



# ANALYSIS REPORT OF CWIS TRAINING NEED ASSESSMENT



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**APRIL 29, 2023**

# CWIS Training Need Assessment

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# **CHAPTER-1**

## **BACKGROUND**

### **1.1 City Wide Inclusive Sanitation (CWIS)**

City Wide Inclusive Sanitation (CWIS) originated from a conference in Atlanta on sanitation in 2016. A billion-dollar commitment was also made in 2018 during the Beijing Expo, and the Manila Principles on CWIS was launched in 2019. In 2021, a number of pilot projects with CWIS schemes have been launched in order to address and tackle rising sanitation-based problems caused by multiple factors. Basically, City Wide Inclusive Sanitation (CWIS) is an approach to urban sanitation where all members of the city have equitable access to adequate and affordable improved sanitation services through appropriate systems of all scales (both sewerred and non-sewerred), without any contamination to the environment, along the entire sanitation value chain (Narayan and Lüthi, 2020). This is more of a service-based approach emphasizing that each member of the community is part of the change, and no one shall be deprived or left behind. In essence, everyone must be given equal access to service in terms of availability, accessibility, affordability and acceptability.

Sanitation is the very right of every individual in this planet but we often overlook the fact that it is the responsibility of each individual as well. So, it is important that people living in any community understand the concept and importance of sanitation, and become an active part of the approach used to maintain urban or rural sanitation. As sanitation is interlinked with both public and environmental health, a holistic approach addressing the problems that compromise sanitation, hygiene, and overall health of public and environment is crucial in the present context. The government and the private sector alike must come together in prioritizing sanitation in both policy making and implementation level.

The SDG-6, which focuses on Clean Water and Sanitation, mandates the assurance of sustainable management and availability of water and sanitation to all. SDG-6.1 specifically aims to achieve universal and fair access to safe and reasonably priced drinking

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water by 2030, while SDG-6.2 aims to achieve access to sufficient and impartial sanitation and hygiene for all, and eliminate open defecation by 2030, with a particular emphasis on meeting the needs of women, girls, and those in vulnerable situations. Nepal has set a goal to provide clean water and sanitation to all by 2030, in line with Sustainable Development Goal 6. And, CWIS could be a stepping stone for the country in the direction of meeting this target.

### **7 PRINCIPLES FOR CITYWIDE INCLUSIVE SANITATION**

CWIS approach has seven (7) core principles as listed below:

1. Everyone in an urban area, including the urban poor, benefits from the equitable safe sanitation services
2. Gender and social equity are designed into planning, management, monitoring
3. Human waste is safely managed along sanitation service chain starting with containment
4. Authorities operate with a clear, inclusive mandate, performance targets, resources, and accountability
5. Authorities deploy a range of funding, business, and hardware approaches-sewered/non-sewered-to meet goals
6. Comprehensive long-term planning fosters demand for innovation and is informed by analysis of needs/resources
7. Political will and accountability systems incentivize service improvements in planning, capacity, and leadership

As the world is in the direction of continuous urbanization, the challenges and problems related to sanitation will only grow by the day. CWIS as an approach emphasizes more on service delivery than just building sanitation infrastructures here and there without proper planning and overall vision for the future. Understanding CWIS means shifting mindsets and becoming more adaptive and understanding of pressing issues of sanitation that the world faces and might face in the longer run. Acknowledging and comprehending a fresh perspective on sanitation improvement and management can prove to be quite challenging

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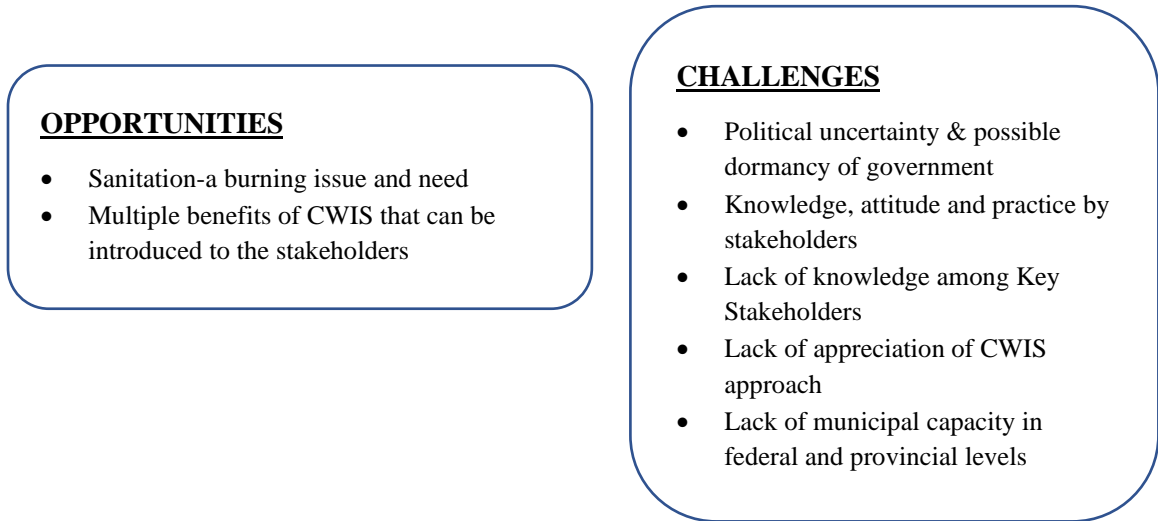
for both individuals and governments, who often tend to cling to more conventional and established methods.

Developing or underdeveloped countries are generally quite hesitant in implementing something new in terms of technology and approach. CWIS will require people to be more aware, proactive, and work in coordination with complementary city services. Existing approaches in sanitation development and management struggle to provide inclusive and sustainable services. Urban poor are often deprived of the urban sanitation facilities. Scaling up the adoption of City-Wide Inclusive Sanitation (CWIS) across Nepal faces various challenges such as inadequate awareness among the general public, as well as among educated leaders and professionals, regarding sanitation and CWIS. People for instance might not have any idea about what change this CWIS scheme will bring forth. They might be clueless about the business development opportunities it offers in the long run.

Furthermore, in context of Nepal, People might grow hostile towards the concept of CWIS as they could take it as a scheme of foreign interference. Without a joint effort from both the government and the public to understand and acknowledge the merits of CWIS, its widespread adoption will remain unattainable. Additionally, limited resources and inadequate skill sets could further hinder the implementation of this approach on a larger scale throughout Nepal. Given that CWIS is a relatively new approach, it is crucial to disseminate and promote its concept widely among sanitation professionals and stakeholders, as it has been hailed as the future of the sanitation sector globally.

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### 1.2 Opportunities And Challenges



#### **Figure 1: Illustration of Opportunities and Challenges for CWIS Adoption**

Waste and sanitary landfill management is a burning concern in the country with the young leaders not only prioritizing and keeping it in their winning agenda, but also putting in work to actually see the results. The recent surge and active participation of the youth in the politics and their advocacy on sanitation problems can be taken as a very positive sign. At present, quality of drinking water and waste management has become a basic concern for people in general. So, there are a lot of opportunities in the urban sanitation sector in Nepal.

Given that CWIS is a modern and intricate approach to urban sanitation, many stakeholders may be hesitant to adopt it initially, as the older and more conventional approach is perceived as easier and functional.

### 1.3 Need For the CWIS Training Need Assessment

The training need assessment will help in identifying gaps in different municipalities in terms of general understanding, attitude, practice, and the skillset status among various stakeholders ranging from the policy makers, implementors, service providers to the sanitation workers. If we have good data on the capacity status of the stakeholders, gaps can be identified and attended to by organizing a group-specific training/orientation/workshop programme to build awareness and instil knowledge on this

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“business as unusual” CWIS approach. When people are trained right, they will see value and prospects in this new approach. Furthermore, as detail diagnostic study is a key aspect of CWIS approach, this study is a first step towards integrating CWIS system in the sanitation projects in the near future. Hence, this training need assessment will guide the development of training packages for different categories of stakeholders elaborated in the further section of this report.

**CHAPTER-2**  
**OBJECTIVES OF THE ASSIGNMENT**

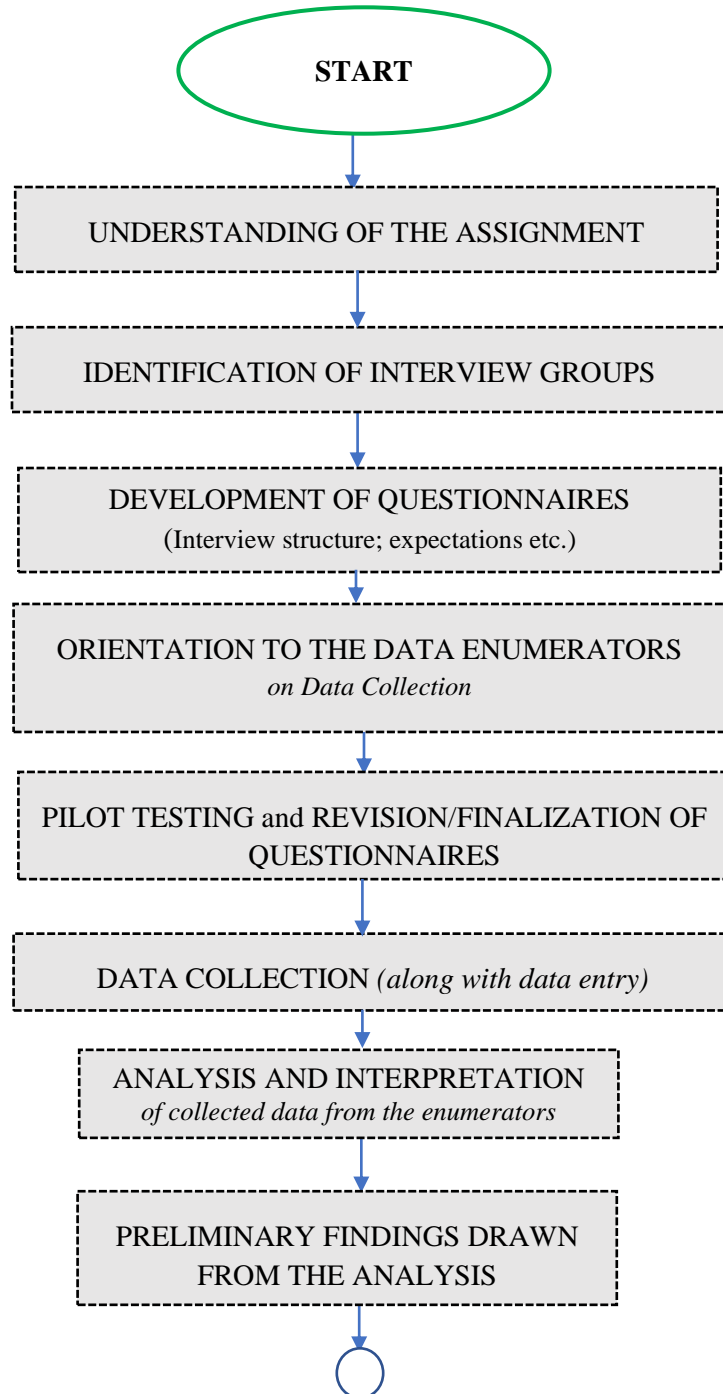
The main objective of this assignment is firstly to assess the level of existing knowledge and understanding of the key stakeholders on CWIS, along with identification of current practice in the urban sanitation sector. The objective of the assignment is also to solicit suggestions from key stakeholders on the content, focus areas, and requisite activities needed to enhance the capacity of various stakeholders, such as policy makers, decision makers, implementers, service providers, and sanitation workers. This way the current needs of the target area will be better addressed with increased effectiveness. Hence, gaps in terms of (1) knowledge, understanding, attitude, and practice by levels of actors, and, (2) understanding and appreciation of sanitation as an integral aspect of development and overall wellbeing shall be identified and assessed through this study.

In essence, the CWIS training need assessment has following major objectives to be met;

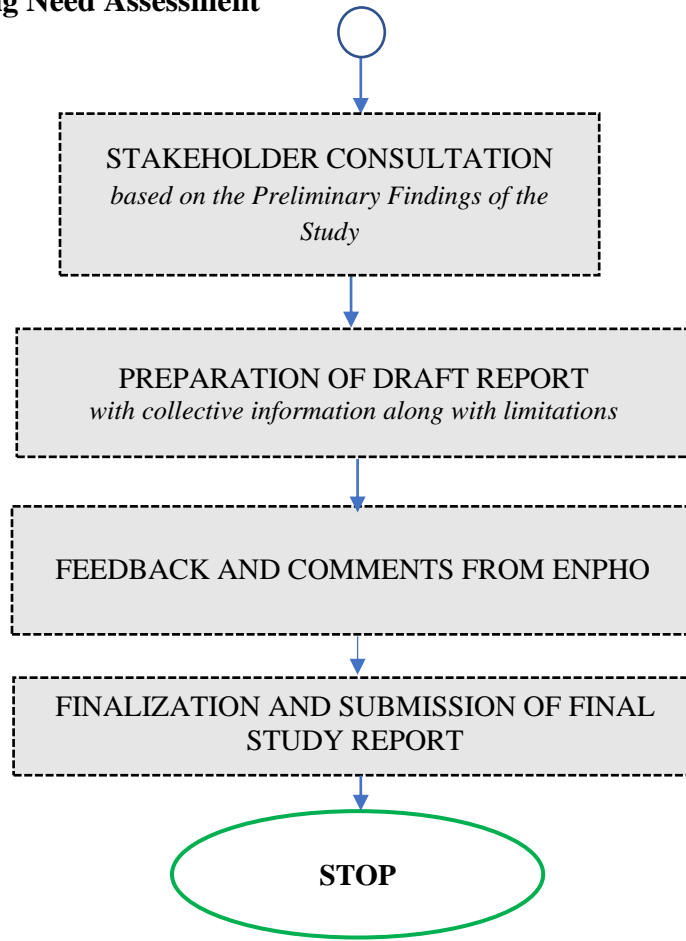
- Identification of capacity of stakeholders of selected cities/municipalities at present by finding the gaps in terms of general understanding, attitude, practice and skillset.
- Providing recommendations for developing training/workshop/orientation packages to better deliver the concept of CWIS among the stakeholders which will help in the wider scale CWIS roll-out.

### CHAPTER-3 METHODOLOGY

Following methodology was adopted from the beginning of the assignment to meet the set objectives.



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**Figure 2: Illustration of Assignment Methodology Followed**

### 3.1 Identification of four (4) Interview Groups

To make the process of questionnaire development and data collection systematic, and set the direction for data analysis, a framework of four interview groups was developed. The four fields/interview groups identified are listed as follows:

- Group 1:** Policy makers/planners (Mayors/Deputy Mayors/CAOs)
- Group 2:** Implementors (Municipal Engineers/Section Chiefs)
- Group 3:** Service Providers
- Group 4:** Sanitation Workers and Masons

Each of these groups were further sub-classified into four to five indicator groups for in-depth assessment of **GAPS** among the stakeholders.

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### **For Group 1 (Mayors/Deputy Mayors/CAOs):**

Indicator 1: Broad Understanding (*weightage: 20%*)

Indicator 2: Planning and Budgeting (*weightage: 20%*)

Indicator 3: Implementation (Opportunities, Problems, and Issues) (*weightage: 20%*)

Indicator 4: Administration Capacity and Legal Grounding (*weightage: 20%*)

Indicator 5: Community Mobilization and Engagement (*weightage: 20%*)

### **For Group 2 (Municipal Section Chiefs/Engineers):**

Indicator 1: Broad Understanding (*weightage: 10%*)

Indicator 2: Planning and Budgeting (*weightage: 30%*)

Indicator 3: Implementation (Opportunities, Problems, and Issues) (*weightage: 30%*)

Indicator 4: Administration Capacity and Legal Grounding (*weightage: 20%*)

Indicator 5: Community Mobilization and Engagement (*weightage: 10%*)

### **For Group 3 (Service Providers):**

Indicator 1: Broad Understanding (*weightage: 20%*)

Indicator 2: Understanding of CWIS, On-site and Off-site Systems (*weightage: 20%*)

Indicator 3: Operating Regulations, Laws, Bye-laws, Policies, Licensing systems  
(*weightage: 20%*)

Indicator 4: Issues Related to Consumers (*weightage: 20%*)

Indicator 5: Issues Related to Sanitation Workers (*weightage: 20%*)

### **For Group 4 (Sanitation Workers and Masons):**

Indicator 1: Broad Understanding (*weightage: 15%*)

Indicator 2: Working Environment (*weightage: 30%*)

Indicator 3: Workplace Safety (*weightage: 30%*)

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Indicator 4: Customer Response, Satisfaction, and Dignity (*weightage: 25%*)

### **3.2 Questionnaire Development and Finalization**

Individual questionnaires for all four identified groups were developed and after an elaborate discussion between the broader ENPHO team and the consultant, these questionnaires were then finalized to be used for the data collection. Upon finalizing the questionnaires, the enumerators were thoroughly trained on how to collect accurate and precise data to ensure that the study output accurately reflects the existing state of the key stakeholders' capacities. Each category's questions were explained to the enumerators, with an emphasis on the specific information that we aimed to obtain through this assessment.

### **3.3 Selection of the Municipalities for Data Collection**

Seventeen (17) Municipalities were covered in course of this training need assessment. Municipalities were selected based on the coverage of different provinces, types of municipalities (urban/rural), geographical coverage sought, and the existing level of understanding & infrastructure. The municipalities that were covered in the study include Dharan and Mechinagar Municipalities from Province 1; Janakpur, Jaleswor, Parsagadhi, and Kolhabi Municipalities from Province 2; Mahalaxmi, Hetauda, Nilkantha, and Ratnanagar Municipalities from Province 3; Pokhara and Waling Municipalities from Province 4; Tilottama and Sainamaina Municipalities from Province 5; and Dhangadhi, Lamki Chua, and Tikapur Municipalities from Province 7.

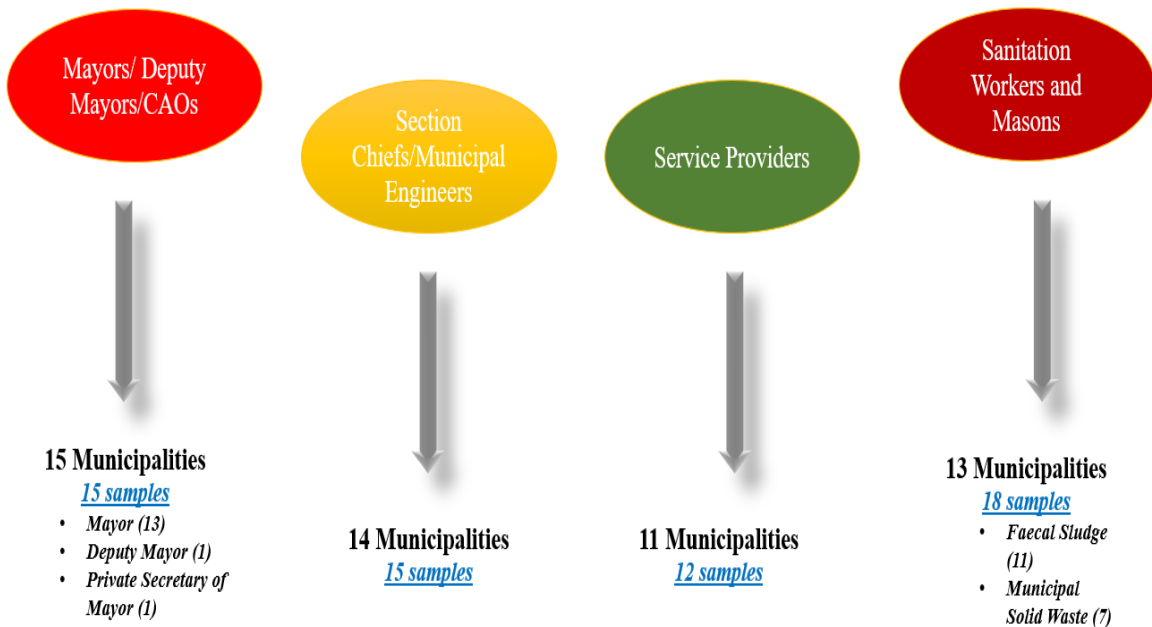


Figure 3: Municipalities Covered in the Training Need Assessment

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### 3.4 Data Collection Process

A pilot study was conducted in Mahalaxmi Municipality in presence of the core enumerator team for this study. The questionnaires were then revised based on the response attained from the pilot study. The revised questionnaires were finalized and shared with the enumerators, and were rolled out for data collection in the selected municipalities throughout different provinces of Nepal.



**Figure 4: Illustration of Samples Collected for Different Interview Groups**

The data was collected in 17 different municipalities of different provinces of Nepal. 15 samples of Group 1 (Mayors/Deputy Mayors/CAOs) and Group 2 (Section Chiefs/Municipal Engineers) each, 12 samples of Group 3 (Service Providers), and 18 samples of Group 4 (Sanitation Workers and Masons) were collected using group specific questionnaires.

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**Figure 5: Enumerators Conducting interviews in different groups in process of data collection**

Data enumerators were engaged in detail interview sessions in each selected municipality as shown in **Figure 5** above. All four group types were interviewed using the specific questionnaires developed. Different tools were used to assess their level of knowledge, understanding, and skillset. Simultaneously, data entry sheets were generated and the

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gathered data was entered into them. Subsequently, the data analysis process was initiated for the collected data.

### 3.5 Data Analysis

The data collected was then analysed and interpreted focusing on whether they are in line with the objectives set for this assignment. Gaps in terms of (1) knowledge, understanding, attitude, and practice by levels of actors (Planners/Decision Makers-*Mayors/Deputy Mayors/CAOs*, Implementors-*Municipal Section Chief/Engineers*, Service providers, and Sanitation Workers), and (2) understanding and appreciation of sanitation as an integral aspect of development and overall wellbeing were assessed from the collected responses.

The responses underwent a rigorous screening process, and the enumerators' rankings for each interview question were cross-checked both within and among the four groups. A scoring mechanism was developed to quantify the rankings given on the response. Based on the scoring provided for the corresponding ranking, a quantitative analysis was performed. Additionally, a word-by-word qualitative analysis was performed on the interviewees' responses. After analysing the collected data, a list of preliminary finding for all four categories was prepared.

### 3.6 Stakeholder Consultation/Workshop



**Figure 6: Photos from the Stakeholder Consultation Session**

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The preliminary findings were then presented to a group of stakeholders from different organizations for validation of collected/analysed data and the overall methodology followed for the training need assessment on March 16, 2023 in a Consultation Workshop Event. The participatory workshop was attended by the key stakeholders/actors and influencers, and their valuable feedback was incorporated in the final report. The workshop was a huge success owing to the collaborative efforts of the team members involved in this assessment.

## CHAPTER-4 DATA ANALYSIS

The collected data was ranked as Excellent (E), Fair (F), and Poor (P) by the enumerators based on the real time response received in the field. The responses were further checked and tallied with the rankings provided. An additional ranking of Very Poor (VP) was provided for questions that were unanswered or had no response to. The responses underwent individual as well as group screening, and both quantitative and qualitative analyses were carried out.

### 4.1 Quantitative Analysis

A scoring mechanism was developed to quantify the rankings provided for each response. The scores provided (in percentage) were the basis for the comparative analysis performed within each individual group, and across the four interview groups as well. The scoring mechanism is presented in the table below:

**Table 1: Scoring Mechanism Adopted for Data Analysis**

<b>Ranking</b>	<b>Range of Score</b>	<b>Interpretation of Response to the Questions</b>
Excellent (E)	$\geq 80\%$	<ul style="list-style-type: none"><li>• Response to the question was backed by experience</li><li>• Response supplemented by examples</li></ul>
Fair (F)	$\geq 40\%$ and $< 80\%$	<ul style="list-style-type: none"><li>• Respondent could fairly articulate the question asked</li><li>• Response lacks specificity</li><li>• Response lacks clear linkage with the question</li></ul>
Poor (P)	$< 40\%$ and $> 0\%$	<ul style="list-style-type: none"><li>• Respondent could not articulate what was being asked</li><li>• Minimal Linkages provided in the response</li></ul>
Very Poor (VP)	0%	<ul style="list-style-type: none"><li>• No response</li><li>• No idea</li><li>• Irrelevant</li></ul>

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The data was quantified using the aforementioned scoring mechanism and Excel, after which multiple interpretations were made. The response was evaluated for each of the pertinent indicators specific to each group. A representative sample of quantitative analysis is shown in the following section.

### STEP 1: Scoring provided for each rank

**Rank**  
↓

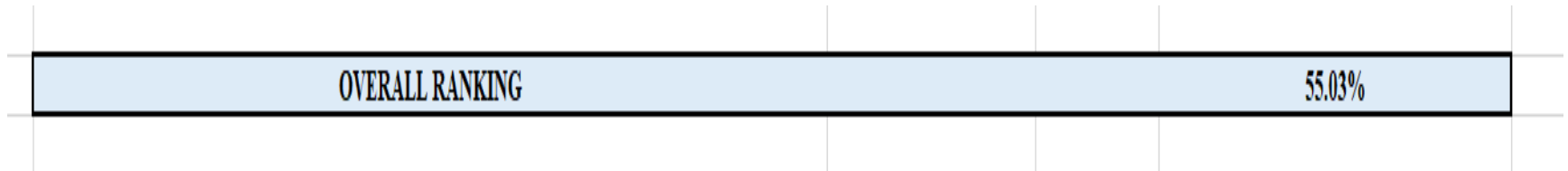
S.N.	Questions	SCORING	E? F? P? (*Insert one)	Overall Response	ANALYSIS
1	Please, share the status of municipal sanitation in brief. <i>(Overall situation, coverage, disposal practice, special need community, community behaviors, others)</i> (E F P)	70%	F	Not satisfied so far; disposed in forest; Need innovative efforts; Public toilets are easily accessible	Indicator 1 Indicator 3
2	Why is sanitation important for your municipality? What are the major roles of municipality for urban sanitation? <i>(Health, tourism, education, cleanliness, legal issues, others)</i> <u>(Reference: Manifestos)</u> (E F P)	45%	F	municipality is liable for MSW; Less resources	Indicator 1

### STEP 2: Average scoring computed for each indicator

	No of Questions	Response (%)	Average of scoring (%)
<b>Broad Understanding (20%) (Indicator 1)</b>			
E	11	0.00%	40.00%
F		63.64%	
P		9.09%	
VP		27.27%	
		100.00%	
<b>Planning and Budgeting (20%) (Indicator 2)</b>			
E	11	27.27%	55.45%
F		54.55%	
P		0.00%	
VP		18.18%	
		100.00%	
<b>Implementation (Opportunities, Problems and Issues) (20%) (Indicator 3)</b>			
E	13	23.08%	66.92%
F		76.92%	
P		0.00%	
VP		0.00%	
		100.00%	
<b>Administration Capacity and Legal Grounding (20%) (Indicator 4)</b>			
E	6	33.33%	38.33%
F		16.67%	
P		0.00%	
VP		50.00%	
		100.00%	
<b>Community Mobilization and Engagement (20%) (Indicator 5)</b>			
E	7	42.86%	65.71%
F		42.86%	
P		14.29%	
VP		0.00%	
		100.00%	

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**STEP 3:** Composite score computed for each response



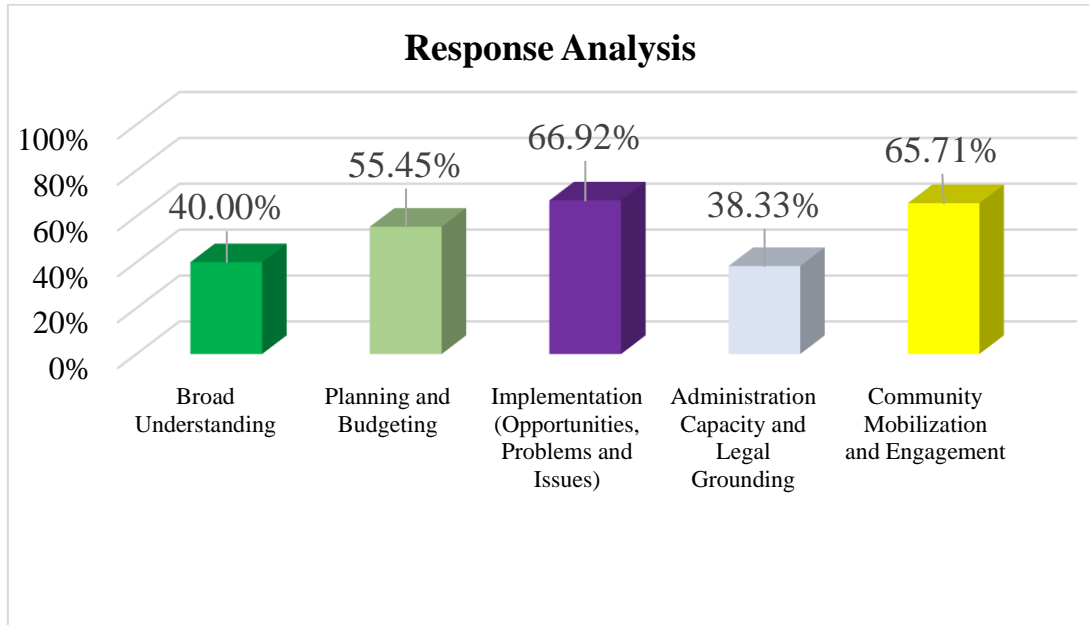
**Example: FOR GROUP 1:**

**COMPOSITE SCORE**= 20% OF (Average of Indicator 1) + 20% OF (Average of Indicator 2) + 20% OF (Average of Indicator 3) + 20% OF (Average of Indicator 4) + 20% OF (Average of Indicator 5)

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**STEP 4:** Average scores obtained for each municipality analysed comparatively both within and across the four interview groups

**Example:**



The findings obtained from the quantified data was further supplemented by the findings from the qualitative analysis performed.

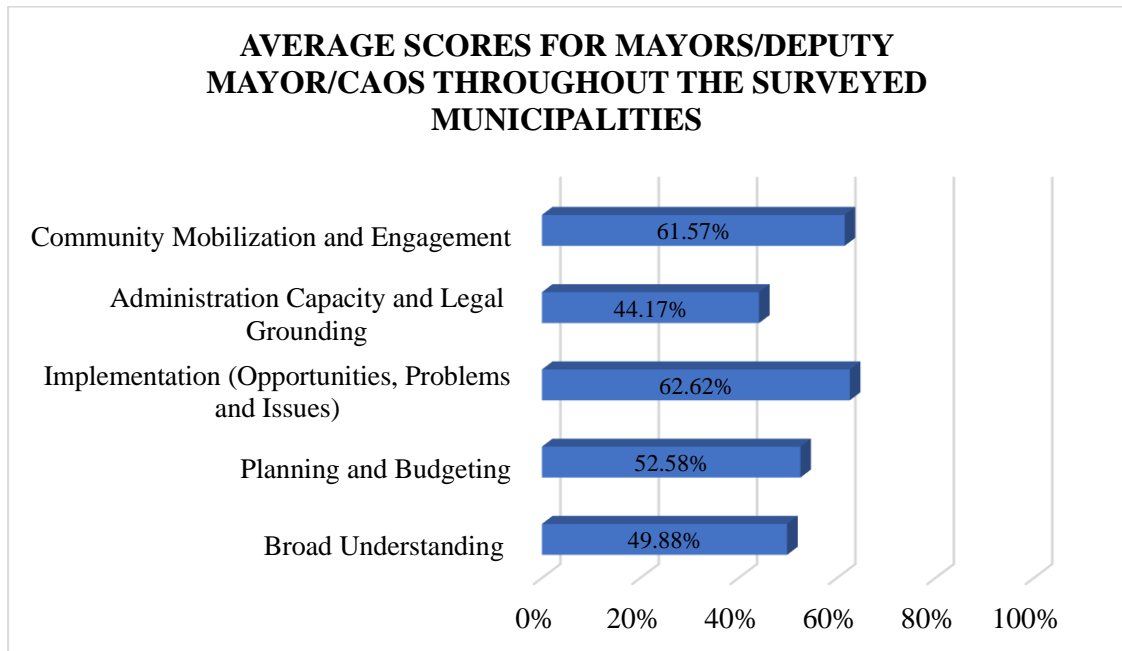
### 4.2 Qualitative Analysis

Every response to each question was meticulously scrutinized word-by-word, and gaps were identified wherever necessary. The qualitative study provided detail information about the understanding, existing attitude and practice, and skillset of the respondent regarding the various relevant sanitation aspects as per the indicators for each group.

## CWIS Training Need Assessment

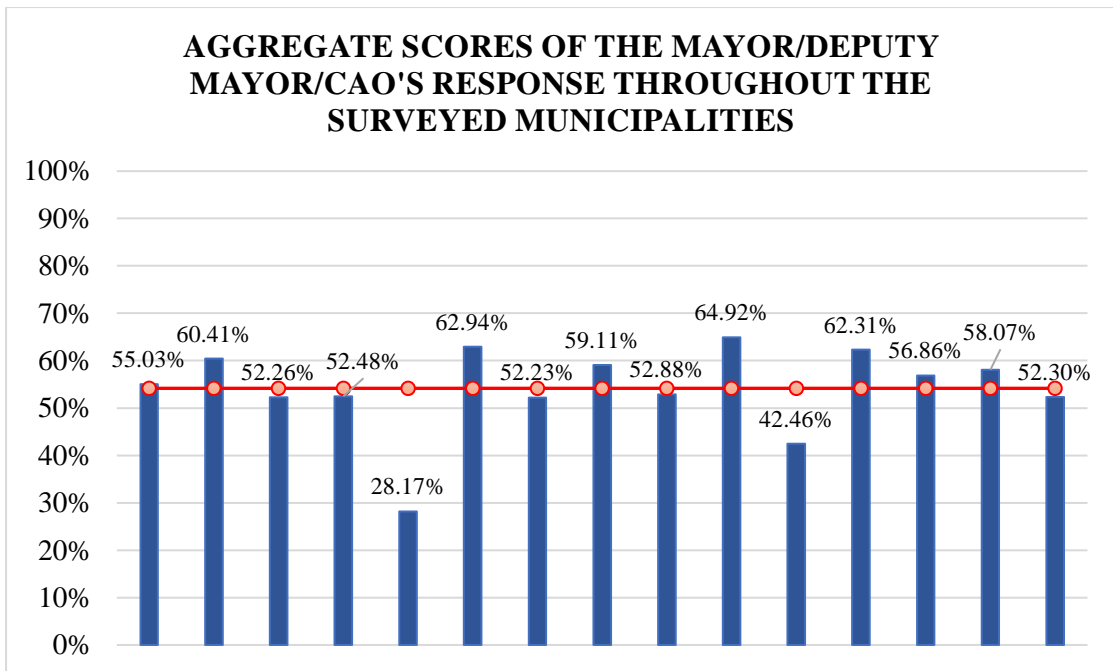
### 4.3 Comparative Analysis Within the Groups

#### 4.3.1 For Group 1 (Mayors/Deputy Mayors/CAOs)



It is evident from the chart above that for the group of Mayors/Deputy Mayors/CAOs interviewed across the 15 different municipalities (15 samples), they have exhibited great gaps in all five sub-fields i.e., broader understanding, planning and budgeting, implementation, administration and legal aspect, and community mobilization & engagement. This implies that the training program intended for this group should concentrate on reinforcing their overall comprehension of the five aspects, promoting a shift in their attitude and current practices regarding them, and ultimately equipping them with the necessary skillset. However, since their competency level is average across all of these fields, the training should concentrate on enhancing their deficiencies in these specific subcategories.

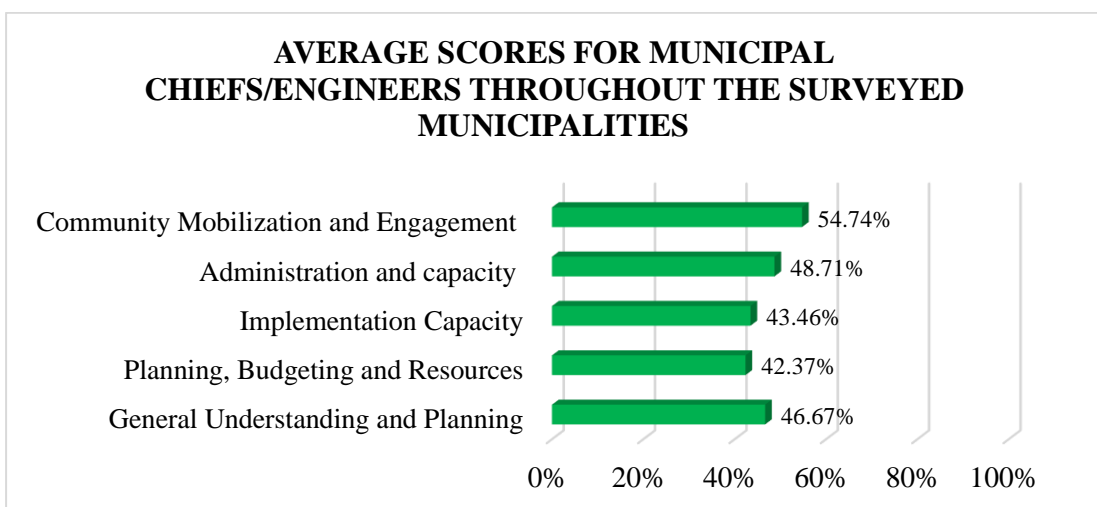
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**AVERAGE: 54.16%**

For the surveyed municipalities, the Mayors/Deputy Mayors/CAOs interviewed had an average scoring of 54.16% with 53.33% (8 out of 15) of the respondents scoring above average score. The chart above also reflects the wide variation seen among the municipalities in regards to mayor/deputy mayor's level of understanding, skills and overall capacity.

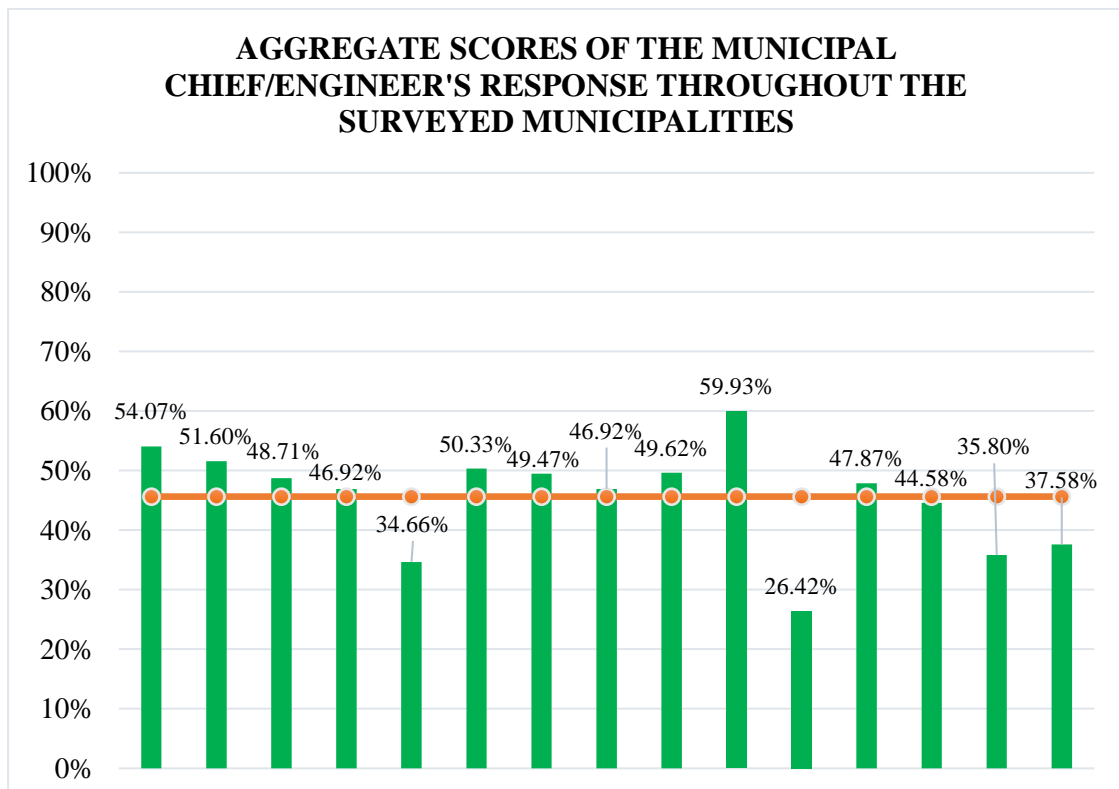
### 4.3.2 For Group 2 (Municipal Section Chiefs/Engineers)



It is evident from the prior chart that for the group of Municipal Section Chiefs/Engineers interviewed across the 14 different municipalities (15 samples), they

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have exhibited great gaps in all five sub-fields i.e., general understanding and planning, planning and budgeting, implementation capacity, administration, and community mobilization & engagement. This indicates that the training program tailored for this group should prioritize bolstering their fundamental understanding of the five aspects, encouraging a shift in their mindset and current approaches towards them, and ultimately furnishing them with the necessary skills. However, since their competency level is average across all of these fields, the training should concentrate on enhancing their deficiencies in these specific subcategories.

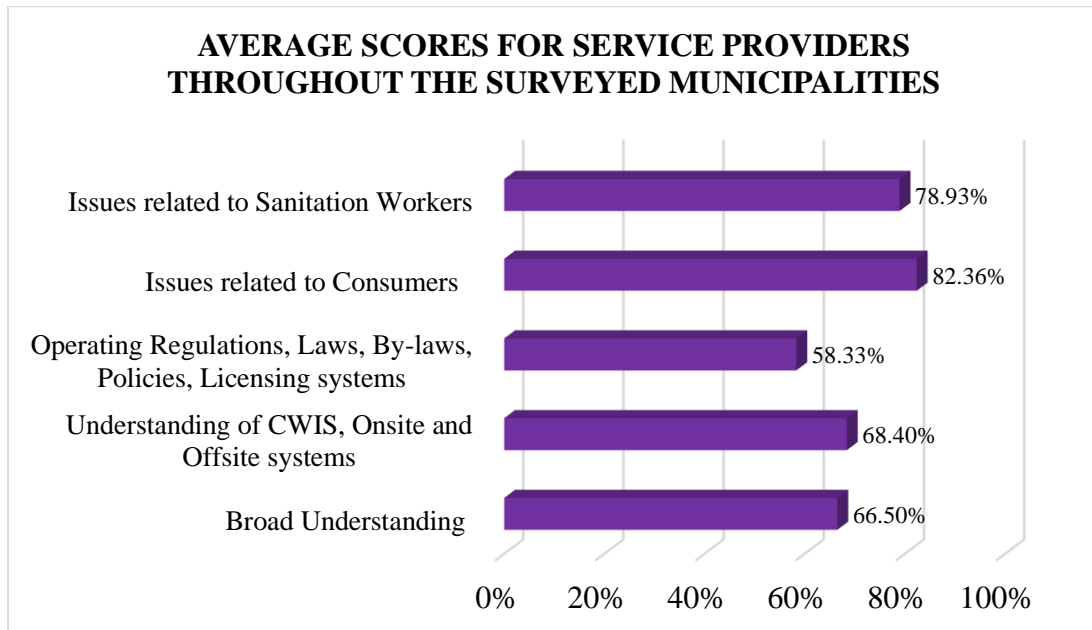


**AVERAGE: 45.63%**

For the surveyed municipalities, the Municipal Section Chiefs/Engineers interviewed had an average scoring of 45.63% with 66.67% (10 out of 15) of the respondents scoring above average score. The chart above also reflects the wide variation seen throughout different municipalities in municipal chief/engineer's level of understanding, skills and overall capacity.

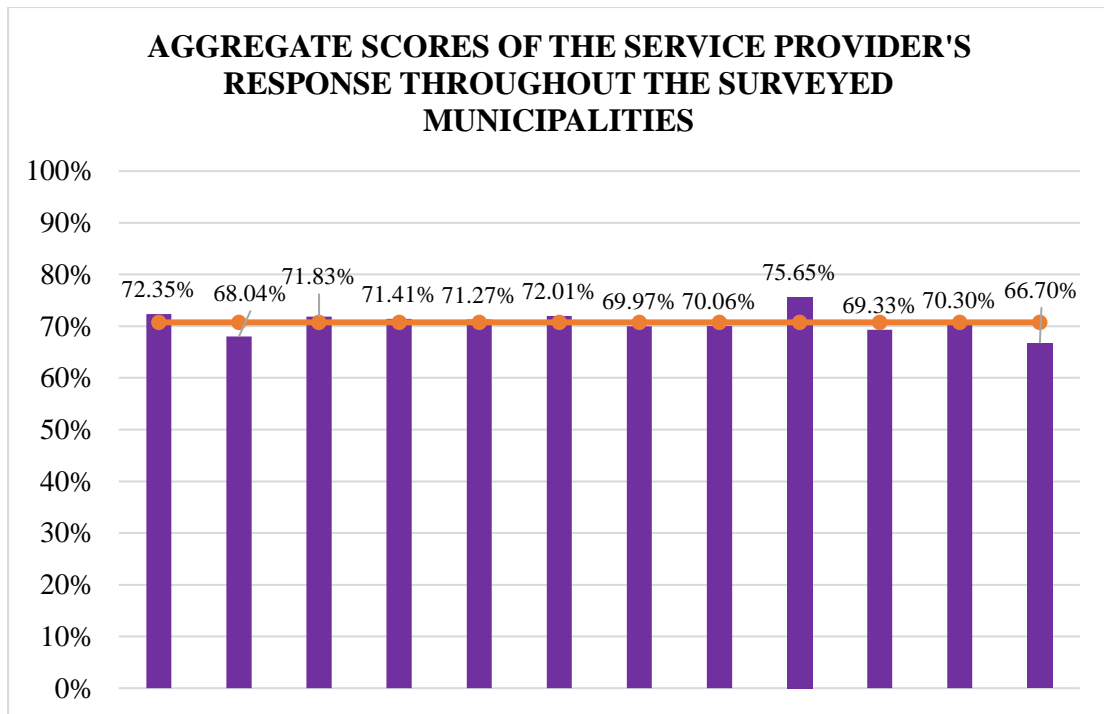
## CWIS Training Need Assessment

### 4.3.3 For Group 3 (Service Providers)



It is evident from the chart above that for the group of Service Providers interviewed across the 11 different municipalities (12 samples), they have exhibited great gaps in three out of five sub-fields i.e., broad understanding, understanding of CWIS, onsite & offsite systems, and Operating Regulations/laws/policies/licensing systems. For the remaining two fields, they have good competency. This means the training package to be developed for this category should focus on reinforcing their general knowledge in these aspects, inducing change in their attitude and existing practice regarding these, and lastly providing them with required skillset. But the training package should emphasize more on the fields where they have scored less than 75% of the score. Overall, the training should be catered in such a way that the service providers are trained in aspects that they lack in these sub-categories.

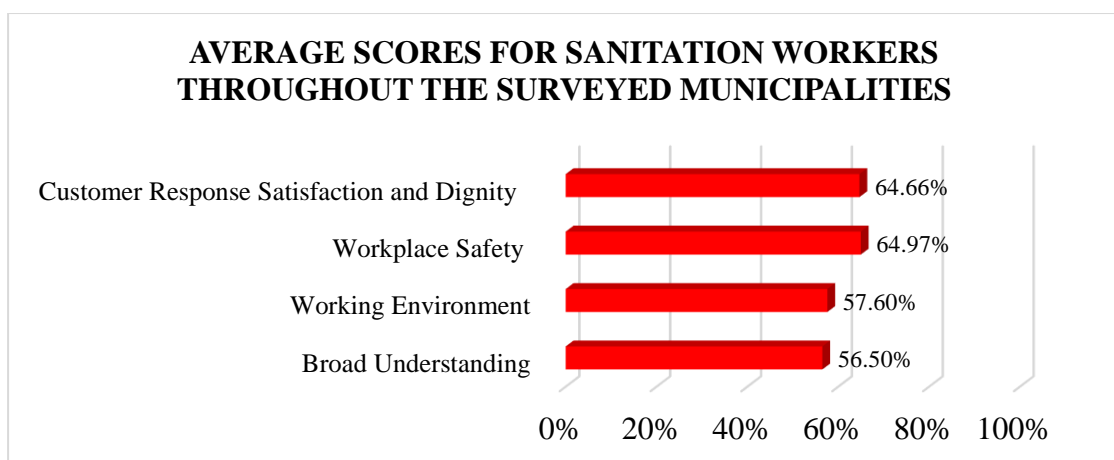
## CWIS Training Need Assessment



**AVERAGE: 70.74%**

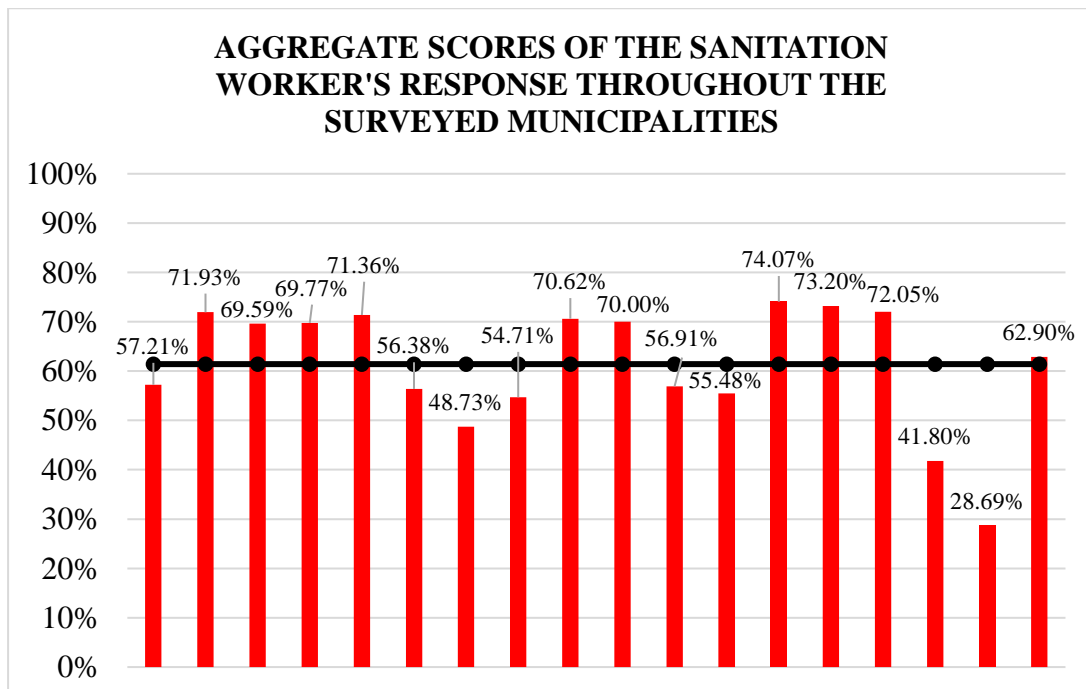
For the surveyed municipalities, the Service Providers interviewed had an average scoring of 70.74% with 50% (6 out of 12) of the respondents scoring above average score. The chart above also reflects the wide variation seen among the municipalities in terms of service provider's level of understanding, skills and overall capacity. Out of all four groups, service providers have fared the best in the assessment, and have attained highest average score.

### 4.3.4 For Group 4 (Sanitation Workers and Masons)



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It is evident from the prior chart that for the group of Sanitation Workers interviewed across the 13 different municipalities (18 samples-11 in Faecal Sludge and 7 in Municipal Solid Waste), they have exhibited great gaps in all four sub-fields i.e., broad understanding, working environment, workplace safety, and the customer response, satisfaction and dignity. This means that the training package to be developed for this category should focus on reinforcing their general knowledge in these four aspects, inducing change in their attitude and existing practice regarding these, and lastly providing them with required skillset. Overall, the training should be catered in such a way that the sanitation workers are trained in aspects that they lack in these sub-categories.

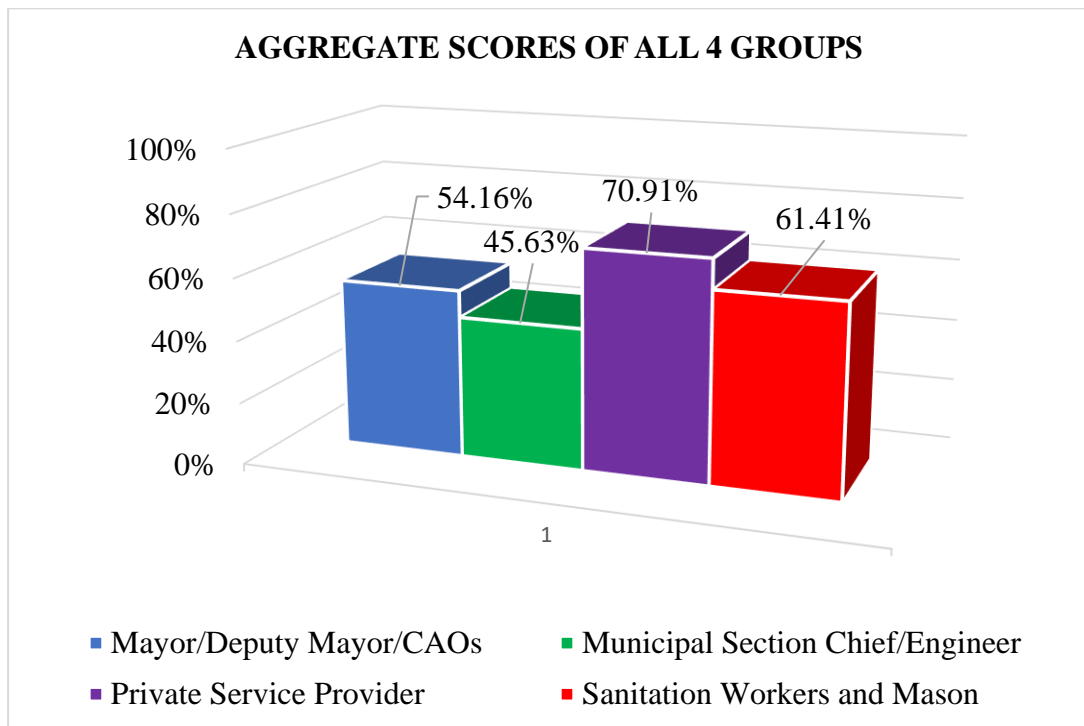


**AVERAGE: 61.41%**

For the surveyed municipalities, the Sanitation Workers interviewed had an average scoring of 61.41% with 55.56% (10 out of 18) of the respondents scoring above average score. The chart above also reflects the wide variation seen among the municipalities in terms of sanitation worker's level of understanding, skills and overall capacity.

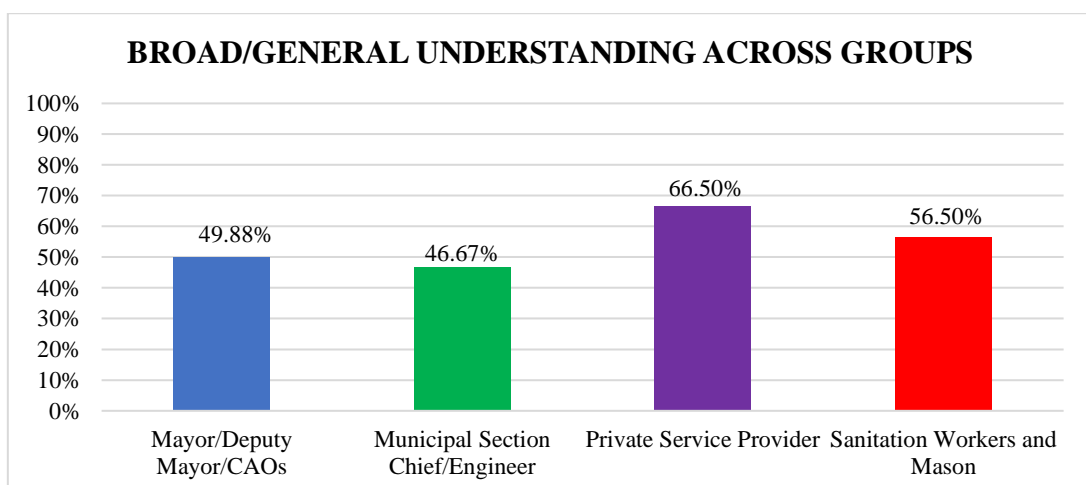
## CWIS Training Need Assessment

### 4.4 Comparative Analysis Across the Groups



It is evident from the chart above that out of all four interview groups, Group 3 (Service Providers) have scored the best in the training need assessment. In simple sense, this group is more competent than the rest at present. And, comparatively lesser “GAPS” were observed in this particular group. On the other hand, Group 2 (Municipal Section Chief/Engineers) have scored the least in average indicating that they have to be trained in detail more than the others based on their current performance in this training need assessment. All of the groups have more or less “fair” ranking.

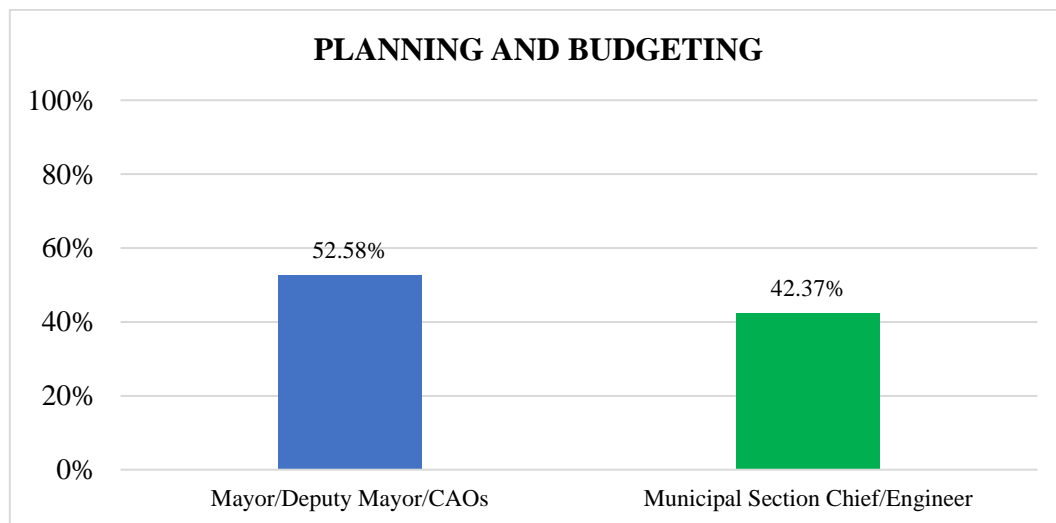
#### 4.4.1 Broader/General Understanding



## CWIS Training Need Assessment

It is evident from the chart above that, in terms of broader understanding among all four groups, Group 3 (Service Providers) have scored the best in the training need assessment while Group 2 (Municipal Section Chief/Engineers) have scored the least in average. The average scoring for broad understanding across all groups is of 54.88%. Only two groups (i.e., Service Providers and Sanitation Workers) have scored above average. Hence, the training package to be developed for all four groups should focus on this aspect in detail, especially for the Groups 1 & 2 (Mayors and Engineers).

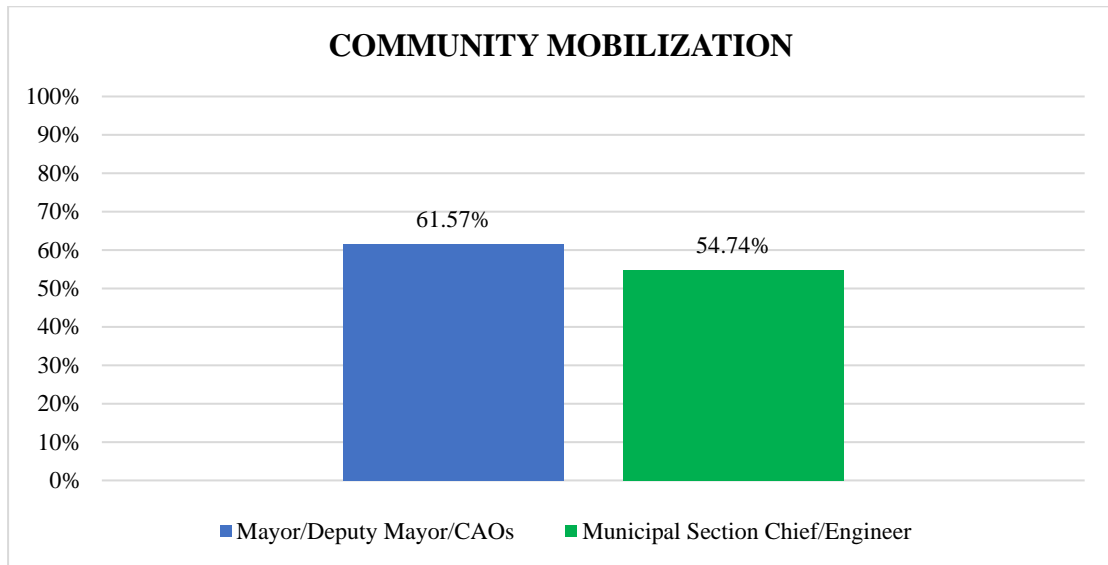
### 4.4.2 Planning and Budgeting



It is evident from the chart above that, in terms of planning and budgeting among Mayors and Engineers, Group 1 (Mayors/Deputy Mayors/CAOs) have scored higher in average than the Group 2 (Municipal Section Chief/Engineers). This indicates that Group 1 has comparatively more competency in regards to planning and budgeting.

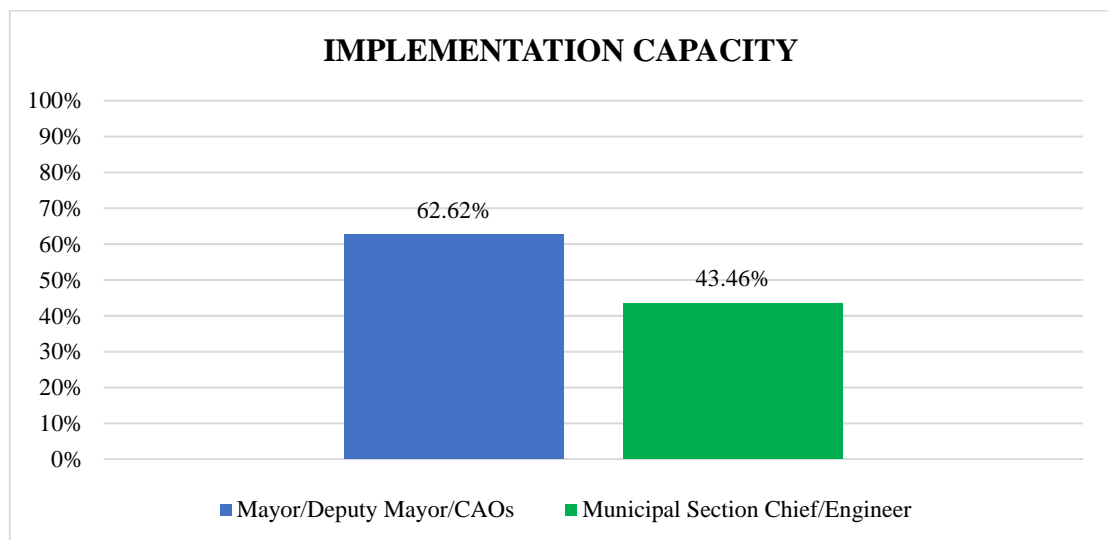
## CWIS Training Need Assessment

### 4.4.3 Community Mobilization



It is evident from the chart above that, in regards to community mobilization, Group 1 (Mayors/Deputy Mayors/CAOs) have scored higher in average than the Group 2 (Municipal Section Chief/Engineers). This indicates that Group 1 has comparatively more competency and awareness in regards to the community mobilization.

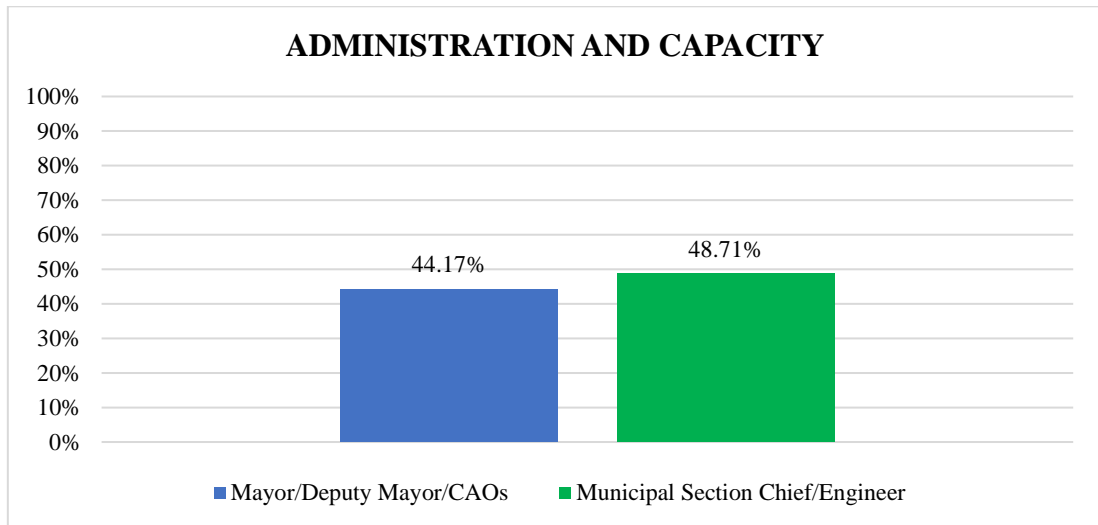
### 4.4.4 Implementation Capacity



It is evident from the chart above that, in regards to the implementation capacity, Group 1 (Mayors/Deputy Mayors/CAOs) have scored higher in average than the Group 2 (Municipal Section Chief/Engineers). This indicates that Group 1 has comparatively more competency and awareness in regards to the municipal implementation capacity.

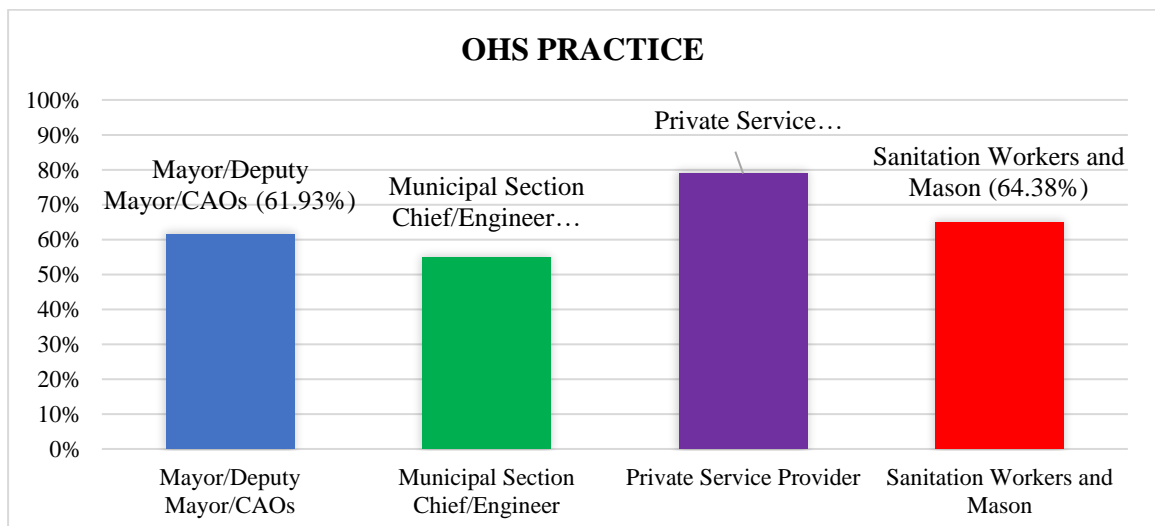
## CWIS Training Need Assessment

### 4.4.5 Administration and Capacity



It is evident from the prior chart that, in regards to the administration and capacity, Group 2 (Municipal Section Chief/Engineers) have scored higher in average than the Group 1 (Mayors/Deputy Mayors/CAOs). This indicates that Group 2 has comparatively more competency and awareness in regards to the municipal administration.

### 4.4.6 OHS Practice



It is evident from the prior chart that, in regards to the Occupational Health and Safety (OHS) practice in the municipalities, among all four interview groups, Group 3 (Service Providers) have scored the best in the training need assessment while Group 2 (Municipal Section Chief/Engineers) have scored the lowest. This aspect must be

## **CWIS Training Need Assessment**

covered in detail in the training package to be developed for all four groups. The average score for all four groups is around 64.92% which is “fair” in terms of ranking. Consequently, providing them with the fundamentals of OHS training is not essential as most already possess a conceptual understanding. Instead, the focus of the training program should be on fostering behavioural change and reinforcing their skills.

# **CHAPTER-5**

## **RECOMMENDATION**

### **5.1 General Training Package**

Given that the data inventory and reporting systems of most municipalities are weak, it is imperative to cover this topic from the basics in the general training. The general training package for all four groups should also encompass the fundamentals of CWIS, including principles, methods, and opportunities. Additionally, methods of integrating the Public Private Partnership (PPP) approach and its potential benefits in sanitation works, as well as linkage with CWIS adoption, should be included as well.

It has also been found from the data collected that most of the sites lack even the basic first-aid, which is not a good practice. To ensure the practice and compliance of Occupational Health and Safety (OHS) measures, advanced training should be provided to all four groups, even if they possess a basic understanding of it. Furthermore, the OHS training package that will be developed and given should be more practice-based, particularly for sanitation workers, as they often neglect the importance of Personal Protective Equipment (PPE) compliance and possible hazards.

In addition, it has been found through this study that all four groups lack an understanding on the importance of operation and maintenance in project phases ranging from planning to budgeting to implementation. Therefore, it is crucial to provide training to all four groups on this matter. Grievance handling is another area where all four groups have shown negligence. It is, therefore, essential to provide general training to all four groups on grievance handling issues to ensure that they can address and resolve such issues.

## CWIS Training Need Assessment

*In Summary, the general training module/package that will be developed for all four (4) groups should focus on following key areas:*

- Systematic Reporting Mechanism, Compliance Monitoring, and Data Inventory (*Importance, Techniques, Good Practice, and Benefits*)
- CWIS (*Principles, Methods and Opportunities*)
- Integration of PPP approach (*Methods and Opportunities*)
- Enforcement of OHS practice and compliance monitoring (*Importance, Benefits and Good Practice*)
- Operation and Maintenance (*Importance, Good Practice, and Benefits*)
- Grievance Redress Mechanism (GRM) for complaint handling (*Importance and Benefits*)

### 5.2 Specific Training Package for Mayors/Deputy Mayors/CAOs

Because gaps were observed in this group in regards to their knowledge of rules, regulations, compliance requirements (national/international), regulatory requirement and support from different tiers of government, and overall concept of federalism, this should be included in the training package for the Mayors/Deputy Mayors/CAOs. Importance and benefits of sanitation based and sanitation specific vision, goals and plans should also be incorporated in the training. It is essential to provide information on the newly formed Water Supply and Sanitation Act-2022, as well as relevant sanitation-based policies and regulations in the training session.

Moreover, the study findings revealed that the group of mayors/deputy mayors (policy makers) lacked an understanding of the significance of sanitation-specific planning in the municipality office. They were unaware of the need for establishing a separate sanitation unit for day-to-day functions, and planning a sanitation budget that includes funds for operation and maintenance. This indicates a gap in both their knowledge and attitude towards sanitation. Therefore, the training package should also address this aspect and provide guidance on the importance of sanitation-specific planning, the

## CWIS Training Need Assessment

establishment of a separate sanitation unit, and the need for a sanitation budget that includes funds for operation and maintenance.

Additionally, the respondents lacked the conceptual knowledge on how they can and should mobilize potential non-conventional sources of funding for sanitation works/projects. The mayors/deputy mayors interviewed seemed to exhibit weak financial management knowledge which indicates that they need to be reinforced in this area through trainings or workshops. The study's results also indicated that the Mayors/Deputy Mayors assigned a low priority to aspects such as boosting employee morale and mobilizing the community for sanitation-related activities. They seem to be less knowledgeable and appreciative of this approach which could in fact add value to the projects and plans that are to be implemented.

All the aspects mentioned above must be incorporated into the training package for this group to strengthen their knowledge and skillset, and address the deficiencies identified during the assessment.

***In Summary, the training module/package that will be developed for this particular group of policy makers/planners should focus on following key areas:***

- Information on Rules, regulations, compliance requirements (national/international), regulatory requirements, support required from the different tiers of government, concept of federalism, Water Supply and Sanitation ACT-2022 and relevant Policies
- Sanitation specific vision/goals/plans (*Importance and benefits*)
- Sanitation Specific Planning including Budget and Operation and Maintenance
- Innovative approach for sanitation specific financial management, financial alternative analysis, and mobilization of potential non-conventional sources of funding for sanitation works (*Importance, techniques, and benefits*)

## **CWIS Training Need Assessment**

### **5.3 Specific Training Package for Municipal Section Chiefs/Engineers**

The Municipal Section Chiefs and Engineers showed gaps in their knowledge of regulations, compliance requirements (national/international), regulatory requirements, support from different levels of government, and the overall concept of federalism. Hence, these topics should be incorporated into their training package. Additionally, the training should include information on the newly formed Water Supply and Sanitation Act-2022, as well as relevant policies and rules related to sanitation.

Based on the findings, it is clear that there is a major skillset gap in the area of technical expertise. Therefore, a technical training program should be provided to cover the design of water supply and sanitation components, basics of on-site and off-site sanitation systems, sewerage/non-sewerage systems, planning tools, budgeting tools and techniques, as well as supervision and monitoring tools and techniques.

Furthermore, the study found that the municipal chiefs/engineers who were interviewed lacked understanding of the fund flow mechanism related to sanitation work activities. Maximum had no idea about the financial challenges or obstacles for smooth financial flow of the municipality. Therefore, the training program for this group should include this subject matter. Additionally, the research showed that the municipal chiefs/engineers assigned a low level of importance to factors like enhancing employee morale and engaging the community in sanitation-related activities. Hence, the training program should concentrate on highlighting the significance of community involvement/mobilization and motivation activities in sanitation projects, as well as providing techniques to implement this in the workplace.

## CWIS Training Need Assessment

*In Summary, the training module/package that will be developed for this particular group of implementors should focus on following key areas:*

- Information on Rules, regulations, compliance requirements (national/international), regulatory requirements, support required from the different tiers of government, concept of federalism, Water Supply and Sanitation ACT-2022 and relevant Policies
- Competency (*Skillset*) in Planning, Design, Budgeting, Supervision & Monitoring (*Design based/technical trainings*)
- Innovative approach for sanitation specific financial management, financial alternative analysis, and financial/fund flow mechanism (*Importance, techniques, and benefits*)
- Employee moral boosting, community engagement and mobilization (*Importance, techniques, and benefits*)

### 5.4 Specific Training Package for Service Providers

Based on the training need assessment conducted, service providers have been found to exhibit the best competency among all four groups. However, it is still essential to provide training to this group, focusing on relevant guidelines, standards, and policies that they must adhere to when providing sanitation services. Moreover, the training should also cover the compliance requirements that they need to follow concerning the environment, social, municipal, and other relevant areas. Additionally, information on new innovations and technologies used globally should be provided to them, and they should be made aware of the benefits of incorporating new technology in their business to enhance their occupational competency.

The training package for service providers should also include information on the significance and benefits of obtaining a license, as well as the available mechanisms for acquiring it. This will not only inform them but also instil an awareness on the need for change in their practices. Furthermore, the importance of insurance, incentives, and health benefits for their employees must be highlighted in the training program for service providers. This is important as some gaps were observed in this area, and

## CWIS Training Need Assessment

emphasizing these factors will help them understand their significance and encourage them to incorporate them into their business practices.

*In Summary, the training module/package that will be developed for this particular group of service providers should focus on following key areas:*

- Guidelines, standards and company policies for providing service
- Compliance Requirements (*Municipal/ Environment etc.*)
- Occupational Competency (*Integration of Innovative technology in business; Introducing new/innovative technology*)
- Business Licensing Mechanism (*Importance and Benefits*)
- Community Engagement & Mobilization (*Importance of Insurance/Incentive/Health Policies for the employees*)

### 5.5 Specific Training Package for Sanitation Workers and Masons

During the interviews, the sanitation workers displayed lack of knowledge regarding the importance and benefits of basic hygiene and sanitation habits, as well as the significance of cleaning their surroundings despite performing these tasks daily. This highlights a gap in their understanding. To address this issue, it is crucial that the training session for this group includes a detailed explanation of the importance of practicing basic sanitation and cleanliness habits. This should cover the short-term and long-term benefits of these practices, as well as the potential hazards that may arise if they are not followed.

The majority of the workers expressed a strong desire to receive training to improve their skills and overall competency. Therefore, it is essential that the training program includes a practical session where they can learn about new technologies and techniques for carrying out their work, whether in faecal sludge management (FSM) or/and solid waste management (SWM). Additionally, the training should cover basic information and present the standards/guidelines that the sanitation workers need to comply with. Furthermore, the importance of effective communication with their clients should be

## CWIS Training Need Assessment

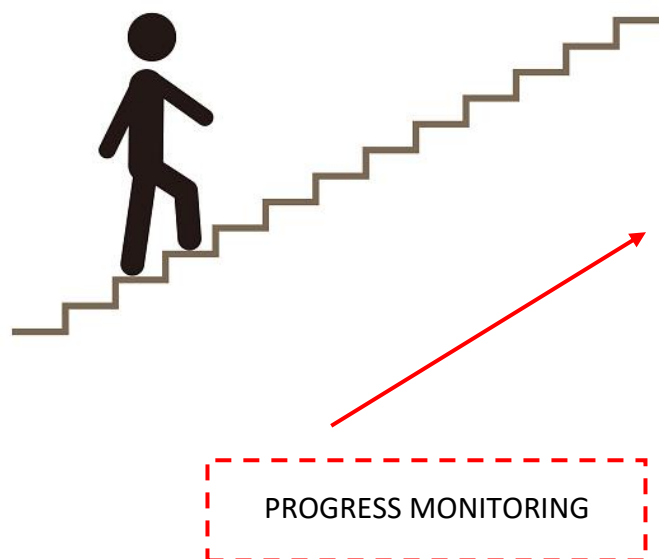
highlighted, including methods and techniques to enhance communication efficiency and effectiveness.

*In Summary, the training module/package that will be developed for this particular group of sanitation workers should focus on following key areas:*

- Basic hygiene and cleanliness of personal surrounding (*Importance, Benefits, Possible Hazards*)
- Occupational Competency (*Skillset learning/enhancement*)
- Training regarding Faecal Sludge (FS) and Faecal Sludge Management (FSM) for Municipal Solid Waste (MSW) workers (*Basic information, standards/guidelines to comply with, tools/techniques/methods that can be used for better execution of day-to-day work*)
- Communication with Clients (*Importance and Methods*)

### 5.6 Importance of Post-training Follow-Up System

It is imperative now more than ever that we establish a system that will follow-up on the progress attained by the trainees after receiving the training. It could be done through use of survey using questionnaires or by conducting interviews. It is recommended that the trainees are contacted to know about how they have applied the learnings they have acquired through the trainings. Follow-ups could be conducted either bi-annually or annually for each municipality. The follow-up session will serve to evaluate the training's efficacy. In case the individual who underwent the training has been changed or relocated, the new personnel can be recognized for further training. This approach will aid in integrating the acquired knowledge into the local government.



**Figure 7: Illustration of progress monitoring of trainees during post-training follow-up**

Level of capacity of different groups (policy makers, implementors, service providers, and sanitation workers) shall be developed. Additionally, indicators shall be defined and based on the pre-set indicators, the existing capacity of the personnel shall be assessed. If the individual seems to show decline in capacity or if the individual has been changed/transferred, the new personnel will be trained and the municipal human resource will be capacitated. Therefore, monitoring or follow-up could be done periodically to institutionalize the knowledge and skills in each municipality.

### **5.7 Recommendations from the Stakeholder Consultation**

The Stakeholder Consultation was huge success and multiple constructive feedbacks were received from the participants. Many of the stakeholders suggested that the indicators based on which we have conducted this study could and should be further explored in regards to level of adequacy and the corresponding weightage given. It is our suggestion that a separate assessment could be done specifically for finding out the most suitable indicators for each group for future assessment, and the most appropriate range of weightage that could be given to the indicators developed. This could be established on a national level and be used for future training need assessment that will be conducted in other municipalities.

## **CWIS Training Need Assessment**

The stakeholders had also raised concerns on the findings being isolated due to the fact that only seventeen (17) municipalities have been used for this training need assessment. So, it is recommended that municipalities be grouped in clusters based on similar geographic conditions, climate, altitude, similar cultural practices, land availability etc. For example, municipalities in terai region could be surveyed separately and studied which might provide specific and more relevant findings on gaps. So, more municipalities should be studied but with a cluster approach for relevancy aspect of the findings and for mitigating possible bias.

It was also discussed during the consultation that despite the municipalities receiving necessary intervention, most of the highly reinforced municipalities in terms of training have fared below average than most of the remote municipalities. This could be the case of the training and learnings imparted not being institutionalized. So, it is crucial that the sanitation specific trainings be provided and learnings be disseminated to as many relevant people as possible. In fact, it is recommended that trainings be provided at provincial level so that the provincial level is capacitated and self-sufficient. This way, individuals at the local level will not have to rely on the central level for training but can instead seek assistance from the provincial level authority. So, a “training of trainers” approach should be adopted and implemented to develop a support system in the provincial level.

Lastly, it is imperative now more than ever that we establish a system that will follow-up on the progress attained by the trainees after receiving the training. Collaboration with N-WASH MIS Unit of Department of Water Supply and Sewerage Management can be a good way forward to keep track on the trainee data and overall sanitation status. The trainees could be monitored through this system, and based on the real time data the potential candidates for training could be identified. This approach will aid in evaluating the current human resource capacity of the municipality in sanitation, and prompt reinforcement can be provided accordingly.

## CWIS Training Need Assessment

A summary table has been provided below with overall recommendations.

**Table 2: Summary of Recommendations made from this Training Need Assessment**

<b><u>FOR TRAININGS/WORKSHOPS TO BE DEVELOPED/CONDUCTED</u></b>			
<b>S.N.</b>	<b>Group</b>	<b>General Training Package Recommended</b>	<b>Group Specific Training Package Recommended</b>
1.	<b>Mayor/Deputy Mayor/CAOs</b>	<ul style="list-style-type: none"> <li>• Reporting Mechanism, Compliance Monitoring, and Data Inventory (<i>Importance, Techniques, Good Practice, and Benefits</i>)</li> <li>• CWIS (<i>Principles, Methods and Opportunities</i>)</li> </ul>	<ul style="list-style-type: none"> <li>• Information on Rules, regulations, requirements (<i>national/international</i>)</li> <li>• Water Supply and Sanitation ACT-2022 and relevant Policies</li> <li>• Concept of federalism and information on support required from the different tiers of government</li> <li>• Sanitation specific vision/goals/plans (<i>Importance and benefits</i>)</li> <li>• Sanitation Specific Planning including Budget and Operation and Maintenance</li> <li>• Financial management, financial alternative analysis, and mobilization of potential non-conventional sources of funding for sanitation works (<i>Importance, techniques, innovative approach and benefits</i>)</li> </ul>
2.	<b>Municipal Section Chief/Engineers</b>	<ul style="list-style-type: none"> <li>• Integration of PPP approach (<i>Methods and Opportunities</i>)</li> <li>• OHS and its compliance monitoring (<i>Importance, Benefits and Good Practice</i>)</li> </ul>	<ul style="list-style-type: none"> <li>• Information on Rules, regulations, requirements (<i>national/international</i>)</li> <li>• Water Supply and Sanitation ACT-2022 and relevant Policies</li> <li>• Concept of federalism and information on support required from the different tiers of government</li> <li>• Technical training on planning, design, budgeting, supervision &amp; monitoring</li> <li>• Sanitation specific financial management, financial alternative analysis, and financial/fund flow mechanism (<i>Importance, techniques, innovative approach and benefits</i>)</li> </ul>

## CWIS Training Need Assessment

		<ul style="list-style-type: none"> <li>• Operation and Maintenance (<i>Importance, Good Practice, and Benefits</i>)</li> <li>• Grievance Redress Mechanism (<i>GRM</i>) for complaint handling (<i>Importance and Benefits</i>)</li> </ul>	<ul style="list-style-type: none"> <li>• Employee moral boosting, community engagement and mobilization (<i>Importance, techniques, and benefits</i>)</li> <li>• Guidelines, standards and company policies for providing service</li> <li>• Compliance Requirements (<i>Municipal/ Environment etc.</i>)</li> <li>• Occupational Competency (<i>Integration of Innovative technology in business</i>)</li> <li>• Business Licensing Mechanism (<i>Importance and Benefits</i>)</li> <li>• Community Engagement &amp; Mobilization (<i>Importance of Insurance/Incentive/Health Policies for the employees</i>)</li> </ul>
3.	<b>Service Providers</b>		
4.	<b>Sanitation Workers &amp; Masons</b>		<ul style="list-style-type: none"> <li>• Basic hygiene and cleanliness of personal surrounding (<i>Importance, Benefits, Possible Hazards</i>)</li> <li>• Occupational Competency (<i>Skillset learning/enhancement</i>)</li> <li>• Training regarding Faecal Sludge (FS) and Faecal Sludge Management (FSM) for Municipal Solid Waste (MSW) workers (<i>Basic information, standards/guidelines to comply with, tools/techniques/methods that can be used for better execution of day-to-day work</i>)</li> <li>• Communication with Clients (<i>Importance and Methods</i>)</li> </ul>
<b><u>OTHER RECOMMENDATIONS</u></b>			
<ul style="list-style-type: none"> <li>• Introduce the approach of post training follow-ups, and its development into a perpetual system (<i>survey, phone call, in-person interview</i>).</li> <li>• Conduct cluster wise training need analysis/assessment of municipalities not covered during this assessment.</li> <li>• Conduct an assessment for suitable indicators and weightage to be given to these indicators at national level.</li> <li>• Provide linkage of developed training sessions to government plans and programs.</li> <li>• Collaborate with N-WASH MIS for data monitoring and analysis of trainings conducted/provided.</li> <li>• Provide Training of Trainers on provincial level to capacitate the province.</li> <li>• Horizontal peer-peer learning could be conducted during the training session for effective learning.</li> <li>• Disseminate knowledge acquired by the trainees to different relevant employees within the municipality.</li> <li>• Train municipalities with similar level of knowledge and competency together. Furthermore, the groups can also be divided for Mayors and Engineers getting trained together, and for Service providers and Sanitation workers getting trained together on topics such as OHS, rules/requirement/policies, community mobilization etc.</li> </ul>			

**CHAPTER-6**  
**CONCLUSION**

The training packages that will be developed shall be based on the gaps seen in different groups i.e., Group 1 (Mayors/Deputy Mayors/CAOs), Group 2 (Municipal Section Chiefs/Engineers), Group 3 (Service Providers), and Group 4 (Sanitation Workers and Masons). Recommendations for all four interviewed groups have been outlined in the prior **Chapter-5**. Broadly speaking, the training programs should prioritize skill development and promoting comprehensive behavioral change among the stakeholders based on the identified gaps, instead of merely offering theoretical training sessions. Furthermore, if post training follow-ups are conducted, it will help in making these training sessions more effective in the long run.

**CHAPTER-7**  
**LIMITATIONS OF THE STUDY REPORT**

The findings obtained from the CWIS training need assessment may be susceptible to the subsequent limitations:

- Findings are based on the data collected from selected 17 municipalities. The data collected might not fully cover large number of varieties of key stakeholders. So, this training need assessment might just be specific to a selective population.
- Level of understanding, interpretation and acceptance of City-Wide Inclusive Sanitation (CWIS) approach is hard to measure and interpret.
- The findings might not be reflective of the overall scenario due to the limited time-frame of the assignment.
- Unexpected results could have emerged due to respondents' reluctance to answer certain questions.
- Respondents might not have been able to articulate the answers that the questions warranted.

## **CWIS Training Need Assessment**

### **ANNEX-1**

*(Finalized Questionnaires have been attached in a separate file)*

### **Key Informant Interview (KII) for Mayors/ Deputy-mayors/CAOs**

*This KII is prepared to conduct capacity assessment (CA) in municipal level under Citywide Inclusive Sanitation Scaling and Sanitation Innovation project; funded by Bill and Melinda Gates Foundation (BMGF). The main objective of this CA is to identify the contents, methods and target groups for capacity building on Citywide Inclusive Sanitation (CWIS). We ensure the confidentiality of the provided data and it will only be used for CA purpose.*

*Do you agree to start the CA?*

- YES
- NO

### **Personal Information**

Name:	
Address:	
Contact Number & Email:	
Name of working municipality:	
Designation:	

**Note:** Please circle or tick

- “E” for an excellent response to the question
- “F” for a fair/average response to the question
- “P” for a poor response to the question

***\*Please take photos of reference materials where available.***

1. Please, share the status of municipal sanitation in brief. (*Overall situation, coverage, disposal practice, special need community, community behaviors, others*) (**E F P**)

.....  
.....

2. Why is sanitation important for your municipality? What are the major roles of municipality for urban sanitation? (*Health, tourism, education, cleanliness, legal issues, others*) (**Reference: Manifestos**) (**E F P**)

.....  
.....

3. What is your vision for the next 5 years regarding the municipal sanitation? (Especially regarding water supply, drainage and solid waste management---*holistic planning from their side?*) (**Reference: Manifestos; Sanitation Plans**) (**E F P**)

.....  
.....

4. How is the municipality planning to achieve targets set by 15<sup>th</sup> periodic plan and Sustainable Development Goal in WATSAN (Water and Sanitation) sector? What support do they expect from the provincial and federal government? How is the municipality planning to provide sanitation services for urban poor, remote and backward areas of municipality? (**Reference: Manifestos; Sanitation Plans**) (**E F P**)

.....  
.....

5. What existing policies and regulations do you have to ensure responsibility of each stakeholder? (*Note: Can collect job description*) (**E F P**)

.....  
.....

6. What are your short-, medium- and long-term vision/targets to ensure effective sanitation service in the municipality? (**Reference: Manifestos; Sanitation Plans**) (**E F P**)

Short term -

.....  
.....

Medium term-

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.....

Long term -

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.....

7. Please, share your resource planning practice to support targeted plan? **(E F P)**

**(Note: any framework available? Collect that document for reference)**

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.....

8. What is your thinking on the Local Government Operation Act (2074) regarding urban sanitation? **(Only ask if he/she has knowledge of the ACT: How are you practicing your authorities/rights in that regard? Any improvements that can be made?) (E F P)**

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.....

9. What are the major expectations of citizens from the municipal government? **(E F P)**

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.....

10. What is the coverage status of sewerred and non- sewerred sanitation system? **(Are there any plans of expansion? What about O&M (Operation and Maintenance?)) (E F P)**

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.....

11. Are the existing public sanitation facilities adequate and accessible? **(In schools, health posts, market places) (E F P)**

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.....

12. What is the existing practice for human excreta disposal? Is this a good practice?

**(E F P)**

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.....

13. Recommendation for safe disposal of human excreta. *(Link with Sanitation Service Chain)*

**(E F P)**

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.....

14. Do you have faecal sludge treatment plant (FSTP) in your municipality? If YES, what is the charging system? *(Integrated Property Tax (IPT), user charges, desludging charges, sewerage charge, front-end financing)* **(E F P)**

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.....

15. Are the city dwellers willing to pay? Do they have the capacity to pay? *(Viability Gap Funding (VGF) by municipality; subsidy)* **(E F P)**

.....  
.....

16. What are the problems and challenges to achieve sanitation goals/targets? **(E F P)**

***(Rank them: High (H), Medium (M), Low (L))***

- Inadequate Budget    **H M L**
- Lack of Human Resource    **H M L**
- Lack of Skilled Human Resource    **H M L**
- Lack of land for construction of sanitation infrastructure and overall sanitation facilities    **H M L**
- Community Behaviors *(opposition or unwillingness)*    **H M L**
- Contractual Issues    **H M L**
- Political Opposition    **H M L**
- Other (.....)

17. Which section is responsible to provide sanitation service? Is there adequate human resource? **(E F P)**

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.....

18. Have you provided specific job description to sanitation section staffs? Is there any reward and punishment system for staffs? If YES, what are they? **(E F P)**

.....  
.....

19. How are private sectors involved in municipal sanitation? And in which areas? *(Solid waste collection, faecal sludge desludging, transportation, others)* **(E F P)**

- Solid waste collection
- Public toilet
- Faecal sludge desludging
- Transportation
- Other (.....)

20. How can we increase the involvement of private sector for effective service delivery? **(E F P)**

.....  
.....

21. What percentage of the budget does your municipality allocate for sanitation (schemes/projects)? What are the main expenditure headings under sanitation in the budget for this F.Y. (Fiscal Year)? *(Solid waste management, staff, contractor, administration, others)*

**(Note: Collect official document for verification)** **(E F P)**

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.....

22. Have you allocated some specific budget for operation and maintenance of sanitation facilities? If YES, in what percentage? (*E F P*)

.....  
.....

23. What alternative options are available to support sanitation financing? (*E F P*)

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.....

24. What are the environmental compliance, requirements and standards regarding human waste (faeces) management? What are the constraints in meeting such requirements and standards? (*E F P*)

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.....

25. What are the national and international regularity requirements that the municipality needs to comply with? Any challenges regarding that? Are they too stringent? (*E F P*)

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.....

26. What reporting mechanism do you have to know about the sanitation status, activities, and progress of your municipality? (*Formal and informal*) (**Note: Take photos of report samples; monthly/quarterly/annual reports etc.**) (*E F P*)

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.....

27. How can the municipality undertake monitoring and reporting of sanitation services effectively? (*E F P*)

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28. What sort of tools/approaches have you been using for community motivation and engagement? (What more do you plan to use in future? Anything new?) (**Note: Any records of tools/approaches used? Minutes?**) (*E F P*)

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29. Is there a specific gender focal person in your municipality? Is she/he involved in the sanitation activities? *(E F P)*

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30. Do you have any citizen feedback system in place? What are those? *(E F P)*

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31. What are the plans made for sanitation worker safety, financial security and boosting of their morale? How do you ensure this for both Municipality and the Service Provider Staff? *(E F P)*

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.....

32. What is your thinking about the increasing adoption of the CWIS (City Wide Inclusive Sanitation) approach in sanitation? Why do you think CWIS is important for your municipality? Do you have any challenges in CWIS implementation? *(E F P)*

**Note: Prepare a fictional map of area with drawings incorporating practice of 7 core principles or maybe 2-3 principles only and poor sanitation practice as well. Show them this! And ask them for their suggestion or outlook regarding the map/diagram.**

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.....

**THANK YOU**

### **Questionnaire for Section Chief/Municipal Engineer**

*This questionnaire is prepared to conduct capacity assessment (CA) in municipal level under Citywide Inclusive Sanitation Scaling and Sanitation Innovation; funded by Bill and Melinda Gates Foundation (BMGF). The main objective of this CA is to identify the contents, methods and target groups for capacity building on Citywide Inclusive Sanitation (CWIS). We ensure the confidentiality of the provided data and it will only be used for CA purpose.*

*Do you agree to start the CA?*

- YES
- NO

#### **Personal Information**

Name:	
Address:	
Contact Number & Email:	
Academic Qualification:	
Work Experiences:	

#### **General Information about Municipality**

Name of Municipality:	
Number of Wards:	
Total Households:	
Total Population:	
Height from Sea Level:	
Average temperature in winter and summer:	

Note: Please circle or tick

- “E” for an excellent response to the question
- “F” for a fair/average response to the question
- “P” for a poor response to the question

*\*Please take photos of reference materials where available.*

1. Please, share the status of municipal sanitation in brief. (*Overall situation, coverage, disposal practice, special need community, community behaviors, others*) **(Reference: any report to support this? Collect any supporting document)** (E F P)

.....  
.....

2. What types of sanitation facilities are available in your municipality? (Types of toilets, types of septic tanks, on-site or offsite system, treatment technologies) **(Reference: any drawings that can be taken as a reference for cross check?)** (E F P)

.....  
.....

3. What are the roles and responsibilities of your section? (*Environment, road, irrigation, building, water supply, sanitation, sewerage, others*) **(Reference: any official mandate? Collect any supporting document)** (E F P)

.....  
.....

4. How is the municipality planning to achieve the targets set by 15<sup>th</sup> periodic plan and Sustainable Development Goal in the WATSAN (Water and Sanitation) sector? What support do they expect from the provincial and federal government? (E F P)

.....  
.....

5. Do you think there are provisions in the Water Supply Act at present that are adequate and implementable? (E F P)

.....  
.....

6. How you are planning to cover an entire area of municipality by sanitation services? What technological options are you planning to adopt? ***(Note: This question will be asked by displaying the map of concerned municipality.)*** (E F P)

.....  
.....

7. Please, rate the following areas as per your workload and engagement? (E F P)  
***(Tick one for each: High (H), Medium (M), Low (L))***

- Environment           **H M L**
- Road                   **H M L**
- Irrigation           **H M L**
- Building             **H M L**
- Water Supply       **H M L**
- Sanitation           **H M L**
- Sewerage            **H M L**
- Others                **H M L**

.....  
.....

8. What are the major problems you faced or usually face during implementation of sanitation services? And, how are they solved? ***(Are you involved in problem solving process? Or do you just follow the instructions from the higher ups?)*** (E F P)

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.....  
.....

9. Are you familiar with sanitation service chain? If YES, put the number 1 to 5 sequentially. (E F P)

**(Note: Use Cards)**

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.....

10. What is a safely managed sanitation according to you? Link the components of sanitation service chain. **(E F P)**

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.....  
.....

11. How is faecal sludge managed in your municipality? (*Proper septic tank, desludging services, provision of FSTP (Faecal Sludge Treatment Plant), safe disposal*) **(E F P)**  
**(Reference: Collect any supporting document or report)**

.....  
.....  
.....

12. How do you choose sanitation options in your municipal context? (*on-site and off-site system*) **(E F P)** **(Note: Use Municipality Map)**

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.....  
.....

13. What percentage of budget was allocated in the sanitation sector? How is the sanitation budget usually allocated? Do you play any role in cost estimation? **(E F P)**

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.....

14. What is the basis of planning and budgeting for sanitation? Is there any technique/thumb rule you follow? **(E F P)**

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.....  
.....

15. What is your practice on O and M (Operation and Maintenance) budget allocation?  
**(E F P)**

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.....

16. What is your role in O and M of sanitation facilities? Do you have job description with O and M mandate? *(E F P)*

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.....  
.....

17. What tool do you use for sanitation planning? *(SFD (Shit Flow Diagram), CSDA (City Service Delivery Assessment), N-WASH (National Water, Sanitation, and Hygiene), or others)*

*(E F P)*

.....  
.....

18. Do you have any plan for resource recovery? *(Composting, bio-gas, effluent)* If not, why? *(E F P)*

***(Note: Extract information whether it is: Lack of priority, lack of awareness, lack of HR, not practical, others)***

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.....  
.....

19. Do you have any data inventory/management system? Which unit is responsible for its operation and periodic update? *(E F P)*

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.....

20. How do you link this data with overall planning for sanitation sector? *(E F P)*

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.....  
.....

21. Do you agree that the private sector could be a potential partner of municipality? How? *(E F P)*

.....  
.....  
.....

22. Where do you see the potential support of private sectors? (*Awareness, design, engagement, enforcement, monitoring and regulation, financing, others*) (**E F P**)

.....  
.....

23. What is your experience of working with the private sector? (*In areas of solid waste management, desludging service, CSR (Corporate Social Responsibility)*) (**E F P**)

.....  
.....

24. Do you have designing and monitoring guidelines? If yes, mention the name. Have you participated in any design training for sanitation facilities? (**E F P**)

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.....

25. What is your role in design, supervision and monitoring functions in sanitation system? (**E F P**)

.....  
.....

26. Check for Engineer's competency: Design competencies of the engineer for the sanitation facilities should be examined. (**E F P**)

(Note: We can show the drawing of a septic tank with some major faults and request the interviewee to identify the faults.)

.....  
.....

27. Do you have any supervision and monitoring mechanism in your municipality? How does that work? How do you monitor the performance of the private service provider? What support do you need to improve private sector service monitoring? (**E F P**)

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.....

28. What measures are being used for compliance monitoring, feedback and revision? *(As an example; Ask for septic tank) (E F P)*

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....

29. What is the current mechanism/practice of fund flow? How is the progress monitored? *(Committee, Feedback, Report) (E F P) (Reference: Collect document)*

.....  
.....

30. Are there any challenges or obstacles for smooth financial flow? If yes, what kind? *(E F P)*

.....  
.....

31. What is your reporting requirement and to whom do you report? (N-WASH (National Water, Sanitation, and Hygiene)) *(E F P) (Reference: Collect samples of report)*

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.....

32. What is your take on community mobilization for successful implementation of sanitation project? How can we maximize their engagement? *(E F P)*

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...

33. Which techniques are in practice for community mobilization? *(Link with responsibility) (E F P)*

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.....

34. What types of grievances are received by the municipality in general? *(E F P)*

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.....  
.....

35. How do you receive it? (*E F P*)

- Suggestion Box
- Public Hearing
- Public Audit
- Report Card
- Other

36. How do you address those issues? What is your role in addressing the received issues?  
(*E F P*)

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.....  
.....

37. How do you ensure community participation in planning process? (*E F P*)

- Focused Group Discussion (FGD)
- Cluster-wise Planning
- Household Survey
- Field Observation
- User Committee
- Monitoring Committee
- Other

38. How do you ensure user friendly sanitation facilities? Do you have any specific guidelines?  
(*E F P*)

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.....  
...

39. Do you have OHS guidelines in your municipality? Is this implemented effectively?  
(*E F P*)

.....  
.....

40. Are you aware about PPEs (Personal Protective Equipments) for sanitation workers and workplace safety? How do you ensure compliance monitoring? *(E F P)*

.....  
.....

41. What are the steps taken by your municipality to address and boost professional dignity of professionals and general workers? *(E F P)*

.....  
.....

...

42. Do you have any problems in staff mobilization? Anything specific? *(E F P)*

- Influence by higher staffs
- Undisciplined staffs
- Insufficient staffs
- Other

43. Is there any policy, guideline, code of conduct and/or other legal documents to run the sanitation activities actively? If yes, please mention. *(E F P)*

.....  
.....

44. How do municipal policies and plans contribute to national and international targets? *(E F P)*

.....

45. What is your understanding on CWIS (City Wide Inclusive Sanitation) and its principles? *(E F P)*

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.....

46. Why do you think CWIS is important (or relevant) for your municipality? *(E F P)*

.....  
.....

47. Do you have any challenges in CWIS implementation? *(E F P)*

.....  
.....

48. Do you need any FSM (Faecal Sludge management) or CWIS related trainings/orientations? If yes, mention the name of trainings/orientations. (E F P)  
**(Reference: Collect certificates or maybe ask them about the name of the training/orientation attended)**

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.....  
.....

49. Regarding urban sanitation, which topic do you think you need more information on?  
(E F P)

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.....  
.....

**THANK YOU**

### **Key Informant Interview (KII) for Private Sector Sanitation Service Provider**

*This KII is prepared to conduct capacity assessment (CA) in municipal level under Citywide Inclusive Sanitation Scaling and Sanitation Innovation project; funded by Bill and Melinda Gates Foundation (BMGF). The main objective of this CA is to identify the contents, methods and target groups for capacity building on Citywide Inclusive Sanitation (CWIS). We ensure the confidentiality of the provided data and it will only be used for CA purpose.*

*Do you agree to start the CA?*

- YES
- NO

#### **Personal Information**

Name:	
Address:	
Contact Number & Email:	
Name of working municipality/ Company:	
Designation:	
Work Experience:	
Academic Qualification:	
Monthly Income:	

**Note:** Please circle or tick

- “E” for an excellent response to the question
- “F” for a fair/average response to the question
- “P” for a poor response to the question

*\*Please take photos of reference materials where available.*

1. What major works do you have to do? (*E F P*)

**(Reference: Job description sheet or Terms of Reference (TOR) issued)**

.....  
.....

2. How many staffs and tankers are there in your company? (*E F P*)

**(Reference: List of Staff and Bill of Quantity (BOQ))**

.....  
.....

3. What is your total expense per month? (For staff, fuel, administration, maintenance, tripping charge, others) (*E F P*)

**(Reference: Cost estimation or Bill of Quantity (BOQ))**

.....  
.....

4. What is the cost of desludging and transportation charge of each tanker? (*E F P*)

**(Reference: Bill of Quantity (BOQ))**

.....

5. How many trips do you take to desludge and transport per month? (*E F P*)

.....

6. Is there a schedule for desludging or is it just based on demand? (*E F P*)

**(Reference: Collect schedule sample)**

.....  
.....

7. How do you visit your clients? (*Communication channel*) How do you maximize their interest? (*E F P*)

.....  
.....

8. How do you keep the records and manage client details and services? (*E F P*)

.....  
.....

9. Do you have any data management system? How does it work? **(E F P)**

**(Reference: Any application portal used or system used)**

.....  
.....

10. How do you desludge the faecal sludge? *(From starting to ending (steps), manual, semi-mechanical or mechanical)* **(E F P)**

.....  
.....

11. How do you dispose the faecal sludge? *(Link with Sanitation Service Chain)* **(E F P)**

**(Note: Add pictures of river, open spaces, jungles, farmland)**

.....

12. Have your staffs participated in any sanitation service-related trainings? If yes, please mention the type of trainings attended. **(E F P)**

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.....  
.....

13. Are the staff members using the given PPEs properly? If yes, what PPEs do they use?

**(E F P)**

.....  
.....

- Mask
- Gloves
- Helmet
- Safety glass
- Boot
- Apron
- Ear Plugs

14. Have you done insurance of your staffs? What other facilities (*such as: WASH (Water, Sanitation, and Health) Facilities, Vaccination, Social Security*) are you providing to your staffs? **(E F P)**

**(Reference: Any official document or receipts)**

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15. Is there any regular health checkup facility for your staffs? **(E F P)**

**(Reference: Any official document or receipts)**

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16. How do the customers behave with your staffs? (*Link with impact on their dignity*)

**(E F P)**

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.....  
.....

17. Does your municipality have compliance requirements regarding human excreta management? If YES, what are the operating requirements for private sector service providers? **(E F P)**

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.....

18. Do you have any service providing guidelines or standards? If yes, please mention.

**(E F P)**

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.....

19. Do you have any policies of your company/organization? *(E F P)*

- Human Resource
- Financial
- GESI
- Procurement
- Other

20. How do you get the license (*permission*) to run this business? Are there any obstacles regarding attainment of license? *(E F P)*

**(Reference: Application letter/forms)**

.....  
.....

21. What are the requirements from the municipal side for operating the sanitation service?

*(E F P)***(Reference: List of issued requirements)**

.....  
.....

22. What is your reporting mechanism? To whom do you report and how frequently?

*(E F P)*

.....  
.....

23. How do you fulfill the requirement of environment compliance? *(E F P)*

.....  
.....

24. What is your take on growing adoption of the CWIS (City Wide Inclusive Sanitation) approach and what is your thinking on its core principles? *(E F P)*

**(Note: Can use a schematic diagram to test their knowledge on CWIS first)**

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.....

25. Why do you think CWIS is important (or relevant) for your municipality? *(E F P)*

.....  
.....

26. Do you have any challenges you might face during CWIS implementation? *(E F P)*

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.....

27. How are you feeling, working as a sanitation service provider? *(Link: What are the Opportunities and Challenges?) (E F P)*

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28. Do you have any plans regarding introduction of up-and-coming technology in sanitation sector? What is the Climate of Acceptance for new innovative sanitation-based technology if considered to be introduced? Are you well equipped in terms of skillset? Do you have any specific need for support and capacity building? Please, specify. *(E F P)*

.....  
.....

**THANK YOU**

### **Key Informant Interview (KII) for Sanitation Workers & Masons**

*This KII is prepared to conduct capacity assessment (CA) in municipal level under Citywide Inclusive Sanitation Scaling and Sanitation Innovation project; funded by Bill and Melinda Gates Foundation (BMGF). The main objective of this CA is to identify the contents, methods and target groups for capacity building on Citywide Inclusive Sanitation (CWIS). We ensure the confidentiality of the provided data and it will only be used for CA purpose.*

*Do you agree to start the CA?*

- YES
- NO

#### **Personal Information**

Name:	
Address:	
Contact Number & Email:	
Name of working municipality/ Company:	
Designation:	
Work Experience:	
Academic Qualification:	
Monthly Income:	

**Note:** Please circle or tick

- “E” for an excellent response to the question
- “F” for a fair/average response to the question
- “P” for a poor response to the question

*\*Please take photos of reference materials where available.*

1. How is your municipality managing the wastes of your city? (*Solid waste Management, Human Excreta*) (E F P)

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.....  
.....

2. Are you aware about the standards and guidelines on FSM? If YES, explain your understanding. (*Septic tank design, tanker design, safe disposal guideline, effluent standard*) (E F P)

**(Note: Show them a sketch or give them cards to assess their level of knowledge)**

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.....  
.....  
.....

3. What major works do you have to perform? (*Classification of wastes/types of waste management*) (E F P)

**(Reference: Job-sheet or description sheet)**

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.....  
.....

4. How do you visit your clients? (*Communication channel*) (E F P)

**(Reference: Any record of communication)**

.....  
.....  
.....

5. How do you keep the records, and manage the client details and services? (E F P)

**(Reference: reports, registers)**

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.....  
.....

6. How do you desludge the faecal sludge? (*From starting to ending steps, manual, semi-mechanical or mechanical*) (E F P)

**(Note: Use the picture cards)**

.....  
.....

7. What is the condition of your desludging tanker? (*Leakage? good condition? cleanliness? frequency of maintenance?*) (E F P)

**(Reference: Pictures)**

.....

8. After desludging the septic tank, how do you clean the septic tank, yourself and surroundings, and how often? Do you wash your hands after that? Do you have access to necessary resources (soap & water) for maintaining basic hygiene? (E F P)

**(Reference: Pictures)**

.....  
.....  
.....  
.....

9. How do you dispose the faecal sludge? (*Link with Sanitation Service Chain*) (E F P)

**(Note: Add pictures of river, open spaces, jungles, farmland.)**

.....  
.....

10. In an average, what is the frequency of desludging of septic/ holding tank? (E F P)

**(Reference: estimate)**

.....  
.....

11. If you don't practice safe behaviors (not using PPE (*Personal Protective Equipment*?)), what are the possible hazards? (E F P)

**(Note: Use pictures of injury, crack, faint, disease, death, hate or misbehave; Also take pictures on site)**

.....  
.....

12. Why do you practice the basic sanitation (*maintaining personal hygiene and of the immediate surrounding*)? (**E F P**)

.....  
.....

13. Are you aware about the use of personal protective equipment (PPE)? What PPEs do you use? (**E F P**)

**(Note: For this we can display pictures of appropriate and inappropriate PPEs in a jumbled manner and ask them to identify the PPEs required for their use.)**

- Gloves
- Mask
- Helmet
- Safety glass
- Boot
- Apron
- Ear Plugs

14. Who supplies the PPEs for you? Is it easily accessible and usable? (**E F P**)

.....  
.....

15. Have you ever suffered an accident or have been injured while working? If yes, what kind of injury did you suffer and in which part of the body? Who covers that cost? (**E F P**)

**(Note: This will help us to examine the present practice regarding use of PPEs.)**

.....  
.....

16. Have you attended any safety/personal skills related trainings/orientations? (First aid, OHS (Operational Health and Safety), Protection on Sexual Exploitation and Abuse (PSEA), interpersonal skills, communication skills) (**E F P**)

**(Reference: Collect certificates or ask them the name of the training/orientation attended)**

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.....

17. How can you get support or who supports you in an emergency and difficult time? Do you have first aid kit in your vehicle? Is there any Grievance Redress Mechanism (GRM) in your workplace? How effective is that? **(E F P)**

.....  
.....

18. Do you have your job description? If there are any issues, whom do you communicate it to? **(E F P)**

**(Reference: official letter, Terms of Reference (ToR), Job description sheet)**

.....  
.....

19. How do you report and to whom? **(E F P)**

.....  
.....

20. How do you get and handle the complaints? Who is responsible? **(E F P)**

**(Note: Use picture of suggestion box, telephone, face to face meet, message, social media)**

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.....

21. How do the customers treat and respond to you while providing service? *(Link with Respect, behavior, support, communication)* **(E F P)**

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.....

22. What is the social eye (opinion) about your work/ profession? *(Link with dignity)* **(E F P)**

.....  
.....

23. Are you getting your salary and facilities timely? (*Facilities like insurance, communication charge, social security*) (**E F P**)

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.....

24. How are you feeling, working as a sanitation worker? (**E F P**)

.....  
.....

25. Do you have any specific need regarding capacity building? Please, specify. (**E F P**)

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.....

26. How often do you observe O&M activities on site? What are they? (**E F P**)

**(Reference: Work Plan)**

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.....  
.....

27. How involved are you in handling of grievance and complaints? (**E F P**)

.....  
.....

**Additional Questions for the staffs of treatment plant:**

1. What are your main tasks in the FSTP (Faecal Sludge Treatment Plant)? (**E F P**)

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.....

28. How frequently do you clean the FSTP area? (**E F P**)

.....  
.....

29. How do you supervise the whole FSTP system and how often (*numbers*)? (**E F P**)

.....  
.....

30. How do you keep the record of issues while supervising the system? And to whom do you report? (*E F P*)

.....  
.....

31. Have you participated in any trainings or orientations regarding Operation and Maintenance of FSTP? (*E F P*)

.....  
.....

32. What are the end/by products from FSTP? Are they being safely disposed? Are they also being re-used? (*E F P*)

(Note: Use picture of compost manure, biogas, effluent, food for livestock)

.....  
.....

**THANK YOU!**