



DEPARTMENT OF DRINKING WATER AND SANITATION
MINISTRY OF JAL SHAKTI



Commissionerate of
Rural Development
Gujarat State



Swachh Bharat Mission - Grameen Capacity Building Plan, Gujarat 2023-24

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Preface

Gujarat set a commendable example by achieving ODF status in 2017. SBM-G Phase II is dedicated to maintaining this status while improving sanitation across villages, with a strong emphasis on robust solid and liquid waste management. This approach involves collaborative efforts, empowering Panchayati Raj Institutions (PRIs) for ODF Plus initiatives, engaging Dairy Cooperatives, youth, civil society, faith-based groups, and academic institutions. These partnerships aim to foster innovative, climate-resilient solutions and promote long-lasting behavioural changes.

To sustain the Open Defecation Free Status and achieve ODF Plus, it is essential to develop techno-managerial capacities at the gram panchayat and community levels, alongside effective social behaviour change communication. Given the complexities and multiple facets of SBM-G Phase II, which require sound technical knowledge and skills in Biodegradable Waste Management, Plastic Waste Management, Faecal Sludge Management, and each component

necessitates the establishment of a value chain for the safe collection, transportation, and treatment of waste. Different skills will be required among various stakeholders involved in the Solid and Liquid Waste Management and Faecal Sludge Management value chain.

Further more, there is a pressing need to enhance the knowledge and skills of district, block, and cluster-level team members regarding community-led village planning for ODF Plus. This includes synergizing convergence with different schemes and departments, establishing market linkages, and fostering innovative partnerships.

This document serves as a capacity-building action plan for SBM-G Phase II in Gujarat for the year 2023-24. It will guide the implementation of comprehensive capacity-building initiatives at state, district, block, and gram panchayat levels.



1 “Swachh Bharat Mission: India’s Journey to a Clean and Open Defecation-Free Nation”

The Swachh Bharat Mission was launched in October 2014, with the goal to achieve clean India by October 2019. The mission aims to enhance safety, security, and convenience, particularly for women and children, by eradicating the concerning practice of open defecation across the country.

The Swachh Bharat Mission (Grameen) [SBM (G)] successfully completed this ambitious objective by fostering country-wide movement from top to grassroot level. During the period from 2014 to 2019, the rural sanitation coverage escalated from 39 percent to 100 percent, resulting in the construction of over 10.28 crore toilets across 36 States/UTs. By 2nd October 2019, every district in India had declared itself Open Defecation Free (ODF). The success of the campaign is attributed to the 4Ps – political leadership, public financing, partnerships and

people’s participation. The primary aim was the eradication of open defecation within a span of five years. India’s Swachh Bharat Mission has been recognized as the largest behaviour change programme in the world.

While the significant milestone of achieving ODF status in Gujarat has been achieved, the efforts toward sustaining gains of sanitation and behaviour change continues with focus on “no one left behind” and achieving overall cleanliness in rural areas.

In the year 2019, the Government of India formulated the Rural Sanitation Strategy 2019-2029, aiming to extend the accomplishments of Phase I of achieving Open Defecation Free (ODF) status towards the goal of achieving ODF Plus. Overarching framework of the strategy is given here:

Vision: ODF Plus

Goal

Sustain the gains made under Swachh Bharat Mission - Gramin

Achieve a clean living environment with solid and liquid waste management

Outcomes

ODF Sustainability

Solid and Liquid Waste Management in Rural areas

- Biodegradable waste management
- Plastic Waste Management
- Greywater Management
- Faecal Sludge Management

The Government of India, in February 2020, approved phase-II of SBM (G) to focus on the sustainability of ODF status and Solid and Liquid Waste Management. It is expected to have similar enthusiasm and drive in SBM (G) Phase II, towards promoting clean villages, hygiene promotion and the health and well-being of our communities, in the spirit of making this a people’s movement. SBM(G) Phase II will be implemented from 2020-21 to 2024-25 in mission mode. SBM (G) Phase-II is designed as an innovative convergence model, integrating different financing channels and various schemes of both Central and State

The SBM-G Phase II capacity building plan, Gujarat

The capacity building plan for Gujarat envisions the institutionalization of a streamlined and targeted approach towards capacity building and skill development interventions under SBM-G Phase II. While the capacity building approach under the first phase mainly focused on training related to the elimination of open defecation practices, SBM-G Phase II adopts a holistic vision for strategically enhancing the capacities of all stakeholders to achieve sustained outcomes and realize the vision of visually clean, fully sanitized villages. This includes sustaining ODF (Open Defecation Free) status and achieving cleanliness through solid and liquid waste management.

The overall focus of capacity building will be on developing knowledge and skills related to key components of ODF sustainability and ODF Plus initiatives. Moreover, the capacity building plan will also emphasize the development of a skilled workforce in rural areas to ensure the sustained operation of sanitation services. This will encompass each stage of the value chain for ODF - S, SWLM, and FSM.

This action plan primarily focuses on building the capacity of the existing SBM-G Phase II team in planning and implementing village sanitation plans with appropriate technological solutions

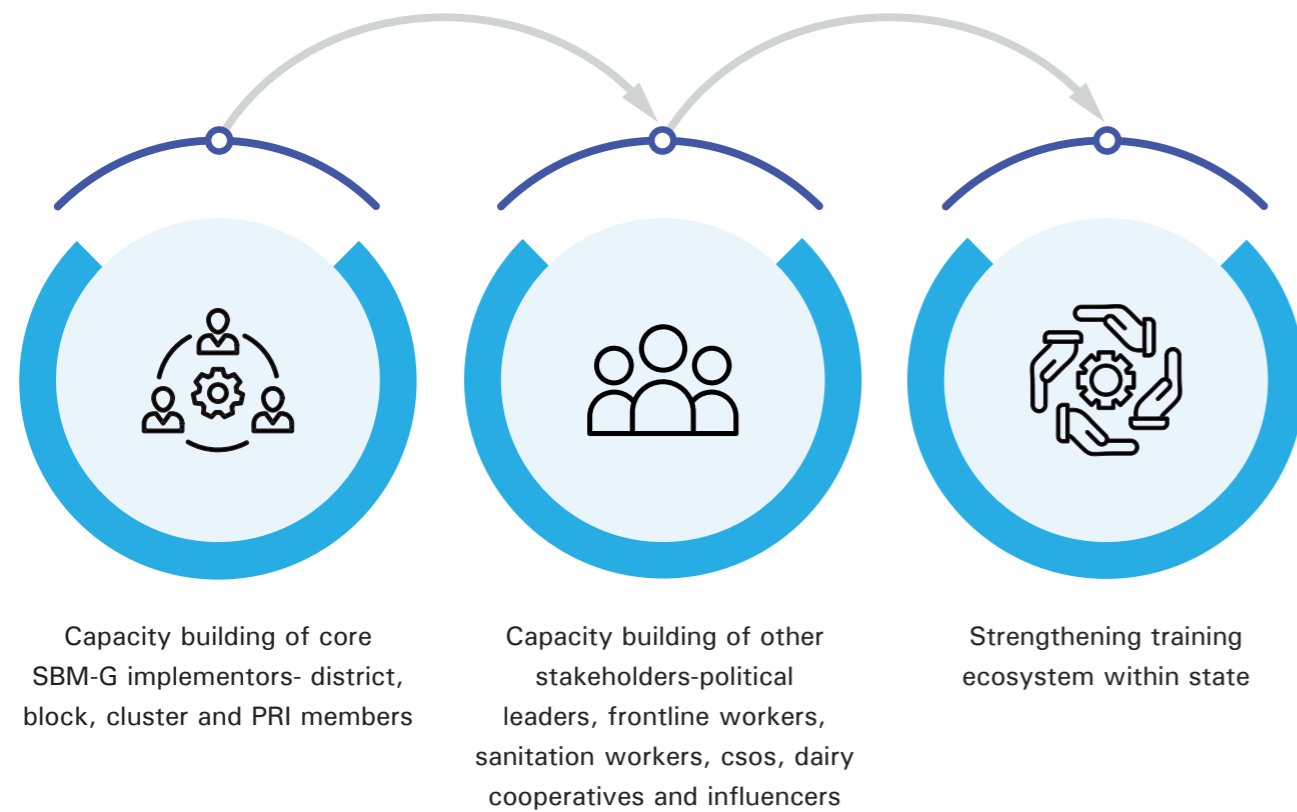
Governments. Alongside budget allocations from the Department of Drinking Water and Sanitation (DDWS), Ministry of Jal Shakti Abhiyan, Government of India and the corresponding state contributions, the remaining funds will be sourced from the grants allocated by the 15th Finance Commission (FC) to rural local bodies, the Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS), Corporate Social Responsibility (CSR) funds, revenue generation models, and others, with a specific focus on Solid Liquid Waste Management (SLWM).

that are easy to operationalize and affordable. It also includes capacity building for a range of stakeholders, encompassing comprehensive techno-managerial and leadership skills for Panchayat Raj Institutions, statutory committees, and skilled workers required to operationalize ODF - S, SLWM, and FSM, such as masons, plumbers, SHG (Self-Help Group) members, and sanitation workers.

Secondly, the capacity building plan will concentrate on investing in capacity building and orientation for elected representatives, key frontline functionaries of line departments, Civil Society Organizations (CSOs), private sector partners, dairy cooperatives, youth groups, and influencers. This aims to build a broader pool of skilled partners to support regular community-level interactions and behaviour change.

Thirdly, these initiatives will also emphasize the assessment of capacities within Training Institutions (whether Government or CSOs) and building their capacity to meet the ongoing needs of capacity building at the district, block, and grassroots levels.

Three pillars of capacity building plan



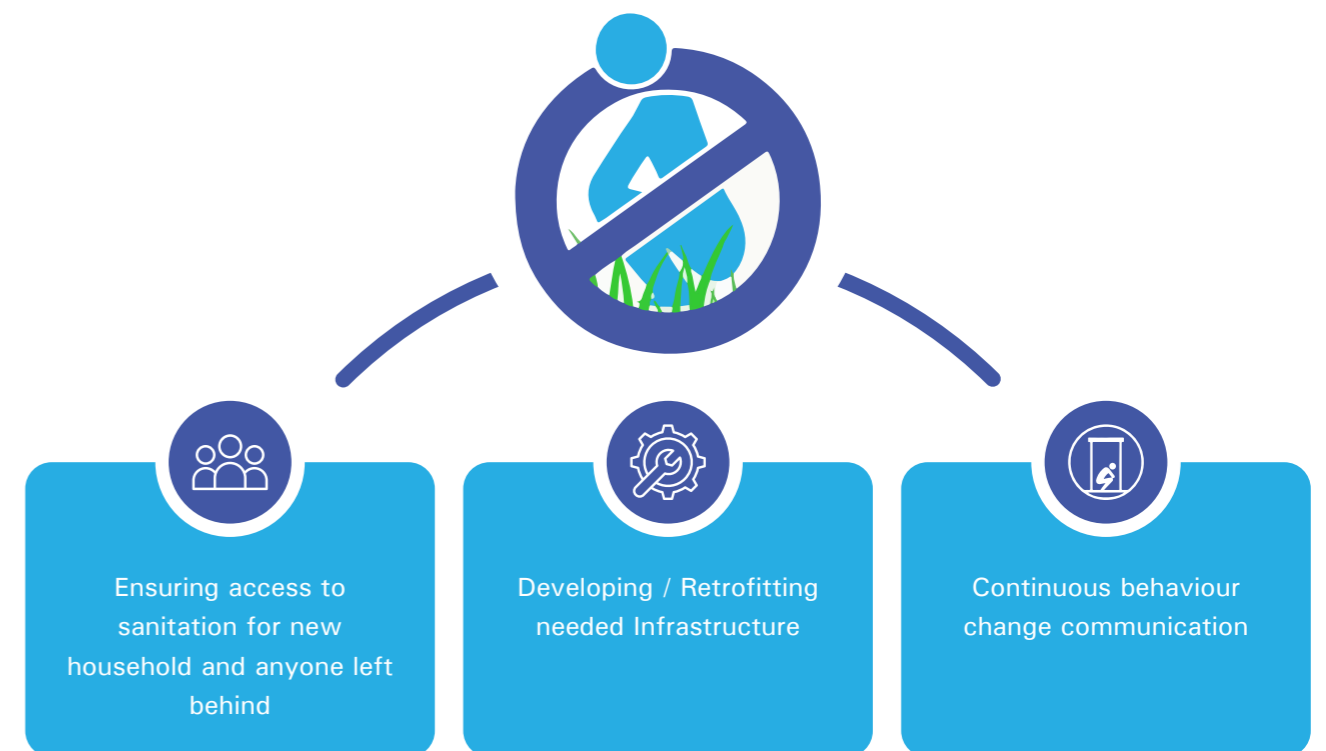
2 Programmatic elements of ODF Plus under SBM (G) Phase II

ODF Plus is the under lying vision of this strategy and has been defined in earlier sections. Therefore, focus will be on sustaining ODF and

ensuring Solid and Liquid WasteManagement in rural areas which are elaborated in following sections.

2.1 ODF Sustainability

Sustaining ODF is the fundamental focus of India’s sanitation strategy. Key elements for sustaining ODF at the village level areas below:



2.1.1 Ensuring access to sanitation for new/left behind households

This will entail:

- Covering newly emerging households with IHHL
- Covering any households that may have been left behind without IHHL
- Construction of Community Sanitary Complexes in Gram Panchayats (as per State’s assessment) to cover the needs of floating population and large congregation in GPs such as melas/tourist places/religious places

2.1.2 Appropriate sanitation infrastructure and its operation and maintenance (O&M)

Gram Panchayats (GPs) will play a key role in ensuring the operation and maintenance of sanitation infrastructure and involving communities in the same.

a. Usage of appropriate technologies for different topographies:

Toilets for new households in the following topographies, modifications can be made to toilet technology as appropriate, similar to what has been done for existing SBM-G toilets in these regions.

For example:

- In high water table areas and areas prone to seasonal flooding, given the risk of contaminating ground water, the toilet design can be modified by raising the pit above the ground and covering the exposed part with earth by making a mound for absorbing the leachate
- In addition to the above measures, areas that are prone to cyclones would also implement measures to make the superstructure more robust and add additional fixtures.
- In areas with rocky soils, where cracks in the rocks can spread pollution, toilet-linked biogas plants, ecosan toilets, and septic tanks with secondary treatment systems would be used.

b. Retrofitting of toilets

Out of the 10 crore toilets constructed in rural India under SBM-G, there are some toilets with single-pits and septic tanks. Similarly, many such toilets were constructed under previous programmes as well. To ensure sustainability in the future, they may be retrofitted as appropriate:

- Toilets which are not constructed as per standard and/or are single pit toilets may be retrofitted to twin-pit, so that they can be used on a continued basis
- Plans to be made to repair toilets which may become defunct over a period of time
- Construction of soak pits for septic tanks, wherever it is absent

2.2 Solid and Liquid Waste Management (SLWM) in rural areas

2.2.1 Solid Waste Management

The strategy going forward will continue to focus on strengthening Solid Waste Management (SWM) in rural areas, with emphasis on community created and managed infrastructure. The strategy for SWM would operate on two basic principles:

1. Segregation of waste streams at source to enable safe handling as well as conserving resources
2. Reduce-Reuse-Recycle-Recover(energy)- Refuse(dispose) paradigm for conserving resources

The strategy for different types of solid waste management is as follows:

Type of Waste	Collection Options	Strategy for disposal/ treatment
Bio degradable household waste and cattle waste	1. No collection 2. Routine collection using low cost vehicles such as tri-cycles	1. Composting or bio gas plants at household 2. Composting or biogas plants at community, GP or cluster of GPs level
Non-bio degradable household waste with larger focus on plastic waste	Routine collection using low cost vehicles	1. Storage infrastructure at village level, for consequent appropriate disposal 2. Material Recovery Facility at block level, for consequent appropriate disposal

2.2.2 Biodegradable Waste Management

Biowaste from households shall be encouraged to be composted at the household level itself through rigorous IEC activities. Community level composting of waste generated at public places and waste collected from households which cannot be composted at their premises shall be done by the GP.

As a subset of managing bio-degradable waste, the Galvanising Organic Bio Agro Resources-Dhan (GOBARDHAN) initiative with its focus on keeping villages clean through waste recovery and conversion of waste into resources will be continued as required. At the district level, model bio-gas plant projects will be initiated with funding support from Government, as before. Salient features of the initiative are as follows:

- Existing business models will continue as per State's requirements
- The coverage of the scheme may be extended by the Districts/Blocks/GPs.
- States have the flexibility to adopt the appropriate technology best suited to the local conditions. The technology should be easy to operate and maintain and should have low O&M cost

2.2.3 Plastic Waste Management

Plastic Waste as a subcomponent of solid waste will be an important focus of this strategy. The key strategies for Plastic Waste Management will be:

- Segregation: Segregation may be ensured at the source.
- Collection: Households with support from Gram Panchayats should collect all plastic waste at the village level.
- GPs should make arrangements for storage and transportation of collected plastic waste to a Material Recovery Facility (MRF) at the Block level.
- Disposal/treatment: All plastic waste collected at the Block level must be effectively disposed off using appropriate methods.
- IEC campaigns to be regularly undertaken discouraging the use of single use plastic, along with suggested alternatives and methods for its safe disposal. GPs may facilitate Behaviour Change Communication (BCC) measures with the help of local volunteers to discourage the use of single use plastic

2.2.4 Greywater Management

Greywater is the wastewater generated from water use in kitchens, bathing and washing clothes. When not managed properly greywater stagnates leading to mosquito breeding and incidence of diseases or may reach ponds, lakes and rivers causing both microbial and chemical pollution. The strategy for its management is as follows:

Interventions for greywater management

Level of intervention	Description of intervention
Community level	Community soak pits or leachpits
Village or large scale	<ol style="list-style-type: none"> 1. Conveyance through pipes or existing open drains, if appropriate 2. Treatment systems before drains discharge into water bodies including an aerobic systems such as DEWATS 3. Waste stabilization ponds or any other appropriate system

2.2.5 Fecal Sludge Management

Fecal sludge management is a key component of the ODF-Sustainability activities. FSM will assume the following approach:

- Wherever possible, for retrofitting existing toilets and in the construction of toilets for new households, the twin pit toilet technology will be the preferred toilet technology option for on-site FSM
- Co-treatment options using existing Sewage Treatment Plant (STP) facilities of nearby urban or rural areas will be employed
- Trenching to be promoted in remote villages
- Fecal Sludge Treatment Plants (FSTPs) for clusters of villages
- States will have the flexibility to adopt the appropriate technology best suited to the local conditions. Methodology and
- technology should be easy to operate and maintain and should have low O&M cost

The FSM system to be adopted for rural areas, in terms of retrofitting of toilets, will be as follows:

FSM systems for rural areas

Level	Challenges	Remedy	If Remedy not feasible
Twin pit system	Leaks in the Y-junction	Retrofit	Co-composting or Solar drying with long storage is recommended for material recovered from pit emptying
	Less than 1m between pits	Retrofit	
	Rim of pits are allowing rain water to enter pit	Retrofit	
	In high watertable area or too close to ground water source	Upgrade to in-situ treatment	Implement FSM
Single pit	All single pits will be considered for upgrades	Upgrade to twin pit	Implement FSM
Septic tank	Requires de-sludging at periodic intervals	De-sludge ever 3-5 years (as required)	Implement FSM

2.2.6 Menstrual Waste Management

State specific strategies on Menstrual Hygiene Management, including Menstrual Waste Management, may be supported under the ODF Plus strategy. The rural development department focus on menstrual waste management, including generating related awareness.

Menstrual waste management approaches and solutions:

Approaches for menstrual waste management	Purpose	Potential solutions
Reduce waste volume	Lessen the amount of waste that is generated and that must be managed	Alternative menstrual hygiene products: compostable sanitary pads, reusable menstrual hygiene products
Sterilize waste	Make menstrual waste less hazardous	<ul style="list-style-type: none"> • Chemical treatments • Autoclaving technologies
Change the physical nature of waste	Make waste easier to handle, reduce waste volume by changing the very structure of waste	<ul style="list-style-type: none"> • Incineration • Composting • Solid waste interventions

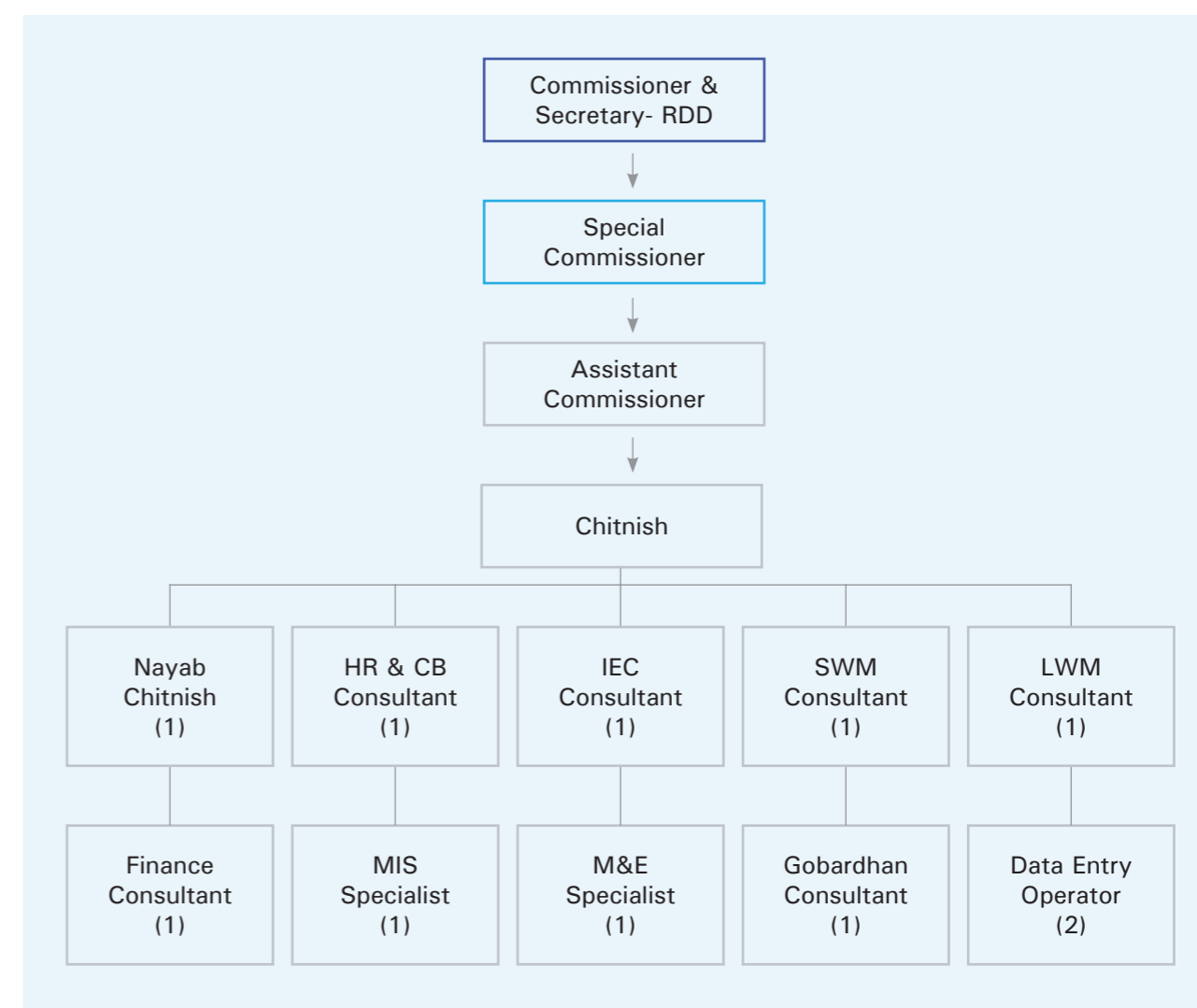
3 Implementation approach

Capacity building plan will be implemented by adapting the cascading mode from State to GP level. At the first Commissionerate of Rural Development with the support of UNICEF will conduct a rapid training needs assessment of State and District SBM-G team through reviewing the existing HR structure, profile, technical qualification and analysis of the current

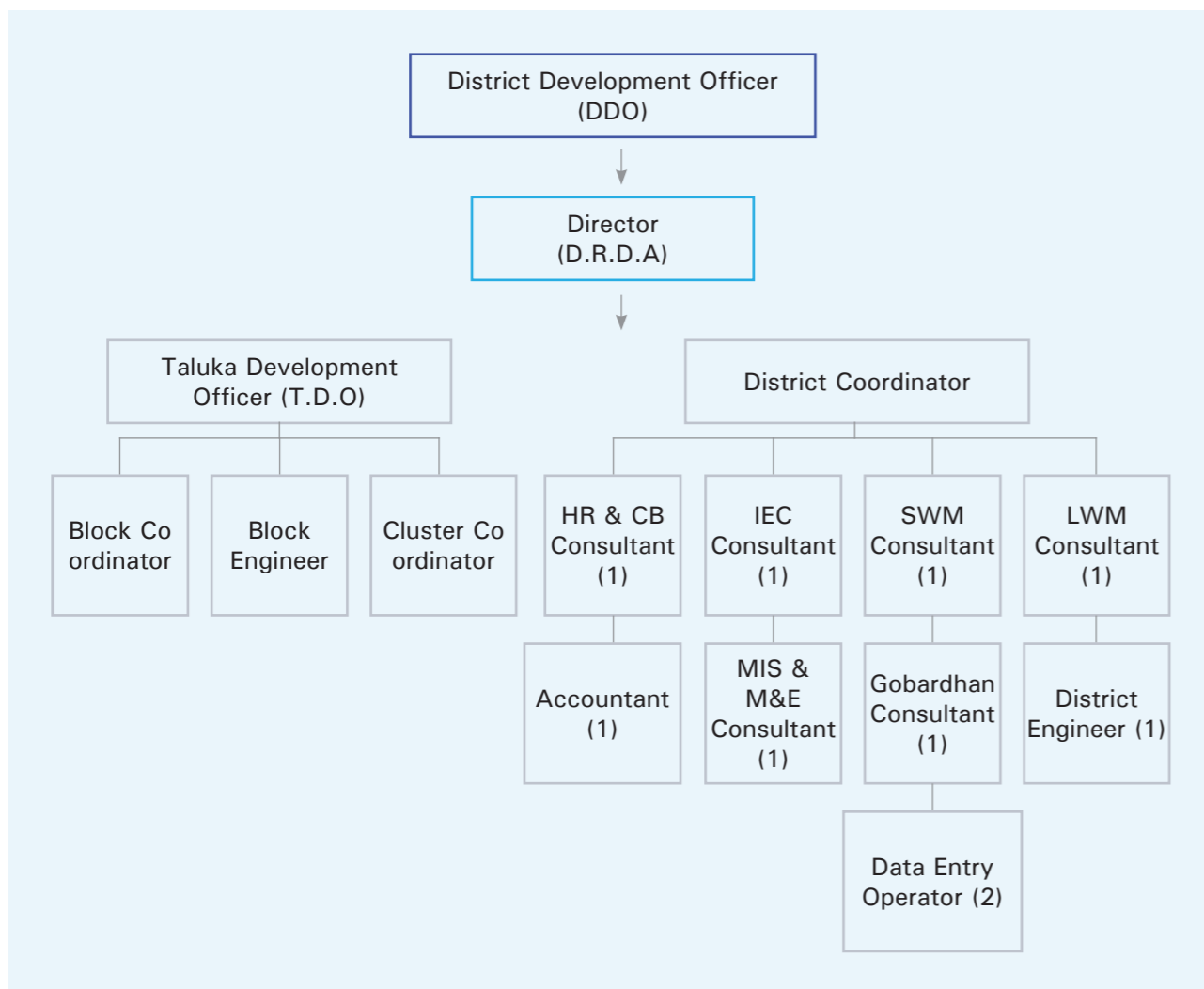
understanding of the SBM-G phase II components, assigned job roles and gaps in knowledge and skilled. Based on the rapid Training Needs Assessment (TNA), state level capacity building plan will be developed and capacity building package will be finalized considering the required skill sets. The details of core team members at State and district level are given below.

3.1 SBM-G core human resource in Gujarat

Core SBM-G team at State level



Core SBM-G team at District level

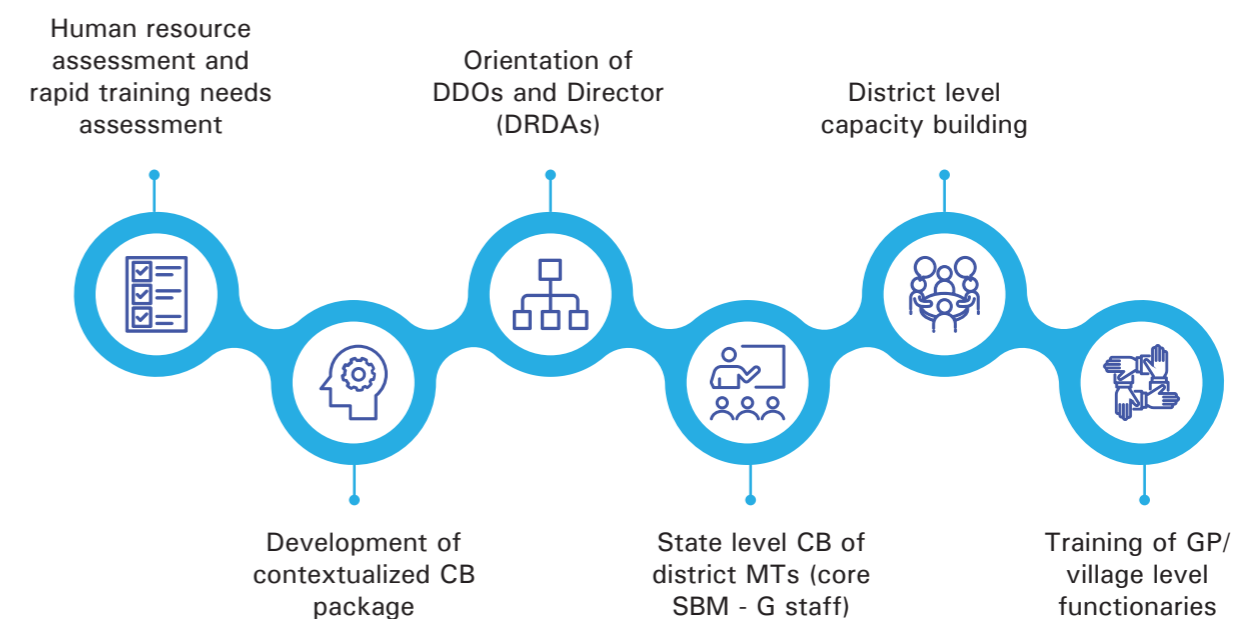


Currently onboarded core team members for SBM-G in Gujarat

Functionaries	Number of staff members
State level	
SWM Consultant	1
LWM Consultant	1
GOBAR-Dhan Consultant	1
MIS Consultant	1
IEC Consultant	1
HRD & CB Consultant	1

Functionaries	Number of staff members
District level	
District Co-Ordinator	32
M & E & MIS Specialist	20
HR & CB Consultant	26
IEC Consultant	11
SWM Consultant	25
LWM Consultant	31
GOBAR-Dhan Consultant	09
Engineer/Supervisor	23
Account Assistant	25
Data Entry Operator	51
Block level	
Block Coordinator	210
Block Engineer	250
Cluster Coordinator	534

3.2 Capacity building plan implementation steps



3.3 Objectives of the capacity building interventions

- Strengthening capacities of district level leaders (DDOs and Director DRDAs) for strategic planning and effective implementation of ODF-S and ODF Plus intervention under SBM-G phase II. Additionally, the capacity building will equip with strong partnerships, monitoring, and evaluation capacities for program with focus on results.
- Building capacities of SBM-G functionaries of State, District, Block, and Cluster level to plan effectively and implement appropriate ODF-S, SLWM and FSM interventions
- Building capacities of Panchayat Raj Institutions and other local bodies/committees to develop participatory ODF plus plans, mobilize convergent resources and setup value chain and community monitoring systems to achieve service level benchmark for sanitation. Achieving sustained ODF and visually clean villages
- Building capacities of CSOs, Dairy Cooperatives, youth, voluntary organizations, CSRs to support innovative approaches on waste management and strategic communication
- Build capacities of Master Trainers (MTs) and Sanitation workers on "Safety and dignity and social protection of sanitation workers.
- Map and strengthen capacities of Government, Non-Government Institutions, and network to fulfill the needs of capacity building of various stakeholders.

3.4 Key stakeholders, expected role and focus areas of CB and training

State level			
Sr.No	Stakeholders	Job role	Focus areas of Training/Awareness
1	State SWM Consultant	<ul style="list-style-type: none"> • Develop contextualized solid waste management SOPs, designs and BoQ • Build capacity of district SWM consultant on Solid Waste Management • Facilitate the district team to facilitate the transitioning process of GPs from Aspiring to rising to Model category with special focus on SWM • Conduct field visits and review the implementation with SW value chain prospective and provide inputs for corrective measures. • Develop and document SW best practices, O&M models and disseminate through various mediums 	<ul style="list-style-type: none"> • Enhanced understanding of ODFS and ODF plus elements and technologies. • Understand details on SWM technologies for several types of wastes, review the key learnings and prepare SWM SOPs for different scenarios in rural areas • Preparation of SWM action plans; • Support district in developing SWM action plans • Enhanced understanding of certifications (ODF, ODF+, Swachh Survekshan) • Financial and cost recovery models on SWM; • Procurement; • Enhanced understanding on monitoring for SWM (Output and Process)
2	State IEC consultant	<ul style="list-style-type: none"> • Conduct and facilitate capacity building training of district and block team • Creating effective communication strategies on ODF+ and hygiene promotion to promote behavioural change in the state • Design awareness campaigns, using several types of media effectively, • Customize appealing messages targeting specific audiences to promote environmentally friendly lifestyles • Regular field visits and assess the effectiveness of the IEC campaigns and evidence collection • Document the best practices of IEC and disseminate the learning across the state 	<ul style="list-style-type: none"> • Need of IEC in SBM II with special focus on ODF Plus activities and hygiene perspective in rural areas • Understanding of Target Audience and their specific need for behaviour change • Role of various stakeholders in IEC to execute the IEC plan. • Knowledge of Key Actions and Barriers • Elements of messages • Combination of communication approach to facilitate designing the IEC plan • Focus Areas of ODF Plus Communication for communication action plan • Communication plan implementation approach and monitoring the IEC for evidence collection

State level			
Sr.No	Stakeholders	Job role	Focus areas of Training/Awareness
		<ul style="list-style-type: none"> Update the dashboard on the SBM portal 	
3	State HRD consultant	<ul style="list-style-type: none"> Designing and implementing training programs Performance evaluation of the district and block team adhering to the SBM-G result framework Conducting training need assessment and identify skill gap of the state, district, block team Develop training Calander for all level and all types of stakeholders contributing under the SBM-G program 	<ul style="list-style-type: none"> Understanding of the SBM-G Phase-II program, its goals, core components and its implementation methodology. Application of the key learning to their work and district team for implementation of core components. Communication and interpersonal skills to be able to communicate effectively with a variety of stakeholders, including government officials, NGOs, CBOs, and project implementers at district and block level, Training Need assessment and facilitation skills to design the training programs for the team at state, district and block level team under SBM-G Able to adapt their training methods to the needs of the target audience. Data analysis and reporting skills-able to collect, analyze, and report data on project activities and outcomes. Project management skills:HRD Consultants need to be able to manage projects effectively, from planning and implementation to monitoring and evaluation.
4	State LWM Consultant	<ul style="list-style-type: none"> Develop contextualized liquid waste management SOPs, designs and BoQ Build capacity of district LWM consultant on Liquid Waste Management Facilitate the district team to facilitate the transitioning process of GPs from Aspiring to rising to Model category with special focus on LWM 	<ul style="list-style-type: none"> Enhanced understanding on ODFS and ODF plus elements and technologies with special focus on LWM. Understand details on LWM technologies for Black water and grey water, review the key learnings and prepare LWM SOPs for different scenarios in rural areas Preparation of LWM action plans;

State level			
Sr.No	Stakeholders	Job role	Focus areas of Training/Awareness
		<ul style="list-style-type: none"> Conduct field visits and review the implementation with Liquid waste value chain prospective and provide inputs for corrective measures. Evidence collections from field and document best practices, O&M models and disseminate through various mediums Inter-block knowledge sharing and update the Dashboard of the SBM portal 	<ul style="list-style-type: none"> Support district in developing LWM action plans Enhanced understanding of certifications (ODF, ODF+, SwachhSurvekshan Financial and cost recovery models on LWM; Procurement; Enhanced understanding on monitoring for LWM (Output and Process)
5	State MIS Consultant	<ul style="list-style-type: none"> Analyze collected data to generate insights, trends, and performance indicators and provide actionable recommendation. Generate regular and ad-hoc reports on the progress and impact of SBM-G initiatives. Train SBM-G staff and stakeholders on data collection methods, MIS tools, and reporting requirements. Ensure that data collection and reporting processes comply with SBM-G guidelines, standards, and reporting formats. Establish feedback mechanisms for community members and program beneficiaries to report issues and concerns related to sanitation services. Assist in the monitoring and evaluation of SBM-G projects by tracking progress against set targets and evaluating the impact of sanitation interventions. Maintain comprehensive records 	<ul style="list-style-type: none"> Advanced data analysis and interpretation skills for informed decision-making. Proficiency in MIS software and database management. Effective communication and training abilities for knowledge transfer. Knowledge of sanitation sector regulations and compliance. Technological proficiency for GIS and mobile app integration. Understanding of data security protocols and privacy regulations to safeguard sensitive information. Techniques for engaging with diverse community stakeholders to gather valuable insights and feedback. Knowledge of quality control procedures and auditing techniques to maintain data accuracy and integrity. Proficiency in generating comprehensive reports and maintaining detailed documentation of MIS activities and outcomes

District, block, and cluster level			
Sr.No	Stakeholders	Job role	Focus areas of Training/Awareness
1	District level Panchayat members (Elected representatives)	To oversee the progress of the SBM-G at district level	<ul style="list-style-type: none"> Understanding of SBM (G) goal, objective and its core components Communication skill to motivate, Block Pramukh, Sarpanch and other district stakeholders to perform and deliver due results of SBM G
2	DDOs and Director DRDAs	<ul style="list-style-type: none"> Overall program Management Supervision of preparation of Annual Implementation Plan (AIP) Supervision of implementation of Program activities and ensure adherence to the approved AIP target Supervision of Finance Management, audit and compliance Facilitate the convergence of govt. Program with line departments 	<ul style="list-style-type: none"> Understanding of SBM (G) Phase-II, focusing Planning, implementation of SBM-G activities and AIP Develop Monitoring plan and reporting of SBM-G progress to state Importance of Communication and advocacy, social mobilization for SBM-G and Gender mainstreaming. Financial management for SBM-G Develop Capacity building plan IEC (Information, Education, and Communication) for SBM-G for district Convergence with other government programs Disaster management for SBM-G
3	District Coordinator	<ul style="list-style-type: none"> Planning and implementing the SBM-G program in the district Monitoring and reporting of the progress of SBM (G) in the district Communicating and coordinating with district and block team for smooth functioning of the program Raising awareness about the importance of ODF Plus and ODF (sanitation, hygiene and waste management) Mobilizing communities, with the support of SBM-G district and block team, to participate in the program 	<ul style="list-style-type: none"> Understanding of Key components of SBM-G Phase II guidelines Planning of ODF Plus interventions at Block/ GP level (VSP) and AIP Technical understanding of different type of solid and liquid waste management (SWM, PWM, LWM, GWM, FSM, ODF-S) and the sustainable technology options for sustenance of ODF-S and ODF plus O&M models and Business models for sustained ODF Plus and

District, block, and cluster level			
Sr.No	Stakeholders	Job role	Focus areas of Training/Awareness
		<ul style="list-style-type: none"> Coordinating with the State SBM-G team and line department in the district Managing financial resources Maintaining records and reports to the state on the progress of the program 	<ul style="list-style-type: none"> Convergence of govt. Scheme and understanding of GPDP for use of 15th FC grants Enhanced understanding of certifications (ODF, ODF+, SwachhSurvekshan)
4	District SWM consultant	<ul style="list-style-type: none"> Adhere to solid waste management SOPs Build capacity of Block Coordinator (BC) and engineer on Solid Waste Management Facilitate the Block team to facilitate the transition process of GPs from Aspiring to rising to Model category with special focus on SWM Conduct field visits and review the implementation with SW value chain prospective and provide inputs for corrective measures to BC and engineer at panchayat level. Evidence collection for SW best practices, O&M models and disseminate through various mediums Inter-block knowledge sharing 	<ul style="list-style-type: none"> Enhanced understanding on ODFS and ODF plus elements and technologies. Understand details on SWM technologies for different types of wastes, review the key learnings and use of SWM SOPs for different scenarios in rural areas Preparation of SWM action plans for the district; Collecting data for developing district SWM action plans Enhanced understanding of certifications (ODF, ODF+, SwachhSurvekshan) Financial and cost recovery models on SWM; Procurement; Enhanced understanding on monitoring for SWM (Output and Process)
5	District LWM consultant	<ul style="list-style-type: none"> Adhere to liquid waste management SOPs, Build capacity of BC and Engineer LWM consultant on Liquid Waste Management Facilitate the district team to facilitate the transitioning process of GPs from Aspiring to rising to Model category with special focus on LWM Conduct field visits and review the implementation with Liquid waste value chain prospective and provide inputs for corrective measures. 	<ul style="list-style-type: none"> Enhanced understanding on ODFS and ODF plus elements and technologies with special focus on LWM. Understand details on LWM technologies for Black water and Grey water, review the key learnings and adhere to LWM SOPs for different scenarios in rural areas Preparation of LWM action plans for the district; Collecting data for developing district LWM action plans

District, block, and cluster level			
Sr.No	Stakeholders	Job role	Focus areas of Training/Awareness
	District level Panchayat members (Elected representatives)	<ul style="list-style-type: none"> Evidence collections from field and document best practices, O&M models and disseminate through various mediums Inter-district knowledge sharing 	<ul style="list-style-type: none"> Enhanced understanding of certifications (ODF, ODF+, SwachhSurvekshan) Financial and cost recovery models on LWM; Procurement; Enhanced understanding on monitoring for LWM (Output and Process)
6	District Engineers	<p>Assist District Coordinator in preparation of District Annual Implementation Plan as per funding norms of SBM (G). Plan design estimate, facilitate technical sanction, Implementation, and Monitoring of various infrastructure under SBM (G) Phase II such as construction of IHHL, CSC, Segregation Shed, Soakpit, Compost pit etc., and ensure that all targets should be achieved in time.</p> <p>Ensuring SBM (G) related activities identified by Gram Panchayats are entered in Gram Panchayat Development Plan (GPDP) prepared by Rural Development & Panchayats Department.</p> <p>Undertake field visits to the GPs and supervise the infrastructure being developed under SBM (G) phase II from technical perspective and ensure their timely completion.</p> <p>Timely submission of reports and documents to DRDA Office as and when required.</p> <p>Ensuring proper record keeping and documentation.</p>	<ul style="list-style-type: none"> Understanding of Key components of SBM-G Phase II guidelines Planning and cost estimation of ODF-S and ODF Plus interventions, VSP and AIP Technical understanding of different type of solid and liquid waste management (SWM, PWM, LWM, GWM, FSM, ODF-S) and the sustainable technology options for sustenance of ODF-S and ODF plus O&M models and Business models for sustained ODF Plus and Convergence of govt. Scheme and understanding of GPDP for use of 15th FC grants Enhanced understanding of certifications (ODF, ODF+, SwachhSurvekshan)
7	Block elected representatives	To oversee the progress of the SBM-G at block level	<ul style="list-style-type: none"> Understanding of SBM (G) goal, objective and its core components Communication skill to motivate Sarpanch to perform and deliver due results of SBM G

District, block, and cluster level			
Sr.No	Stakeholders	Job role	Focus areas of Training/Awareness
8	Block coordinator	<ul style="list-style-type: none"> Planning and implementing the SBM-G program in the block Monitoring and maintain record and reporting of the progress of SBM (G) in the district Communicating and coordinating with block team for smooth functioning of the program Raising awareness about the importance of ODF Plus and ODF (sanitation, hygiene and waste management) Mobilizing communities, with the support of SBM-G block team, to participate in the program 	<ul style="list-style-type: none"> Understanding of Key components of SBM-G Phase II guidelines Planning of ODF Plus interventions at GP level (VSP) and AIP Technical understanding of different type of solid and liquid waste management (SWM, PWM, LWM, GWM, FSM, ODF-S) and the sustainable technology options for sustenance of ODF-S and ODF plus Understanding of O&M models and Business models for sustained ODF Plus and Convergence of govt. Scheme and understanding of GPDP for use of 15th FC grants at village level Enhanced understanding of certifications (ODF, ODF+, SwachhSurvekshan)
9	Block Engineer	<ul style="list-style-type: none"> Assist Block Coordinator in preparation of Block Annual Implementation Plan as per funding norms of SBM (G). Plan design estimate, facilitate technical sanction, Implementation, and Monitoring of various infrastructure under SBM (G) Phase II such as construction of IHHL, CSC, Segregation Shed, Soakpit, Compost pit etc., and ensure that all targets should be achieved in time. Ensuring SBM (G) related activities identified by Gram Panchayats are entered in Gram Panchayat Development Plan (GPDP) prepared by Rural Development & Panchayats Department. 	<ul style="list-style-type: none"> Understanding of Key components of SBM-G Phase II guidelines Planning and cost estimation of ODF-S and ODF Plus interventions, VSP and AIP Technical understanding of different type of solid and liquid waste management (SWM, PWM, LWM, GWM, FSM, ODF-S) and the sustainable technology options for sustenance of ODF-S and ODF plus O&M models and Business models for sustained ODF Plus and Convergence of govt. Scheme and understanding of GPDP for use of 15th FC grants

District, block, and cluster level			
Sr.No	Stakeholders	Job role	Focus areas of Training/Awareness
	District level Panchayat members (Elected representatives)	<ul style="list-style-type: none"> Undertake field visits to the GPs and supervise the infrastructure being developed under SBM (G) phase II from technical perspective and ensure their timely completion. Timely submission of reports and documents to DRDA Office as and when required. Ensuring proper record keeping and documentation. 	<ul style="list-style-type: none"> Enhanced understanding of certifications (ODF, ODF+, SwachhSurvekshan)
10	Cluster Coordinator	<ul style="list-style-type: none"> Implementing the SBM-G program at GP/Village level Monitoring, maintain records and reporting of the progress of SBM (G) at the block Raising awareness about the importance of ODF Plus and ODF (sanitation, hygiene, and waste management) Mobilizing communities, with the support of PRIs to participate in the program 	<ul style="list-style-type: none"> Understanding of Key components of SBM-G Phase II guidelines Data collection of ODF Plus interventions at village level (VSP) and facilitate Block team for AIP Technical understanding of different type of solid and liquid waste management (SWM, PWM, LWM, GWM, FSM, ODF-S) and the sustainable technology options for sustenance of ODF-S and ODF plus Understanding of O&M models and Business models for sustained ODF Plus Facilitate the convergence of govt. schemes and understanding of GPDP for use of 15th FC grants at GP/village level Enhanced understanding of certifications (ODF, ODF+, Swachh Survekshan)

Gram Panchayat level			
Sr.No	Stakeholders	Job role	Focus areas of Training/Awareness
1	PRI members	<ul style="list-style-type: none"> To implement and assess the progress of the SBM-G at panchayat level 	<ul style="list-style-type: none"> Understanding of SBM (G) goal, objective and its core components, focusing on O&M of SBM-G facilities and infrastructure Communication skill to motivate and mobilize ward members community and other key stakeholder to involve and contribute in the program to deliver due results of SBM G
2	Paani samiti/ SHG members	<ul style="list-style-type: none"> Monitor and assist PRI to implement the SBM (G) program in the GP/Village 	<ul style="list-style-type: none"> Understanding of SBM (G) goal, objective and its core components Communication skill to motivate and mobilize community and other key stakeholder to involve and contribute in the program to deliver due results of SBM G
3	Sanitation workers	<ul style="list-style-type: none"> To collect the segregated waste from household, institutions and community level 	<ul style="list-style-type: none"> Type of waste and importance of waste segregation at source Waste Handling technique Legal safety net for sanitation workers Personal safety and dignity of waste collectors Govt. Schemes and benefits for wellbeing of sanitation workers and their family
4	SLWM-waste collector and segregators	<ul style="list-style-type: none"> To collect the segregated waste from household, institutions and community level 	<ul style="list-style-type: none"> Type of waste and importance of waste segregation at source Waste Handling technique Personal safety and dignity of waste collectors
5	MRF operators- PWM	<ul style="list-style-type: none"> Ensure segregated waste collected and transported to the MRF Secondary segregation of dry waste Processing, treatment and forwarding the waste to recyclers 	<ul style="list-style-type: none"> Understanding of PWM Rules and the Extended Producer's Responsibility (EPR) Guidelines Compliance to GPCB and CPCB Operations and Maintenance of MRF and Revenue models Type of waste and importance of waste segregation at source and secondary segregation at MRF

Gram Panchayat level			
Sr.No	Stakeholders	Job role	Focus areas of Training/Awareness
			<ul style="list-style-type: none"> • Waste Handling techniques • Personal safety and dignity of workers at MRF • Forward linkage for waste and recyclers network

4 Strategies for Capacity Building

Capacity building strategies are the specific plans, methods, and actions implemented to achieve the goals of capacity building. Strategies are more concrete and detail-oriented than

approaches, outlining the steps and tools used to build skills and capabilities. Different strategies can be employed based on the context and goals of capacity building.

Cascading Training and Workshops

- Capacity Building of District and block SBM-G team
- Capacity Building of engineers
- Capacity building of PRIs and front line functionaries
- Capacity building of other stakeholders- CSOs, NGOs, youth groups

Mass Outreach

- SATCOM
- Video Conference

MOOCs

- Youtube Channel
- Developing online e-learning platform

Online Resource Directory

- Topic-wise multi-lingual directory

Cascading training and workshops

To efficiently reach the vast number of GP level stakeholders across the state, cascading model will be employed.

<p>State level stakeholders</p> <p>a. State SBM-G staff</p> <p>b. State level staff from</p> <ul style="list-style-type: none"> • Education • Health • WCD • GWSSB/WASMO/GJTI 	<p>District level stakeholders</p> <p>a. District SBM-G staff</p> <p>b. Departmental representatives from</p> <ul style="list-style-type: none"> • Education • Health • ICDS • WASMO
<p>Block level stakeholders</p> <p>a. Block level SBM-G staff</p> <p>b. Departmental representatives from</p> <ul style="list-style-type: none"> • Education • Health • ICDS • WASMO 	<p>Cluster, GP and village level</p> <p>a. Cluster Co-ordinators from SBM-G</p> <p>b. Sarpanch, Talati and PRI Members, Pani Samiti</p> <p>c. Asha, AWW</p> <p>d. Teachers</p> <p>e. SHG Members</p> <p>f. VWSCs/VHSCs</p> <p>g. Sanitation Workers</p>

4.1 Capacity Building Plan for SBM-G Phase II

Capacity Building on Programmatic Aspects								
Name of Training	Key Stakeholder	Duration	No of Batches	No. of Participants	Resource Person	Time-line	Level of trainings	Monitoring and supportive supervision by
DDOs and Directors	DDO and Director	1 day Training	1 Batch	66	State/ UNICEF	Oct 2023	State	State and UNICEF
State level ToT on Programmatic capacity building on SBM-G Phase- II	District Coordinators, MIS, Consultants	3-day residential training	1 Batch	56	UNICEF	Sep 2023	State	State
State level ToT on Programmatic capacity building on SBM-G Phase- II	IEC, HRD & CB Consultants	5-day residential training	1 Batch	60	UNICEF	Aug 2023	State	State
District level training on functional aspect of SBM-G Phase- II	Block Coordinators and cluster coordinators	3-Day training	33 Batches	744	District level MT Trainers	Sep 2023	District	District
Block and Cluster level workshop for implementing PRIs on SBM-G Phase-II	Sarpanches and Talatis	1-Day Training	At every Block	32000	Block and Cluster Co-ordinators	Oct 2023	Block	District/ Block

* Refresher training of stakeholders shall be conducted after every six months

Capacity Building on Technical Aspects								
Name of Training	Key Stakeholder	Duration	No of Batches	No. of Participants	Resource Person	Time-line	Level of trainings	Monitoring and supportive supervision by
State level Training on Technical aspects of SLWM components of SBM-G and their linkage with Programmatic aspects	District Engineers and 1 Block level engineer	2 Day residential training	1 Batch	66	UNICEF	Aug 2023	State	State SBM-G team
District level training on technical aspects of SLWM components of SBM-G	Block Engineers	1 Day training	33 Batches	250	Trained District level Engineers	Sep 2023	District	District SBM-G team

* Refresher training of stakeholders shall be conducted after every six months

Capacity building of front-line functionaries								
Name of Training	Key Stakeholder	Duration	No of Batches	No. of Participants	Resource Person	Time-line	Level of trainings	Monitoring and supportive supervision by
State level Master Training of Trainers of Safety and Dignity of Sanitation Workers	SBM-G Staff, Govt. Partners and representatives of NGOs / CSR / CSOs / CBOs	4 Days residential training	3 Batch	138	UNICEF	July – Oct 2023	State	UNICEF

Capacity building of front-line functionaries								
Name of Training	Key Stakeholder	Duration	No of Batches	No. of Participants	Resource Person	Time-line	Level of trainings	Monitoring and supportive supervision by
District level training on Safety and Dignity of Sanitation Workers	Sanitation workers	2 Day residential training	12 Batches	550	UNICEF	Aug – Oct 2023	District	UNICEF

* Refresher training of stakeholders shall be conducted after every six months

Capacity building of other stakeholders								
Name of Training	Key Stakeholder	Duration	No of Batches	No. of Participants	Resource Person	Time-line	Level of trainings	Monitoring and supportive supervision by
State level orientation workshop	Jilla Pramukh	1 Day training	1 Batch	33	State / UNICEF	Oct 2023	State	State SBM-G team
District level orientation workshop	Taluka Pramukh	1 Day training	33 Batches	250	District	Nov 2023	District	District SBM-G team
Block level orientation workshop	Talati cum Mantri	1 Day training	One Per block	14000	District	Oct – Nov 2023	Block	Block SBM-G team
Block level orientation workshop	Nominated ward member from every Panchayat	1 Day training	One Per block	14000	District	Nov-Dec 2023	Block	Block SBM-G team
Village level orientation workshop	Pani and Swachhata Samiti, ASHA and AWW	1 Day training	One Per Panchayat	54000	Block	Jan – Mar 2024	GP	Block SBM-G team

* Refresher training of stakeholders shall be conducted after every six months

4.2 SATCOM Calendar 2023-24

Mass media campaigns are widely used to expose large proportions of populations to key messages through routine uses of existing media, such as television, radio, and newspapers. Under Swachh Bharat Mission – Gramin Phase II, a need for improving outreach through mass media tool such as SATCOM has been identified for uptake of safe sanitation behaviours across Gujarat. In this regard, a detailed calendar for thematic sessions every fourth Wednesday of every upcoming month has been planned below. Each session will be 1-hour long and planned to be scheduled from 11 am – 12 pm. The thematic experts and districts which have demonstrated scalable models in a particular theme would be invited for experience sharing. All sessions will

be planned and coordinated by SBM-G Gujarat and technically supported by UNICEF.

BISAG, or Bhaskaracharya Institute for Space Applications and Geoinformatics, is an autonomous scientific and research institution located in Gujarat, India. It is named after the renowned Indian mathematician and astronomer Bhaskaracharya. BISAG was established to promote and apply space technology for various developmental activities in the state of Gujarat.

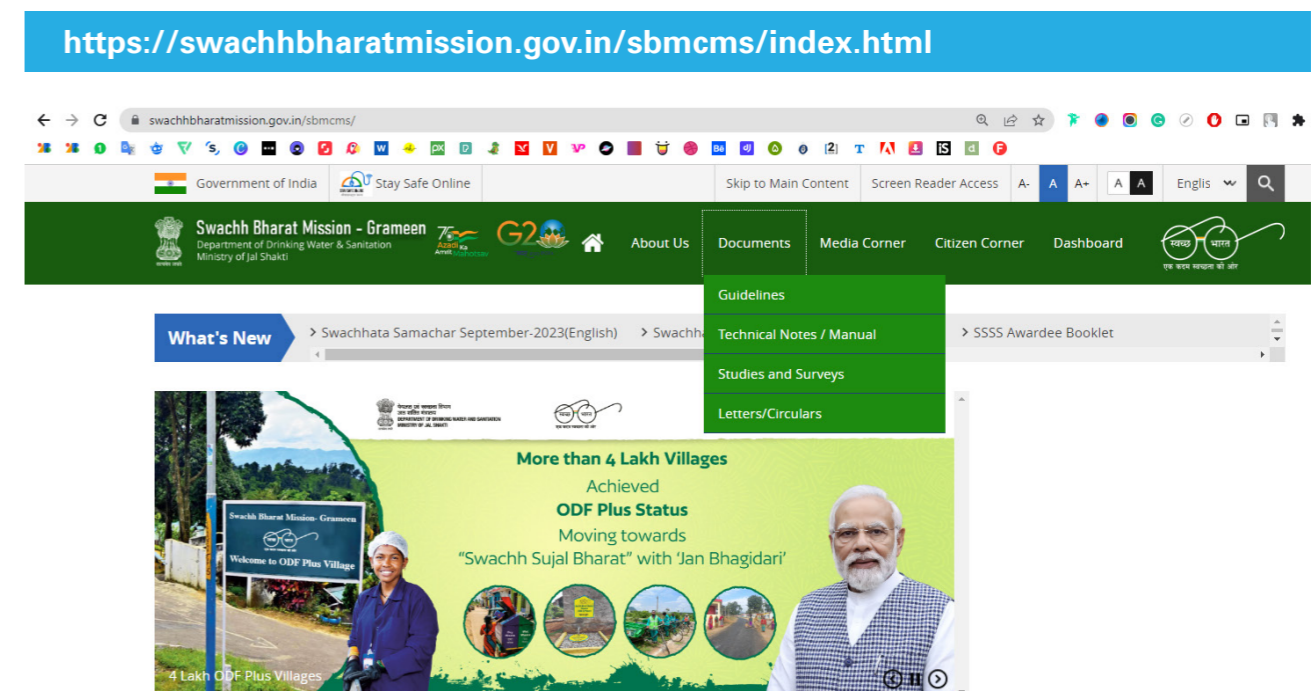
BISAG offers satellite-based communication services for various applications, including telemedicine, tele-education, and video conferencing. These services bridge the digital divide and enable connectivity in remote areas.

Sr.No	SBM-G Phase II Component	Area of Communication	Tentative Dates
1	Swachh Sarvekshan Gramin 2023	GP level actions to ensure achievement and sustenance of ODF+ Model status in villages of Gujarat	13th July 2023
2	ODF-S	Construction of toilets by new and left out HHs and consistent toilet always use by all household members	27th Sep 2023 (Wed)
3		Retrofitting of sanitation infrastructure and O&M (Household and Community level)	26th Oct 2023 (Thu)
4	ODF +	Understanding and importance of adopting proper SLWM practices	29th Nov 2023 (Wed)
5		Proper greywater treatment at household level	27th Dec 2023 (Wed)
6		Proper management of biodegradable waste at household and community level	24th Jan 2024 (Wed)
7		Safety and dignity of sanitation workers	21st Feb 2024 (Wed)
8		Proper management of cattle waste at household and community level	6th Mar 2024 (Wed)
9	Proper management of plastic waste at household and community level	20th Mar 2024 (Wed)	

4.3 Online learning through SBM-G Portal, Govt. of India

The Department of Drinking water Sanitation, Ministry of Jal Shakti Abhiyan, Govt. of India has already developed several online learning materials for self-learning of program functionaries on different aspects of SBM(G). These learning materials are available on the SBM portal and are easily accessible for all. The capacity Apart from that there are other institutions at national

level that provides capacity building resource materials for sanitation and hygiene aligned with SBM (G) program. Other Govt. institutions like National Institute of Rural Development and Panchayati Raj, Hyderabad (NIRD&PR)., National Skill Development Corporation, (NSDC), IIT Gandhinagar etc. All these platforms will be used for capacity building of stakeholders.



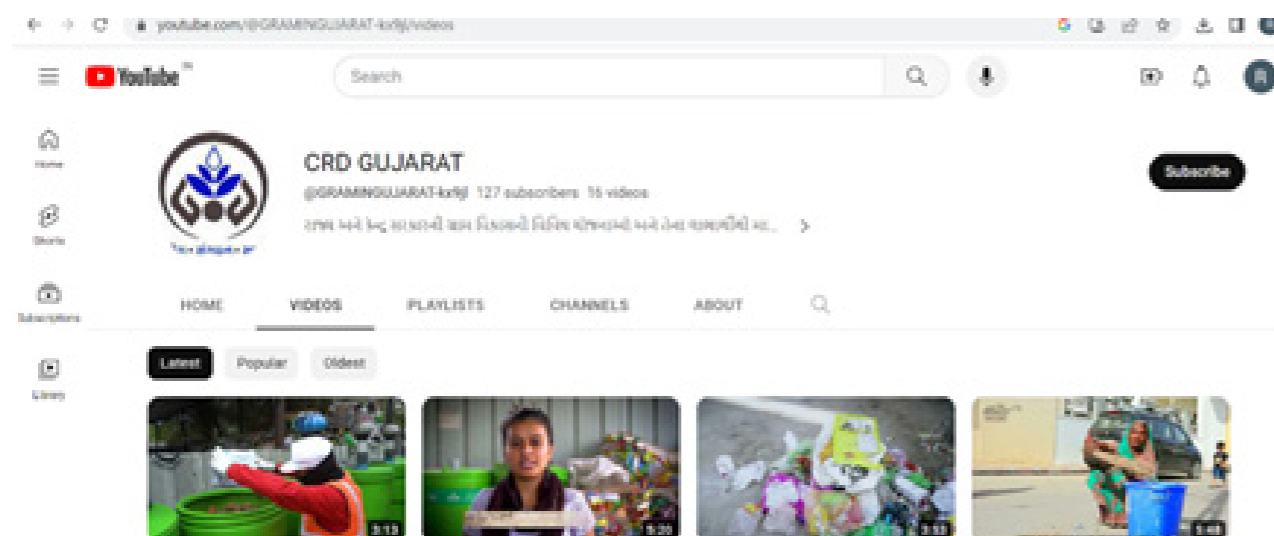
<http://nirdpr.org.in/sb.aspx>



4.4 Online learning through YouTube channel

The Commissionerate of Rural Development, Govt. of Gujarat is also using extensively the social media platform like YouTube to reach out to the masses for knowledge dissemination on various aspects of the program. This is

also an exchange learning platform for users to learn and adopt the leading practices of the program virtually. The online platform will be used for capacity building of stakeholders in the vernacular language.



National-level learning platforms like SBM Academy will be used extensively for improving the knowledge and skills of frontline functionaries

5 Online Monitoring Toolkit for Cascading Training

The toolkit developed by UNICEF, Gandhinagar is used for capturing the real time data and evidence of capacity building training conducted and the participants existing knowledge and the improved learning post training. Also useful in conducting the cascading training plan and the concurrent monitoring of the training being conducted at field level.

The toolkit facilitates the registration of the participants followed by conducting an online pretesting of the participants to assess the level of knowledge before conducting the training program. The Master Trainer (MT) can conduct the training using the training materials available

on the tool. The same training materials are used by all the registered MT in the field across the state, there is a scope of updating the training material at the state level as and when required.

Hence the toolkit ensures the quality of capacity building process and so the uniformity in the training inputs by providing updated training materials across the state. At the end of the training the post training test is conducted and subsequently, it also generates the analytical report of participants learning improvement for all the components of the training and overall output of the training.

Aim of online monitoring toolkit

- Planning of cascading trainings from State to GP level with a special focus on maintaining uniformity of messages in capacity building module
- Create a central repository of trained participants and mapping of trainers-trainee to track the progress of training and ensure that all participants are receiving the necessary support
- Ensure effectiveness of training imparted at each level by adopting a 360-degree feedback, including pre-post test for trainees and feedback of training (content, trainers' delivery, environment)
- Thematic need assessment for future trainings is generated using knowledge mapping at the end of trainings

Village Water, Sanitation and Hygiene (WASH) tool for ODF+ planning in Gujarat

- A village water, sanitation and hygiene (WASH) assessment tool has been developed with the support of UNICEF for mapping waste management value chain under SBM-G Phase II and taking relevant actions to address the mapped gaps. The data being recorded for each village will be used for developing Annual Implementation Plan (AIP) in the coming years.
- Similarly, a household assessment tool for verification of toilets and other sanitation services in the village. This tool will also be used for verification of data for WASH assesment tool.

The toolkit has an advantage of updating the Capacity Building dashboard of SBM (G)

portal without any error and duplication. The Monitoring and quality assurance for various CB



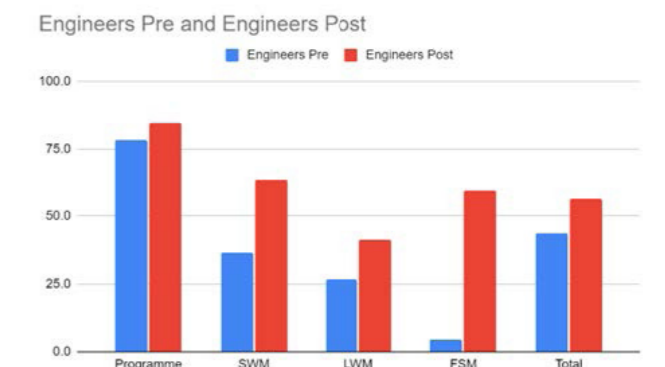
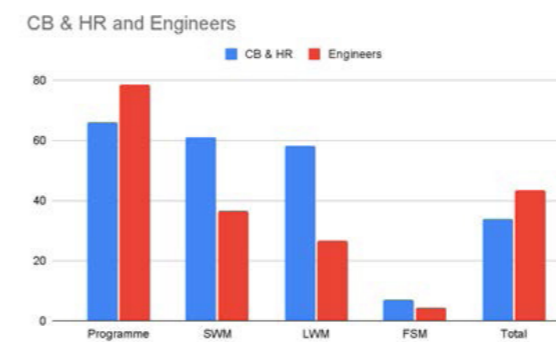
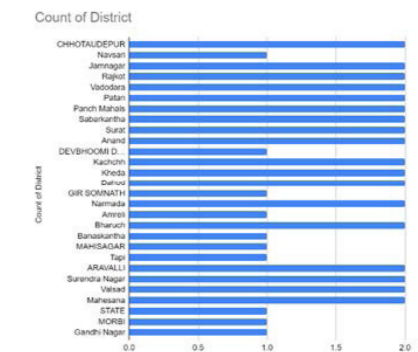
QR code to access the online toolkit for cascading of training



SBM-G Capacity Building Dashboard

5.1 Monitoring and quality assurance of Capacity Building

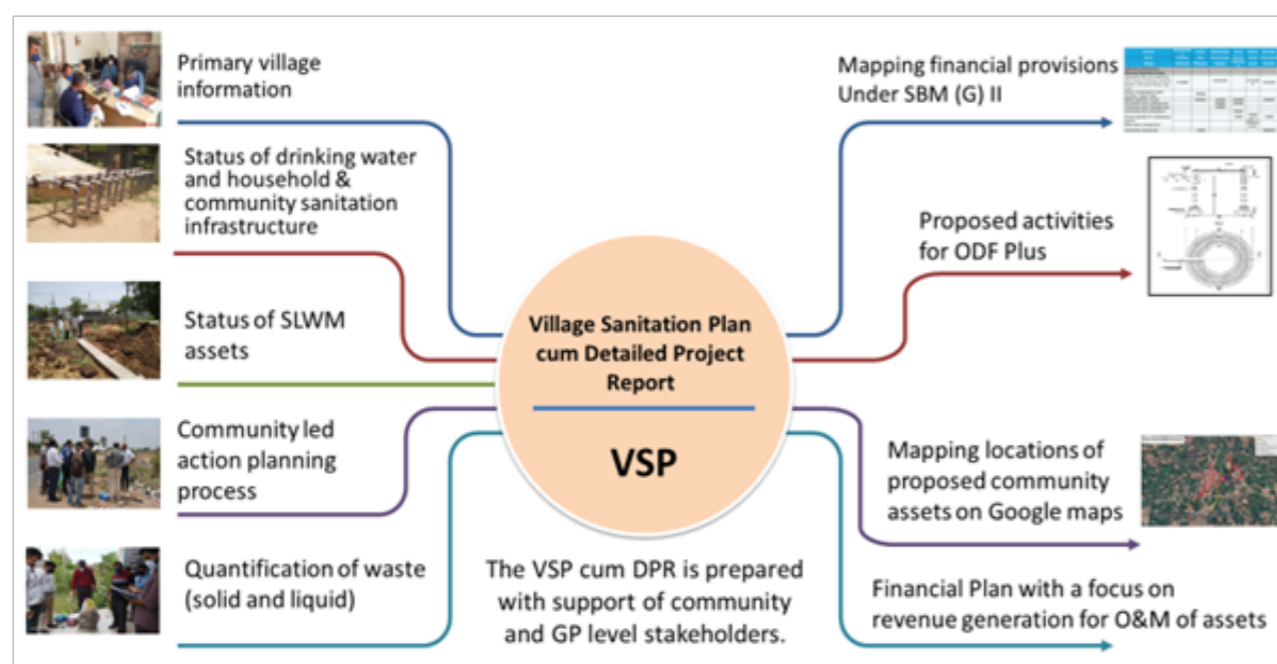
- The CB Plan will set clear objectives and outcomes for the capacity-building program so that the participants are aware of what they can do after the training.
- The training program will be designed to address the participants' needs and interests. It will be ensured that the content is relevant to the work they do and that the training methods are engaging and interactive.
- Use of online assessment tools to measure the program's learning outcomes and improve it through pre- and post-tests, observations, and self-assessment.
- Trainers shall provide feedback to the participants on their performance. This will help them to identify areas where they need to improve and to track their progress over time.
- Follow up with the participants after the training to assess how they are applying their new skills and knowledge. This will help ensure that the training is positively impacting their work.
- For supportive supervision opportunities shall be provided to the participants to practice their skills and knowledge. This could be done through role-playing, case studies, or hands-on activities and the progress is monitored and reported frequently
- For supportive supervision, the participants will be involved in the program's design. This will ensure that the program is relevant and meets their needs.
- Monitor the progress of the program throughout its implementation. This will help to identify any areas that need to be improved.



5.2 Hands on learnings for MTs, block and cluster coordinators

As part of the capacity building of master trainers, preparing 'village sanitation plan' (VSP) through the 'hands on learning' is one of the key components of the 5-day training program. Post-class classroom training participants are taken to an identified village to conduct activities that facilitate data collection for the village. After meeting and building rapport with the key stakeholders, the team conducts the social and resource mapping of the village in the context of water, sanitation, and hygiene. This is followed by collecting data using the mobile app based 'facility assessment tool.' Subsequently the data is used for developing the VSP of the village.

Since the Village Sanitation Plan (VSP) is the base of the Annual Implementation Plan (AIP), it is more important for master trainers (MTs) to practice and hone the skill of preparing the VSP. To sharpen the skill of VSP preparation, the MTs will be assigned to develop VSP of 5 villages by applying the learning from MTOTs. As laid out in the capacity building plan on programmatic aspects, MTs will conduct a 3-day district level training of all the district and block level team members and develop VSPs. The following table gives an insight into stages of VSP preparation:



6 Capacity mapping and strengthening training institutions

Capacity mapping and strengthening of training institutions is an important part of the Swachh Bharat Mission (Gramin) Phase II. This involves identifying the capacity gaps in existing training institutions and taking steps to address

them. The following are some of the key activities involved in capacity mapping and strengthening of training institutions for SBM (G) Phase II:

- Conducting a needs assessment: This involves identifying the training needs of the different stakeholders involved in the Swachh Bharat Mission (Gramin) Phase II, such as government officials, functionaries at state, district and block level, PRIs and sanitation workers and community level leaders.
- Mapping the existing training institutions: This involves identifying the existing training institutions that offer training in sanitation and hygiene and assessing their capacity to meet the training needs of the different stakeholders aligned to the need assessment done.
- Identifying the capacity gaps: This involves identifying the areas where the existing training institutions lack the capacity to meet the training needs of the different stakeholders.
- Strengthening the existing training institutions: This involves taking steps to address the capacity gaps identified in the previous step. This would involve providing training to the trainers, upgrading the training facilities, or developing new training modules.



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