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A Systems Approach to Capacity Building: Lessons from Sanitation Capacity Building Platform (SCBP), India

Paper for the WASH systems symposium

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This paper addresses capacity building challenges for urban sanitation, with specific focus on Faecal Sludge and Septage Management (FSSM). It places the experience and lessons learnt from the project Sanitation Capacity Building Platform (SCBP) in a systems perspective. The system here is defined as national, state governments, para-state technical agencies, urban local bodies, development partner agencies, academia and researchers. The SCBP, anchored at the National Institute of Urban Affairs (NIUA) is an organic and growing collaboration of credible national and international organisations, universities, training centres, resource centres, non-governmental organisations, consultants and experts. A major challenge for building capacity for FSSM is how to improve the knowledge and skills of stakeholders to address an immediate challenge and, how to ensure that the larger context and longer-term priorities are not neglected. The paper addresses the following lessons of capacity building in the FSSM sector: is capacity building more than just training programmes; the challenges of developing training material content; how to ensure integration of theory and practice (field experience and lessons becoming part of the capacity building training); dissemination and adoption of learning at scale and so on. The paper is a critical review of the opportunities, challenges, outcomes of and considerations for the next phase of FSSM capacity building.

Sanitation and urbanisation in India

The total urban population of India, as per Census of India 2011, is 377 million. The population is largely spread across 7,935 urban centres – 4,041 statutory towns and 3,894 census towns. Statutory towns are administered by Urban Local Bodies (ULBs) which are responsible for delivering infrastructure services while census towns are administered via rural administration. The provision of urban services is not mandatory in census towns. Though the number of census towns has trebled over a decade, the increase in the number of statutory towns has been much slower.

According to the 2011 census, 81.4% of urban households have access to toilets and 12.6% urban households, which roughly translates to 40 million individuals, were reported as resorting to open defecation. Only 32.7% of toilets in urban households are connected to sewer systems and approximately 47% of the households in India have toilets connected to septic tanks or soak pits, which are called on-site storage systems of faecal matter. The Central Pollution Control Board data shows that, during 2015, the estimated sewage generation in the country was 61,754 MLD as against the developed sewage treatment capacity of 22,963 MLD. Because of the hiatus in sewage treatment capacity, about 38,791 MLD of untreated sewage (62% of the total sewage) is discharged directly into nearby water bodies. There are 920 Sewage Treatment Plants in different states/ Union Territories (UTs) out of which 615 are operational, 80 are non-operational, 154 are under construction and 71 are under planning. Figure 1 depicts the urban sanitation situation in India.

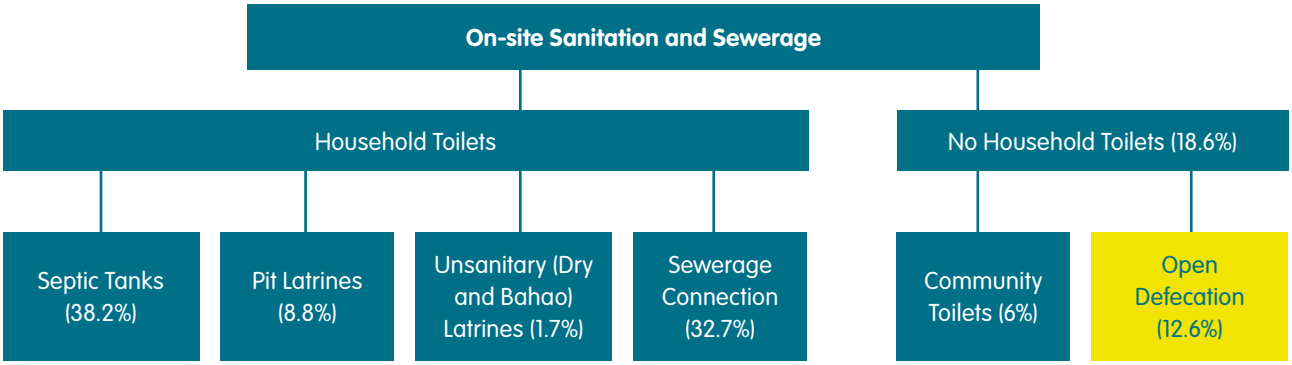
Swachh Bharat Mission, the national mission for improving theurban sanitation situation, launched by the Ministry of Housing and Urban Affairs (MoHUA) and the Government of India (GoI) on 2 October 2014 is providing a huge impetus to improve sanitation. One of its key objectives is to make India open defecation free by 2019. To achieve this target, the mission focused on three key components: construction of individual household toilets; conversion of insanitary latrines into sanitary latrines; and construction of public and community toilets. The mission has led to a remarkable increase in access to basic sanitation facilities with the objective of ensuring open defecation free (ODF) urban areas by the end of the mission period. Swachh Bharat-Urban Portal (www.swachhbharaturban.gov.in) reports that to date 18 states have become ODF and 3,370 of the 4,700 cities in the country have been declared ODF.

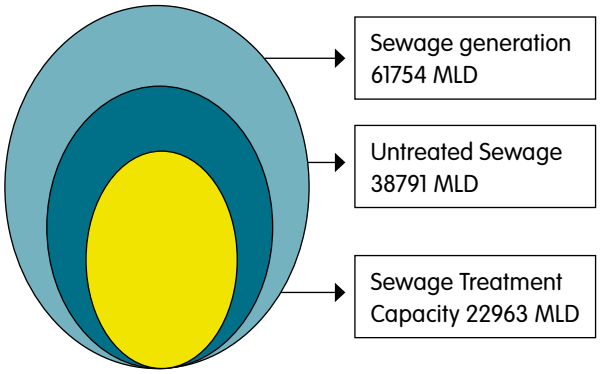
Table 1. Urban Centres in India

Types of urban units and numbers	Census - 2001	Census-2011
Statutory towns	3,799	4,041
Census towns	1,362	3,894
Urban agglomeration	384	475
Out growths	962	981

Source: Census of India 2011, Office of the Registrar General & Census Commissioner, Ministry of Home Affairs, Government of India.

FIGURE 1. URBAN SANITATION SITUATION IN INDIA





- Maharashtra, Tamil Nadu, Uttar Pradesh, Delhi & Gujarat account for approximately 50% of the total sewage generated in India. Maharashtra alone accounts for 13% of the total sewage generation.
- Maharashtra, Gujarat, Delihi, Uttar Pradesh & Gujarat account for 67% of the total sewage treatment capacity installed in India.
- No Sewage Treatment Plant (STP) has been established in Arunachal Pradesh, Chhattisgarh, Daman Diu, Nagaland, Assam & Tripura.
- The capacity of STPs installed in Himachal Pradesh & Sikkim is adequate to treat the total quality of sewage generated in these states.

Source: Census of India 2011, Office of the Registrar General & Census Commissioner, Ministry of Home Affairs, Government of India.
Central Pollution Control Board (CPCB) Bulletin, Vol. I, Ministry of Environment & Forests, Government of India, July 2016.

Nearly 5,259,032 individual household toilets have been constructed and 431,696 community and public toilets have been built. With rapid toilet construction under Swachh Bharat Mission and the declaration of ODF status for more and more Indian towns and cities, the challenge has now shifted towards addressing the safe containment, treatment and disposal of faecal waste. The challenge is more evident in small and medium towns where the ULBs cannot afford capital intensive sewage systems and Sewage Treatment Plants (STPs).

The implementation of sustainable and viable non-sewered sanitation solutions remains a challenge due to the obvious gaps in the understanding, knowledge and capacity of town level functionaries regarding the FSSM service chain. There also needs to be appropriate advocacy at state level. A major challenge for building capacity for FSSM is how to improve the knowledge and skills of stakeholders to address an immediate challenge and how to ensure that the larger context and longer-term priorities are not neglected.

Most Indian cities are plagued with poor sanitary conditions (unsafe disposal of human faeces and solid waste, poor drainage, inadequate treatment facilities), weak institutions and inadequate or poorly maintained public infrastructure of waste treatment. These create an imminent public health and environmental disaster, and do little to relieve the immediate sub-human existence of the residents of slums and informal settlements. There is an emphasis on high tech and high cost centralised treatment solutions for sanitation, waste water and solid waste. However, little or no consideration is paid to O&M costs, affordability and the paying capacity of residents and ULBs. This is leading to worsened municipal finances. States and cities with larger tax based revenues and financial resources often prioritise centralised sewerage and solid waste treatment solutions. Growing water scarcity and the inability to invest in centralised systems for all towns are forcing some cities and states to adopt decentralised solutions to urban sanitation. State and para-state agencies in most states resist adopting decentralised sanitation and waste treatment solutions.

The private sector too is accustomed to large contract work for STPs, and lack the capacity and interest in decentralised sanitation systems. Citizens are also not aware of the need for and the viability of decentralised sanitation systems. Large septic tanks are in fact holding tanks and there is no recognition of the appropriate design and regular desludging of septic tanks. Death due to unsafe manual septic tank emptying and cleaning of sewers remains to be addressed. There is an overall climate of apathy and acceptance of insanitary conditions despite the existence of decentralised technology solutions, the National FSSM Policy and some recent state level initiatives. This needs to change.

Advocacy and capacity building are critical for achieving a **paradigm shift** in favour of decentralised sanitation and waste water management systems, including the establishment and scale up of infrastructure, sustainability of operations, equity in reach and financing.

Capacity Building Framework under SCBP

An urban water and sanitation crisis is enveloping India. Most of our faecal waste is ending up untreated in our water bodies and polluting the ground water. A similar condition exists for solid waste. Nearly two thirds of India is semi-arid and arid. Water is scarce and we cannot afford to use excessive water for sewer-based sanitation systems. Larger municipal towns and corporations may develop expensive sewer-based treatment systems in the coming decade (but water availability and poverty are still barriers) but may find it very difficult to operate and attain a break-even operation that serves the vast majority of their city populations living in slums and peri urban informal settlements. Small and medium scale towns may not even be in a position to invest in and develop centralised high tech treatment systems, sewer mains and subsidiary networks.

Towns and cities are not in a position to adopt decentralised sanitation solutions. Decentralised sanitation and waste water management solutions are not part of the National Urban Policy and Programming agenda in India. Master plans, city development plans and city sanitation plants never prioritised decentralised sanitation and waste water management. Expensive centralised and increasingly more high tech treatment systems are seen as one-shot solutions for treating both grey and black water. Only now are a few states and cities being forced to consider decentralised solutions. These are usually states or towns that do not have the financial resources to ensure centralised treatment facilities for all towns or where water shortages are a major challenge. Most para-state agencies that choose technology options and install infrastructure of waste treatment facilities for ULBs, see the Faecal Sludge Treatment Plants (FSTPs) as intermediate solutions. Smaller towns lack decision making power and sufficient knowledge and capacity to develop, implement and operate alternative decentralised sanitation solutions.

In the last one year there have been winds of change. Following the adoption of the National Faecal Sludge and Septage Management Policy in 2017, several states have come forward to take up faecal sludge and septage treatment. Odisha is setting up FSTPs in many of its towns; Andhra Pradesh has invited bids for 33 FSTP; Uttar Pradesh for 37 FSTPs; and several other states are getting ready to put decentralised septage treatment plants in many more towns. Karnataka has announced plans to set up FSTPs in more than 50 towns. Rajasthan has eight towns ready to implement FSTPs. Different technology options ranging from natural treatment systems like Anaerobic Digester/ Planted Gravel Filter/ Sludge drying beds etc to thermal and membrane based technologies are being tried out.

SCBP's first phase addressed knowledge and capacity gaps in FSSM at state and ULB levels by: developing and implementing a set of training modules for ULB staff; providing policy guidance and technical assistance for Detailed Project Reports (DPRs); and carrying out state level assessments and research work. All this has been done by creating an open collaborative platform of credible national agencies that have expertise in the fields of technology, finance, policy, planning, institutions and regulation. Through tie-ups with nodal state training institutes and capacity building providers and researchers, the collaboration has expanded to national nodal training institutes and academia partners.

About SCBP

The Sanitation Capacity Building Platform (SCBP) is an initiative of the National Institute of Urban Affairs (NIUA) to address urban sanitation challenges in India. SCBP, supported by Bill & Melinda Gates Foundation (BMGF) is an organic and growing collaboration of credible national and international organisations, universities, training centres, resource centres, non-governmental organisations, academia, consultants and experts. SCBP supports national urban sanitation missions, states and ULBs, by developing and sourcing the best capacity building, policy guidance, technological, institutional, financial and behaviour change advise for FSSM. SCBP provides a unique opportunity for:

1. sharing and cross learning among the partner organisations, to pool in their knowledge resources on all aspects of urban sanitation capacity building;

2. developing training modules, learning and advocacy material including key messages and content, assessment reports and collating knowledge products on FSSM. Through its website (scbp.niua.org), SCBP is striving to create a resource centre on learning and advocacy materials, relevant government reports, policy documents and case studies;
3. dissemination of FSSM research, advocacy and outreach to State governments and ULBs.

SCBP's partners are: CEPT University; Consortium for DEWATS Dissemination (CDD) Society & BORDA; Ecosan Services Foundation (ESF); WaterAid; iDECK; Centre for Policy Research (CPR); All India Institute of Local Self Government (AIILSG); Administrative Staff College of India (ASCI); Urban Management Centre (UMC); CSTEP; and WASH Institute. SCBP is also part of the National Faecal Sludge and Septage Management Alliance (NFSSMA). Its strength is its ability to bring together partners to contribute towards developing state sanitation policy, training of trainers and training content development, technical and social assessments, training programme delivery, research and documentation.

Starting with a focus on six towns, the programme expanded and now reaches a large number of government officials from 300 towns directly, around 800 officials in 10 states of India indirectly and many private sector consultants, training institutes and academia. SCBP has supported FSSM capacity building intensively in two states – Uttar Pradesh and Rajasthan – and has recently initiated work in Uttarakhand. At national level, SCBP has conducted FSSM capacity building through engagement with nodal training institutes to reach out to more towns and states (Madhya Pradesh, Karnataka, Kerala, West Bengal, Jharkhand, Bihar, Andhra Pradesh, Telangana, Chhattisgarh and Odisha).

The capacity building support under SCBP was initiated in 2016 with intensive engagement in six towns in three states (Uttar Pradesh, Bihar and Andhra Pradesh). Some of SCBP's first activities were to: undertake a capacity needs assessment for FSSM conducted for a few towns in three states; identify capacity gaps; and identify capacity building programme intervention priorities. The key lesson learnt during the capacity need assessment and sanitation situation assessment in various states is to effectively address the capacity building needs for FSSM. To do this, the capacity building approach has to move beyond the conventional practice of classroom training, workshop or exposure visits.

The dearth of permanent staff in small and large towns who can handle urban planning, environmental engineering and administrative functions is a given limitation. A small town of typically less than 100,000 inhabitants has a very small staff strength, often with contractual employment and short tenures. The major focus of the town administrator is on addressing drains, solid waste and street cleanliness, while water and waste water are dealt with by para-state agencies. There is often no infrastructure to treat septage and liquid waste, and at best the municipality may have one or two desludging tankers that may not be in working order.

In order to present an alternative to conventional sewerage system, large state-wide FSSM capacity building is needed to promote FSSM both for awareness and advocacy. The strategy of using a few towns as pilot projects for technical interventions does not work. The larger national advocacy and policy initiative needs replication at state level. More than one partner was needed to promote FSSM and to service the requirement of the state government on a range of issues. One partner cannot conduct training at scale for large states. SCBP's strength is its ability to bring partners together to contribute towards the development of state sanitation policy, training of trainers, training on content development, technical and social assessments, training programme delivery, research and documentation.

Four phase capacity building strategy

Capacity building for decentralised sanitation needs a re-orientation of the mindset away from centralised solutions to STPs. It is challenging to make engineers believe that inexpensive decentralised treatment systems are as good as high tech costly infrastructure. The political economy of large contracts and expensive operations and maintenance of centralised treatment systems also poses a hurdle.

This led to a four phase capacity building strategy. The first phase/module of training was a state-wide orientation training on decentralised sanitation systems. This was followed by the second module comprising exposure visits to a working FSTP for a shortlist of state ULB officials who showed interest in decentralised sanitation systems. The third training module was on planning and designing of technology options. And the last training module was on developing the capacity of consultants, engineers and the private sector to prepare Detailed Project Reports (DPRs). This four phase training could be completed in a period of six months along with complementary activities such as developing State level FSSM policy frameworks and town level assessments and preparation of model DPRs for setting up FSTPs.

Systematic approach for capacity building under the Sanitation Capacity Building Platform [SCBP] – stakeholders engaged with and impacts

State and ULB level engagement

From extensive engagement over the last two years in two states – Rajasthan and Uttar Pradesh – it was observed that standard training modules or strategies will not work. Instead, the training module and strategy have to be contextualised according to specific requirements in the state or city. Rajasthan had adequate funding for implementing sewerage systems in bigger cities and wanted a viable solution for smaller towns, while Uttar Pradesh wanted support for implementing FSSM solutions in the bigger towns. Both states had their own sets of challenges and opportunities. In Rajasthan, where FSSM was a new concept, the training strategy aimed at doing advocacy for FSSM and identifying proactive cities for hand-holding support for implementation of FSSM projects. In Uttar Pradesh, where the state was interested in implementing FSSM solutions, the training strategy aimed at creating an enabling regulatory framework and hands-on training of officials from various ULBs for planning the implementation of FSSM projects.

The engagement with the state of Rajasthan was initiated by assessing the sanitation situation in 100 small towns with populations of less than 100,000 and supporting the State to review a draft FSSM policy. The findings from the assessment helped create buy-in from the State for a more structured capacity building strategy designed specifically for its requirements and challenges. Various capacity building initiatives (orientation and advanced training, exposure visits, consultation workshops, technical support for DPRs) undertaken in the State has helped prioritise FSSM on the State level agenda. The importance of FSSM has been internalised within existing State training programmes and calendars for ULBs. The first pilot FSTPs are on their way – two DPRs prepared under SCBP and around six more projects are at different stages of approval and tendering. The State Government was initially only open to FSSM solutions for 100 smaller towns, but is now ready to explore non-sewered sanitation solutions in bigger cities along with co-treatment of septage at STPs. The FSSM Policy and Operational Guidelines for State wide scale-up has been approved and notified by the State government.

In Uttar Pradesh, one day orientation training sessions were initially conducted in partnership with the State training institute, the Regional Center for Urban and Environmental Studies (RCUES) in Lucknow. These were part of the three-day training programme for Atal Mission for Rejuvenation and Urban Transformation (AMRUT), the national mission for the creation of urban infrastructure. SCBP supported Uttar Pradesh in assessing budget requirement for implementing FSSM initiatives in various AMRUT towns, which led to the earmarking of INR 4,830 million for FSSM interventions in 47 AMRUT towns. SCBP also supported the drafting of the State's FSSM policy and the preparation of the pilot DPR for FSTP in Unnao – one of the AMRUT towns in the state.

There were two key factors for the successful design and delivery of the state level capacity building strategy under SCBP.

1. A customised capacity building strategy. The state level capacity building strategy was designed keeping in view state level priorities. By bringing in a range of partners with different strengths, SCBP was able to support the state urban development leadership, town officials and para-state agency staff. In Rajasthan, it was observed that most of the towns were struggling to achieve ODF status and hence, the SCBP strategy was altered to deliver what was required.
2. Institutionalisation of capacity building effort. Rather than running a stand-alone programme, SCBP's capacity building plan was integrated in the state training calendar and both capacity building and technical activities were anchored by nodal institutes/organisations. In Rajasthan, the Directorate of Local Bodies is the nodal agency for all technical activities while the City Managers Association is the anchor agency for all capacity building efforts under SCBP.

Institutional capacity strengthening – engagement with nodal training institutes

The Ministry of Housing and Urban Affairs (MoHUA) has enlisted 35 training institutes to roll out individual capacity building activities for ULB officials under various national missions. These institutes are based in different states and have close working relationships with state and city officials, making them aware of the local/state level issues and challenges in the urban sanitation sector. They not only deliver training programme but also provide technical support to the state/city officials. Engagement with RCUES Lucknow in Uttar Pradesh to provide FSSM capacity building training at scale made it evident that capacity building of officials/faculties from these institutes could create a sustainable state level/regional network for capacity building and technical support for FSSM. Thus, capacity building of these institutes was undertaken through training of trainer programmes and exposure visits. Through a network of seven training institutes (MCRHRD in Hyderabad,

RCUES in Lucknow, AIILSG & RCUES in Mumbai, ATI in West Bengal, ATI in Mysore and RCUES in Delhi), SCBP was able to build the capacity of around 800 officials from 10 states.

SCBP supported the nodal training institutes for:

1. institutional capacity strengthening of nodal institutes and building their staff and consultants' capacity for FSSM through training of trainer programmes;
2. internalising the importance of FSSM in the institutes' existing training programmes and calendars; and,
3. establishing a framework at the nodal institutes for demand based technical and capacity building support to the states/ULBs.

The aim of SCBP is to strengthen institutional capacity building at state and national level. It does this by: identifying and supporting nodal national training institutes, that are often based in a state; providing these institutes with FSSM training modules and trainers from among the SCBP partners in the short run; and by linking these state level institutes with state universities and technical institutes in the long run. The financial sustainability of the training institutes is a matter of concern as these are funded by central and state grants which are not sufficient to provide good quality training materials, regular staff and hired resource persons.

Collaboration with academic institutes

To further the agenda of capacity building under SCBP, NIUA recently initiated a multi-disciplinary engagement with academic institutes to:

1. integrate non-sewered sanitation & FSSM into course curricula through electives, minor programmes, studio exercises, summer/winter schools;
2. run research and learning events on non-sewered sanitation & FSSM. These included Capstone projects and dissertations at undergraduate, post-graduate and PhD level, workshops at state level, thematic learning events and so on; and
3. run professional courses such as thematic certified courses on technology and management, as well as faculty development programmes.

Under the current SCBP-academia engagement, the target up to March 2019 is to train more than 800 students and young professionals and reach out to around 40 faculties in various disciplines including science, engineering, architecture, planning, management and the humanities. The objective of engaging academic institutes is not to widen the network of training institutes delivering training at scale. It is rather to collaborate with them as partners in discovering and developing larger perspectives of urbanisation and managing urban waste, entering into discourse and finding solutions for sanitation, waste water and non-networked sanitation systems and FSSM.

Learning and the way forward

A major challenge for building capacity in FSSM is **how to improve the knowledge and skills of stakeholders to address an immediate challenge, and how to ensure that the larger context and longer-term priorities are not neglected.** Programmes and projects are typically of short duration whereas urban sanitation is linked with urban planning and longer term sustainability of systems and the environment, managing the demand for water, reducing cities' waste water footprint, addressing inequality in access to sanitation and water, systems and governance.

There is a need to develop a perspective covering all aspects of urban sanitation, solid waste and waste water treatment because these three elements are often interconnected and cannot be separated in the context of urban infrastructure in India. This perspective needs to grow in the administrative boundaries of urban municipalities as well as at the state level in the federal context of Indian governance.

State governments and ULBs are primarily interested in developing DPRs for FSTPs in terms of engineering solutions to problems. Care must be taken to **ensure that 'Dummy DPRs' do not become one-off solutions for FSTPs in the state.** Small towns have limited funding and strong advocacy is needed at state level for prioritising and allocating funds for FSSM.

State-wide capacity building interventions are needed, not just a few workshops or seminars. Municipal officers get transferred on short notice hence capacity building has to be state wide and, if possible, across both rural and urban administrative and engineering cadres of government staff.

The four phase capacity building strategy adopted by SCBP (orientation training, exposure visits, planning and designing, and preparation of DPRs) was found effective in creating a paradigm shift in approach from centralised to decentralised technology and systems solutions. Having a mixed group of trainees from administrative and engineering backgrounds that are nominated by the state government poses a challenge to imparting training.

Training of trainers should focus on developing an understanding of the core thematic content of FSSM capacity building training, the sequencing of sessions and developing practical exercises.

Types of Training Modules. Long duration modules spanning more than three to four days are not possible for government functionaries. Neither is it possible to impart the skills needed to prepare a DPR for an FSTP in a four to five day training. Hence the following training modules are recommended.

FSSM Orientation Training Modules for three different stakeholders (Senior Decision Makers/ State Officials, Officials from Urban Local Bodies – Administrative officials and Engineers, Elected Representatives - Mayors). 1. A mixed group of junior and middle level engineering and administrative staff; 2. Senior decision makers and senior elected representatives; and 3. Exposure visit-based orientation trainings for all three stake holders

Advanced FSSM Training Modules should include three sets of complimentary modules. 1. Planning and Design (3 days), 2. Finance and Contracting (2 days), 3. Advanced Technology (4 days).

Training material must be in module format. This should include, besides the presentation deck, a learning handbook that defines the learning objectives, key facts and messages, priority and optional reference reading for each session. Modules often only comprise presentations and no learning handbooks.

Training is different from academic courses and teaching. Training is used to impart specific skills and ways of thinking and doing. Key messages and facts are prioritised over perspectives and ideas. In academic courses, the focus is on challenging assumptions, more blue sky thinking, identifying causal relationships and developing an understanding of a larger reality. This distinction between formal training programmes to impart skills and courses run by universities is important.

Importance of people's engagement in FSSM. As long as urban sanitation is perceived as a technological challenge and not as a governance and municipal challenge, people will be alienated from the problem and the political economy will keep pushing high cost centralised sanitation solutions. People's engagement is therefore critical in understanding and demanding decentralised solutions to make states pay a substantial part of capital and operational costs as a public good.

Integrating gender and inclusion in trainings. Participation of women is abysmally low in decision making bodies at the administrative level, in deciding technological solutions, in urban planning and in the operation of treatment plants. It will be impossible to promote decentralised solutions without engaging women. Manual scavenging and manual cleaning of septic tanks and sewer lines are taking a heavy toll on death, morbidity and risk of workers. Both gender and inclusion need to be factored into capacity building and training modules, not just to sensitise the staff and consultants, but also to define concrete recommendations for implementation.

Institutional strengthening for delivering capacity building. Institutions mandated to deliver capacity building at state level in India are often poorly staffed. They need to be supported with FSSM training modules and trainers in the short run, and to be linked to state universities and technical institutes in the long run. The financial sustainability of the training institutes is a matter of concern as these are funded by annual central and state grants which are not sufficient to provide good quality training materials, regular staff and hired resource persons.

Challenges in monitoring and evaluating uptake of training. To ensure quality control in content and delivery of training and capacity building efforts, SCBP has formulated a Training Module Review Committee with the broad objective of:

1. identifying priority stakeholders and providing training modules for capacity building;
2. standardising priority training modules whose content is flexible enough to be customised to each state's context;
3. developing a normative framework for capacity building at state level;
4. monitoring the quality of training based on a set of criteria that ensure a minimum quality of training content and delivery; and
5. developing a strategy for measuring the impact of training and capacity building efforts.

To ensure quality control in delivering training, SCBP envisages the creation of a pool of high quality trainers beyond the SCBP partner network through a series of advanced training of trainer programmes. Nodal state training agencies and academia need to be leading players in capacity building for FSSM. Moving ahead, in the second phase of engagement, SCBP aims to set up an institutional mechanism for sustaining the capacity building effort by integrating FSSM into formal course work of academic institutions and in the formal training modules of state agencies.

SCBP Portal scbp.niua.org is a repository of all training modules, research reports, workshop reports and learning material on FSSM

Notes

[1] NIUA is the premier national institute for research, capacity building and dissemination of knowledge in the urban sector, including sanitation. Established in 1976, it is the apex research body for the MoHUA, Government of India. NIUA is also the strategic partner of the MoHUA in capacity building for providing single window services to the MoHUA/states/ULBs. Among NIUA's present and former clients are the Housing and Urban Development Corporation; Niti Ayog; City and Industrial Development Corporation of Maharashtra; USAID; World Bank; Asian Development Bank; GIZ; UNICEF; UNEP; UNOPS; Cities Alliance; Bill & Melinda Gates Foundation; Rockefeller Foundation; Global Green Growth Institute; and Bernard van Leer Foundation.

Some of its major areas of work include:

- providing research support to MoHUA and the GoI
- conducting research studies on contemporary urban issues
- coordinating capacity building and training activities
- disseminating information through networks and knowledge hubs
- analysing and promoting policy change agendas
- monitoring and evaluating the GoI's urban missions and programmes.

Keywords

FSSM, capacity building, sanitation

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