

Behaviour Change and Communication: Strategy

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ABBREVIATIONS

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



EXECUTIVE SUMMARY

The Bill and Melinda Gates Foundation (BMGF) is supporting the 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 Department (MAWS). 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 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.

The 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. These include Practice of Open Defecation despite having an 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, which leaves the solids behind leading to settling which becomes difficult to clean.
4. Unsanitary disposal of the collected sludge.
5. Urban Local Bodies (ULBs) do not recognise the full cycle of sanitation; nor do they see Septage Management as a candidate solution.
6. Inadequate treatment facilities and serious constraints in their capacity utilization.

The Muzhu Sughadharam BCC Strategy:

The Premises: The BCC strategy recognises the main learning from IECs around the world, that Behaviour Change also requires a supportive environment. And 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 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 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 Sughadharam, therefore, addresses the following supportive environment creation objectives:

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 State.
3. It is essential that the Urban Local Bodies (**ULBs**) and other urban sector agencies **recognise** and embrace the full cycle of sanitation and **Septage management** as a **new mantra**. They should also regulate and enforce rules to make this possible.

The 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 UGD/sewerage based solutions; or bringing into public consciousness the role of the everyday sanitary worker by valourising 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, iterations will be made before rolling out the campaigns.

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

The Umbrella campaigns are as follows:

1. **'Sanitation as a Topic' campaign, to bring the Full Cycle of Sanitation upfront 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 both by 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. 'Valourising Sanitary Workers' campaign

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

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. Open Defecation 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 the Government officials and the sanitary workers
10. Mechanical Cleaning
11. Safe Disposal of Septage
12. Setting up Fecal Sludge Treatment Plants for treatment of Septage
13. Selling Septage Management as Viable Business

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.



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 full 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 Department of Municipal Administration and Water Supply, Government of Tamil Nadu (MAWS, GoTN) aims at scaling up access to safe and sustainable sanitation in all urban areas. Tamil Nadu envisions becoming a fully sanitized and healthy state, substantially eliminating open defecation, achieving improvements through the entire sanitation value chain, safely disposing an increasing proportion of its human excreta, and re-using/ recovering resources therefrom.

The Bill and Melinda Gates Foundation (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 Technical Support Unit. 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.

TNUSSP has several components, of which Behaviour Change and Communication is one. This component will address the issue of behaviour change through a range of approaches – understanding the incentives for stakeholders including awards, consumer preferences, changes in role description in the case of government officials, and communication campaigns targeted at appropriate segments.

This component also places specific emphasis on 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 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.

Thus, the TNUSSP is a part of a broader GoTN Mission for Total Sanitation ('Muzhu Sughadharam') initiative focused on both solid waste management and sanitation (excreta management). Hitherto, communication under Muzhu Sughadharam 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

Muzhu Sughadharam. This document outlines the contours of a proposed Behaviour Change and Communication (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 production of material and dissemination of 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 focused, 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).

The Full Cycle of Sanitation – Diagram

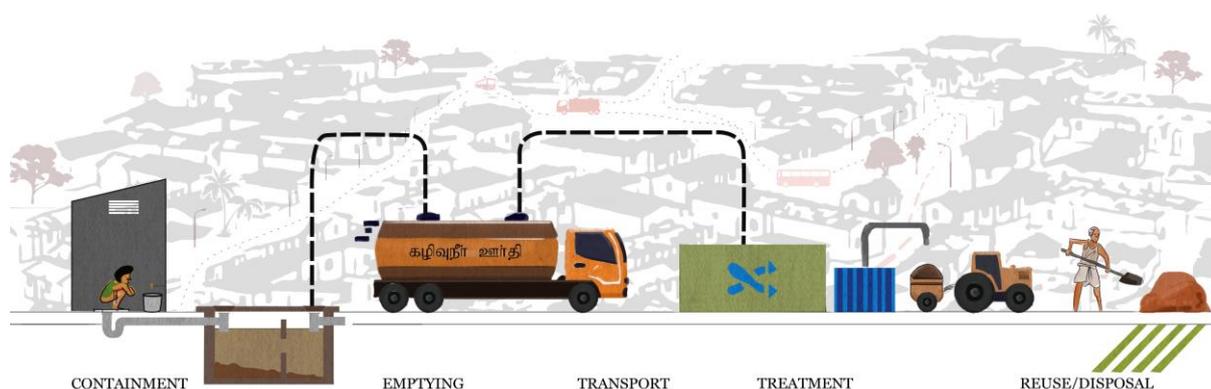


Figure 1.1: Full Cycle Sanitation

1.2 FACTORS IMPARTING 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 open defecation.
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 (Under Ground Drainage, or 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 or 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% 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 utilization.

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 become manifest is imperative. Indeed, this is the main learning from IECs around the world, that behaviour change also requires a supportive environment. And 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 Muzhu Sughadharam, 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 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 Sanitation is not Out of Sight...it's 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'.

And 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 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, but not what happens to the waste after that. Full cycle of excreta management has to become a part of the sanitation discourse ... It's not just about SWM and toilets.

Bringing alive sanitation as a many-splendoured 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.

Box 1.1:

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 unconsciously 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).

Stigma and blind spots render other objectives to be effectively unattainable

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 Government of Tamil Nadu can take a lead on this. For example, can a new cadre say, the TN Muzhu Sughadharam 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 open defecation or hygienic behaviours.

This will enable public sector functionaries to having their contribution recognized 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. And as one that is socially responsible too.

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 FCS

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. And 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 open defecation 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. 'Valourising 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. And cultivate spokespersons and champions to build its image as a ‘value-for-money’ solution that can complement the underground sewerage system.

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 Plan¹.

Where current behaviour needs change: This entails changing existing behaviours at different points all along the chain – stop open defecation, 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

Segmentation and Targeting

Sanitation in the Mind...Today it's 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: Segmentation and Targeting

Aspect of Full-cycle Sanitation Chain	Current mindset to be targeted	Segment focused on for high impact	Remarks
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.
Non-Households / Businesses		Shopkeepers, Restaurants, Theatres, Offices	As businesses that have a high footfall – to enable conversations among the people there. And to serve as locations for conversation on

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

Aspect of Full-cycle Sanitation Chain	Current mindset to be targeted	Segment focused on for high impact	Remarks
			sanitation – important for making it a topic that is now ‘out of the closet’.
<i>We will wait for UGD/sewerage to come.</i>	<i>Sewerage is the sole solution.</i>	<i>Engineers, policy and decision-makers, citizens.</i>	<i>Need to show demonstrations of successful models, develop powerful material, and build spokespersons.</i>

Aspect of Full-cycle Sanitation Chain	Current behaviour to be targeted	Segment focused on for high impact	Remarks
Defecation	Eliminate Open Defecation	Those that have a toilet, yet practise OD.	Men in particular. Men are also to be targeted as decision makers, besides as defecators.

Aspect of FCS	Current behaviour to be targeted	Segment focused on for high impact	Remarks
Septic tank construction / upgradation.	The tank and other infrastructure is not thought about at all.	Men, especially home builders 18 to 25-year-old women especially young housewives. 15 to 20 year olds living in slums, Young Parents	The aim is to make Sanitation a pleasant thing to know about, like a kitchen. The group that tends to have high expectations in the products and services they consume ... but unrealisingly are settling for less when it comes to sanitation.
Upgrading or securing the “Septic” or the holding tank.	Need to plant the thought about what is safe and sanitary.	Masons, Contractors. The end-user who contracts them.	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.
Septic Tank Cleaning	Nobody is even thinking about it or	Men, especially home builders.	May need a little bit of communication from the ULBs/ State

Aspect of FCS	Current behaviour to be targeted	Segment focused on for high impact	Remarks
	wants to postpone it to much later.	Younger members of the household.	Government; and greater visibility of desludging operators.
Septic Tank Construction	Modernize tank construction, to eliminate building of leaky / unlined / unlined tanks.	Masons Contractors. The end-user who contracts them.	Needs considerable training support and accreditation.

Aspect of FCS	Current Behaviour to be targeted	Segment focused on for high impact	Remarks
Handling – Septage	No process or standards in place. Needs to comply with the Manual Scavenging Act 2013	Sanitation workers in public and private organisations.	There is no 'status' or pride at all associated with these roles.
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.

Aspect of FCS	Current Behaviour to be targeted	Segment focused 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.
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 Urban Local Bodies.	This might require innovations in regulatory practices.

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). Water Quality etc.

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 this: We need to pick the group that will be the early adopters who will also stick on and not lapse back to the old ways. These need not be only the young, but they are the ones to target when aiming to build a modern and aspirational feel to a whole category. These shall serve as a clearly defined subset to be delivered the messaging with high impact.

There is also a need for pointed targeting from a communication point of view.

The people creating the communications need a defined subset that they will actually hold in their minds as the audience they are writing for.

Else the communication will end up with creative units that aim at the lowest common denominator - thus losing impact and effectiveness across the board.

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

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

<i>Table 2.6: Target Audiences, Behaviour Change Objectives and Barriers</i>		
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 Build up the reputation and perceived value (i.e. valorise) of sanitary workers.	Overall Taboo '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	To convert the toilet from unsanitary to sanitary. Valorise sanitary workers	Sunk cost fallacies / NMP / NIMBY

<i>Table 2.6: Target Audiences, Behaviour Change Objectives and Barriers</i>		
Target Group	Objectives	Barriers to Change
significant proportion of such homes where the woman decides)		
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 Builders Contractors	Construct sanitary toilets. Explain to the householders (clients) what exactly they have built.	Absence of any certification process, or Professional Code of Standards, or commitment devices like oaths (like the Hippocratic Oath that doctors do). The householder (client) accepts whatever is done unquestioningly.
Sanitation Logistics		
Sludge Operators	Develop a positive lexicon (e.g. 'Tank Recharge' instead of 'sludge removal') Wear protective gear while handling the material 'Do not dump anywhere or everywhere'	Money / funds / owners' mindset/ habit No designated places to dump, no dis-/incentives to not dump indiscriminately.
Sanitary Workers	Demand better equipment and occupational environment	Caste-driven mindsets Marginalized Poorly paid
Government – as touched by the chain of Collection – Conveyance and Treatment		
Frontline personnel Mid-level supervisory Planners, Engineers and Executive Officers	Valorise Sanitary Work and Workers Celebrate Sanitation Start thinking about Septage Management (apart from Sewerage / UGD)	Reject Septage from consideration.
Municipal Commissioner	Build a strong case and story for Septage management	Lack of knowledge and credible demonstration of Septage management approaches.
TWAD / DMA / DTP	Encourage Septage management Re-examine institutional arrangements	Mindset 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

<i>Table 2.6: Target Audiences, Behaviour Change Objectives and Barriers</i>		
Target Group	Objectives	Barriers to Change
Private Sector		
Firms / Entrepreneurs in adjacent or allied categories like plumbing, chemicals etc.	Get them excited by the sanitation business opportunities	

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, that work 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 autopilot². He or she then pauses at the very last moment and takes a conscious decision – System 2 behaviour – to desist.

Beh. Sci. ... Nudge ... How the different components link together

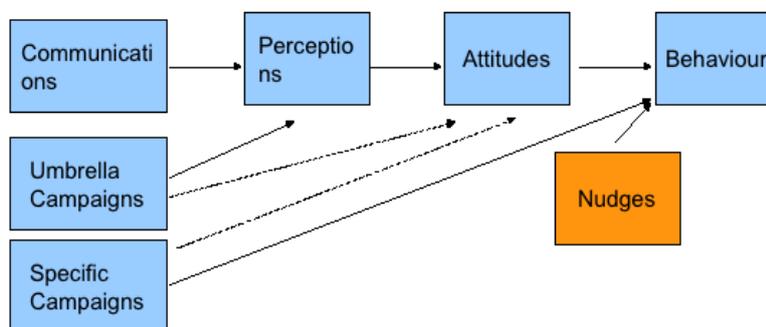


Figure 2.1: Linkage of different component to Behaviour Change

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

² System 1 behaviour per Kahneman's framework

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. So, 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 the sanitation chain.** 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 Muzhu Sughadharam logo. The logo now has pictorial rendering of rain water harvesting, solar energy etc. But it only has a toilet to symbolize 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 Sughadharam".

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 components³:

Raising awareness 2. Advocacy 3. 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.

³ Reference: Drinking Water Advocacy and Communication Strategy Framework, 2013-2022, Unicef + Min. Of Drinking Water + Sanitation, Govt. of India.

4 IMPLEMENTATION FRAMEWORK

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

Table 4.1: Implementation Framework

Phase	From-To (Months)	Duration	Key Milestones
I	1 – 3	Apr. - 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 – Mar. '17	Launch 'sanitation-strengthened Muzhu Sughadharam' Preparation of new material, addressed to new channels and segments , per Muzhu Sughadharam - II
III	13 – 24	Apr. '17 – Mar. '18	Launch of Muzhu Sughadharam - II Impact studies of 'sanitation-strengthened Muzhu Sughadharam' Preparation of new material, addressed to new channels and segments, per Muzhu Sughadharam - III
IV	25 – 36	Apr. '18 – Mar. '19	Launch of Muzhu Sughadharam - III Impact studies of Muzhu Sughadharam – II
		Apr. '19 onwards	Impact studies of Muzhu Sughadharam – III



ANNEXURES



ANNEXURE 1: BCC: CAMPAIGN FOR MUZHU SUGHADHARAM

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.

Campaign	An Umbrella Campaign for Creating a Supporting Environment around Septage Management
Target Audience	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.
Objective	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 Full Cycle of Sanitation (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.
Mass Media	Promo-Film, WhatsApp, Orientation Workshops, FSM Conferences
Experiential Media	A demo installation of full cycle similar to a model flat in new buildings
Social Media	Social media - specifically LinkedIn, yammer.com, slack
Timeline	The first draft version will be ready by July end – key creative materials to be ready by June end

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 notify.

ANNEXURE 2: SANITATION AS A TOPIC

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

Key Messages

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

Campaigns	Key Messages	Products	Target Groups
Capture	<p>A toilet in a home can give you a privacy, safety, cleanliness, comfort and respect.</p> <p>Defecating in the toilets can help child avoid or reduce hospital visits, child deaths and missed school's days.</p> <p>Every day children, women & men women drink water that has mixed with faeces.</p> <p>Every day we eat food mixed with Faeces because of OD practice.</p> <p>It affects millions of pregnant women and children with worms.</p> <p>Every minute million liters of human excrement enters the water bodies and pollutes the environment.</p> <p>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. . .</p>	<p>Film</p> <p>Poster for Children</p> <p>Poster for Men</p> <p>Poster for women</p> <p>2 /3 posters</p>	

Campaigns	Key Messages	Products	Target Groups
Containment	<p>On site system for sanitation is the best and suitable.</p> <p>Septic tank should be optimum in size and it should not be oversized or undersized.</p> <p>Septic tanks should be build using bricks / concrete and not with porous.</p> <p>Septic tanks should have access and concrete structures above it shall be avoided.</p> <p>Septic tank should have 2 chambers, connected to a soak away and not directed to the storm water drain or in an open place.</p> <p>Regular desludging is essential for effective functioning of septic tank.</p> <p>Regular desludging increases the life of septic tanks and help you retain the capacity.</p> <p>Deteriorating septic systems are expensive to repair or replace, and poor maintenance is a common cause of early system failures.</p> <p>Septic tanks needs to be inspected regularly, unpleasant odors, growth of algae are the proof of leakage or over flow, it needs to addressed immediately to avoid health illness.</p> <p>Small amount of maintenance cost required to avoid larger expenses at a later stage.</p> <p>Desludge the septic tanks regularly to protect the health of your family, neighbour and the environment.</p> <p>Direct contact with untreated human waste can lead to significant health risks, and leakage from the septic tanks can contaminate nearby wells, groundwater, and drinking water sources.</p>	<p>Film</p> <p>Poster</p> <p>FAQ</p> <p>Simple readable booklet</p>	

Campaigns	Key Messages	Products	Target Groups
Transport	<p>Safe Collection is important.</p> <p>Presence of household during emptying is important.</p> <p>Inform the process involved.</p> <p>Educate solid materials should not be disposed in the latrines.</p> <p>Septage/fecal sludge from the septic tank should emptied registered sludge operators.</p> <p>Necessary work precautions should be adopted during desludging.</p> <p>Sludge should be disposed in the designated STP's and should not be letout in the open are or in the water bodies.</p>	Film and Flip books on Work precaution	Sludge Operators
Treatment	<p>Procedures needs to be followed for treatment as per standards.</p> <p>Trained operators can only do the process.</p> <p>Work precautions should be adopted.</p>	Film Simple booklet with illustrations	STP - Operators
Re Use / Disposal	<p>Treated fecal sludge can only be used for agriculture purposes.</p> <p>Pathogens removed sludge's are good manure for the crops.</p> <p>Treated fecal sludge, as manure is a viable business.</p>	Film and Pamphlets, explaining the its advantages	Farmers and allied business people / Pesticide / Manure shop owners

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

Campaign	An Umbrella Campaign for Creating a Supporting Environment for mainstreaming or recognizing the people involved in the sanitation chain.
Target Audience	Households and communities, Government officers, media
Objective	To raise the ‘perceived’ status of sanitary workers as people who are doing an important job that makes a difference everyone’s well-being
Mass Media	TV Film, Radio, Print, TV serials - Product placement
Supporting Environment	Accessorise the sanitary worker (Uniform, safety kit, appropriate electronic aids)
Nudge Strategies	Initiate a concept of ‘Worker of the Month’. Feature sanitary workers in the newsletter – The Septage
Timeline	First draft version to be ready by the July end

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. Open Defecation 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 Viable Business

ANNEXURE 4 : BCC CAMPAIGN DETAILS

BCC Campaign – 1 | Open Defecation Free

Campaign Type	Specific Campaign
Target Audience	Households without individual toilets People in households with toilet but practising Open Defecation
Objective	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.
Mass Media	Films, posters, flip charts etc. Materials that has been developed by BMGF on ODF will also be adapted to the Tamil Nadu context.
Nudge Strategy	Identify OD areas and “close” them- by youth-groups etc. beautifying them as recreational spaces, present roses to offenders, etc.

BCC Campaign – 2 | Building Regulations - Households

Campaign Type	Specific Campaign
Target Audience	Household
Objective	To propagate the new regulations and compliance (photograph uploading, inspection by exception) etc.
Mass Media	WhatsApp Video, TV Film, Radio, Print, TV serials
Experiential	A demo installation of the improved options of Septic Tanks, similar to a model flat in new buildings
Media Remarks	Branding using more user-friendly, easy-to-recall names like ‘Sujata Laws’.

BCC Campaign – 2a | Building Regulations – Construction workers/ contractors and masons

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

BCC Campaign – 2b | Building Regulation - ULBs

Campaign Type	Specific Campaign
Target Audience	ULBs
Objective	To propagate the new regulations and the compliance (photograph uploading, inspection by exception) etc.
IPC	Instructional Video on what an ideal building should look like.

Campaign Type	Specific Campaign
Experiential	A demo installation of the improved options of Septic Tanks, similar to a model flat in new buildings.

BCC Campaign – 3 | Septic Tank Construction/ Upgradation for Households

Campaign Type	Specific Campaign
Target Audience	Households
Objective	To inform householders on the way to correct way to build/remodel/upgrade the septic tanks
Mass Media	TV serials - Product placement, instructional videos
IPC	Flipcharts, instructional videos on what an ideal septic tank should look like.
Media Remarks	Need to rename septic tank

BCC Campaign – 3a | Septic Tank Construction/ Upgradation for Masons, Contractors, Builders

Campaign Type	Specific Campaign
Target Audience	Masons, Contractors, Builders
Objective	To inform masons, contractors and builders etc. about the options to upgrading insanitary holding and “septic tanks” and pits.
IPC	Instructional Video on what an ideal septic tank looks like. Flyers with Dos and Don'ts
Experiential	Expert Help line - Muzhu Sughadharam expert (Masons, plumbers who are too old to do day today work but have knowledge and are willing to help)
Media Remarks	Need to rename septic tank

BCC Campaign – 4 | Septic Tank Regular De-sludging

Campaign Type	Specific Campaign
Target Audience	Households
Objective	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.
Mass Media	Poster, Films, articles in property supplements of newspapers and magazines. Popularise the concept through TV serials and short films TV serials - Product placement
IPC	Flipcharts
Experiential	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.
Supporting Environment	Use occasions such as the International Toilet Day for campaigns and inaugurations, but do not restrict de-sludging to those days.

Campaign Type	Specific Campaign
	Introduce the concept of Muzhu Sughadharam partners - branding for sanitary and hardware stores
Nudge Strategies	‘De-sludged’ Stickers on the doors of houses.
Media Remarks	Need to rename Desludging to make the concept more attractive such as ‘Get Cleaned Up Campaign’

BCC Campaign – 5 | Certification of Masons

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

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.

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.

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

BCC Campaign – 8a | Occupational Safety

Campaign Type	Specific Campaign
Target Audience	Sanitation Workers
Objective	Promoting the use of safety gear by demos and trainings, and inform the necessity and advantages of using the safety gear.
IPC	Posters, films
Experiential	Awards for the ‘safest’ sanitation worker of month
Media Remarks	Worker of the month to feature in The Septage.

BCC Campaign – 9 | Mechanical Cleaning

Campaign Type	Specific Campaign
Target Audience	Government Officers/ ULBs
Objective	To motivate the ULBs to go in for total mechanical cleaning To make mechanical cleaning aspirational and exciting.
Mass Media	Short films on the importance of mechanical cleaning, how mechanical cleaning will lead to better sanitation outcomes.

BCC Campaign – 10 | Safe disposal of Septage to ensure public health

Campaign Type	Specific Campaign
Target Audience	ULBs
Objective	To educate the ULBs on the need and importance for safe disposal
Mass Media	Promo-Film, Instructions Film,
Experiential	Rating of ULB's (silver, Gold, platinum, diamond)
Media Remarks	ULB of the month...or a similar programme to feature in The Septage.

BCC Campaign – 10a | Safe Disposal of Septage as attractive businesses

Campaign Type	Specific Campaign
Target Audience	Private Sector, Entrepreneurs
Objective	To make Septage management an attractive business proposition/ To introduce the concept of Septage management as a crucial part of environment planning.
IPC	Promo-Film, Instructions Film,

BCC Campaign – 11 | Septage Management as attractive businesses

Campaign Type	Specific Campaign
Target Audience	ULBs
Objective	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.
Mass Media	Promo-Film, Instructions Film,
Experiential	Rating of ULBs (Silver, Gold, Platinum, Diamond) based on their ability for effective Septage management
Media Remarks	ULB of the month...or a similar programme to feature in The Septage.

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 Muzhu Sughadharam 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.