

NATIONAL BEHAVIOUR CHANGE COMMUNICATION FRAMEWORK FOR GARBAGE FREE CITIES



A SWACCH BHARAT MISSION
URBAN 2.0 INITIATIVE

नुकड़ नाटक

Swachh Bharat Mission (Urban) 2.0:

National Behaviour Change Communication Framework for Garbage Free Cities

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CHAPTER 1 Introduction

1.1 Seven Years of Swachh Bharat Mission-Urban

On 15th August 2014, speaking from the ramparts of the Red Fort, the Prime Minister issued a clarion call for sanitation to become the nation's priority and everyone's business. In response, 130 crore citizens rose up as one to script the world's largest behaviour change saga in the area of sanitation – the Swachh Bharat Mission, to achieve the dream of 'Clean India' by Gandhiji's 150th birth anniversary.

Swachh Bharat Mission was launched on 2nd October 2014 with the objective of making India Open Defecation Free, and with 100% scientific solid waste management in all urban areas, by 2019. At the time of the launch, it was clearly understood that the achievements of the Mission would not only depend on the creation of adequate and accessible sanitation and waste

management infrastructure, but also on ensuring that the programme emerges as a 'Jan Andolan' – a people's movement, through massive citizen participation and behaviour change.

Under SBM-U, the sanitation discourse has become central to the nation's developmental agenda which has transformed a government mandate into a 'Jan Andolan'. Massive outreach programs, national and state level multimedia campaigns, and multiple stakeholder engagements including with celebrity brand ambassadors have formed the pillars of the behaviour change strategy under the Mission. As a result, the Mission has

Use of traditional, digital, social media campaigns and interpersonal communication with consistent, repeated, and clear messaging has resulted in creation of near-universal awareness and has inculcated a sense of ownership regarding public infrastructure and sanitation across communities.



women, girls, and children, with greater dignity, security, and livelihood options.

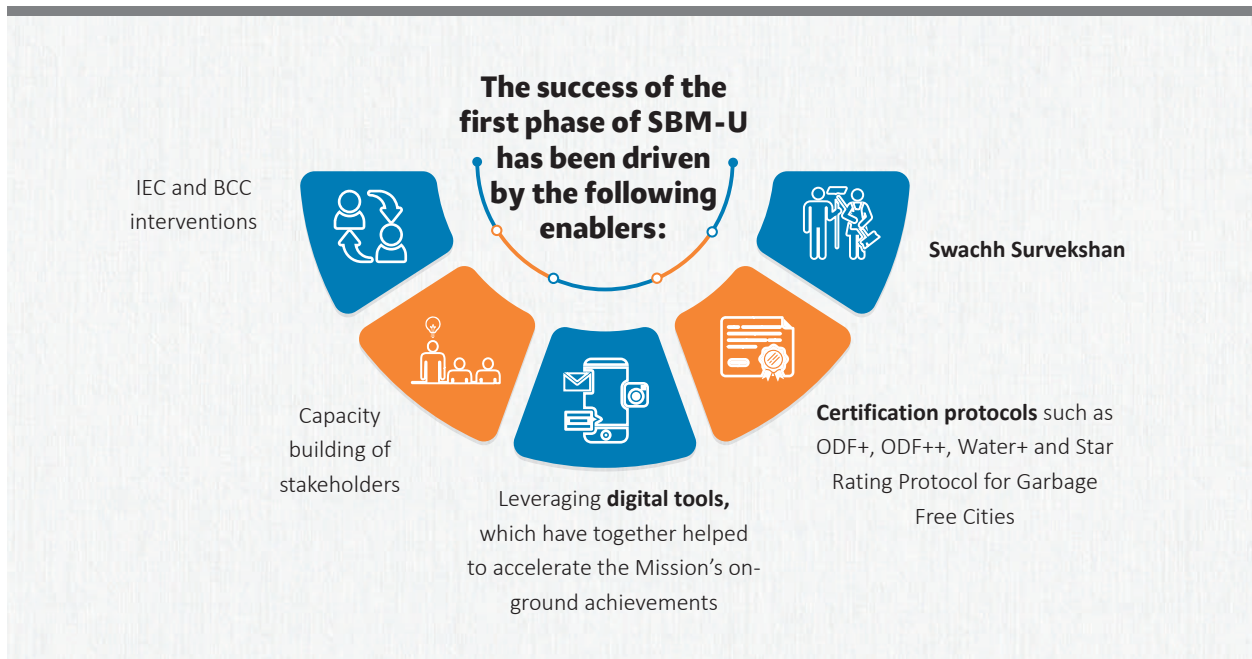
1.2 Enablers and Accelerators of Swachh Bharat Mission-Urban

1.2.1 Swachh Survekshan

witnessed the participation of over 20 crore urban citizens who have been engaging with the Mission in various ways and across different platforms. Mass awareness and involvement has, in turn, helped to accelerate India’s progress in ensuring the availability and sustainable management of sanitation facilities for all as enunciated in Sustainable Development Goals 6 and 11.

SBM-U has been successful in activating all categories of citizens. There is no doubt that cities and towns have become cleaner, and the issue of urban sanitation has captured the mind-space of citizens. Moreover, the Mission has also succeeded in positively transforming the lives of

Swachh Survekshan has emerged as the world’s largest urban sanitation survey that evaluates the progress made by Cities and States across various sanitation and cleanliness parameters. Playing the role of a catalyst, Swachh Survekshan infuses a sense of healthy competition among cities and States that enables them to work on improving their performance and ranking. The Swachh Survekshan, which has emerged as a key governance tool over the years, has been instrumental in increasing citizen engagement under the Mission; from a mere 1 lakh citizens giving feedback in the first round of the survey in 2016, nearly 5 crore citizens gave their feedback during the sixth round in 2021.



1.2.2 Certification Protocols

Apart from Swachh Survekshan, the introduction of the ODF+, ODF++, Water+ protocols and Star Rating Protocols for Garbage Free Cities have helped to standardize 'swachhata' outcomes in sanitation and solid waste management, with active participation from citizens. While ODF protocol ensures access to toilets for all citizens, ODF+ protocol ensures that Community and Public Toilets (CT/PTs) are functional and usable through proper operation & maintenance, which in turn helps to ensure continued usage of the toilets, and prevents slippage to OD. The ODF++ Protocol focuses on addressing safe containment, evacuation, transportation, and processing of fecal sludge so that no untreated sludge is discharged into open drains, water bodies or in open fields. Finally, the Water+ protocol ensures that no untreated waste (used) water – both black and grey water - is discharged into the open environment or into water bodies, and a portion of the treated waste water is reused.

The Star Rating Protocol for Garbage Free Cities is a single metric for assessing the solid waste management status of a city, and includes parameters related to door to door collection, source segregation of waste, scientific processing of all segregated portions of waste, including plastic waste and construction & demolition waste, and remediation of all legacy dumpsites, all of which are critical for a city to achieve Garbage Free status.

1.2.3 Digital Tools

A major area of focus under SBM-U had been the leveraging of digital tools for maximizing citizen outreach. For example, use of Google maps to upload more than 67,000 public toilet blocks across more than 3,300 cities has made sanitation facilities more easily accessible to all categories of citizens. The Swachhata App has provided a one-stop digital platform for grievance redressal for citizens to register their complaints around any aspect of cleanliness.

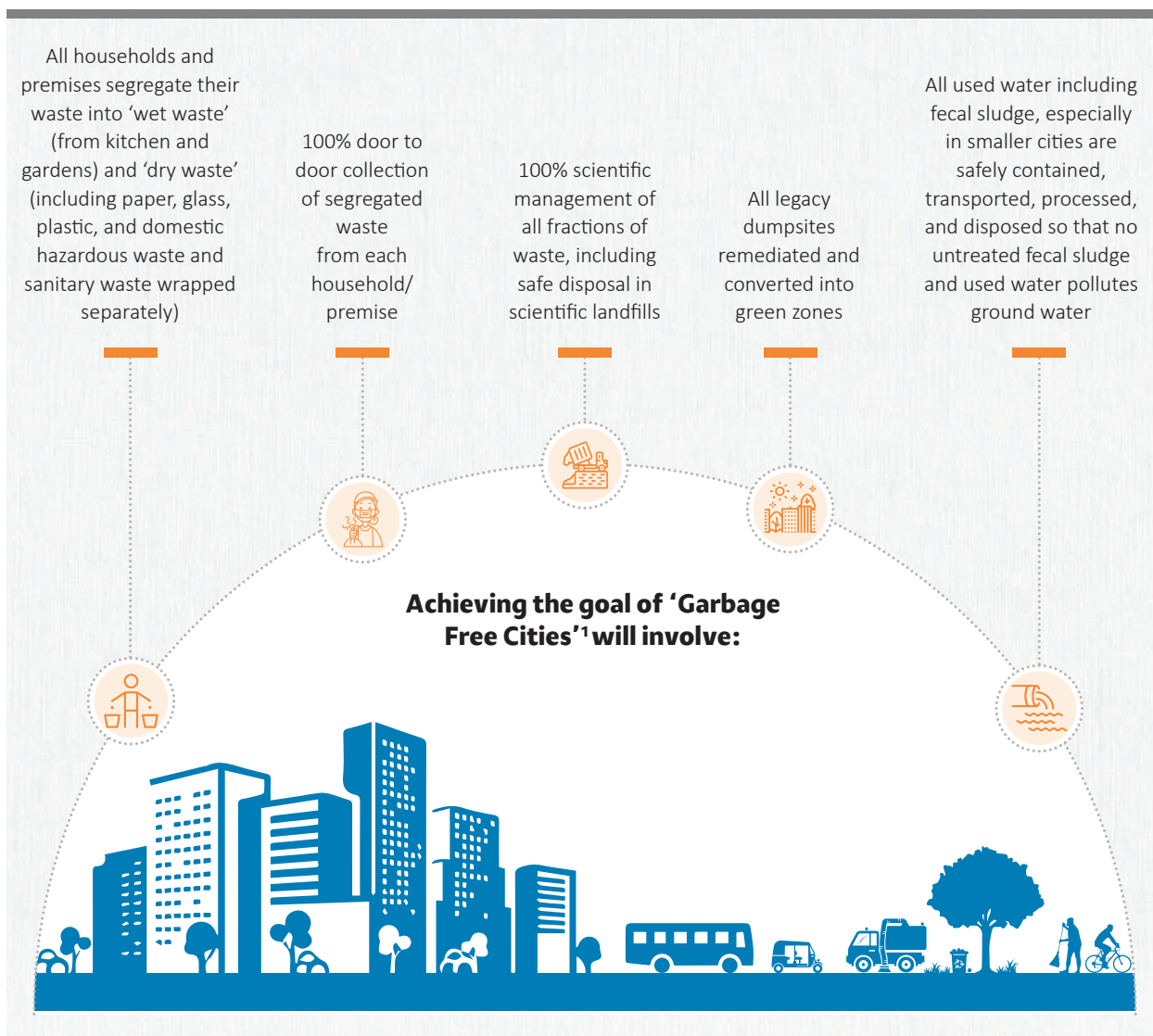
1.2.4 Capacity Building

Continuous capacity building of all stakeholders has been a focus area under the Mission, through in-person training workshops, exposure visits, dissemination of technical advisories, e-learning modules and provision of additional human resources at State and city levels, to capacitate every entity to take up Mission implementation in a targeted and strengthened manner.

1.2.5 Information, Education, Communication (IEC) and Behaviour Change Communication (BCC)

IEC and BCC interventions have been key to the success of the first phase of the Mission. IEC and BCC interventions have been critical in raising awareness, changing attitudes and inculcating sustained engagement for Swachhata. Intensive behaviour change communication has raised awareness and changed attitudes among citizens about the importance and benefits of safe sanitation and 'swachhata,' motivating them to adopt hygienic practices.

However, gains under SBM-U will need to be sustained in the long run in order to prevent slippages, while also parallelly scaling up and accelerating efforts to take Urban India to the next level of swachhata. For example, while access to toilets have been provided to all urban citizens, the focus now needs to be on ensuring the smooth functioning and maintenance of the entire sanitation value chain, which includes collection, containment, treatment, disposal, and recycling of faecal waste and used water, so that no untreated fecal sludge or used water pollutes the ground or water bodies. Moreover, while scientific solid waste management has gone up to more than 4 times, from a mere 18% in 2014, to 73% currently, more focus is needed on behavioural issues such as segregating waste at source, reducing/minimizing use of single use plastics, not littering, etc.



2.2 Behaviour Change under SBM-U 2.0

As in the first phase of SBM-U, Behaviour Change Communication will remain a key strategy for achieving sustainable sanitation and the vision of Garbage Free Cities. Given the new components that will be the focus of the Mission, viz. used water management, focus on reduction of usage of single use plastic, source segregation of waste, and remediation of legacy dumpsites, there is a need to intensify the IEC and BCC interventions

with relevant messaging, in a targeted and structured manner, so that every urban citizen and every stakeholder becomes a partner in Urban India's journey towards becoming "Garbage Free". Thus, to achieve the vision of Garbage Free Cities, a streamlined approach for BCC interventions, that align with priorities of SBM-U 2.0, is required. The National Behaviour Change Communication (BCC) Framework for Garbage Free Cities will serve as a guiding document for States towards developing their own tailor-made strategies for IEC and BCC under SBM-U 2.0.

¹ The detailed Mission objectives may be referred to in sub-section 2.1 of Chapter 2 (Overview of SBM-U 2.0) of the Operational Guidelines of SBM-U 2.0.

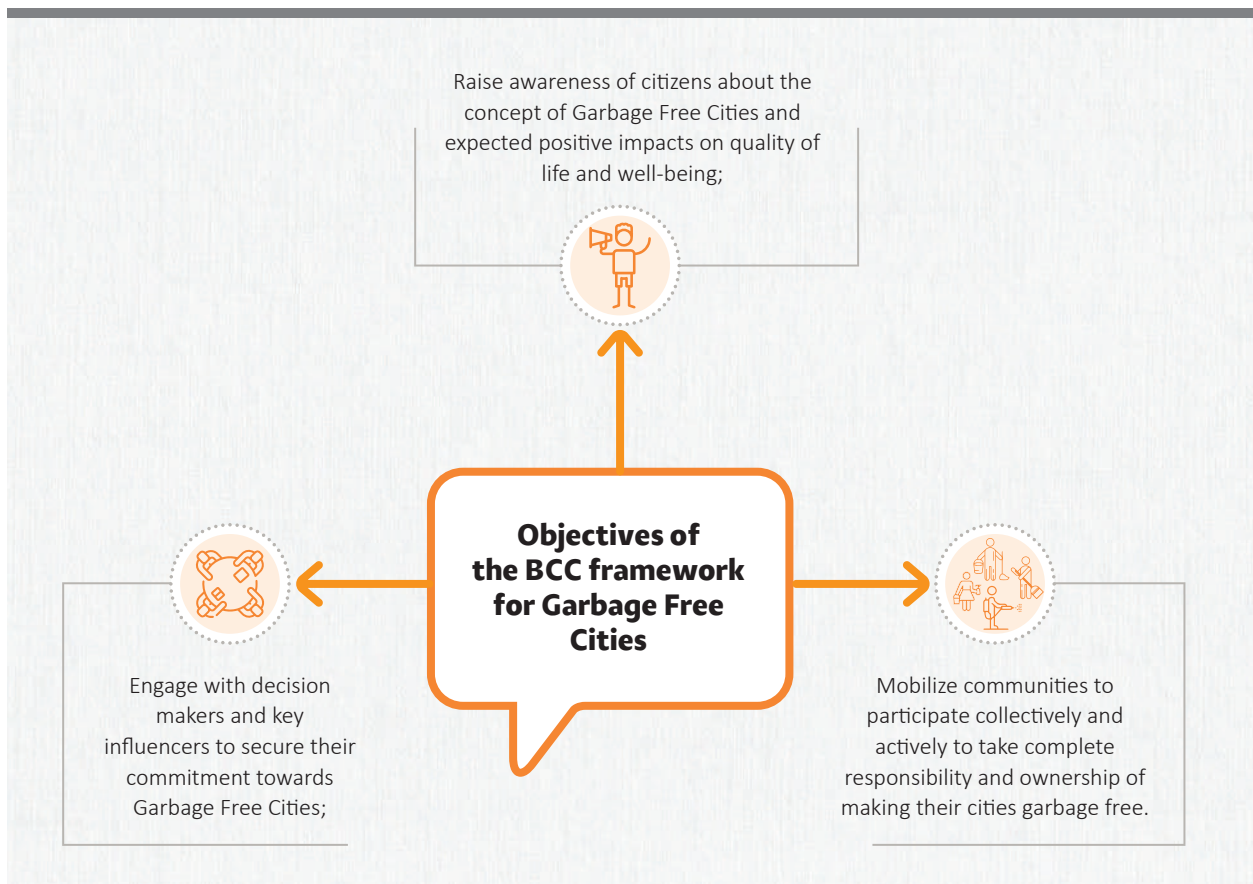
2.2.1 Need for the BCC Framework

Under SBM-U, IEC and BCC interventions have been critical in raising awareness, changing attitudes, and generating interest and ownership towards Swachhata. However, after seven years of intensive interventions, the challenge of fatigue may arise. Hence, there is a need to innovate and utilize new models of communication to sustain the movement and increase citizen participation. It has also become critical to enhance the capacities of States/ UTs and ULBs to plan, design and implement targeted IEC & BCC interventions. The BCC framework will be required to provide knowledge and awareness to States and ULBs on new mediums of engagement, approaches to various kinds of messaging, design of campaigns, and mobilizing diverse stakeholders through strategic collaboration/ partnerships to scale up

initiatives. Moreover, the BCC framework can be expected to help States / UTs and ULBs to effectively utilize funds allocated for IEC activities under SBM-U 2.0.

2.2.2 Objectives of the BCC Framework

Over the course of SBM-U, States and cities have proved their creativity and have conceptualized different kinds of interventions for citizens to be part of the Jan Andolan for Swachhata. After seven years, the learnings are clear; any city that has engaged with its citizens directly and extensively has been successful in achieving its Swachhata objectives, in terms of better outputs and outcomes in the sanitation space. Accordingly, the BCC Framework for Garbage Free Cities aims to achieve the following broad objectives:



The focus of the SBM-U 2.0 is to scale up interpersonal communication, mid-media activities and strategic partnerships across all sectors in order to improve overall sanitation outcomes and drive the last mile change.

In order to achieve these objectives, a critical component will be to develop capacities and skills of the people involved in the communication work and integration of communication interventions with the overall program implementation.

2.2.3 Focus of the BCC Framework

Evidence shows that the most effective approach leading to behaviour change is a combination of efforts at all levels – individual, interpersonal network, community and societal. For effective communication, different levels are reached with different communication approaches. Hence, the BCC framework will ensure awareness creation along with large scale citizen engagement, mobilization, and outreach to intensify the ‘Jan Andolan’ and institutionalize swachh behaviour and related set of actions. The focus of the



Behaviour Change Communication Framework for Garbage Free Cities will be on:

- Use of behaviour change communication for raising awareness and knowledge, changing attitudes and practices of citizens to achieve the vision of ‘Garbage Free Cities’, including in thematic areas of ODF sustainability, source segregation of household waste, sustained solid waste management, used water management, and ensuring cleanliness and hygiene in public places;
- Changing perception of stakeholders about ‘waste’ and positioning the same as a valuable resource;
- Enabling States and ULBs to develop their behaviour change strategies in tandem with their allocated funds;
- Maximizing citizen outreach and participation by ensuring engagement of all citizens, through a mix of traditional and new age communication platforms at appropriate times to maximize reach and impact amongst key stakeholders;
- Promoting partnership and participation of social networks and associations such as local entrepreneurs, women-led self-help groups, home makers, youth groups, school and college students, market associations, religious and faith-based organizations, political leaders, sportspersons, artists, retired professionals, senior citizens, RWAs, NGOs/ CSOs etc. to enable deeper and effective outreach;
- Ensuring that the communication narrative is inclusive with focus on women, third gender, persons with disabilities and urban poor;
- Promoting the dignity and safety of sanitation workers/ SafaiMitras by constantly highlighting the importance of their services among citizens and need for ensuring their safety and welfare;

- Positioning urban sanitation as a priority area of focus among media, private sector and general population.

2.2.4 Expected Outcomes of the BCC Framework

SBM-U 2.0 aims to achieve the following behavioural outcomes through its engagement with citizens using various IEC tools and platforms:

- All households segregating their household waste into wet waste, dry waste and domestic hazardous waste, prior to handing over to waste collector;
- All citizens sensitized about non-acceptability of littering garbage, spitting, open defecation, or open urination;

- All citizens sensitized about harmful effects of usage of single use plastic and triggered to reduce their usage;
- All citizens sensitized about necessity for getting septic tanks periodically desludged and acting accordingly;
- All citizens taking ownership of the cleanliness of their neighbourhood, cities, and country at large and acting accordingly.

Overall, IEC and Behaviour change communication under SBM-U 2.0 will be taken up under the broader ambit of the Operational Guidelines of the Mission, and more specifically, in accordance with the principles laid down in Chapter 8 of the Operational Guidelines (also reproduced in **Annex 1** of this document).





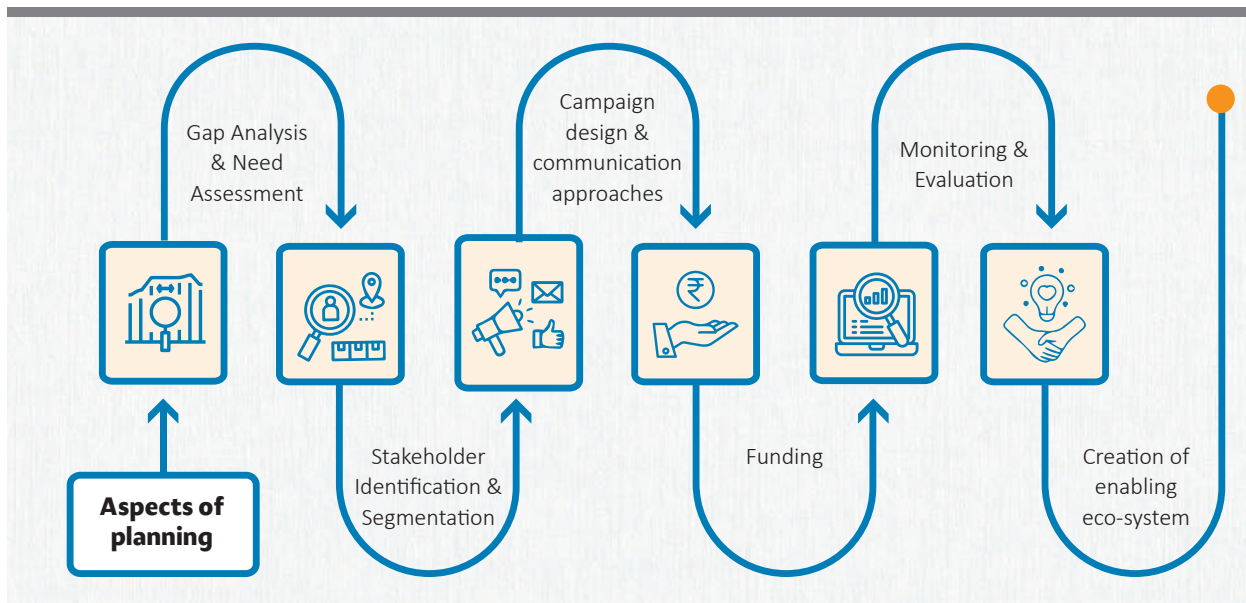
CHAPTER 3

Planning the Communication Strategy

3.1 Aspects of Planning

For States and ULBs to develop their IEC and BCC strategies, the most important aspects would comprise robust planning, including identification of all stakeholders/ partners along with roles and

responsibilities, designing campaigns based on messages to be conveyed and population to be engaged with, activities and timelines, funding and budgeting, monitoring and evaluation. The diagram below depicts the various aspects of planning that would need to be considered for developing the IEC and BCC strategies:





Each of these aspects are briefly described below.

3.1.1 Gap Analysis & Need Assessment

The communication strategy needs to be based on ground-level evidence and insights. To influence current behaviour, it is essential to undertake a need assessment exercise to learn about community attitudes, areas of resistance, practices, etc. which will in turn

influence campaign design and approaches for communication, along with measurable outcomes.

3.1.2 Stakeholder Identification and Segmentation

Given the complexity of achieving Garbage Free Cities, it is important to first analyse and understand what actions are required in relation to each component of solid and liquid waste management and by whom. Hence, it would be crucial to map the key stakeholders who would be required to demonstrate/ take up certain actions/ behaviours in order that the outcomes of the communication initiatives are achieved. In the specific context of Garbage Free cities, four (4) major categories of stakeholders have been identified who need to be engaged with in a targeted manner, with effective messaging, viz. (i) waste generators, (ii) waste collectors, (iii) waste managers, and (iv) decision makers and enablers.



Table 1: Categories of Waste Generator

Waste Generators	Waste Collectors	Waste Managers	Decision Makers & Enablers
Citizens, Households (including in slums)	Frontline sanitation workers/ SafaiMitras	<ul style="list-style-type: none"> State/ULB level sanitation inspectors/supervisors (including all SWM operations); Parastatal bodies (e.g. Jal Board). 	Decision Makers: <ul style="list-style-type: none"> Central (MoHUA) and relevant state departments; City Commissioner/CEO; District Magistrate/Collector.
<ul style="list-style-type: none"> RWAs; Educational institutions; Hotels; Market Associations. 		Operators of infrastructure who come in contact with communities and collectors <i>(Waste processing plant operator, Decentralized waste facility operator, Material Recovery Facility manager, Waste recyclers)</i>	Enablers: <ul style="list-style-type: none"> Elected representatives; Development partners and research/academic institutions; Brand ambassadors, influencers and media.
		NGOs/CBOs	

The Table above details out each category, while the subsequent section identifies the specific actions required to be taken by each category, and thereby the specific messages that needs to be communicated to each.

A. Waste Generators

The citizens/households themselves are the action takers who need to maintain positive sanitation behaviours and further be nudged to adopt and practice new behaviours regarding solid waste management and used water.

B. Waste Collectors

These stakeholders are facilitators and enablers who play an active role in enabling behavioural change among citizens (waste generators). They are the program implementers from Urban Local Bodies, State Governments, Central Government, Civil Society Organizations, as well as private sector institutions who have a great deal of

influence and can collaborate to create pathways for behaviour change. Waste collectors are frontline sanitation workers and SafaiMitras who are closely involved in the waste collection process across ULBs.

C. Waste Managers

Waste Managers are State/city level community volunteers and sanitation workers who play an important role in facilitating behaviour change at the community level. This group also comprises

Waste managers are those who operate waste infrastructure and thereby come in contact with the community.

of parastatal bodies such as the Jal Board who have the mandate of ensuring cleanliness in cities. They may also

be those who are providing nudges / reminders

to households to segregate waste at the source. Therefore, workers and communicators who work in everyday proximity with the community constitute an important set of stakeholders who can influence change in attitudes and behaviours of citizens.

D. Decision Makers and Enablers

This segment includes stakeholders whose actions directly or indirectly help the behaviours of other stakeholders. Their actions reflect the broader social, cultural and policy factors that create an environment which supports sustained behaviour change. For example, decisions which facilitate implementation of Garbage Free Cities taken at appropriate levels will enable provision of resources, budgets, and creation of a supportive and conducive environment for behaviour change. Policy makers, donor agencies, multilateral banks international collectives and academic and research institutions constitute decision makers and enablers. Additionally, media and brand ambassadors are enablers who can facilitate behaviour change.

3.1.3 Campaign Design & Communication Approaches

Based on the needs assessment and gap analysis, the campaign design will need to incorporate stakeholder-specific messages, relevant focus of communication – be it advocacy, citizen engagement or interpersonal communication, as well as the different mediums, viz. mass media, mid media, digital and social media, community mobilisation, and partnerships- through which each of these can be rolled out.

3.1.4 Funding

Depending on the need assessment, and medium of communication to be used, the quantity of

funds to be allocated for various campaigns across different media, along with their utilization plan, timelines, and sources of funds to be leveraged, need to be planned. Funds requirement should ideally include some impact assessment studies for any mid-course correction in campaign designs, as required.

3.1.5 Monitoring & Evaluation

Ideally, this would be used to assess the performance of the campaigns in order to improve current and future management of outputs, outcomes and impact envisaged.

3.1.6 Creation of Enabling Eco-System

For behaviour change to sustain in the long run, it is essential to build up an eco-system designed to support the communication being disseminated to target audiences, including availability of adequate infrastructure, functional institutional system, effective service delivery services, capable human resources etc. For example, a targeted campaign with source segregation as the ‘call to action’ will sustain in the long run only when households handing over segregated waste is complemented by availability of waste collection vehicles with segregated compartments for collecting different waste fractions, transporting the segregated waste in a segregated manner, and finally, processing the different fractions separately. Similarly, a call to action through a campaign for responsible usage of public toilets can only sustain when there are functional public toilets available with essential features such as water, electricity, bolts doors, regular cleaning schedules and cleaning equipment maintained, etc.

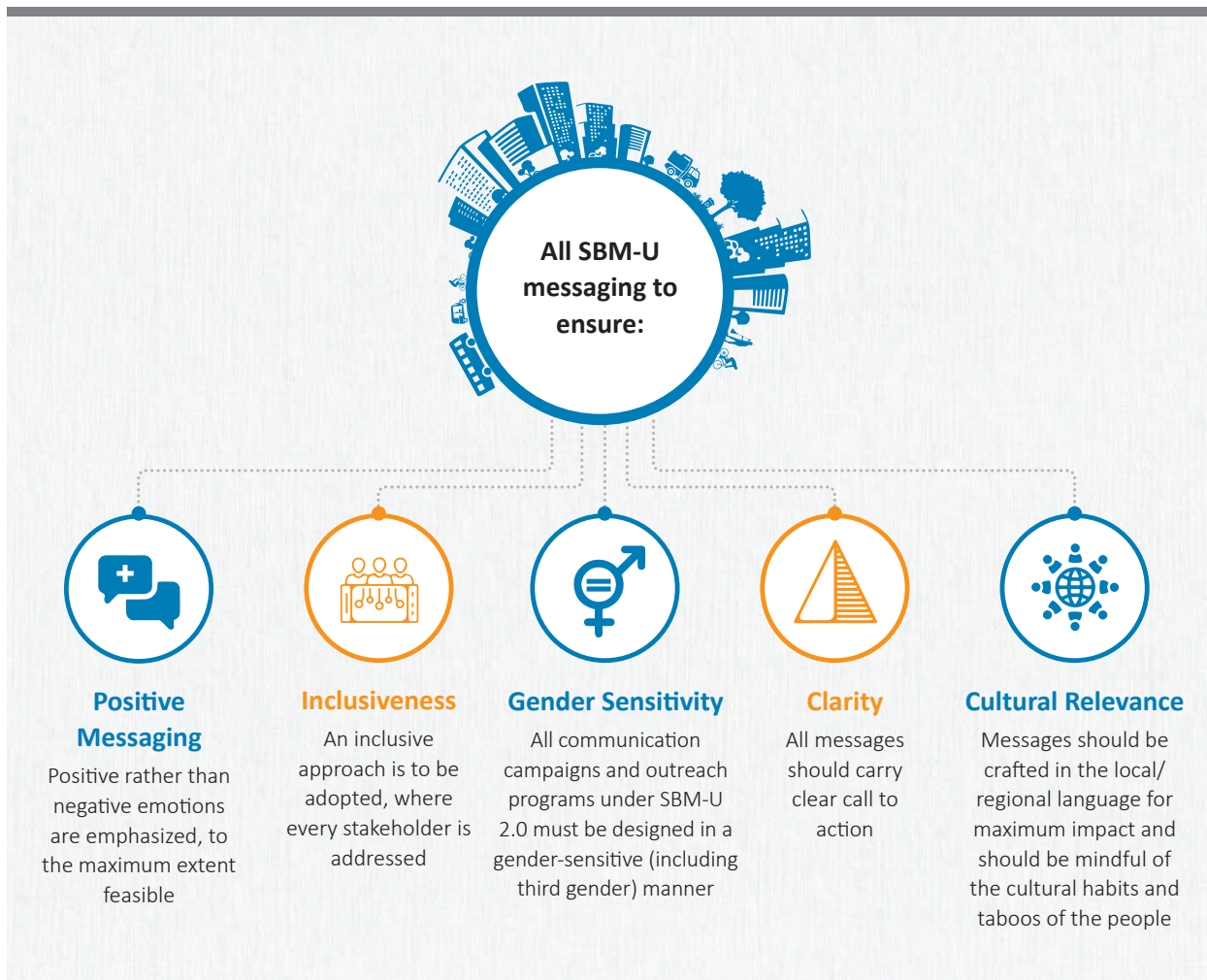


CHAPTER 4 Campaign Design

Technically accurate, culturally appropriate, and creatively delivered key messages are crucial to sustain behaviour change to achieve the vision of Garbage Free Cities. Rather than providing people with information, under the belief that they will act on it, evidence shows that many other determinants of behaviour need to be addressed before any shifts in behaviour can be expected. An effective campaign considers the context of the community it is serving. Contextual campaigns on the themes of SBM-U 2.0 will be able to achieve more success in nudging the target audience from a state of awareness towards adopting a desired behaviour. The challenge lies in creating and delivering messages in a manner that gains and retains the attention of its audience even in the face of competing priorities.

The following guiding principles of messaging will need to be kept in mind during the development of key campaigns with targeted messages under SBM-U 2.0:





4.1 Steps to Design a Behaviour Change Campaign

Behaviour Change Communication involves intense interaction with individuals and communities through customized messages that caters to the social and emotional context of a target audience. Under SBM-U 2.0, the focus will be on triggering households to segregate their waste at the point of generation, to use and maintain Community and Public Toilets, to keep their neighbourhoods clean and green, to desludge their septic tanks every three years, etc. Some of the necessary steps to be ensured for an effective campaign design includes the following steps:

4.1.1 Research and Pre-Campaign Assessment

The first step to a successful BCC campaign is to develop an understanding of the target audience and their needs and aspirations, identifying the level of awareness of the audience and acknowledging issues that could be hindering their behaviour change. For example, the awareness levels of waste generators (citizens and households) with regards to source segregation of waste may be different from group to group. In some cases, city officials may need to create knowledge products to build basic awareness regarding source segregation among citizens while in other cases, citizens may already be aware but lack infrastructural support to segregate

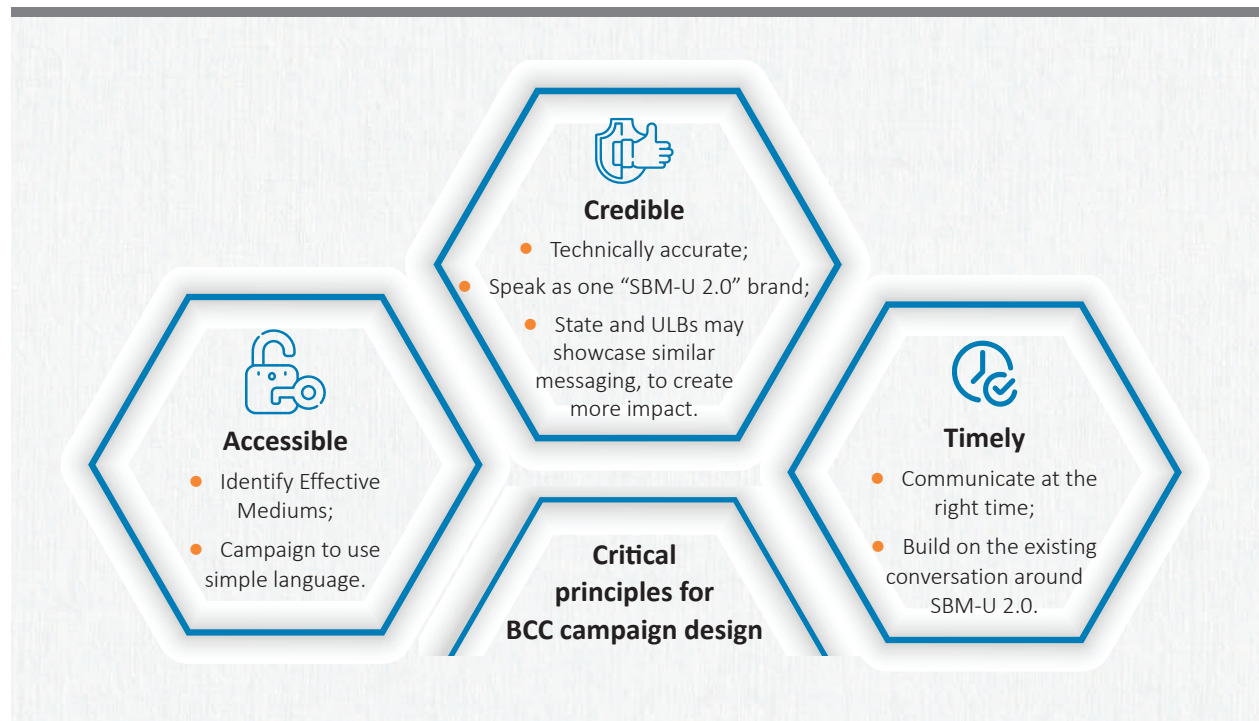
waste (e.g. lack of segregated bins at homes and in neighbourhoods, waste collector mixing up segregated waste during collection, etc.). For each case, the BCC strategy will differ.

4.1.2 Leveraging Principles for Effective Communication

Once the needs of the target audience are established, it is critical to leverage the principles of effective communication to design campaigns for best results. BCC campaigns should give a realistic impression of the progress and action being taken as part of the Mission. For example, waste processing across the country has increased four-fold since 2014, due to the active participation of citizens in SBM-U. The presentation of this positive statistic will help citizens contextualize the progress being made under SBM-U and will invoke a sense of pride towards the Mission. Campaigns that infuse a



sense of enthusiasm and intrigue in the citizen will improve citizen engagement with the Mission and can also act as a powerful nudge for behaviour change. Additionally, since the audience may not always pay full attention to the messaging, it becomes important to simplify the entire ‘communications experience’ of the citizen in mind. Hence, use of AVs/ visual representation is recommended. Some other critical principles for BCC campaign design is depicted below:



4.1.3 Understanding Behavioural Dynamics

A citizen's behaviour depends on three interacting components- motivation, capability and opportunity. For an average citizen to be motivated to act as a responsible citizen may require repeated, consistent, and positive messaging around SBM-U 2.0. Campaigns that are designed to motivate and psychologically nudge citizens towards action could tap into emotions such as pride, gratitude, compassion, curiosity, and empathy. For example, Cities could conduct extensive awareness campaigns based on their performance and rank obtained in Swachh Survekshan. State and City Officials

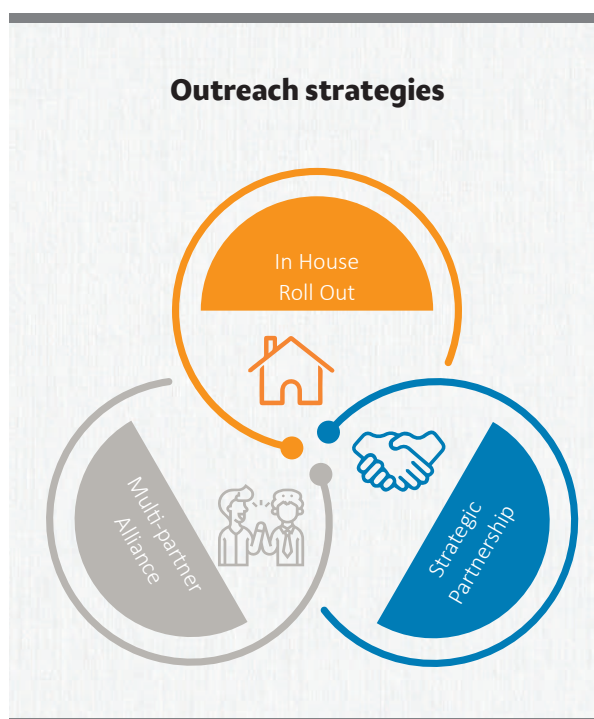
Knowledge regarding the City's performance could act as a positive nudge for citizens to adopt new behaviours to help their city win laurels nationally and rank higher in the next Survekshan.

should also ensure the availability of supporting infrastructure to prevent slippages in attitudes of citizens. Officials should refuse to collect mixed waste from households and should recognize RWAs/Volunteering Groups that are re-enforcing responsible civic behaviour in neighbourhoods.

4.1.4 Stakeholder Participation

For better impact it is important to strategically consider whom to work with on BCC campaigns. Organizations and stakeholders who are already promoting common issues can be partnered with. This could include popular social influencers, ambassadors, and celebrities. Consistent

messaging from multiple sources across multiple mediums increases the likelihood of action. Which organizations should spearhead and steer the campaign, which organizations should support the campaign – should be part of the overall planning process. The role of each partner should be mentioned, and the outreach strategy should be defined clearly. Different outreach strategies are mentioned below:



4.1.5 Monitoring, Measuring, Adapting

To troubleshoot bottlenecks in the BCC campaign design or implementation, there is a need to ensure robust monitoring. Has the campaign effectively involved partner organizations? Are the messages of the campaign clear for diverse stakeholders to comprehend? Are the messages repetitive, contextual, multilingual, and invoking positive emotions? Is there a need to adapt other sub-messages to increase impact?- are important considerations while monitoring a BCC design.

As stated before, the intent of the message as part of the campaign design should be clear during the preparatory phase itself. Does the message evoke a sense of happiness, sadness, fear, pride, competition in the human psyche of the

individual? This is a core question that should be understood. The table provides some indicative, thematic messages for different SBM-U 2.0 components that will invoke a variety of emotions and psychological nudges in the audience:

Table 2: Thematic Areas and Messages

Thematic Areas	Suggested Topics for Messaging
Solid Waste Management	
<ul style="list-style-type: none"> ● Source segregation will create a Garbage Free nation!; ● Har Din Ke Liye Teen Bin; ● Be a Swachhata Champion, segregate your waste at home; ● Say No to Plastic Bags, Yes to Reusable Bags; ● Segregate your waste into 3 bins – green (wet waste), blue (dry waste), and black (domestic hazardous waste) and make your city Garbage Free; ● Home composting is easy- start composting today!; ● Clean Air, Clean Water, Clean Land; ● Eliminate single use plastic! Every NO counts; ● Make your city clean, green, and garbage free; ● Adopt 3R- Reduce, Reuse and Recycle your waste and make your city Garbage Free; ● Do not litter, keep your neighbourhood clean!; ● Download the Swachhata App and help your city become a Garbage Free zone! 	
Sustainable Sanitation	
<ul style="list-style-type: none"> ● Use Public Toilets, keep toilets clean!; ● Do not urinate in public, use the nearby toilets; ● Use Google to find the nearest SBM Toilet; ● Toilets at your fingertips! Search for the nearest SBM Toilet in your city; ● Share feedback on the public toilet in your city through My Toilet App, help city authorities improve sanitation facilities. 	
Used Water and Faecal Sludge Management (FSM)	
<ul style="list-style-type: none"> ● Save your water from Malasur- Build the right kind of septic tank today!; ● Desludge your septic tank every three years through licensed operator only; ● Call 14420 and desludge your septic tank; ● SafaiMitra- Hamare Mitra! 	

Safety and Dignity of Sanitation Workers

- Hazardous cleaning of sewers and septic tanks is a legal offence;
- Be responsible and report hazardous cleaning of sewers and septic tanks;
- Call 14420 for desludging your septic tanks every 3 years;
- Save life of SafaiMitras!;
- Call your city administration for cleaning of septic tanks through authorized desludgers.

Open Defecation Free

- No Open Urination, Keep your city Swachh and Swasth;
- No Open Defecation;
- Maintain your toilets, be a responsible citizen.

Swachhata App

- Help your neighbourhoods remain clean, download the Swachhata App today;
- Resolve to Report Garbage dumps to city authorities;
- Get your grievances addressed, use the Swachhata App;
- Digital Swachhata at your fingertips! Realtime grievance resolution with Swachhata App. Download today.

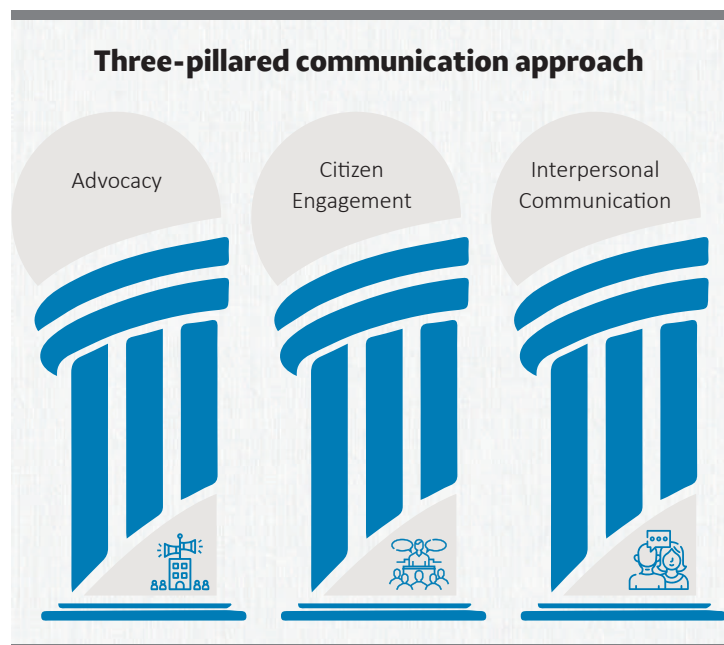
The above mentioned themes and messages are suggestive in nature. States and cities are encouraged to create their own messages based on their local languages, norms, and sensitivities.

4.2 Medium of Communication

The BCC framework proposes a three-pillared communication approach, with increasing intensities of interaction, through **Advocacy**, **Citizen Engagement**, and **Interpersonal Communication**, as depicted below, to communicate effectively and consistently using all available channels to meet the goal of Garbage Free Cities. Each pillar is briefly described in terms of its importance to the overall scheme of behaviour change communication.

4.2.1 Advocacy

Advocacy is a continuous process – primarily **uni-directional** – that aims



to change practices and policies, initiate reforms, and alter behaviours and attitudes of communities, through awareness generation around issues. For this, information

around issues is gathered, organized, and communicated to stakeholders to influence and engage them in providing support and commitment to the issue. Advocacy with key stakeholders can provide high visibility to issues and help redefine public perceptions. Advocacy is required to influence and motivate stakeholders to take actions to strengthen the institutional system and create an enabling environment for adopting hygiene practices. Along with the Government, advocacy with development partners, private sector, elected representatives, media and local influencers/ leaders is essential to garner support for the introduction and operationalization of activities under SBM-U 2.0.

4.2.2 Citizen Engagement

Citizen engagement is the process of bringing together as many stakeholders as possible to raise awareness regarding a particular issue and involves limited levels of interaction by the recipients of the communication. Through its emphasis on participatory approach, citizen engagement creates a sense of involvement around the issue being communicated, initiates dialogue about the issue, with the community coming together on common platforms to collectively make decisions that affect their daily lives. A framework for Citizen Engagement is provided in **Annex IV**.

4.2.3 Interpersonal Communication

Interpersonal Communication is the process of exchanging information, ideas, and thoughts between two or more persons, and involves intensive levels of interaction and reciprocal dialogue. An effective way to increase interest and willingness towards sanitation and hygiene practices is through Interpersonal communication (IPC) and community mobilization. Interpersonal communication will make effective use of existing

social networks or interpersonal relationships (family, friends, acquaintances, neighbours and colleagues) that bind people together to enhance the communication process. Frontline workers, community leaders, volunteers and multiple social networks, including religious groups, clubs and community gatherings will promote sanitation and hygiene using interpersonal communication. Community mobilization through door-to-door outreach, small group meetings, public meetings, focus group discussions and other participatory activities can help achieve set goals. IPC also focuses on building and sustaining relationships among people while other forms of communication could merely be transactional.

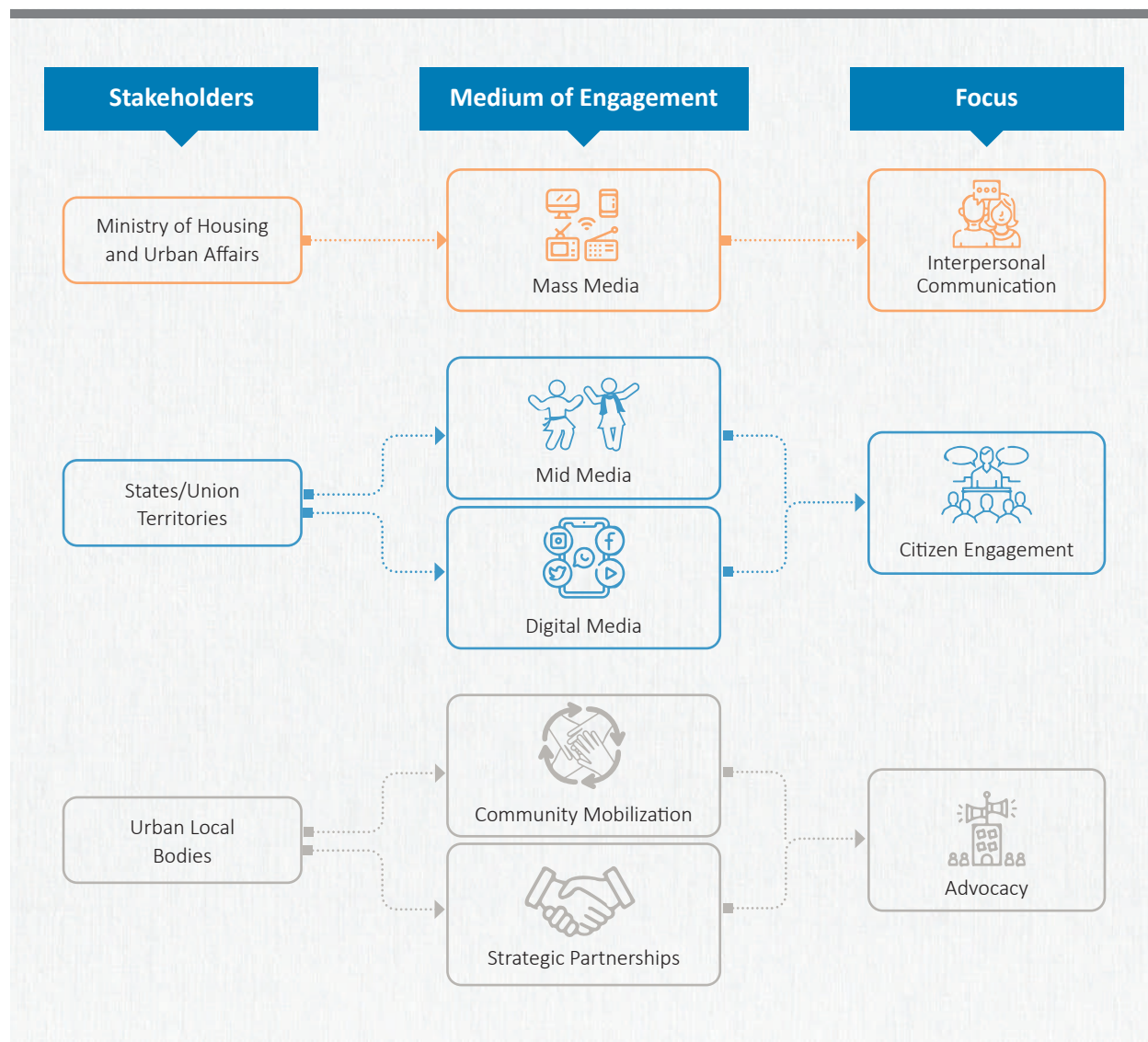
4.3 Multi-Level Implementation Framework

The three pillars of communication described above are proposed to be implemented at all levels, viz. national (by MoHUA), State/ UT, and ULB – using a combination of multiple communication platforms, as depicted in the figure below. All the communication approaches are interrelated and interactive. When strategically combined through an effective communication plan and its implementation, they produce a synergistic effect through promotion and sustained adoption of positive sanitation

At the core of the Mission lies the central belief that 'swachhata is everyone's business'.

and hygiene behaviours. Clear, consistent, and repetitive messaging around this core message has been done tirelessly over the years, through the use of traditional, digital, social

Figure 1: Medium of Engagements and Pillars of Communication



media campaigns and large-scale interpersonal communication to ingrain this belief in the minds of all citizens.

Different forms such as text, audio, images, animations, video, and interactive content are proposed to be developed by MoHUA, States/UTs and ULBs, and disseminated through different platforms or devices. Each of the above medium of communication and their utilization across various levels – MoHUA, State/ UTs and ULBs,

along with expected deliverables at each level, are detailed out in the following sections.

4.3.1 Mass Media

Mass media is a means of communicating or reaching a mass audience. The most popular types of mass media include TV, Radio channels, Print media, and outdoor media. These mediums, which predominantly use one-way communication, are used to send messages to large masses through

oral or written forms, or broadcast to a larger audience, and is used to serve information, offer interpretation and instructions, or facilitate bonding between community groups. The primary outcomes of mass media messaging would be for advocacy towards awareness generation.

Mass media has played a critical role in furthering the objectives of SBM-U and is set to continue to nudge social change in the second phase of the Mission. Several successful mass media campaigns, including on TV, Radio, public cinemas and outdoor banners etc. have been designed and successfully run in the first phase of SBM-U. It is important to continue the momentum and amplify national level mass media campaigns on national channels along with designing and implementing State and ULB level mass media campaigns through local / cable TV at the regional level.

Media organizations, especially vernacular journalists have an important role in raising the profile and increasing the demand for sanitation services and would be a critical stakeholder in the implementation framework. The following are some activities that can be carried out for mass media:

a) **Development and dissemination of audio and video spot** amplify the reach of SBM messages by airing messages through All India Radio, Private FM channels, Doordarshan, private TV channels

(at national levels), local cable TV / radio stations and community radio (at city levels). This is an important medium to communicate effectively with a large number of people by leaving them with a powerful image. Various audio and video campaigns can be developed and run under SBM-U on thematic issues such as usage of community and public toilets, importance of source segregation and composting, reducing use of plastics and SUPs etc. with relevant messaging around Garbage Free Cities;

b) **Print advertisement** in media through editorials/ opinion pieces by experts: Press releases, editorial, articles etc. will be used as communication tools to generate interest of journalists and media persons. Partnerships with key media (in print, radio, television and internet) will be leveraged to promote issues over the duration of the campaign. Branding protocols followed for designing mass media campaigns are detailed out in Annex III. Further details on engagement with media are provided in Annex IV;

c) **Outdoor and traditional media:** According to the context, the stakeholders and the resources available, a mix of different media may be used to sensitize citizens on key aspects of SBM-U to promote key behaviours. The communication medium can range from the more common ones, such as hoardings and wall paintings as well as



traditional ones, such as folk arts and theatre and will be used as reinforcement to IPC and community mobilisation activities Dissemination of key messages using Outdoor Media through Hoardings, posters, banners (using reusable/eco-friendly materials) & digital displays in key locations.

4.3.2 Mid Media

Mid media is the use of local, sometimes traditional, form of communication such as road shows, wall paintings, street theatre etc. to deliver messages to a community. Mid media targets a limited population of communities, smaller but more involved in scale compared to mass media. Tools such as road shows, *nukkad nataks*, etc. in local areas have proven to be nudge agents that inspire change in society. The following sections depicts indicative ways in which mid media can be used as a tool for communication, for both advocacy and citizen engagement, since it involves some amount of activity from recipients of communication (e.g. participating in wall paintings, quizzes, competitions, etc). The following are some activities that can be carried out on mid media.

a) **IEC Experiential Center:** Setting up a dynamic IEC Experiential Centre to actively engage with citizens to impart information, awareness, and education around Swachhata in an interactive



format with a balanced mix of digital and outdoor installations;

b) **Organizing National, State and ULB level felicitation ceremonies:** To recognize and motivate active citizen volunteering groups, RWAs, student associations, youth clubs in the field of swachhata;

c) **Preparation of manuals/ compendiums, coffee table books, etc:** Documenting inspiring stories including 'Good Practices', 'Lessons Learned', 'Innovations', from cities in the form of compendiums, coffee table books, in print and video format, that evolve into behaviour change model in transforming the habits and behaviour for others to learn and adopt;

d) **Preparation and dissemination of best practices among ULBs and important stakeholders:** Sharing best practices from across India and showcasing the progress of SBM-U 2.0, highlighting the champions and ambassadors of change. These would serve as a vehicle for promoting ground level practices and knowledge from those interested in making India clean and litter free;

e) **Incentive mechanism/ award programs for citizens to sustain Swachh behaviour:** through felicitations and award ceremonies to keep up the motivation of citizen champions;

f) **Wall paintings/ graffiti art on Swachhata themes:** to depict messages around the theme of Garbage Free cities on public walls and outside of buildings. These would also act as city beautification initiatives, especially when undertaken reflecting the unique identity and heritage of the city;

g) **Branding through Mascots:** This would involve commissioning mascots to increase brand awareness regarding Mission components with the aim of increasing visibility and maintaining focus on 'Swachhata as everyone's business'.

4.3.3 Digital Media

Digital media relies on an electronic device for its creation, storage, distribution, and viewing through a digital screen or device. In today's digital age, leveraging digital marketing tools has become critical to facilitate brand awareness and social interaction around focus issues, and helps to drive both awareness and citizen engagement given its interactive mode of communication. Digital media might come in the form of videos, articles, advertisements, music, podcasts, audiobooks, or digital art, Over the Top (OTT) Platforms etc. may be leveraged for creating and disseminating to increase the reach of sanitation related content to citizens, especially among the citizens using the suggested following platforms:

- a) **Swachh Talks** – Organizing peer-learning webinar series for States/Union Territories and Urban Local Bodies to share field experiences and best communications' practices of sector partners, cities, and States in making an impact in the field of Swachhata;
- b) **Social media:** Dissemination of key messages to promote critical behaviours and mission information through social media handles and channels such as Twitter, Facebook, YouTube, Instagram to facilitate sharing of ideas, thoughts, and information through the building of virtual networks and communities;



- c) **Digital comics, games/ platforms to generate engagement among citizens and children:**

Content & Artwork of comics can be created with multimedia effect features & voice for website / YouTube & WhatsApp. Video games are fun and an engaging medium to create a positive user experience when the game is made on a specific topic to educate a child in a gaming format. Video Games could have quizzes, and treasure hunts woven around the story of the Swachh Bharat Mission 2.0;

- d) **Mobile Telephony:** As the penetration of mobile telephony is extensive, mobile phones can be used for creating awareness through bulk SMS/ WhatsApp, podcasts, mobisodes etc. to citizens on key SBM-U themes. Activities will include recording a mobile voice message with a celebrity with pan-India appeal, emphasizing cleanliness and hygiene, which can be sent out to citizens;

- e) **Virtual sanitation museum:** This would be an experiential center that is a collection of pictures and depictions of facts, success stories, historical evolution of Sanitation, Urbanization, innovative sanitation infrastructure, etc.

4.3.4 Inter-Personal Communication

Community mobilization involves intense levels of two-way dialogues. Given the intensity of interaction, this medium can best be implemented at ULB level, targeted towards interpersonal communication, for effecting long-term and sustainable behaviour change. Some of the initiatives that can be undertaken for community mobilization by ULBs are summarized below:

- a) **Engaging local NGO or other frontline workers for door-to-door distribution of pamphlets/leaflets** Activate social networks (community leaders, volunteers, women groups) and encourage peer communication to reach remote areas in order to disseminate information about the benefits of sanitation and



hygiene. Train community leaders in facilitating public educational talks and dialogues in their communities about sanitation and hygiene issues;

b) **Door-to-door triggering campaigns/ home visits by NGOs/ SHGs/ waste collectors/ frontline workers of NUHM, NULM:** This would involve engaging with community volunteers to work closely with citizens of their ward on a regular basis (through group meetings, face-to-face interactions, virtual interactions and other suitable platforms and forums) to effect behaviour change in the following key areas:

- Encouraging citizens to practice source segregation of waste (into dry, wet and domestic hazardous) at the household level;
- Encouraging citizens to take ownership of their waste by practicing home-composting;
- Encouraging citizens to reduce and slowly phase out their use of single-use plastic (SUP) and educate them about alternatives available in place of SUP;
- Encouraging households for timely cleaning of septic tanks through licensed operators only;
- Spreading awareness and encourage usage of solutions-driven/ grievance redressal mechanisms and platforms available under SBM-U such as Swachhata App, locating SBM Toilets on Google Maps, helpline number 14420, Swachh Manch, etc;

- Encouraging citizens to practice hygienic and appropriate behaviour when it comes to using public/ community toilets and provide feedback on them through usage of My Toilet App to help improve sanitation facilities and services.

c) **Focus group discussions for behaviour change:** These are open meetings, both at community or ULB level where key stakeholders can participate in dialogues about the new practices and behaviours. Such meetings are aimed at having stakeholders face the issue themselves and realize the need to change. Once this happens, they will become agents of change providing valuable support to the overall intervention;

d) **Engagement of local influencers:** Local influencer spokesperson of regional/state level stature are to be identified to spread the message of swachhata across his/her spheres of influence;

e) **Group meetings with RWAs.** ULBs will need to regularly engage with RWAs through meetings, workshops since, as Bulk Waste Generators, RWAs are mandatorily required to comply with SWM Rules in terms of managing their own waste. Holding healthy competition among RWAs, appointing swachhata champions from amongst proactive RWAs, showcasing their good practices would be ways to engage with and get RWAs' commitments to the cause of swachhata.

4.3.5 Strategic Partnerships

The success of the first phase of SBM-U has been the result of all stakeholders coming together and taking ownership so that Swachhata becomes 'everybody's business'. Partnerships can be taken forward in the following ways, while further details are provided in Annex IV.

a) **Inter-Ministerial Convergence:** Under SBM-U 2.0, convergence with other Ministries is proposed

to be taken to the next level through structured interventions. Inter-departmental collaborations may be forged to converge community engagement processes under various missions, programs, and projects. This will ensure effective convergence of community processes and groups at the ground level. MoHUA is already closely working with AMRUT, PMAY, Metro, NULM etc. as part of Intra Ministerial convergence;

b) **Intra-Ministerial Convergence:** Programs and missions managed by MoHUA also provide opportunities for intra-ministerial convergence. For example, National Urban Livelihood Mission and the ULB level SHGs under state level missions can become a major resource for community mobilization;

c) **Identification, nomination and leveraging of brand ambassadors and influencers for campaigns and other allied activities:** Branding is an essential element of communication, as it creates a common and easily recognizable visual identifier which the audiences can relate to and recall. It could be a symbol, a tag line, a name or a combination of these. For example, in phase I of SBM-U, the pair of spectacles with Swachh and Bharat written in either lens has become a well-recognized symbol for the Mission. Brand ambassadors represent the brand in a positive light. A brand ambassador could be a positive spokesperson, an opinion leader or a community influencer: they may have a national, sub-national, state level, or ULB level reach. It is important to note that a ULB level brand ambassador may have more contextual influence than a national level brand ambassador. Centre and States are expected to identify a cumulative number of SBM-U brand ambassadors at their level. Cities are expected to identify a cumulative number of influencers at their level:

- National Level – Brand ambassadors such as celebrities with nation-wide appeal;

- State Level – Brand ambassadors and influencers with regional and/or state level appeal;
- ULB Level – Individuals who have influence within the ULB should be approached by the ULB. These could be activists, local artists, sportspersons, faith leaders, teachers, well known doctors, businessmen, subject matter experts etc;
- Ward / Lane level – Ward / lane level influencers are important people who can mobilize people at local level. They could be elected office bearers of local RWA, elders, local medical practitioners, schoolteachers, local businessmen, etc.

d) **MOUs/collaboration with international and national development partners and civil society:**

Collaboration with International Development Partners and donor agencies can provide valuable resources by providing technical assistance to strengthen communication, development of communication collaterals, and monitoring and evaluation support. Civil society organizations and NGOs are an important link to mobilize communities. Their existing networking with community and community groups can produce positive behaviour change. Since the CSO/NGOs are working closely with the community, the behaviour change will be easily sustained;

e) **MOUs/ MOAs with private sector and service providers/ aggregators etc. for awareness generation.**

Private sector partnerships can add to the resource pool through CSR funding. private sector and CSR investment in the sector has remained subdued. There is a need to accelerate the involvement of the private sector. They can also be important partners in social and behaviour change in/around industrial areas in cities. In attempting to realize the objectives of SBM-U 2.0, inclusion and integration of businesses and commercial institutions in the implementation of the mission is critical. Corporate and other

partnerships to be cultivated to assist in campaign development, messaging and dissemination and support in programme implementation;

f) **Engagement with businesses and market associations:** Within the urban spaces, businesses (small and large), industries and commercial establishments are identified and acknowledged as consumers (also the Changemaking catalysts), as well as waste generators. A significant volume of the generated waste in the country is attributed

The integration of businesses and commercial institutions for effective implementation and impact of the mission, is necessitated by their tendencies of consumption and generation.

to businesses, private and public sector undertakings, and commercial units (hotels, malls, markets, recreational facilities). These establishments not only have substantial consumption but also significant contribution to the generation of waste. SBM-U 2.0 envisages to engage with businesses in the role of:

- **Waste Producers:** Businesses which produce waste like plastics for packaging are required to provide financial incentive to the collection systems, processing facilities and the recycling industry to collect and process plastic waste;
- **Waste Generators & Producers:** The generators of waste – mostly qualifying as Bulk Waste Generators – are required to comply with SWM Rules for BWGs for managing their own waste;
- **Recyclers of Waste:** This group is emerging as very crucial link for management of solid and

liquid waste. It would be pertinent to engage this group strategically;

- As consumers of upcycled materials: Market linkages is important for closing the loop therefore this group like Phool and many others would be useful in implementation of SBCC strategy.

The business community – most of whom would fall in the “Bulk Waste Generator” category as per SWM Rules 2016, can be divided into sub-categories, which will help in designing target-oriented communication for sustainable change of behaviour. Businesses and commercial institutions account for considerable consumption and waste generation. While these attributes make these establishments a part of the problem, they also share a characteristic that makes them suitable for a solution. Most businesses and commercial units, on account of interaction and exposure, have influence. Be it a renowned business, a marketplace or a manufacturing facility, these establishments and their implicit processes influence a number of people and their practices. Instilling behaviour and practices in the functioning of these establishments can prove to be consequential in actualizing the SBM-U 2.0 objectives. (Annex V provides a list of primary generators of waste under businesses and commercial establishments);

g) **MOUs/ MOAs with academia, educational institutions, and youth organizations; MoE, MOYAS, NCC, NYKS, NSS:** Over the last seven years, keeping citizens at the centre of the Jan Andolan for swachhata has been a critical focus area. An important stakeholder group for the second phase of the Mission are young people and students who are the future of the urban sanitation movement. In order to engage them with the Mission, it is critical to view the target demography as active change agents who can act as volunteers to inspire behaviour change in sanitation across communities;



h) **WASH in Schools:** In the backdrop of the SBM-U 2.0's focus on achieving garbage-free cities, the IEC framework of the Mission would also incorporate integration with schools across India in its mission to create larger awareness as part of Jan Andolan. Through flagship programmes like the Swachh Bharat- Swachh Vidyalaya and Swachh Bharat- Phase I, over 1 million schools have benefitted from improvements in their sanitation infrastructure like separate toilets for girls and boys and the provision of handwashing facilities as well as from the promotion of hygiene education. Under Phase II of SBM-U, the inclusion of Swachhata as part of school curriculum and awareness generation in schools will be a key component given the important role schools and students have played in bringing home key messages of sanitation and hygiene, thereby contributing to the success of the above programmes.

The BCC framework will be implemented in schools in collaboration with the Ministry of Education with support from development partners and NGOs working in the sector. States/UTs have the flexibility to initiate their own campaigns and platforms to achieve the desired objectives. Some of the initiatives that can be undertaken in this respect include the following:

A. Introducing Good Practices of Waste Management in the School Curriculum

- WASH-related material will be developed in the form of comic, animation videos, video games to be developed and disseminated among students and schools;
- In convergence with Ministry of Education including WASH in School as part of the school curriculum;
- MoHUA will develop and share Standard Operating Procedures (SoPs) for waste management in schools to be introduced as part of the school practices.

B. Regular Awareness Initiatives

- **Campaigns for Garbage Free Schools** – States/ULBs will be encouraged to organize a week-long initiative every year, led by Swachhata Champions, for promoting zero littering, source segregation of solid waste, safe hygiene practices in schools, etc;
- **Shramdan campaigns** – ULBs can engage with school students to promote community cleanliness drives, sensitization of communities in contributing to garbage-free city initiatives, etc;
- **'Mobile-Van' education**- States can support ULBs in organizing educational and sensitization campaigns in schools similar to Swachhata Rath, where students can watch key messages played on a video, watch short films on waste management from other cities and schools, and thus learn to practice them at home and at school;
- **Waste management tours at ULB facilities** - ULBs can support schools in arranging visits to their waste management facilities to help

students learn different processes involved in waste management and also to cultivate empathy towards sanitation workers;

- **Waste to Wealth initiatives** – Cities can organize Waste to Wealth competitions in schools, where students can repurpose waste into art or re-usable items, allowing them to both engage in creativity as well as instill a sense of understanding about the waste generated around them;
- **Leadership development camps for interested students** – States and ULBs can engage with NGOs and relevant institutes to train aspiring students aimed at improving communication and abilities to design and take forward IEC/BCC initiatives in their schools and communities.

C. Building Champion Schools Network

- **Swachhata Townhalls** – An annual event can be organized by ULBs bringing together

students from schools across the city to engage in discussion forums of pressing urban WASH challenges and promote solution building opportunities;

- **Network of Garbage Free schools** – States can support building a network of well-performing schools across the State and facilitate peer to peer learning.

D. Recognition and Awards

- **Garbage Free Schools** – MoHUA may develop a rating system for schools based on key waste management indicators to incentivize schools to improve their infrastructure and processes. Best rated schools will be incentivized/awarded for their performance;
- **Sharing of good practices:** Videos of efforts by champion students/schools across India can be developed and shared with other schools to inspire them and enable learning of good practices.



CHAPTER 5 Funding

The Central share fund allocation for States/ UTs as well as amount to be retained at MoHUA are provided in Annex II. Fund sharing mechanism at the National and State/ UT level is provided in sub-section 8.7 of Chapter 8 of the Operational Guidelines.

A total of 5% of the total allocation for project components of the overall budget is earmarked for IEC component. Of this earmarked amount, 80% of the Central share will be released to States/ UTs/ ULBs to design and undertake IEC/ BCC interventions. Out of this released amount, half the amount must be allocated to ULBs by respective State/ UT. The remaining 20% per cent will be earmarked for the National Mission Directorate to draw up a national campaign and develop standard campaign tools for effective awareness and communication.

The Centre: State fund sharing for IEC component will be as given below:

- 90:10 for ULBs in NE/Himalayan States;
- 100% for UTs without legislature;
- 80:20 for UTs with legislature;
- 60:40 for other States/ UTs.

The **1st instalment** of 40% of allotted Central share from MoHUA will be released to the State/ UT for a ULB provided the entry conditions specified in Section 4.2 of the Operational Guidelines, and following additional conditions are satisfied:

- *SLTC approved IEC action plan for State submitted.*

The **2nd instalment** of 60% of allotted Central share from MoHUA will be released to the State/ UT for a ULB provided the following conditions are satisfied:

- *UC submitted for 75% expenditure of Central and State share;*

- 50% Progress against action plan;
- City certified ODF+;
- City certified at least 1-star with 60% source segregation.

Expenditure on national Newspaper and TV is not an admissible item under this component for the State Government or for the ULBs. Under no circumstance shall the IEC fund be utilized for purchase of vehicles, construction and maintenance of buildings, creation of posts and payment of salary of municipal staff, and purchase of furniture and fixtures. Moreover, while approving IEC proposals, SHPC should ensure that at least 80% of the funds requested are for ground-level behaviour change initiatives through inter-personal 72 communication, rather than for merely messaging and awareness activities.

In light of the experience of the past, it is advised that ULBs will need to report expenditure on IEC to the State Mission every month and States in turn will provide information on monthly expenditure in IEC to SBMU Mission at MoHUA through the designated portal. For further release of funds to States, at least 75 % of utilization of funds earmarked for IEC would be considered essential. ULBs shall be competent to spend the minimum 50% part of the ULB level funds, as per approved communication action plan.

Based on the deliverables detailed out in Chapter 3 of this document, the following Table highlights the maximum possible fund spend by States/ UTs and ULBs on the various components and deliverables, along with suggested method of procurement.

Table 3: Mode of Communication, Activities and Permissible Funding

Serial No	Medium of engagement and Suggested Activity	Permissible Fund Spend (Not exceeding % of allocated IEC funds)
Inter- Personal Communication (IPC)		
1	Door-to-door awareness campaigns/ home visits/ group meetings, demo sites / kiosks at public places	Not less than 40%
2	Incentive mechanism/ award programs for citizens to sustain Swachh behaviour (e.g. Maximum plastic waste collected and deposited)	
3	Preparation of toolkit, flipchart etc. to facilitate interaction with community members	
4	Tie-ups with service providers for awareness generation	
5	Tie-ups with NGOs/ CBOs to drive behaviour change among communities	
6	On ground activation program on important celebratory days of the year	

Serial No	Medium of engagement and Suggested Activity	Permissible Fund Spend (Not exceeding % of allocated IEC funds)
Mid media		
1	Dissemination of Audio spots on community radio driven by ward members	Not less than 30%
2	Wall paintings/ graffiti art/ roadshows, street theatre, tableau, felicitation events and award ceremonies, exhibitions, competitions, on Swachhata themes	
3	Preparation, printing and dissemination of manuals/ compendiums, coffee table books, newsletters, etc. documenting best practices that can facilitate knowledge sharing	
4	Press conferences with media	
5	Exhibitions/ public melas on SBM-U related themes	
6	Printing and distribution of merchandise such as face masks, jute bags, umbrellas, caps, and wristbands with important messaging (only in specific events/ meetings, exhibitions, etc.)	
Inter-Personal Communication (IPC) + Mid- Media = Not Less than 70%		
Digital media		
1	Swachh Talks – Monthly thematic webinar series	Approx. 10% to 15%
2	Development and dissemination of podcasts/ mobisodes/ bulk SMS/ WhatsApp/ local apps for engaging local champions etc.	
3	Digital comics, interactive video games, quizzes on focus areas of sanitation and waste management	
4	Virtual Sanitation Museum	
Mass media		
1	Dissemination of Audio Spots on All India Radio, video spots on national TV, print advertisements in national media	Maximum upto 15%
2	Dissemination of Audio Spots on Private FM channels	
3	Video Spots on local cable TV	
4	Print and outdoor advertisements in local media	
5	Development of print, audio and video collaterals	
Mass Media + Digital Media= Not more than 30%		



CHAPTER 6 Monitoring and Evaluation

A system for monitoring and evaluation of communication activities is critical to ensure regular information flow on the performance of the activities and the overall program, which helps in assessing gaps in and required modifications of IEC strategies.

In phase 1 of SBM-U, IEC and BCC interventions have been primarily monitored through indicators built into Swachh Survekshan, the annual cleanliness survey for urban India conducted by MoHUA. Along with this, the robust citizen feedback component built into the assessment process has served as a monitoring tool to measure effectiveness of IEC and BCC initiatives.

Under SBM-U 2.0, a dedicated IEC portal has been built into the overall MIS platform to monitor communications and BCC initiatives undertaken at the State and ULB levels.

To effectively identify gaps and develop new iterations of communication strategies, it is essential to pay close attention to demand

side monitoring indicators. These indicators provide measurable information to determine if implementation is taking place among communities as planned. Such indicators include knowledge, needs, expectations of households and communities, community participation, reach and quality of engagement, as well as prevailing attitudes and social norms around key behaviours and actions identified in the strategy. Hence, periodic surveys at ULB level would need to be conducted to keep abreast of evolving needs of communities.

6.1 Input, Output and Outcome Indicators

Monitoring can be at various levels: Input (process) indicators, Output indicators, Outcome indicators, to gain a comprehensive understanding of the quality and impact of advocacy and behaviour change interventions.

6.1.1 Input (process) Indicators

Input (Process) indicators assess how well the advocacy and communication plans have been implemented and provide an idea of how communication and advocacy activities can be adjusted to meet determined objectives. Process evaluation indicators assess whether inputs and resources have been allocated or mobilized, and whether activities are being implemented as planned. Process indicators may include points such as number of households applying for IHHL funding, and whether citizens have contacted authorized desludgers and have put septic tanks in their households.

6.1.2 Output Indicators

Output indicators refer to early results of the communication interventions. These indicators provide an understanding of the intermediate results of the intervention and can be used as predictors of behaviour change. Examples of output indicators could be States and Cities submitting their utilization certificates for IEC to MoHUA, increased number of toilets in urban areas, increased numbers cities conducting thematic campaigns on core themes of the

Mission, increased IEC activities in cities, as well as improved citizen feedback received for Swachh Survekshan.

6.1.3 Outcome Indicators

Outcome indicators are used to assess the effectiveness of communication plans in meeting their stated objectives. Outcome indicators can be defined by behavioural results, policy change or changes in social norms specified from the very outset. The outcomes sought by this Framework is visible behaviour change, e.g. households have started source segregation across all urban areas, and the holistic achievement of the Mission's vision of 'Garbage Free Cities'.

6.1.4 Indicative List of Input, Output and Outcome Indicators

Given that the different mediums of communication given in Section 4.2 are to be used at all levels to drive Behavior change communication, there would a range of expected initiatives and deliverables at each level arising out of these initiatives. Some indicative indicators of IEC and BCC interventions are highlighted in the Table below:

Table 4: Input, Output and Outcome Indicators

Activities	Input Indicators	Output Indicators	Outcome Indicators
Capacity Building of functionaries for implementation of communication plan	Number of resource persons trained on critical SBM issues, related programmes, significance of communication and communication skills	<ul style="list-style-type: none"> Number of message and communication design workshops conducted; More number of people who are able to articulate the linkage between Swachhata and communication. 	Increased levels of knowledge and awareness regarding SBM_U 2.0 components with special emphasize on citizen engagement
Need Assessment	Mapping the resources, community perspective and barriers of communication through field assessment	<ul style="list-style-type: none"> State and ULB specific baseline assessment conducted; Development of communication strategy. 	Insight driven assessment report findings inculcated while designing communication strategy

Activities	Input Indicators	Output Indicators	Outcome Indicators
Outdoor Media <ul style="list-style-type: none"> Wall painting; Hoardings. 	<ul style="list-style-type: none"> Number of paintings; Number of hoardings. 	Increased proportion of individuals (men women and children) adopted to following behaviours:	Change in behavioural practices of citizen and active participation to achieve the vision of Garbage free Cities at individual and society level
Folk and other media <ul style="list-style-type: none"> Nukkadnataks; Video shows. 	<ul style="list-style-type: none"> Number of performances; Number of screenings. 	<ul style="list-style-type: none"> Source segregation; Adopting 3R principle; On regular interval ensuring septic tanks are cleaned; No littering and elimination of Garbage Vulnerable Points. 	
Inter-Personal Communication <ul style="list-style-type: none"> Home visits; Group meetings; RWA meetings; Market association and vendors meetings. 	<ul style="list-style-type: none"> Number of visits (within the specified time period); Number of group meetings convened/ held RWA, Market association etc. meetings held. 		
Events <ul style="list-style-type: none"> Celebration of special week/ months; Engagement of Brand Ambassadors and influencers. 	<ul style="list-style-type: none"> Number of activities organized during this period; Number of brand ambassadors and influencers joined Jan Andolan. 	Increase in number of active engagement of brand ambassadors and local influencers like religious leaders, active citizen, youth, SHGs etc. coming forward.	Number of post, articles, messages disseminated by the brand ambassadors and influencers through social, digital, on ground events etc.
Swachh Talks and Exposure visit	<ul style="list-style-type: none"> Number of Swachh Talks organized; Number of participants; Number of visits. 		Enhanced learning and adopting to new modes of communication

6.2 Other Aspects of Monitoring

- States and ULBs must report progress on communication activities in a regular and timely manner on the Swachhatam portal;
- MoHUA may undertake periodic independent third-party impact evaluations of major national IEC/BCC campaigns undertaken under SBM U 2.0. These evaluations may also include select state/ULB level campaigns to assess effectiveness and cost-efficiency of these campaigns;
- It would be the States' and ULBs' responsibility to ensure that all the funds spent on IEC activities are utilized judiciously on high impact activities undertaken with integrity and on scale. Due mechanisms must be put in place to monitor the implementation of these activities. Technology can be used extensively for this purpose (e.g. Digital app for driving citizen engagement, GPS tracking of LED Vehicles, before-after pictures of GVPs with time stamps and GIS coordinates, etc.);
- In addition to the above, it is suggested that States and ULBs undertake an independent assessment through third party to gauge campaign efficacy at least once every 18 months. To carry out this exercise successfully, the following points must be adhered to:
 - Communication KPIs must be developed along with the communication objectives and the campaign content should be developed with an aim to achieving these;
 - The baseline and end line research to assess movement on KPIs requires special skills and funds. Therefore, it should be done for state level campaigns through a third party;
 - At the ULB level, post the campaign a third party can be hired to conduct a reach and recall study and understand the impact of the campaign on those who have seen the campaign versus those who have not. Both quantitative and qualitative methodologies may be used;
 - The campaign should have been implemented in an integrated fashion over a minimum period of three months before it is evaluated;
 - Other tools such as impact studies, third party evaluations may also be instituted by National Mission Directorate.



CHAPTER 7 Conclusion

Swachh Bharat Mission-Urban (SBM-U) has emerged as the largest urban sanitation behaviour change program in the world and has been able to accelerate India's progress in ensuring availability and sustainable management of water and sanitation for all. Information, Education Communication (IEC) and Behaviour Change Communication (BCC) interventions have been one of the key pillars for the success of the first phase of the Mission. Significant participation from citizens across urban India shaped the government program to a people's movement, a '*Jan Andolan*'. Intensive behaviour change communication raised awareness and changed attitudes among citizens about the importance and benefits of '*swachhata*,' motivating them to adopt positive water, sanitation and hygiene (WASH) practices.

While cities and towns have become cleaner and urban sanitation has captured the mind-space of citizens, more needs to be done to ensure improved quality of urban life. Achievements of the first phase need to be sustained in the long

run along with focusing on entire sanitation value chain for inclusive sanitation, which includes collection, containment, treatment, disposal and recycling of faecal waste and wastewater so that no untreated fecal sludge or used water pollutes the ground or water bodies, as well as managing different types of solid wastes including plastic waste and construction & demolition waste. This implies that intensified focus is required for behaviour change to maintain the positive behaviours adopted by people in the first phase, sustaining Open Defecation Free (ODF) status and preventing slippage and at the same time bring about change on a range of new behaviours and areas as required under the second phase, and which will contribute to comprehensive sanitation and waste management.

Behaviour Change Communication will remain a key strategy for achieving sustainable sanitation and the vision of Garbage Free Cities. Given the new components that will be the focus of the Mission, viz. used water management, focus on reduction of usage of single use plastic, source

segregation of waste, and remediation of legacy dumpsites, there is a need to intensify the IEC and BCC interventions with relevant messaging, in a targeted and structured manner, so that every urban citizen and every stakeholder becomes a partner in Urban India's journey towards becoming "Garbage Free".

The Behavior Change Communication Framework outlined in this document is expected to provide knowledge and awareness to States and ULBs on new mediums of engagement, approaches to various kinds of messaging, design of campaigns, and mobilizing diverse stakeholders through strategic collaboration/ partnerships to scale up initiatives. The targeted approach to planning campaigns, coupled with robust monitoring & evaluation approaches detailed in the BCC framework can be expected to help States / UTs and ULBs to effectively utilize funds allocated for IEC activities under SBM-U 2.0, and meet their objective of enthusing their citizens in becoming equal partners in their collective journey of 'swachhata'.

The key principle that underpins the BCC framework is 'inclusiveness' – be it engaging with every stakeholder and citizen category, or using every possible channel to disseminate relevant messages for engagement. Hence, the framework proposes a multi-pronged approach where every medium of communication, viz. mass-media, mid-media, digital and social media, interpersonal communication, and strategic partnerships – will be used to reach out to and connect with every citizen and citizen category- students and youth, senior citizens and armed forces, women, home-makers, self-help groups, market associations and business houses, RWAs and housing colonies, celebrities and influencers, local NGOs and CSOs, geared towards advocacy, citizen engagement and community mobilization, so that 'swachhata' becomes everybody's business. It is hoped that this approach will not only help accelerate the outcomes under the Mission but also help in strengthening the sanitation and waste management sector per se, so that 'swachh' habits become institutionalized in the system and ingrained into the DNA of society, even beyond the life and tenure of the Mission.



ANNEX I

Chapter 8 of Operational Guidelines

Sets out the overall approach to be adopted to ensure awareness creation along with large scale citizen outreach to intensify 'Jan Andolan' and institutionalize swachh behaviour and action, for achievement of "Garbage Free" cities, and sustaining the gains of urban sanitation.

8.1 The IEC & Behaviour Change initiatives under SBM 2.0 will be based on the learning that the achievements of SBM-U in the last 7 years largely rest on people's participation, made possible through systematic communication at multiple levels. The Jan Andolan created under SBM-Urban was triggered by the Hon'ble Prime Minister and managed to engage with nearly 20 crore

urban citizens. With the momentum created by the SBM, citizens have realised that sanitation impacts their lives in so many ways that it needs to be everybody's agenda. The scale of impact that behavioural choices around sanitation have on people's lives and society at large makes the issue of sanitation both personal and social. Under SBM-U 2.0, this aspect will assume far greater criticality, and will need to become the soul of the Mission. Accordingly, IEC and BCC under SBM-U 2.0 will require a more intensified and focused approach to ensure participation and active engagement from each and every citizen and every stakeholder. In fact, people's participation will be foundational to achieving the Mission's vision of Garbage Free cities. The IEC and BCC strategy would thus have to be innovatively reformatted to cater to the Mission's vision of Garbage Free cities in accordance with the objectives under SBM-U 2.0.

8.2 8.2IEC and BCC strategy

8.2.1 MoHUA will disseminate a National Level Communication Strategy to be implemented at Central, State and ULB levels. This will be done in close consultation with States, other stakeholders, domain experts and after taking into account relevant studies of the past and present. Additionally, States and ULBs would also be advised to design their own communication strategy.

8.2.2 MoHUA will hold periodic consultations among States for mutual learning and exchange of best IEC practices.

8.2.3 Detailed studies will need to be taken up by States/ UTs to identify triggers for behaviour change among communities, which would form the basis of their IEC and BCC strategy and initiatives to be undertaken.

8.2.4 ULBs would need to engage citizen volunteer (depending on the size of the ward), who will be the designated interpersonal communicator(s) to engage with each household in the ward on regular basis. The role of these volunteers would be critical in bringing about and sustaining behaviour change at the ground level with respect to key sanitation and waste management practices. The volunteers could be engaged through community structures already working in the ward such as NULM, NUHM, ASHA, Anganwadis, Self-Help Groups (SHGs), Non-Governmental Organizations (NGOs), youth/ women's groups, Community-Based Organisations (CBOs), RWAs, and other similar bodies, or from among general citizens (e.g. teachers, senior citizens, retired personnel, etc) who have influence in the community/ ward.

8.2.5 The role of the citizen volunteer would be to sensitize households on how their role would be critical to make their cities Garbage Free, trigger

among them a sense of intolerance to garbage, alert them to the benefits of a clean surrounding and specify the behaviours they can adopt to contribute to that vision.

8.2.6 For achieving Garbage Free outcomes, households and citizens would need to be sensitized about:

- Segregating their household waste into two bins;
- Taking ownership to maintain cleanliness of their immediate neighbourhoods;
- Educating others about the importance of cleanliness;
- Harmful effects of single use plastic and triggered to reduce their usage.

8.2.5 For sanitation and used water management, households and citizens would need to be sensitized about:

- The harmful effects of grey and black water from kitchens and toilets not being safely contained, transported and managed;
- Maintaining community toilets in a functional manner;
- Providing feedback after using public toilets;
- Calling for periodic desludging of their septic tanks.

8.2.7 ULBs should facilitate formal creation and registration of all citizen residential areas into RWAs/ CBOs/ Slum Development Associations or equivalent, to strengthen ULB's last mile connect with every household.

8.2.8 ULBs should set up City Sanitation Committees with participation of selected citizen representatives for periodically reviewing and monitoring the efficient functioning of assets created.

8.3 States and ULBs may make use of existing IEC material designed at the national level, in addition to developing their own creative content, depending on the local and cultural context.

8.4 States will make sure that at least three comprehensive multi-media campaigns are created and placed in public domain: 1. in favour of garbage free city 2. Usage and maintenance of toilets, especially public and community toilets 3. Safe disposal of used water.

8.5 States will locate opportunities to converge SBMU campaigns with other highly visible major campaigns for gaining collateral impact

8.6 States and ULBs will coordinate with locally resourceful organizations/ enterprises so that they partake in SBM-U 2.0 messaging in a significant manner and add to the overall communication.

8.7 Fund sharing (as mentioned in section 4.5.4)

8.7.1 The Centre: State fund sharing for this component will be as given below:

- 90:10 for ULBs in NE/Himalayan States;
- 100% for UTs without legislature;
- 80:20 for UTs with legislature;
- 60:40 for other States/ UTs.

8.7.2 A total of 5% of the total allocation for project components of the overall budget will be earmarked for this component. Of this earmarked amount, 80% of the Central share will be released to States/ UTs/ ULBs to design and undertake IEC/ BCC interventions. Out of this released amount, half the amount must be allocated to ULBs by respective State/ UT. The remaining 20% per cent will be earmarked for the National Mission Directorate to draw up a national campaign and develop standard campaign tools for effective awareness and communication.

8.7.3 The 1st instalment of 40% of allotted Central share from MOHUA will be released to the State/ UT for a ULB provided the entry conditions specified in Section 4.2, and following additional conditions are satisfied:

- *SLTC approved IEC action plan for State submitted (as per **Annex 7**).*

8.7.4 The 2nd instalment of 60% of allotted Central share from MOHUA will be released to the State/ UT for a ULB provided the following conditions are satisfied:

- *UC submitted for 75% expenditure of Central and State share;*
- *50% Progress against action plan;*
- *City certified ODF+;*
- *City certified at least 1-star with 60% source segregation.*

8.7.5 Expenditure on national Newspaper and TV is not an admissible item under this component for the State Government or for the ULBs.

8.7.6 Under no circumstance shall the IEC fund be utilized for purchase of vehicles, construction and maintenance of buildings, creation of posts and payment of salary of municipal staff, and purchase of furniture and fixtures.

8.7.7 While approving IEC proposals, SHPC should ensure that at least 80% of the funds requested are for ground-level behaviour change initiatives through inter-personal communication, rather than for merely messaging and awareness activities.

8.7.8 In light of the experience of the past, it is advised that ULBs will need to report expenditure on IEC to the State Mission every month and States in turn will provide information on monthly expenditure in IEC to SBMU Mission at MOHUA through the designated portal. For further release of funds to States, at least 75 % of utilization of

funds earmarked for IEC would be considered essential.

8.8 **Outcomes**

It is expected that outcomes of the IEC and BCC initiatives would lead to:

- All households segregating their household waste into two bins and ensuring its due disposal;
- All citizens sensitized about non-acceptability of garbage in any form in their vicinity and acting for its due disposal;
- All citizens sensitized about harmful effects of usage of single use plastic and triggered to reduce their usage;
- All citizens sensitized about necessity for getting septic tanks periodically desludged and acting accordingly.



ANNEX II

Fund Allocation for IEC

Sl No	State/ UT	Central Share (in ₹ crores)
1	Andaman and Nicobar Islands	1.7
2	Andhra Pradesh	142.4
3	Arunachal Pradesh	10.3
4	Assam	36.8
5	Bihar	106.0
6	Chandigarh	8.9
7	Chhattisgarh	62.2
8	Dadra and Nagar Haveli and Daman and Diu	1.5
9	Delhi	135.6
10	Goa	3.8
11	Gujarat	218.0
12	Haryana	70.5
13	Himachal Pradesh	11.3
14	Jammu and Kashmir	40.9
15	Jharkhand	54.4
16	Karnataka	220.5

SI No	State/ UT	Central Share (in ₹ crores)
17	Kerala	64.0
18	Ladakh	5.9
19	Madhya Pradesh	192.0
20	Maharashtra	447.1
21	Manipur	7.4
22	Meghalaya	5.2
23	Mizoram	6.9
24	Nagaland	5.9
25	Odisha	65.2
26	Puducherry	6.3
27	Punjab	91.5
28	Rajasthan	168.4
29	Sikkim	1.9
30	Tamil Nadu	251.0
31	Telangana	118.7
32	Tripura	7.2
33	Uttar Pradesh	384.2
34	Uttarakhand	27.7
35	West Bengal	179.6
	Total For States/ UTs	3,160.8
	<i>Retained At MoHUA</i>	790.2
	Total	3,951



ANNEX III

Format for IEC Action Plan

IEC and Public Awareness for FY XXX

State Profile	
Name of the State	
Total No, of Districts	
Total No. of ULBs	
Total No. of Wards	
Population 2011 Census	
Households 2011 Census	
Projected Population 2025 (@2.31% Annual Growth)	
Projected Households 2025	

Key Interventions under IEC and Public Awareness for FY XXXX

State: XXX

Proposed IEC And BCC Interventions at the State Level				
S. No.	Key Themes Messages of the Mission Covered	Details of the Activity	Target Audience	Expected Outcome
1.				
2.				
3.				

Proposed Consolidated IEC Action Plan of ULBs				
S. No.	Key Themes Covered	Details of the Activity	Target Audience	Expected Outcome
1.				
2.				
3.				
4.				

Proposed Overall Budget Demand under IEC and Public Awareness for FY XXXXXXXX

S. No.	Component	Quantity	Unit (in ₹)	Period/ Frequency	Amount (Rs. in Lakhs)
	(a)	(b)	(c)	(d)	(e)= (b)x (c) x(d) =
Mass Media					
Total					
Mid-Media					
Total					
Outdoor Media					

S. No.	Component	Quantity	Unit (in ₹)	Period/ Frequency	Amount (Rs. in Lakhs)
Total					

Overall Budget Demand under IEC and PA for FY 2022-23

SI No.	Sub Component	Budget (Rs in Lakh)
1.	Mass Media	
2.	Mid-Media	
3.	Outdoor Media	
4.	Printing and Replication of IEC Material	
5.	ICT	
6.	Total	

Total: ₹ only

Fund Allocation for Mission Period	Fund Received Until Now	Fund Utilized Until Now	Balance Outlay till Date

Fund Sharing

(₹. In Lakhs)

S. No.	Component	Central Share	State Share	Total Budget Demand



ANNEX IV

Branding

Logo Usage

For the implementation of SBM-U 2.0, the following logos are to be mandatorily used in the given order:

Logo	Placement
Swachh Bharat Mission-Urban	Top right of communication asset
Ministry of Housing and Urban Affairs, Government of India	Centre of communication asset
State/ ULB Logo	Top Left of communication asset

Considerations

- Logos are available in Hindi and English and may be suitably used depending on the region and the language of the communication asset;

- Under no circumstances shall the logos be modified in any way by State or ULB;
- Logos of specific initiatives under SBM-U such as Swachh Survekshan, Star Rating Protocol of Garbage Free Cities, Lakshya Zero Dumpsite etc. shall be incorporated appropriately, as needed below the aforementioned logos;
- The usage of SBM logo is permitted without any prior approval by all other Ministries/ offices under Government of India;
- Any other logo to be incorporated as per directions from Government of India for specific occasion or event shall be communicated to States and ULBs as deemed appropriate.

Artwork files of logos are available on the Swachh Bharat Mission-Urban portal.

Mission Branding

In order to ensure that Swachh Bharat Mission-Urban 2.0 finds prominence in all communication assets, it is recommended that the line **'An Initiative of Swachh Bharat Mission-Urban 2.0'** be displayed prominently below all event

related banners, hoardings, advertisements and other communication collaterals. The phrase **'Garbage Free Cities'** as articulated by Hon'ble Prime Minister as the vision of SBM-U 2.0, to the extent possible, must be prominently used across all communication collaterals and channels.



ANNEX V

Framework for Engaging with Media and Community

Part A: Engaging with Media

Engagement Activities

- **Media Consultation on SBM-U 2.0;**
- Engage with local vernacular journalists (across print, web and audio-visual platforms) and sensitize them on urban sanitation issues and the SBM 2.0 mandate. Before a consultative workshop is conducted, it is important to undertake the following activities:
 - Conduct a dipstick survey among local vernacular journalists (across print, web and audio-visual platforms) to understand their current perceptions and knowledge of SBM-U priorities;

- Identify and organize a consultation with 15-30 vernacular journalists on the issues that are underreported;
- Involve sector experts who journalists can interview or seek more information from;
- Constantly engage at least five journalists from local vernacular media outlets to produce/ publish 10-15 stories/ editorials on issues every quarter.

For the journalist, the media sensitization workshop will aid in initiating and encouraging the right conversation and reporting on urban sanitation for the greater good.

Other Activities

- Media Roundtable – Monthly/ quarterly roundtable with media where the concerned

minister can interact with media persons to share the success stories (past), current projects (present) and the action plan (future). Similar roundtables can be organized with local media by the ULBs with a greater frequency;

- ULB Level Swachhata Awards Sponsorship – Media houses can be approached by the ULB to sponsor ULB level awards for ward / lane competition. Such sponsorship are low cost options for the media houses but result in increasing their engagement;
- Regular press briefs/notes from ULBs;
- Build case studies on best practices, champions and collaborative campaigns – as a knowledge transfer docket;
- Organize site visits for journalists e.g. visit to STP/ FSTP/ bio-gas plants/ MRFs etc;
- Mailers, newsletters dispatch to a database of journalists (especially those covering city, health, environmental issues);
- Regular update on government websites / social media on innovation/ information/ policies etc. and tag or inform journalists and media houses to follow.

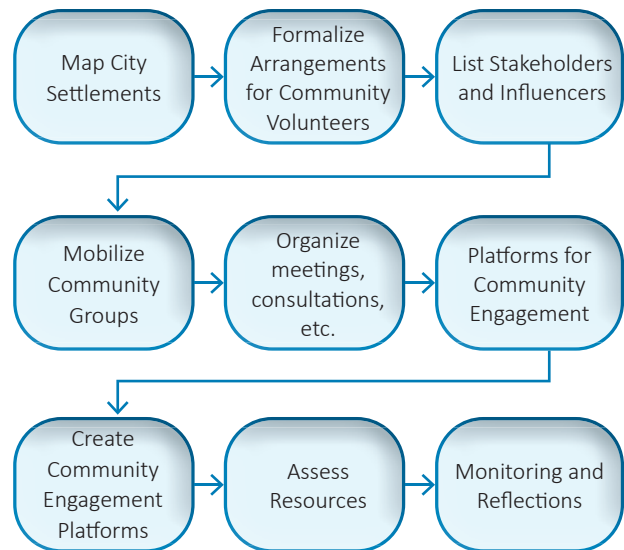
Part B: Engaging with Community

Building Inter-Departmental Collaborations

I. Engagement of NGOs / CSOs

Planning and Implementing City/Town Community Engagement Strategy

A simple 9-step process is suggested for development of City Sanitation Action Plan (CSAP) and City Solid Waste Action Plan (CSWAP).



Mapping Settlements, Groups, Stakeholders and Influencers

Map all settlements, including slums and informal settlements on the city's map with information on RWAs, CBOs, NGOs, etc.

Arrangements for Community Volunteers

Community volunteers form the backbone of communication strategy as they can provide the last-mile reach. They can be engaged through CSOs / NGOs / other private sector support platforms provide through corporate social responsibility. A Community Volunteer can belong to any socio-economic background to drive citizen engagement and sustainable behaviour change among citizens. The Community Volunteer may be an individual specifically selected for the purpose or be engaged through community structures already working in the ward such as NULM, NUHM, ASHA, Anganwadis, Self-Help Groups (SHGs), Non-Governmental Organizations (NGOs), youth/ women's groups, Community-Based Organizations (CBOs), and other similar bodies. Influential women candidates, transgenders, differently abled persons are strongly encouraged to be selected as Community Volunteers.

Number of Community Volunteer Per Ward and Assignment of Households to Community Volunteers

It is suggested that every ward should have at least one Community Volunteer. The optimum number of Community Volunteers for each ward is left to the discretion of the ULB.

Rewards and Recognition for Community Volunteers

Community Volunteers must be suitably recognized and suitably felicitated by ULB at ward, city state and national level (where applicable) in different forums and events. Other suggested ideas which ULBs may implement to motivate and incentivize Community Volunteers include:

- High-tea/ interaction of best performing Community Volunteers with Municipal Commissioner/ State Mission Directors, other senior officials;
- Discount coupons, passes which may used in public transport, purchase of essential good, etc.;
- Free annual health check-ups for Community Volunteers.

Publication of stories of Best Performing Community Volunteers in government publications, outdoor, print, digital and social media

List all key stakeholders and influencers

They are people who could be affected- positively or negatively by the project or who are able to influence the success or failure of a project. List stakeholders for the ULB.

Mobilizing Community Groups

New group formation, if needed, shall be facilitated with the help of NGOs or trained municipal staff. Ensure that old and newly formed

groups have representatives from across the ULB and represent all castes, religions, gender, and age groups in the community.

Organizing Meetings, Focus Group Discussions, Consultations etc.

Organize small or large group meetings, consultations, workshops, vision building exercises, etc. with communities, stakeholders, NGO and Civil society groups and influencers to (1) Understand their needs, desires, concerns, ideas, and vision for the community; and (2) Plan specific projects and interventions. CSAP may be developed for each neighborhood and can be combined at the ward, zone and city level for procurement of communication services.

Creating Community Engagement Platforms

Create spaces for community engagement at neighborhood, area, ward, zonal and city level, to facilitate/increase interactions between the city and the community. Set up virtual platforms using social media platforms like WhatsApp, Facebook, or Instagram groups etc. at neighborhood, area/ward/zonal and city level.

Assessing & Strengthening City Capacity for Community Engagement

Effective community engagement requires skills and understanding of participatory tools. City teams may be trained and mentored to facilitate community engagement processes. Capacity of city staff across all departments, programs, and schemes may also be built.

Monitoring and Reflections

Cities must reflect on the community engagement processes regularly to see if they are achieving the goals and objectives. Reflect on outreach, utilization of services, money saved, people's contribution in cash and kind. Reflection shall also help understand if solutions have been better accepted and adopted.



ANNEX VI

List of Primary Generators of Waste under Businesses and Commercial Establishments

- **Manufacturers** – They are responsible for generating considerable waste, especially plastic waste, implicit in manufacturing processes. Potential site for practices of segregation, treatment, recycling, and proper disposal of generated waste;
- **Retail Outlets** – This group generates waste primarily in the form of packaging (plastic, paper, and cardboard). Retail outlets can prove to be critical in implementing the reduction of SUP;
- **Industries** – Industrial processes generate chemical waste, hazardous waste and solid waste. It would be beneficial to ensure adequate practices of segregation, land application, recycling, reuse and scientific disposal;
- **Small/Large Businesses** – All businesses, product or service-based, produce a certain amount of waste. The type of waste is subject to the nature of business. This waste can be clinical, hazardous, glass, solid, food, dry or wet. The responsible management of this waste is imperative for ensuring resource efficiency and fulfilling ecological obligation;
- **Offices/Trade Sites** – Offices particularly generate a large amount of mixed paper waste, and can be appropriate avenues to implement practices of reducing, reusing and recycling in order to effectively manage their waste;
- **Hotels** – The hospitality industry produces both dry and wet waste, primarily comprising of food waste and solid waste. Packaging of

food also contributes to the waste generated. Practices pertaining to purchase policy, and waste management and disposal can be incorporated for effective waste reduction;

- **Market Spaces** – These commercial spaces are responsible for significant waste generation, as waste produced from all commercial activities is invariably disposed of on-site. The responsibility of waste management and disposal is often transferred in market places, which leads to negligence;
- **Shopkeepers** – Shops generate a considerable amount of waste, which is primarily dry waste and wet waste. The disposal of this waste is often improper. Additionally, not all shopkeepers practice segregation of waste;
- **Street Vendors/Business Haats (markets)** – The waste generated is often unsegregated and disposed of as per convenience, as opposed to designating spaces for waste disposal in a proper manner. This is often due to a lack of awareness;
- **Recreational Facilities** – Movie theatres, sports complexes, convention centres, etc. generate substantial waste (paper, plastic bottles, straws, cardboard, etc.);
- **E-commerce** – With the shift in the consumption habits of the urban population, e-commerce businesses are responsible for a large quantity of waste generated.

Integrating Businesses and Commercial Unit in the Implementation of the SBM-U 2.0

Acknowledging the influence and contribution of these establishments towards waste generation

in the country, it is imperative to integrate businesses and commercial units into the implementation of the SBM-U 2.0.

- For commercial establishments such as market places, retail outlets, shops, recreational facilities, hotels, street vendors and shopkeepers, the SBM-U needs to communicate the principle of the 3Rs, the importance of practicing segregation at source, the responsible disposal of waste, and the need for banning SUP. The community needs to understand the importance and their role in making cities Garbage Free. These establishments are often BWGs as well; hence, communication and capacity building regarding the on-site processing of organic waste in BWGs are required. These should also be appropriately linked for disposal of non-biodegradable waste via authorized vendors;
- Business associations of each group, such as associations of small-scale industries, associations of street vendors, etc. should be roped in not only to disseminate messages but during the planning stages as well. This would help in garnering maximum participation and giving the necessary push;
- For businesses, focus should be on effectively invoking CSR and channelizing funds to support ULBs in the respective cities;
- Initiatives to improve awareness, concerning the benefits of segregation at source and the benefits of the 3Rs, can effectively bring about a change in the practices and attitudes of these establishments as well as the people associated.

