

CAMPAIGNS FOR COMMUNITY-LED COLLECTIVE BEHAVIOUR CHANGE

A Checklist of 88 Practical Actions

Community-Led Collective Behaviour Change (CCBC) to become Open-Defecation Free (ODF) is now widely recognised to be the only route to a Nirmal Bharat only 9 years, by 2022. Focus on the construction of individual household toilets has not worked in the past and will not work now. There is widespread evidence that the route to CCBC is for whole communities to realise with disgust that with open defecation (OD) they are 'eating one another's shit' (using the local crude word). They are then triggered to take action on their own, dig pits, instal latrines and then be verified as ODF. Incentive then follows on public celebration of verified ODF status.

The most effective approach for CCBC yet known is Community-Led Total Sanitation (CLTS). With quality triggering and follow up, ODF can be achieved, sometimes in a matter of weeks, usually in a few months. The joint DWSS and WSP publication *From Dreams to Reality* celebrates CLTS in over half the cases.

CLTS can fit well as part of a wider campaign. There is a great deal of experience with campaigns in India and other countries, some of which has been drawn on for this note. This is not a guide. It is a summary checklist of ideas for anyone who is planning or engaged in such a campaign. Some of the ideas are found in traditional IEC. Others are new. A multiplicity of simultaneous initiatives can be effective through synergies and reinforcement. If you read or use this, please send comments, suggestions and/or examples of experience to the CLTS Knowledge Hub in IDS (contact details at the end).

This checklist was originally compiled for worldwide use. In this version it has been edited and updated for India with additional Indian materials. Among other sources it draws on field visits, interviews and papers from Panipat District in Haryana, Mandi District in Himachal Pradesh, Jalna District in Maharashtra and Budni Block in Madhya Pradesh.

Please pass this on to others. It can be translated, abbreviated, or expanded without permission or acknowledgement.

Campaign strategy

Campaign strategies vary. Many start with CLTS in relatively favourable communities – smaller, more homogeneous, with widespread OD and faecal infections. Some start small in one or a few blocks, assure some ODF successes and build up and out from those. Others rely on large NGOs or similar organisations. Yet others are District or State-wide and rely on CLTS for pockets of difficulty. There is no single recommended approach except to use CLTS as a key

intervention amongst a multiplicity of actions, some of the range of which is shown in this checklist.

Often a District is a natural unit for a campaign, with strong leadership from the District Collector/Magistrate. Campaigns are also often national (as in numerous African countries) or State-wide as in India as in Himachal Pradesh and other States. Champions with continuity in post are often a key to success, and handover to a committed successor is critically important.

This note does not cover verification. Some of the worldwide and varied experiences with verification and certification can be found at www.communityledtotalsanitation.org

The actions that follow are almost all based on examples. They are expressed in the imperative tense but they are options to choose from, a menu. Please add others. The headings are:

Getting started with training, triggering and follow-up

Use road shows, competition and queuing

Trigger, support and draw inspiration from women's organisations and movements

Foster, find, encourage and support champions

Organise occasions for celebration and publicity

Adopt an inclusive team approach with task forces

Use many media

Involve children, teachers and schools

Be concerned about those less able

Select special community-level options

Assure a suitable affordable supply of suitable sanitary materials

Monitor, reflect, innovate

Cautionary endnotes: rewards, penalties and realism

Getting started with training, triggering and follow-up

1. *Get the best CLTS trainers you can.* Ask if they have a track record of communities becoming ODF following their triggering. If they do well, invite them back for more training and mentoring. Note: the most recognised trainers may not be available. There will be others. Delay has costs.
2. *Ensure that training is hands-on in real time in communities*
3. *Select for training people who are a. likely to be able to spend much of their time on triggering communities and training others, and b. personally seriously playful [not everyone can trigger well – those who can act, joke, sing, dance, play may be best]*
4. *Find out from the trainers who of the trainees are most promising, and find ways for them to be released and supported for CLTS*

5. *Build up a cadre of capable trainers and people who can trigger*
6. *Start CLTS with communities with favourable conditions (often relatively small and homogeneous, with a record of diarrhoeal sickness) and then build on success*
7. *Concentrate triggering at a good time of year (often after rains and harvest)*
8. *Plan follow-up after triggering and aim for the first communities to have made themselves ODF in a few months*
9. *Verify ODF status thoroughly and credibly in these first and all later communities*
10. *Make verification a positive experience helping communities which do not pass first time to discuss and analyse what they need to do, and to decide by when*
11. *Help the first communities ODF to organise big celebrations with wide political and media coverage*
12. *Use these first communities as examples to show to other communities and to influential people*

Use roadshows, competition and queuing

13. *Organise travelling roadshows with champions like Natural Leaders, political leaders, films, theatre and displays and invite local government and community leaders*
14. *Invite local governments and communities to make written requests for CLTS. Meet these on a first come first served basis, with queuing. Do not rush. Take them steadily in order*
15. *Encourage competition between communities and between local government areas*
16. *Use public meetings to help drive the campaign. Start regular public meetings for reports from local leaders on progress and lack of progress.*
17. *Recognise and honour those who are doing well, and to ask them to help others who are slower*

Trigger, support and draw inspiration from women's organisations and movements

18. *Search for women's organisations – SHGs, NGOs, movements*
19. *Invite them to share their views on sanitation, hygiene including menstrual hygiene, and what open defecation entails for them.*

20. *Trigger and support them and involve them as key drivers of many aspects of the campaign*
21. *Ask their advice and ideas for the campaign, and to identify what roles they can play*
22. *Encourage them to conduct their own campaign at all levels they can from household to community to Block to District to State*
23. *Draw inspiration and support from their commitment and actions and celebrate their achievements*

Foster, find, encourage and support champions

24. *Familiarise influential people with CLTS and encourage them to be champions. This can be through presentations, or better through field visits and/or being present at a good triggering.*
25. *Identify champions in communities (Natural Leaders), local governments, government departments, schools, NGOs, religious organisations, and local groups and organisations, and among traditional leaders and politicians.*
26. *Mobilise and enable them to share their experience and enthusiasm with others – in meetings, through speeches, in their organisations....*
27. *See if you can organise and support Natural Leaders to become Community Consultants and spread CLTS to other communities*
28. *Encourage priests, pastors, imams, sadhus, gurus and other influential and respected religious and spiritual leaders to preach and persuade their congregations and followers to abandon OD and adopt hygienic behaviour*
29. *Consider finding and appointing Community Resource Persons to cover the whole campaign area, and to be key actors in the campaign and after*
30. *Engage and inspire high profile national and local celebrities (from sports, television, radio, movies etc) to identify with, endorse and support the campaign, investing their time and influence*

Organise occasions for celebration and publicity

31. *Encourage and enable communities and local government areas that become ODF to organise celebrations, and arrange participation by prominent people, and publicity*

32. *Organise occasions for [Global Handwashing Day](#) and [World Toilet Day](#) (November 19th) involving schools, demonstrations, and media coverage.*
33. *Invite people from other communities, from Government and local government organisations, and the media*
Adopt an inclusive team approach with task forces
34. *Seek out organisations (often NGOs) with a wide presence in the campaign area and a suitable capability and orientation, and involve them.*
35. *Form and activate task forces and action teams at all levels*
36. *Include a range of committed and influential actors in action committees and teams*
37. *Bridge barriers – with leaders of different political parties and religious groups*
38. *Mobilise teams for field visits, support and encouragement across the whole range of activities*
39. *Involve different government and local government line departments*
40. *Share resources – finance, vehicles, materials, communication facilities....*
41. *Train and mobilise Swachchhata Doots and others as an army of footsoldiers for the CCBC campaign*

Use many media

42. *Inform, invite and inspire journalists, film makers, cartoonists, artists, broadcasters, disc jockeys, and actors to take part and contribute*
43. *Hold competitions for slogans, songs, verses, cartoons and posters and then publicise and use these.*
44. *Foster and organise competitions between schools and between communities*
45. *Make local videos recognising and honouring local champions and achievements, stressing commitment, pride and self-respect*
46. *Show videos and other films in communities after dark, including videos taken in the community during the same day showing OD on the ground and with people walking to go for OD as an option*
47. *Involve local community radio with interviews and programmes*

48. *Devise striking and shocking posters and plaster them around so that people keep on seeing them, and do the same with widely distributed one-pagers*
49. *Encourage communities to create theatre for their own entertainment and enlightenment, and to tour other communities.*
50. *Engage street theatre groups to make OD, CLTS and ODF themes for performances and go on tour.*
51. *Video these performances and distribute and show the videos*
52. *Persuade TV to include shit, OD and CLTS in national soap operas – meet and enthuse the actors. Get the shit words used by the media.*
53. *Find poets and song-writers who can compose popular poems and songs with local wit and idiom*
54. *Arrange performances and recitals at meetings, special occasions and celebrations*
55. *Start regular(say monthly) newsletters, including by women and by children, and distribute them widely*

Involve children, teachers, schools and anganwadis

56. *Ensure that children are involved throughout, and are triggered in communities at the same time as adults, and then present to them*
57. *Recognise and support the role of children in forming groups, and in identifying and stopping OD in their communities. Supply them with materials (whistles, T shirts, caps have been used).*
58. *Trigger schools, teachers and anganwadi workers, to make clean and private school and anganwadi toilets a priority*
59. *Involve teachers with children in persuading parents*
60. *Identify champions among children and involve them in public activities*
61. *Organise school competitions for clean toilets, songs and poems children have composed and essays they have written, and celebrate these in a mela*
62. *Hold special rallies for children*

Be concerned about those less able

63. *Repeatedly raise questions about those least able to help themselves, and how communities can help them*
64. *Ask Natural Leaders to identify such people and find ways they can be helped*
65. *Raise issues of the plight of the disabled. Ask Natural Leaders to ask them what they need and what would help them. Encourage communities to invent and provide fitting amenities for them*
66. *Find, publicise and honour those who have helped others, setting an example*

Select special community-level options (for communities, or for others, to implement)

67. *Have different coloured stickers on houses, for instance for no latrine, latrine in construction, latrine complete (East Java)*
68. *Display names or a map showing progress by household (marking on those who need help)*
69. *On verification of the community ODF, all community members sign a pledge not to do OD in the future (Namkhana Block, West Bengal)*

Foster lateral peer-to-peer sharing, support and spread

70. *Promote and support cross-visits between communities, sub-districts, districts and organisations*
71. *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*
72. *Support them in taking action*
73. *Catalyse and encourage Natural Leaders to form groups and organisations, and to work in other communities, to combine to manufacture sanitary materials, etc*

Assure a suitable affordable supply of suitable sanitary materials

74. *Investigate the local market(s) and what is available at what cost and in what quantity, and likely demand (including by poor people)*

- 75. *Anticipate need and demand, alert traders, and take steps to assure adequate suitable timely supply*
- 76. *Avoid requiring standard designs, especially when costly. Be concerned with adequate substructure and simple slab, remembering that superstructure can usually be improvised for almost no cost with local materials and labour*
- 77. *Investigate potentials for youth cooperatives to manufacture or retail materials (Panipat)*

Monitor, reflect, innovate

- 78. *Encourage communities to monitor their progress on maps and/or through other means*
- 79. *Introduce regular reporting for monitoring progress and seeing where action is needed*
- 80. *Convene meetings at regular intervals and at different levels for sharing progress, experiences, reflection and learning, and for planning the next actions*
- 81. *Strive for realism by recognising, applauding and rewarding those who report difficulties and slow progress*
- 82. *Be creative and adaptive, innovate, do what makes sense for you.*
- 83. *Add to this checklist.*

Cautionary endnotes: rewards, penalties, and realism

- 84. *Be cautious with rewards. Opinions differ about these: some see them as incentives; others see in them a danger of weakened or mixed motivation ('stopping eating each others' shit' should be enough). They have a record of opening the door to misleading reporting through temporary or dissembled ODF in order to obtain the reward.*
- 85. *Reflect on ethical issues with penalties for OD. These spread out between extremes of reasonable persuasion and punitive abuse, as the sequence of this listing illustrates: individual triggering- household visits - social pressure - following people going to OD and talking to them, singing at them or whistle blowing – shaming them in public meetings - fining open defecators - identifying whose shit is whose - making the producer clean it up - public exposure- bullying and humiliation -photographing in the act and displaying the photograph - denial of rights (ration books, pensions, licences, services....), arresting and locking up. Avoid the human rights abuses of these latter actions.*
- 86. *Do not set unrealistic targets for early achievement. Ambitious targets energise, inspire and focus effort but remember that they often lead to dissembling and inflated reports.*

87. *Strive for honest feedback about what is happening. Campaigns have often generated myths – even whole districts declared ODF in matters of months! This does no one any good. Realism pays off in long-term sustainability and moving up the sanitation ladder.*
88. *Recognise that improved sanitation is a long process that should go on long after any short intensive campaign, through sanitation marketing, and individual households moving up the sanitation ladder*

We hope that this will be expanded into a sourcebook with case illustrations. Please email with ideas, experiences and illustrations to r.chambers@ids.ac.uk with copies to Petra Bongartz p.bongartz@ids.ac.uk and Naomi Vernon n.vernon@ids.ac.uk

Some sources

- Other relevant sources available at www.communityledtotalsanitation.org are
- [Bamako Consensus](#) November 2010
- Bongartz, Petra, Samuel Musembi Musyoki, Angela Milligan and Holly Ashley eds 2010 [Tales of Shit: Community-Led total Sanitation in Africa](#), Participatory Learning and Action 61, IIED, London
- Chambers, Robert 2009 [Going to Scale with Community-Led Total Sanitation: Reflections on Experience, Issues and Ways Forward](#), Practice Paper Number 1, IDS Sussex, March
- Kar, Kamal with Robert Chambers 2008 [Handbook on Community-Led Total Sanitation](#), Plan International (UK), London and and IDS Sussex. Parts of this expand on some of the points in the checklist.
- [Lusaka Declaration](#) November 2010
- [Lukenya Notes](#) 2011 September . This covers many relevant and vital aspects of going to scale with CLTS but not campaigns directly. The headings are institutional support for scaling up CLTS with quality; CLTS training, triggering and follow-up at scale; governments, funding agencies and CLTS; pro-poor sanitation marketing and sustainability beyond ODF; monitoring, evaluation, learning and information management; emerging issues and scaling up CLTS into different contexts
- Mukherjee, Nilanjana with inputs from others 2009 [Learning at Scale: total Sanitation and Sanitation Marketing Project: Indonesia Country Update](#), WSP of the World Bank, August
- Musyoki, Samuel Musembi and Robert Chambers 2011 [Going to scale- what works- A Note for AfricaSan](#)