



सत्यमेव जयते

# Ministry of Housing and Urban Affairs Government of India



# Angikaar

A campaign for change management...

## National Report

Oct' 2019 - Oct' 2020







दुर्गा शंकर मिश्र

सचिव

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## Preface

Pradhan Mantri Awas Yojana – Urban (PMAY-U) is playing a pivotal role in fulfilling the vision of Hon'ble Prime Minister to provide roof over the heads of all Indians. By March 2022, the Mission will have delivered around 1.12 Crore pucca houses to beneficiaries in Urban India.

There is a need to address life transformation issues that arise out of moving into a new house and neighbourhood. **ANGIKAAR**, a campaign for social change management was initiated by 'Housing for All' (HFA) Mission on 29<sup>th</sup> August 2019. It has achieved the objective to build capacities of PMAY (U) beneficiaries in adapting to change through door-to-door awareness on best practices in water & energy conservation, health, hygiene, sanitation and financial literacy. Further, an enabled environment was created through convergence with various Urban Missions and schemes of other Central Ministries. It is an unique initiative in the urban housing sector that embraced and brought into its fold welfare oriented schemes of the State and Central Government.

A campaign of this magnitude in the urban housing sector is a result of the collective efforts and proactive participation of PMAY (U) beneficiaries, States/UTs/ULBs/ and elected representatives. Around 18,500 ANGIKAAR Resource Persons were trained by about 2,200 specialists of City Level Technical Cells (CLTCs) working in 4,427 cities of PMAY (U). They acted as foot soldiers and helped propagate the message of the campaign.

Various innovative measures and door-to-door activities to reach out to nearly 20 lakh families is a testament to the effectiveness of ANGIKAAR. It continued with various activities throughout 2019, some of which include celebrating the 71<sup>st</sup> Republic Day (26<sup>th</sup> January 2020), International Women's Day (8<sup>th</sup> March 2020) along with need assessments, financial outreach and awareness. As part of the campaign, PMAY (U) beneficiaries have also been sensitised and made aware of COVID-19 safety measures.

I compliment HFA Division for compilation of ANGIKAAR Report. It has documented in detail, the journey of the campaign – its principles, objectives and methods /measures adopted to achieve them. It is a lucid account of the nuances of the campaign, various IEC activities, and several initiatives that were implemented at the ground level.

I hope that this report will prove to be a referenced resource to domain experts, officials, academia and others on convergence, communication and community mobilisation for change management in the urban sector. It may well serve as a learning tool for various other implementing agencies.

My best wishes to the HFA Division of my ministry and States' PMAY-U teams for their continued efforts under ANGIKAAR campaign!

(Durga Shanker Mishra)

New Delhi

October 13, 2020



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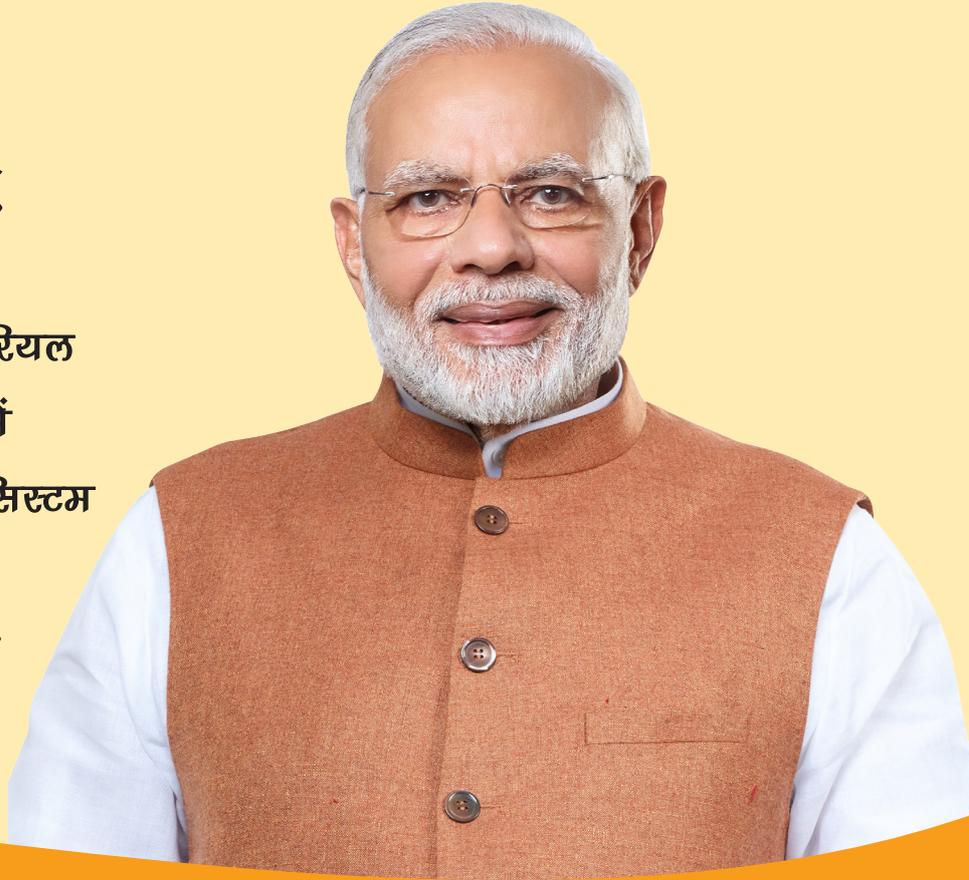


## LIST OF ABBREVIATIONS

MoHUA	Ministry of Housing and Urban Affairs
PMAY (U)	Pradhan Mantri Awas Yojana - Urban
ISSR	In-Situ Slum Redevelopment
AHP	Affordable Housing in Partnership
BLC	Beneficiary Led Construction
CLSS	Credit Linked Subsidy Scheme
EWS	Economically Weaker Section
ISSR	In-situ” Slum Redevelopment
LIG	Low-Income Group.
HFCs	Housing Finance Companies
NHB	National Housing Bank
CNAs	Central Nodal Agency
PLIs	Primary Lending Institutes
MoF	Ministry of Finance
NIC	National Informatics Centre
IOC	Indian Oil Corporation Ltd
CMS	Content Management System
PwD	Persons with Disabilities
SBCC	Social Behaviour Change Communication
ULBs	Urban Local Bodies
ARPs	<b>ANGIKAAR</b> Resource Persons
CRPs	Community Resource Persons
SHGs	Self Help Groups
S/CLTCs	State and City Level Technical Cells
CSR	Corporate Social Responsibility
RWAs	Resident Welfare Associations
ASHA	Accredited Social Health Activist
ANMs	Auxiliary Nurse Midwifery
IEC	Information Education & Communication

“...ग्रीन और क्लीन एनर्जी,  
एनर्जी एफिशिएंसी, वाटर  
कन्ज़र्वेशन, कंस्ट्रक्शन मैटेरियल  
का रियूज और अपार्टमेंट में  
आधुनिक वेस्ट मैनेजमेंट सिस्टम  
को बढ़ावा देना भी आपकी  
प्राथमिकता होनी चाहिए...”

- नरेन्द्र मोदी





# Angikaar

## Embracing Change



### ACHIEVEMENTS

15,000	IEC Events Conducted	2.88 lakh	Solar Devices Used for Household Purpose
921	Health Camps Organized	3.89 lakh	PMAY(U) Houses/ Societies / Projects Using LED lights
4.28 lakh	Requirement for Ayushman Health cards	15.42 lakh	Beneficiaries Made Aware on Various Schemes/services
4.11 lakh	Plants Distributed	5 lakh	CLSS Beneficiaries Outreached on Financial Literacy
4.23 lakh	Requirement for LPG connections	15.11 lakh	BLC Beneficiaries Outreached
244	RWH/ Recharge Structures in PMAY (U) Houses	4.5 lakh	PMAY(U) Houses with Waste Mgt./ Segregation

## Executive Summary

Pradhan Mantri Awas Yojana (PMAY-U), a flagship programme of Government of India under Ministry of Housing and Urban Affairs (MoHUA), is one of the world’s largest housing programme fulfilling the dreams of around **1.08 crore** households. The programme is in its fifth year of implementation. The goal of the mission is to provide all weather pucca houses to all eligible beneficiaries of urban India. In its journey of five years, 38 Lakh houses have already been built and delivered to the beneficiaries, whereas 68 Lakhs are at various stages of construction with a total investment of about **Rs. 6.5 Lakh Crore** and Central Assistance of **Rs. 1.72 lakh crore**

Hon’ble Prime Minister envisioned ‘Housing for All’ by 2022 together with addressing life transformation issues on moving into a pucca house. Aligning to this, **ANGIKAAR**- a campaign for change management, a first of its kind initiative in urban housing sector was launched on 29<sup>th</sup> August 2019 by Shri Hardeep S Puri, Hon’ble Minister of State (I/C), Housing and Urban Affairs.

The objectives of the campaign include:

- i. Creating awareness on best practices in water & energy conservation, health, hygiene and sanitation.
- ii. Provide an enabled environment through convergence with various Urban Missions and schemes of other Central Ministries.
- iii. Enable families, communities and Resident Welfare Associations in adapting to newly constructed PMAY (U) houses by fostering cohesive living through social behaviour change management.
- iv. Build capacities of beneficiaries and facilitate them to implement best practices like Water & Energy conservation, Waste Management, Rainwater Harvesting, Tree plantation etc.

The campaign was implemented through a **3 C strategy- Community Engagement, Convergence and Communication** consisting of **4** components (i) **Need Assessment** (ii) **Door to Door Awareness** (iii) **City /Ward level activities** & (iv) **Financial literacy outreach**.

**Convergence:** Moving beyond the silos and exclusive domain of programmes, the campaign proved to be a model wherein programmes were looked from the prism of inclusive engagement of all stakeholders. MoHUA converged with Urban Missions and Schemes of other Ministries like Ayushman Bharat (M/o Health & Family Welfare), Ujjwala (Petroleum & Natural Gas), Ujala (Power), Jal Shakti Abhiyan (M/o Jal Shakti), FitIndia Movement (M/o Youth Affairs & Sports) Poshan Abhiyan (M/o Women & Child Development), and Tree/ Plant distribution (M/o Environment Forest & Climate Change), Solar Mission (New & Renewable Energy).

**Community Engagement for Communities:** SHGs, CSOs, Students, Volunteers, ASHA Workers, ANMs etc. were engaged as **ARPs**. **18,347** were deployed through transparent process in States/UTs. Urban Local Bodies (ULBs) with support of State and City level technical specialists drove the campaign and activities at the ground level.



**Communication:** A National and State/ UT level IEC strategy was devised. Various Mass Media and Intra & Interpersonal Communication Tools (ICT) were developed along with the roll out of 5-6 ward/ city level IEC activities/ campaigns.

The campaign was formally launched on **2<sup>nd</sup> October 2019** in **4427** cities, commemorating **150<sup>th</sup> Gandhi Jayanti**, wherein need assessments along with door to door outreach for change management through awareness on best practices of water, sanitation, energy conservation, environmental protection, waste management, health and hygiene were conducted. The festive launch across cities included key messages from Elected Representatives, **Swachhata Pledge, Ban on Single Use Plastic, Yoga Sessions, Cleanliness Drives, Tree Plantations, Health Camps, Rallies** and **Mass Awareness** campaigns.

Subsequently, this was followed by continuous and consistent ward level IEC activities in States/ UTs. So far, around **15 lakh** households have been covered through need assessment and door to door awareness under the Centrally Sponsored component of the scheme, i.e. BLC, AHP and ISSR.

The Credit Linked Subsidy Scheme (CLSS) , a Central Sector Scheme is being implemented by Primary Lending Institutions (PLIs) through **Central Nodal Agencies** (CNAs). The **Economically Weaker Section** and **Low-Income Group** beneficiaries under this vertical were outreached through **Financial Literacy** on various financial products and services available from the formal financial sector through PLIs in accordance to the extant norms of Ministry of Finance (MoF), Reserve Bank of India (RBI) and National Housing Bank (NHB). During the campaign, about **five Lakh** CLSS beneficiaries were outreached.

States/UTs had proactively engaged with communities and various stakeholders (Elected Representatives, Urban Missions, Schemes of other Ministries, States/UTs, CNAs, PLIs, Academic Institutions, CSOs etc) during the four-month campaign. Active participation and involvement of PMAY (U) beneficiaries in all ward and city level activities rolled out during this period was indicative of the way they had embraced the objectives of the campaign.

The initial phase of the campaign was for nearly four months and it culminated in all cities on **26<sup>th</sup> January 2020**, celebrating the **71<sup>st</sup> Republic Day**. The event comprised of several activities with active participation from beneficiaries, other stake holders and key messages from Elected Representatives. Innovative activities were taken up across the country during the campaign

Padma Shri Awardee sand artist, Sudarshan Pattnaik presented a **Sand Art on ANGIKAAR** on **26<sup>th</sup> January 2020** at Puri beach . A nationwide **Essay Competition** ‘Humara Ghar Humari Khushiyaan’ was conducted for PMAY(U) beneficiaries/ families in Cities and through online medium on MyGov portal. States/UTs had proactively engaged beneficiaries and propagated **ANGIKAAR** through **Tableaus** during the Republic Day parade at State and District Level, **Ice Art**, beneficiary gatherings in **religious places**, and **exhibition stalls**. An **ANGIKAAR ‘PLEDGE’** on **Change Management** adhering to **Best Practices** was taken by beneficiaries. Further, several States/UTs organised a **2 KM long logging**



event in convergence with **FITINDIA. Health camps** were organised wherein themes such as **Poshan- Overall nutrition, antenatal check-ups, anemia, adolescent girl child education**, among others were taken up along with **tree plantation** drives, where saplings/ plants were planted or distributed.

The four-month campaign (2<sup>nd</sup> **October 2019 – 26<sup>th</sup> January 2020**) led to new lessons and experiences. Community and Stakeholder engagement (Elected Representatives, Urban Missions, Schemes of other Ministries, States/UTs, CNAs, PLIs, Academic Institutions, CSOs etc) have been strong influencers of the programme. A positive image has been created in the minds of beneficiaries for adopting to change and addressing transformation issues that arise during the shift from a kuccha/semi pucca house to a pucca house. Their impressions and perceptions on cohesive living and upkeep of civic amenities, infrastructure and services have been altered through consistent IEC and community activities that were implemented through best practices such as water and energy conservation, effective waste management, health, sanitation and hygiene. The campaign has so far **outreached around 20 Lakh** beneficiaries whose houses have been **completed**. PMAY (U) as a dynamic programme has been expediting the completion of about **68 lakh** houses that have been **grounded** so that the Mission can cover all these beneficiaries.

In order to sustain the impact of the campaign and to ensure continuous outreach of all beneficiaries, campaigns under '**ANGIKAAR 2020, Healthy, Wealthy & Wise**', have begun with Fit India Freedom Run wherein around 12,000 stakeholders have registered themselves, PMAY (U) Quiz on MyGov platform (2nd to 16th October 2020), Eat Right India movement, and Last mile connectivity through Financial Awareness Messages (FAME).

Further, States/UTs will include all **ANGIKAAR** activities in the **Annual IEC Plan** under Capacity Building. They would also continue to conduct need assessment and door to door awareness for beneficiaries whose houses are **grounded, occupied, completed** and **allotted** under AHP and ISSR verticals.



## Chapter 1: Context

### 1.1 Background

India is marching towards an era of transformation. We are working towards growing to a \$5 trillion economy by 2024 and \$10 trillion by 2030. As a result, there is huge potential for entities to play a transformational role in the large-scale development that needs to be achieved in order to shape the New India as envisioned by Hon'ble Prime Minister Shri Narendra Modi.

According to United Nation's estimates, India is going to be one of the three front-runner countries likely to have highest contribution to the growth of the urban population in the world. Its urban population was 37.7 Crore (31%) in 2011 census which is projected to increase to 60 Crore (40%) by 2030 and over 8 Crore (50%) by 2050. Urban India contributed 63% to the country's GDP (census 2011) which is projected to grow to over 75 percent by 2030 and more than 80 percent by 2050.<sup>1</sup> Growing urban population creates a huge challenge to the civic infrastructure and services like sanitation, water, sewage, housing, electricity, public transport, etc. At the same time, with an increasingly engaged citizenry and civil society, the expectations for enhanced accountability from City Governments have risen manifold. Therefore, our cities need to be receptive, innovative and productive to foster sustainable growth and ensure better quality of living.

Rapid urbanization as an outcome of sustained growth has resulted in increase of urban population in the country. This has exponentially increased the demand for basic services and housing in cities. Parallely, there are plethora of social issues that challenge the process for provision of better quality of life. Water, health, hygiene & sanitation, energy, environment protection, efficient waste management requires special attention from the authorities. Therefore, it is imperative to adopt an integrated approach to provide a conducive environment with better living conditions to every household in urban India.

To promote inclusive and sustainable development through planning, development and implementation of reforms, MoHUA has initiated a series of initiatives to bring about urban transformation through six flagship Missions viz ( i) Swachh Bharat Mission-Urban (SBM-U), ii) Pradhan Mantri Awas Yojana -Urban (PMAY-U), iii) Deendayal Antyodaya Yojana – National Urban Livelihoods Mission (DAY-NULM), iv) Smart Cities Mission (SCM), v) Atal Mission for Rejuvenation and Urban Transformation (AMRUT), and vi) National Heritage City Development and Augmentation Yojana (HRIDAY).

While the Central Government, in partnership with States and Union Territories (UTs) has been implementing these flagship programmes, the impact of these schemes on citizens' quality of life, social behaviour change and adaption to altering urban environments needs to be explored in a much comprehensive manner. Convergence among the Missions, information dissemination, creating awareness through consistent campaign triggering social behaviour change are, hence, essential.

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<sup>1</sup> DMAF, MoHUA, 2019

## 1.2 Pradhan Mantri Awas Yojana- Urban

The Ministry of Housing and Urban Affairs (MoHUA), through its flagship mission PMAY (U), provides Central Assistance to States and Union Territories (UTs) in addressing the housing requirement of all eligible beneficiaries in urban areas including slum dwellers. Aligned with the Government’s vision to “Provide Pucca House to all Eligible Beneficiaries of Urban Areas by Year 2022, with basic amenities like water, electricity, kitchen and toilet”, PMAY(U) mission is being implemented through following four verticals:

### i. In-situ” Slum Redevelopment (ISSR)

- a. Slum redevelopment using land as a resource, with participation of private developers
- b. Central Assistance of Rs. 1.0 Lakh per house
- c. De-notification of slums after redevelopment

### ii. Credit Linked Subsidy Scheme (CLSS)

- a. Beneficiaries of Economically Weaker Section (EWS) and Low-Income Group (LIG) seeking housing loans from Banks, Housing Finance Companies (HFCs) and other such institutions are eligible for an interest subsidy of 6.5 % on loan amount up to Rs. 6 Lakhs.
- b. Interest subsidy of 4% on loan amount up to Rs.9 Lakh and 3% on loan amount up to Rs.12 Lakh for MIG income segments of Rs 6-12 Lakh and Rs 12- 18 Lakh, respectively.
- c. The beneficiary may directly contact the Banks or HFCs for availing subsidy under the scheme.

### iii. Affordable Housing in Partnership (AHP)

- a. To increase availability of EWS houses on affordable rate, States/ UTs, either through its agencies or in partnership with private sector to plan affordable housing projects.
- b. Central Assistance of Rs. 1.5 Lakh per EWS house
- c. Cross subsidization through combination of EWS/LIG/MIG houses

### iv. Beneficiary-Led individual house Construction/ Enhancement (BLC)

- a. Central Assistance of Rs. 1.5 lakh per EWS houses
- b. Beneficiary should own the land where house will be constructed.
- c. Enhancement of existing house up to 30 sq. mt- if beneficiary already owns pucca house less than 21 sq. mt. carpet area.

So far, MoHUA has sanctioned 1.08 crore houses under PMAY (U), of which 67 lakh houses have been grounded and more than 38 lakh have already been completed with a total investment of about Rs. 6.5 Lakh Crore.

PMAY(U) scheme is not merely for provisioning of housing to urban poor, rather it aims to address issues that arise from life transformation. PMAY(U) provides variety of options to the beneficiaries to opt from as detailed above. Through these verticals, beneficiaries can build own house on their land, or the States can provide them with a pucca house



in multi-storey buildings with all infrastructure facilities intact. This scheme believes that it is essential for all PMAY (U) beneficiaries to learn and adopt Gandhian thoughts on cleanliness, hygiene and sanitation. By adopting these practices, PMAY (U) beneficiaries will not only get acclimatised to the new environment, but also learn to maintain infrastructure, amenities and basic civic services.

**ANGIKAAR** converges with various Urban Missions and Central Ministries to leverage their scheme benefit to these beneficiaries including gas connection, household toilets, Led lights and other social welfare benefits.

## Chapter 2: Social Change Management

### 2.1 The Concept

Social change is a process which occurs in the alteration of the structure and functioning of a particular social system. It is a process that is used during variation, modifications of any aspect of social processes, pattern and interaction within a social organization. It refers to a significant change in behavior or a change in the social system rather than minor changes within a small group. They are variations from the accepted modes of life whether due to change in geographical conditions, cultural variations, composition of the population or ideologies, and brought about by diffusion, or inventions within a group. It signifies changes that affect the nature and structure of social groups and institutions and the social relations among individuals, communities and institutions in a society. Development and progress are the different means of change and whenever it comes to social change, the importance of each of these means need to be understood so that it can make a distinct impact on the functioning of the social phenomena.

Social change can originate either from within a society or from outside of a society. Internal sources of change are those factors that originate within a specific society that singly or in combination with other factors produce alterations in social institutions and social structure. External sources of social change are events that originate outside of a society to bring about change to social institutions or structures. Some of the factors of social change include: a) Demographic factors; b) Cultural factors; c) Technological factors; d) Environmental factors; e) Psychological factors. These factors play an influential role in bringing about social change in environments that get constrained due to perennially existing and continuous/ prolonged living conditions.

### 2.2 Social Change Requirement for PMAY (U)

PMAY (U) Mission, through its four verticals has been the harbinger of hope for the urban poor. It has been facilitating them to realize their dream of owning a pucca house with all basic amenities like water, electricity, kitchen and toilet.

However, during various field visits by the National team and feedback from States/ UTs indicated that while houses are being completed and occupied, issues arising out of life transformation need to be addressed since adaptation to this sudden change has its own set of challenges. Some of these social change requirements are detailed below:

#### a) **Adapting to the shift from a kuccha house to a pucca/ apartment lifestyle:**

- While shifting to a pucca house is a dream come true, beneficiaries encounter challenges in adapting to an environment that elevates them socially, culturally, geographically and economically.
- Beneficiaries and their families need to be oriented on managing this change along with cohesive living, especially in group housing. Continuous messaging and awareness on use and maintenance of basic facilities like water, electricity, kitchen, toilet and common utility services such as lift, community hall, parking area, playground, common path areas etc.



**b) Acclimatising to closed spaces and comfort within the house:**

- Houses under ISSR and AHP verticals include basic amenities like water, electricity, one/two bedrooms, kitchen and toilet within the house.
- Families need to acclimatise themselves to utilise these in-house facilities as well as the common and community centric ones. It is important to orient beneficiaries on the comfort of nesting in a closed environment which is protective and gives privacy and dignity to life.

**c) Appropriate use of common areas and open spaces:**

- In BLC, AHP or ISSR verticals, beneficiaries need to understand the change to the pre and post conditions of moving into a pucca house. The sense of ownership should not be limited to just the house/flat but to the common areas and open spaces as they will be used by the beneficiaries and their families only. Hence, orientation on the sense of ownership, awareness on cleanliness, operation & maintenance of these common spaces needs to be disseminated.

**d) Use of infrastructure facilities inside and outside the house (lift, bedroom, kitchen slab/sink, shelves, lofts, cistern etc.)**

- Families need to be oriented for enjoying and using the infrastructure facilities inside and outside the house (lift, bedroom, kitchen slab/sink, shelves, lofts, cistern etc.) With respect to toilets, appropriate use of cistern, conservation of water and hygienic maintenance of toilets/washrooms need to be explained.
- Judicious use of resources and conservation of the same (water, electricity etc.) require special emphasis.
- Consistent door to door awareness needs to be created on health & hygiene, water conservation and energy conservation.

**e) Ownership and Management of Community Utility Facilities (Community hall, parks, school, place of worship, Aaganwadi etc.)**

- Beneficiaries need to understand the importance of being a part of Resident Welfare Association (RWA). Their capacities need to be built on performing required tasks as a member of the RWA, thereby, ensuring maintenance of Community Utility Facilities.
- Families need to be oriented on adherence to rules and norms of the society (RWA) in terms of finances, maintenance etc. They should actively involve and participate in the monthly meetings conducted by RWA

**f) Convergence for uptake of services from schemes of Urban Missions and other Ministries.**

- The families need to be oriented on the features and benefits of various schemes being implemented by the Central Government. Special drives need to be conducted through need assessments and door to door awareness so that maximum number of beneficiaries are outreach.

Hence, in order to address these challenges, facilitate beneficiaries in embracing social change and help them self-sustain PMAY (U) housing, a participatory communication strategy was designed, namely, **ANGIKAAR**.

## Chapter 3: ANGIKAAR: Embracing Gandhian philosophy

**ANGIKAAR** means ‘to adopt’ or ‘to accept’.

As the whole campaign was designed to make the beneficiaries aware and facilitate them to adopt the changes which have been brought through a new living style and new environment, it was named as **ANGIKAAR**.

This campaign draws energy from commemoration of Mahatma Gandhi’s 150th birth anniversary by PMAY (U), where his principles became a guiding force for its journey towards “New India”. Hon’ble Prime Minister also envisioned to address the need for change management of PMAY (U) beneficiaries through their life transformation phase. Aligning with the vision of Prime Minister, **ANGIKAAR**: a campaign for change management for PMAY (U) beneficiaries was launched for addressing social behaviour change, focusing on issues such as water & energy conservation, waste management, health, tree plantation, sanitation and hygiene for beneficiaries of completed houses under PMAY (U), through community mobilisation and IEC activities.



### 3.1 Key Objectives

The objectives of **ANGIKAAR** campaign include:



To create awareness on best practices in water & energy conservation, health, hygiene and sanitation among PMAY(U) beneficiaries from all verticals



To create an enabled environment through convergence with various Urban Missions and other Central Ministries



To enable families, communities in adapting to newly constructed PMAY(U) houses by fostering cohesive living through social behaviour change management



To build capacities of PMAY(U) beneficiaries and facilitate them to implement best practices like water & energy conservation, waste management, health, sanitation and hygiene, rainwater harvesting, tree plantation, etc .



### 3.2 Coverage & Duration

**ANGIKAAR** was designed as a four-month campaign starting from **2<sup>nd</sup> October 2019** (Mahatma Gandhi's 150<sup>th</sup> birth anniversary) to **26<sup>th</sup> January 2020** (71<sup>st</sup> Republic Day).

This campaign was framed to address various social behaviour change of PMAY (U) beneficiaries focusing on creating awareness on best practices in water & energy conservation, waste management, health, sanitation and hygiene to its beneficiaries through Convergence, Communication and Community Mobilisation.

The campaign was conducted in **32** States/UTs consisting of more than **4427** Urban Local Bodies (ULBs), wherein **20** lakh houses have already been completed under PMAY (U). This Campaign particularly focused on transgender, Persons with Disabilities (PwD), widows, single women, senior citizens, etc.

### 3.3 Campaign Strategy

While finalising the way to structure the campaign and advocacy strategy of **ANGIKAAR**, points for consideration included a) identification of the campaign goals, objectives; b) analysis of the policies, Mission mandate which can support or block the desired goal; c) identification of the target groups and Ministries/Missions that needed to be influenced through the campaign; d) identifying key messages to be given to the beneficiaries; e) creating an inventory of current strengths and weaknesses; f) identifying the potential Stakeholders to partner and list of activities; g) expected outcomes of the campaign; h) planning the monitoring and evaluation strategy.

A **3Cs Strategy (Convergence, Community Engagement and Communication)** was adopted to create 360- degree approach focused on Mass Media and Inter & Intrapersonal Communications for behaviour change management. The activities planned during the campaign was participatory and Area & Audience specific covering beneficiaries from all four verticals of PMAY (U).

With tools ranging from interpersonal communication to multilevel mass media campaigns, evidence-based and theory-driven Social Behaviour Change Communication (SBCC) interventions were integral part of **ANGIKAAR** campaign. Under Information Education & Communication (IEC), mass media campaigns were taken up at the Ward/ Cluster level, ULB/ City level, District and State Level.

The 3Cs Strategy of **ANGIKAAR** campaign has been detailed below: -

**1) Convergence:**

During the campaign, convergence was made with urban Missions viz. AMRUT, SBM (U), DAY-NULM of this Ministry and Schemes of other Ministries such as Health and Family Welfare (Ayushman Bharat & Eat Right India), Environment, Forest & Climate Change (Tree Plantation), New & Renewable Energy (Solar Electricity), Petroleum & Natural Gas (Ujjwala), Power (Ujala), Jal Shakti (Water Conservation), Youth & Sports Affairs (Fit India), and Women & Child Development (Poshan Abhiyan).



**2) Community Engagement:**

A combination of Self-Help Groups (SHGs), Civil Society Organisations (CSOs), Students, Volunteers, ASHA Workers, ANMs etc. were mobilised to act as **ANGIKAAR Resource Persons (ARPs)**. ARPs were deployed through transparent process with the approval of the Competent Authority in States/UTs. Specialists from State and City Level Technical Cells of PMAY (U) drove the campaign and were responsible for entire gamut of activities at ULB level.

**3) Communication:**

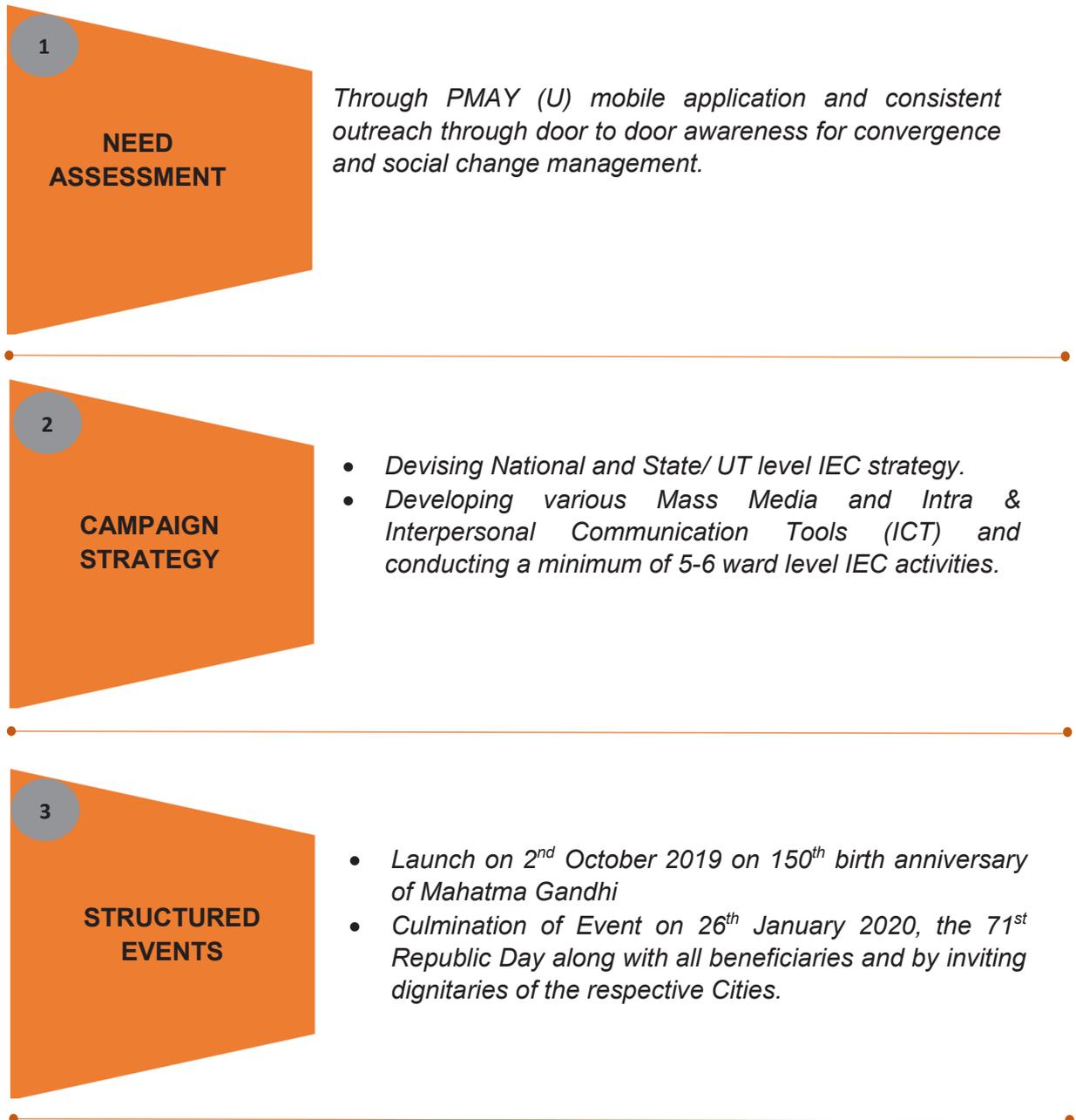
A series of IEC activities were undertaken through Mass Media, Digital Media, Social Media, Info-graphics and Interpersonal Communication Tools etc.





### 3.4 Campaign Design

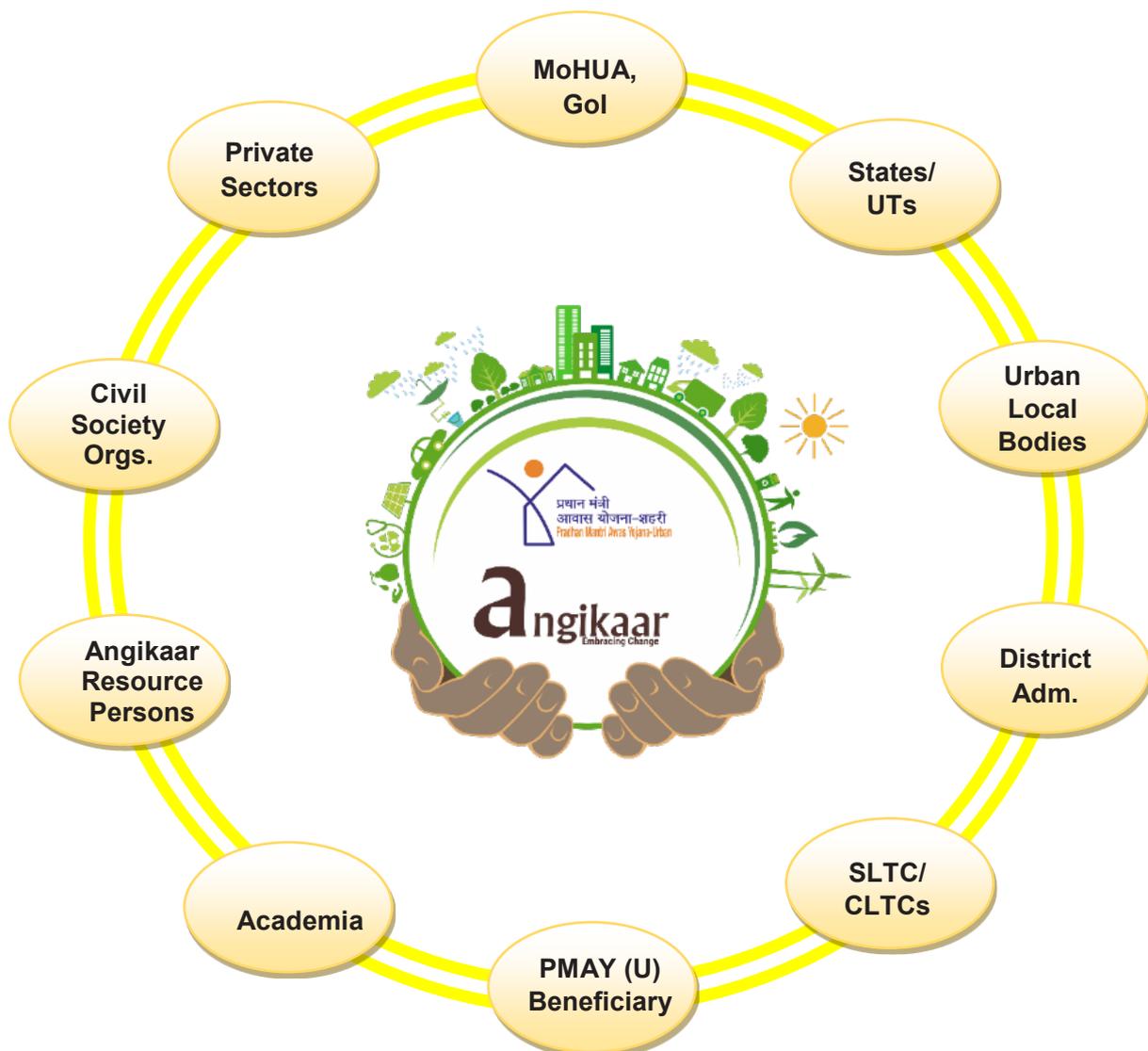
The campaign had a compact model involving three key components:



### 3.5 Stakeholder Analysis

The role of stakeholders is crucial to the campaign. To make the campaign comprehensive and participatory, partnership was done with multi stakeholders at all levels, i.e. Central Ministry, State Government and ULB level. MoHUA participated with range of line Ministries and departments, States/ UTs and actively engaged various stakeholders from ULBs, Community Resource Persons, Self Help Groups (SHGs), Civil Society Organisations, Educational Institutions, Domain Experts, Public Representatives, CSR Partners, Volunteers, members of Resident Welfare Associations (RWAs) and others as applicable.

These partners proactively ensured that the four-month campaign is effective and PMAY (U) beneficiaries are adapting to change and are able to implement best practices in water & energy conservation, waste management, sanitation health and hygiene etc.



Stakeholders Participated in Angikaar



These Stakeholders performed specific roles in order to attain the laid down objectives of the campaign as detailed below:

<b>Strategic Planning</b>	<b>Mobilisation</b>	<b>Monitoring &amp; Evaluation</b>	<b>Implementation</b>
<ul style="list-style-type: none"><li>▪ MoHUA</li><li>▪ States/UTs</li><li>▪ Urban Local Bodies</li></ul>	<ul style="list-style-type: none"><li>▪ States/UTs</li><li>▪ Urban Local Bodies</li><li>▪ Elected Representatives</li><li>▪ SLTC/CLTC Specialists</li></ul>	<ul style="list-style-type: none"><li>▪ MoHUA</li><li>▪ States/UTs</li><li>▪ Urban Local Bodies</li><li>▪ SLTC/CLTC Specialists</li></ul>	<ul style="list-style-type: none"><li>▪ States/UTs,</li><li>▪ Urban Local Bodies</li><li>▪ Private Sector</li><li>▪ Civil Society Organisations</li><li>▪ Elected Representatives</li><li>▪ Academic Institutions</li><li>▪ District Administration</li><li>▪ PMAY(U) Beneficiaries</li><li>▪ <b>ANGIKAAR</b> Resource Persons</li></ul>

## Chapter 4: Preparatory Activities

**ANGIKAAR** campaign was expected to be implemented by various States/ UTs/ ULBs. Hence, their active participation was paramount right from its conception. In order to ensure their participation, National Consultations, series of workshops, meetings, video conferencing were conducted with all stakeholders wherein the concept of **ANGIKAAR**, its strategies, Convergence processes with Urban Missions and schemes of other Ministries, Community engagement through **ANGIKAAR** Resource Persons (ARPs), usage of IT platform for need assessment and other activities under the campaign were deliberated. The feedback and suggestions received during these meetings were incorporated in the campaign design and implementation t plan.

The specific preparatory activities for **ANGIKAAR** have been detailed below:

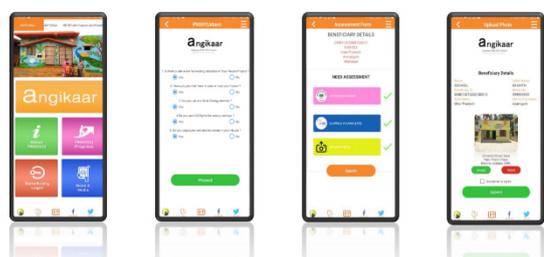
### 4.1 Formation of Committees

To ensure smooth functioning of the campaign, following Monitoring Committees were constituted at National, State and District Levels. Composition of the Committees is mentioned as below:

National Level	State/UT level	District Level
<ul style="list-style-type: none"> <li>○ Secretary, MoHUA</li> <li>○ Additional Secretary (Housing)</li> <li>○ Joint Secretary &amp; Mission Director (HFA)</li> <li>○ Joint Secretary &amp; Mission Director (NULM)</li> <li>○ Joint Secretary &amp; Mission Director (AMRUT)</li> <li>○ Joint Secretary &amp; Mission Director (SBM)</li> <li>○ Joint Secretary (NMH)</li> <li>○ CEO (Ayushman Bharat)</li> <li>○ Joint Secretary (MNRE)</li> <li>○ Joint Secretary (MoEF &amp;CC)</li> <li>○ Joint Secretary (Jal Shakti)</li> </ul>	<ul style="list-style-type: none"> <li>○ Chief Secretary</li> <li>○ Principal Secretary, Urban Development/ Housing</li> <li>○ Principal Secretary, Forest</li> <li>○ Principal Secretary, Renewable Energy</li> <li>○ Principal Secretary, Water Resources</li> <li>○ Principal Secretary, Food and Civil Supplies</li> <li>○ Principal Secretary, Health and Family Welfare</li> </ul>	<ul style="list-style-type: none"> <li>○ Municipal Commissioner/ District Collector/ Divisional Commissioner</li> <li>○ CDO/CEO, Zila Parishad</li> <li>○ All EOs of ULBs</li> <li>○ District Level Officers:                             <ul style="list-style-type: none"> <li>○ Forest</li> <li>○ Water Department</li> <li>○ Renewable Energy</li> <li>○ Food and Civil Supplies</li> <li>○ Health and Family Welfare</li> </ul> </li> </ul>

### 4.2 Use of IT enabled platform

IT platform was utilised for need assessment under the Campaign through **ANGIKAAR** Module in PMAY(U) Mobile App. The Module was integrated on real time basis with Content Management System (CMS) of PMAY(U) Mobile App and PMAY(U)-MIS. Further, the module was also integrated with Ayushman Bharat Scheme and Ujjwala Scheme





for eligibility check and application of Ayushman Bharat Card or Ujjwala Scheme for PMAY (U) beneficiaries.

### 4.3 Developing ANGIKAAR Logo E-Tutorials and IEC material:

MoHUA had developed a series of IEC materials which included key messages of Urban Missions and other Central Ministries that it had converged with for the campaign. The IEC tools were disseminated to States/UTs to enable building capacities of beneficiaries with respect to change management and knowledge of other schemes and programmes. Ministry had adopted a **consistent** and **continuous** mechanism to outreach PMAY (U) beneficiaries through radio jingles, SMSes, and widespread messaging through its social media accounts/ handles.

#### ANGIKAAR as a brand:

The Hindi term **ANGIKAAR** translates to “ACCEPTANCE”, a very apt word conceived to create a single visual representation that would bring familiarity to the programme. After a lot of deliberation, this was finalised to be a strong influencer on the minds of beneficiaries/viewers. The icons on the logo represent the Core Values & Objectives of the campaign. It embodies the vision of **ANGIKAAR** to converge with various Urban Missions and other Central Ministry’s schemes. The PMAY (U) logo and hands signify churning of thought processes through information and self-propelling for change during life-transformation by embracing best practices towards a new beginning signified by the sunrise on the right side of the wheel.



**Change management:** The Mission had developed one pager on the objectives of **ANGIKAAR**, key messages on Change management and adopting best practices of Urban Missions and other Central Ministries.

**What is Angikaar**

Angikaar - a campaign for change management. BharatGhar has envisioned a clean, green, healthy and safer India. As India commemorates her 75th anniversary, BharatGhar continues to guide us on our journey towards “New India” on the path towards a vision, Pradhan Mantri Awas Yojana (PMAY) scheme emblem, a campaign to mobilize PMAY (U) beneficiaries for social behaviour change management.

Angikaar - translates to acceptance, through this campaign, PMAY(U) houses aims to converge with related services of various urban missions and other Central Ministries. It will also create awareness through a campaign of information, Education, Communication activities. The campaign will be rolled out in all PMAY(U) cities.

**The objectives of Angikaar**

- Create awareness on best practices of water & energy conservation, waste management, health & hygiene, tree plantation and environment protection.
- Converge with missions and programs of this Ministry and other concerned Central Ministries to build an enabled environment for PMAY (U) beneficiaries through their activities/ services.
- Organize communities for a happier and healthier living by mobilizing themselves to reach scientific, social and environmental goals.
- Accelerate benefits and communities in adapting to the new environment by adopting collective living through social behaviour change management.
- Building capacities of PMAY(U) beneficiaries with financial literacy including credit assessment for convergence and awareness building for change management (IEC) communication through, WhatsApp groups for WhatsApp, SMS, video calls and CHAL, SUI, and Ujjwala.

**Outcomes**

- Awareness from other stakeholders on the importance of water conservation, energy conservation, waste management, health & hygiene, tree plantation, and environment protection.
- Communities become pro-active in adopting best practices of water conservation, energy conservation, waste management, health & hygiene, tree plantation, and environment protection.
- Communities become pro-active in adopting best practices of water conservation, energy conservation, waste management, health & hygiene, tree plantation, and environment protection.

**Convergence for Services/Schemes**

**WASTE MANAGEMENT** UJJWALA LED LIGHTS

**WATER CONSERVATION** ANGIKAAR BHARAT CARD

**ENERGY CONSERVATION** LPG CONNECTIONS

**HEALTH & HYGIENE** PDS

**ENVIRONMENT PROTECTION** FPI INDIA

**WATER CONSERVATION** TREE PLANTATION

**Adopting to PMAY(U) Homes**

**Environment protection**

**Water Conservation**

**Energy Conservation**

**Smart use of facilities**

**REGREGATION OF WASTE**

- Segregation of Waste - wet waste in green bin & dry waste in blue bin.
- Practice coexisting with the victims
- Keep your surroundings clean - do not litter.

**SMOKE FREE KITCHEN**

- Avoid burning fossil fuel - Reduce air pollution.
- Use LPG - the clean cooking fuel.
- Prevent respiratory stress and safeguard the health of your family in a smoke free kitchen.

**DO GREEN PLANT TREES**

- Go Green.
- Nurture green cover - it will help tackle adverse climate change.
- Plant trees - save the environment.
- Plant trees - it's a gift to the future generation.

**CONSERVE LIVING**

- Live in diversity respect and tolerance for other religions and cultures.
- Maintain safety and security of women and children in your community apartments.
- Promote a peaceful, harmonious and cohesive living amongst communities to sustain national harmony.
- Develop a community for shoulder and support living by working towards social and environmental goals.

**E-Tutorial:**

Ministry had developed an in-house video tutorial on the process of conducting Need Assessment by ARPs. This e-tutorial had been widely used by States/UTs for the purpose of capacity building at State and City level. This helped ARPs to understand the process and enter data accurately through PMAY (U) Mobile Application.



**Short Film on ANGIKAAR:**

The Mission had developed a two-minute film on the objectives of **ANGIKAAR**, detailed information and key messages of Urban Missions. The film also focussed on the process of change management through adopting best practices. It also explained the method of need assessment and door to door awareness through ARPs.



**4.4 National Launch of ANGIKAAR:**

Taking the agenda forward, ‘**ANGIKAAR**’ - a campaign for change management for PMAY (U) beneficiaries was launched on 29th August 2019 by Shri Hardeep S Puri, Hon’ble Minister of State (I/C), MoHUA.





## 4.5 Trainings & Workshops:

In order to implement the campaign successfully across all cities of PMAY (U), a three-tier training programme was planned as detailed below-

### 4.5.1 Master Trainer's Programme at the National level for Senior officials and specialists of States/UTs

A National Workshop for Master Trainers on **ANGIKAAR** was conducted on 5<sup>th</sup> September 2019 in New Delhi which was chaired by the Joint Secretary & Mission Director, Housing for All (MoHUA). The objective of the National Workshop was to build capacities of State/UT level officers and specialists on the campaign, its implementation model and convergence with other schemes especially Ayushman Bharat and Ujjwala.

More than 130 participants from different States/UTs, senior officials from Ayushman Bharat Mission, Indian Oil Corporation Ltd (IOC), National Informatics Centre (NIC) along with officials from MoHUA, Government of India participated in the workshop.

Participants were oriented on topics such as Social Change Management, IEC and Door to Door Campaign along with technical sessions on MIS, Need Assessment through PMAY (U) mobile application. The speakers from Ayushman Bharat and IOC explained the scope of convergence with **ANGIKAAR**.



#### 4.5.2 State/UT Level Training Programmes:

As a step further to the master’s trainers programme, State level training programmes were conducted in each State/UT. The responsibility of conducting these State level trainings was with the SLNA officials and SLTC specialists of the States/UTs who attended the national training. These State level trainings were organised to orient the ULB officials, specialists of City Level Technical Cells (CLTCs) about the campaign and its roll out strategies.



#### 4.5.3 City level Training Programmes

Before organizing city level trainings, the States/UTs were advised for registration of field level community workers known as **ANGIKAAR Resource Persons (ARPs)**. The details of ARP are explained in subsequent sections. Municipal Commissioners/ Officers of ULBs in coordination with the SLTC & CLTC specialists conducted training programmes to **ANGIKAAR** Resource Persons (ARPs), students and volunteers of Civil Society Organisations on the components of the campaign, its implementation mechanism and need assessment through PMAY (U) mobile application. ARPs were provided intensive hands-on training on the mobile application for need assessment, outreach of beneficiaries through various IEC activities at the ward level.



Around **18,347 ARPs** were trained by about **2147 CLTC** specialists working in **4427 cities** of PMAY (U). State wise list of ARPs are at Annexures-1.



## Chapter 5: Field Level Activities

### 5.1 City Level Launch: Commemorating 150<sup>th</sup> Gandhi Jayanti

Mahatma Gandhi's principles and philosophy have been the founding pillars for **ANGIKAAR** launched as a campaign for change management. Aligning to his vision for clean, green, healthy and litter free India, Hon'ble Prime Minister had encouraged the PMAY (U) Mission to address issues that arise from life transformation after moving into pucca houses. The campaign was formally launched on **2<sup>nd</sup> October 2019** in all PMAY (U) cities of 32 States/UTs.

The festive launch across cities included key messages by Elected Representatives, Ban on single use plastic, Yoga sessions, Swachhata pledge, Sanitation drives, Tree plantations, Health camps, Rallies and Mass awareness campaigns. The momentum generated by the campaign enhanced the ease of living for PMAY(U) beneficiaries.

### 5.2 Community Based Need Assessment

In order to achieve the objectives of **ANGIKAAR** it was important to conduct a **Community Based Need Assessment** drive in all PMAY (U) cities. Engaging community members was significant for this exercise as they have a strong presence among PMAY (U) beneficiaries and have the potential in taking the campaign forward and achieving the objectives of convergence.

Civil Society Organisations, Citizen Leaders, students, volunteers, Community Resource Persons (under DAY-NULM), Accredited Social Health Activist (ASHA), Anganwadi workers and Auxiliary Nurse Midwifery (ANMs), Ground Level Staff, volunteers amongst others were identified and termed as **ANGIKAAR Resource Persons (ARPs)**. States/UTs identified and registered ARPs in all cities with approval of District Magistrates/ULB Commissioners/ Executive Officers.. As these

resource persons were identified, established and trained by States/ UTs to take up community related interventions, they were engaged in conducting the Need Assessment.

The Need assessment was conducted in all planning areas/ wards of cities where PMAY (U) is being implemented. This assessment helped ULBs in having a clear understanding on the requirement for door to door awareness and the status of uptake of urban services by the PMAY (U) beneficiaries. It further assisted in determining the focus areas for convergence with other Urban Missions and sectoral departments, particularly with **Ayushman Bharat** for health card/ insurance and **Ujjwala** for household gas connection.



### 5.2.1 Methodology

The need assessment was done through a PMAY (U) **ANGIKAAR** Mobile Application. The Mobile app served two aspects of the campaign components of **Need Assessment** for convergence, i.e. Ayushman Bharat and Ujjwala and **Door to Door awareness**.

- In order to use the Mobile App, ULBs were required to upload the list of registered ARPs in the PMAY (U) MIS module.
- The application was user friendly and had a set of **seven quantitative parameters**, viz. (I) Water Supply (II) Health (III) Ujjwala (IV) Environment preservation (V) Energy Conservation (VI) Solid Waste Management and (VII) Outreach of PMAY (U) beneficiaries and urban citizens.
- The ARPs were required to enter their mobile number in the Mobile App wherein an OTP was sent for verification and confirmation. Further to this, ARPs were able to access all beneficiary details of the specific city where he/ she is working.
- ARPs were required to enter whether the beneficiary owns the **Ayushman Bharat** card for health benefits. If **Yes**, ARP would select the (√) option and move to the next parameter.
- If the beneficiary’s response was **No**, then the eligibility was checked through the App on the basis of Aadhaar number, Ration Card number etc. If beneficiary was found eligible as per Socio Economic and Caste Census -2011 (SECC) data mandate of Ayushman Bharat, they were advised to visit any e-Citizen Service Centre (CSC) and get the health card.
- Same procedure was adopted for **Ujjwala**.

Apart from Ayushman Bharat and Ujjwala, the following other Schemes/ Missions were envisaged in **ANGIKAAR**:

At the end of each working day, ARPs used to assemble in the ULB office where the CLTC specialists and other concerned staff would review the outcome of need assessment to understand the beneficiary’s awareness on schemes and services. The need assessments presented a clear picture about the required area’s convergence and further necessary action. The concerned ULB staff further submitted the needs to the District Level Monitoring Committee for uptake and provision of services.

Through this campaign, more than **18,000 ARPs** conducted around **15,00,000 Need Assessments** across States/UTs (list attached at Annexure-2). These ARPs contributed immensely to maximise the outreach of the campaign and strongly impacted the programme by mobilising beneficiaries, triggering thought process and dialogues among communities/ PMAY(U) beneficiaries.

The campaign adopted a two-pronged approach to conduct Need Assessment and address Change Management through door to door awareness wherein, both activities were conducted by ARPs during the period of 1st September to 26th January 2020.

During the field visit, they would introduce themselves to the beneficiary and explain about





the objectives of **ANGIKAAR**. Beneficiaries were informed about the series of IEC activities that will be conducted in the ward/ clusters of ward level. This was followed by a 15-minute session on key messages of change management, after which the pamphlet was handed over to the beneficiary. ARPs mobilised the beneficiaries through a) Inter-Personal Communication (IPC) for social change management; b) Door to door outreach, community events, school workshops, competitions and challenges, dissemination of IEC material such as booklets, pamphlets, etc; c) Street Plays, Puppet Shows, Posters, leaflets etc.



### 5.3 IEC Activities

Information, Education and Communication (IEC) has been the backbone of this four-month campaign. States/UTs proactively designed various innovative IEC tools for dissemination and awareness among PMAY (U) beneficiaries across all cities.

- a. **One to One at ward/ clusters level activities** were taken up under the able leadership of ULB Commissioners/ Executive Officers, local Elected Representatives/ Ward Councillors and Specialists of State and CLTCs. Beneficiaries were mobilised using pictorial creative content such as Flip Charts, Pamphlets, Posters, Banners etc. Literature was developed and disseminated through one-pagers, stories, etc in regional or local language.
- b. **One to Group communications** at ward/ cluster was conducted through Street Plays, Short Films, Folk Songs, Rallies, etc with focus on messages on water & energy conservation, proper disposal of waste, rainwater harvesting/recharge etc.
- c. **Wall Paintings and Community activities** like tree plantation, cleanliness drive was conducted on a massive scale.
- d. **Hoardings, Billboards, Posters** were used to spread awareness about the four-month campaign. These hoardings were positioned at strategic viewpoints such as ULB premises or at the entry gate of AHP / ISSR and other PMAY(U) project areas/ locations.
- e. **Transit media:** Public awareness was created through public and private transports; bus shelters' vehicle announcements. Mobile van branding was conducted in wards / city markets for creating awareness.
- f. **Audio-Visual** tools for community engagement such as E-tutorials through You Tube, Facebook live, Jingles and documentaries were showcased at wards /city level.
- g. **Cleanliness Runs:** Dedicated campaigns were conducted by ULBs for embracing change such as Swachh Pathshaala, Swachh Makaan, Swachh Colony etc.
- h. **Digital platforms:** States/UTs used varied medium of digital platforms like Radio/ FM, local TV channels, cable TV, scrolls in digital cinemas, website banners etc for spreading mass awareness.
- i. Awareness was created through exhibition stalls, facilitation centres and distribution of saplings, dustbins for segregation, compost/litter bins, subsidised solar torches and LED.

## Glimpses of IEC activities



Ministry of Housing and Urban Affairs  
Government of India

150  
ANNIVERSARY  
OF THE BIRTH OF  
MAHATMA GANDHI

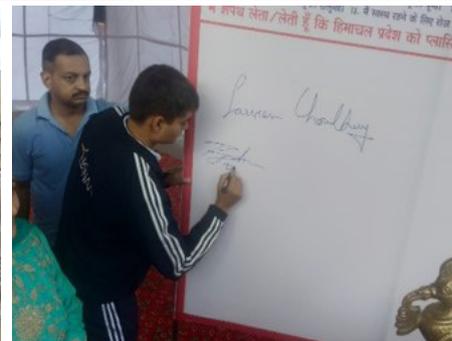
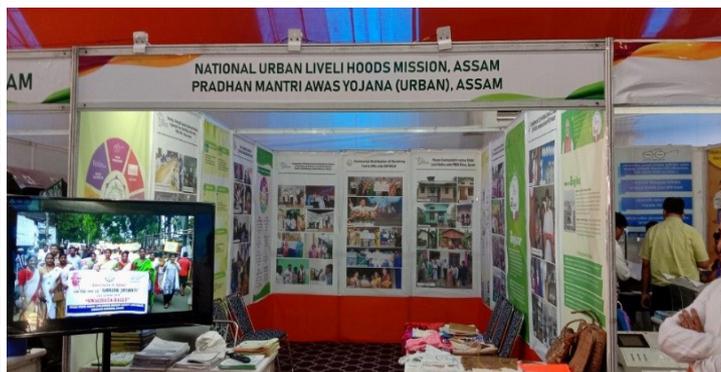
अंगिकाार नगरपालिका परिवर्तन  
angikaar - A Campaign for Change Management

**LAUNCHING OF ANGIKAAR**  
Angikaar - A Campaign for Change Management

COMMEMORATING THE 150<sup>th</sup> BIRTH ANNIVERSARY OF  
**MAHATMA GANDHI**  
(Father of the Nation)

**On 2 nd October, 2019**  
**THOUBAL MUNICIPAL COUNCIL**  
**THOUBAL MANIPUR**

<b>Separation of Waste</b> # Separate waste into different bins # Do not litter # Do not burn waste	<b>Water Conservation</b> # Turn off tap when not in use # Fix leaks # Use water-saving devices	<b>Energy Conservation</b> # Turn off lights when not in use # Use energy-saving bulbs # Use public transport	<b>Smoke Free Cities</b> # No smoking in public places # No smoking in public places # No smoking in public places	<b>Plant Trees</b> # Plant trees in public places # Plant trees in public places # Plant trees in public places	<b>Waste Management</b> # Do not litter # Do not litter # Do not litter
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## 2<sup>nd</sup> October 2019 Nation wide launch



### Plog Run



### Angikaar in Paryatan Parv



### Rallys



### City Level Events



### Waste Management



### Vehicle Announcements





**Student Rallies**



**Eminent Personalities**



**Drawing competitions**



**Vernacular leaflets**



**Flags**



**Signature Campaigns**



**Badges**



# Media Coverage



## Andhra Pradesh



## Andaman & Nicobar Islands



## Assam





# Bihar



# Chhattisgarh



## Dadra & Nagar Haveli



## Daman & Diu





# Goa



# Gujarat



## Haryana



## Himachal Pradesh





# Jharkhand



# Karnataka



## Kerala



## Manipur





# Mizoram



# Meghalaya



## Nagaland



## Odisha





# Puducherry



# Punjab



## Tamil Nadu



## Tripura





## Uttar Pradesh



### 5.4 Culmination Event: Celebrating the 71<sup>st</sup> Republic Day, 26<sup>th</sup> January 2020

The four-month campaign of **ANGIKAAR** ended with a culmination in all cities with celebrative fervour. Participation and proactive involvement of States/UTs/ULBs has been very encouraging. The active participation of Elected Representatives gave impetus to the campaign, with continuous ward level IEC activities which included key messages on social change management. States/UTs also organised several health camps, tree plantation drives, competitions, etc at their level.

Commemorating 26<sup>th</sup> January 2020, PMAY (U) beneficiaries, Chief Ministers, Members of Parliament and Mayors, Senior officials, staff and specialists of MoHUA, States/UTs, celebrated together the **71<sup>st</sup> Republic Day** as culmination day of **ANGIKAAR**. On this occasion, everyone reaffirmed their Fundamental Duties as citizens to uphold and protect the sovereignty, unity and integrity of India which included:

- i. To promote harmony and the spirit of common brotherhood amongst all the people of India transcending religious, linguistic and regional or sectional diversities; to renounce practices derogatory to the dignity of women;
- ii. To value and preserve the rich heritage of our composite culture;
- iii. To protect and improve the natural environment including forests, lakes, rivers etc;
- iv. To safeguard public property and to abjure violence;
- v. To strive towards excellence in all spheres of individual and collective activity so that the nation constantly rises to higher levels of endeavour and achievement;



The **71<sup>st</sup> Republic Day** marked **ANGIKAAR** celebrations in all PMAY (U) cities with:

- i. **ANGIKAAR PLEDGE:** In resonance to the theme of 26<sup>th</sup> January 2020 and impact of the four-month campaign with respect to convergence, community engagement and communication for change management, MoHUA developed a Pledge embedding key themes from the Fundamental Duties of citizens and aligned to the themes of the campaign. The Pledge was disseminated to States/UTs in English and Hindi to be taken up by beneficiaries, Elected Representatives, officials, specialists of State & City level technical cells, ARPs, volunteers, etc. across all PMAY (U) cities.
- ii. **ANGIKAAR Tableau** during the Republic Day parade by concerned Departments at the State/District Level.
- iii. **Story Writing:** Beneficiaries/ families participated in an Essay competition **“Humara Ghar Humari Khushiyaan”** conducted on 26<sup>th</sup> January in all Cities. This competition was also conducted online through [mygov.in](http://mygov.in) portal.
- iv. **Plogging:** Cities enthusiastically organised plogging events in convergence with FIT-INDIA movement.
- v. **Health Camps:** Health camps with themes such as **Poshan- overall nutrition**, Antenatal check-ups, Anemia, Adolescent Girl Child education, among others, were taken up.
- vi. **Tree plantation:** Saplings/ plants were planted or distributed to PMAY (U) beneficiaries.
- vii. **Sand Art:** MoHUA in association with State Government of Odisha involved renowned sand artist and Padma Shri awardee Shri. Sudarsan Pattnaik to be a part of **ANGIKAAR** Republic Day celebrations. He highlighted the National Campaign in a unique art-form which conveyed a message across the length and breadth of the country.



The sand art represented PMAY (U) and **ANGIKAAR** logo and beneficiaries coming together as One Nation celebrating Republic Day in the background of addressing social change in New India. The sand art received nationwide appreciation and raised the bar for States/UTs to commemorate the event with fervour.



## Glimpses of Nationwide celebrations on 26<sup>th</sup> January 2020



Shri Sarbananda Sonowal Hon'ble Chief Minister, Assam



Shri Biplob Kumar Deb, Hon'ble Chief Minister, Tripura



Shri Shivalinge Gowda, MLA, Hassan, Karnataka



Shri Ashwat Narayan, Dy Chief Minister, Karnataka



Shri John Daniel, Welfare Chairman &  
Smt Ajitha Vijayan, Mayor Thrissur Municipal Corporation



Shri AC Moideen, Hon'ble Minister for Local Self Government,  
Kunnampalam Municipality, Kerala



Shri Arunan Master, MLA, Irinjalakuda Municipality, Kerala



Angikaar Promise, Kerala



Essay Competition, Arunachal Pradesh



Plant Distribution, Maharashtra





**Republic Day Tableau, Puducherry**





## Chapter 6: Outreaching CLSS Beneficiaries on Financial Literacy

The four-month campaign essentially focused on beneficiaries of BLC, AHP and ISSR verticals of PMAY (U) Mission through Need Assessment and Door to Door awareness.

Under the Credit Linked Subsidy Scheme (CLSS) which is the fourth vertical of PMAY (U), more than 6 Lakh beneficiaries availed subsidy under the EWS and LIG categories. As the CLSS beneficiaries are an essential part of the PMAY (U) Mission, it was imperative to include them in the campaign.



It was believed that inclusion of CLSS beneficiaries under EWS and LIG categories will not only enable them avail benefits through convergence and awareness campaigns but also build their capacities with **financial literacy** through Primary Lending Institutes (PLIs) as per the extant norms of Ministry of Finance (MoF), Reserve Bank of India (RBI) National Housing Bank (NHB). Etc. in coordination with Central Nodal Agency (CNAs). Outreach camps for financial literacy were conducted for CLSS beneficiaries from November 2019 to January 2020)

### Key Role Players:

- a) Ministry of Housing and Urban Affairs (MoHUA)
- b) Central Nodal Agencies (CNAs)
- c) Primary Lending Institutions (PLIs)
- d) State Level Nodal Agencies (SLNA)
- e) Urban Local Bodies (ULBs)
- f) SLTCs & CLTCs
- g) **ANGIKAAR** Resource Persons (ARPs)

**Methodology:**

MoHUA conducted meetings with its three CNAs, viz, National Housing Bank (NHB), Housing and Urban Development Corporation Limited (HUDCO) and State Bank of India (SBI) wherein they were briefed on the concept of **ANGIKAAR** and the purpose of outreach to CLSS beneficiaries.. Further, CNAs issued directions to PLIs to identify all existing CLSS beneficiaries and organise outreach camps.

Financial literacy camps required coordination at three levels, i.e. a) CNAs with PLIs; b) PLIs with SLNAs and ULBs; **c) CLTC with ARPs and ULBs.** PLIs mobilised and built capacities of CLSS beneficiaries on financial literacy; ULBs assessed the number of ARPs required based on the number of beneficiaries attending the outreach and; ARPs conducted the need assessment and awareness on change management.

**Outreach Camps:** PLIs played a crucial role in conducting financial literacy programmes in close coordination with the ULBs. The camps were conducted in the PLI premises wherein beneficiaries were oriented on following topics of financial literacy: -

- i. Definitions of Income, Expenditure, Investment, Financial Management, Savings, Term & Recurring Deposit
- ii. Mutual Funds, Bonds and Equity: Advantages and process involved
- iii. Detailed briefing on Government Schemes such as Pradhan Mantri Jan Dhan Yojana, Prime Minister Jeevan Jyoti Bima Yojana, Pradhan Mantri Suraksha Bima Yojana, Atal Pension Yojana, Stand Up India, Pradhan Mantri Vaya Vandana Yojana etc.

To summarise, around **200 PLIs** conducted financial literacy outreach camps covering more than **5 lakh** CLSS beneficiaries.





## Chapter 7 : Outcomes, Lessons Learnt and Way forward

The four-month campaign of **ANGIKAAR** adopted good practices from Urban Missions and schemes of other Ministries to build capacities of PMAY (U) beneficiaries in their journey of life transformation. The campaign on change management received tremendous response from across States/UTs. PMAY (U) beneficiaries, **ANGIKAAR** Resource Persons, Elected Representatives, Senior Officials from States/UTs Governments, specialists from State and City Level Technical Cells, Companies through Corporate Social Responsibility, Civil Society Organisations, Volunteers, etc. actively participated in this program.

The campaign launched on 2<sup>nd</sup> October 2019 strategically adopted community and stakeholder engagement processes that yielded following **outcomes**:

- i. Created mass awareness on best practices such as health, water & energy conservation, rainwater harvesting, hygiene, sanitation, effective waste management and tree plantation. This was done through a series of ward/city level activities, ensuring a clean, green, healthy and safe environment in the ULBs.
- ii. PMAY (U) beneficiaries learnt to adopt themselves in managing change in the new house/ environment and promote cohesive living, ensuring peaceful and harmonious community living conditions.
- iii. Capacities of PMAY (U) beneficiaries have been built to optimise appropriate use of resources such as water, electricity, common utility services and maintain community assets through community participation and ownership.
- iv. The campaign ensured dignified living to beneficiaries through the provision of basic civic services and benefits of other schemes through convergence with other Urban Missions and other Central Ministries.
- v. A process of sustainable change management through continuous convergence has been initiated, post the four-month campaign. States/ UTs have embed the philosophy of **ANGIKAAR** as a part of their Annual IEC Plan, wherein beneficiaries of completed houses will be outreached through the prescribed campaign activities.
- vi. Communities have been mobilised to form community-based groups for operation and maintenance of infrastructure and basic services.

### Lessons Learnt

The lessons learnt and experiences gained during the four-month campaign of **ANGIKAAR** are manifold. Community and Stakeholder engagement (Elected Representatives, Urban Missions, Schemes of other Ministries, States/UTs, CNAs, PLIs, Academic Institutions, CSOs etc) have been strong influencers of the programme. Active participation and involvement of PMAY (U) beneficiaries in all ward and city level activities that were rolled out during this period is testament of ANGIKAAR's success. Some of the key takeaways include:

- The Mission had adopted an inclusive and participative approach right from the

conception of the campaign which resulted in a strong ownership at the State/UT level.

- Decentralising the campaign had given a leeway to States/UTs to take up innovative initiatives for IEC and mobilising of beneficiaries.
- Involving Elected Representatives from the launch of the campaign had ensured their active participation in all initiatives and IEC activities at the ward/City level.
- Strong community engagement, identifying and registering ARPs among CRPs, and SHG members had given a fillip to good outreach in need assessment and door to door awareness as they had direct connect and access to PMAY (U) beneficiaries.
- **ANGIKAAR** as a campaign gave scope for CSOs to play active roles in the programme. Their contribution had boosted the numerous initiatives taken up during the campaign

A positive image has been created in the minds of beneficiaries for adopting to change and addressing transformation issues that arise during the shift from a kutcha/semi pucca house to a pucca house. Their impressions and perceptions on cohesive living and upkeep of civic amenities, infrastructure and services have been improved through consistent IEC and community activities that were implemented through best practices such as in water & energy conservation, effective waste management, health, sanitation and hygiene.

The campaign has so far **outreached around 20,00,000** PMAY(U) beneficiaries whose houses have been completed.

### **Way Forward:**

While the initial phase of the campaign was for four months, the larger objective of **ANGIKAAR** is to cover all beneficiaries of **104 crore** houses **sanctioned** under PMAY (U). The campaign had so far **outreached to around 20 lakh** beneficiaries whose houses have been **completed**. PMAY (U) as a dynamic programme has been expediting the completion of about **64,00,000** houses that have been **grounded**. The Mission aims to cover all these beneficiaries under this campaign.

In order to sustain the impact of the campaign and ensure continuous outreach of all beneficiaries, the Mission has made it mandatory for States/UTs to incorporate the following for the financial year 2020-21;

- **‘ANGIKAAR 2020 *Healthy, Wealthy & Wise*’** has commenced from **2<sup>nd</sup> October 2020 and will continue till 2<sup>nd</sup> October 2021**.
- All **ANGIKAAR** activities were included in the Annual IEC Plan under Capacity Building.
- Mobilise beneficiaries of occupied, completed and allotted houses under AHP and ISSR verticals of the Mission.



## Chapter 8 : ANGIKAAR 2020, Healthy, Wealthy & Wise

ANGIKAAR 2019 was launched on 2<sup>nd</sup> October 2019 in **4427** cities commemorating **150<sup>th</sup> birth anniversary of Mahatma Gandhi** and continued with various activities throughout 2019, some of which include the 71<sup>st</sup> Republic Day (26<sup>th</sup> January 2020), International Women's Day (8<sup>th</sup> March 2020) along with need assessments, financial outreach & door to door awareness on change management.. Around **15 lakh** beneficiaries under BLC, AHP & ISSR and **5 lakh** under CLSS verticals were covered. The positive perceptions ANGIKAAR created on cohesive living and upkeep of civic amenities by building capacities has also helped beneficiaries in addressing **COVID-19** issues, through waste management, health, hygiene & sanitation practices.

Campaigns under '**ANGIKAAR 2020, Healthy Wealthy & Wise**' have begun with Fit India Freedom Run, PMAY (U) Quiz on MyGov platform (2<sup>nd</sup> to 16<sup>th</sup> October 2020), Eat Right India movement, and Last mile connectivity through Financial Awareness Messages (FAME).

**Fit India Freedom Run**, from 15<sup>th</sup> August to 2<sup>nd</sup> October, 2020: Fit India, under Ministry of Youth Affairs and Sports is one of the key converging schemes under ANGIKAAR. Under this initiative, PMAY (U) developed a **Fit India Module in PMAY (U) mobile application**, wherein States/UTs, Urban Local Bodies (ULBs), SLTC & CLTC specialists, surveyors and beneficiaries could run/ walk at their own pace, time on a daily basis, enter the distance ran/walked in the mobile app and download a certificate of participation on 3<sup>rd</sup> October 2020.

**Eat Right India movement:** The campaign has already converged with Ministry of Health and Family welfare for helping beneficiaries avail benefits and spread awareness on schemes such as Ayushman Bharat. Under Eat Right India movement, the following activities will be taken up as part of the campaign:

- Empower PMAY (U) beneficiaries to **address food Adulteration:** ANGIKAAR will create awareness through key messages relevant to beneficiaries from the **DART Box**, a manual with more than 50 tests to check food adulterants at home. The manual will also be circulated to States/UTs for dissemination.
- Awareness will be created among PMAY (U) beneficiaries through '**Consumer Connect**' and '**Guidance Notes**' and '**Myth Busters**' initiatives through relevant key messages will be extracted to address various misconceptions, myths and negative news around food, respectively.

ANGIKAAR will **enable** PMAY (U) beneficiaries make **Healthy Choices** by creating awareness on **food fortification, reduction of salt, sugar and fat** through messages under door to door campaign.

**Sustainability initiatives will be taken up through** awareness on **Jaivik Bharat**, to enable PMAY (U) beneficiaries identify authentic organic foods.

Prevention of food waste and promotion of surplus food donation under '**Safe food Share food**' will be taken through **ANGIKAAR Rice ATMs** in **52 million plus cities**.. States/UTs will also be encouraged to participate in 'Eat Right Challenge' for districts and cities.

Awareness and information about '**PANKH (Affordable Housing Fund)**' will be disseminated through ANGIKAAR to all PMAY (U) beneficiaries whose houses have been grounded. **PANKH kiosks** will be placed during ANGIKAAR events, informative **banners of product details** will be positioned in ULB premises and PLIs.

Last mile connectivity through **Financial Awareness Messages (FAME)**:

PMAY (U) beneficiaries of four verticals will be outreached through financial literacy by Primary Lending Institutes (PLIs) in coordination with Central Nodal Agency (CNAs), as per extant norms of Ministry of Finance, Reserve Bank of India (RBI)

Further to the above, following activities are being proposed to be conducted for '**ANGIKAAR 2020, Healthy Wealthy & Wise**':

- i. Self-help housing (training and mentoring in construction of houses)
- ii. Carnivals/ fairs/ Literacy fairs/ DHP visits/ street plays/ flash mobs etc. across the country
- iii. '**आवास मंच**' (Experience sharing, grievance redressal, other issues)
- iv. Helium Balloons of PMAY(U) across million plus cities
- v. Inter – State/Municipal Corporation speech and various competitions
- vi. Quizzes at Schools and colleges
- vii. Selfie Contest with PMAY(U) house
- viii. Swachhta contest of PMAY(U) houses by ULBs

**Annexure -1: State wise Details of ARPs Registered & Staff Engaged**

S. No	State Name	ARP	COs	Volunteer	SLTC	CLTC	Surveyor	ULB Staff	ASHA worker	ANM	Student	Total
1	Andaman & Nicobar	0	0	1	0	0	0	0	0	0	0	1
2	Andhra Pradesh	2033	10	30	7	169	3	113	0	0	2	2367
3	Arunachal Pradesh	7	2	0	2	15	0	2	0	1	0	29
4	Assam	207	1	7	3	7	11	9	0	0	7	252
5	Bihar	468	16	76	5	114	21	131	1	0	146	978
6	Chandigarh	0	0	0	0	0	0	0	0	0	0	0
7	Chhattisgarh	6	0	0	2	92	8	3	0	0	0	111
8	Dadra and Nagar Haveli	8	0	0	0	0	0	0	0	0	0	8
9	Daman and Diu	2	0	0	1	0	3	0	0	0	0	6
10	Goa	7	2	0	4	1	0	0	0	0	0	14
11	Gujarat	199	1	17	6	113	75	92	0	0	13	516
12	Haryana	92	23	2	0	18	12	10	0	0	17	174
13	Himachal Pradesh	26	45	4	1	12	1	0	0	0	0	89
14	Jammu & Kashmir	1	0	0	0	9	0	0	0	0	0	10
15	Jharkhand	568	13	19	3	21	58	103	0	0	39	824
16	Karnataka	477	19	121	0	87	31	240	11	2	46	1034
17	Kerala	1217	7	61	0	61	12	3	2	0	14	1377
18	Ladakh	0	0	0	0	0	0	0	0	0	0	0
19	Lakshadweep	0	0	0	0	0	0	0	0	0	0	0
20	Madhya Pradesh	2155	19	687	43	269	305	822	1	1	258	4560
21	Maharashtra	17	2	2	0	54	5	9	0	0	0	89
22	Manipur	250	1	22	2	14	7	5	0	1	15	317
23	Meghalaya	2	0	1	3	9	0	0	0	0	0	15
24	Mizoram	92	0	2	0	2	1	0	0	0	0	97
25	Nagaland	228	0	1	3	10	1	0	0	0	1	244
26	NCT of Delhi	0	0	0	0	0	0	0	0	0	0	0
27	Odisha	359	25	90	2	60	14	74	0	0	16	640
28	Puducherry	24	0	20	4	7	1	7	0	0	0	63
29	Punjab	135	4	37	1	21	3	119	2	0	21	343
30	Rajasthan	52	3	5	0	1	0	49	0	0	0	110
31	Sikkim	0	0	0	0	0	0	0	0	0	0	0
32	Tamil Nadu	902	13	34	0	9	11	84	0	3	4	1060
33	Telangana	31	4	0	0	0	0	0	0	0	0	35
34	Tripura	133	0	2	2	2	36	2	0	0	0	177
35	Uttar Pradesh	1156	70	84	4	73	1041	193	4	0	16	2641
36	Uttarakhand	74	14	6	1	2	4	56	3	0	4	164
37	West Bengal	0	0	0	0	0	0	2	0	0	0	2
	Total	10928	294	1331	99	1252	1664	2128	24	8	619	18347

### Annexure 2 : State Wise Quantitative Assessment Report

S.No.	State	Water Supply No. of AHP and ISSR projects using recycled water	Health		Ujjwala No. of beneficiaries who have received LPG connections	Environment		Energy Conservation		Solid-Waste Management		Outreach	
			No. of Health camps conducted	No. of beneficiaries that have received Health cards under Ayushman Bharat		No. of trees planted during the campaign	No. of rain water harvesting and recharge structures in PMAY (U) houses/ projects	No. of Solar Energy devices such as solar lighting for household purpose.	No. of PMAY(U) houses/ societies / projects using LED lights	No. of PMAY(U) households where waste is collected, and where waste is segregated a source	No. of wet and dry dustbins used	No. of PMAY(U) beneficiaries outreach for awareness on schemes and services.	No. of people (non PMAY (U) during for awareness on schemes and services in wards ( BLC locations)
1	Andaman and Nicobar Islands	0	0	0	0	0	0	0	0	0	0	0	0
2	Andhra Pradesh	46	90	177741	172895	53365	14	62976	46698	69040	42416	77154	360356
3	Arunachal Pradesh	0	0	706	737	1115	0	1177	417	1180	513	1177	495
4	Assam	0	0	87	4224	2815	0	4561	4364	2597	2139	5712	2357
5	Bihar	0	12	17096	13132	23655	0	21269	24309	25542	26247	24651	12393
6	Chandigarh	0	0	0	0	0	0	0	0	0	0	0	0
7	Chhattisgarh	0	0	0	0	0	0	0	0	0	0	0	0
8	Dadra and Nagar Haveli	0	0	0	0	0	0	0	0	0	0	0	0
9	Daman and Diu	0	0	263	263	224	0	0	0	224	263	224	0
10	Goa	0	0	0	0	0	0	0	0	0	0	0	0
11	Gujarat	204	18	26845	36273	49217	191	28923	59008	54885	53488	56601	76508
12	Haryana	0	14	1452	2040	2158	0	2191	1361	2250	2108	1557	1092
13	Himachal Pradesh	0	28	1795	1217	3886	0	2658	4350	5745	4824	5955	16387
14	Jammu and Kashmir	0	0	0	0	0	0	0	0	0	0	0	0
15	Jharkhand	3	9	47898	39110	44591	1	37165	39060	45558	31364	55980	67767
16	Karnataka	16	144	27778	27669	32762	14	19820	28368	35350	31652	43715	106889
17	Kerala	0	96	14066	9152	23843	0	10380	17603	19104	9763	42899	32144
18	Ladakh	0	0	0	0	0	0	0	0	0	0	0	0



S.No.	State	Water Supply		Health		Ujjwala		Environment		Energy Conservation		Solid-Waste Management		Outreach	
		No. of AHP and ISSR projects using recycled water	No. of Health camps conducted	No. of beneficiaries that have received Health cards under Ayushman Bharat	No. of beneficiaries who have received LPG connections	No. of trees planted during the campaign	No. of rain water harvesting and recharge structures in PMAY (U) houses/projects	No. of Solar Energy devices such as solar lighting for household purpose.	No. of PMAY(U) houses/ societies / projects using LED lights	No. of PMAY(U) households where waste is collected, and where waste is segregated a source	No. of wet and dry dustbins used	No. of PMAY(U) beneficiaries outreach for awareness on schemes and services.	No. of people (non PMAY (U)) outreach during awareness on schemes and services in wards (BLC locations)		
19	Lakshadweep	0	0	0	0	0	0	0	0	0	0	0	0	0	0
20	Madhya Pradesh	16	458	106626	104940	149646	15	80611	146892	160328	123405	189220	201162		
21	Maharashtra	0	9	105	1	81	0	0	31	954	376	541	17		
22	Manipur	0	1	0	0	0	0	0	0	0	0	0	0		
23	Meghalaya	0	3	269	579	763	0	153	693	673	321	830	3693		
24	Mizoram	0	0	2175	2061	3999	0	2751	0	4284	356	5014	0		
25	Nagaland	0	0	498	606	119	0	4243	3901	4772	4054	5972	2809		
26	NCT of Delhi	0	0	0	0	0	0	0	0	0	0	0	0		
27	Odisha	0	6	0	4513	10921	0	2636	5921	8009	5884	9500	111582		
28	Puducherry	0	0	0	0	0	0	0	0	0	0	0	0		
29	Punjab	0	7	2713	3993	2535	0	446	3755	3792	4221	4120	2187		
30	Rajasthan	0	0	0	0	0	0	0	0	0	0	0	0		
31	Sikkim	0	0	0	0	0	0	0	0	0	0	0	0		
32	Tamil Nadu	5	20	193	250	5496	9	6298	2686	5768	1891	10981	12781		
33	Telangana	0	0	0	0	0	0	0	0	0	0	0	0		
34	Tripura	0	1	0	0	0	0	0	0	0	0	0	0		
35	Uttar Pradesh	0	0	1	1	25	0	10	0	10	0	5	0		
36	Uttarakhand	0	5	30	17	489	0	152	60	503	12	608	492		
37	West Bengal	0	0	0	0	0	0	0	0	0	0	0	0		
	Total	290	921	428337	423673	411705	244	288420	389477	450568	345297	542416	1011111		

### Annexure - 3

PMAY (U)		
S.No	State Name	Need Assessment
1	Andaman & Nicobar Islands	0
2	Andhra Pradesh	127325
3	Arunachal Pradesh	431
4	Assam	12589
5	Bihar	72698
6	Chandigarh	0
7	Chhattisgarh	2
8	Dadra and Nagar Haveli	1535
9	Daman and Diu	85
10	Goa	109
11	Gujarat	110116
12	Haryana	7122
13	Himachal Pradesh	5480
14	Jammu and Kashmir	1
15	Jharkhand	97667
16	Karnataka	76103
17	Kerala	54636
18	Lakshadweep	0
19	Madhya Pradesh	289993
20	Maharashtra	192
21	Manipur	13878
22	Meghalaya	469
23	Mizoram	6467
24	Nagaland	8963
25	NCT of Delhi	0
26	Odisha	28381
27	Puducherry	2012
28	Punjab	9195
29	Rajasthan	7
30	Sikkim	0
31	Tamil Nadu	171202
32	Telangana	236
33	Tripura	20190
34	Uttarakhand	8459
35	Uttar Pradesh	375466
36	West Bengal	0
	<b>Total</b>	<b>15,01,009</b>

