स्वच्छ भारत
एक कदम स्वच्छता की ओर

सत्यमेव जयते
Ministry of Drinking Water and Sanitation
Government of India

Community Approaches to Sanitation

CAS

Facilitator | Guide

Swachh Bharat Mission – Gramin

Community Approaches to Sanitation

Facilitator Guide

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Introduction

The Ministry of Drinking Water and Sanitation (MDWS) has spearheaded the Swachh Bharat Mission since its launch on 2 October 2014, with the aim of achieving the vision laid out by the Honorable Prime Minister, Shri Narendra Modi, to make a Clean India by 2 October 2019, as a tribute to Mahatma Gandhi on his 150th birth anniversary.

The Swachh Bharat Mission (SBM) is an all-India mission. It has two sub-missions— the Swachh Bharat Mission-Gramin (SBM (G)) and the Swachh Bharat Mission (Urban). The focus of the rural mission SBM (G) is primarily, to eliminate open defecation, promote overall cleanliness and adoption of hygiene practices, accelerate sanitation coverage and ensure toilet use. It also aims to motivate communities and Panchayati Raj Institutions (PRIs) to make Gram Panchayats Open Defecation Free (ODF). ODF aims to break faecal-oral transmission route. It is defined by the absence of faeces in the environment and the use, by everyone, of safe technology options for the disposal of faeces at home, in institutions and public places.

Compared to the earlier sanitation flagship programmes, the success yardstick for the Swachh Bharat Mission has shifted from just the construction of toilets to the achievement of ODF status. This is a move beyond simply building of toilets, to promoting and encouraging a change

in people's behaviour so that they adopt positive sanitation practices. To achieve this, one of the key strategies of the mission has been to focus on social and behaviour change communication to trigger communities to understand why it is important to be ODF, the behaviours required and the requirements of a safe toilet. This shift creates a demand from communities themselves for safe toilets and effective sanitation provision.

During the past three years, the Ministry's efforts have developed and evolved a demand-driven approach - Community Approaches to Sanitation (CAS). CAS places social and behaviour change at the centre of ODF and encompass a service delivery approach to making habitations, villages, GPs, blocks, districts and states in India ODF. Adopting lessons from several other globally practiced community-based approaches, CAS encompasses the range of interventions that seek to achieve ODF communities through community driven leadership.

The service delivery approach varies from state to state and from district to district. However, there are some elements that are common. Chief amongst these are participatory approaches and tools used to engender a collective decision by communities to abandon open defecation and adopt toilet use. Embedded in these approaches are elements of Community Led Total Sanitation (CLTS) and Community Approaches to Total Sanitation (CATS).

To ensure that those people involved in the planning, design and implementation of communication interventions have the skills and competencies to integrate these communication interventions with the overall programme delivery, MDWS with the support of partners, has developed the CAS Training Package. This package is a set of modules to support the orientation and training of different levels of functionaries at: national, state, district and sub-district levels for the effective implementation of SBM (G).

CAS Training Package

Process of development

To achieve SBM (G) goals by 2019, it is critical that national and state governments invest in the facilitation skills and resources required for community approaches to sanitation. Training and capacity development tools are required that integrate key elements of community approaches with existing social and behaviour change communication approaches. A strategic and coordinated communication capacity development mechanism for programme managers, implementers and functionaries/Swachhagrahis needs to be put in place for intensifying programme delivery efforts.

In this context, a comprehensive and standardised training package on CAS has been developed which can be easily accessed and used by a wide variety of actors and institutions in the sanitation sector. A systematic process was followed to develop the package. This included a comprehensive global mapping and review of CLTS and CATS training modules and an extensive literature review on social and behaviour change communication approaches. In addition to the mapping and literature review, field visits of three ODF districts (Nadia, Bikaner and Indore) were conducted. The idea was to learn what worked in these districts with a special focus on the communication needs and capacity building required at different levels in the district. This process helped develop a framework of core components for the package.

Design overview

The training package is designed for planners, implementers, practicing and potential trainers working in the field of rural sanitation in India. It has been developed to help them facilitate prioritisation of sanitation and the adoption of sound approaches and strategies to scale-up ODF results.

The training package contains the following five documents, including four training modules and this facilitators' guide:

1. One-day orientation module for senior managers
2. Two-day orientation module for mid-level managers
3. Five-day training module for community facilitators/motivators
4. Three-day training of trainers (TOT) module for CAS trainers
5. A facilitators' guide that explains how to conduct training programmes using the training modules outlined above

One-day Orientation Module

The one-day orientation module is for people who hold senior management roles within the sanitation sector. It is designed for state-level Secretaries, Departmental Heads handling rural sanitation, District Magistrates and Heads of Zilla Parishads. The module can also be used for orienting programme managers and implementers of national and international civil society organisations and other agencies working in the sanitation sector.

Objectives

At the end of the orientation, the participants will have:

- Enhanced appreciation of the need and urgency to prioritise sanitation and work towards achieving the goals of the Swachh Bharat Mission - Gramin
- Understanding of the factors which contribute to the practice of Open Defecation (OD) across rural India
- Understanding of what did not work in past programmes, including key bottlenecks and barriers
- Understanding of why and how to develop a district-wide Swacchta Plan, and the linkages between social and behaviour change communication and other elements of programme delivery
- Understanding of the concept, principles, and processes of community-based approaches to sanitation and the key requirements for using this method
- Appreciation of the need to build a district-level team dedicated to generating demand for sanitation services and achieving sustainable sanitation and hygiene outcomes

Two-day Orientation Module

The two-day module is designed for mid-level managers involved in the planning, implementation and monitoring of SBM (G) programmes. This may include District SBM (G) coordinators, representatives of district, block and Gram Panchayat (GP) level functionaries from different departments. It can also be used for orienting Zila Swachh Bharat Preraks, IEC consultants, programme managers and implementers from national and international civil society organisations and other development partners working in the Water, Sanitation and Hygiene (WASH) sector.

Objectives

At the end of the orientation, the participants will have:

- Understanding of the factors that contribute to the practice of open defecation (OD)
- Conceptual clarity of Socio-Ecological Model (SEM) and Social and Behaviour Change Communication approaches
- Knowledge of Community Approaches to Sanitation (CAS) to achieve effective and sustainable sanitation and hygiene outcomes
- Ability to map key stakeholders and develop communication capacity development plans
- Understanding of IEC guidelines of SBM (G) and how to develop comprehensive district IEC/BCC plans
- Understanding of the importance of integrated district-level IEC/BCC planning within the District Swachhata Plan for effective implementation of SBM (G)

Five-day Training Module

The five-day training module is designed for frontline functionaries, mainly Swachhagrahis, who are deployed at the village level to facilitate community mobilisation. It is also the introductory training for practicing and potential master trainers of Community Approaches to Sanitation and will be used in combination with a subsequent three-day module. It is envisaged that trained participants will be engaged and deployed by states and districts to facilitate communities on the ground and enable them to achieve ODF status.

Objectives

At the end of the orientation, the participants will have:

- Appreciation of the need and urgency to prioritise sanitation and work towards achieving the goals of SBM (G) using CAS
- Understanding of the factors contributing to the practice of open defecation (OD) across rural India
- Understanding of what did not work in past programmes including key bottlenecks and barriers and approaches that address these
- Understanding of the concept, principles, and processes of a community-based approaches to sanitation and the key requirements for using it as a method
- Understanding and skills in community triggering and follow-up methods through simulation and real-time experience
- Enhanced appreciation of the technology issues involved in safe toilet construction that lead to credible and sustainable ODF results

Three-day Training of Trainers (TOT) Module

The three-day Training of Trainers (TOT) module is designed to train potential and practicing trainers as master trainers. After this training, participants should be able to function as independent trainers and deliver five-day training progrmmes on community approaches to sanitation for community facilitators/ motivators, mainly Swachhagrahis, effectively.

It is assumed that the participants of this training would have already undertaken the introductory five-day CAS training and have been working on the ground for at least three to six months using the CAS approach for collective behavioural change within a social and behaviour change communication perspective.

Objectives

At the end of the orientation, the participants will have:

- Fresh insights about the issues and challenges related to CAS especially those concerning pre-triggering, triggering, follow-up and facilitation on the ground
- Further developed their training and facilitation skills
- The confidence, knowledge and skills to lead CAS training either as lead or associate trainer
- New ideas and insights for their envisaged role as CAS master trainers

The making of a Swachhagrahi and CAS trainer

This section explains how an individual graduates from being a Swachhagrahi to become a CAS trainer. The five-day module is used to train Swachhagrahis who upon completing their training, are deployed to the field. Following a period of field-work, Swachhagrahis who demonstrate skill in participatory approaches can be identified to receive training to enable them to become master trainers. This training is offered using the three-day module.

Most of the training on community approaches is skill oriented. While participants are expected to learn the theoretical aspects of community approaches and methods, the real focus and thrust of the programme is on helping participants acquire the practical skills to carry out a range of participatory exercises at the community level including pre-triggering, triggering and post-triggering follow-up activities.

Participants are required to learn and to conduct participatory exercises in a real life community situation on their own. At first, this will be in the presence of experienced trainers and facilitators functioning as observers. This aspect of the training programme makes it different from conventional training programmes as participants are placed in real life situations and not just in a classroom environment.

In the case of CAS, the trainer is not only a person who knows about these approaches and methods, but also has substantial field experience and is skilled in triggering communities and helping them become ODF. This implies that a trainer has to first be an expert community facilitator before she/he can become a master trainer capable of training others.

The five-day training prepares potential and practicing trainers to carry out community-level activities. Once they have acquired substantial experience of triggering communities and helping them achieve ODF outcomes on their own, they can graduate to the level of a trainer, who can train others.

How to use the package

This package can be used by any trainer or training organisation with prior experience of conducting training programmes based on participatory methodologies and involving intense engagement with communities, who are already working or willing to work towards an ODF India.

They should have substantial prior experience of designing and conducting programmes of these nature that build the capacities of participants both from government, civil society and international organisations to work effectively at the community level.

The package may be of use to:

- Key Resource Centres (KRCs) of the MDWS, Government of India (GOI)
- Administrative Training Institutes (ATIs)/ State Academies of Training across different states
- State Institutes of Rural Development (SIRDs)
- National and international Non-Government Organisations (NGOs)
- United Nations (UN) organisations such as UNICEF and The World Bank
- Other national and international institutes working on rural sanitation in India

The four training modules can be used together as part of a comprehensive capacity development strategy for SBM-G at the state and district levels. This would entail the development of swachhagrahis, master trainers, and the orientation of senior and mid-level managers to enable the development and implementation of a holistic District Swachhta Plan. This would enable the effective use of IEC budgets to implement communication interventions including communication capacity building.

The modules can also be used separately, though the three-day Training of Trainer module does require previous experience and particpants would benefit if they first undertook the five-day module first.

Flexibility of the training package

The CAS training package has been conceived and developed in the context of SBM (G), but has a flexible structure and elements are amenable to use in other parts of the world, though it will need to be adapted to fit the local context.

Adaptation may relate to the following:

- Use of language and locally compatible participatory methods – for example Gandhigiri is an Indian specific approach to follow-up
- Sequencing of sessions
- Changing the duration of sessions
- Changes according to the level of functionaries being oriented/trained
- Deciding the number of villages/ communities to be triggered during the training programme
- Including new topics for discussion as per local needs
- Focusing on issues related to subsidies and incentives, technology options and construction material

Annex 1

Checklist for Selection of Participants

The following criteria can help in the selection of participants.

Selection criteria

- Commitment to work on sanitation at the community level
- Willingness to work at odd hours and in tough conditions
- Energy and enthusiasm
- Gender balance
- Full-time availability of the participants during a fully residential programme of 3-5 days
- Assured availability for related work after training

If training programmes are being organised at the district level for participants from a single district, it is desirable to have at least 4-8 participants from each block. Not more than 40 participants should be selected for a 5-day training programme and not more than 30 participants should be selected for a 3-day training of trainers (ToT) programme.

Advance information to participants

Information about the time, date and venue of the programme needs to be given to the participants in advance. It needs to be explained that this is a residential workshop and activities may start very early in the morning and go on late in the evening.

Annex 2

Checklist for venue and accommodation

- The training venue should comfortably accomodate 40-50 participants including the trainers
- Ensure adequate indoor and outdoor space for participatory activities during the workshop including mock drills and demonstrations
- The training venue should be a quiet, well-ventilated space with room for comfortable seating
- The venue should be equipped with enough electrical power to accommodate use of electronic gadgets and appliances
- The venue should have all the equipment for conducting a training
- The seating arrangement should be informal and adaptable to needs of participatory group activities
- All participants should be able to easily view the presenter, screen and other visual aids used during the programme
- Participants sitting at the back should be able to hear the participants sitting in the front
- The three-day and five-day training programmes are residential programmes. Hence accommodation should be booked near the training venue
- Transport should be organised for participants between their place of stay, training venue and for field visits
- Boarding and lodging needs of participants should be adequately addressed. Arrangements for regular power supply, safe drinking water, clean toilets and handwashing facilities should be made for the participants
- Overall the accommodation arrangments must be sensitive to needs, safety, privacy and health of all participants, especially of female members

List of materials/instruments

S.No.	Item
1	Banner
2	Public address System (1 collar mike,2 cordless and 1 standing mike, a lead for connecting the laptop to speakers for the film show)
3.	Podium
4.	LCD projector with screen, and 2 laptop speakers
5.	Computer with printer
6.	White board with stand
7.	Coloured chart paper (White, pink, yellow ,Blue, green)
8.	A-4 size white papers
9.	White board markers—Black and blue
10.	Permanent markers—black, blue, red
11.	Sketch pens
12.	Writing pad
13.	Pens
14.	Folders
15.	Camera (digital)
16.	Camera (video)
17.	Masking tape
18.	Cello-tape
19.	Stapler
20.	Stapler pins
21.	Scissors
22.	White board clips

S.No.	Item
23.	Extension cord
24.	Glue stick
25.	Certificate of participation
26.	Table name plate
27	Wall clock
28	Colour powder—yellow, white, green, red, blue
29.	Small cloth bag (to hold 2 kg)
30.	Rubber band
31.	H2S strips
32.	Big cloth bags
33.	Paper cards in different colours
34.	Bindi (large size) (used by women on forehead) in four different colors)
35.	Transparent glass
36.	Plain strips of business cards
37.	Name tags
38.	Khurpa (hoe)
39	Soap
40	Sanitiser
41	Torch
42	Small towel
43	Dust bin with lid
44	Whistles
45	Bus/Car for field visit for 2 days

*The materials required and the quantity should be based on the training

Annex 3

Checklist for preparing for field visits

It is proposed that field visits for triggering activities will be conducted in the afternoon of the second day of the training (considering that afternoon may be a good time for villagers' availability) in both the five and three-day training programmes. After triggering, an early morning visit for follow-up is most effective, as it helps consolidate the collective resolve to end open defecation achieved during triggering on the previous day. Field visits should be facilitated by trained facilitators.

Selection and preparation of the community

Extensive pre-triggering visits and preparations have to be made to ensure that village communities are willing to participate in the training exercise and a identifying suitable timing for visit.

Selection and deployment of trained facilitators for facilitating field exercises and classroom sessions

Each working group would usually consist of around 10 participants. Each group would trigger one community during the workshop. The following checklist will help the trainers/facilitators to prepare for the field visits.

Criteria for the selection of villages for triggering

- Villages conveniently close to the training venue to cut down on travel time and allow participants more time for village-level exercises. Villages close to towns should be avoided.
- Villages with high levels of open defecation are better for triggering for the purpose of learning.
- Medium-sized villages (between 30-100 households) not too large or small, are better suited for triggering activity practice.
- Villages with dynamic and enthusiastic leaders, where Sarpanch, Patel, Mukhia and Community-based Organisations (CBOs) are strong, progressive and receptive, should be selected.

Preparing the village

- Prior notification has to be sent out to community leaders in the selected villages that outsiders will be visiting their village to understand their lifestyle and routine. It is important they are NOT told that outsiders are visiting them to give them a toilet or to teach them to have one.
- The trainers need to agree on the time and venue for triggering in the village. They also need to stress that everyone in the community should be informed and invited. At least one person from each household must participate.
- The trainers should map any public holidays, festivals or celebration in the village during the workshop period. If there are market days, holidays, festival and marriage celebrations on the proposed day of triggering, select a different village.

Prepare a brief village profile for each village selected for field visit

Prior to the field visit it will be important to ascertain: the number of hamlets in the village, number of households, population, socioeconomic status, sanitation status (including usage of toilets), local customs and cultural practices, issues unique to the area (for example, water scarcity, hard rock or high groundwater table), availability of CBOs like SHGs.

Transport for participants

A fleet of light transport vehicles of a minimum 15-passenger capacity need to be arranged for each field visit depending upon the number of participants. In case, smaller vehicles are available, increase the number of vehicles accordingly.

Food and beverages for the field visit

Arrangements need to be made for packaged drinking water and food for trainees during the field visits.

Materials for the field visit

It is planned to form at least four groups for the field visits. Each group will require one big cotton bag for carrying materials. Each bag should contain five chart papers, one black permanent marker, two sets of sketch pens, 1 kg lime powder, ½ kg yellow powder, ½ kg red powder, ½ kg green powder and ½ kg blue powder (powders will be kept in small cloth bags), two H2S vials, two transparent glass, one packaged drinking water bottle, adhesive tape, 100 paper cards, two hoes (khurpa), two torches, 40 whistles. After the first visit, the bags should be refilled so the required material is available for the next visit.

Arrangement of video/camera person for the field visit

The process of triggering and follow-ups can be recorded to capture the attitude and action of the participants during the field visit, particularly in the case of the three-day training of trainers (TOT) programmes. It is important that consent for filming – is taken from the community before filming takes place.

Annex 4

List of AV and relevant links for CAS Module

List of videos to for CAS module

1. Champions of Change- Swachh Bharat Mission (Gramin) Guidelines
   https://www.youtube.com/watch?v=OMWMW3iVBek&t=1s
2. Success story ODF Shamli
   https://www.youtube.com/watch?v=DrFwe_LGnbQ&t=290s
3. A People's Movement_ Community initiatives against Open Defecation
   https://youtu.be/wtnGdDzrhKo
4. Banko Bikano_ An incredible story of people's movement (Hindi)
   https://www.youtube.com/watch?v=dp0OwyL6XmI&t=14s
5. Together they made it-kaha toh kiya bhi movie by knowledge links
   https://www.youtube.com/watch?v=k8twtPZkcEQ
6. Banko Bikano (Hindi)
   https://youtu.be/KXGk8-1g2gc
7. Whistle in the fields (Hindi)
   https://youtu.be/D2AQ-SKH6mQ
8. Thiruvarur Story - ' Finnish Society'
   https://www.youtube.com/watch?v=C0MAdAcuXpk
9. The story of ODF Nadia (English)
   https://www.youtube.com/watch?v=WDPfiy5N1Qw&t=35s
10. Swachh Bharat in West Sikkim (English)
    https://www.youtube.com/watch?v=2re_8iYrzew&t=19s
    https://youtu.be/5jwZYvGozkM
11. Success story about ODF in Ramgharh Rural.1st district of Jharkhand.
    https://www.youtube.com/watch?v=t9odU4TiJHE&t=77s
12. Film on process and tools of triggering by Knowledge links
    https://drive.google.com/open?id=0B2yer2IWCbFxd3BfN1dKaU5WU1E

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   http://www.mdws.gov.in/
2. Geotagging of toilet under SBM-G
   http://www.mdws.gov.in/sites/default/files/GEo%20Tagging_0.pdf
3. Guidelines for ODF Verification
   http://www.mdws.gov.in/sites/default/files/R_274_1441280478318.pdf
4. ODF Sustainability Guidelines
   http://www.mdws.gov.in/sites/default/files/_201612151555.pdf
5. District Swachhata Plan (Format H19)
   http://sbm.gov.in/SBMReport/Report/Physical/SBM_GetDistrictSwachhtaPlan_Status.aspx
6. IEC Materials/Campaigns/Training
   http://www.mdws.gov.in/documents/iec-materialscampaignstraining
7. Swachhata Action Plans
   http://www.swachhtaactionplan.com/home/gallery
8. Sample Swachhata action plan
   http://cexstshillong.gov.in/Swachhta_Action_Plan.pdf
9. SBM-G Swachh Sangraha
   http://www.swachhasangraha.in/
10. Annual Action Plans (AIP)
    http://sbm.gov.in/sbmreport/Report/Monitoring/SBM_GetAIPDetails.aspx
11. IEC, HRD & Admin (Activity-wise) Target Vs Achievement including Expenditure (B04)
    http://sbm.gov.in/sbmreport/Report/Monitoring/SBM_DistrictwiseIECHRDAdmin_TarVsAch.aspx

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Acronyms

ASHA	Accredited Social Health Activist
ATI	Administrative Training Institute
AWW	Anganwadi Worker
BCC	Behaviour change Communication
CAS	Community Approaches to Sanitation
CATS	Community Approaches to Total Sanitation
CBO	Community Based Organisations
CDO	Chief Development Officer
CEO (ZP)	Chief Executive Officer, Zilla Parishad
CLTS	Community Led Total Sanitation
DC	District Collector
DDO	District Development Officer
DM	District Magistrate
FLW	Frontline Worker
GOI	Government of India
GP	Gram Panchayat
HR	Human Resources
IEC	Information Education and Communication
IPC	Inter-Personal Communication
MDWS	Ministry of Drinking Water and Sanitation
MLA	Member of Legislative Assembly
NGO	Non-Governmental Organisation
ODEP	Open Defecation Elimination Plan
ODF	Open Defecation Free
OD	Open Defecation
PRI	Panchayati Raj Institution
SBCC	Social Behaviour Change Communication
SBM	Swachh Bharat Mission
SBM-G	Swachh Bharat Mission-Gramin
SEM	Socio-Ecological Model
SHG	Self-help Group
siEQ	Spheres of Influence for Equity
SIRD	State Institutes of Rural Development
TOT	Training of Trainers
UN	United Nations
UNICEF	United Nations Children's Fund
WASH	Water Sanitation and Hygiene
WHO	World Health Organisation
WSP	Water and Sanitation Programme

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