



# TRANSFORMING URBAN LANDSCAPES OF INDIA

*Success Stories in Information, Education & Communication (IEC) & Behavior Change*

**SWACHH BHARAT MISSION (URBAN)**





Ministry of Housing and Urban Affairs  
Government of India



# TRANSFORMING URBAN LANDSCAPES OF INDIA

*Success Stories in Information, Education & Communication (IEC) & Behavior Change*

**SWACHH BHARAT MISSION (URBAN)**



# MESSAGE

हरदीप एस पुरी  
HARDEEP S PURI



आवासन और शहरी कार्य  
राज्य मंत्री (स्वतंत्र प्रभार)  
भारत सरकार  
MINISTER OF STATE (I/C)  
HOUSING AND URBAN AFFAIRS  
GOVERNMENT OF INDIA



## Message

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 unfettered creativity that has ushered a new era of cleanliness in the country.

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

New Delhi  
21 February 2019

  
(Hardeep S Puri)

## HARDEEP S PURI

Minister of State  
(Independent Charge) -  
Housing & Urban Affairs



दुर्गा शंकर मिश्र

सचिव

Durga Shanker Mishra

Secretary



भारत सरकार  
आवासन और शहरी कार्य मंत्रालय  
निर्माण भवन, नई दिल्ली-110011  
Government of India  
Ministry of Housing and Urban Affairs  
Nirman Bhawan, New Delhi-110011



#### MESSAGE

Since the clarion call of Hon'ble Prime Minister from ramparts of the Red Fort on 15<sup>th</sup> August, 2014, Swachh Bharat Mission (Urban) has truly turned into a 'Jan Andolan', a people's movement with crores 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 changed the face of smaller towns like Port Blair or Lonavala, 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 Swachhagravis spread across the country, are taking the Swachh Bharat Mission from strength to strength.

(DURGA SHANKER MISHRA)

New Delhi  
February 20, 2019

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# FOREWORD

## DURGA SHANKER MISHRA

Secretary, Ministry of  
Housing & Urban Affairs



वी. के. जिन्दल  
संयुक्त साधिक एवं विशेष निदेशक  
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भारत सरकार  
आवासन और शहरी कार्य मंत्रालय  
निर्माण भवन  
GOVERNMENT OF INDIA  
MINISTRY OF HOUSING AND URBAN AFFAIRS  
NIRMAN BHAWAN  
नई दिल्ली-110011, लालगढ़  
New Delhi-110011, dated the 20

## PREFACE

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 2<sup>nd</sup> 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 4<sup>th</sup> 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.

(V.K. Jindal)

New Delhi  
February 28, 2019

# PREFACE

## VINOD KUMAR JINDAL

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



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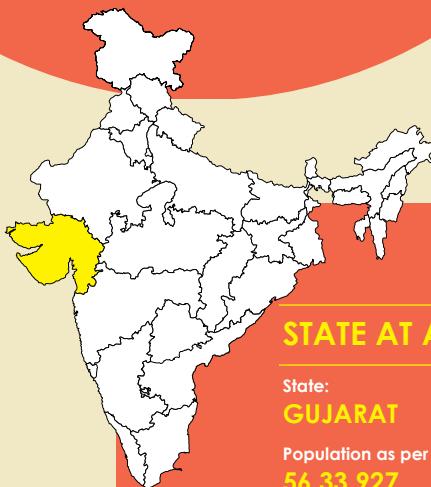
Swachhata Mascot 'Chhota Bheem-Captain Clean' driving behavior change for a Zero Landfill State

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# AHMEDABAD

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.

## DETAILS OF THE INTERVENTION

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”



Citizen engagement event on source segregation



## MODE OF EXECUTION

**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, 2<sup>nd</sup> 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



"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**

## KEY RESULTS

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)

# MEDIA HIGHLIGHTS

 Vijay Nehra  
@vnehra

Following

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 r now giving dry and wet waste separately.

#SwachhAmdavad  
#SwachhBharat

Details of Dry waste received at MRF (Date : 03.12.18)						
No	MRF name	Type	Dry waste in Kg	Wet waste in Kg	Total waste in Kg	Dry waste sent to Super MRF
1	Vastral	75	50000	914000	954000	0
2	Bhakti	50	25000	75000	100000	0
3	Manjip	100	27500	134250	161750	0
4	Vasna	100	25000	120000	145000	0
5	Naroda	100	23000	120000	143000	0
6	Varsa	50	20000	100000	120000	0
7	Khadia	200	11000	72000	83000	0
8	Sola	125	40000	102400	142400	0
<b>Total</b>		<b>1444</b>	<b>120000</b>	<b>912000</b>	<b>1032000</b>	<b>0</b>

12:39 PM - 4 Dec 2018

55 Retweets 331 Likes



Presented by  
**THE TIMES OF INDIA**

## LEARNINGS



Newspaper paper advertisement on source segregation in the "Gujarat Samachar" on 2nd December 2018

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.

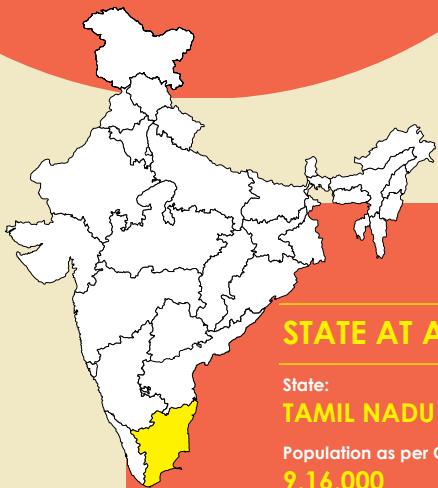
Segregation is easy and only calls for a small effort on every municipality's part to ensure a cleaner, healthier and more empowered India.

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

# TIRUCHIRAPPALLI

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

## BACKGROUND

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



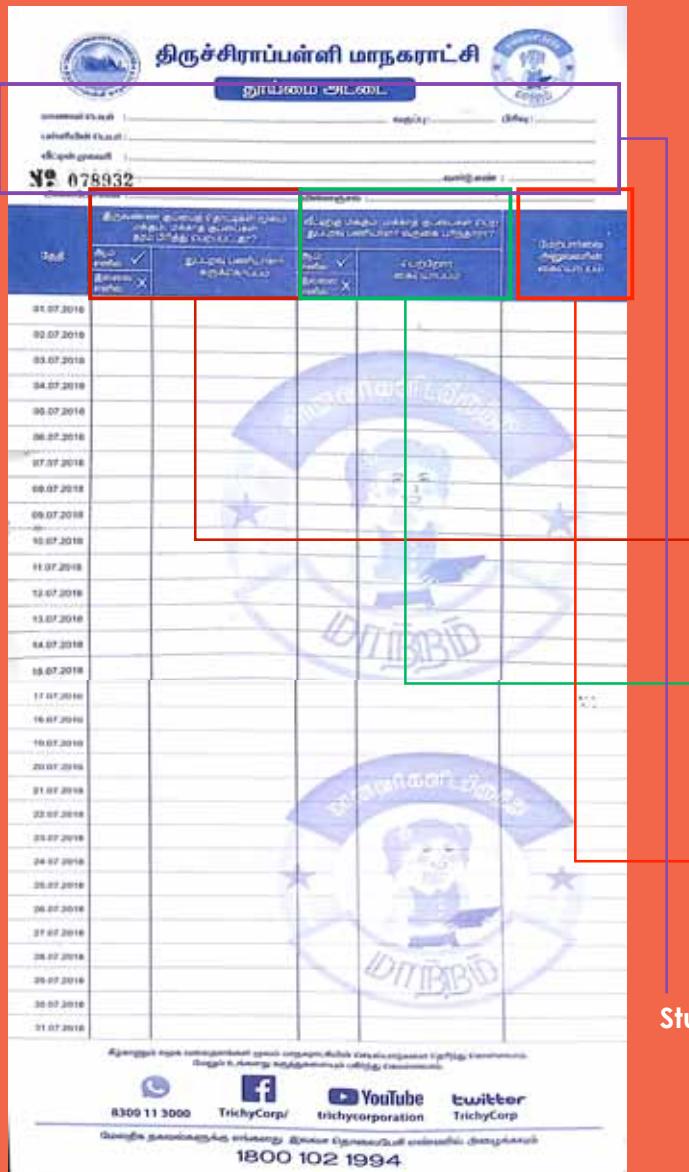
To bring together stakeholders from different walks towards the cause of swachhata

## CAMPAIGN OBJECTIVES



A waste collector signing a green report card of a child

# MODE OF EXECUTION



## **Template for the Green Report Card**

**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

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**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

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**03** Officers from the corporation would crosscheck these acknowledgements

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**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)



1 MILLION  
VIEWS  
THANK YOU ALL



**POSTER DISPLAYING “MUTHALIDDAM NOKKI”, A THOUGHT PROVOKING SHORT FILM MADE BY TRICHY MUNICIPAL CORPORATION TO PROMOTE AWARENESS AMONG PUBLIC ON SOLID WASTE MANAGEMENT.**

**3 Crore Views on Youtube | Nominated for 15+ International Awards**

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 dumpyard. The movie shows children going to a school located at a dumpyard 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 dumpyard 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 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

## KEY RESULTS

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).

## MEDIA HIGHLIGHTS

### Green cards to drive 'Students@Clean Trichy'

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

[Email](#) [Print](#) [A-](#) [A+](#)



Officials inspecting the green report card of children at Aryamangalam in Trichy

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.

#### Corporation launches 'Students@clean Trichy' for better solid waste management



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

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

[Email](#) [Print](#) [A-](#) [A+](#)

TRICHY: Touted to have received the maximum public support, the month-long

### Winners of 'Students @ clean Trichy' contest get bicycles

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

[Email](#) [Print](#) [A-](#) [A+](#)

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



1st, 2nd and 3rd prize winners of MMS Beemanagar School, Trichy

## LEARNINGS

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

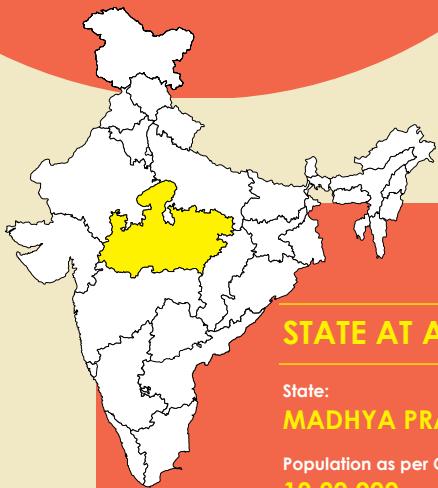
Social Media can be a key enabler in popularizing a new concept e.g. in the case of Trichy, students started uploading and sharing their experiences on source segregation through videos on Social Media spreading awareness on the concept amongst citizens

***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.



### STATE AT A GLANCE

**State:**  
**MADHYA PRADESH**

**Population as per Census 2011:**  
**19,90,000**

**Size:**  
**275 SQ. KM**

**Number of households:**  
**6,20,000**

**Intervention Reach:**  
**85 WARDS**



"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**

"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**



*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*

## 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?**

## CAMPAIGN OBJECTIVES

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.



# MODE OF EXECUTION



SHG Women part of the Safai Mitr Karyashala who are responsible for the operation and maintenance of toilets in Indore

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

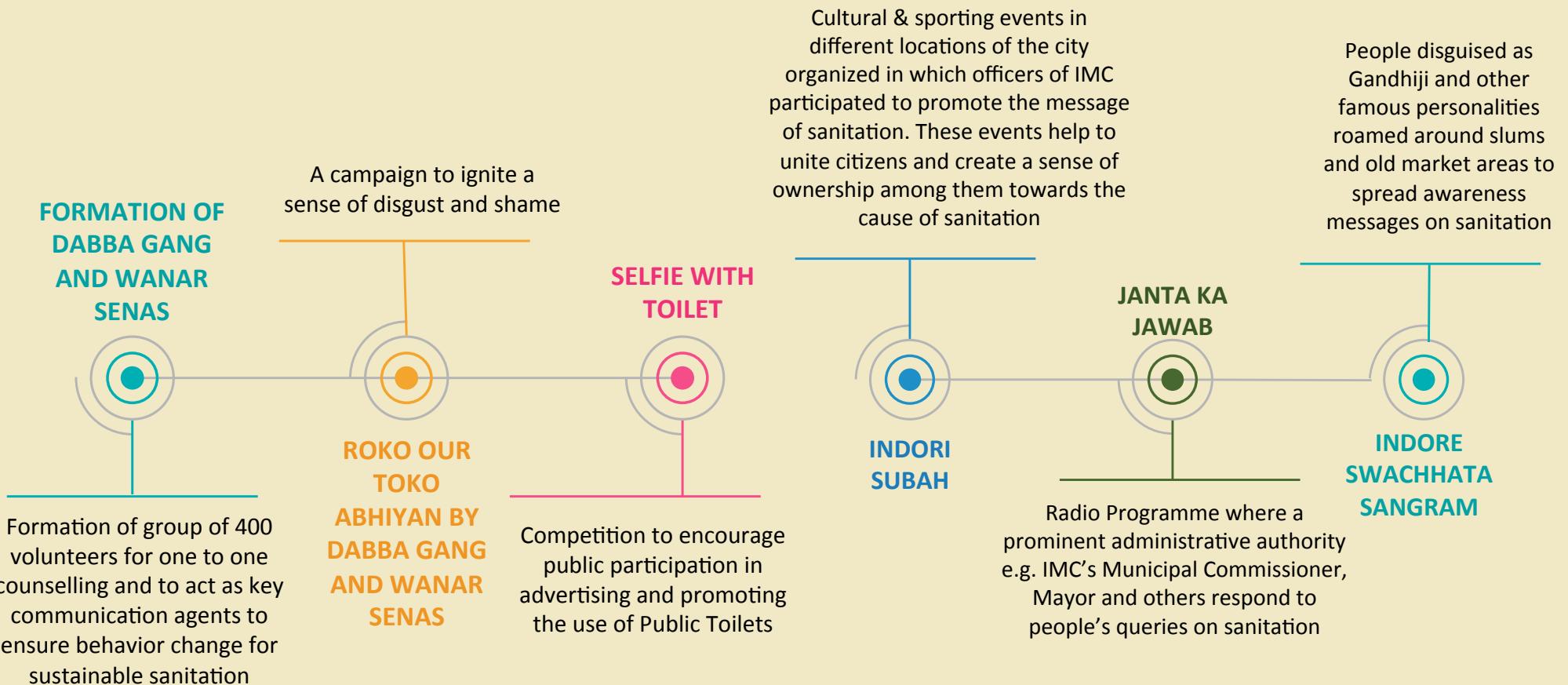


Indore Subah



Indore Swachhata Sangram

## INITIATIVES TOWARDS ODF++



## **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 news papers, 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

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



*Mayor of Indore conducting a monitoring visit*

# LEARNINGS



"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

**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

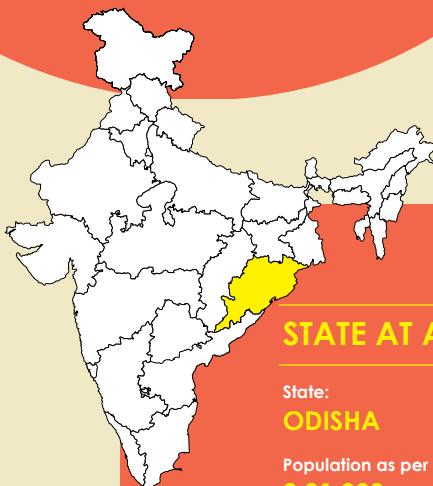
**Orienting citizens on any new technology or facility introduced by the municipality is key to ensure usage**

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

# PURI

**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 Study<sup>1</sup> 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.



<sup>1</sup>Survey 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

## CAMPAIGN OBJECTIVES



'Malasura Badha' a Street Play on FSSM

# MODE OF EXECUTION



## 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.

<b>Phase I (2 months)</b>	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.
<b>Phase II</b>	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.

# COMMUNICATION CHANNELS

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



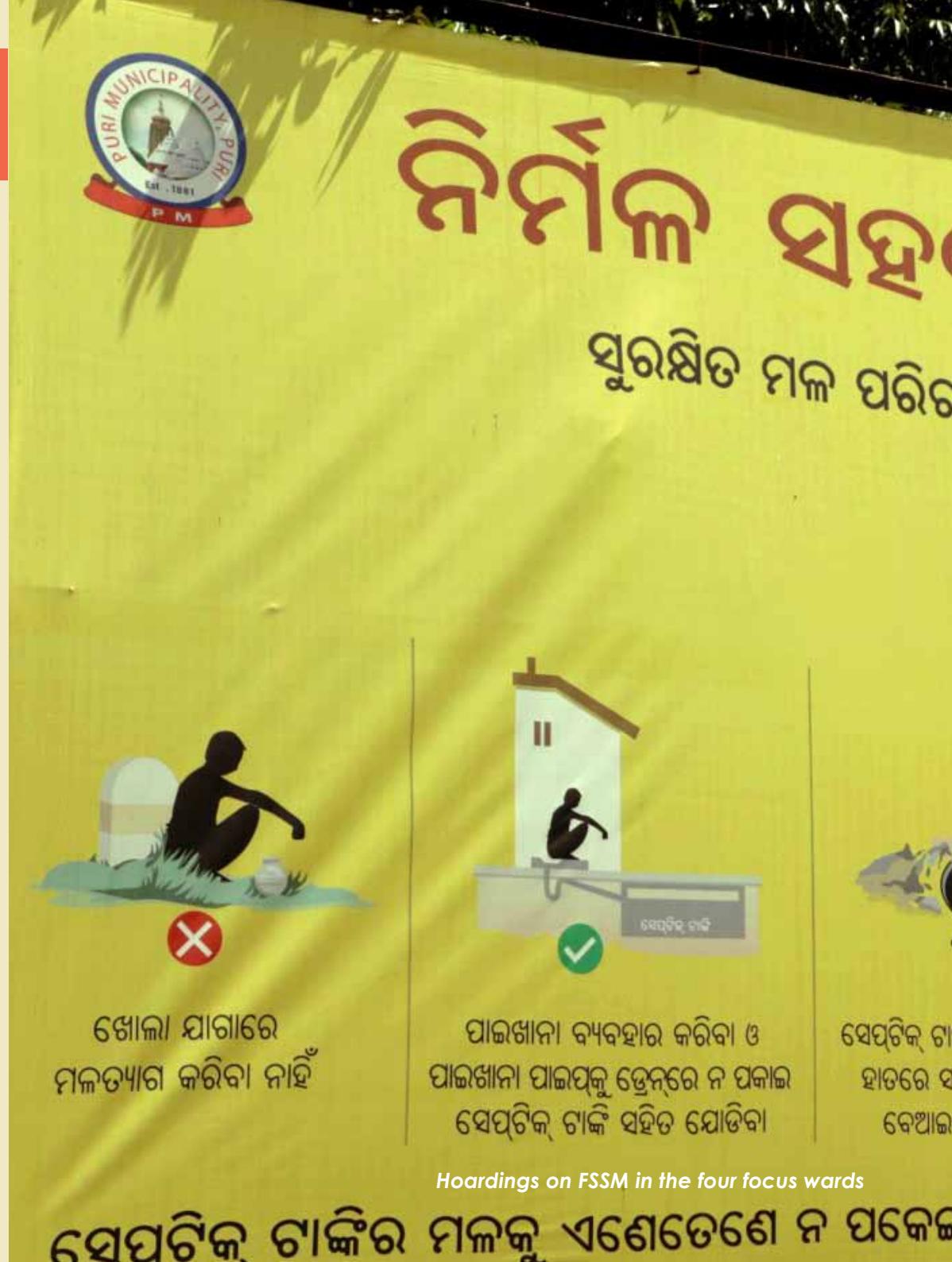
**Wall Stenciling** of contact numbers of Puri Municipality cesspool vehicle services in 4 focus wards



**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



## KEY RESULTS

# ର, ସୁସ୍ଥ ପରିବେଶ

ଲନା କରି ଆମ ସହରକୁ ସଫା ରଖିବା



ତିନି ବର୍ଷରେ ଅରେ ମୂଳିଷିପାଲିଟିକ  
ସେସ୍ପୁଲ ଗାଡ଼ି ଦ୍ୱାରା ସେସ୍ପୁଲ  
ଗାଡ଼ିରେ ସଫା ରଖିବା



କିନ୍ତୁ କେବେ ବି ଲୋକଙ୍କ  
ପା କରିବା ନାହିଁ, ଏହା  
ନ ଏବଂ ଅସ୍ଵାସ୍ୟକର

କ୍ରିଟିମେଣ୍ଟ ପ୍ଲାନ୍ଟରେ ପକେଇବା ଦରକାର

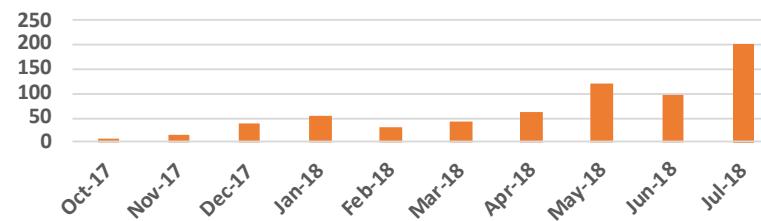
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The campaign implemented intensively in the four wards of the town reached out to more than 7,000 households covering nearly 35,000 population. The key results of the campaign included:

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

Total Number of trips of mechanized cesspool emptiers in a month





## **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

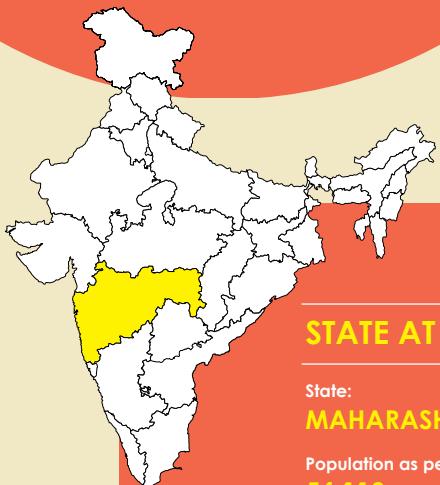
Incorporating the call to action in all messaging is crucial

*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

## Dry Waste Collection Passbook Scheme in Schools

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**



Student led rally on waste management



## BACKGROUND

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.

## SCHEME OBJECTIVES

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 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**



**Pledge being taken by school students for segregation of waste**



LMC authorities taking the environment pledge during the award ceremony in a school



Students being awarded certificates by LMC authorities for their performance in the scheme

## KEY RESULTS

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%

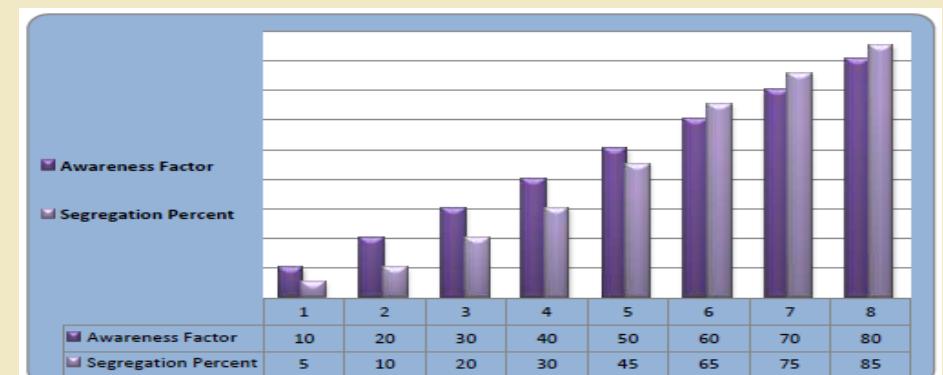
Reduced littering in public places

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

"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



*Botanical Garden created by students of Auxilium Convent School as a result of the dry waste collection passbook scheme*

## LEARNINGS

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

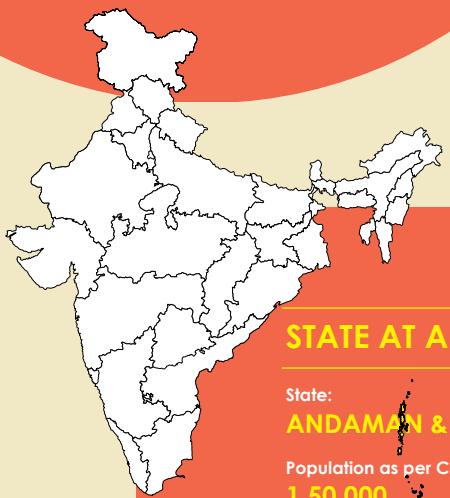
Stakeholder consultation plays a very important role in the implementation of a scheme. In this case private entities through their Corporate Social Responsibility (CSR) initiatives funded the implementation of the scheme, which would otherwise have had to be borne by LMC.

*The scheme is 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.*

# PORT BLAIR

## 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%**



**Workers at the Plastic Waste Collection Centre at Port Blair**

## BACKGROUND



"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 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 road.

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

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

## ABOUT THE INTERVENTION

Citizen Collects segregated Plastic-Waste Bag, bottles, etc. Deposits it between 09:00 to 12:00 Noon on every first Monday of the month at the following six locations




**Compost Yard  
Gandhi Park**


**Community Hall  
Dairy Farm**


**Sanitary Site  
Dollygunj**


**Community Hall  
Paththar Gudda  
(Old Panchayat Ghar)**


**Near Vegetable  
Market  
Bathubasti**

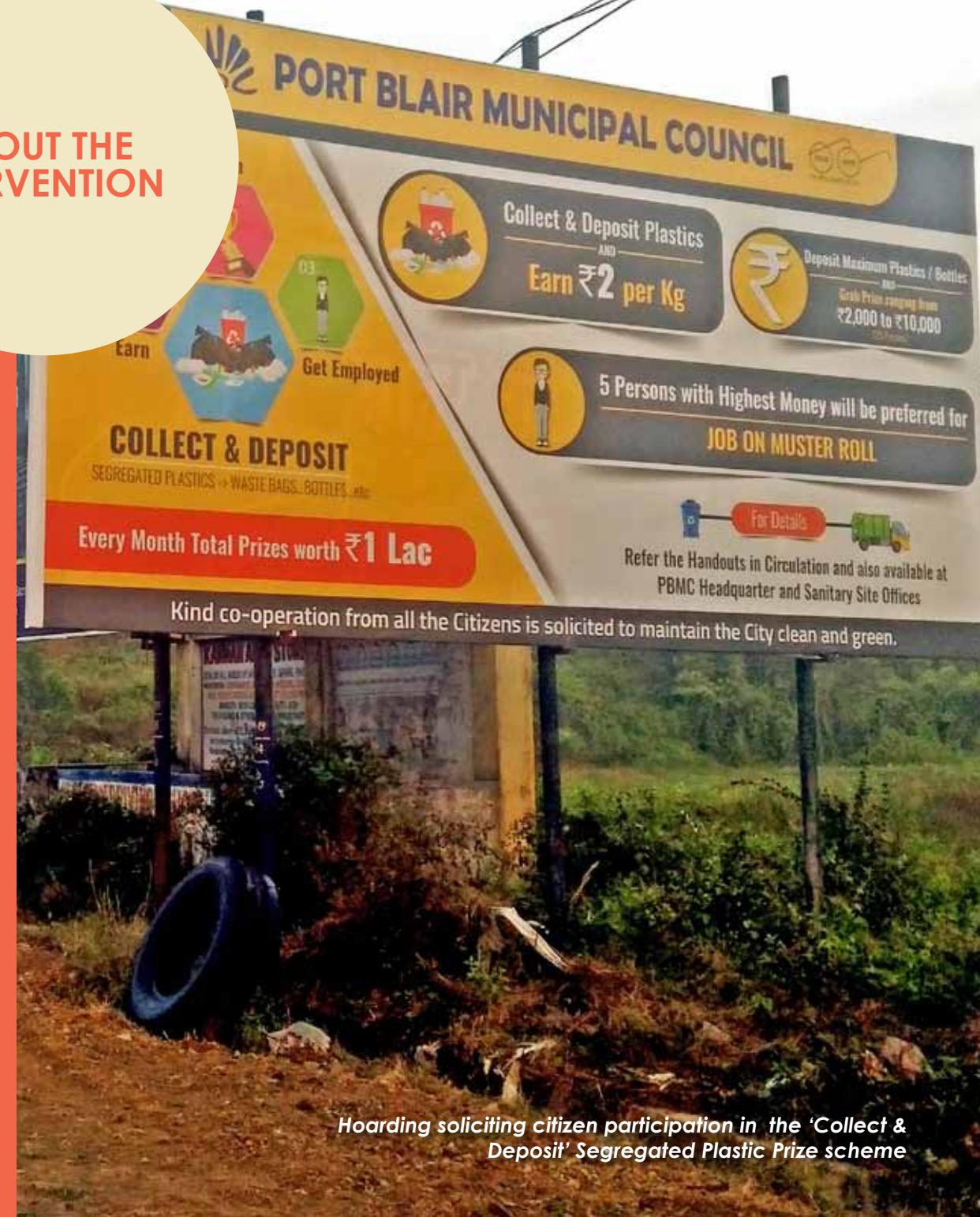

**Dry Resource  
Park  
Brookshapark**

**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 and
  - 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.



Hoarding soliciting citizen participation in the 'Collect & Deposit' Segregated Plastic Prize scheme



Plastic Waste Collection Centre at Port Blair

## 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

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Incentives encourage citizen participation

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A collaborative approach can help cities in achieving their target

# KERALA

'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:

**13,000 WARDS**

Households covered by intervention:

**38 LAKHS**



Decentralised waste management by households and institutions in Kerala



Decentralised aerobic composting unit in Alappuzha Municipality

## BACKGROUND

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?**

## FLOWCHART TO SHOW THE FUNCTIONS OF THE HARITHA KARMA SENA

# TACKLING THE NEED

### 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.

## MODE OF EXECUTION

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

## KEY RESULTS



"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**

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%



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**



## LEARNINGS

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.

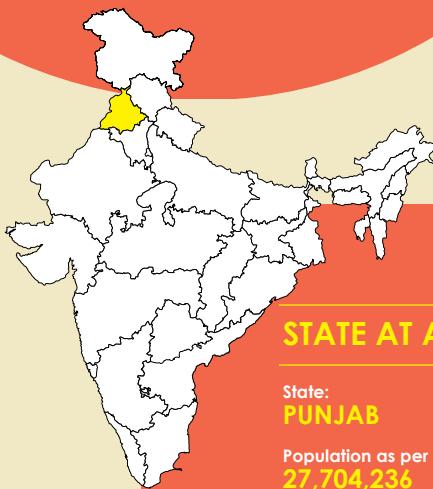
People learn by doing and when a support mechanism is created people are motivated to do. Harithakarmasena gives technical advice and helps households in operating decentralized waste processing systems.

***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

## CAMPAIGN OBJECTIVES



CF Sumanpreet Kaur interacting with the group of women and children on sanitation & hygiene in Raman (Bathinda)

# MODE OF EXECUTION



## 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.

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

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



Workshop for Community Facilitators and Motivators



*"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 Shahri, President MC Rajpura**

## KEY RESULTS

**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



Street Play on eliminating Open Defecation

# LEARNINGS



Workshop for Community Facilitators and Motivators

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

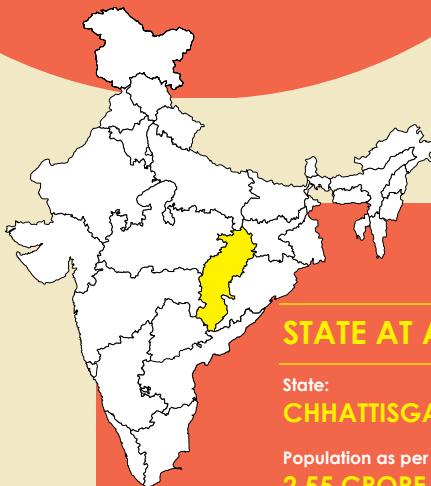
Interpersonal communication is the most effective tool for behaviour change. Emergence of champions at field level has helped reposition Punjab on the sanitation map.

**Punjab plans to further strengthen its IEC and Behaviour change strategy to help its ULBs attain SBM ODF+ and SBM ODF++ certifications**

# CHHATTISGARH

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)**





## BACKGROUND

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

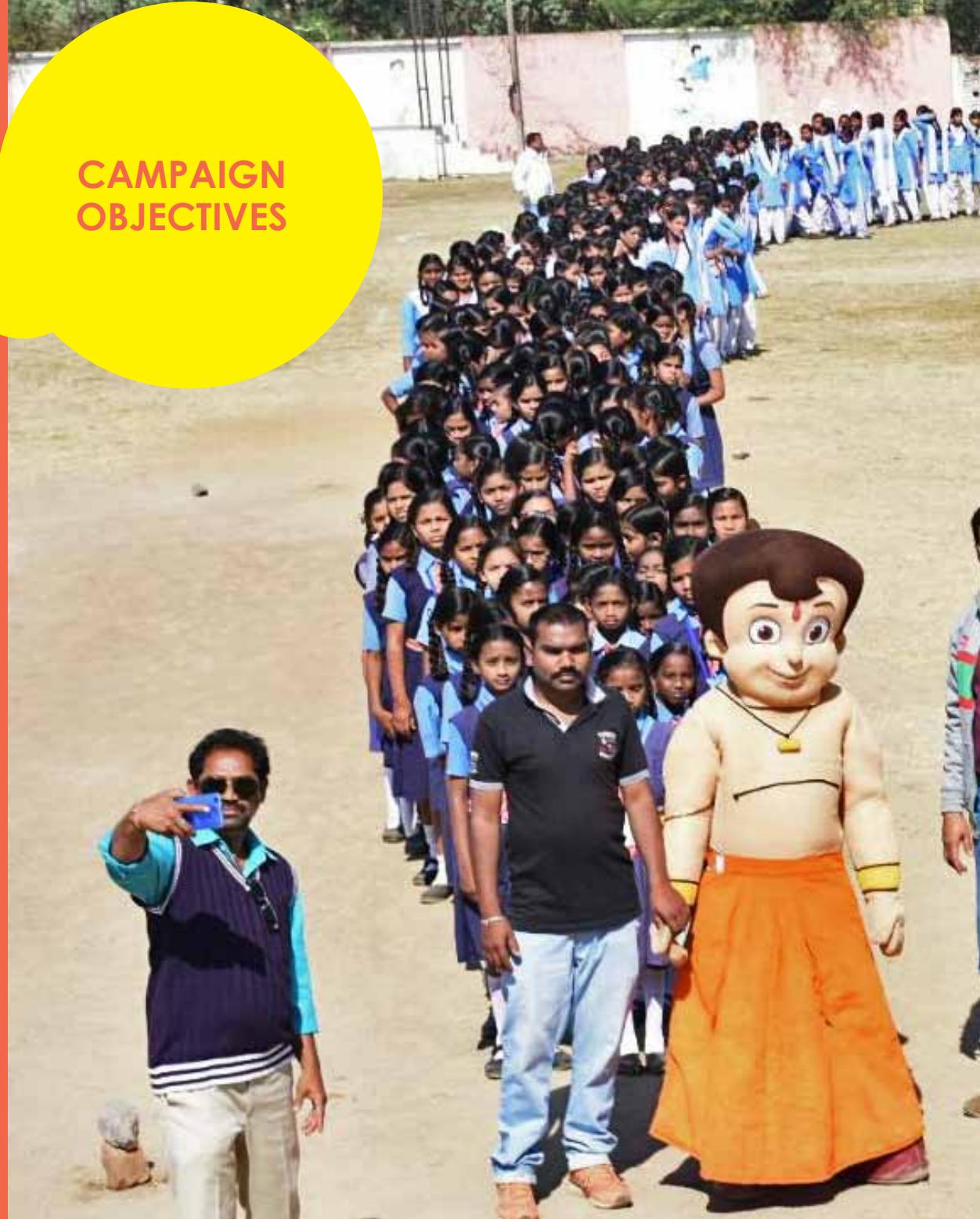


To improve the social status of Safai workers by designating them as "Captain Clean"



To eliminate the existing taboo associated with cleaning and handling waste by inducing a sense of pride in being called Captain Clean

## CAMPAIGN OBJECTIVES





## MODE OF EXECUTION



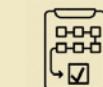
Research was done in the context of motivation to segregate within different age groups across the state



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



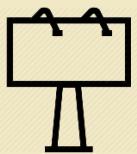
Hoardings, leaflets, posters, videos, songs, radio jingles, stickers, newsletters, newspaper articles, etc. were developed



Campaign was implemented by the State Urban Development Authority (SUDA) and SBM Brand Ambassadors

# INFORMATION EDUCATION & COMMUNICATION TOOLS

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:



20,000+  
Hoardings



19,00,000+  
Handbills



1,00,000+  
Comic Books



17,00,000+  
Fame or Shame  
Wall Stickers



10,000 +  
Pole Banner  
Advertisements



18,00,000+  
Swachhta  
Newsletters



50,000+  
Gate Signages



1,00,000+  
Swachhta  
Calendar



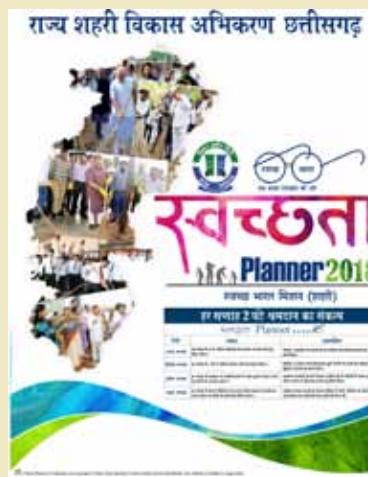
8,00,000+  
School  
Book Labels



3,50,000+  
Posters



50,000+  
Swachhta  
Certificates



# COMMUNICATION CHANNELS & PLATFORMS

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



## 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



## KEY RESULTS

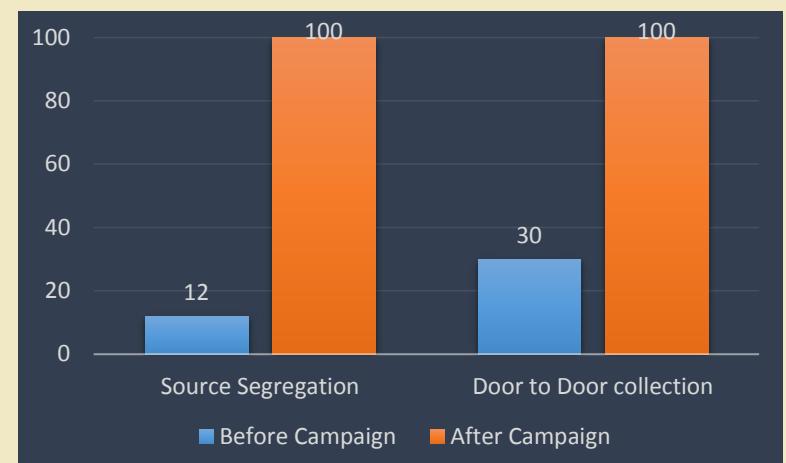
The campaign implemented intensively in 3232 wards of the state reached out to more than 56,50,000 people. The key results of the campaign included:

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"

**Aadya Sharma, Std. 4, Rungata International School, Raipur**

# MEDIA HIGHLIGHTS

This image is a collage of newspaper clippings from Indian publications, likely from the 'Hindi Prabha' series, showing various news stories and photographs related to cleanliness drives and the character Chota Bheem.



## LEARNINGS

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 be 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.*

## NOTES





Ministry of Housing and Urban Affairs  
Government of India