

# **Mission: Clean India 2019**

## **(India's Sanitation Marketing Strategies)**

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### **Introduction**

In response to Prime Minister of India's call for Clean India (Swachh Bharat) by 2nd October 2019, every individual and organization in India has joined hands and is geared up towards realizing that splendid dream. For the size of the population (1.27 billion, in Jan. 2015), and given the culture of open defecation for decades, this deadline (2<sup>nd</sup> October 2019) puts across the typicality of a 'herculean or superhuman task'. Yet, we have our sleeves rolled up and are on the task. The Central Government of India has proposed to the state governments a number of financing-options, technology-choices, and promotional strategies with a view to giving them the administrative freedom to be able to take on this task. This task entails construction of over 110 million toilets, and bringing over 600 million people to use toilets regularly. One must note that Swachh Bharat Abhiyan - SBA (Clean India Mission) is not merely about toilet construction and use, the focus of SBA is given in box – 1. SBA, by strategy, is a people's movement initiated by the government. Therefore, the government uses many strategies including 'social marketing techniques' in order to achieve Clean India by 2019.

#### **Box – 1: Focus of Swachh Bharat Abhiyan**

1. Elimination of open defecation
2. Conversion of insanitary latrines into pour flush toilets
3. Eradication of manual scavenging
4. Prevention of pollution of water sources
5. Ensuring cleanliness and hygiene in public areas

### **Sanitation Marketing**

Sanitation marketing refers to efforts focused on influencing behaviour towards sanitation and cleanliness, using some of the techniques employed in commercial marketing. The key features

of sanitation marketing are: (i) influencing behaviour; (ii) Putting to use a planning process that applies marketing principles and techniques; (iii) segment and focus on the target groups; and (iv) delivering a healthy environment for the society. The primary goal is public good, and not profit to the person marketing (Nancy R.Lee & Philip Kotler, 2012). Similar to commercial sector marketers whose objective is to sell goods and services, sanitation marketers' objective is to successfully influence desired sanitation behaviours. The sanitation marketers are called 'sanitation motivators' [or *Swachhata Doots / Swachhata Sena*] in India.

The sanitation marketers (or sanitation motivators) typically want to influence target audiences to do one of the following things:

	<b>What behaviour influence we try?</b>	<b>Sanitation Behaviour (For example)</b>
1	<i>Accept</i> a new behaviour	<i>Accept</i> that children and aged people should also use toilet, and it is not enough if only women in the family use toilet.
2	<i>Reject</i> a potentially undesirable behaviour	<i>Reject</i> throwing household /kitchen wastes in streets corners.
3	<i>Modify</i> a current behaviour	Keep the toilets at home clean. Leave the public toilets clean for the next user.
4	<i>Abandon</i> an old undesirable behaviour	<i>Abandon</i> completely defecating on the streets; in railway tracks; and in open fields.
5	<i>Continue</i> a desired behaviour	<i>Continue</i> to train every child in the family to use toilets, and demonstrate how to keep clean
6	We want people to <i>switch</i> a behaviour	<i>Switch to</i> hand-washing with soap after using a toilet, and before touching food items. <i>Switch to</i> using an improved sanitary latrines, from unimproved ones

(Adapted for Sanitation Marketing From a generic one found in Nancy R Lee & Philip Kotler, 2012. 'Social Marketing: Influencing Behaviours for Good')

What matters at the end are: Does every family own a toilet? Does everyone in every family use the toilet? Do they keep the toilet clean? Do they keep themselves clean by hand-washing with soap after they used a toilet? Are they changed enough to leave the public toilets clean for the next user? Do they attempt to persuade others in the community to own /use toilets, and prevent them from defecating in the open places? This is influencing public behaviour for social gain.

## **Elements of Sanitation Marketing in SBA**

The Swachh Bharat Abhiyan (SBA) has several elements of social marketing: (i) a logo (see Box – 2) signifying the vision of the Mahatma Gandhi who wanted to see a Swachh Bharat (Clean India), and considered sanitation was more important than independence. The logo contains the pictorial depiction of Gandhiji's spectacles with 'Clean India' written on the glasses (See Box – 3), plus the bridge of the spectacles in the National Tri-colour. The tagline (below the spectacles) reads: 'One step towards cleanliness'. Spectacles of Mahatma provide the best vision for the social cause. It sends across the message that the entire nation is uniting to achieve the vision of Mahatma Gandhi for a clean India; (ii) the Cleanliness Pledge (Swachhta Shapath) has been administered on 2nd October 2014 in all government offices, and in organizations that support this cause.

### **Box – Insert Swachh Bharat Logo**

#### **Box - Cleanliness Pledge**

Mahatma Gandhi dreamt of an India which was not only free but also clean and developed.

Mahatma Gandhi secured freedom for Mother India

Now it is our duty to serve Mother India by keeping the country neat and clean

I take this pledge that I will remain committed towards cleanliness and devote time for this

I will devote 100 hours per year that is two hours per week to voluntary work for cleanliness

I will neither litter nor let others litter

I will initiate the quest for cleanliness with myself, my family, my locality, my village and my work place

I believe that the countries of the world that appear clean are so because their citizens don't indulge in littering not do they allow it to happen

With this firm belief, I will propagate the message of Clean India Mission in villages and towns

I will encourage 100 other persons to take this pledge which I am taking today

I will endeavor to make them devote their 100 hours for cleanliness.

I am confident that every step I take towards cleanliness will help in making my country clean.

**Source:** Ministry of Drinking Water and Sanitation, GoI ([www.mdws.gov.in](http://www.mdws.gov.in))

## Marketing Sanitation

Social marketing aims at reducing barriers and step up the facilitators to behaviour that improve the quality of life for individuals and society. Although it might sound a little academic and bookish, we give below, the popular 4 Ps of commercial marketing, and how they can be viewed in the context of social marketing of sanitation. The purpose is not exhibiting our academic fervor; rather it is possible the readers of this journal would be able to expand the perspectives on concepts to apply in their own contexts.

**1. Product:** It refers to individual household toilets, and the benefits of using one; what design options are available? What benefits are promised in exchange for stopping open defecation? What are the advantages of owning and using a toilet, instead of defecating in the open? It includes the technology options (or design options / choices) available for construction of toilets. What materials? What design? What quality? How it looks like? At what cost? What are the features / conveniences and inconveniences associated with each design? For instance:

- Twin-pit honey comb brick structure (with brick super structure)
- Twin-pit honey comb brick structure (with hollow block super structure)
- Single pit honey comb brick structure (with brick or hollow block super structure)
- Twin or single pit constructed with precast cement rings
- Toilets with the conventional septic tank
- Eco-san models
- Designs constructed with locally available materials (e.g. Bamboo)
- Toilets with bathroom as an add-on option
- Toilets with water storage tub as an add-on option
- What benefits you guarantee when a family owns & uses a toilet?

There are also behaviours associated with choosing and using one or the other.

**2. Price:** Cost that will be associated with adopting sanitation behaviour and price-related tactics to reduce costs. By cost we mean money, time, physical effort, psychological, obtaining and filling in the application, when are you releasing the subsidy or after how many days / weeks, one can receive the post-construction incentive?

- **Monetary incentive:** There is a whole range of design options available to choose from depending on one's financial affordability; a handsome amount (up to INR 12,000) is promised by the government as post-construction incentive.
  - **Revolving Fund:** For those who do not have money to invest, there is a revolving fund arrangement made at the district level, which the Block Development Offices (Department of Rural Development) can facilitate using or SHG fund made available to borrow from.
  - **Non-monetary Incentive:** (e.g. Privacy; comfort; no need to feel uneasy when a guest arrives; safe for girls, women and the aged people in the family; especially during rainy season it's really good to use a toilet: honour of living by Clean India [Swachh Bharat] Pledge etc.)
  - **Non-monetary disincentive:** There are several disincentives that hold rural people back from demanding a toilet. (e.g. Doesn't it smell horrible if everyone in a family start using the same small room for that purpose?; I miss my early morning walk; I miss meeting my friend at the tea stall on the way; I miss socializing and collecting local news early in the morning; I have to pay a visit to my farm specifically for field-overseeing, which otherwise I used to combine along with my open defecation schedule in the morning; water at the farm is plenty to wash myself after defecating, but at home I have to request my wife to give me some water; there is no enough water supply to keep toilet clean; who will clean the pit after 3 – 4 years, and how?)
3. **Place:** This is about accessibility - making the procedure easy and clarifying that people need not go and wait in government offices to fill in an application etc. It is done at the local Panchayat Office or at their door steps of community members by someone like ASHA worker or sanitation motivator. It creates convenient opportunities for the rural community to engage in targeted behaviour and access the services. The subsidy distribution is also made at Panchayat Office through bank account transaction in the name of the beneficiary. Establishment of Rural Sanitary Marts (RSMs) that provide access to the supply-chain for construction materials.
4. **Promotion:** Persuasive communications highlighting the benefits to everyone in the family, design options, price, and the subsidy amount given etc. It can also include the

discomfort one undergoes / diseases susceptibility associated with open defecation. Use of various folk, electronic, printed media, and interpersonal communication (IPC) strategies to convince people. It can include street plays, printed bills explaining the cost of construction, application procedure etc.; visiting the prospective beneficiaries door to door and so on.

- **Sequencing Promotional Campaigns:** In sanitation promotion sequencing of promotional activities is very important to make real good progress. For example, a street play must be followed up with handbills with contact mobile numbers of Sanitation Motivators or through a door to door visit by the Sanitation Motivator or ASHA worker the very next day for ensuring good progress. You keep giving TV scroll, SMS through mobile phones and expect such things to do the magic that will not work out. There is nothing more effective than interpersonal communication.
- **IEC:** A variety of IEC methods and materials can be put to use as promotional efforts. A series of public communication campaigns, group meetings, and face-to-face contact (personal selling) with prospective users of the scheme can be conducted. IEC materials, supported by clear BCC techniques can remarkably serve the purpose of rural sanitation promotion. It is possible to combine IEC methods and techniques in an infinitely varied manner.
- **Never Feel shy; Never feel small:** It happens sometimes even quite knowledgeable development workers feel uncomfortable to talk about toilets and open defecation to a set of people. They have reservations. They, perhaps, feel small or shy when they talk about open defecation and toilet use. This is gearing down sanitation campaign. You are talking to people who are defecating in the open without looking for cover; you are talking to people who own a toilet at home, yet do not want to use it. They don't feel shy doing it in the open, why should you feel small 'talking to them about what they are doing'? You are involved in a great social cause. There is no reason to feel small, or shrink from the mission we have taken up to doing.

## **Positioning Statements**

Positioning is attempting to occupy a distinctive place in the mind of the target group. It is about providing visibility to our campaign, and making our message stay in the minds of the target

group. The desired positioning of your offer needs to be supported by promotional elements including messages, messengers, and various channels of communication. We apply marketing principles and techniques to create, communicate, and deliver value in order to influence the behaviour of participant groups. The result of positioning is the successful creation of a participant-focused value proposition; that is, a cogent reason why the participant groups should own and use a toilet, and stop defecating in the open. In commercial sector they have plenty of examples to show positioning and value proposition. Let us see how, we have tried brand building with ‘Gandhi’s spectacles’ in Swachh Bharat Mission.

## **Brand Building – Using Gandhi as a brand**

Branding in social marketing is not as common, although this time we are trying to create brand image and brand identity. Mahatma’s spectacles do not require creating brand awareness. Brand Image is how your community groups actually think, feel, or act with respect to the brand. Mahatma’s spectacles as symbol for SBA speak a volume to every Indian, including unlettered villagers.

The Swachh Bharat Abhiyan (SBA) launched by the Prime Minister of India On 2nd October 2014 has several elements of social marketing: (i) a logo signifying the vision of the Mahatma Gandhi who wanted to see a Swachh Bharat, and considered sanitation was more important than independence. The logo contains the pictorial depiction of Gandhiji’s spectacles with ‘Cleanb India’ written on the glasses, plus the bridge of the spectacles in the National Tri-colour. The tagline reads: ‘One step towards cleanliness’. Spectacles of Mahatma provide the best vision for the social cause. It sends across the message that the entire nation is uniting to achieve the vision of Mahatma Gandhi for a clean India; (ii) the Swachhta Shapath (Cleanliness Pledge) has been administered on 2nd October 2014 in all government offices, and in organizations that support this cause.

The essence of the pledge is making everyone commit 100 hours per year that is two hours per week to voluntary work for cleanliness, and making efforts to bring in 100 others to devote their 100 hours for cleanliness.

Gandhi as a brand is a cultural resource and definitely not a commercial product. It is India's intellectual property and needs to be used very cautiously for a larger purpose (Virender Kapoor, 2014). Let us hope Mahatma's spectacles as a 'brand' in Swachh Bharat Mission shall work its way towards Clean India. Branding helps create visibility and the logo as a reminder, what it stands for. The Prime Minister considers that it is the best tribute we can pay to the Mahatma when we shall celebrate his 150<sup>th</sup> birth anniversary in 2019.

The logo helps identify SBA programme and it is used consistently; and an additional brand element is the tagline below the Gandhi Spectacle: 'One step towards cleanliness'. All these are clear social marketing strategies. The brand is 'Gandhi spectacles'; the mission is 'Clean India by 2nd October 2019'; and the value proposition is 'tribute to Mahatma Gandhi whose vision was to see a clean India'. Gandhi wanted to prove his point with his deeds. So, this is a brand in action.

Successful performance of a brand (brand performance) depends on how closely we align *brand performance* with *brand image*. That is aligning performance with promise. It is impossible for people to associate Gandhi with corruption. If there is any element of 'corruption in brand performance', the product is sure to get dissociated from the 'brand image created'. Gandhi shall remain intact as ever, but the social marketing mission taken up shall not yield the outcome desired. The *performance* should match the *image*. This is the bottom-line in our brand 'Gandhi'.

### **Creating a Product Platform**

Now, there are four clear behaviour strategies to accomplish with our rural communities:

- Influence those with no toilets at all, to apply for one
- Influence those who have already given an application, to start construction
- Influence those who have started construction, to complete it technically sound and economically intelligible.
- Influence those who successfully completed constructing one, to use and maintain it properly.

The core product is benefits from performing the behaviour; the actual product is a usable toilet in a place chosen by the members of the household; and the augmented product is additional elements like willing to keep water inside the toilet instead of carrying it every time, and a plan to keep soap for hand-washing etc.

The following experiences and ideas gathered from health communicators in the field, we hope shall help. These can also be viewed as: (i) behaviour-focused; (ii) barriers-focused; (iii) benefits-focused; and (iv) image-focused.

### **The bottom-line in our brand ‘Gandhi’**

Swachh Bharat Mission (SBM) has taken a good turn of pace recently with new branding, enhanced post construction incentive, staff support, and additional funds for IEC activities etc. With all these additional support, it is possible to provide every household with a toilet for use. ‘Use’ is the key word here. We cannot go on a march-past being carried away by the number constructed. We need to take a pause and look back if they are really being used for the purpose intended. Strategies for implementation could be rolled out by those in the field. But what matters is ‘use of the toilets without slipping back’ to the usual open air theatre.

We may put in a great deal of effort preparing IEC materials. But giving eloquence to the IEC materials is in the hands of the communicator – the health and sanitation worker, and his understanding of social behaviour. Mechanical exhibition of IEC materials or having a blanket-type IEC package unconcerned of the context renders them ineffective, and failed. We can count it as an activity for official reporting, but you miss the message, and so also the result expected of it. A corollary to this is: what you say is so loud that I hear nothing! We must be able to influence behaviour favourably towards cleanliness deep in one’s real-self. Negativities should not bog us down or put us off from sustaining our mission - Swachh Bharat.

Making Swachh Bharat a reality is in the hands of every one of us. It is in our interest; it is in our pride; it is in the interest of our health – physical, mental and social. Change must begin with oneself. Let us stop littering and prevent others from littering. To begin with, what is required is change at the personal level, not changing entire world. First, you change one person – that one

person is YOU. Do not spring up to ask, how one person being responsible shall clean up this vast country. YES. It is possible. Set yourself an example. Haven't we stood away (grinding our teeth watching helplessly) when even sanitation managers and some of the sanitation coordinators create waste in buffet lunch. They are enticed by a variety of food that they take in their plates more than they can consume, finally to leave on the plates or dump as refuse. Never take more than what you can eat; never eat more than what you can consume.

If you are a trainer, watch your behaviour carefully during the course of your training, you should not litter – be it a paper cup, paper plate or whatsoever. You talk a good talk in the training hall, and in the café if your trainees happened to catch you throwing away a paper cup or a paper napkin, they tend to think that your video is not in congruent without your audio. They do not trust you. They tend to think *that you are a coolie talking to earn your day's wage*. You are not worth your salt. Consider another scenario where they catch you picking up from the ground a paper cup somebody else threw and you took it to the nearest dust bin. They shall not forget it for a lifetime. This is not about pretending in front of your participants, but it is about imbibing before preaching; it is about 'having that quality in the core of your very being'. They tend to copy it, and they shall tirelessly repeat this incident to people wherever they get a chance to talk about cleanliness. You become his reference point for cleanliness. These are simple things, which do not take a mahatma to do.

This is the bottom-line in our brand 'Gandhi'.

## **Conclusion**

Swachh Bharath Mission (SBM) has taken a good turn of pace recently with popular public support, enhanced subsidy, additional staff, and added funds for IEC related works etc. With all these additional support, it is possible to provide every household with a toilet for use. 'Use' is the key word here. We cannot go on a march-past being carried away by the number constructed. We need to take a pause and look back if they are really being used for the purpose intended. Strategies for implementation could be rolled out by those in the field. But what matters is 'use of the toilets without slipping back' to the usual open air theatre. Mission: Swachh Bharath in the mind-set and demonstrated through action.

## Menu of Ideas that sell

1. **Starting Point:** The start up is very important. It is always good to start with the Gram Panchayat President, Vice-president, ward members, Panchayat Secretary, ASHA worker, Anganwadi worker, Gram Rojgar Sewak etc. First make sure if they own toilets in their houses and if those toilets are being used. If any of them do not have toilet at home, that's the first place to start. These local leaders must be made to serve as models. Similarly, our next bet can be Self-Help Group (SHG) leaders and members in our target village. They are better connected to banks to be able to make financial contribution. Moreover, they are used to listening to new ideas, and are generally prepared to change for better. Once we start working with them, we shall gain energy and the rapport to push-start with the others in the community.
2. **Repairing the Image Problem:** Sanitation was in the development agenda of every successive government. It is a programme designed from top down has been an image, which often is not in the priority of the people. But SBM is not another government programme, by design it is a people movement' that the Prime Minister called for. The SBA campaign started with: First toilet, and then temple. There might be a general impression (in some cases it could be true too) that the toilets or houses constructed with government assistance is of poor quality. They go dysfunctional very soon. They are constructed to please their bosses with numbers. This must be dealt with appropriately.

Repairing the image is necessary (i) by providing your target group with perceived benefits they care about; (ii) remove all possible barriers to action and make the behaviour as simple and accessible as possible; and (iii) help the target group feel that this is something others are doing, particularly those the target group believes are important to them.

3. **Live Life Healthy:** Water-borne and faecal-borne diseases are easily avoidable. Live life free from avoidable diseases. Most often, this is where we usually start our sanitation campaigns. Yet, our start does not always have to be from the standpoint of health. If we have evidence that in a given community, women, children or adolescent girls are

frequenting to hospitals because of ill-health, anemia or diarrhea we have contextual facts to talk about faecal borne diseases. We can talk about the sources and transmission routes of environmental-related diseases. We can educate people about the causes of diarrhea and how it can be prevented - by using latrines, by keeping food and water clean, and by washing hands before touching food etc (UNICEF, WHO, UNESCO, 2000). In the absence of this, we can start talking about esthetics in living and the enhanced post construction incentive given by the GoI to construct household toilets etc.

4. **Live Life Beautifully:** Develop a sort of esthetic sense in living. Life on this wonderful earth planet must be lived beautifully, and respectably. Nothing below human dignity should be pursued. Humans should use toilets. Animals (such as cows and dogs) can defecate wherever they feel like. A mark of civilization, or a mark of development is leading a decent standard of living. Cleanliness is a culture. One of the indicators of being decent is cleanliness and sanitation culture. Those that are less-evolved, and are not fully humans defecate in open. One of the indicators of human development is leading a healthy life. Healthy life starts with personal hygiene, cleanliness, and sanitation culture.
5. **Live Life Respectably:** Deliberately and carefully worded emotional prick can also be used as a strategy to promote sanitation. Men in India, generally, get emotional when they see or hear about other men teasing or passing comments on women and young girls belonging to one's family. They react very emotionally, which they think is a quality of being manly. The dignity and privacy of young women and girls are always on guard. It can be harped on well in favour of making them construct toilets for women and young girls in one's house, if not for the men. The idea is slowly men and aged people can also be roped into using them as days go by.
6. **Using the celebrities** such as Sania Mirza, Tendulkar, Amitab Bachan, kamal Hassan, Amir Khan, Salman Khan etc. and regional cine actors is a trend too.
7. **SHG linkage:** Working with SHGs proves to accelerate sanitation coverage in several different ways. They have access to loans to invest in the construction of toilets; the women in SHGs are generally for change and are self-starters. The numbers can also go

up along with the size of the SHGs, when every member of SHG start constructing and influencing the other members to own a toilet as a matter of dignity and privacy (GT, 2013).

8. **Incentives and Disincentives:** The government is paying a post-construction incentive of Rs.12,000 (enhanced in SBA) to those households that construct a household toilet. Technological choice is offered and technical guidance is available. Some over-enthusiastic Gram Panchayat Presidents go to the extent of declining to offer any official support to people who do not pay heed to constructing a toilet. There are also incidents reported that the Gram Panchayat Presidents demand Family Ration Card be surrendered in the event of households refusing to construct toilets. These are some of the disincentives being used to make people construct toilets. There is also fine imposed by some Panchayats, on households that continue to go searching bushes for defecating.
9. **Revolving funds:** The SBA Guidelines approves providing a lump sum to the districts to be used as revolving fund for construction of household toilets. It is expected to undo the financial constraints. There are some NGOs and INGOs that are already operationalising this idea. Keeping Rs.50 lakhs as a revolving fund can enable purchase of construction materials, to get started with the construction. Once the subsidy is released from the government, money borrowed from the revolving fund is repaid by the beneficiaries, or adjusted against the advance made. This fund keeps revolving amongst the community until everyone owns a toilet (GT, 2013). This can solve the problem of the poor people complaining that they have no money to invest initially to be able to get the subsidy from government later on.
10. **Rural Sanitary Mart:** Arranging for materials to construct toilet is generally laborious. This is a reason for many not wanting to take the trouble of applying for constructing toilets, although they wish to make use of the subsidy and own a toilet. In such cases, rural sanitary marts (shops in the nearby town where they sell all the sanitary ware) can be put in touch with people (UN, 2003). They can supply materials in bulk (for a group of 5 – 6 households) at reasonable rates, and the transport costs can considerably come

down in such cases. All that is required is taking personal responsibility to make things fall in place, rather than being mechanical and rule-oriented.

11. **Masons Training:** Masons do not wish to be called experts in toilet construction. Therefore, non-availability of masons who are interested in constructing toilets is a problem in villages. Masons generally prefer to work as member of a construction crew in big constructions in towns and cities. Therefore, young rural boys with some exposure to construction works can be imparted skill training in constructing household latrines (DANIDA-GoTN, 2004). They shall be interested in going in a row constructing toilets after toilets, at least for quite some time until they develop confidence to work fast in big constructions in the town.
12. **Nirmal Purashkar:** To give a fillip to the Total Sanitation Campaign (TSC), the government introduced an innovative incentive programme known as Nirmal Gram Puraskar (NGP) in 2005. The NGP offers a cash prize to motivate Gram Panchayats (GPs) to achieve total sanitation. In addition, the NGP is an attractive incentive as winners are felicitated by the President of India at the national level and by high-ranking dignitaries at the state level (MDWS,GoI).
13. **Never compromise on the quality of construction:** A recent study has reported that one of the reasons for toilets constructed remaining unused is ‘unfinished installation related’ (TARU-Unicef, 2008). The toilet pan is not fixed well, the septic tank is unacceptably constructed; or the door has not been fixed properly, or even the hook inside the door does not work and so on. It might sound trivial. Those who are habituated to defecating in the open are not convinced when they find a construction not to their liking. They easily say: I prefer to go open air.
14. **Never make subsidy release a cumbersome thing:** This is actually post construction incentive, which serves the purposing of subsidizing the expenditure a given household spent on constructing a toilet. That this amount is released after the construction is over, and after a physical verification report is produced by an authorized officer is matter of concern for the poor. Moreover, this is done not for every person individually, but batch

by batch (for 20 – 25 toilets). Although there is no way this can be avoided, delay in these procedural things shall serve as a reason for being distrustful. If unduly delayed, the message spreads to the rest of the community resulting in the prospective applicants to become wary. Arrange to release post-construction incentive (subsidy) as early as possible. And especially with regard to release of subsidy working with empathy is very essential.

**15. Street Theatre Group:** A street theatre group was trained to enact street plays with sanitation and cleanliness messages. They generally blend a lot of local jokes, and make people to laugh at themselves of what they are doing. They make it very much local to tease people, and prick people in their conscience. They do not refer to anyone in the audience, but do a prick-play in such a way that everyone is able to relate oneself to it.

**16. Inter-personal Communication:** Not everyone takes the message from street theatre. Some people enjoy them as comic moments or time-pass, and move as usual. Such people must be met at their door steps, personally explain the assistance offered to construct toilet, and why they should own a toilet etc. Be sincerely earnest in your advice. They say loyalty can be seen in the eyes when you talk. They should not let to think that you are trying to complete a target assigned to you. Show that you are talking in the interest of ‘privacy during such times’, about family’s health; that you don’t feel uncomfortable when some guests arrive; and that this post-construction incentive (subsidy) may not continue for long etc.

### **Mission ‘Swachh Bharat’: Possible**

Nirmal Gram Puraskar, started in 2005, is a fiscal incentive programme that rewards local governments that achieve total sanitation. As of 2011 Nirmal Gram Puraskar (NGP) has been awarded to a total of 28002 Gram Panchayats; 181 Block Panchayats; and 13 District Panchayats (MDWS, 2011). There are also other Panchayats and Blocks in the making. States like Sikkim and Kerala have already achieved total sanitation status. It is reported that Jharkhand that was on the bottom most in sanitation coverage is making good progress in the recent years. In order to accelerate the construction, and to effect behavioural change amongst the rural people additional

fund allocation, exclusive human resource deployment; and IEC campaigns are underway in almost all the states.

With a view to laying great emphasis on use of IEC and community participation in rural water and sanitation programmes, each state has set up Water Supply and Sanitation Organisations (WSSO). Each WSSO has specialists in social mobilization, communications, capacity building, and IEC etc. There are also state level Communication and Capacity Building Units (known as CCDUs) that pitch in with social intervention methodologies, in addition to the technical works being carried out by water supply engineers, and masons involved in the construction of household latrines.

The elaborated policy goal is to achieve clean India – meaning 100 per cent coverage of household latrines in all the households and provision of sanitary complexes to households that do not have space for individual toilets; and sustain Open Defecation Free (ODF) status by 2019.

The policy goals and guidelines are in place; institutional mechanism is really detailed; and funds are no constraint for any of the component. Now, making SBA a success is really in the hands of the SBA Mission team and the rural people for whom this is aimed at. Let me take a deliberate digression here to refer to the spread of Self-help Groups (SHGs) in India. The spread of SHGs and group-based lending caught like a forest fire because it's about hard currency (and incomes) without any collateral security or rich-guarantor.

Information, Education and Communication campaigns (IECs) in HIV-AIDS projects might work faster because your dealing is with a dying person, who somehow wants to live. But, toilet is in the least priority of rural people. To make them realise its importance is a real challenge. Unless the SBA teams (or WSSO/CCDU staff for that matter) have innovative ideas and actionable imaginations to work with, achieving clean India by the year 2019 will be like moving towards a mirage. Ideas from different states, and from persons working in the sanitation sector for quite some years could come in handy for the newly recruited communication specialists and sociologists in CCDUs and WSSOs.

The ideas presented below have been culled from discussions on sanitation promotion held over a period of time. They are more than a dozen. Yet, they are not prescriptions. They are ideas to work with, to be able to avoid taking a leap in the dark. These ideas may be tried out as such. Or they may serve as base materials for improvisation and innovative applications. We start with certain imperatives. It is always good to work with Gram Panchayats as they are constitutionally recognized local governments in the Indian system of governance. Secondly, have your data (and perceptions of people on sanitation) right. How many households own toilets; how many do not have; how many are not using; and how many are using the community sanitary complex? Etc.

First of all, it is good to hold a meeting of Panchayat functionaries, followed by a meeting of SHG leaders and members. They should get to know about the sanitation programme and financial assistance provided etc. clearly so that they can clarify matters to local people, even in your absence. This can be followed by ‘small group discussions’ in every habitation, if the Gram Panchayat has more than two, three habitations. Such meetings should clarify the importance of toilets, the technical structure recommended, if alterations are permissible, post-construction incentive, access to and assistance through rural sanitary mart, if any etc.

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