

# BEHAVIOUR CHANGE AND COMMUNICATION STRATEGY

December 2016



**TN**

TAMIL NADU

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URBAN SANITATION

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SUPPORT PROGRAMME



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*December 2016*



# Behaviour Change and Communication Strategy

December 2016

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## Abbreviations

<b>BCC</b>	Behaviour Change and Communication
<b>BMGF</b>	Bill and Melinda Gates Foundation
<b>CMA</b>	Commissionerate of Municipal Administration
<b>DTP</b>	Directorate of Town Panchayat
<b>FCS</b>	Full Cycle of Sanitation
<b>FSM</b>	Fecal Sludge Management
<b>GoTN</b>	Government of Tamil Nadu
<b>IEC</b>	Information, Education and Communication
<b>IIHS</b>	Indian Institute for Human Settlements
<b>IPC</b>	Inter Personal Communication
<b>MAWS</b>	Department of Municipal Administration and Water Supply
<b>MS</b>	Muzhu Sugadharam
<b>OD</b>	Open Defecation
<b>SBM</b>	Swachh Bharat Mission
<b>STP</b>	Sewage Treatment Plant
<b>TNUSSP</b>	Tamil Nadu Urban Sanitation Support Programme
<b>TSU</b>	Technical Support Unit
<b>UGD</b>	Under Ground Drainage
<b>ULB</b>	Urban Local Body



# Executive Summary

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# Executive Summary

The Bill and Melinda Gates Foundation (BMGF) is supporting the Government of Tamil Nadu (GoTN) in achieving the Sanitation Mission of Tamil Nadu by helping set up a Technical Support Unit (TSU) within the Municipal Administration and Water Supply (MAWS) Department. Under the Tamil Nadu Urban Sanitation Support Programme (TNUSSP), the TSU provides support for improving urban sanitation throughout the State, and aims at demonstrating innovations along the entire sanitation chain in Trichy and two Town Panchayats in Coimbatore.

The Behaviour Change and Communications (BCC) component of the TNUSSP seeks to address the issue of behaviour change through a range of approaches, of which communication campaigns, targeted at appropriate segments, is an important part. The key outputs from this component include:

1. Behaviour Change Studies and Mapping of Consumer Preferences
2. Preparation of Communication Strategy and Action Plans
3. Preparation and Testing of Communication Material
4. Assistance in Roll-out of Communication Campaign in Urban Areas
5. Impact Assessment Studies for the above

## E1.1 Sanitation Deficits in Urban Tamil Nadu

It is well-known that a range of behaviours and deficits exist all along the Full Cycle of Sanitation (FCS). These include the practice of Open Defecation (OD) despite having access to toilets at home

1. Septic tanks are not properly constructed. The de facto soak pits lead to exfiltration of fecal matter
2. Septic tanks/holding tanks are not regularly cleaned
3. Desludging is done using water, and the solids left behind settle making it difficult to clean
4. Unsanitary disposal of the collected sludge
5. Urban Local Bodies (ULBs) do not recognise the FCS; nor do they see septage Management as a candidate solution
6. Inadequate treatment facilities and serious constraints in their capacity utilisation

## E1.2 Muzhu Sugadharam Behaviour Change Communication Strategy

**The Premises:** The Behaviour Change Communication (BCC) strategy recognises the main learning from IECs around the world—Behaviour Change also requires a supportive environment. It is the community and society, which provide the supportive environment necessary for behaviour change, in the form of social norms, both traditional and new.

If a supportive environment does not exist, it needs to be created, as an enabling condition for successful behaviour change to happen. This translates to specific 'umbrella' campaigns that support targeted 'IEC' campaigns addressing specific behaviours (analogous to an Air Force providing bombing support to prepare the ground and provide cover to an advancing ground force).

**The Strategy:** The BCC strategy for Muzhu Sugadharam (MS), therefore, addresses the following objectives for creating a supportive environment:

1. **Sanitation has to be brought out of the closet:** A campaign/series of campaigns have been planned to get rid of the taboo and stigma associated with the idea of sanitation, understood as the full cycle of human excreta management.
2. **Consumers must have agency:** There is a need to increase a sense of ownership among individual consumers and households, and create a sense of responsibility towards the larger sanitation outcomes in their homes, neighbourhoods, city, district and the State.
3. It is essential that the Urban Local Bodies (**ULBs**) and other urban sector agencies **recognise** and embrace the FCS and **septage management** as a **new mantra**. They should also regulate and enforce rules to make this possible.

## E1.3 BCC Campaigns

In order to achieve the proposed goals, the BCC campaigns propose to run:

1. Umbrella campaigns, and
2. Subject specific campaigns

The Umbrella Campaigns are expected to address broad, overarching issues like propagating septage management as a viable alternative to Under Ground Drainage (UGD)/sewerage based solutions; or bringing into public consciousness the role of the everyday sanitary worker by valorising his/her role.

The Specific Campaigns will be based on smaller, more specific topics within the Umbrella Campaigns and will be rolled out in collaboration with the larger TNUSSP programmes. For instance, when the government/ULBs introduce the Municipal Building Regulations, a BCC campaign targeting households, decision makers and ULBs on the process, importance and the consequences of non-compliance with the proposed regulations, will be rolled out.

A testing process will be put in place for carrying out the campaigns in select locations. Based on the response gathered from the pre-testing, iterations will be made to the campaigns.

Three Umbrella campaigns have been planned in the project period to build a receptive mind-set among end-users. These will include both B2C and in B2B campaigns.

## E1.4 Umbrella Campaigns

### 1. 'Sanitation as a Topic' campaign, aims at discussing upfront the Full Cycle of Sanitation and make it a topic of discussion

This campaign will aim to tackle the widespread taboo and stigma surrounding sanitation so that human excreta management is brought out of the closet, and a new lens is created through which sanitation can be viewed by both the end users and businesses.

This campaign will also reposition Sanitation as something aspirational, and link it to quality of life and enable consumers to have agency and decision-making without just 'blipping it all away' from their minds.

### 2. 'Valorising Sanitary Workers' campaign

This campaign will devise lenses to improve the perceptions and reputations of workers and stakeholders in the Sanitation chain.

### 3. 'Advocacy of Septage Management' campaign

This campaign will be aimed at expanding the scope of discourse to hitherto excluded systems and practices such as septage management. The campaign will cultivate spokespersons and champions to build its image as a value-for-money solution that can complement the existing UGD systems.

## E1.5 Specific Campaigns

These campaigns will be allied with the larger TNUSSP campaign and rolled out in tandem with other initiatives of the project with specific Behavioural Change objectives. Some of the specific campaigns envisaged by the project are:

1. OD free
2. Building regulations for households, for contractors and for the ULBs
3. Septic tank construction/upgradation for households, masons, plumbers, etc.
4. Fecal sludge treatment plant
5. Regular desludging of septic tanks
6. Certification of masons/plumbers
7. Registration of sludge operators
8. Safety gear for sanitation workers
9. Occupational safety, an introduction for Government officials and sanitary workers
10. Mechanical cleaning
11. Safe disposal of septage
12. Setting up fecal sludge treatment plants to treat septage
13. Selling septage management as a viable business

## E1.6 Nudges

The campaign will also incorporate nudges where appropriate. The nudges will be in the form of interactive experiences, created to facilitate behaviour change. The idea behind using nudges will be to make the 'new behaviours' a part of the individual's or community's 'unthinking behaviour', so much so that the changed behaviour happens on autopilot—which, incidentally, is what a BCC campaign really wants.





# Introduction

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# 1. Introduction

## 1.1 Background

Lack of adequate sanitation poses one of the greatest barriers for Tamil Nadu in achieving her full development potential, and ensuring high standards of public health for her citizens. The Government of Tamil Nadu (GoTN) has been a pioneer in not only recognising the multiple challenges as core to improved standards of public health, but has also prioritised the sanitation chain, including the strengthening of septage management as an economical and sustainable complement to network-based systems.

In order to achieve the Tamil Nadu Sanitation Mission, the municipal administration and water supply (MAWS) department aims at scaling up access to safe and sustainable sanitation in all urban areas. Tamil Nadu envisions becoming a fully sanitised and healthy state, substantially eliminating open defecation (OD), achieving improvements through the entire sanitation chain, safely disposing an increasing proportion of its human excreta, and re-using/recovering resources therefrom.

The BMGF is supporting the Government to achieve this Mission. A technical support unit (TSU) set up under this support is assisting in implementation of state-level and city-level initiatives. A consortium led by the Indian Institute for Human Settlements (IIHS) is responsible for programme implementation via the TSU. Two urban locations, Tiruchirappalli and Coimbatore, are selected to demonstrate implementation of innovations and approaches to improve the entire sanitation chain. The learning from these two urban areas will be used to scale-up and implement programmes in urban areas across the State.

The Tamil Nadu Urban Sanitation Support Programme (TNUSSP) has several components, of which BCC is one. This component will address the issue of behaviour change through a range of approaches such as, understanding incentives for stakeholders including awards, consumer preferences, changing roles of government officials and communication campaigns targeted at appropriate segments.

This component also places specific emphasis on the urban poor and slum communities, especially in terms of helping them with improved access and use practices. The outputs within this component include:

1. Behaviour change studies and mapping consumer preferences
2. Preparing a communication strategy and action plans
3. Preparation and testing communication material
4. Assistance in rolling out the communication campaign in urban areas
5. Impact assessment studies for the above

Thus, the TNUSSP is a part of a broader GoTN Mission for Total Sanitation (MS) initiative focussed on both solid waste management and sanitation (excreta management). Hitherto, communication under MS has focussed mostly on solid waste—specifically, actions such as using cloth bags instead of plastics, segregating degradable and non-degradable waste. Communication related to sanitation, i.e., on the full cycle of human excreta management has been limited, at best. The GoTN wishes that IEC material/BCC strategy developed as part of TNUSSP, fits within this overall umbrella of MS. This document outlines the contours of a proposed the BCC Strategy for TNUSSP.

A BCC Strategy and Plan differs from an IEC campaign in that it places the focus on effecting a change in the existing behaviour or inculcating new ones. This is unlike an IEC programme where the focus is on producing material and disseminating messages. This shift brings with it some imperatives:

1. **Segmentation and Targeting:** The idea is to aim at those who tend to embrace changes and newness (innovators and early adopters), address the majority later, and the laggards last.
2. **Evoke the benefits of the new behaviour and the dangers of the way of doing things 'as being done now':** Conventionally, the IEC approach generally does not emphasise on this even as it details the facts. The messaging has to evoke the great benefits that await those adopting the new practice.
3. **A positive, future focussed, aspirational positioning:** Typically, the behaviours sought to be changed are entrenched culturally, and are often the prevailing norm on how to be—current norms militate against developing new behaviours and practices. The idea is to evoke adoption of a new way, rather than one of giving up an old way.

In this backdrop, the strategy aims to set in place a set of BCC initiatives that complement and reinforce each other along the full sanitation chain (not just construction and use of toilets, for instance).

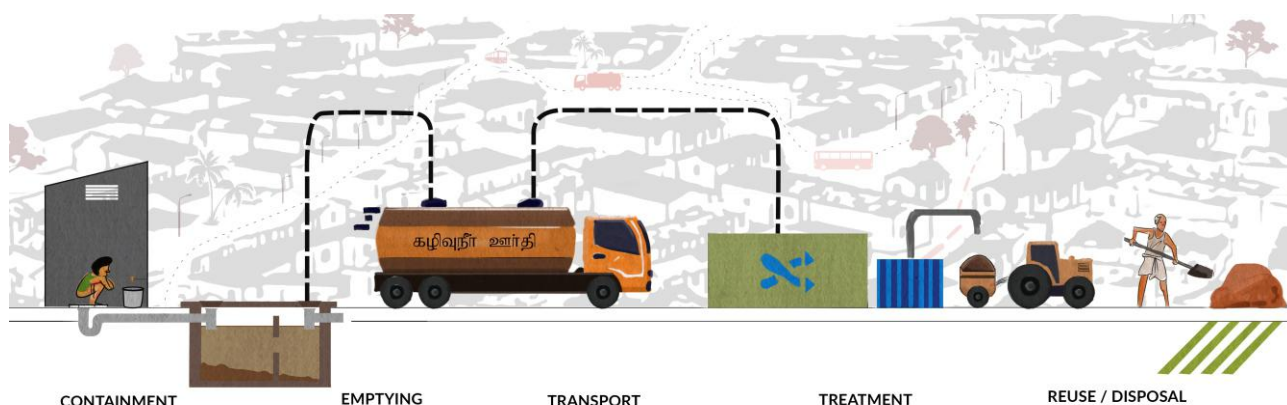
## 1.2 Factors Impacting the Strategy

The Current Deficits in Urban Sanitation, and Associated/Underlying Behaviours, A variety of diagnostic research and evaluations are available on the sanitation status in Tamil Nadu, including communications research and exercises recently commissioned by BMGF. These studies show that there are challenges in every link in the chain, and there are severe deficits in the entire sanitation chain. The Tamil Nadu Sanitation Scoping Study also highlighted many of the issues pertaining to behaviours and practices related to particular types of arrangements that will be critical to take account of. The following elements, or challenges, have been identified as critical to address, in order to achieve the aim of total sanitation.

### 1.2.1 Capture

1. Several households with access to individual toilets, still have members who practice OD.

Figure 1.1: **Full Cycle of Sanitation**



Source: Adapted from BMGF, 2012

2. In TN, one in six urban households or nearly 5.6 million people are forced to defecate in the open according to the Census 2011. (This figure has reduced due to toilets being constructed under SBM-U, though the updated figures are still awaited.)
3. One in every ten households is dependent only on public toilets

### 1.2.2 Containment

1. The individual household toilets, where they exist, are pit latrines, although the widely used nomenclature is 'septic tank'. Hence, constructing toilets or stopping OD does not solve the entire sanitation problem. The household toilet containment is still unsanitary.
2. Only about 27 per cent of urban household toilets are connected to sewer—UGD systems—mostly in larger cities. UGDs are difficult to scale up to all urban areas due to financial and capacity constraints.
3. About 38 per cent of the household toilets are connected to septic tanks, and 7 per cent are 'improved' pit latrines (45 per cent on-site systems), but their construction, maintenance, and regular cleaning need attention.
4. Several septic tanks are not properly constructed or are de facto soak pits leading to exfiltration of fecal matter into the environment, with a possibility of water contamination in vulnerable locations.
5. Many, if not most households, do not get their septic tanks/holding tanks regularly cleaned. Regardless of whether it is only a pit or actually a septic tank, the clearance of it is an action that a household even thinks about only when forced, by a problem of a clogged toilet.

### 1.2.3 Conveyance

1. Desludging, done by desludging operators, is noted to have varying practices including using water to make the fecal matter easier to pump; and then suctioning it out or just pump out the liquids with ease, and leave the solids behind in the tank. This may leave the collection tank in a worse state with solids settling and becoming difficult to clean.
2. One of the reasons for members from households with a toilet still going out in the open, may be this fear of the tank/pit filling up, and that, by not using the toilet, one can try to prolong the time between cleanings.
3. There is the additional barrier in the perception that sewerage/UGDs and conventional STPs are the sole solutions for sanitation in cities. This belief is deep-seated and shared across a wide constituency of engineers, city administrators, policy-makers and citizens. This militates against the pursuit of immediate and incremental improvements in effective and safe management of human excreta, in preference to waiting for the UGD/sewerage and STP solutions to be made possible by government investments

## 1.2.4 Treatment and Reuse

1. The disposal of the collected sludge is largely known to be unsanitary, and is just dumped somewhere in fields, open drains, etc.
2. Urban Local Bodies (ULBs) and other urban sector agencies have not recognised the full cycle of sanitation, especially on-site installations, as an item needing their attention.
3. Treatment capacities (for sewage and septage) and their operational efficiencies need enhancement so that 100 per cent of human excreta is treated. At present, treatment facilities are less than one-fifth of what is needed, and there are serious constraints in their capacity utilisation.

Apart from a range of systemic and technical problems, deeply entrenched mindsets of several stakeholders along the full cycle of sanitation, explain the poor status of sanitation.

## 1.2.5 Results of communications and other allied actions

It is envisaged that as a result of communications and related activities, the following outcomes are achieved:

1. Households with access to individual toilets progressively **stop OD**.
2. Individual household toilets are audited and upgraded, as needed, to 'sanitary' toilets.
3. New toilets are **constructed properly** in compliance with design specifications.
4. There is a progressive **reduction** in instances of water **contamination** because of poor sanitation tanks.
5. Households get the septic tanks/pits **regularly cleaned**, and not think about it only when forced, by a problem of a clogged toilet.
6. The **disposal** of the collected sludge is done in a scientific and sanitary manner and finds its way to designated points.
7. Urban Local Bodies (**ULBs**) and other urban sector agencies recognise and embrace the full cycle of sanitation and **septage management** as a **new mantra**.

The larger aim is to elevate sanitation into a level where it is 'normal' for it to be discussed socially and professionally, for workers and stakeholders to take pride in protecting public health and the environment, and remove the shame and disgust that is traditionally evoked.

## 1.3 Going Beyond just Behaviour Change

'Behaviour Change' implies changing something that people already do. The challenges in trying to improve the status in the full-cycle sanitation chain, needs to go beyond just changing behaviour. We need to inculcate new behaviours and practices too. Finally, we need to create new perspectives so that 'sanitation' itself is seen in a new light. Thus, building an enabling environment for new behaviours and perspectives to manifest is imperative. Indeed, this is the main learning from IECs around the world, that

behaviour change also requires a supportive environment. It is for the community and society to provide the supportive environment necessary for behaviour change, in the form of social norms, both traditional and new.

If the supportive environment does not exist, it needs to be created, as an enabling condition for successful behaviour change to happen. This translates as specific 'umbrella' campaigns that will support targeted 'IEC' campaign addressing specific behaviours (analogous to an Air Force providing bombing support to prepare the ground and provide cover to an advancing ground force).

The Strategy: Umbrella Outcomes needed The BCC strategy for MS, therefore, addresses the following supportive environment creation objectives:

1. **Sanitation has to be brought out of the closet:** A campaign/series of campaigns to get rid of the taboo and stigma associated with the idea of sanitation, understood as the full cycle of human excreta management.
2. **Consumers must have agency:** Increase a sense of ownership among individual consumers and households, and create a sense of responsibility towards the larger sanitation outcomes in their homes, neighbourhoods, city, district and the State.
3. **Urban Local Bodies (ULBs)** and other urban sector agencies must recognise and embrace the full cycle of sanitation and septage management as a new mantra. They also regulate and enforce rules to make this possible.

Full cycle of sanitation is not out of sight; it is out of mind altogether: There is a need to create a new perspective on sanitation. Today, sanitation viz., management of human excreta, is not a part of daily conversations and may not even be allowed to come up into shared consciousness. A forceful set of physical, social, and cultural factors come together to evoke disgust and shame and this leads to its continued non-acknowledgement. The challenges are:

**Taboo and Stigma:** There is actual taboo and stigma: All languages have a number of euphemisms for the act of defecation. Children are taught to say 'No. 1' or 'No. 2' to refer to go to a place, which is actually called 'a bathroom'.

Apart from the commode, no one gives any salient thought to any of the other parts and underlying mechanisms that constitute the sanitation hardware. Except when there is a crisis like a clogged toilet.

Because of the above, current discourse on sanitation is limited to solid waste management, e.g., symbolism of people sweeping streets, not cleaning toilets. At best, toilets are symbols, and no one cares what happens to the waste after that. Full cycle of excreta management has to become a part of the sanitation discourse. It is not just about SWM and toilets.

Stigma and blind spots render other objectives to be effectively unattainable.

Bringing alive sanitation as a many-splendored topic into the public mind is a necessary precursor to behaviour change. One of the programme objectives will hence be to raise the salience of actions and processes that underpin the full-cycle of sanitation.

Reposition sanitation as something aspirational; link it to quality of life: The quality of life in western countries was linked to sanitation historically, with sanitation being an essential indicator of development. A successful full-cycle sanitation chain requires that householders are enabled and empowered to see what is not visible; and demand quality in the management of their wastes too.

## 1.4 Building an Enabling Environment

Building from legacy, the status quo completely renders people in the sanitation chain to be faceless and worthless. In many ways, they are already in that situation. How many people remember or register the names of their services staff? The household help or the driver? What about the person who cleans the toilet, or who collects the garbage?

The Tamil Nadu Sanitation Mission and the Swachh Bharat Abhiyan-Urban, provide an opportunity to improve the image of the sanitary workers. The GoTN can take a lead on this. For example, can a new cadre say, the TN MS Service, that ascribes status and honour, be created?

The need to build an enabling environment for recognising the supply side: Enhancing the status of sanitation as such is imperative to attract and motivate people for the supply side, as much as changing OD or hygienic behaviours.

This will enable public sector functionaries to having their contribution recognised fully.

This, in turn, will also help promote the legitimacy and social acceptability of the businesses involved in septage handling, fecal sludge treatment, etc.

This may also bring in new players/entrepreneurs in the businesses across the full cycle of excreta management.

In order to even start on the above, stakeholders will need to begin viewing sanitation more and more as a legitimate and honourable business opportunity. They will also view it as one that is socially responsible.

### Box 1.1: Bringing Sanitation out of the closet

Ads for sanitary ware, although called sanitary ware, focus on bath and fittings and everyone really sees it as normal and not an aberration.

People subconsciously accept the status quo, and do not dream of how much better they could be, because media portrayals are absent. In contrast, the clamour for an open kitchen is because TV serials have told us that a 'modern kitchen' has to be open. On the other hand, sanitation is not even something that programmes may joke about.

It could also be noted that hairdressing has achieved a successful repositioning as 'beauty', even though 'brahminical' canons do apply on haircuts, especially for women. Indeed, this is one of the fastest growing categories both in products, (e.g., hair dyes and shampoos) as well in services, (e.g., spas, parlours, home-based services via apps).

Source: TNUSSP, 2016



Stripped of culturally attached disgust, this can be a chemical engineering business like any other professional activity of B2B business.

## 1.5 Creating mind-space and legitimacy towards full cycle of sanitation

This also translates into a project of cultivating spokespersons and champions for septage management, as value-for-money solutions complementary to conventional sewerage. At present, there is a deep-seated experience and perception that sewerage/UGDs and conventional STPs are the sole solutions for sanitation in cities—since most stakeholders have only witnessed these as the only 'invisible' and effective systems that need apparently no attention (public perceptions are again shattered only when there are sewage over-flows on to roads and properties, until then, these are out of sight).

This belief is shared across a wide constituency of engineers, city administrators, policy-makers, and citizens too. Hence, this will require exposure to, and the cultivation of credibility about the new septage management systems as viable and desirable. This may require exposure visits to other cities and countries, as well as strong audio-video material to powerfully communicate the successes of septage management.

**Summary:** Regardless of which OD it may be—Open Defecation or Open Disposal—more than 70 per cent of fecal sludge appears to go into the environment untreated. It is this that needs to drive our strategy, and to focus on strengthening all the weak links. This means the addressing all players including individual mindsets, institutions, capacities, markets and regulation.

Building a sustained consumer-focussed communication and action plan for the full cycle of sanitation, not just changing OD behaviour at one end of the cycle. This implies not just changing existing behaviours and practices, but also creating or inculcating new ones.

This in turn demands creating a new perspective or lens through which end users and businesses view sanitation.

Besides, new lenses to deal with the taboo/stigma around the abstract idea of sanitation, we also have to devise lenses to improve the perceptions and reputations of workers and stakeholders in the sanitation chain. Finally, expanding the scope of the discourse to hitherto excluded systems and practices such as septage management. This will involve myriad measures to make these credible via exposure, and cultivating spokespersons.

Specifically, this translates into three umbrella campaigns that builds mindsets; and support/facilitate a range IEC campaigns that target specific behaviours.

### 1. 'Sanitation as a Topic' campaign, to make the Full Cycle of Sanitation upfront:

This is to tackle the widespread taboo and stigma so sanitation is brought out of the closet and we create a new perspective or lens through which to view sanitation—both by end users and businesses.

Reposition sanitation as something aspirational; link it to quality of life and enable consumers to have agency and decision-making powers without just 'blipping it all away' from their minds.

## **2. 'Valorising sanitary workers' campaign:**

This is to devise lenses to improve the perceptions and reputations of workers and stakeholders in the sanitation chain.

## **3. 'Advocacy of septage management' campaign**

This is to expand the scope of discourse to hitherto excluded systems and practices such as septage management. In addition, cultivate spokespersons and champions to build its image as a 'value-for-money' solution that can complement the underground sewerage system.



# **Behaviour and Mindset: Segmentation and Targeting**

2.1 Segmentation and Targeting

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2.2 Target Audiences, Behaviour Change Objectives and  
Barriers

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## 2. Behaviour and Mindset: Segmentation and Targeting

The foregoing section provides three sets of Behaviour or Perspective and Segments that need to be addressed in the BCC Strategy and Plan<sup>1</sup>.

**Where current behaviour needs change:** This entails changing existing behaviours at different points all along the chain—stop OD, build sanitary toilets, etc.

**Where new behaviours and actions are to be enabled to manifest:** Regular desludging of septic tanks.

**Where new attitudes and perspectives are to be enabled to manifest:** Besides householders and the citizen at large, one of the key interventions would be improving the image of the frontline personnel in the sanitation chain, including in their own eyes. Expanding the solution-set to septage management as a complement and alternative to sewerage-based systems, will also be a mind-set changing project

### 2.1 Segmentation and Targeting

Sanitation in the Mind. Today it is a Blind Spot

This is the stage even before the full cycle of the sanitation chain begins. Here new attitudes and perspectives are to be enabled to manifest.

#### Overall

Table 2.1: <b>Segmentation and Targeting</b>			
<b>Aspect of full cycle sanitation chain</b>	<b>Current mindset to be targeted</b>	<b>Segment focussed on for high impact</b>	<b>Remarks</b>
Sanitation as a topic	It's all Yuck!	Men, especially home builders, all 18–25-year-old youth, young parents, shoppers, office-goers	Those with the strongest impulses and aspirations to achieve a better life—the vanguard, tomorrow's consumers
People in the sanitation chain—both employees of State or ULBs and casual labour	They are invisible although in plain sight. They have to be repositioned as the vanguard, front-line soldiers at the borders of the 'State of Health'	Everyone in Tamil Nadu.	This will entail training to the sanitation personnel; as well to change the way they see themselves
Source: TNUSSP, 2016			

<sup>1</sup> Media and the Political professionals have not been explicitly specified – but Advocacy amongst them is an integral part of the campaign.

As businesses that have a high footfall—to enable conversations among the people there. Also, to serve as locations for conversation on sanitation—important for Non-Households/Businesses, Shopkeepers, Restaurants, Theatres, Offices making it a topic that is now 'out of the closet'.

Table 2.2: **Segmentation and Targeting: Use**

Aspect of full cycle sanitation chain	Current mindset to be targeted	Segment focussed on for high impact	Remarks
Defecation	Eliminate OD	Those that have a toilet, yet practise OD	Men in particular. Men are also to be targeted as decision makers, besides as defecators
Source: TNUSSP, 2016			

*We will wait for UGD/sewerage to come.*

*Sewerage is the sole solution.*

*Engineers, policy and decision-makers, citizens*

Table 2.3: **Segmentation and Targeting: Containment**

Aspect of FCS	Current behaviour to be targeted	Segment focussed on for high impact	Remarks
Septic tank construction/upgradation	The tank and other infrastructure is not thought about at all	Men, especially home builders	The aim is to make Sanitation a pleasant thing to know about, like a kitchen
		18 to 25-year-old women especially young housewives	
		15 to 20 year olds living in slums	The group that tends to have high expectations in the products and services they consume, but without realising, are settling for less when it comes to sanitation
		Young Parents	
Upgrading or securing the 'Septic' or the holding tank	Need to plant the thought about what is safe and sanitary	Masons, Contractors	An intermediate stage to pave the way for changing construction behaviours. Will require intense IPC, which can be similar to the way Water Purifiers are sold by Aqua Guard
		The end-user who contracts them	

Table 2.3: **Segmentation and Targeting: Containment**

Aspect of FCS	Current behaviour to be targeted	Segment focussed on for high impact	Remarks
Septic Tank Cleaning	Nobody is even thinking about it or wants to postpone it to much later	Men, especially home builders	May need a little bit of communication from the ULBs/State Government; and greater visibility of desludging operators
		Younger members of the household	
Septic Tank Construction	Modernise tank construction, to eliminate building of leaky/unwalled/ unlined tanks	Masons, Contractors	Needs considerable training support and accreditation
		The end-user who contracts them	

Source: TNUSSP, 2016

*Need to show demonstrations of successful models, develop powerful material, and build spokespersons*

Table 2.4: **Segmentation and Targeting: Use**

Aspect of FCS	Current behaviour to be targeted	Segment focussed on for high impact	Remarks
Handling: septage	No process or standards in place	Sanitation workers in public and private organisations	There is no 'status' or pride at all associated with these roles
	Needs to comply with the Manual Scavenging Act 2013		
Promotion of septage management	Sewerage and STPs as the sole solutions for urban areas	Engineers, city administrators, policy-makers, and citizens	Need to 'open minds' and build credibility of septage management solutions and successes

Source: TNUSSP, 2016

Table 2.5: **Segmentation and Targeting: Treatment and Reuse**

Aspect of FCS	Current behaviour to be targeted	Segment focussed on for high impact	Remarks
Final dumping	UGD is seen as the only solution	State Government and the ULBs	The sludge/septage can either be treated at STPs or dumped at pre-assigned transfer locations

Table 2.5: **Segmentation and Targeting: Treatment and Reuse**

Aspect of FCS	Current behaviour to be targeted	Segment focussed on for high impact	Remarks
Handling: septage to final dumping	Not a legitimate/ honourable or high-status business	Businesses in adjacent spaces—like plumbing, masonry, etc...	
		Businesses in analogous spaces, like chemicals, cleaning material, building material, etc...	
Handling: septage to final dumping	From viewing themselves as 'regulators', to seeing themselves as 'facilitators'	Government personnel: Both at the State level and at the ULBs	This might require innovations in regulatory practices

Source: TNUSSP, 2016

For sustained behaviour change, a variety of factors have to be in place, besides communication, that can address attitudinal barriers. These are the enabling conditions (water in a toilet, for example), and reinforcing 'signals' that encourage maintenance of new behaviours and eventual manifestation as a habit. (Streets are visibly cleaner and the people congratulate the sanitary workers) etc.

## 2.2 Target Audiences, Behaviour Change Objectives and Barriers

Behaviours do not change as though throwing a switch.

Especially sticky are behaviours where the societal memory lingers on. These have a great legacy, and do not have the pressure of a new norm, whether personal, social, political or infrastructural.

'Change' is manifest when people with a new behaviour outnumber those persisting with the old (and change is complete only when the adherents of the old gradually die).

In view of the, we need to identify and focus on the early adopters—those who will not lapse back to their old ways. The group may comprise people across age, not necessarily the young. This group is the ideal one when aiming to create a sense of modernity and lead the others to aspire to change. They are a clearly defined subset who will deliver the message with high impact or they are a clearly defined subset to whom the message will be delivered and will have a high impact?

There is also a need for finely targeted focussed communication.

An audience needs to be defined for those who are working on content for communication. This will help them focus their content to the defined subset.



Communication that lacks focus aims at the lowest common denominator and despite being creative, will lose impact and effectiveness.

Expanding minds to start viewing septage management as credible alternative and supplement, needs a focussed and sustained approach, focussing on certain segments.

This section discusses these and other fault lines, including attitudinal barriers that we need to take into account while planning the BCC.

Table 2.6: <b>Target Audiences, Behaviour Change Objectives and Barriers</b>		
Target Group	Objectives	Barriers to Change
Households		
OD practitioners in homes with toilets	Come Back Home'	Lack of Water
		Perceived difficulty in cleaning the sludge/tank periodically
10–15 year olds, 15–20 year olds	'What lies beneath' the toilet	Overall Taboo
	Build up the reputation and perceived value (i.e., valorise) of sanitary workers.	'What is invisible is not important'. Out of Sight is Out of Mind
Decision maker in households with individual toilets (in TN there is a significant proportion of such homes where the woman decides)	To convert the toilet from unsanitary to sanitary	Sunk cost fallacies /NMP/NIMBY
	Valorise sanitary workers	
Women, while in public spaces	'Don't try to control the urge'—sit down for your right	Too few public toilets
		It is a taboo to ask to use the toilet
Toilet Construction Professionals	Enhance practical knowledge	Poor remuneration. Low incentives to shift to new construction practices.
Masons	Construct sanitary toilets	Absence of any certification process, or Professional Code of Standards, or commitment devices like oaths (like the oath taken by doctors)
Builders	Explain to the householders (clients) what exactly they have built.	
Contractors		The householder (client) accepts whatever is done unquestioningly
Sludge Operators	Develop a positive lexicon (e.g., 'Tank Recharge' instead of 'sludge removal')	Money/funds/owners' mindset/habit
	Wear protective gear while handling the material	No designated places to dump, no dis-/incentives to not dump indiscriminately
	'Do not dump anywhere and everywhere'	

Table 2.6: **Target Audiences, Behaviour Change Objectives and Barriers**

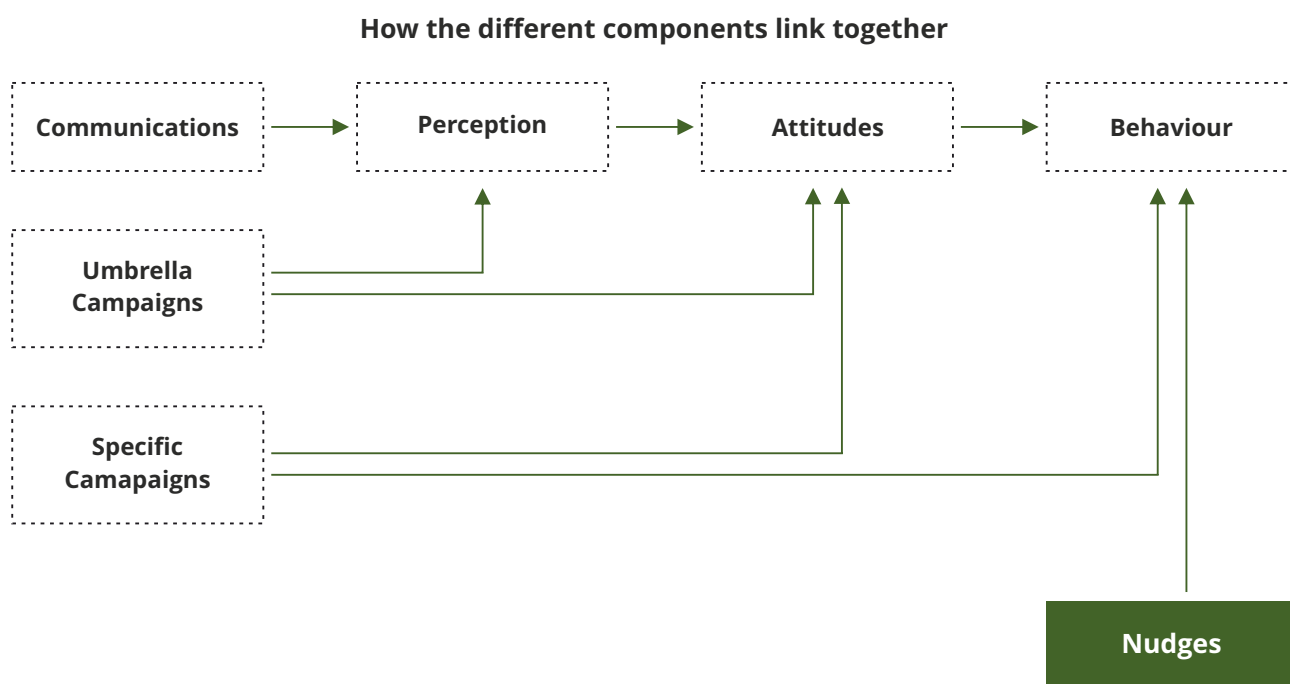
Target Group	Objectives	Barriers to Change
Sanitation Logistics		
Sanitary Workers	Demand better equipment and occupational environment	Caste-driven mindsets
		Marginalised
		Poorly paid
Government—as touched by the chain of Collection—Conveyance and Treatment		
Frontline personnel	Valorise sanitary work and workers celebrate sanitation	Reject septage from consideration
Mid-level supervisory	Start thinking about septage management (apart from Sewerage/UGD)	
Planners, Engineers and Executive Officers		
Municipal Commissioner	Build a strong case and story for septage management	Lack of knowledge and credible demonstration of septage management approaches
TWAD/DMA/ Directorate of Town Panchayat (DTP)	Encourage septage management	Mindset
	Re-examine institutional arrangements	Possible political opposition
City Planners	Make them at sanitation closely	Overworked
		No incentives
Sanitary Inspectors	Repositioning them from 'regulator' to 'facilitator'	Overworked
		Lack of priority
Private Sector		
Firms/Entrepreneurs in adjacent or allied categories like plumbing, chemicals, etc.	Get them excited by the sanitation business opportunities	
Source: TNUSSP, 2016		

## The need to design 'Nudges'

Behavioural Science is now yielding a range of insights and possibilities to effect behaviour change by an additional tool, Nudges. This tool works by changing the 'choice architecture' and the context of decision making.

One of the most famous nudges in India is the use of 'God's images' on ceramic tiles at staircase landings to prevent 'paan spitting'. That's a rather effective Nudge, that works by making a person jolt out of behaviour on autopilot<sup>2</sup>. He or she then pauses at the very last moment and takes a conscious decision—System 2 behaviour—to desist.

Figure 2.1: Linkage of different component to Behaviour Change



Source: TNUSSP, 2016

As a part of the campaign, we shall also incorporate nudges where appropriate.

<sup>2</sup> System 1 behaviour per Kahneman's framework





# The Creative Strategy

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# 3. The Creative strategy

What exactly would this strategy look like in terms of material and communication?

## 3.1 Positioning

The larger tenor of communication, and the positioning, will therefore resemble the way people might see a topic such as logistics or accounting or insurance (specifically health insurance), i.e., not soul-stirring perhaps, but not something that is unmentionable, and something that is critical to health and life. Therefore, the positioning will be:

- Open
- Positive
- Fun
- Valorising
- De-closeting
- Highlighting how sanitation is rated as the 'BIGGEST MEDICAL ACHIEVEMENT OF THE CENTURY' by doctors

Instead of

- Negative
- Shaming
- Ascribed to social status
- Fearful

## 3.2 The need to connect via shared cultural codes

In order to connect with the audience in the first place, we need to evoke the rich Tamil cultural lexicon and symbols, traditional and modern. Some of the elements are:

Sanitation Euphemisms which can be re-interpreted in a new way.

Tirukkural, film songs, other cultural content to be mined for pithy communication items that can be re-interpreted in modern symbolisms.

Spot evaluations and score-boarding by mystery shopping.

Other culturally identifiable images.

A sample of examples are listed below, **to illustrate some tangible elements that aim to bring alive the abstract strategy.**

### 3.3 An overarching logo/emblem for Full Cycle of Sanitation

First, it is suggested developing **an abstract visual that will symbolise the full cycle of sanitation**. This will be analogous to the triangle made of three arrows that 'recycling' uses as a logo. It can then be incorporated into the visual in the MS logo. The logo now has pictorial rendering of rainwater harvesting, solar energy, etc., but it only has a toilet to symbolise bio-waste management.

The Full Cycle Sanitation logo will be part of the entire chain, to be found on the uniforms, tanks that transport septage, etc., exactly like the '+' sign that today denotes anything 'medical'.

One of the key elements of sustained behaviour change is a changed self-image 'how they see themselves'. A certificate that one can flaunt reinforces this, e.g., 'Microsoft Certified', 'ISO 9000', etc. There is a need to introduce **a similar mark of recognition like a certification**.

For example, communication today just exhorts one not to use plastic bags. How about a certification such as 'Nalla Kadai' ('Good Shop) for shops that simply do not let plastic bags in even if the customer were to bring it?

A similar device is needed for the full cycle sanitation. It could be for instance, a bird like a cuckoo. A cuckoo evokes fresh meadows, birdsong and an all-round pleasant feel. And, this is also a reinterpretation of the Tamil word for toilet, 'Kakkoos'.

### 3.4 An Audio Mnemonic

As something that is, at present, out of conscious thought, bio-waste and sanitation also needs a 'burr' to plant itself in the mind. For example, an anthem or a snatch of notes that trigger the association with the full cycle sanitation chain and good health and well-being.

For this, the rich repertoire of Tamil film music is potentially a valuable source. Existing lyrics can be adapted too, e.g., The hit song 'enn veettu thottattil...' not only has a catchy tune, the lyrics are adaptable too. This song can be effectively used to say 'Ask, and you will find that every element in my house breathes Muzhu Sugadharam'.

### 3.5 Proximate Results and Creative Possibilities

In terms of overall outcomes, the results targeted include:

Households with access to individual toilets progressively stop OD.

Individual household toilets are audited and upgraded as needed to sanitary toilets. New toilets are constructed properly in compliance with FCS specifications.

There is progressive reduction in instances of water contamination because of poor sanitation tanks.

Households get the septic tanks/pits **regularly cleaned**, and not think about it only when forced by the problem of a clogged toilet.



The **disposal** of the collected sludge is done in a scientific, **sanitary** and at designated points.

Urban Local Bodies (**ULBs**) and other urban sector agencies **recognise** and embrace the full cycle of sanitation and **septage management** as a **new mantra**.

To achieve the above, the implementation process will have three mutually reinforcing components<sup>3</sup>—raising awareness, advocacy, social change and behaviour.

**Raising awareness:** Increase awareness and knowledge on the risk and implications of poor sanitation structure and practices.

**Advocacy:** Increase commitment and action among decision makers and key influencers.

**Social and behaviour change:** Empower families and communities for adoption of correct hygiene practices, demand effective and sanitary sanitation systems and act collectively for ensuring these.

<sup>3</sup> Reference: Drinking Water Advocacy and Communication Strategy Framework, 2013-2022, UNICEF + Min. Of Drinking Water + Sanitation, Govt. of India.





# **Implementation Framework**



## 4. Implementation Framework

**Implementation Framework and Action Plan:** Given below is the plan conceptualised in four phases, lasting approximately 36 months. (Start in April 2016 to April 2019).

Table.4.1: <b>Implementation Framework</b>			
Phase	From-To (Months)	Duration	Key Milestones
I	1-3	April'15- June'16	Tweak/Re-do existing communication material to strengthen sanitation part besides the Solid Waste Management aspects.
			Design of new material.
			Detail and agree on the Communications sequencing over the next 24 months.
II	4-12	July'16- March'17	Launch 'sanitation-strengthened MS'
			Preparation of new material, addressed to new channels and segments, per MS II
III	13-24	April'17- March'18	Launch of MS II
			Impact studies of 'sanitation-strengthened MS'
			Preparation of new material, addressed to new channels and segments, per MS III
IV	25-36	April'18- March'19	Launch of MS III
			Impact studies of MS II
			April'19 onwards

Source: TNUSSP, 2016



# Annexures

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# Annexure 1: BCC: Campaign for Muzhu Sugadharam Implementation Framework

## 1. Campaigns

Based on the discussions with various stakeholders, umbrella campaigns and a series of specific campaigns to create a supportive environment and aid the work of TNUSSP are listed below:

### A. Umbrella Campaigns:

1. **Septage Management as a Viable and Right Choice** for securing public health quickly—BCC materials on septage management as a viable alternative to devise solutions for urban sanitation.

BCC Campaign 1   Septage Management as a Desirable Alternative.	
<b>Campaign</b>	<b>An Umbrella Campaign for Creating a Supporting Environment around Septage Management</b>
<b>Target Audience</b>	Decision makers at different levels in the Government and Political Leaders.
	Senior decision-makers and executives in private businesses, stakeholders from the chemical/environmental industry.
	Media/journalists, and citizens at large.
<b>Objective</b>	Bring human excreta management into the topic of sanitation, which today is focused on solid waste management.
	Show how end-to-end management of the FCS is critical for ensuring public health outcomes.
	Address the bias in the decision makers' thinking that Underground Drainage (UGD) or Piped Sewerage, and STPs (Sewage Treatment Plants) are the only solution; and there are no other safe and viable alternatives to this problem.
	To demonstrate global success stories and appropriateness of septage management to the Tamil Nadu context.
<b>Mass Media</b>	Promo-Film, WhatsApp, Orientation workshops, Fecal Sludge Management (FSM) Conferences
<b>Experiential Media</b>	A demo installation of full cycle similar to a model flat in new buildings
<b>Social Media</b>	Social media, specifically LinkedIn, yammer.com, slack
<b>Timeline</b>	The first draft version will be ready by July end—key creative materials to be ready by June end
Source: TNUSSP, 2016	

2. **Sanitation as a topic:** A broad-based umbrella campaign to introduce the idea of the full cycle of sanitation from collection/containment to recycle and reuse. We will craft different modules/mini-clips for different segments within an overall leit motif.

## Annexure 2: Sanitation as a Topic

BCC Campaign 2   Sanitation as a Topic	
<b>Campaign</b>	<b>An Umbrella Campaign for Creating a Supporting Environment by bringing the topic of sanitation into everyday discussions.</b>
<b>Target Audience</b>	Different stakeholder groups—decision makers, government officials, masons/contractors and plumbers, sanitation workers, households, community members, media, etc.
<b>Objective</b>	To mainstream the discussion on sanitation and introduce the concept of full cycle of sanitation and FSM into everyday consciousness
<b>Mass Media</b>	Short films, posters, multi-media campaigns, animation films, short videos, brochures, pamphlets, etc.
<b>Experiential Media</b>	A demo installation of full cycle similar to model flat in new buildings
<b>Social Media</b>	WhatsApp, Facebook, twitter, yammer.com, etc.
<b>Timeline</b>	First draft version by July end. Key creative materials to be ready to June end
Source: TNUSSP, 2016	

Key Messages			
Campaigns	Key Messages	Products	Target Groups
Full Cycle Sanitation	Poor sanitation directly hits health condition, socio and economic status of a family	Film	SHG Members of slums Local youth groups/Fan clubs/unorganised labour unions, etc.
	Human feces are in the water and food that people consume daily		
	Poor sanitation causes ill health to the people across their age group	Poster for Children	Contractors/ Masons, etc.
	Worst hit are the children, with infectious worms, poor nutrition and causes for IMR & MMR, diseases and even ends in casualties.	Poster for Men	
	Lack of FCS causes stunt growth among the children	Poster for women	Schools
	Children miss their school's days and adult loses the man-days		
	Know where does your shit go?	2/3 posters	ULB officials
	Our shit is our responsibility and I am responsible		

Key Messages			
Campaigns	Key Messages	Products	Target Groups
Capture	A toilet in a home can give you a privacy, safety, cleanliness, comfort and respect.	Film	
	Defecating in the toilets can help child avoid or reduce hospital visits, child deaths and missed school's days.		
	Every day children, women & men women drink water that has mixed with faeces.	Poster for Children	
	Every day we eat food mixed with Faeces because of OD practice.	Poster for Men	
	It affects millions of pregnant women and children with worms.		
	Every minute million litres of human excrement enters the water bodies and pollutes the environment.	Poster for women	
	5 F's the agents through which the feces enter into one's mouth (Fluids, Field floors, Flies, fingers & Foods) and the explanation about the toilet barrier, Safe water barrier, hygiene & handwashing barriers. . .	2/3 posters	
Containment	On site system for sanitation is the best and suitable.	Film	
	Septic tank should be optimum in size and it should not be oversized or undersized.		
	Septic tanks should be build using bricks/concrete and not with porous.	Poster	
	Septic tanks should have access and concrete structures above it shall be avoided.		
Transport	Safe Collection is important.	Film and Flip books on Work precaution	Sludge Operators
	Presence of household during emptying is important.		
	Inform the process involved.		
	Educate solid materials should not be disposed in the latrines.		
	Septage/fecal sludge from the septic tank should emptied registered sludge operators.		
	Necessary work precautions should be adopted during desludging.		
	Sludge should be disposed in the designated STP's and should not be let out in the open are or in the water bodies.		

Key Messages			
Campaigns	Key Messages	Products	Target Groups
Treatment	Procedures needs to be followed for treatment as per standards.	Film	STP - Operators
	Trained operators can only do the process.	Simple booklet with illustrations	
	Work precautions should be adopted.		
Reuse/ Disposal	Treated fecal sludge can only be used for agriculture purposes.	Film and Pamphlets, explaining the its advantages	Farmers and allied business people/Pesticide/ Manure shop owners
	Pathogens removed sludge's are good manure for the crops.		
	Treated fecal sludge, as manure is a viable business.		

Source: TNUSSP, 2016



# Annexure 3: Valorising people in sanitation chain

A broad-based campaign to bring into public consciousness the invisible people involved in the 'dirty work' of sanitation. The campaign will aim to recognise how crucial their role is in the sanitation cycle and valorise their services as a key to protecting people and ensuring public health outcomes.

BCC Campaign 3   Valorising People in Sanitation Chain	
<b>Campaign</b>	<b>An umbrella campaign for creating a supporting environment for mainstreaming or recognising the people involved in the sanitation chain.</b>
<b>Target Audience</b>	Households and communities, Government officers, media
<b>Objective</b>	To raise the 'perceived' status of sanitary workers as people who are doing an important job that makes a difference everyone's well-being
<b>Mass Media</b>	TV Film, Radio, Print, TV serials—Product placement
<b>Supporting Environment</b>	Accessorise the sanitary worker (uniform, safety kit, appropriate electronic aids)
<b>Nudge Strategies</b>	Initiate a concept of 'Worker of the Month'. Feature sanitary workers in the newsletter—The Septage
<b>Timeline</b>	First draft version to be ready by the July end
Source: TNUSSP, 2016	

## B. Specific Campaigns

These campaigns will be allied with the larger TNUSSP campaign and will be rolled out in tandem with other initiatives of the project. Some of the specific campaigns envisaged by the project are:

1. OD free
2. Building regulations for households, for contractors and for the ULBs
3. Septic tank construction/upgradation for households, masons, plumbers, etc.
4. Fecal sludge treatment plant
5. Regular de-sludging of septic tanks
6. Certification of masons/plumbers
7. Registration of sludge operators

8. Safety gear for sanitation workers
9. Occupational safety, an introduction for the Government officials and the sanitary workers
10. Mechanical cleaning
11. Safe disposal of septage
12. Selling septage management as a viable business



# Annexure 4: BCC Campaign details

BCC Campaign 1   Open Defecation Free	
<b>Campaign Type</b>	<b>Specific Campaign</b>
<b>Target Audience</b>	Households without individual toilets
	People in households with toilet but practising OD
<b>Objective</b>	For households without individual toilets—To build toilets and put them to use by all members of the household (link to SBM-U)
	To stop OD by householders specially men in households that have toilets.
<b>Mass Media</b>	Films, posters, flip charts, etc.
	Materials that have been developed by BMGF on ODF will also be adapted to the Tamil Nadu context.
<b>Nudge Strategy</b>	Identify OD areas and "close" them- by youth-groups, etc., beautifying them as recreational spaces, present roses to offenders, etc.
Source: TNUSSP, 2016	

BCC Campaign 2   Building Regulations: Households	
<b>Campaign Type</b>	<b>Specific Campaign</b>
<b>Target Audience</b>	Household
<b>Objective</b>	To propagate the new regulations and compliance (photograph uploading, inspection by exception), etc.
<b>Mass Media</b>	WhatsApp Video, TV Film, Radio, Print, TV serials
<b>Experiential</b>	A demo installation of the improved options of Septic Tanks, similar to a model flat in new buildings
<b>Media Remarks</b>	Branding using more user-friendly, easy-to-recall names like 'Sujata Laws'.
Source: TNUSSP, 2016	

BCC Campaign: 2a   Building Regulations: Construction workers/contractors and masons	
<b>Campaign Type</b>	<b>Specific Campaign</b>
<b>Target Audience</b>	Construction workers/contractors
<b>Objective</b>	To propagate the new regulations and the compliance (photograph uploading, inspection by exception), etc.
<b>IPC</b>	Instructional Video on what an ideal septic tank should look like
<b>Experiential</b>	A demo installation of the improved options of Septic Tanks, similar to a model flat in new buildings.
Source: TNUSSP, 2016	

BCC Campaign: 2b   Building Regulation: ULBs	
<b>Campaign Type</b>	<b>Specific Campaign</b>
<b>Target Audience</b>	ULBs
<b>Objective</b>	To propagate the new regulations and the compliance (photograph uploading, inspection by exception), etc.
<b>IPC</b>	Instructional Video on what an ideal building should look like.
<b>Experiential</b>	A demo installation of the improved options of Septic Tanks, similar to a model flat in new buildings.
Source: TNUSSP, 2016	

BCC Campaign: 3   Septic Tank Construction/Upgradation for Households	
<b>Campaign Type</b>	<b>Specific Campaign</b>
<b>Target Audience</b>	Households
<b>Objective</b>	To inform householders on the way to correct way to build/remodel/upgrade the septic tanks
<b>Mass Media</b>	TV serials—Product placement, instructional videos
<b>IPC</b>	Flipcharts, instructional videos on what an ideal septic tank should look like.
<b>Media Remarks</b>	Need to rename septic tank
Source: TNUSSP, 2016	

BCC Campaign: 3a   Septic Tank Construction/Upgradation for Masons, Contractors, Builders	
<b>Campaign Type</b>	<b>Specific Campaign</b>
<b>Target Audience</b>	Masons, Contractors, Builders
<b>Objective</b>	To inform masons, contractors and builders, etc., about the options to upgrading insanitary holding and "septic tanks" and pits.
<b>IPC</b>	Instructional Video on what an ideal septic tank looks like.
	Flyers with Dos and Don'ts
<b>Experiential</b>	Expert Help line—MS expert (Masons, plumbers who are too old to do day today work but have knowledge and are willing to help)
<b>Media Remarks</b>	Need to rename septic tank
Source: TNUSSP, 2016	

<b>BCC Campaign: 4   Septic Tank Regular De-sludging</b>	
<b>Campaign Type</b>	<b>Specific Campaign</b>
<b>Target Audience</b>	Households
<b>Objective</b>	To elicit action based on compelling communication on the need for regular de-sludging/How and who to approach for desludging.
	Test and pilot the idea of a helpline number in select locations.
<b>Mass Media</b>	Poster, Films, articles in property supplements of newspapers and magazines. arise the concept through TV serials and short films
	TV serials—Product placement
<b>IPC</b>	Flipcharts
<b>Experiential</b>	Test and pilot the idea of a helpline number in select locations.
	A handheld monitor to check status of "recharge repository". This could be a physical probe or a battery run/mechanical device attached to the septic tank.
<b>Supporting Environment</b>	Use occasions such as the International Toilet Day for campaigns and inaugurations, but do not restrict de-sludging to those days.
	Introduce the concept of MS partners—branding for sanitary and hardware stores
<b>Nudge Strategies</b>	'De-sludged' Stickers on the doors of houses.
<b>Media Remarks</b>	Need to rename Desludging to make the concept more attractive such as 'Get Cleaned Up Campaign'
<i>Source: TNUSSP, 2016</i>	

<b>BCC Campaign: 5   Certification of Masons</b>	
<b>Campaign Type</b>	<b>Specific Campaign</b>
<b>Target Audience</b>	Building Contractors, Masons
<b>Objective</b>	Introduce the need for certification of masons/Advantage of using certified masons
<b>IPC</b>	Flip charts
<b>Experiential</b>	Well-designed certificate/Identity cards
<b>Supporting Environment</b>	Certification by the ULBs to be tested.
<i>Source: TNUSSP, 2016</i>	

BCC Campaign: 6   Registration of Sludge Operators	
Campaign Type	Specific Campaign
Target Audience	Sludge Operators and ULBs
Objective	Need for registration and advantages of registration
Experiential	Well-designed Mobile Phone and PC-based registration interface
	Receipt/certificate/Identity cards
Supporting Environment	Introduce the concept of registration at an appropriate level as suggested in the Operational Guidelines.
Source: TNUSSP, 2016	

BCC Campaign: 7   Occupational Safety Gear for Sanitation Workers	
Campaign Type	Specific Campaign
Target Audience	Decision makers, Government officials, Sanitary workers
Objective	To make safety gear appropriate for local conditions, attractive and aspirational, for sanitary workers analogous to HAZMAT tagging.
	To inform sanitary workers and government officials on the importance of using safety equipment. The safety gear should also be designed keeping in mind the geographical locations and the specific work involved.
IPC	Posters, flip charts
Experiential	Design of the safety gear with high aesthetics and taking account of local conditions
Supporting Environment	Legislation: Publicise the key legal provisions such as the Manual Scavenging Act 2014. Invoke the fatal hazards of manual scavenging, similar to annual & spot exposure limits for nuclear materials.
Media Remarks	Shift the focus of the campaign to toxic gases from the fecal sludge to introduce the concept of safety.
Source: TNUSSP, 2016	

BCC Campaign: 8   Occupational Safety	
Campaign Type	Specific Campaign
Target Audience	Decision makers: Government officials, ULBs
Objective	To ensure the safety of the de-sludging operators by promoting the use of safety gear by demos and trainings, and enforcing rules on occupational safety.
IPC	Posters, films, conferences and roundtables
Source: TNUSSP, 2016	

BCC Campaign: 8a   Occupational Safety	
<b>Campaign Type</b>	<b>Specific Campaign</b>
<b>Target Audience</b>	Sanitation Workers
<b>Objective</b>	Promoting the use of safety gear by demos and trainings, and inform the necessity and advantages of using the safety gear.
<b>IPC</b>	Posters, films
<b>Experiential</b>	Awards for the 'safest' sanitation worker of month
<b>Media Remarks</b>	Worker of the month to feature in The Septage.
Source: TNUSSP, 2016	

BCC Campaign: 9   Mechanical Cleaning	
<b>Campaign Type</b>	<b>Specific Campaign</b>
<b>Target Audience</b>	Government Officers/ULBs
<b>Objective</b>	To motivate the ULBs to go in for total mechanical cleaning To make mechanical cleaning aspirational and exciting.
<b>Mass Media</b>	Short films on the importance of mechanical cleaning, how mechanical cleaning will lead to better sanitation outcomes.
Source: TNUSSP, 2016	

BCC Campaign: 10   Safe disposal of septage to ensure public health	
<b>Campaign Type</b>	<b>Specific Campaign</b>
<b>Target Audience</b>	ULBs
<b>Objective</b>	To educate the ULBs on the need and importance for safe disposal
<b>Mass Media</b>	Promo-Film, Instructions Film,
<b>Experiential</b>	Rating of ULB's (silver, Gold, platinum, diamond)
<b>Media Remarks</b>	ULB of the month...or a similar programme to feature in The Septage.
Source: TNUSSP, 2016	

BCC Campaign: 10a   Safe disposal of septage as attractive businesses	
<b>Campaign Type</b>	<b>Specific Campaign</b>
<b>Target Audience</b>	Private Sector, Entrepreneurs
<b>Objective</b>	To make septage management an attractive business proposition/To introduce the concept of septage management as a crucial part of environment planning.
<b>Mass Media</b>	Promo-Film, Instructions Film
Source: TNUSSP, 2016	

<b>BCC Campaign: 11   Septage Management as attractive businesses</b>	
<b>Campaign Type</b>	<b>Specific Campaign</b>
<b>Target Audience</b>	ULBs
<b>Objective</b>	To educate the ULBs on the need and importance of proper septage management.
	To promote the idea that septage management is a viable business and should be taken by the ULBs as a part of the revenue generation process.
<b>Mass Media</b>	Promo-Film, Instructions Film,
<b>Experiential</b>	Rating of ULBs (Silver, Gold, Platinum, Diamond) based on their ability for effective septage management
<b>Media Remarks</b>	ULB of the month, or a similar programme to feature in The Septage.
<i>Source: TNUSSP, 2016</i>	

To make the above vivid, a few possible successful outcomes are listed below, to convey what the BCC seeks to achieve, as well as some creative possibilities that need to be developed and tested.

### **Sanitation as a whole**

Sanitation as a topic is brought out of the closet and progressively rid of the taboo and stigma associated with the topic.

For example: Tele-serials weave in dialogues on sanitation as a part of the plot, (e.g., the award-winning Hindi serial Jasoos Vijay was a full-story on HIV AIDS).

Consumers are empowered to have agency, i.e., feel that they know what has to be done, and that those actions will yield the results they seek.

For example: Insist on a MS certified contractor or mason. Thus, ensuring an effective, high quality septic tank.

For example: Take a maintenance contract (like an AMC) for regular emptying of the septic tank, just like they may have on a computer or water purifier.

Consumers become conscious of sanitation as a topic that is companionable and worth paying attention to; and realise that they have ignored it without being conscious of it, and want to have better sanitation as a part of the modern healthy lifestyle.

For example: Post status updates in social media touching on sanitation, sanitary ware, and the substructure.





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The TNUSSP is implemented by a consortium of organisations led by the Indian Institute for Human Settlements (IIHS), in association with CDD Society, Gramalaya and Keystone Foundation.