Sector expert organizations have been engaged with support from CWAS. The consultant organization guide the ULBs to enter information on the PAS-SLB portal, they also help in verification of the data that is entered through the documents submitted by the ULB.
- Departments such as DMA in Maharashtra and GUDM(Gujarat Urban Development Mission) in Gujarat have internalized the capacity building programs for PAS-SLB with support from CWAS



Service level benchmarking training led by DMA with support from CWAS



Support for monitoring City Finance portal to DMA by CWAS

CWAS also supports GoM for monitoring City Finance portal under 15 Finance Commission. CWAS Maharashtra team assists in implementation of 15th FC Guidelines. Publishing current and target Service Level Indicators on City Finance Portal is mandatory for Million Plus Cities and Non-Million Plus cities regarding undistributed Grants.

CWAS team conducts various training programs regarding PAS and assists GoM Officials in conducting timely review meetings etc.

Type of trainings undertaken

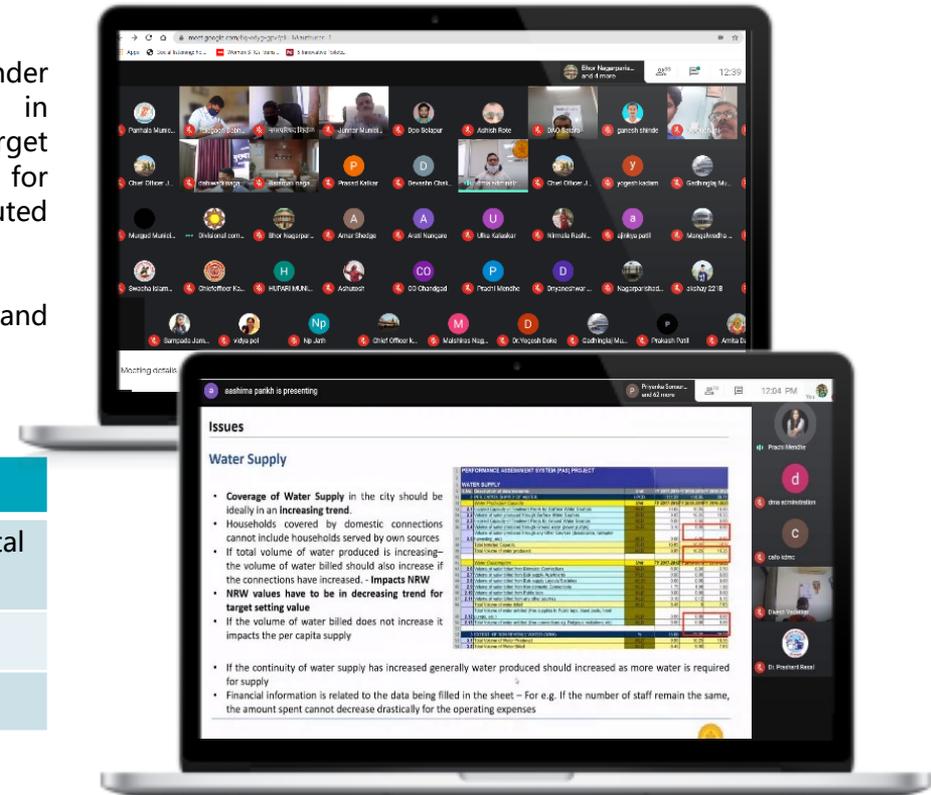
Support to ULBs in submitting their data on PAS and City Finance Portal (Online training programs)

Target group

ULB Officials

Conducted by

CWAS team along with GoM officials



CWAS Support for SBM-NULM convergence through capacity building

CWAS has been supporting DMA ,Government of Maharashtra since 2020 for SBM-NULM convergence.

CWAS is part of the working group that has been formed by DMA to support the SBM-NULM convergence

As part of capacity building initiatives CWAS has jointly conducted city visits, online workshop, presentation-based orientation sessions, exposure visits etc.

The workshops are currently focused on sensitizing the officials about the convergence initiative.

The city consultation visits were mainly aimed to conduct a landscape assessment of SHG engagement and also orientation of municipal staff on the convergence aspects, sharing of good practice cases, model documents etc



Visits/consultation with 50+ cities of Maharashtra



Exposure visits of State and city officials to Odisha



Regular briefing discussion and meetings at the DMA office



Division level workshops and online trainings of ULBs

CWAS support to SBM-NULM convergence through discussion with cities

State-level working group made visits to cities to understand the opportunities and challenges for SBM-NULM convergence



Consultation with the ULB official in different cities



Consultation with SHGs and other key stakeholders



Site visits to sanitation and other facilities in the cities

Site visits carried out to various cities across divisions by CWAS team as part of capacity building and technical resolutions

As part of the technical support unit (TSU) to state government of Maharashtra for supporting the SBM mission, CWAS team has conducted various field visits to cities for FSTP operations improvements, scheduled desludging, online quality monitoring etc.

Such on-site visits have led to strengthening of capacity of the field staff and the municipal council officials.



Aurangabad Division



Nagpur Division



Konkan Division



Amravati Division



Pune Division



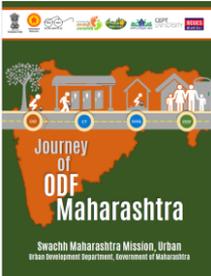
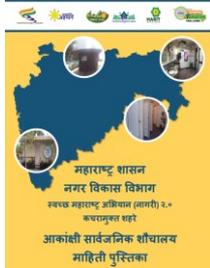
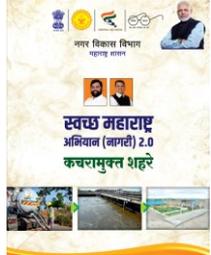
Nashik Division

Capacity strengthening through documentation has been used extensively

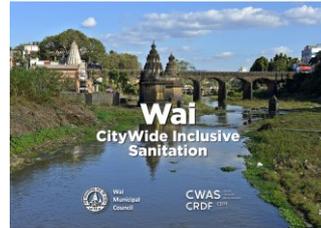
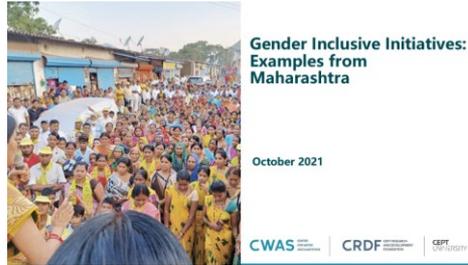
As part of the technical support unit (TSU) to state government of Maharashtra for supporting the SBM mission, CWAS team has supported in preparation of various resource materials which have been crucial in building capacities of local government officials and staff.

The approach towards preparing these resource materials is based on the topic, target audience, context ie. at what level the documentation would be used.

Guidelines, SOP, Circulars



Good practices compendiums



Videos



Citywide Inclusive Sanitation Model in Wai



Sinnar: A model city in sanitation - CEPT 13.30 min



Swachh Maharashtra Mission: Faecal Sludge Treatment Plants



Sinnar SBM rickshaw announcement

Key lessons learnt

Capacity strengthening for government officials and staff needs to be part of a larger mandate so that resource allocation and sustainability is ensured.

Capacity strengthening needs to be contextual and aligned with larger objectives and priorities of the government.

Collaborations and synergies with state training institutes, academic organizations and sector partners is important to achieve objectives of capacity building.

Cross and peer to peer learnings needs leveraged for contextual capacity strengthening.

Investing in the capacity strengthening directly impacts the quality of municipal service delivery. A well-trained workforce is more likely to deliver efficient and effective services,

THANK YOU

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About us

The Center for Water and Sanitation (CWAS) is a part of CEPT Research and Development Foundation (CRDF) at CEPT University. CWAS undertakes action-research, implementation support, capacity building and advocacy in the field of urban water and sanitation. Acting as a thought catalyst and facilitator, CWAS works closely with all levels of governments - national, state and local to support them in delivering water and sanitation services in an efficient, effective and equitable manner.



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Annexure 1: Key departments and programmes related to WASH sector

	Departments	Programmes
1.	UDD	<ul style="list-style-type: none"> - Swachh Maharashtra Mission - AMRUT - SMART city - DAY-NULM
2.	DMA (under UDD)	<ul style="list-style-type: none"> - 15th Finance Commission - Maharashtra Suvarna Jayanti Nagarotthan Maha-Abhiyan - 7 schemes (Vaishistapura Yojana, Vishesh vaishistapura Yojana)
3.	DOECC	<ul style="list-style-type: none"> - Mazi Vasundhara Abhiyan
4.	WSSD	<ul style="list-style-type: none"> - Maharashtra Sujal Nirmal Abhiyan (MSNA) - National Water Mission
5.	MJP	<ul style="list-style-type: none"> - ULB/cluster level level water supply schemes

	Departments	Programmes
6.	Housing Dept.	<ul style="list-style-type: none"> - PMAY-U
7.	Regional Dev. Authorities	<ul style="list-style-type: none"> - MMRDA Rental housing scheme
8.	MHADA	<ul style="list-style-type: none"> - MHADA housing scheme (Under PMAY)
9.	MPCB	<ul style="list-style-type: none"> - Vasundhara Competition award
10.	GSDA	<ul style="list-style-type: none"> - Jalswarajya – II
11.	CIDCO	<ul style="list-style-type: none"> - Housing Schemes under PMAY
12.	Skill Development and Entrepreneurship Dept.	<ul style="list-style-type: none"> - Pramod Mahajan Kaushalya and Udhyojakta - Pradhan Mantri Kaushal Vikas Yojana 2.0
13.	Various departments	<ul style="list-style-type: none"> - 33 social protection schemes

Annexure 2 : Training activities undertaken by key departments (1/2)

Departments	Programs	Training programs undertaken	Frequency
UDD	<ul style="list-style-type: none"> Swachh Maharashtra Mission AMRUT SMART City Safai Mitra Suraksha Challenge DAY-NULM 	<ul style="list-style-type: none"> Process based trainings Technical trainings Target oriented trainings Exposure visits 	All year round
DMA (under UDD)			
DOECC	<ul style="list-style-type: none"> 15th Finance Commission Maharashtra Suvarna Jayanti Nagarotthan Maha-Abhiyan 7 schemes (Vaishistapurna Yojana, Vishesh Vaishistapurna Yojana) 		Once a year
WSSD			
MJP	<ul style="list-style-type: none"> Mazi Vasundhara Abhiyan 	No training programs conducted	All year round through MEETRA
Housing Dept.	<ul style="list-style-type: none"> Maharashtra Sujal Nirmal Abhiyan (MSNA) 	No training programs conducted	
	<ul style="list-style-type: none"> ULB/cluster level W.S. schemes PMAY-U 	<ul style="list-style-type: none"> Technical, process-based bidding <p>Since 2018 no training programs conducted</p>	

Annexure 2 : Training activities undertaken by key departments (2/2)

Departments	Programs	Training programs undertaken	Frequency
Regional Dev. Authorities	MMRDA Rental housing scheme	Administrative trainings undertaken	
	MHADA housing scheme (Under PMAY)	Administrative trainings undertaken	
MHADA			
MPCB	Vasundhara Competition award 2020	No training programs conducted yet	
GSDA	Jalswarajya- II	No training programs conducted yet, GSDA conducts trainings mainly for rural areas	
CIDCO	Housing Schemes under PMAY-U	Trainings for administration staff and planners undertaken	
Skill Development and Entrepreneurship	<ul style="list-style-type: none"> • Pramod Mahajan Kaushalya and Udhyojakta • Pradhan Mantri Kaushal Vikas Yojana 2.0 	Vocational trainings	All year round
	Various Dept.	33 social protection schemes	All year round