TRANSFORMING URBAN LANDSCAPES OF INDIA
Success Stories in Information, Education & Communication (IEC) & Behavior Change

SWACHH BHARAT MISSION (URBAN)
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In 2014, Hon’ble Prime Minister Shri Narendra Modi had given a clarion call to the citizens of the country to practise Swachhata as a way of life. Since then people have responded to that call not just with enthusiasm but with sincerity and it is now a ‘Jan Andolan’. The task of reshaping people’s behaviour may be a difficult but not an impossible task.

The Swachh Bharat Mission (Urban) has the twin objectives of making urban India open defecation free along with 100% scientific management of solid waste. However, the cornerstone that bound these two objectives and indeed the Swachhata movement, was the focus on large scale behavioural change. Today, with crores of Indians having come together for realizing Bapu’s dream of a Swachh Bharat, it hardly needs mention that the success of Swachh Bharat Mission is a result of the changing habits and attitudes of our citizens.

This publication on best practices in Information, Education and Communication (IEC) initiatives is part of the series on ‘Transforming the Urban Landscapes’. Driven by cities and states, these success stories are a coming together of sustained commitment and unflittered creativity that has ushered a new era of cleanliness in the country.

This compilation, I am confident, will spur other cities to adopt similar innovative IEC initiatives.

New Delhi
21 February 2019

(Hardeep S Puri)
MESSAGE

Since the clarion call of Hon’ble Prime Minister from ramparts of the Red Fort on 15th August, 2014, Swachh Bharat Mission (Urban) has truly turned into a ‘Jan Andolan’, a people’s movement with scores of urban citizens taking the Swachhata of their towns and cities in their own hands. Needless to say, this has been made possible due to the massive thrust that cities and States have laid on the aspect of behaviour change among people. While the Ministry has been focused on ensuring development of adequate infrastructure for managing issues of sanitation and solid waste management, the behavioural change can only be guaranteed through the use of effective Information, Education and Communication (IEC) interventions.

Today, with the launch of this book on Success Stories on IEC, I am happy to see the range of activities and innovative campaigns that stakeholders have been conducting to ensure that their cities and towns remain clean and healthy. It is equally heartening to see the participation of people from all walks of life - be it children, students, religious and political leaders, celebrities, senior citizens and the like - actively take part in these efforts. It is worth noting that the focus on IEC initiatives is not just restricted to bigger cities and States like Indore or Chhattisgarh but have successfully charged the face of smaller towns like Fort Blair or Larnavala, which have emerged as role models for others to follow.

I am confident that these integrated and innovative approaches will go a long way in sustaining the behavioural change in people thus ensuring a ‘Swachh and Swasth Bharat’. These, together with the committed efforts of the vast army of Swachhata soldiers, the Swachhanganik spread across the country, are taking the Swachh Bharat Mission from strength to strength.

New Delhi
February 20, 2019

(Durga Shanker Mishra)
PREFACE

Vinod Kumar Jindal
Joint Secretary & National Mission Director,
Swachh Bharat Mission (Urban)
Ministry of Housing & Urban Affairs

Hon’ble Prime Minister of India, Shri. Narendra Modi launched the Swachh Bharat Mission with the aim of making India Clean and Open Defecation Free (ODF) by 2nd October 2019.

Right from its inception, the Swachh Bharat Mission has seen some very inspiring stories among cities, civil society organizations, large establishments and individuals. In our endeavor to bring inspiring stories to people, we are releasing the 4th edition of the ‘Transforming Urban Landscapes of India’, which focuses on the best practices followed by cities in the area of Information, Education & Communication & Behaviour Change.

For the purposes of this book we have handpicked case studies wherein an idea at the city/state level has evolved into an innovative behavior change model that has resulted in the transformation of habits and the focused achievement of outcomes important for the success of the Swachh Bharat Mission-Urban. This series holds the answers to some of the key questions pertaining to behavior change posed by ULBs today and are substantiated with the experiences of various cities and states. This series will be covering the experiences of:

- Ahmedabad- How segregation is not a long drawn process contrary to popular belief and can be achieved overnight
- Trichy- How segregation can be achieved by leveraging key stakeholders in the community such as students, self-help groups
- Puri, Punjab and Indore- How sustainable sanitation can be achieved with the help of focused awareness campaigns
- Port Blair and Lonavla- How dry waste/plastic waste can be managed through effective community engagement
- Kerala- How decentralized waste management at source is possible through effective engagement of a dedicated sanitation workforce
- Chhattisgarh- How ‘Zero Landfill’ (at the state level) is not just a dream but a possibility with the right community engagement strategies

We are sure, there are more such stories which need to be brought forward, due to which, ‘Transforming Urban Landscapes of India’ will be a continuous series from the Ministry of Housing and Urban Affairs. The series in its next edition will cover more cities to enable emulation of these good practices all over the country.

We hope this book will not just bring laurels to these lighthouse cities but will also be a guiding document for others to follow.

New Delhi
February 28, 2019
Ahmedabad
Learning to Segregate Overnight - Achieving 100% Source Segregation in 24 Hrs.

Tiruchirappalli
Creation of Segregation Ambassadors in every household through a contest

Indore
Journey to ODF++

Punjab
Creating champions on the ground for Sustaining ODF

Lonavala
Dry Waste Collection Passbook Scheme in Schools

Port Blair
Plastic Waste Management through Citizen Engagement

Kerala
‘Haritha Karma Sena’ spreading awareness on Decentralised Waste Management

Puri
Creating demand for Mechanised Desludging to promote Faecal Sludge & Septage Management (FSSM)

Chhattisgarh
Swachhata Mascot ‘Chhota Bheem-Captain Clean’ driving behavior change for a Zero Landfill State

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Learning to Segregate Overnight-Achieving 100% Source Segregation in 24 Hrs.

Ahmedabad is the largest city and former capital of the Indian state of Gujarat. It is the administrative headquarter of the Ahmedabad district and the seat of the Gujarat High Court. Ahmedabad’s population makes it the fifth most populous city in India and the encompassing urban agglomeration population makes it the seventh most populous in India.

STATE AT A GLANCE

State: GUJARAT
Population as per Census 2011: 56,33,927
Size: 464 SQ. KM
Number of households: 14,33,000
Intervention Reach: ALL 48 WARDS OF 7 ZONES
Households covered by intervention: 14,33,000

Municipal Commissioner, Shri Vijay Nehra addressing officials of the Ahmedabad Municipal Corporation on Ahmedabad’s source segregation strategy.
BACKGROUND

This case study covers Ahmedabad’s experience in attempting 100% segregation in 24 Hrs.

Ahmedabad generates around 3300 metric tonnes (MT) of waste per day comprising 1100 MT of dry waste, 1200 MT of wet waste, and 1000 MT of construction and demolition (C&D) waste. While the city had been able to achieve 100% door-to-door collection, the officials of Ahmedabad Municipal Corporation (AMC) found it hard to find a solution to the problem of waste segregation at source. While the Municipal Corporation made efforts to create awareness among citizens on the need and importance of source segregation, it was difficult to ensure complete citizen participation in the initiative and extend the practice throughout the city.

Several efforts were made by the corporation to segregate the waste at source, but the project failed to kick off and was not successful. AMC even roped in several non-government organisations to segregate the waste collected, but that project too failed. AMC decided that a fast-track and effective solution was therefore the need of the hour.
A call to action was given by the Municipal Commissioner, Shri Vijay Nehra, to all officials of the Corporation to ensure compulsory segregation of waste. In a meeting in November 2018, he declared that:

“In early December, the Corporation will make it compulsory for citizens to segregate waste. This is the last step for a Swachh Ahmedabad city. The date for implementing compulsory segregation is being worked out and the same will be announced soon. We are taking up a massive awareness campaign in the city after which the Corporation will stop collecting waste if it is not segregated”
3rd December 2018 was decided as the date for implementation of the ‘no mixed waste acceptance policy’

A mass triggering activity was organized on Sunday, 2nd December, 2018 where 45,000 officials and staff of AMC participated to spread one message—‘Segregate waste at source’ covering every corner of the city, beginning at 7:00 AM in the morning and continuing till 10:00 PM.

Citizens were politely intercepted at various points such as municipal gardens, bus-stops, shopping complexes, places of worship and residential areas. Interactions and group meetings were held with RWA officials, traders’ associations, and other groups.

Nukkad nataks, pledges, public announcements and a number of other innovative IEC activities were organized to make the triggering activity more impactful and engaging.

Other preparations made by the AMC staff prior to the triggering day included:

- All Garbage Vulnerable Points (GVPs) were removed
- To deal more efficiently with the recyclable waste, Material Recovery Facilities (MRFs) were improved with support and training provided to women SHG members
- To ease the process of source segregation, 6000 dustbins were placed in commercial areas and collection vehicles were fitted with an additional bin for collection of domestic hazardous waste
Municipal Commissioner Shri Vijay Nehra along with RJ Dhvanit (Radio Mirchi) and Sundar (from Tarak Mehta Ka Ulta Chasma serial) getting citizens to take the Swachhata pledge.
On 3rd December, 2018 all of Ahmedabad handed over segregated waste during the door-to-door collection. The key outcomes of this mass behavior change campaign are listed below:

100% segregation of waste at source, a figure that stood at 60-65% prior to this activity

35% increase in the recyclable waste received at the Material Recovery Facilities (MRF) and reduction in the amount of waste going to landfills

Waste Reduction to the tune of 150 MT from households and about 200 MT at the transfer stations

Financial Savings of INR. 3 lakhs daily on transportation alone (as per statistics available within a month of the initiative)

Employment generation opportunities to 525 SHG Women running the MRF unit. Each woman guaranteed an income of INR. 15,000 per month (of which fixed pay from AMC is Rs. 6000 and the rest is generated through the sale of recyclables)

“I never understood the benefit of segregation. Thanks to AMC for educating me because of which I now ensure everyone in my household segregates”

Pankaj Solanki, a resident in Ahmedabad
Thank you #Amdavad for the excellent response to the #WasteSegregation drive of @AmdavadAMC.

Yesterday #AMC received about 120 Tonnes of Dry Waste which is 10 times more than normal. Most areas now giving dry and wet waste separately.

#SwachhAmdavad #SwachhBharat

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Amdavad Municipal Corporation’s Commissioner @vnehra also joined the mission of making Amdavad the cleanest city and urged people to segregate dry waste and wet waste by visiting various malls and parks of the city.

#CleanAmdavad #SwachhBharat #SwachhAmdavad

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Garbage segregation mandatory from December

Amdavad Municipal Corporation is implementing a campaign to educate residents about the importance of garbage segregation. The campaign aims to reduce the amount of waste sent to landfills, and promote recycling.

Deputy Municipal Commissioner, Vasu Chaudhary, said, "The campaign is a crucial step in our mission to create a cleaner and greener city. We urge all residents to participate in this campaign and help us achieve our goal of reducing waste sent to landfills."

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Also, on October 2, the civic body declared the city traffic-free, with no community signs on the streets.
Leadership intervention is key to bringing about radical reforms in waste management.

Preparation is important for pulling off a 24 hour feat and for ensuring successful outcomes. AMC ensured that the infrastructure was in place for the segregation of waste and was also prepared to efficiently process the segregated waste received. A well planned and executed intervention is imperative to achieving the objectives of SBM-U.

A mix of communication channels is essential for reaching out to different community groups and households.

Behavior change to achieve SBM-U objectives need not always be slow.

Segregation is easy and only calls for a small effort on every municipality’s part to ensure a cleaner, healthier and more empowered India.

Going forward, AMC is confident of maintaining the segregation status and even intends to introduce a similar campaign to encourage home composting among citizens.
TIRUCHIRAPALLI

Creation of Segregation Ambassadors in every household through a contest

Tiruchirappalli, also called Trichy, is the fourth largest city as well as the fourth largest urban agglomeration in the Indian state of Tamil Nadu and the administrative headquarters of Tiruchirappalli District. Trichy has a fine blend of temples that attract a number of tourists every year. The city is an important educational centre in the state and houses several nationally recognised institutions.

STATE AT A GLANCE

State:
TAMIL NADU
Population as per Census 2011:
9,16,000
Size:
167.23 SQ. KM
Number of households:
2,45,754
Intervention Reach:
65 WARDS

Municipal Commissioner, Mr. N. Ravichandran addressing school students at Trichy Public School on Students@CleanTrichy contest
This case study covers Trichy’s experience in ramping up segregation in the city with the help of school students

In preparation for Swachh Survekshan, Trichy Municipal Corporation conducted a survey on source segregation in the city which showed that there was very poor awareness with reference to segregation amongst its citizens. As a result, the percentage of segregation at source was very low. The city officials realized that an intervention that would transform the attitude of its citizens towards source segregation was the need of the hour. The officials brainstormed and came up with an idea of running a contest in schools in the city. The basic premise for the idea was that every household in the city would have a school going child and children as ambassadors of change have the potential to take a message as important as ‘Source Segregation’ into their communities of reach.

The contest launched in June 2018 was named Students@Clean Trichy and became part of the corporations’ efforts to popularize source segregation across the city.

It was implemented in 365 schools of Trichy over two months (June-August 2018) and saw the participation of 1.7 lakh students from Class 1 to Class 12 in all these schools. The prizes for the competition were sponsored by nationalized banks in Trichy as a part of their CSR initiative.
The Students@Clean Trichy contest was launched with the following objectives:

- To inculcate values of cleanliness and hygiene amongst children in a bid to build the next generation of waste conscious citizens.

- To create ambassadors of change who would then take the message out into their communities of reach.

- To ramp up segregation of waste in the city with the help of children who are key influencers in every household.

- To bring together stakeholders from different walks towards the cause of swachhata.
The step by step process for the execution of the contest is detailed below:

01 Green Report Cards were distributed to 1.5 Lakh students in 350 schools including private and government schools

The Green Report Card has the house number, ward number and contact number of the parent and guardians besides questions to ascertain whether source segregation is practised in each student’s home and to ensure that routine waste collection is carried out.

02 The corporation’s sanitary workers at the time of waste collection would verify and sign the student’s report card confirming that source segregation is practised at the student’s home. Parents of the ward would then have to countersign to confirm the same.

03 Officers from the corporation would crosscheck these acknowledgements.

04 Based on the Green Report Card, the top three students in each school found to have successfully segregated waste at their households throughout the month without missing a day are given prizes including bicycles, watches and dictionaries (lots are drawn in case there are more than 3 winners in each school).
POSTER DISPLAYING “MUTHALIDDAM NOKKI”, A THOUGHT PROVOKING SHORT FILM MADE BY TRICHY MUNICIPAL CORPORATION TO PROMOTE AWARENESS AMONG PUBLIC ON SOLID WASTE MANAGEMENT.

The movie titled “Muthaliddam Noki” meaning ‘Towards the First Place’ hints at the civic body’s aspiration to secure rank one in Swachh Survekshan. Around 54 children acted in the short film supported by their parents. The movie which runs for about seven and a half minutes takes the viewer through the entire solid waste management value chain while educating them about the ill effects of littering in public, the harms caused to the environment due to dumping waste in open drainage canals and not cooperating with sanitary workers to segregate waste at source (all this from a child’s point of view). The movie is shot in the city and also features the city dump yard. The movie shows children going to a school located at a dump yard wearing a mask, some of whom are coughing their lungs out. This scene acts as a call to action to people that if no steps are taken, the city will turn into a dump yard and as a consequence it is the future who is going to suffer. Excerpts of the short film are being screened in movie theatres to ensure increased outreach.
The contest run between Jun - August 2018 was implemented in 365 schools of the city and reached out to more than 1.7 lakh students. About 1,100 students from 1.7 lakhs participants were awarded prizes for their support in helping the municipality with the segregation challenge.

As a result of the campaign, school students started persuading their parents to segregate waste at source leading to:

- Increase in Segregation from 70% to 100%
- Reduction in the amount of waste reaching landfills
- Improvement in overall city cleanliness and hygiene

Due to increased efficiency in segregation, Trichy is now ensuring full utilization of micro-composting centres (decentralized aerobic composting units). This has resulted in jobs for 677 Self Help Group women and has reduced the number of secondary collection vehicles needed for transportation (from 28 vehicles to 18 vehicles).

“The role of students in this campaign was to insist their parents to segregate waste at source in households. Such activities will help them cultivate these habits for the future.”

M. Ramakrishnan, Chief Educational Officer, Trichy
MEDIA HIGHLIGHTS

Green cards to drive ‘Students@Clean Trichy’

Deeptak Karthik | TNN | Jul 2, 2018, 15:27 IST

TRICHY: While red and yellow cards are the topics of discussion for people everywhere thanks to the ongoing FIFA World Cup, students in Trichy schools have one more card to focus on – the green card. Labelled as green report card, the assessment sheet is part of Trichy Corporation’s Students@Clean Trichy initiative aimed at persuading city households to segregate domestic waste at source through school children and to direct the sanitary workers to collect waste from households every day.

Students@Clean Trichy was launched in June 2018 coinciding with the anniversary of corporation’s mandatory source segregation plan as part of the revised Solid Waste Management (SWM) programme.

Students@Clean Trichy ends, 1.8 lakh vie for 1,100 prizes in waste segregation

Deeptak Karthik | TNN | Updated: Aug 1, 2018, 08:36 IST

TRICHY: Touted to have received the maximum public support, the month-long Winners of ‘Students @ clean Trichy’ contest get bicycles

Deeptak Karthik | TNN | Updated: Aug 16, 2018, 08:36 IST

TRICHY: An initiative, ‘Students @ clean Trichy’, launched by city corporation a couple of months back to promote best solid waste management practice among school children saw a participation of 1.75 lakh students. During the valedictory event held at St Joseph’s College here on Wednesday, a student each from 365 schools, who topped the contest at school-level, was awarded a bicycle each. This initiative was launched in June 2018 coinciding with the anniversary of corporation’s mandatory source segregation practice. Civic body along with 365 school managements had distributed green report cards to students, which served as an assessment tool with house address, ward number and contact number of day-scholar parents or guardians. Few questions were asked to ascertain whether source segregation was practiced at the child’s house and to find out if routine waste collection was taking place.

The assessment commenced by July 1 and went on till July 31, during which sanitary workers and officers were supervising the adherence of child’s household to segregation of waste at source. On July 31, the green report cards were collected back by school managements. Top three cards of children (based on source
Identifying and leveraging the key influencers in any household or community can go a long way in meeting behavior change objectives. A contest or a competition can be looked at as a mechanism to spur change.

Social Media can be a key enabler in popularizing a new concept e.g. in the case of Trichy, students started uploading and sharing their experiences on source segregation through videos on Social Media spreading awareness on the concept amongst citizens.

Trichy Municipal Corporation plans to undertake similar campaigns in the future to maintain the spirit of source segregation amongst its citizens.
INDORE

Journey to ODF++

Indore is a financial and education hub of Malwa region of Madhya Pradesh. Indore is situated in the western part of Madhya Pradesh and 200 km from state capital Bhopal. It is the most populous and largest city in the state of Madhya Pradesh. Indore city is known for a variety of food and multicultural population.

“To achieve SBM ODF++ IMC ascertained 100% desludging of 1400 septic tanks and 100% collected sewage is treated through state of the art 245 MLD SBR technology sewage treatment plant.”

Shri Asheesh Singh (IAS)-Commissioner, Indore Municipal Corporation
Hoardings in the city to make citizens aware that Indore is an ODF certified city to bring about a sense of pride amongst citizens as well as a sense of responsibility to maintain the status.

“The helpline for septic tank desludging is very useful, now we call on this and get the services of desludging operators on time.”

Lucky Vajpayee, Resident of Ward No.13, Indore

BACKGROUND

This case study covers IEC/BCC interventions carried out by Indore in its journey towards SBM ODF++

Indore has won the title of cleanest city of India in the Swachh Survekshan for two consecutive years and that has clearly not stopped the city from aiming higher.

From installing public toilets of international standards, introducing sanitary napkin dispensers in women-friendly public toilets, refurbishing Community Toilets/ Public Toilets (CT/PTs), tagging all toilets to Google Maps, to ensuring sewer pipe connections or desludging services to every toilet in the city, Indore has gone beyond conventional measures to improve its sanitation quotient in the last four years and has emerged as the first city to attain the SBM ODF++ tag following the release of the sanitation sustainability protocol by Ministry of Housing & Urban Affairs in 2018.

So how did this city with nearly 20 lakh population manage to systematically change the behavior of its citizens to achieve this title?
A number of awareness campaigns were organized by Indore Municipal Corporation in coordination with four NGOs. The campaigns were designed with the following objectives:

- **To create awareness amongst citizens for the next level of behaviour change required to achieve sustainable sanitation objectives.**

- **To assist citizens in making use of and availing the sanitation services provided by the municipality in the form of 311 app, Corporation’s helplines, etc.**

- **To ensure sustainability of the ODF status from the perspective of reduction of communicable diseases in the city.**
The step by step process adopted by Indore Municipal Corporation (IMC) for 100% scientific treatment of faecal sludge and in making their city SBM ODF++ is detailed below:

01 Detailed training of all cesspool vehicle operators and sanitation staff once every quarter on use of Personal Protective Equipment (PPE) and mechanism to ensure services are rendered within 6 hours of the citizen complaint being registered.

02 Notifications, Street Plays and Door to Door visits to spread awareness on co-treatment plant and the services IMC is providing for septic tanks.

03 Development of a 311 mobile application for citizens to register complaints and opt for required services on desludging of septic tanks.

04 Dedicated helplines to avail desludging services as well as dedicated employees appointed by an independent agency associated with IMC for desludging of septic tanks (There are 1767 septic tanks as per IMC and all other households and commercial units are connected to sewage network).
A mix of communication channels were adopted by Indore Municipal Corporation. Key messages were identified for each communication channel and a communication implementation plan prepared.

**Wall Paintings** in prominent and high visible locations

**Grievance Redressal App (311) and Helpline** to register complaints and opt for sanitation services popularized to ensure citizens avail these services

**Media, FM Radio, events, social gatherings, market places and malls** used as platforms to spread ODF++ related messages and to carry out competitions on ODF++

**SBM Brand Ambassadors** in the city leveraged to spread the message of ODF++ in every ward

**Hoardings** with key messages in strategic locations with heavy foot fall
INITIATIVES TOWARDS ODF++

FORMATION OF DABBA GANG AND WANAR SENAS

Formation of group of 400 volunteers for one to one counselling and to act as key communication agents to ensure behavior change for sustainable sanitation

A campaign to ignite a sense of disgust and shame

ROKO OUR TOKO ABHIYAN BY DABBA GANG AND WANAR SENAS

Selfie With Toilet

Competition to encourage public participation in advertising and promoting the use of Public Toilets

Cultural & sporting events in different locations of the city organized in which officers of IMC participated to promote the message of sanitation. These events help to unite citizens and create a sense of ownership among them towards the cause of sanitation

JANTA KA JAWAB

Radio Programme where a prominent administrative authority e.g. IMC’s Municipal Commissioner, Mayor and others respond to people’s queries on sanitation

People disguised as Gandhiji and other famous personalities roamed around slums and old market areas to spread awareness messages on sanitation

INDORE SWACHHATA SANGRAM

Formation of group of 400 volunteers for one to one counselling and to act as key communication agents to ensure behavior change for sustainable sanitation
ROLE OF DABBA GANG
- Early Morning Ward inspection for OD spots (Beginning from 4 AM)
- Counselling of people about importance of using toilets
- Identification of major reasons for people not using CT/PTs and handing it over to an NGO and IMC staff for taking further action

MAJOR STEPS TAKEN BY IMC BASIS OBSERVATION & FEEDBACK OF DABBA GANG
- Deployment of NGO staff for triggering activities to curb OD
- Formation of Swaccha Samiti (1 in each ward) for maintenance, cleaning of CT/PT and coordination with IMC for complaint resolution within 24 hours
- Development of Zonal Level facility for application and further processing of IHHL application to speed up its construction

MAJOR OUTCOMES OF THE INITIATIVE
- 100% elimination of OD spots-ensuring utilization of IHHLs constructed under SBM
- Deployment of 86 Swaccha Samities for the upkeep and maintenance of CT/PTs- as a result 329 CT/PTs are fully functional
- Elimination of more than 399 Urine Vulnerable Points (UVPs)

DABBA GANG-an initiative by Indore Municipal Corporation for ODF declaration, the 1st step towards SBM ODF++

“Dabba Gang” - A team of 400 volunteers (consisting of active citizens including women and youth, members of empaneled NGOs, ward councilors, etc.) was formed with the objective of making the city Open Defecation free. The gang is divided into small groups who are allocated different parts of the city. The youth members of the ‘Dabba Gang’ are called ‘Wanar Sena’. 85 Dabba Gangs were formed (1 gang in each ward of the city).
CAMPAIGN ON SELFIE WITH TOILET

Indore Municipal Corporation launched an innovative campaign called “Selfie with Toilet” with an aim to engage the public to promote the use of Community Toilets/Public Toilets (CT/PTs) and as a means to sensitize citizens on the operation and maintenance of CT/PTs. As a part of this campaign citizens were encouraged to click a selfie with a CT/PT and post the selfie on Swacch Manch or Swacch Indore portal and social media. Winners of the best selfie will be honored with a Swacchata Card. The campaign was promoted through all Radio channels, advertisements in newspapers, posts on Social Media and posts on Swachh Manch, Swacch Indore portal.

MAJOR OUTCOMES OF THE CAMPAIGN

- More than 5000 selfies received in 2 days.
- 85 best toilets of Indore were promoted through this event.
- Following this campaign there has been significant increase in the use of google toilet locator app and number of CT/PT users in the city have increased.
KEY RESULTS

One of the key results of the initiatives conducted by Indore has been that the city has emerged as the first cities in India to be declared SBM ODF++. The other results of the campaign are highlighted below:

An opinion study conducted by IMC has indicated that 95% of the respondents believed that there is a significant change in the awareness level of the population on hygiene, sanitation, and cleanliness and 84% agreed that the innovative IEC approaches resulted in successfully bringing change in behavior and habits of citizens.

Reduction in communicable diseases and 15% reduction in absenteeism and sick leaves among employees. (As per KPMG study, December 2017)
LEARNINGS

Citizen feedback is key to service delivery - The feedback of citizens through different forums e.g. social media and apps gave IMC crucial insight into the real needs of citizens that helped to revisit their strategy for the provision of need based services.

Continuous monitoring by higher officials is important for the sustainability of any initiative - IMC has assigned supervisors to carry out random checks of CT/PTs during the day. The Commissioner and Assistant Commissioner also carried out surprise checks to confirm the maintenance of these facilities as per set standards. The data received on the 311 app was continuously monitored by the Municipal Commissioner himself and non-resolution of issues resulted in the area inspector of the concerned area being taken to task.

Innovative campaigns enhance citizen participation - Innovative campaigns like selfie with toilets helped to increase citizen commitment towards a cause.

Strategy is key in eliminating issues - Instead of only eliminating UVPs and counseling people, IMC replaced all UVPs with newly constructed toilets and urinals. As a result, they were able to curb open urination and ensure that no new UVPs developed.

Orienting citizens on any new technology or facility introduced by the municipality is key to ensure usage.

The Indore Municipality is now taking steps to sustain the SBM ODF++ status.

“We adopted a comprehensive strategy for infrastructure development, behavioral change through targeted IEC and beautification in and around toilet facilities to promote usage.”

Shri Rohan Addl. Commissioner, Indore Municipal Corporation
Creating demand for Mechanised Desludging to promote Faecal Sludge & Septage Management (FSSM)

Puri is a coastal town located on the Eastern part of Odisha. It is the district headquarters of Puri district and is situated on the Bay of Bengal, 60 km south of the state capital of Bhubaneswar. The heritage town of Puri is one of the four pilgrimage centres of India and is world famous for the Jagannath Temple.

STATE AT A GLANCE

State:
ODISHA

Population as per Census 2011:
2,01,000

Size:
16.33 SQ. KM

Number of households:
47,822

Intervention Reach:
4 WARDS

Inter Personal Communication to encourage mechanized desludging in households with septic tanks
BACKGROUND

This case study covers Puri’s experience in creating demand for mechanised desludging to promote Faecal Sludge & Septage Management

Puri is an old and congested town with limited sanitation facilities. High floating population of Puri (pilgrims and tourists), lack of desired sanitation behavior and practices among people and inadequate service delivery are among the major reasons for poor sanitation in the town.

A 100% Baseline Study1 on onsite sanitation system in Puri showed that there is a lack of awareness among households on the risks of unsafe disposal of faecal sludge, perils of not using mechanized means for emptying their cesspool and benefits of FSSM. The study also revealed that while 67% are not aware of how faecal sludge is disposed, 36% are not aware of the health risks from improper disposal of sludge. Further, a significant proportion of households with septic tanks (56%) have never had it cleaned.

Another challenge was the lack of adequate septage for the 50 KLD Septage Treatment Plant (SetP) in Puri commissioned in October 2017. While the plant has a capacity to take 16 trips per day of cesspool emptiers (Capacity: 3,000 litres/day), it received just 1-2 trips per day during the initial days of operation.

1Survey undertaken by FSSM TSU, Housing & Urban Development Department, Odisha, 2017
The Puri Municipality in collaboration with the FSSM TSU undertook an extensive communication campaign in the town with the following objectives:

- To increase awareness levels of households on the risks of poor FSSM and manual scavenging, to the extent that it motivates them to act
- To increase the demand for mechanised desludging and achieve a consequent rise in the number of trips per day of cesspool emptier vehicles to the plant
- To motivate households to desludge their septic tanks/ pits every 3 years using mechanized cesspool emptiers
- To draw lessons and create a communication campaign for replication in other towns of Odisha

‘Malasura Badha’ a Street Play on FSSM
The campaign followed a phased approach.

TARGET AUDIENCE

The communication campaign targeted households that:
- Have never emptied their septic tanks/pits
- Have not emptied their septic tanks/pits in the last 3 years
- Have good road access but use manual labourers to empty their septic tanks

COMMUNICATION APPROACH

The campaign followed a phased approach.

<table>
<thead>
<tr>
<th>Phase</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phase I (2 months)</td>
<td>IEC Campaign: These campaigns were carried out to inform and sensitise households and citizens of Puri on the risk of poor FSSM. While some activities were implemented in all the wards, others were implemented intensively in four identified priority wards.</td>
</tr>
<tr>
<td>Phase II</td>
<td>Creation of Ambassadors of Change: Training of Community based organisations (CBOs), citizen groups, college students, student volunteers from National Cadet Corps (NCC) and other identified groups engaged in community service on the risks of poor FSSM so that they are able to take the message out into the community.</td>
</tr>
</tbody>
</table>
A mix of communication channels were adopted which included mass media, mid media and Inter Personal Communication. Key messages were identified for each communication channel and a communication implementation plan was prepared with timelines. The communication channels included:

- **Hoardings** with key messages in strategic locations with heavy foot fall
- **Wall Paintings** in prominent and high visible locations and areas in 4 focus wards
- **Wall Stenciling** of contact numbers of Puri Municipality cesspool vehicle services in 4 focus wards
- **Mike announcements** with detailed messages on FSSM particularly on mechanized emptying along with attractive jingles and leaflet distribution in all 32 wards of the city
- **Street play** on FSSM called “Malasura Badha” (meaning the destruction of Faecal Demon – Malasura) organized in main locations with urban poor households
The campaign implemented intensively in the four wards of the town reached out to more than 7,000 households covering nearly 35,000 population. The key results of the campaign included:

High message recall from sample target population, increase in the number of requests for the ULB’s cesspool emptier vehicle services and in the number of trips

Increase in the disposal of faecal sludge and septage at the Septage Treatment Plant thus reducing indiscriminate disposal of faecal waste in Puri town
Wall Paintings on FSSM in the four focus wards
LEARNINGS

Communication campaigns are imperative to inform, motivate and change behaviours related to FSSM. Especially in a case where FSTP is available, IEC campaigns are a must for creating demand.

It is critical to earmark funds for communication campaigns.

Formative research to understand key barriers and motivators is essential before launching a communication campaign on sanitation.

A mix of communication channels is more effective in reaching out to different community groups and households.

It is important to focus on the most important messages rather than clubbing a variety of information. Dissemination of the same set of messages across all communication channels is useful.

Incorporating the call to action in all messaging is crucial.

The Puri Municipality now plans to undertake similar campaigns in the future to maintain the cesspool vehicle service requests and is also contemplating introduction of scheduled desludging.
Lonavla is a town and a hill station Municipal Council in Pune district in the Indian State of Maharashtra. It is about 64 kms from the city of Pune and 96 kms from the city of Mumbai. It is known for its production of the hard candy chikki.

**STATE AT A GLANCE**

State: **MAHARASHTRA**

Population as per Census 2011: **54,119**

Size: **38.84 SQ.KM**

Intervention Reach: **12 WARDS**

Schools covered by intervention: **26**
This case study covers Lonavla’s experience in ramping up segregation and citizen consciousness on Swachhata with the help of school students.

In preparation for Swachh Survekshan 2018, Lonavla Municipal Council (LMC) conducted a survey regarding percentage of segregation and noticed that it was very low and an intervention was the need of the hour to ramp up segregation in the city. The city officials brainstormed and came up with an innovative idea on initiating the “Dry Waste Collection School Passbook Scheme”.

The scheme was implemented in 26 schools of Lonavla and saw the participation of students from Class 5 to Class 9 in all these schools.

LMC consulted various stakeholders e.g. Principals, Headmasters, Environment Teachers in these schools, Councilors and NGO’s and convinced all of them about the importance and impact of the scheme.

Stakeholder onboarding and consultation had multiple benefits for the implementation of the scheme. Lonavla Municipal Council did not spend any money from their funds. They received co-operation from various NGOs and private sector. The President, Vice-President, Councilors, LMC Staff frequently visited schools to review and encourage students.
The “Dry Waste Collection School Passbook Scheme” scheme was launched on 2nd October 2015 with the following objectives:

To inculcate values of cleanliness and hygiene amongst children in a bid to build the next generation of waste conscious residents.

To create ambassadors of change who would then take the message out into their communities of reach.

To ramp up segregation and dry waste collection in the city with the help of children who are key influencers in every household.

To bring together stakeholders from different walks towards the cause of swachhata.

Students depositing dry waste and getting the Passbook filled.
MODE OF EXECUTION

The step by step process for the execution of the scheme is detailed below:

01 Each student is given a cloth bag for the collection of dry waste and a passbook by their school authorities.

02 The student is asked to collect dry waste in the bags provided from Monday to Sunday and submit the collected waste to their class teacher on Monday of the following week.

03 Each student is given marks by their teachers on the passbook depending on the type of dry waste collected. At the end of the month the teacher is supposed to summarize the points accumulated by each student and rank them accordingly.

04 Outstanding performers amongst students are felicitated with medals and certificates.

Authorities from LMC distributed the cloth bags and passbooks and trained school authorities on the implementation of the scheme, on the use of the passbook and also made arrangements for the garbage vehicle to collect the waste once a week. LMC also conducted a rally for the awareness of this scheme in all schools.

CSR Contributions were used for the printing of passbooks, distribution of cloth bags for the collection of waste, awards, trophies and certificates for students, drums for the collection of dry waste, Media coverage, event management, etc.
“The teachers in our school have started proactively taking sessions on environmental awareness. Our students have become so aware that they even keep small bits of paper or chocolate wrappers in their pockets if a dustbin is nowhere in the vicinity.”

Miss. Pragati Salvekar, School Principal, Adv. Bhonde High School, Lonavla
The scheme implemented intensively in 26 schools of the city had a cascading effect on 16,000 households covering 39,000 population. The key results include:

- Increase in segregation from 20% to 100%
- Reduced littering in public places
- Improvement in overall city cleanliness and hygiene
- Reduction in the amount of plastic used by citizens

The scheme had a massive impact on not only the participants but also the school authorities, teachers and the family’s of the participants. Parents were forced by their wards to handover segregated waste to the waste collectors. In fact students inspired their parents regarding basic practices of dry and wet waste segregation. The scheme has also improved citizen responsibility towards the environment.

**Fig: Ratio of awareness to segregation rate**
Students depositing dry waste and getting the Passbook filled
Identifying and leveraging the key influencers in any community can go a long way in meeting behavior change objectives resulting in multi-pronged benefits for the entire community.

Stakeholder consultation plays a very important role in the implementation of a scheme. In this case private entities through their Corporate Social Responsibility (CSR) initiatives funded the implementation of the scheme, which would otherwise have had to be borne by LMC.

The scheme is is currently being scaled up in other municipalities of Maharashtra like Vita. LMC has plans to create special squads in each ward to improvise segregation. Schools will be instructed to conduct “Best out of Dry Waste Collected” campaign to boost the students creative intellect. QR code will ensure and help LMC track amount of dry waste collected by each school which will help increase impact of the scheme.

“There was a dramatic increase in waste segregation rate from 20% to 100%. This improvement was remarkable. School is the best source to inculcate behavioral change”

Mrs. Surekha N. Jadhav, President, Lonavla Municipal Council
Plastic waste management through Citizen Engagement

Port Blair is the capital of Andaman and Nicobar Islands, a union territory of India situated in the Bay of Bengal. It is also the local administrative sub-division (tehsil) of the islands, the headquarters for the district of South Andaman, and is the territory’s only notified town.

**STATE AT A GLANCE**

- **State:** ANDAMAN & NICOBAR
- **Population as per Census 2011:** 1,50,000
- **Size:** 41.22 SQ. KM
- **Number of households:** 46,456
- **Waste generation/day:** 90-100 MTPD
- **Segregation Level:** 54.03%
The growing problem of plastic waste and its disposal, has been for long a major concern for Andaman and Nicobar, given the huge influx of tourists and resultant waste generated. The Central Pollution Control Board (CPCB) estimates that Port Blair, the capital of Andaman and Nicobar islands generates 76 tonnes per day, of which 9-10 per cent is estimated to be plastic waste.

Ever since Andaman & Nicobar had submitted its response action plan for Solid Waste Management to the CPCB, door-to-door collection of waste and its segregation has been regularized in the state. Port Blair Municipal Council (PBMC) has implemented a complete ban on plastic carry bags irrespective of its size, shape, nature, etc. in 2010. Even then the menace of plastic waste remains a matter of concern for the city of Port Blair.

To make better use of plastic waste, the Port Blair Municipal Council (PBMC) has initiated measures for the collection and segregation of plastic garbage in the city and has gazette notified the mandatory use of waste plastic (up to 60 microns) in the construction of roads.

This case study covers Port Blair’s experience in effective plastic waste management through citizen engagement.

“It has been seen that empty bottles are lying on road side and sea side at many places. This serious issue can be dealt with through public participation”

PBMC official
The Port Blair Municipal Council has announced a scheme for the entire year wherein any person can become a partner with the municipal body in its efforts to keeping the city clean and green.

### Prize Scheme

1. **Cash amount @ Rs. 2 per kg will be paid at the time of deposit**

2. The 20 persons who deposit maximum quantity will be given cash prizes which will be credited in their bank account within 10 days:
   - Rs. 10,000 each to first five persons
   - Rs. 5000 each to next five persons
   - Rs. 3000 each to next five persons
   - Rs. 2000 each to next five persons

3. Five persons who win highest total money during the year 2018 will be given preference in job on Muster Roll basis in the Sanitary Section of PBMC subject to following conditions:
   - Must be an islander Card holder and aged between 18 years to 50 years
   - Must be one of the winners in at least 06 months during the year 2018

Note: PBMC workers are not eligible to participate in the scheme.

Additionally, PBMC has also asked citizens to provide suggestions for efficient solid waste management which will be used by PBMC to arrive on some workable policy decisions.
KEY RESULTS

As on date total 96.223 MT of plastic waste has been recovered under the scheme and INR 11 Lakhs worth of prizes has been awarded to the citizens.

LEARNINGS

By identifying the need and converting it into an innovative scheme PBMC was able to garner citizen participation. Innovative Schemes help in directing citizen focus towards meeting a specific objective, in this case being plastic waste management.

Incentives encourage citizen participation.

A collaborative approach can help cities in achieving their target.
‘Haritha Karma Sena’ spreading awareness on Decentralised Waste Management

Kerala is a South Indian state on the southwestern Malabar Coast and a prominent tourist destination of India. It is divided into 14 districts with the capital being Thiruvananthapuram. Kerala has the lowest positive population growth rate in India, 3.44%; the highest Human Development Index (HDI), 0.712 in 2015; the highest literacy rate, 93.91% in the 2011 census; the highest life expectancy, 77 years.

**STATE AT A GLANCE**

- **State:** KERALA
- **Population as per Census 2011:** 33,387,677
- **Size:** 38,863 SQ. KM
- **Number of households:** 77,16,370
- **Intervention Reach:** 13,000WARDS
- **Households covered by intervention:** 38 LAKHS

Decentralised waste management by households and institutions in Kerala
This case study covers Kerala’s approach towards Decentralised Waste Management through community engagement.

Due to unavailability of land for setting up centralized processing facilities, Kerala has adopted a decentralized approach for the processing of waste at the household, institution and community level. As per state rules biodegradable waste is to be managed by the generator at source as far as possible and non-biodegradable waste to be collected by the municipality.

To promote decentralized processing of organic waste at source (i.e. at the household, institutional and community level) the Kerala government has designed and approved biomethanation and composting devices of various capacities. Technologies for installation of biogas and compost plants in households are subsidized and a trained team of technicians is appointed in each ward for the scientific maintenance of biogas plants and composters.

A new model of Community Aerobic Composting units has also been popularized by the government. The government has also established dry waste collection centres across the city for its citizens to deposit dry waste. For the convenience of citizens, many municipalities have also determined a calendar for the collection of dry waste.

When decentralised waste management has been a major challenge for municipalities across the country, how did Kerala manage to convince its citizens that waste management was their responsibility and that decentralized waste management was the way ahead?
Haritha Karma Sena (or) Green Task Force A support system for field level waste management...

The Kerala Government very early in their mission understood that in order to make decentralised waste management a reality, it was important to have trained manpower who can manage these systems at the ground level.

The Government of Kerala issued necessary directions to Local Self Government Institutions (LSGIs) to constitute the support system for field level waste management. The field level management came to be known as ‘Haritha Karma Sena’ or ‘Green Task Force’ and consisted of a trained team of a group of SHG women whose task was to provide technical services and solutions on waste management pertaining to collection, transportation, processing, disposal, and management of waste in collaboration with the respective LSGIs.

The women were recruited from Kudumbashree, a women empowerment and poverty eradication program, framed and enforced by the State Poverty Eradication Mission (SPEM) of the Government of Kerala and consisted of a community organization of women Self Help Groups (SHG’s) in the state.

“We consider the women who come to collect our waste as a family member. Not only do they collect our waste, they also teach us how to treat waste at our homes. They have also provided us with the technology for composting. In case there is an issue or if I need supplies such as inoculum all I need to do is call them. It is so easy that even my six year old son knows how to compost now”

Ramani, Citizen, Ward 12, Alappuzha Municipal Corporation
The main duties of Haritha Karma Sena are providing services mentioned in the overall waste management scheme, as directed by the LSGI including:

**PUBLICITY & AWARENESS GENERATION -** Conducting mass awareness campaigns on the benefits of decentralized waste processing and reduction of single use plastics.

**ASSISTING CITIZENS IN WET & DRY WASTE MANAGEMENT -**
- Guidance to houses and institutions on management of wet waste at source
- Making raw materials for source level composting (inoculum) available to houses/institutions
- Management of biogas & composting devices
- Collection of non-biodegradables on a calendar basis

**GRIEVANCE REDRESSAL -** Attending to issues reported by households and institutions regarding source level waste treatment in 24 hours. Mobilizing the support of Harithasahayasthapanam (Technical Support Agency) if required.

Each Haritha Karma Sena (HKS) member gets a 3 day training on overall waste management scheme.

A team of two Green Technicians from the HKS taskforce visits 250 households in a ward.

HKS sustains itself on an enterprise model by collecting user fees (fixed by LSGI) for services and carrying out sales of recyclables, inoculum, sales and services of composting devices etc.

In a ward, sufficient task force members will be positioned with one Green Supervisor (a graduate able to operate computers and generate reports) for managing 5-6 teams covering 15 wards.

Harithasahayasthapanams (Technical Support Agency), accredited agencies are deployed, on a cluster basis, to provide technical assistance to Harithakarmasena. NGOs, companies, community organizations having prior experience and technical know-how in waste management are eligible to be selected as Harithasahayasthapanam.
Dry waste collection from a household at Chittur Thathamangalam municipality, Palakkad

Haritha Karma Sena team operating the mobile waste converter for Trissur Municipality

Haritha Karma Sena managing Resources Recovery Facility in Perinthalmanna municipality, Malappuram

Haritha Karma Sena at a decentralised aerobic composting unit in Ponni, Pathanamthitta

Decentralised aerobic composting unit managed by Haritha Karma Sena team at Mavelikkara Municipality
Currently, 27,000 trained Haritha Karma Sena members are deployed in 13,000 wards in 14 districts of Kerala and have reached out to more than ~ 38 lakhs covering nearly 1.5 crore population. The key results of the initiative include:

Reduction in the amount of waste reaching the landfills by 4800 TPD

Cost savings for municipalities in the transportation of waste from household/institution to processing unit/landfill (2 lakhs per day)

Cleaner cities and more conscious citizens

Employment generation opportunities through the creation of green entrepreneurs (Haritha Karma Sena activities are sustained using user fee collected from the houses/ institutions. One member earns Rs 6000 per month)

Reduction in the amount of single use plastics by 30%

“With the help of the awareness activities conducted by Haritha Karma Sena we were able to persuade households and institutions to take up decentralized waste management. As a result we have been able to set up 80,000 pipe compost, 3,000 bio gas plants at the household level and more than 18 biogas plants in markets and schools”

Mayor, Thiruvananthapuram Corporation
Haritha Karma Sena, the super women of Kudumbashree are now in action for garbage-free green Kerala. It is always challenging to undertake a decentralized waste management project, but through a collaborative project with Haritha Kerala Mission and Suchitwa Mission, Kudumbashree undertook this challenge to support green Kerala mission with the help of our wide network. Currently we have 27,000+ trained Haritha Karma Sena members ready to work with local self government institutions in an enterprise model to address garbage problems of the state. We are now focusing on eco-friendly enterprise models with Haritha Karma Sena to establish reduce, reuse and recycle concepts.

Dr. R. Ajaya Kumar Varma, Executive Director, Suchitwa Mission
Familiarity is key- Households were more receptive to listen to the Harita Karma Sena because of the familiarity created through constant interactions. Many households even consider these women to be as one with their family.

Segregation is inevitable once citizens start processing waste at source. The decentralized system of waste management propagated by the Kerala government encourages segregation of waste at source while ensuring that the citizens take the responsibility for processing of waste.

The objective of a clean city can be realized only if citizens are made aware of the implications of the mounting waste in landfills and consider segregation and treatment of that waste at source their own responsibility.

People learn by doing and when a support mechanism is created people are motivated to do. Harithakarmasena gives technical advice and helps households in operating decentralized waste processing systems.

The Kerala Government now plans to ensure implementation of Haritha Karma Sena activities in all the Local Self Government Institutions.
PUNJAB
Creating champions on the ground for Sustaining ODF

Punjab is an Indian State situated in the North-West part of India. It is the 12th largest state by area and 16th largest state by population. It has Jammu and Kashmir to the North, Himachal Pradesh to the East, Haryana to the South and South-East, Rajasthan to the South-West and shares International Border with Pakistan to the West. It is comprised of 22 districts and Punjabi is the most spoken language in the state.

STATE AT A GLANCE

State: PUNJAB
Population as per Census 2011: 27,704,236
Urban Population: 98.81 LAKH
Size: 50,362 SQ. KM
No. of ULBs: 167
No. of Wards: 3123
No. of Households: 19.90 LAKH APPROX

School Children being addressed on Open Defecation at a school in Amritsar
BACKGROUND

This case study covers Punjab’s experience in sustaining its Open Defecation Free Status with not even one of its ULBs reporting failure during the recertification process that happens every 6 months.

Punjab on 2nd October 2018 was declared ODF. A total of 94,909 individual household toilets and 7,221 public and community toilets were constructed to declare 167 Urban Local Bodies (ULBs) ODF. With this, the state has become the fourth ODF state in India. However what makes Punjab different from other states is not the ODF achievement but how all the ULBs have managed to get ODF recertified every 6 months without failing even once.

So how does Punjab achieve this feat?
Punjab undertook an extensive communication campaign in the state with the following objectives:

- To increase awareness levels of citizens on the ills of open defecation to the extent that it motivates them to act.
- To ensure ODF status is maintained in the long term in all ULBs of Punjab.
- To encourage community participation to sustain ODF status on a long term.
Shock therapy for the community by Community Motivators
Standing before a gathering, Kaur poured water from a bottle into a glass, drank it, and then asked others to drink. Later, she took a piece of hair from a brush and touched it against a piece of faeces. Then she dipped the hair into a glass and asked if anyone would drink the water. She said that when everyone in the audience refused, “We would ask questions like, ‘The color of the water looks the same. Why won’t you drink it?’” ... Then we would use the opportunity to inform them about flies and how they carry bacteria from the faeces to the food we eat and the water we drink” The realization would dawn on the audience rather quickly, provoking many strong reactions.

Community motivators like Kaur visit target villages every morning to address gatherings of upto 250 people at a time.

MODE OF EXECUTION

A mix of communication channels were adopted for triggering communities for not only constructing toilets but also for sustained behaviour change which included:

Engagement of 115 Community Facilitators (CFs) & 400 Community Motivators (CMs) on performance based remuneration at ULB level for face to face connect and door to door canvassing to deliver sanitation messages

Formation of Nigrani Samitis for early morning and dusk vigilance to encourage community participation to sustain ODF status on a long term

Engagement of Celebrities, elected representatives, religious leaders to create awareness in the community

Multiple stakeholder outreach- every school, college, university, religious institution, RWA was approached to enhance outreach of key sanitation messages

Radio jingles on popular radio stations to spread the message of sanitation among youth

PUNJAB | 69
Some of the approaches adopted by the state include:

**IEC AND INTERPERSONAL COMMUNICATION AT THE ULB LEVEL BY ENGAGING CFs AND CMs**

- 115 CFs and 350 CMs engaged directly by State Mission Director-SBM-U
- The CFs are qualified trainers of State Institute of Rural Development having PG in various disciplines. The CMs are minimum 12th pass with experience in social work initiatives with NGOs/ societies.
- CFs provided training and specific tasks to perform under SBM
- The remuneration of CFs and CMs are covered under the IEC component of the SBM budget as per set service level benchmarks
- CFs are allotted to individual ULBs or cluster of ULBs based on size of ULB
- Role of CFs is to assist ULB sanitation staff in conducting awareness programmes on sanitation and other SBM objectives through door to door counselling, workshops etc., and update progress to ULB head and State Mission Director Office on a periodic basis
- Community Motivators work in consultation with CFs and assist in day to day field work.
- Monitoring of work happens through Whatsapp groups and daily activity logs.

**IEC ACTIVITIES CARRIED OUT DIRECTLY BY THE ULBs**

- The state has provided financial assistance to each ULB based on population
- A list of IEC activities to be conducted by ULBs has also been circulated by the state
- Close monitoring of IEC activities is being carried out by the state.
- Platforms have been established for peer learning and sharing of best practices between ULBs
The key results of the campaign are highlighted below:

Punjab was able to achieve 100% ODF in less than a year due to collective efforts of ULBs in raising awareness among residents through IEC activities.

- 50 Lakhs people (50% urban population) made aware on sanitation issues in the last 2 years.
- 42 ULBs of Punjab have been able to achieve a place in the top 100 ranks of the Swachh Survekshan 2018 (North-zone category) as a result of effective IEC campaign outreach.

"Thanks to the community facilitators we are now aware of the ills of Open Defecation. As citizens we have a responsibility to ensure that our actions do not negatively impact the well being of people."

Narender Shahtri, President MC Rajpura
Street Play on eliminating Open Defecation
LEARNINGS

Communication campaigns are imperative to inform, motivate and change behaviours related to OD

Strategic campaigns are the cornerstone for sustained behaviour change

A mix of communication channel is more effective in reaching out to different community groups and households

Interpersonal communication is the most effective tool for behaviour change. Emergence of champions at field level has helped reposition Punjab on the sanitation map.

-Punjab plans to further strengthen its IEC and Behaviour change strategy to help its ULBs attain SBM ODF+ and SBM ODF++ certifications
Swachhata Mascot ‘Chhota Bheem-Captain Clean’ driving behavior change for a Zero Landfill State

Formed in 2000 by partitioning Madhya Pradesh, Chhattisgarh is the tenth largest state in India. Literally meaning ‘thirty six forts’, the state is a source of electricity and steel for the country, accounting for 15% of the total steel produced. With 12% share of India’s forests, the state is famed for its rich biodiversity and is home to 3 national parks and several wildlife sanctuaries.

STATE AT A GLANCE

State: CHHATTISGARH
Population as per Census 2011: 2.55 CRORE
Size: 1,35,198.5 SQ.KM
Number of households: 12,50,000
Intervention Reach: 3232 WARDS
Households covered by intervention: 11.3 LAKH (Population: 56 L)
This case study covers Chhattisgarh’s journey towards becoming a Zero-Landfill State through a massive behavior change campaign led by the state’s Swachhata Mascot ‘Chhota Bheem-Captain Clean’

Chhattisgarh generates six lakh metric tonnes of waste in a year, out of which the state processes 84% of the waste effectively. The state is one of the leaders in India today when it comes to waste management through scientific ways. It has become a role model for the country for its successful Solid Liquid Resource Management (SLRM). Since the initiation of the Mission Clean City in 2016, the state has been segregating its waste into more than 158 categories and is using wet waste for the purpose of composting, while dry waste is being sent for recycling. The landscape of the state has changed drastically in the last three years after the implementation of the project due to combined efforts from the government and the residents. Chhattisgarh is rapidly moving towards becoming India’s only landfill free state with all of its cities currently being landfill free with the exception of Raipur & Bilaspur.

Chhattisgarh has achieved these laurels not just through infrastructural and institutional changes but with the help of a major behavior change campaign that has transformed the attitude of its citizens. Children have been made the forefront of the campaign. Chhota Bheem, a popular figure among the children in Chhattisgarh has been made the brand ambassador for the campaign. The state has been carrying out a number of educative rallies leveraging the mascot Chhota Bheem with an aim to educate the youth of the state. From waste management lessons to reusing plastic waste, Chhota Bheem as the mascot for change has been leading the way.
The Chhattisgarh Government undertook a massive communication campaign in the state using Chhota Bheem as the mascot. The key objectives of the campaign were:

- To inculcate values of cleanliness and hygiene amongst children in a bid to build the next generation of waste conscious citizens.
- To create ambassadors of change who would then take the message out into their communities of reach.
- To improve solid waste management indicators on segregation, processing, etc. with the help of children who are key influencers in every household.
- To improve the social status of Safai workers by designating them as “Captain Clean”.
- To eliminate the existing taboo associated with cleaning and handling waste by inducing a sense of pride in being called Captain Clean.
Research was done in the context of motivation to segregate within different age groups across the state.

Framework for implementation of Chhota Bheem Captain Clean Campaign was developed.

Feedback was taken from citizens with reference to previous SBM IEC activities to assess message recollect, what worked, what did not, etc.

Strategic Activities were planned based on the feedback.

Hoardings, leaflets, posters, videos, songs, radio jingles, stickers, newsletters, newspaper articles, etc. were developed.

Campaign was implemented by the State Urban Development Authority (SUDA) and SBM Brand Ambassadors.
The key message i.e. “BE CAPTAIN CLEAN Like Chhota Bheem-Captain Clean” was included in each communication IEC tool developed. A mix of IEC tools were developed which included:

<table>
<thead>
<tr>
<th>Tool Type</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hoardings</td>
<td>20,000+</td>
</tr>
<tr>
<td>Handbills</td>
<td>19,000,000+</td>
</tr>
<tr>
<td>Comic Books</td>
<td>1,000,000+</td>
</tr>
<tr>
<td>Fame or Shame Wall Stickers</td>
<td>17,000,000+</td>
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<tr>
<td>Pole Banner Advertisements</td>
<td>10,000+</td>
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<tr>
<td>Swachhta Newsletters</td>
<td>18,000,000+</td>
</tr>
<tr>
<td>Gate Signages</td>
<td>50,000+</td>
</tr>
<tr>
<td>Swachhta Calendar</td>
<td>1,000,000+</td>
</tr>
<tr>
<td>School Book Labels</td>
<td>8,000,000+</td>
</tr>
<tr>
<td>Posters</td>
<td>3,500,000+</td>
</tr>
<tr>
<td>Swachhta Certificates</td>
<td>50,000+</td>
</tr>
</tbody>
</table>
Communication channels were defined and platforms were identified to maximize the reach of the key messages. The communication channels and platforms used included:

**COMMUNICATION CHANNELS**

- **3,000+** Street Plays
- **3,500+** Swachhta Competitions
- **5000+** Citizen Led Swachh Manch Events
- **1500+** Rallies
- **Waste to Wealth Fairs in 168 ULBs**
- **168** Garbage Free Clubs
- **168** SBM Short Film Festivals
- **5000+** Workshops

**PLATFORMS THAT HELPED MAXIMIZE REACH**

- LED Screens in Railway Stations & Airports
- Ads in Cinema Theatres
- SMS Blast
- Projector Screening in Slum’s & RWA’s
- LED Vehicle Screening
- Ads on Regional Television
- Auto Rickshaw Panel Advertising
- Social Media

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MASSIVE & EFFECTIVE LAUNCH

The IEC Campaign was launched by Hon’ble Vice President Shri Venkaiah Naidu. The key features of the launch were:

• Footfall : 60,000+
• Live Coverage through 10+ regional news channels
• Large scale print media coverage

LAUNCH OF “HUM HAIN CAPTAIN CLEAN” SONG

Innovative IEC song launched which is currently being played in all ULB vehicles, regional televisions, FM’s, street radio & social media
The campaign implemented intensively in 3232 wards of the state reached out to more than 56,50,000 people. The key results of the campaign included:

- 440 Acres of land reclaimed
- 5,22,000 tonnes of waste cleared
- 166 Zero Landfill ULBs (only 1 ULB was zero landfill before the campaign)

An impact of the Chhota Bheem-Captain clean campaign is as shown in the graph below:

"I always wanted to contribute to making my city clean but I didn’t know where to start. My favourite cartoon character Chhota Bheem came as Captain Clean inspiring me to develop good habits like segregation of waste and reducing the use of plastic. Today I can proudly say to my friends "I am Captain Clean"

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MEDIA HIGHLIGHTS

स्वच्छता का संदेश देने बच्चों के बीच पहुंचा छोटा भीम
छोटा भीम ने नगर समारोह कर दिया स्वच्छता का संदेश

स्कूल, कॉलेज में दिया स्वच्छता का संदेश
छोटा भीम ने दिया बच्चों को स्वच्छता का संदेश

भारत पंचायत बोर्ड के स्वच्छता हैंसी का आदेश

स्वच्छता संदेश लेकर बागवाहरा पहुंचा छोटा भीम

नुकड़ा नाटक के माध्यम से स्वच्छता का दिया संदेश

चँदनी की दी गई खास सूचना पर भी आरोपित किया गया है।
Mascots are a great way to engage with the audience and have the potential to be marketed using various IEC tools such as posters, banners, etc. and various platforms be it community events, street plays, rallies, etc. It is a great way to bring people together and create lasting memories while ensuring message recollect.

Employing the use of a mascot can help bring life to a campaign and increase connect with the target audience. It is important to choose a mascot that is sure to capture the target audiences interest.

The key messages that are to disseminated with the help of the mascot need to be pre decided. Dissemination of the same set of messages across all communication channels is crucial to ensure message recollect.

State led campaigns should have a well thought of communication plan to ensure consistent roll out across all ULBs. The communication plan should incorporate feedback at various levels to ensure effectiveness of the campaign.

The success of this youth engaging Chhota Bheem-Captain Clean Campaign has led to the preparation of version 2.0 of the campaign. The upliftment of social status of sanitation workers will be the key objective of this campaign along with education on Swachh habits. The state plans to bring in additional mascots to enhance campaign reach.