

# PRACTICAL ACTIONS FOR SWACHH BHARAT MISSION (GRAMIN) CAMPAIGNS

---

## A LIVING SOURCEBOOK

---

*This Sourcebook is permanently work in progress incorporating lessons, innovations and good practices happening across India and elsewhere.. Please enrich it by emailing innovations, experiences, updates, and additions to Vinod Mishra ([vinodmishra2810@gmail.com](mailto:vinodmishra2810@gmail.com)) Or ([Vinod.Mishra@wsscc.org](mailto:Vinod.Mishra@wsscc.org)).*

This working document draws on contributions and experiences from many sources. It includes contributions from District Collectors and many others, Government and non-Government including Natural Leaders, at Rapid Action Learning Workshops held in

- Nainital -*National Workshop on Community-Led Approach in the Context of Nirmal Bharat Abhiyan, 2013*
- Bhopal - *Getting to Swachh Bharat Gramin Faster Through Rapid Action Learning and Sharing, 2015*
- Moradabad - *Regional Workshop on Rapid Action Learning, Sharing and Planning with Quality and Sustainability of Swachh Bharat Mission (Gramin), September 2017*
- Delhi -*Timely, Relevant and Actionable Knowledge for the SBM-G, October 2017*
- Varanasi -*One day Sharing Learning and Planning Workshop of the Swachh Bharat Mission – Gramin, Varanasi District, November 2017 and Achieving District wise Quality and Sustainability with the SBM-G across Uttar Pradesh, January 2018 and*
- Barabanki - *One-Day Rapid Action Learning (RAL) Workshop under Swachh Bharat Mission – Gramin in Barabanki District, 13 June 2018*

This document can be accessed at the CLTS Knowledge Hub website [www.communityledtotalsanitation.org](http://www.communityledtotalsanitation.org)

Anyone planning or leading a campaign at Block, District or State level can draw on these ideas and actions at once. It is an a la carte menu of options. IEC funds can be used for many of them.

## Contents

- Practical Ideas for Activities and Actions
- Additional June 2018 updates
- Appendices-
  - A: Practical actions from Moradabad RAL Workshop, September 2017
  - B: Practical actions from Varanasi RAL Workshop, January 2018
  - C: Case notes: public pledging, women's SHGs, patriarchal messaging

These are for all champions who commit to the objectives of the SBM (G). All involved in campaigns can adopt, adapt, add to and improve on what follows, and will bring to campaigns their own experiences and creativity.

## Practical Ideas for Activities and Actions

Updated June 2018

*These are not instructions but options to review and choose from. They can be adopted, adapted, ignored, or creatively added to. There will be many variants and other activities in any campaign. Some are common sense, and others less obvious. They are designed to be both effective and enjoyable to use.*

### The headings are:

1. Be a champion: lead and inspire
2. Assess resources, don't wait, learn by doing
3. Get started with training, triggering and follow-up
4. Monitor, review and verify
5. Anticipate and respond to local conditions
6. Trigger, work with and support women's organisations and movements
7. Foster, find, encourage and support champions
8. Organise occasions for celebration and publicity
9. Adopt an inclusive team approach
- 10 Do many different things!
- 11 Involve children, teachers and schools
- 12 Give priority to those less able or excluded
- 13 Beware of common traps: rewards, penalties and unrealism
- 14 Practise rapid action learning and sharing
- 15 Seek, try out and share good practices and innovations
- 16 Adopt, adapt, do what fits best

## 1. BE A CHAMPION: LEAD AND INSPIRE

- 1.1. ***Lead and inspire*** There is no avoiding this. Again and again good things in sanitation and cleanliness have happened because a District Collector or Magistrate or Zilla Parishad, CEO, CDO, or BDO has been fired with passion and commitment. Can you make this your big thing, or a very big thing, during your time in post? There is evidence enough that a committed Collector can make a huge and lasting difference.
- 1.2. ***Refer to 'owner' rather than 'beneficiary'. Make this a practice from the start.*** It changes the way programme staff and others see people and relationships. 'Owners' are more likely to use and sustain toilets than 'beneficiaries' who may look towards their benefactors for help and feel the toilet is the responsibility of the government to maintain.
- 1.3. ***Make Government set an example*** with good toilets, kept clean, free of smell, and accessible – toilets to be proud of - in offices, hospitals, other medical posts, schools, clinics, prisons, Anganwadi centres and other public and communal places (See SMS or call hotline 17.3 below). Your own offices and schools are good places to start. .

## 2. ASSESS RESOURCES, DON'T WAIT, LEARN BY DOING

**2.1 *Assess people and organisations to use and mobilise as resources.*** Preraks where they are present are an important and versatile resource and can review these practical actions and in some cases implement them. In the District people and organisations to mobilise may include local opinion leaders, NGOs, private sector suppliers, media, professional associations, colleges and students, and staff in Government departments, training and research organisations, and at community level sarpanches, pradhans and secretaries, swachhagrahis, SHGs, Anganwadi workers, Ashas, schools and teachers. Children have been effective in many campaigns. Review and expand this list.

**2.2 *From the start, learn by doing.*** Don't delay. Engage and learn by doing with rapid feedback. Go to the field regularly to understand the realities on the ground. Rapid action learning can start at once. No need to delay.

**2.3 *Find out more.*** What has worked elsewhere? Reflect on what you need to know and do not, and how to find out. Use this Sourcebook for a start

**2.4 *Formative research.*** Has there been any formative research about people's priorities in your district, or in similar neighbouring Districts? If so, study it. If

not, taking a longer-term view, should you sponsor it to find out more about to inform the campaign for behaviour change? And to find out whether appropriate materials and services including capable masons are available in the market?

‘Formative research is the basis for developing effective strategies, including communication channels, for influencing behaviour change. It helps researchers and practitioners identify and understand the characteristics - interests, behaviours and needs - of target populations that influence their decisions and actions. It is usually recommended at the beginning of an intervention or program within a given area to define the needs and purpose of the program.

Formative research follows a process and includes a set of tools that can be used to help answer questions such as:

- What are current defecation practices and how satisfied are people with these?
- Under what circumstances is open defecation acceptable?
- Who is responsible for cleaning the toilet and how often does this happen?
- What are the most desirable features of a sanitation facility and how much are people pay willing to pay for these?
- Who are the major players in the supply chain? What are the opportunities to strengthen it? <sup>1</sup>

### **3. GET STARTED WITH TRAINING, TRIGGERING AND FOLLOW-UP**

**3.1. *Find good trainers and facilitators.*** This is a vital priority. Triggering communities for collective behaviour change, and follow up on triggering are critical. This needs people –facilitators, also called motivators, - who are passionate and well trained in participatory approaches, able to provoke and inspire. Some of the best are seriously playful in their style- people who can act, joke, sing, and dance. Good trainers who can pass on their enthusiasm and commitment to others, as well as their skills in facilitation, are scarce and worth their weight in gold. Find whoever you can, and make the best use of them to train and mentor others. Check if your State has a resource pool of trainers and whether there are trainers in neighbouring districts or blocks.

**3.2. *Build up your own cadre of master trainers, trainers and facilitators/motivators*** able to trigger and (crucially) follow up on triggering.

---

<sup>1</sup> Conducting Formative Research by WSP accessed through the website

<https://www.wsp.org/sites/wsp.org/files/userfiles/WSP-SMToolKit-Formative-Research.pdf>

*Please refer to the following link describing the methods and rationale for selecting Motivators for triggering behaviour change used in Harda district of Madhya Pradesh:*

<http://www.mdws.gov.in/sites/default/files/200001281412.pdf>

- 3.3. *Insist that training is hands-on and in real time in communities.*** Minimise classroom training. At all costs avoid cascade training where trainers train others to train others. This was a disaster with Participatory Rural Appraisal and the National Watershed Programme. Ensure that much of the training takes place in real time with communities with whom there is then responsible follow up.
- 3.4. *Select from trainees and motivators those with the best aptitudes.*** Often many of those trained, through no fault of their own, do not have the aptitudes needed for facilitation, and for working with communities. Pick those who do best.
- 3.5. *Consider focusing SBM first on communities with relatively favourable conditions.*** This is very much a judgment call, whether to gain experience and confidence before tackling more difficult conditions. Favourable conditions tend to be relatively small and homogeneous communities, without internal conflicts. Starting with them you may be able to build on success. Success can help motivate staff and demonstrate a good implementation model.

*Please refer to the following link for more information on Factors Associated with Achieving Open Defecation Free Status based on Lessons from East Java: <http://www.wsp.org/sites/wsp.org/files/publications/WSP-Factors-Achieving-ODF-East-Java.pdf>*

- 3.6. *Concentrate triggering and follow up at good times of the year,*** often after the monsoon and harvest, when people are better off and have more time. This may be a quite a narrow window of a few months. Plan for it and then act intensively. (Triggering during the monsoon has often not worked).
- 3.7. *Make collective behaviour change and ODF communities your target, not toilet construction.*** Focus your campaign on collective behaviour change and the new social norms that OD is anti-social and totally unacceptable in the Swachh Bharat of 21<sup>st</sup> century India. Toilets do not guarantee use, and in the absence of collective behaviour change, they may be either not used, or not used by all in a household, or not used all the time.

**3.8. *Report communities ODF and progress towards them not just toilets constructed.*** World-wide experience is that changing social norms to achieve genuinely ODF behaviour takes time. Stress and show that what you are reporting is real, choosing to report slower, more participatory and sustainable progress, not more rapid (misleading and less sustainable) progress of constructing and counting toilets. Be proud of your solid progress.

#### **4. MONITOR, REVIEW AND VERIFY**

**4.1. *Facilitate communities to monitor their progress on maps.*** Participatory monitoring maps can be displayed in the community for all to see. They can also be used to identify and locate those with special needs – people with disabilities, the very old and infirm, and the poorest and so on. Monitoring on the map can then be the responsibility of the swachhagrahi or someone who comes forward.

**4.2. *Stickers on houses.*** Different coloured stickers can be placed on houses, for instance for no latrine, latrine in construction, latrine complete and so on (as was done in East Java, Indonesia)

**4.3. *Introduce regular reporting for monitoring progress.*** Gather continuous feedback from the ground. Ask questions from those working in the field, visit yourself, see where action is needed and respond appropriately. Encourage the sharing of experience through WhatsApp groups.

**4.4. *Convene meetings at regular intervals and at different levels*** for sharing progress, experiences, reflection and learning, and for planning the next actions. This can include with staff and with the community.

**4.5. *Strive for realism by recognising, applauding and rewarding those who report difficulties and slow progress.*** Document challenges – many will be the same as those being faced in other parts of the state and country.

**4.6. *Verify ODF (and other cleanliness) status and behaviour.*** Verify thoroughly and credibly. This will require that those who verify are not the who implement! Choose from the wide range of verifiers (third party, mixed team, departmental staff, neighbouring community leaders, civil society, local leaders, the media, students or various combinations) or invent your own. Students have been found very effective.

### **Guidelines for ODF Verification in India**

Sanitation is a State subject. After the launch of Swachh Bharat Mission, work of sanitation has accelerated in all the States. At the same time, in order to ensure quality of outcomes, two things have been emphasised. One, focus on behaviour change, and two, focus on making villages completely open defecation free (ODF) for health benefits to accrue (while continuing to respond to demand for individual toilets).

1. The process of ODF verification will start with a Gram Sabha resolution of self-declaration of achievement of ODF status. The resolution may be for the entire Gram Panchayat or even a village/habitation.
2. Since ODF is not a one-time process, at least two verifications may be carried out. The first verification may be carried out within three months of the declaration to verify the ODF status. Thereafter, in order to ensure sustainability of ODF, one more verification may be carried out after around six months of first verification.
3. The unit of verification may be a Gram Panchayat or even a village/habitation
4. The indicators for verification will be as per the definition of ODF given by the Government of India. The States are free to verify any more indicators, should they so desire.
5. The State will get verified every GP/village, that self declares itself as ODF
6. The State may choose through whom to verify - it can be through own teams or through third party. If own teams are used, there will be cross verification of villages/blocks/districts. Even in these teams, it will be useful to have non- governmental independent reputed people, including journalists. If third party is resorted to, there will be clear ToRs and standards. It may be better to have voluntary teams.
7. The block officials, community may be involved during the process of actual verification.
8. The State can design their own format for evaluation. However, the indicators defined in the definition of ODF must be captured in the survey. Typically, both village and household level questionnaires may be designed.
9. The States may use this format or evolve their own survey format. However, the indicators defined in the definition of ODF must be captured in the survey.

10. The verifying teams will have to be appropriately trained to understand ODF definition, including safe disposal of excreta.<sup>2</sup>

**4.7. *Make ODF verification a positive experience.*** Keep the atmosphere positive, not critically judgemental. Facilitate villages (habitations) who do not pass first time to discuss and analyse what they need to do, and to decide a date when they will be ready for a re-verification.

### **Challenges and Opportunities**

Going to scale with verification poses many challenges:

1. Identifying and standardising good practices and processes for consistent application at scale
2. Determining who should conduct verifications. This is one key to the credibility of the process and becomes increasingly important as programs scale up
3. Making the verification process a positive experience for communities so that they learn, are empowered and improve their practices
4. Ensuring that verification and certification can keep up with communities' claims to be ODF without excessive waiting time
5. Maintaining verification standards at a high
6. enough level
7. Managing to go to scale while still encouraging celebrations of ODF verification and certification
8. Ensuring resources and capacity to conduct verifications in a timely and effective fashion on a large and sometimes exponentially expanding scale. This critical challenge needs to be anticipated, confronted and planned for at the start of programmes.<sup>3</sup>
9. Be wary of false verification and cases of corruption

**4.8. *Celebrate.*** Help villages and GPs that achieve genuine ODF and cleanliness standards to organise celebrations with wide political and media coverage, inviting other PRI leaders. Use ODF villages as examples to show to other villages and GPs and to influential people.<sup>4</sup>

---

<sup>2</sup> See: Guidelines for ODF Verification:

[http://mdws.gov.in/sites/default/files/R\\_274\\_1441280478318.pdf](http://mdws.gov.in/sites/default/files/R_274_1441280478318.pdf)

<sup>3</sup>

[http://www.communityledtotalsanitation.org/sites/communityledtotalsanitation.org/files/3\\_Lukenya\\_Verification.pdf](http://www.communityledtotalsanitation.org/sites/communityledtotalsanitation.org/files/3_Lukenya_Verification.pdf)



## 5. ANTICIPATE AND RESPOND TO LOCAL CONDITIONS

- 5.1. ***Assess potential bottlenecks.*** A lack of qualified and capable masons, a lack of materials and the slow release of the incentive can all delay the process.
- 5.2. ***Investigate the local market(s) and what is available at what cost and in what quantity, and likely demand.*** This includes availability of rural pans which use less water. Anticipate need and demand, work with vendors, and take steps to assure adequate, suitable and timely supply
- 5.3. ***Promote designs and choices which fit local conditions.*** Focus choice on alternative toilets within the same moderate price range. Where septic tanks are the aspirational norm, progress will be slowed for reasons of cost. Make sure facilitators/motivators and community members are fully informed about twin pit toilets or other designs suitable for local conditions for instance where there is flooding or hard rock.
- 5.4. ***Ensure a properly built substructure properly sited.*** Superstructure can often be built at low cost with local materials and labour. People have a sense of ownership when they built the superstructure themselves. The substructure is more critical. It must be sited where it will not pollute groundwater. Malpractices can be hidden safely in substructures once they are in use. Inadequate or badly built substructures can lead to partial usage of toilets or their not being used at all.

## 6. TRIGGER, WORK WITH AND SUPPORT WOMEN'S ORGANISATIONS AND MOVEMENTS

- 6.1. ***Consult Women's Organisations,*** especially the federations at different levels of the NRLM and seek their advice and support for the campaign. Invite them to share their views on sanitation, hygiene especially menstrual hygiene, and toilet design and the roles they can play.
  - 6.2. ***Trigger them,*** if necessary, and dialogue and learn from them about approaches and tools they can use, and then encourage them to test and spread them. Involve them in training. Explore whether they can become prime drivers of the campaign.
-

- 6.3. *Ask their advice on men's behaviour.* Check with them whether men's preference for OD is a problem. Seek their advice about how to help men to change, what they can do, and what support they need.
- 6.4. *Encourage them to conduct their own campaign* at all levels from household to village to GP to Block to District to State. Draw inspiration and support from their commitment and actions and celebrate their achievements.

## 7. FIND, FOSTER, ENCOURAGE AND SUPPORT CHAMPIONS

- 7.1. *Search for champions wherever they can be found.* Natural Leaders in communities, and others in local governments, government departments, schools, NGOs, religious organisations, and local groups and organisations traditional leaders and politicians of all parties.
- 7.2. *Inspire other local influential people to become champions of the SBM(G).* Use many ways to familiarise them including field visits and meeting Natural Leaders and successful communities. Being present at a good triggering and ODF celebration can be transformative.
- 7.3. *Prioritise religious leaders.* Convene and encourage sadhus, sanyasis, gurus, imams. Priests, pastors and other influential and respected religious and spiritual leaders to preach and persuade their congregations and followers to abandon OD and adopt hygienic behaviour.
- 7.4. *Ensure a non-partisan campaign by enlisting the support of political leaders of all parties.* Encourage them to support the campaign in all their meetings. Help them to recognise that there are women's, and men's, votes in safe and convenient sanitation, and in a clean and healthy environment, and that these are profoundly in the common public and national interest.
- 7.5. *Spread sideways.* Explore whether you can encourage, catalyse and support Natural Leaders to become Community Consultants and spread the movement to other communities.

**Natural Leaders** are activists and enthusiasts. In villages they emerge and may take the lead during triggering and follow up processes. Elsewhere, they are many others who engage with the programme. Men, women, youth and children can all be Natural Leaders. Some can provide encouragement and support to communities other than their own. Children can be powerful activists persuading

their parents to build a toilet and stop OD and also advocating cleaning up within the community through slogans, songs and presentations and taking direct action.

5

**7.6. *Invite or in other ways make use of the high profile celebrities who have committed to Swachh Bharat*** from sports, television, radio, movies, and so on. Invite them to engage with the grass roots, and to come and identify with, endorse, support and give additional glamour to your District campaign.

## **8. ORGANISE OCCASIONS FOR CELEBRATION AND PUBLICITY**

**8.1. *Make a big deal out of ODF celebrations.*** Encourage and enable villages and GPs, and Blocks that become ODF to organise celebrations, invite the media and prominent people, and maximise publicity and awareness among others that they are behind the game, that ODF is the way things are going, and they are out of step.

**8.2. *Make a splash on world days.*** Organise occasions for Republic Day, Independence Day, Global Hand Washing Day (October 15<sup>th</sup>), Gandhi Jayanti and World Toilet Day (November 19<sup>th</sup>) involving schools, demonstrations, media coverage, and creative stunts that you or others can dream up.

## **9. ADOPT AN INCLUSIVE TEAM APPROACH**

**9.1. *Design messages and behaviour change communication.*** Invite stakeholders - DCs, CEOs, Block, GP level actors, trainers, motivators - to help create the different sanitation promotion messages. These can differ block to block, GP to GP.

**9.2. *Convene and energise task forces at different levels.*** Consider inviting diverse members across the spectrum of organisations. Seek out and involve any organisations (typically but not only NGOs) with a wide presence in the campaign area and a suitable capability and orientation, together with Government Departments.

**9.3. *Bridge barriers.*** In the broadest sense make your campaign non-partisan throughout – with leaders and others of all political parties, all Government

---

5

Departments, all religions and spiritual groups. Gain buy in that this is a campaign about human wellbeing that transcends all divisions, and around which whatever their other differences, can unite.

- 9.4. ***Promote a team approach.*** Mobilise multi organisation teams for field visits – with people from different departments, NGOs, religions, political allegiances, professions.....sharing transport, to visit, encourage and inspire local action, and to support and learn from local activists and champions.
- 9.5. ***Train, mobilise, enthuse key workers at all levels*** - Swachhagrahis, Anganwadi workers, Ashas, Panchayat secretaries, health workers and others as an army of foot soldiers for the campaign
- 9.6. ***Identify, motivate, nurture and recognise*** passionate and committed staff.

## 10. DO MANY DIFFERENT THINGS!

- 10.1. ***Organise travelling roadshows*** with champions like Natural Leaders, political leaders, films, theatre and displays and invite local government and community leaders. Go from Block to Block, or GP to GP, or village to village, to inform and inspire them, and to assess enthusiasm.
- 10.2. ***Use public meetings to drive the campaign.*** Use all public meetings for drive the campaign, and start special meetings for reporting progress, and encouraging competition between villages, between GPs, and between Blocks. Publicly recognise and honour those who do well and ask them to advise and help others who are slower or struggling.
- 10.3. ***Inform, invite and inspire media stakeholders.*** Journalists, film makers, gurus, cartoonists, artists, broadcasters, disc jockeys, and actors can all take part and contribute
- 10.4. ***Use local language media*** do not just rely on messages in Hindi or another language of the majority. Local media can report on the successes in different GPs, villages and blocks.
- 10.5. ***Foster competition*** between Blocks, between schools, between GPs and between villages, with publicity and recognition to engender pride, and with appreciation to all who have been able to take part.
- 10.6. ***Make and show videos*** recognising and honouring local champions and achievements, stressing commitment, pride and self-respect.

- 10.7. *Devise striking and shocking posters and one-pagers.*** Display and distribute these widely so that people keep on seeing them. Include messages and shocking pictures on stunting, undernutrition and diarrhoea.
- 10.8. *Find and engage existing street theatre groups*** to make open defecation, hand washing and clean environment themes for performances and to go on tour. Make videos of theatre performances and screen them on television and in many venues
- 10.9. *Promote, commission, support, popular theatre at the GP or village level.*** Encourage GPs and villages to create theatre for their own entertainment, and to tour other villages and GPs. Have a competition and prize for the most effective theatre, with village people as judges. Support the best theatre groups to go on wider tours.
- 10.10. *Persuade TV to include shit, OD and SBM (G)*** in TV serials and other content. Get the local shit words into radio and other media and regularly used by presenters and actors.
- 10.11. *Hold competitions for slogans, songs, poems, cartoons, posters and school essays, and then publicise and use these.*** Encourage and recognise wit and wisdom. Have competitions especially for children. Find poets and song-writers able to compose popular poems and songs with local wit and idiom
- 10.12. *Promote performances and recitals*** at meetings, special occasions, celebrations, and weddings where a toilet has been part of the negotiation.
- 10.13. *Start news sheets or letters,*** some by women, some by children, with cartoons, anecdotes, recognition of natural leaders and so on, and distribute widely

## **11. INVOLVE CHILDREN, TEACHERS, SCHOOLS AND ANGANWADIS**

- 11.1. *Ensure all schools have enough toilets for girls and boys.*** Make sure there is access to water and handwashing facilities with soap. Girls menstrual hygiene management needs including disposal of pads should be catered for.
- 11.2. *Make sure toilets are clean and maintained.*** Set out clearly the roles and responsibilities of different institutions, including schools. Ensure there is

a dedicated budget line for operations and maintenance. Find schools with clean toilets, find out how they manage this, and use their example to persuade others to do likewise.

- 11.3. ***Involve children throughout.*** Trigger them in communities separately at the same time as adults, and let them then present to adults.
- 11.4. ***Recognise and support children in forming groups to stop OD in their communities.*** Supply them with materials (whistles, T shirts, caps have been used).
- 11.5. ***Organise school competitions*** for clean toilets, songs and poems children have composed and essays they have written, and celebrate these with a special festival or event
- 11.6. ***Organise special occasions for children.*** Through teachers and others, find the children Natural Leaders who will emerge, and invite them to their own special public meeting. Honour them. Give awards and if appropriate certificates. Encourage their further and enduring activism for Swachh Bharat and a clean home and community environment.

## 12. GIVE PRIORITY TO THOSE LEAST ABLE OR EXCLUDED

- 12.1. ***Repeatedly raise questions about the poorest and weakest, those least able to help themselves, and those who are marginalised and excluded.*** Appropriate action will vary. Consider whether this can be through inducing and encouraging a sense of community responsibility and what role swachhagrahis can play.
- 12.2. ***Ensure that Nigrani Samitis are representative of all castes, religious and other groups in villages.*** The tendency for some to be left out and others over-represented has been repeatedly raised in Rapid Action Learning (RAL) Workshops
- 12.3. ***Raise issues of the disabled.*** See Frontiers of CLTS 3 *Disability: Making CLTS fully inclusive*<sup>6</sup> . Ask Natural Leaders to ask them what they need and what would help them. Encourage communities to invent and provide suitable and convenient amenities for them.

---

6

[http://www.communityledtotalsanitation.org/sites/communityledtotalsanitation.org/files/Frontiers\\_of\\_CLTS\\_Issue3\\_Disabilities.pdf](http://www.communityledtotalsanitation.org/sites/communityledtotalsanitation.org/files/Frontiers_of_CLTS_Issue3_Disabilities.pdf)

**12.4. Find ways those without toilets, disabled, or otherwise excluded can be identified on community maps.** Swachhagrahis or Natural Leaders may be able to do this.

**12.5. Ensure technologies are accessible for all.** Adaptations will have to be made for some living with disabilities. See GoI and WaterAid's *Handbook on Accessible Household Sanitation Facilities for Persons with Disabilities* for more information.<sup>7</sup>

**12.6. Find, publicise and honour those who have helped others,** setting an example to create a norm

### **13. CAUTIONARY NOTES: REWARDS, PENALTIES AND REALISM**

**13.1. Be cautious with rewards.** Recognise good performance rather than reward it. Opinions differ about rewards: some see them as incentives; others see in them a danger of weakened or mixed motivation (the CLTS triggering 'we are eating one another's shit', and the stunted child and MHM triggers should be enough). Rewards have a record of opening the door to misleading reporting through temporary or dissembled ODF in order to obtain the reward, as with the NGP, hardly any of the NGP villages having ever been ODF in the first place.

**13.2. Do not allow sanctions which infringe human rights or deny legal entitlements.** Deterrents and sanctions that infringe human and legal rights and entitlements are spread on a scale from reasonable persuasion to punitive abuse, as the sequence of this listing illustrates (opinions will differ about the exact sequence):

#### *Reasonable persuasion*

- IPC (interpersonal communication), and individual triggering - household visits, and social pressure
- CLTS triggering practices
- following people going to OD and giving them flowers, or talking or singing to them, covering up their shit as soon as they get up to leave, blowing whistles
- knocking over their lotas so that they have no water for cleansing
- fining open defecators
- identifying whose shit is whose and making the producer clean it up

---

<sup>7</sup> <http://wateraidindia.in/wp-content/uploads/2016/01/WaterAid-ENGLISH-low-res.pdf>

- community level public exposure, bullying and humiliation
- photographing in the act and displaying the photograph
- public humiliation of children in school who lack toilets at home, registering their names and marking them as absent, denying them midday meals
- Denial of entitlements (Adhar cards, ration books, pensions, licences, services....)
- Arresting and locking up.

*major infringements/denials of rights*

With the drive to become ODF to meet targets of toilets built there is evidence of a shift to the more extreme of these sanctions. This is especially harmful when applied to ‘last mile people’ – those who are marginalised, weaker, disabled, aged, lower caste, poorer and so on - who are more likely to lack toilets through no fault of their own.

**13.3. *Do not marginalise minorities.*** Sanctions should not be used to further exclude lower castes or those with low economic status. Sanctions should only be used with those who have the ability change but are refusing to do so, for example those with functioning toilets who continue OD.

**13.4. *Resist unrealistic targets for ODF collective behaviour change.*** Do not set unrealistic targets for early achievement of the collective behaviour change of ODF. Ambitious targets energise, inspire and focus effort but shift monitoring from collective behaviour change to counting toilet construction. Ambitious targets bring the risk of hasty and shoddy construction, dissembling, inflated reports, lack of ownership, low use of toilets, lack of maintenance and poor sustainability. Full behaviour change takes time.

**13.5. *Insist on honest feedback*** about what is happening. Campaigns easily generate myths – even whole districts have been declared ODF in matters of months! This does no one any good. Realism pays off in long-term quality and long-term sustainability, and so a good legacy for children and future generations.

**13.6. *Recognise that improved sanitation is a long process.*** Campaigns don’t end at ODF. Post-ODF support is needed to reinforce collective behaviour change, and to tackle remaining issues like handwashing, the disposal of children’s poo, desludging and solid and liquid resource management. These will go on long after any intensive campaign to achieve basic ODF.



## 14. PRACTISE RAPID ACTION LEARNING AND SHARING

**14.1. *Convene and facilitate Rapid Action Learning Workshops.*** RAL Workshops are an Indian innovation and a major source for this sourcebook. Seven RAL Workshops are listed the head of this sourcebook, and selected innovations and good practices from the Moradabad and Varanasi Division-level workshops are presented in Appendices A and B respectively below.

RAL Workshops convene peers from Districts to meet at Divisional level, or from Blocks to meet at District level, or others at State or National level, to bring and share their innovations and good practices and to plan action. The approach and methodology are detailed in *Guidance Notes: Convening and Facilitating Rapid Action Learning Workshops*<sup>89</sup>. The highly participatory style and process of RAL Workshops requires experienced facilitators who can draw on the Guidance Notes.

**14.2. *Learn fast from feedback.*** Commission students, consultants, researchers or others to keep you in touch and up to date with quick information and feedback on what is happening, how people are reacting to elements in the campaign, what is working, what is not...and how performance can be improved.

**14.3. *Welcome mistakes and honest reporting*** and be wary of those only reporting success. Changing sanitation practices is difficult and usually takes time. Problems and challenges can be expected. .

**14.4. *Promote and support cross-visits.*** Rapid Action Learning can also be effective through cross-visits between communities, sub-districts, districts and organisations for community members and government staff. Hosts of such visits also gain recognition and encouragement.

---

<sup>8</sup> See *Notes of Convening, Facilitating and Following-Up on Rapid Action Learning and Sharing Workshops* <http://www.communityledtotalsanitation.org/resource/notes-convening-facilitating-and-following-rapid-action-learning-and-sharing-workshops>

## 15. SEEK, TRY OUT AND SHARE GOOD PRACTICES AND INNOVATIONS

**15.1. *Seek good practices and innovations.*** Be alert for, and seek out and assess good practices and innovations in any or all of the activities of the campaign, whether technical (to do with marketing and construction), methodological (as with household self-reliance in construction, or IEC etc), or organisational (as with the involvement of SHGs, or engagement of the private sector...), and to feedback what can be learnt and incorporated in the campaign.

**15.2. *Invite ideas*** from all categories of committed actors (local government, government departments, traditional authorities, NGOs, religious leaders, teachers, journalists, theatre groups, community Natural Leaders....) about how they can inform, inspire and support their peers in other places. Support them in taking action.

**15.3. *Try out innovations such as these*** ( more are in June 2018 update and the appendices)

- ***SMS or call hotline.*** Set up a hotline for reporting dirty or non-functioning toilets in public buildings (offices, clinics, schools, anganwadi centres...) and in public places (market places, communal toilets etc)
- ***Public pledging.*** Facilitate different ways of public pledging to stop OD – when in the process towards ODF, how –verbal, written, with all the village present, all signing including children etc – and find out what works best (see appendix C)
- ***Coupons for hardware for those least able.*** Those least able are identified in a participatory process. They receive coupons which can be used in local markets.
- ***IEC for participatory quality assurance of substructure:*** Inform villagers in detail, with handout diagrams, how masons should build the substructure of their toilet so that they can then collectively closely supervise the masons throughout their work.
- ***Try new IEC approaches,*** for instance informing people that open defecation stunts children whose cognitive development is impaired, who do worse in school, earn less later in life and with damaged immune systems are more vulnerable to sickness in later life. *Whose child will you be stunting today? Who will be stunting your child today?*
- ***Review different ways of using incentives for collective behaviour change***  
There are many variants in how the incentive money is managed (See e.g. item 7 in appendix A and the Bijnor system of compressed demand). Try

out various modalities for using funds to accelerate the process with quality and sustainability. [States have their own policies. Within these consider maximising the degree to which people can construct toilets for themselves, with incentive payment postponed]

## **16 ADOPT, ADAPT, DO WHAT FITS BEST**

*Whether at State, District, Block or other level, and whatever your department or organisation, do what you judge well.* There is no silver bullet, and no one size fits all. Whatever you do will be distinct and unique. There will be innovators and innovations. Others can learn from you. Correct and add to, the ideas in this sourcebook(email Vinod Mishra ([vinodmishra2810@gmail.com](mailto:vinodmishra2810@gmail.com))or ([vinod.mishra@wsscc.org](mailto:vinod.mishra@wsscc.org))). Please share what you do and learn through blogs or other media or through the CLTS website [www.communityledtotalsanitation.org](http://www.communityledtotalsanitation.org) ).

## **ADDITIONAL JUNE 2018 UPDATES**

Since the first issue of this source book, much has happened. The drive has been to make all rural India ODF in a short time, on a scale and at a speed without precedent. Collective Behaviour Change remains fundamental for ODF and sustainability while toilet coverage is easier to achieve and report on.

For those districts and blocks not yet declared ODF, these notes are especially pertinent. Triggering collective behaviour change remains a vital precursor to becoming truly ODF.

For those districts which have been declared ODF there remain many issues of “the Last Miles” for which these notes remain relevant. They are particularly relevant for those left behind, without toilets or with toilets which are badly constructed and those –the ‘last mile people’ - elderly, people with disabilities, the very poor, those of lower caste and excluded, widows, many other women, and others with special needs. There are also new issues like faecal sludge disposal and solid liquid resource management, not covered here.

This update note covers:

- New triggers for collective behaviour change
- Technology: septic tanks and twin pits: comparison and IEC
- The legacy for children and future generations

### **1. New triggers for behaviour change.**

Successful CLTS triggering leads to ‘we are eating one another’s shit, this must stop’. Two new triggers can also be deeply shocking and moving, and can be used in addition.

## Stunting

The photograph above is shown to people. The three boys (who are not Indian) are from left to right aged 2 years, 4 and a half, and 5 and a half. The facilitator describes how this last child will never grow to his full height, will attend school less, perform worse in school, earn less later in life, and be more vulnerable to disease. The facilitator then describes that much of the stunting results from faecally transmitted infections which damage the gut, reduce food absorbed, and continuously divert energy from growth to fighting the infections.

Facilitators ask if there are any children like this in the community. If they bring a child in a similar condition to the five and a half year old discussion can follow.

## Menstruation

Menstruation is generally thought of as a women's issue which men should not talk about. But menstruation discussed by men is a triggering tool to stop open defecation. Men are asked 'What do you know about menstruation?' After a discussion which may be long, they recognise menstruation as a common physical process. They are then asked 'Do you know what difficulties a woman faces when she goes for open defecation during menstruation?' Then women are asked to explain the difficulties they face openly defecating during menstruation: how they may search for places to open their clothes, remove pads, defecate and rush back to home without the pad. Men present then realise that they never thought about these problems of their own mother, wife and sisters. This has triggered them to decide to construct a toilet at home and stop open defecation for the convenience of the women of their own families during menstruation. For further details contact Vinod Mishra [vinodmishra2810@gmail.com](mailto:vinodmishra2810@gmail.com)

## 2. Technology: septic tanks, twin pits and IECI

In the right circumstances and properly constructed and managed both Septic tanks and twin pits can be appropriate. Unfortunately septic tanks have frequently been wrongly constructed including without soak pits leading to open defecation right outside the door; and twin pits similarly have often been constructed wrongly and without the full incentive money being used for construction. There are also conditions of flooding and of hard rock when twin pits are not the right design.

The belief is widespread if not universal that septic tanks are better – they will take much longer to fill up, postponing the time when they have to be emptied. They are prestigious, often constructed by the wealthier members of a village, and for others are an aspiration, and beyond the means of many of the poorer households. Septic tanks cost between Rs 20k and Rs70k compared with Rs8k – Rs12k for a properly constructed twin pit. Masons can be expected to prefer septic tanks especially when they are simple boxes without partitions. These are easier to construct and they may make more money.

There is also very widespread ignorance or disbelief in the principle of the twin pit producing valuable and harmless, odourless fertiliser. This can contribute to partial usage and non-usage. The following IEC measures can be considered for every campaign:

Identify good masons and provide training where needed in twin-pit construction

A simple clear pamphlet for every household showing quantities of materials and design for a twin pit and also for a septic tank so that they can make sure they are not short changed by the mason or suppliers of materials

Sona khad to be obtained with IEC funds in quantity and distributed to every sarpanch , every swachhagrahi and every village, and all champions of the SBMG including spiritual leaders, for them to pass around for others to sniff and put on their hands to realise how harmless it is, stressing also its value as a fertiliser, and that every use of the toilet is not building up a liability s with septic tanks but is an investment in future fertiliser and/or income.

Those with mature twin pits to become ambassadors and champions to show others their pits and describe their experiences

District Collectors and other senior people to follow the lead of the Secretary MDWS, State Principal Secretaries, Akshay Kumar and others by getting into opened mature pits and digging out the sona khad, and giving this wide publicity

For Love of Children: what legacy will you leave?

We know now, as we did not less than ten years ago, how open defecation and a dirty environment, and most in densely populated areas like much of Northern India, may account for two thirds, perhaps even more, of stunting and undernutrition. It can be part of any campaign, in stressing this, to ask what legacy each of us will leave: substandard, unsustainable, insanitary toilets, partial usage or non-usage and continuing OD, meaning disadvantaged stunted children for a whole generation, or sustainable sanitation and a clean environment and end to OD, hygienic behaviour and generations of children starting now who grow physically and mentally to their full potential.

This is an issue of love of children.

## **Appendix A: Practical Innovations shared at the September 2017 Rapid Action Learning Workshop held in Moradabad**

### **1. How to trigger and follow-up in multi-caste villages**

#### **1.1. Pre-triggering**

CLTS and related approaches succeed most easily in relatively small and homogeneous villages. Larger and multi-caste villages are more difficult. Two practices that can work in these conditions were identified.

**Context:** Over attention to the triggering process can lead to neglect of the crucial component of pre-triggering. This involves collecting information about the village and its inhabitants, establishing contacts with them, and preparing for triggering. Often pre-triggering is not given sufficient emphasis and is only skimmed through in training. Yet the success of triggering depends a lot on the quality and thoroughness of preparations taken through pre-triggering.

**Actions Taken:** In Bijnor pre-triggering was rigorous and systematic in nature. Information was collected related to aspects of health, education and the economic condition of the villages including population, sites of open defecation, main diseases, cost of visiting a doctor, the major religious groups and castes present in the village, popular festivals celebrated in the village etc. Pre-triggering involved ensuring good participation in the triggering event. Triggering itself was then directly related to what had been learnt about the village in pre-triggering.

**Challenges faced or to be faced:**

- Availability of time to collect crucial information that can be used
- If there is no support from influential people in the village, convincing might be difficult
- Those involved in pre-triggering if unskilled, might lead to failure of the entire exercise

**Practical Tips**

- Experienced persons should be sent for pre-triggering
- The lead facilitator should not participate in the pre-triggering
- The purpose of the triggering should not be revealed during pre-triggering

#### **1.2. Seeking help from different religious leaders**

**Context:** Most villages have different ethnic/religious/caste groups. Therefore it becomes difficult to address all the groups together since gathering them on the same platform might at times be difficult.

**Actions Taken:** All the religious gurus (local village pandit for Hindus, maulvis for Muslims, church priest for Christians...) were called in to tell them about the importance of using toilets and the harmful effects of open defecation. Post that, they were told to talk to their followers and communicate the same to them. This resulted in quicker understanding amongst the people since religion is extremely central to most people in the villages. Involvement of religious leaders in triggering exercises has mobilised whole community.

**Challenges faced or to be faced:**

- Different group leaders might not agree to come to meet on the same platform
- People might not listen to them altogether

Contact Details for further information: District Swachh Bharat Team, Baghpat

### **2. The Last Mile:** persuading all, especially men, to abandon open defecation

Partial usage of toilets is a major problem in parts of India. On the whole it has been found that convincing men to use toilets even when one is available is most challenging.

**2.1. Pressure from the medical practitioners in the village Context:** One way to motivate and create pressure to discontinue the practice of open defecation is to take the help of those who practice medicine since what they say usually has a high rate of acceptance in villages. Actions Taken: Turmat Khedi is an exclusively Muslim village in Saharanpur. Persuading women to stop open defecation was easily achieved. Convincing men to do the same was rather difficult. The pradhan had a discussion with the local doctors and managed to create a pressure group. Every time Doctors met those men who defecated in the open they tried to persuade them to stop by pointing out the dangers of open defecation. Eventually this yielded results and today the village is open defecation free.

**Contact Details for further information:** District Swachh Bharat Team, Saharanpur

## **2.2. ODF village pradhans as champions to trigger other villages**

**Context:** In Western Uttar Pradesh pradhans are often well respected and listened to.

**Actions Taken:** Pradhans and champions from 5 open defecation free villages were selected to go and visit nearby villages where OD was still being practised and to motivate members of the community to ALL abandon the practice.

**This served two main purposes:**

- Those individuals who were selected to go to the other villages felt respected and valued that their actions have actually made a difference thereby further motivating them to participate in the continued fight against open defecation.

- Given they come from the same social context, it was easier for the villagers, men in particular, to understand what these individuals were saying. Also, they could give practical solutions, tips and ways to address the issues in these villages.

**Contact Details for further information:** District Swachh Bharat Teams, Saharanpur and Bijnor

## **3. Supporting the Most Disadvantaged**

In several districts of Uttar Pradesh the incentive given by the government is provided post toilet construction. Those who are economically better off can construct but those who are poorest find it difficult to construct the toilet without financial assistance. In Ranpur in some villages this was through a no-interest loan to be repaid on receiving the incentive or through forming a supply chain to provide the essential materials for toilet construction through a no-interest loan that could later be repaid upon receiving the incentive.

### **3.1. Chair toilet seats for those having difficulty squatting**

**Context:** Many people who are aged or have disabilities have difficulty squatting and need raised seats. Equity, coverage and sustainability can be enhanced by meeting their needs. Many of those with this problem do not know how to access raised seats and/or would find it difficult to afford them.

**Action Taken:** Respective officers were asked to assess how many people were in need. In the meantime, as a first step, the CDO of Moradabad used IEC funds to purchase 500 Chair Toilets, intending later to obtain funds from CSR to expand the initiative. Designs and quotes from different vendors were explored. In the end a discounted price due to quantity was given, and the design chosen was one which had an excreta collector for extra convenience. An awareness programme is planned in the near future.

**Challenges faced or to be faced:**

- Finding vendors able to supply good quality chair toilets in the quantities required and at discounted prices

- Ensuring proper usage. From past experience, people may not value anything distributed free
- Distributing chair toilets to the right people

### **3.2 Community consensus to raise a pool of money**

**Context:** In Saharanpur district, 26 villages were made open defecation free without any money incentive to any of the families in these villages. Those who did not have enough money were finding it extremely difficult to arrange the capital for building toilets even after realising the harmful effects of open defecation. In this case, a community consensus was reached in all the villages where the other households who were able and willing to donate money formed a common pool of money that was then used to build toilets.

Contact Details for further information: District Swachh Bharat Team, Saharanpur

### **3.3. Community involvement for identifying groups**

**Contact for further information:** Chief Development Officer, Moradabad and District Swachh Bharat team, Moradabad

**Actions Taken:** People at some places were categorized as those who can construct the toilet and those who can't. Those who can't were then supported with the incentive scheme on priority basis. People were categorized on the parameters of poverty and triggered to work for their own toilets. Identifying groups at different times was valued. In districts during implementation, the best source of information on this was the communities themselves, the village leaders, local social groups (like women's groups) and the government staff involved in CLTS triggering and follow up.

#### **Challenges:**

- While the team is on field working, the people tend to give fake details which could make this a failure
- People take it as a government responsibility to build the toilets after the subsidy scheme, so it is difficult to make people work on it unless they get the money from the government

**Contact details for further information:** District Swachh Bharat Team, Amroha

## **4. Training masons and ensuring their commitment to twin-pits**

### **4.1. Educating and training masons in twin-pit technology**

Masons are essential for introducing twin-pit technology to villages. It is imperative that they are competent in twin-pit technology and committed to its adoption.

**Actions Taken:** So far 550 masons have been trained in smaller batches at their respective blocks in Saharanpur. They have been given detailed information on the benefits of twin-pit technology, convinced that they are the best option currently available for rural areas in the district and told the advantages of twin-pits over septic tanks. Their consciousness was raised by telling them the important role they are playing in this national mission and how much impact they can make.

#### **Challenges to be faced:**

- Providing masons information in a way that is easy to grasp and for them to further communicate



#### 4.2. Requiring masons to construct twin pit toilets for themselves

**Contact details for further information:** District Swachh Bharat Team, Saharanpur

**Actions Taken:** Masons have been made to take a pledge to first construct a twin-pit toilet in their houses. This was because only when they had twin-pit toilets themselves would they be credible and able to convince others.

##### **Challenge faced**

- Monitoring whether masons have constructed their own toilets

#### 4.3. Convincing masons by invoking their moral values

**Contact details for further information:** District Swachh Bharat Team, Saharanpur

**Actions Taken:** Block-wide training was planned and masons were selected on the basis of work experience. A module was designed to target their morals, integrity and the duties towards the nation. For this they were told about the importance of their work and the role they had to play in order to have a healthier communities, villages, districts and ultimately nation. It was also stressed that the quality of their work was connected with their future employability.

Challenges faced:

- convincing the masons about their critical role in the mission
- matching up the promised employability to masons into realistic demand

**Contact details for further information:** District Swachh Bharat Team, Amroha

### 5. Local IEC Innovations 5.1. Karvachauth Fasting (vrat)- Husband (Pati) Number 1 5.2.

**Rakshabandhan tool – Bhai No. 1 Actions Taken:** On the occasion of Karvachauth, wives fast for their husbands' happiness. Husbands in some areas fast too. A competition was organized in Bijnor that the husbands would receive the title of "Husband No. 1" if they gift toilets to their wives on this festival. The information about this was given with the help of schools, religious places and pradhans. This created a sense of healthy competition within communities. **Contact details for further information:** District Swachh Bharat Team, Bijnor

**Context:** For this competition, using the brother-sister relationship as a triggering tool, it was announced in Bijnor that on the occasion of a festival Rakshabandhan, a brother who would gift a toilet to his sister would get the title of 'Brother Number 1'. **Actions Taken:** Rakhis and certificates were purchased from IEC fund and nigrani samiti, anganwadi, secretaries and pradhans spread the word in villages. The sisters who got toilets as gifts tied rakhis to their brothers at the anganwadi centres creating a healthy sense of competition within community.

**Challenges:**• To make sure rakhis and certificates reach to all the 5.3. Swachhta deep daan-

Sanitation lamp donation 5.4. **Swachhta ki Ghanti Bajao-** 20000 toilets in 1 week (Dig pit mission) 5.5. Toilets renamed as Izzat Ghar (dignity home)' from Shochalaya 5.6. Others local IEC actions shared by participants. **Contact details for further information:** District Swachh

Bharat Team, Bijnor **Actions Taken:** On the occasion of Deepawali villages and local government workers/officers cleaned up the dirty places and lit a diya along with the community. It created a sense of awareness and ownership among people. **Contact details for further information:** District Swachh Bharat Team, Bijnor **Context:** Bijnor wanted to speed up the construction process and thus decided to construct 20,000 toilets in only a week. **Actions Taken:** They began with the formation of District level Supply chain committee (Chief Development Officer, Sub Divisional Magistrate, Superintendent of Police, DPRO Zila Panchayat, Khadi Graam Udyog), Block level Supply Chain Committee and Village level supply chain committee. It was decided who would provide the materials in every village. **Contact details for further information:** District Swachh Bharat Team, Bijnor

**Contact details for further information:** District Swachh Bharat Team, Bijnor

**Actions Taken:** Bijnor have written 'Izzat Ghar' (Dignity House) on every toilet and have beautified them. They also use this term in official documents. **Contact details for further information:** District Swachh Bharat Team, Bijnor - Wall of sanitation 1 km long with different paintings, • Films in local languages • Celebratory dinner in villages involving ALL community members • Pictures, cartoons and poems on school walls • Snake and ladder game in schools • Use of sanitation festival • Triggering based on plays and theatre • Awareness on low cost toilet construction

**6. Convergence of District Officers** 6.1. Convergence of District Officers-**Actions Taken:** Convergence of all existing department officers of district in creating an ODF district. All the district level officers from different departments were given ownership of a village to be made ODF keeping in mind the proper CLTS triggering, follow-up and construction of twin-pit technology toilets in the village. For each Nyaya-Panchayat there was included a technical assistant or junior engineer in order to ensure toilet construction and sustainability. **Challenges faced:** • Due to constant transfers of officials it is hard to maintain continuity • Time constraints • Overload of work **Contact details for further information:** District Swachh Bharat Team, Amroha

**7. Use of Incentive** 7.1. **Compressed demand**, **Context:** The aim was to get people to build their toilets using their own resources, leaving the government incentive for those most in need. **Action Taken:** People were motivated to construct their own toilets using their own money to create a feeling of ownership using techniques such as dignity tool, consciousness towards the family health, a feeling of nationalism, as it would be of their own money not government and government money could be used for other developments. The idea was to focus on having a toilet as a matter of pride. As compressed demand is the prime focus; this indicates that the people after the triggering should encourage people to construct toilets with their own resources, so that the effect of the triggering and follow up lasts. The aim is that the resources available can then cater for all those who cannot afford toilets, like widows, disabled, people living in kachcha houses. **Challenges:** • People knew that they might be getting incentive so they are reluctant to build the toilet and instead wait for the money • A family demands more than one toilet and not everyone uses the single toilet constructed because of family spilt • They consider the pride is in lavish weddings rather than building toilets.

**7.2. Staged Payment** **Contact details for further information:** District Swachh Bharat Team, Amroha, Moradabad, Bijnor **Actions Taken:** Households were given written confirmation that they are entitled to the full 12,000 rupees from the District administration to build a toilet. Households were then required to complete a declaration form stating that they accept that in order to be entitled to the incentive they must have completed their toilet within a 15 day period. A first payment of 5,000 rupees is made after the substructure is complete, a further 5,000 is released after the superstructure is installed and the final 2,000 rupees is released after the quality of the toilet is assessed and households have pledged to promote ODF messages within their communities. **Challenges:** • Finishing the whole process within 15 days **Contact details for further information:** District Swachh Bharat Team, Bijnor

## **Appendix A: Selected Practical Actions Shared by Participants in the 11-13 January 2018 Varanasi workshop**

Throughout the workshop many ideas were shared from across the 7 Districts. The list below is an edited selection of some of the most practical, scalable and/or promising that Districts had already used.

### **1. Re-surveying the Baseline**

**Context:** It became clear that some households who should have been registered did not appear on the baseline survey list, some that were on the list did not exist and others appeared more than once. **Actions taken:** A team was created to go door-to-door and re-survey. The original list was then modified based on newly collected data and results presented back to communities making the actions taken more transparent. **Challenges faced:-** Some people were unwilling to answer survey questions as they have been asked to take part in surveys many times without any benefits - Some households who did not need support in toilet construction gave false information.

**3. Block-Level War Rooms, Context:** In Mirzapur District each of the 12 Blocks has created its own war room. In these block-level war rooms all Gram Panchayat information is held in one place and consolidated. This has increased efficiency by speeding up monitoring and the flow of information between Blocks and the District. **Actions taken:** The Additional Development Officers (Panchayat) office was converted into a war room. Different Safaikarmi's (village level sanitary workers) were assigned different responsibilities. These included:-Activities at village level, Enquiry desk, Computer operator, Block coordinator, Monitoring of follow-up, Construction, Management Information System (MIS), Complaints and grievances Corporate Social Responsibility fund has been used to purchase 2 computers and 1 projector for each block war room. From the war rooms they conduct daily and weekly reviews of their activities. A weekly award is presented for good workers and their photograph is used for the block SBM whatsapp group for that week. **Challenges faced:-** Selecting staff members to work in war rooms

**3. Decentralisation of IEC Funds, Context:** Most IEC activities are organised at the Gram Panchayat and Block level. To maintain the smooth flow of funds from District to Block, Varanasi has decentralised their IEC funds directly to blocks. **Actions taken:** One lakh rupees is transferred to each block into a joint account shared by the Joint Development Officer and Additional Development Office Panchayat. Any IEC activities at Block and GP level utilise these funds. After the funds are finished another one lakh is transferred after submission of a signed Utilisation Certificate. **Challenges:-** Untimely and irregular transfer of funds

**4. Compressed Demand, Context:** After re-surveying it was found that more people should receive the incentive than the number listed in the baseline survey. The district used compressed demand to counteract the lack of funds. **Actions taken:** Those entitled to the incentive were only given 50% of the incentive and 70% in villages next to the Ganga.

**5. Special Days and Swachhta, Context:** Special occasions have provided good platforms to talk about and discuss toilet use and cleanliness. **Actions taken:** On special days (Global Handwashing Day, International Yoga day etc.) IEC funds have been used for to print banners, pamphlets and stickers and distributed, combined with people pledging to end open defecation. Religious celebrations have also been used, for example Rakshan Bandhan where brothers are encouraged to gift sisters with a toilet. Cleanliness drives have been conducted on such days, with regular cleaning up of villages. **Challenges:** Bringing everyone together.

**6.Range of Champions Context:** Across districts religious leaders, caste leaders, Pradhans, boatmen, masons, Block Development Committee Members and others have become sanitation and solid and liquid waste management champions and motivated and inspired people. **Actions taken:**Pradhans using toilets themselves; writing inspirational letters to Pradhans of neighbouring villages when they've become ODF; converting their own vehicles into sanitation vans used to create awareness; organising exposure visits to neighbouring villages which have become ODF.Caste Leaders (Mukhiyas) being involved in triggering and efforts towards ODF. Sanitation workers (Bal Swachhta Raths) in teams of five had been deployed to visit every school and Anganwadi to inspect toilets them and clean them if required. They also take photographs of the toilets before and after cleaning. Boatmen were identified and trained to create awareness among the people as single boat ferried 800 people on a daily basis. Boats were branded with SBM and boatmen would tell people about segregation of waste and its disposal. Masons are asked to be Swachhagrahis and help motivate villagers to construct a toilet themselves alongside helping with construction. Religious leaders have been discussing toilet usage. **Challenges:** •Maintaining motivation •Motivating people outside their own Gram Panchayats •Resistance of some to discuss sanitation and cleanliness, for example religious leaders who do not link the programme messaging with worship•The use of the Pradhan can be counter-productive in politically fractured communities

**7.Engagement of Children as Change Agents Context:** Children can play a vital role in campaigns. **Actions taken:** Children have been in Swachhta rallies, writing slogans on walls. Awareness programmes have been conducted in schools with children asked to write letters to their parents urging them to construct toilets and stop open defecation.School children are also involved in cleaning school premises and toilets. **Challenges:** •Irregular attendance of students results in discontinuation of the tasks.

**8.Falicitation of Champions,Context:** Champions put in a lot of effort and time in this campaign. After a while this leads to lessened motivation and zeal. To keep them moving with same energy, every now and then they are felicitated for their good work. This also encourages others to do better than they are doing, **Actions taken:** People's pictures are displayed as the display picture on whatsapp for a limited period of time. At the Gram Panchayat level Secretaries, Pradhan's and Swachhagrahis are praised on special occasions like Republic Day, Independence Day or Gandhi Jayanti in presence of District Magistrate, Chief Development Officer, District Panchayat Raj Officer and local media. **Challenges:** • Selecting who deserves recognition on a daily basis is a challenge.

**9.0 Strengthening and Incentivising Nigrani Samitis Context:** It is important that the Nigrani Samiti is representative of all in a village and remains motivated.

**Actions taken:** In the Nigrani Samiti, local leaders of all religions and castes are represented. Women and children are also given special importance when forming it. It can also be strengthened by involving Panchayat functionaries like Ward members. To maintain motivation Corporate Social Responsibility funds have been used to purchase blankets for Nigrani Samitis while IEC funds have been used to gift saris and tracksuits. **Challenges:**

- People initially opposed working together with people of different castes.

**10. School Toilets, Context:** Building and maintaining school toilets as well as ensuring usage by all is essential in creating ODF communities. **Actions taken:** Model school toilets have been constructed using 14th Finance Commission. Kits have been distributed containing cleaning agents and brushes. Running water facilities have been provided by Gram Panchayat for school toilets. One District reported Pradhans taking the lead and cleaning school toilets weekly. **Challenges:**

- School toilets are frequently damaged
- Kits get stolen.

**11. Disadvantaged Context:** Importance and priority have been given to disadvantaged sections of society including: the poorest, those with disabilities, transgender women, widows and women. **Actions taken:** District consultants and district-level government officials have gifted toilets at their own expense to disabled people. In addition, accessible toilets have been built in schools for disabled students. Leaders of transgender community have been triggered. They have then constructed toilet, urinal and water tanks for their community. Local media have been used to advertise that women and the disabled will be given priority for the incentive and are encouraged to apply. Applicants were then verified by the Block after which toilets were constructed. **Challenges:**

- Unavailability of designs, guidance and trained masons for disabled-friendly toilets
- Unavailability of funds in time
- Linking the name of beneficiaries with baseline survey data
- Unorganised information at the block level

**Case notes: public pledging, SHGs, patriarchal messaging1. Public Pledging:** An innovation in 7 GPs of Namkhana Block of the Sundarbans in West Bengal found that public

pledging involving all adults was successful in promoting the sustainable use of toilets. Namkhana Block was quite quickly declared open defecation free. An official meeting was convened of all adults in the community. At the meeting, one by one, they pledged publicly to stop open defecation, and signed to this effect. On subsequent visits to the block, people who had participated in a triggering session were keen to remain ODF and quite a few among them had improved on their pit latrines. Almost all latrines were clean and there was evidence of use including presence of soap in all latrines inspected. A sample study undertaken about 10 months after the Namkhana pledges showed that about 90 % of the people interviewed recollected their pledge. (The remaining 10 per cent were accounted for by a GP where, to meet a target, the pledge signatures were forged but the pledging never took place). In other words there was 100 or almost 100 per cent recall. Two and a half years after the pledge, people still remembered their pledges and were intent on abiding by them. The sacrosanct nature of pledges should be emphasized so that all who sign or swear have genuine and lasting commitment. The very poor and those vulnerable to natural hazards may need assistance to enable them to stick to their pledges.

**2. Self-Help Groups (SHGs) role in Achieving Total Sanitation:** Case-Study of Sakhara GP in Maharashtra, The half an hour journey through dry terrains and bumpy roads to Sakhara village proves quite refreshing. It is more so, because of the local women whose determined efforts have changed the face of the village and brought an honor to it. Remotely located Sakhara, with barely 72 households of adivasi Gond community, falls in Pandharkawada block in Yeotmal district, Maharashtra. Recently this village has earned recognition in the district, which even the more prosperous villages yearn for. In November 2005, Sakhara received an award as the first 'open defecation free' village in the block from the State Government of Maharashtra. This improved status and subsequent appreciation of the village is an outcome of ingenious efforts of Self-Help Groups (SHGs) of local women. Sakhara received an award as the first 'open defecation free' village in the block from the State Government of Maharashtra. Sakhara had four active SHGs formed in 2001, when UNICEF began to work with the community. The village planning exercise initiated by UNICEF was able to equip women with knowledge on diverse and critical issues pertaining to their lives. The intervention, which is based on empowering communities, energized the women to bring about a dramatic and positive change in their lives. Today, each and every household is represented in these groups. The groups are not merely restricted to savings and credit activity, but have also become forums of women for learning and action. 'Our groups have changed us and made progress possible,' expresses Kusum Kumbare, one of the SHG members, on the meaningful existence of groups to women's lives. The remarkable changes set off by these women present a wide range of concerns. There is no child in the village that remains out of school - these vigilant women ensure proper functioning of school and Anganwadi Centre. The SHGs have strived to impose total ban on liquor in the village. They have also contributed in improving the village approach road. The latest achievement is attaining the total sanitation goal. Even the poor households have put up a makeshift toilet within their tiny budget. The SHG women decided to take up the cause of clean and open-defecation free village in April 2005. They chalked out a plan of action. Initially each group contributed Rs. 500 and the total amount of Rs. 2000 was utilized as working capital to purchase basic materials to construct toilets. The group also provided speedy credit to its members willing to build toilets. Provision of funds, however, is only one aspect of building toilets in a rural community habituated to use open spaces. Achieving total sanitation called for a change in the mindset of people. Continuous interactions and personal visits by women helped to reinforce the wider benefits of the work they had taken up. Another interesting fact in this village is that almost 60 households already had toilets which were constructed in the year 2000 under a government scheme. But most were inadequately constructed and used as storage or bathrooms. The villagers got these

toilets repaired and brought them in proper use. Even the poor households have put up a makeshift toilet within their tiny budget. The expense for construction per toilet ranges from Rs. 300 to Rs. 1500. The SHG women understand that any behavioral change is even more difficult to sustain than to initiate. Therefore they evolved a system of community monitoring to ensure that the toilets are being used and maintained well. The women frequently visited houses to ensure proper usage and maintenance of toilets. They also appointed a village senior for two months to watch and warn people against open defecation. All these efforts, together with the determination and persistence of the steadfast SHGs, have led to make Sakhara a village free of open defecation. See more at: <http://unicef.in/Story/523/Women-Lead-Total-Sanitation-Drive-in-Maharashtra#sthash.z0mYX4Jb.dpuf>

**3. Patriarchal messages in Sanitation Promotion** RICE (Research Institute for Compassionate Economics) Institute: In our empirical research on sanitation and health in rural India, we have become used to seeing patriarchal messages to promote the construction of toilets. Slogans like “Bahu betiyan bahar na jayein, Ghar mein hi shauchalay banvayein” [“Daughters and Daughters-in-law shouldn’t go outside, build a toilet inside your house”] are now painted across walls and toilets in rural India. Through these slogans, men are encouraged to build a toilet not because it will prevent the spread of disease and germs, but because their patriarchal values should not allow women to go outside the house. In the process, this message associates the use of toilets with women, endorses the practice of ghonghat, and encourages the idea that the right place for women is the char-diwari of the ghar (four walls of the house). However, another article on the same subject, argues that it has actually done the opposite and empowered women to be the change agents. In several districts like Churu, Pali, Bikaner and Bundi, women and children are seen forming human chains at five in the morning in the open fields to drive away people who go out in the open. This is a community-led total sanitation (CLTS) tool that has encouraged women to step out of their homes to fight for a common cause. Somya Sethuraman elaborates the role played by women to ensure open defecation free status in many villages across Rajasthan while acknowledging the need to ensure messages are more inclusive of various groups, especially of men including elderly and children. For more information please refer to this article: <http://thewire.in/2015/06/12/debate-sanitation-campaigns-in-rural-rajasthan-do-not-promote-patriarchy-3730/> **Conducting Formative Research by WSP accessed through the website <https://www.wsp.org/sites/wsp.org/files/userfiles/WSP-SMToolkit-Formative-Research.pdf>** See: **Guidelines for ODF Verification: [http://mdws.gov.in/sites/default/files/R\\_274\\_1441280478318.pdf](http://mdws.gov.in/sites/default/files/R_274_1441280478318.pdf)** [http://www.communityledtotalsanitation.org/sites/communityledtotalsanitation.org/files/3\\_Lukenya\\_Verification.pdf](http://www.communityledtotalsanitation.org/sites/communityledtotalsanitation.org/files/3_Lukenya_Verification.pdf) See: Congratulations Nadia - <http://unicef.in/Story/1161/Congratulations-Nadia> See: Notes for Convening, Facilitating and Following Up on Rapid Action Learning and Sharing Workshops: [http://www.communityledtotalsanitation.org/sites/communityledtotalsanitation.org/files/Notes\\_for\\_RALS\\_workshops.pdf](http://www.communityledtotalsanitation.org/sites/communityledtotalsanitation.org/files/Notes_for_RALS_workshops.pdf) <https://sagarmedianews.wordpress.com/2015/10/07/3581/> <http://www.smart.ap.gov.in/myvillage/manuals/opendefecation.pdf> , [http://www.unicef.org/socialpolicy/files/Field\\_Note\\_\\_Community\\_Approaches\\_to\\_Total\\_Sanitation.pdf](http://www.unicef.org/socialpolicy/files/Field_Note__Community_Approaches_to_Total_Sanitation.pdf) ,[http://www.communityledtotalsanitation.org/sites/communityledtotalsanitation.org/files/Frontiers\\_of\\_CLTS\\_Issue3\\_Disabilities.pdf](http://www.communityledtotalsanitation.org/sites/communityledtotalsanitation.org/files/Frontiers_of_CLTS_Issue3_Disabilities.pdf) <http://wateraidindia.in/wp-content/uploads/2016/01/WaterAid-ENGLISH-low-res.pdf> , See Notes of Convening, Facilitating and Following-Up on Rapid Action Learning and Sharing Workshops <http://www.communityledtotalsanitation.org/resource/notes-convening-facilitating-and-following-rapid-action-learning-and-sharing-workshops> Adapted from

[http://www.communityledtotalsanitation.org/resource/public-pledging-collective-behaviour-change,](http://www.communityledtotalsanitation.org/resource/public-pledging-collective-behaviour-change)