

MANAGEMENT LESSONS FROM SWACHH BHARAT MISSION

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ABSTRACT

The world order is rapidly changing. India is finding itself as an epicenter of development. Cleanliness is the stark reality which the nation cannot ignore any further. Clean initiatives are often seen as a Western way of life. It is therefore important to peep into ancient Indian tradition to find that it was considered next to Godliness. The change happened over the last thousand years when subsequent rulers left the country reeling under poverty, over-population and lack of proper hygiene. Mahatma Gandhi used cleanliness as a potent tool to integrate larger sections of society during the freedom struggle. But Independence came with inherent challenges and contradictions. As successive governments grappled with larger issues of development, the cleanliness agenda took a backseat. Swachh Bharat Mission is not an old ideology in a new frame. It represents the collective aspiration of a nation to transform progress beyond mind and mindset. Swachh Bharat is the brainchild of the new PM and his Central Government. It is set to provide the much needed acceleration to become a developed nation by 2025. In a world where boundaries get blurred with technological advancement, the perception of India as nation committed to cleanliness has to find a substantial number of takers. The reality check shall happen in 2019 when the campaign ends. The issues of good governance and welfare of the people are linked to this clean drive. It is also strong rebuttal to the belief that India is resistant to change. Swachh Bharat is the game changer which tries to pool and integrate every effort under one umbrella. Government agencies, non-profit organizations, community leaders, religious groups, students and children have come together in a unified drive on cleanliness. The gamut of activities taken up by different agencies in the clean drive showcases the diversity of India. This paper attempts to study the impact of the managerial push by the government. It tries to find whether the impact is at many levels. The method used is a structured questionnaire administered to a set of 108 management students.

Keywords: *Clean India, Management Insight, Swachh Bharat Mission*

I. INTRODUCTION

The focus on cleanliness is not new to successive governments. It was Nirmal Bharat Abhiyan which became an integral part of Total Sanitation Campaign (TSC) launched an earlier UPA Government. The aim was to provide universal household sanitation coverage by 2012. It did not create the desired impact even though money poured from government coffers. The Prime Minister led the launch of Swachh Bharat Mission on Mahatma Gandhi's birthday (October 2, 2014) He quoted the words of M.K. Gandhi "Sanitation is more important than Independence." The impact was bound to be immediate. The plans are ambitious and the scale of the cleanliness mission is huge. Out of 2.00 lakh crores to be spent over next five years, the urban part would be 62009 crores.

The bigger allocation of Rupees 1.34 lakh crores would be the rural component. The effort is to transform sanitation in these areas by constructing 11.11 crore toilets, eliminate manual scavenging and sensitizing rural folks to the benefits of living healthier lives, reducing disease and death which arises out of bad management of solid waste. In a country where pilferage of funds is an accepted way of life, the effort is to account for every rupee spent in the Swachh Bharat Mission. India has the dubious distinction of being a leader in bad sanitation practices. The scourge of manual scavenging is a blot in the process of a country trying to find a place among developed nations. The experiences of developed countries in solid waste management are many and varied. Even in metropolitan areas, the segregation of garbage, the disposal of wet and dry waste is far from the minimal accepted standards worldwide. Government estimate pin it around 6500 per person per year to provide a clean neighborhood. The move of the Government has caught the imagination of different agencies, private firms, multinationals and Indian companies, and their involvement is increasing with every passing day. The Government of Maharashtra decided that each college adopts one village in the state. National Service Scheme volunteers would actively participate in cleanliness. However, it is the citizen involvement which makes any initiative successful. Early reports have suggested that people involvement is high. It is an area of tremendous interest whether it can integrate the efforts of State governments, NGO's and multinationals into the mission.

II. LITERATURE REVIEW

The endeavor of the Government is to turn it into a mass movement requiring not just toilets, but also a change in behavior and mindsets of people (The Hindu, October 4, 2014)

Expatriates are getting involved in the campaign. In South Africa, the Indian community decided to support small neighborhood projects, placing garbage where it is required, promotion and separation of waste (The Times of India, December 6' 2014) According to Government estimates, urban India generates 68.8 million tonnes of solid waste per year (1.88 lakh tonnes everyday) It is estimated to touch 160 million tonnes by 2041. One-third of the garbage in urban areas is untreated. About 14 million tonnes is left to rot. The problem is compounded by about 38 billion litres of sewage generated everyday in 498 Tier I cities (2009 figures). Out of this, 26 billion is left in the open untreated. Rural India generates 0.4 million tonnes of solid waste. According to a UN report, India leads the world in open defecation. 68% rural households are without toilets. 88% of disease in rural India is due to lack of clean water, sanitation and solid waste management. The drive shall use 1.34 lakh crores to construct 11.11 crore toilets. It is proposed that all 2.47 lakh panchayats will be given 20 lakh each over the next five year period to maintain clean surroundings. The alignment towards the Campaign drive is gaining steam. In a major policy shift, the Chief Minister of Maharashtra launched "Munjian"- a cleanliness initiative that involves all the 18 Universities and its affiliated colleges. Each college shall adopt one village where National Service Scheme volunteers would actively participate in cleanliness drive. The move made University of Mumbai the first in the country to align itself with the mission. (The Times of India, 4th December, 2014) International studies have tried to understand the effect of cleanliness on natural and man-made environment. Micheal A. Berry found that air, water, land and energy have to be kept clean. His research found that humans manage their life by managing the environment. The Partnership for Clean Air Inc. (PLC) in Philippines found that when institutions come together, they play a big role in cleaning air of pollutants. It suggested governments to keep a check on pollutants in the air. Many countries including India & China are

actively involved in the movement. A research done at University of Ontario found that traditional cleaning chemicals have given way to new products

III. PROBLEM STATEMENT

The focus on cleanliness is the pressing issue as India tries to moves from developing to developed nation. Managerial focus and clinical execution are key drivers to the cleanliness drive. This study focuses on the issue of cleanliness in modern India.

IV. OBJECTIVES

1. To understand the managerial implications of Swachh Bharat Campaign.
2. To find the current level of respondent participation in the cleanliness initiative.
3. To suggest measures that increase participation & effectiveness of Swachh Bharat drive.

V. HYPOTHESIS

The proposed research has following set hypothesis

H₁: Swachh Bharat campaign shall impact cleanliness in India.

H₂: Swachh Bharat campaign would help to increase people participation in the clean drive.

VI. METHODOLOGY

- a) **TOOLS:** Qualitative as well as quantitative method of data collection was used. Analysis was done using structured Questionnaire method to conclude the paper.
- b) **Sample Size:** 108 respondents
- c) **Sampling Method:** Random Sampling
- d) **Sampling Place:** Mumbai, Maharashtra (India)

VII. ANALYSIS AND INTERPRETATION OF DATA

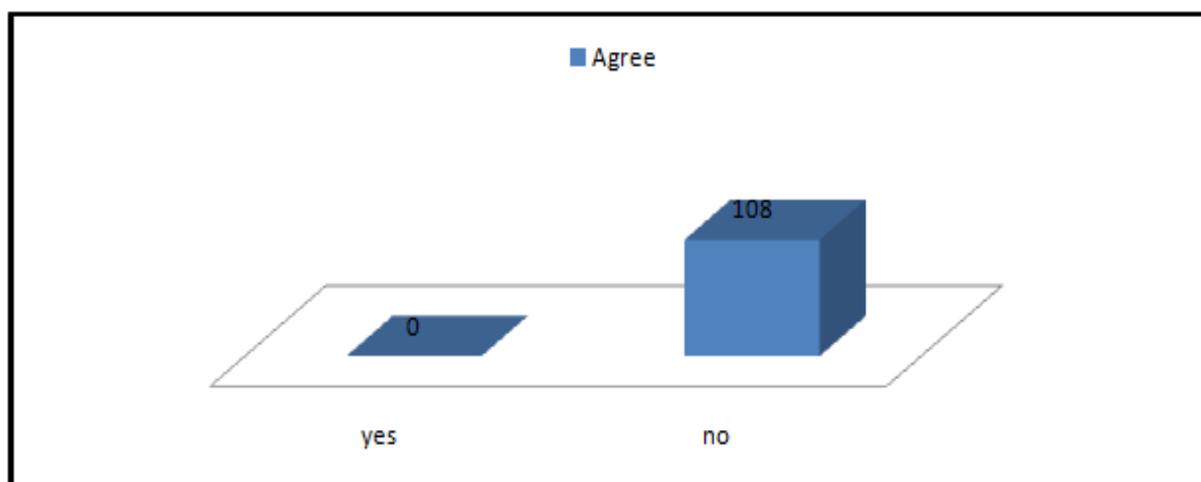


Fig. 1: Respondents Perception on the City Cleanliness Initiative

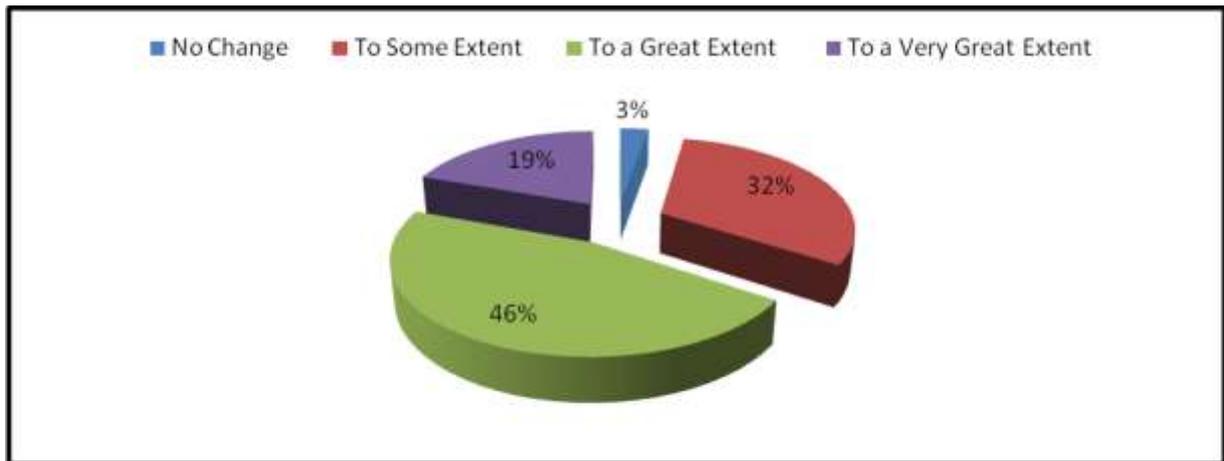


Fig. 2: Impact of Swachh Bharat Campaign on Management Students Perception about Cleanliness

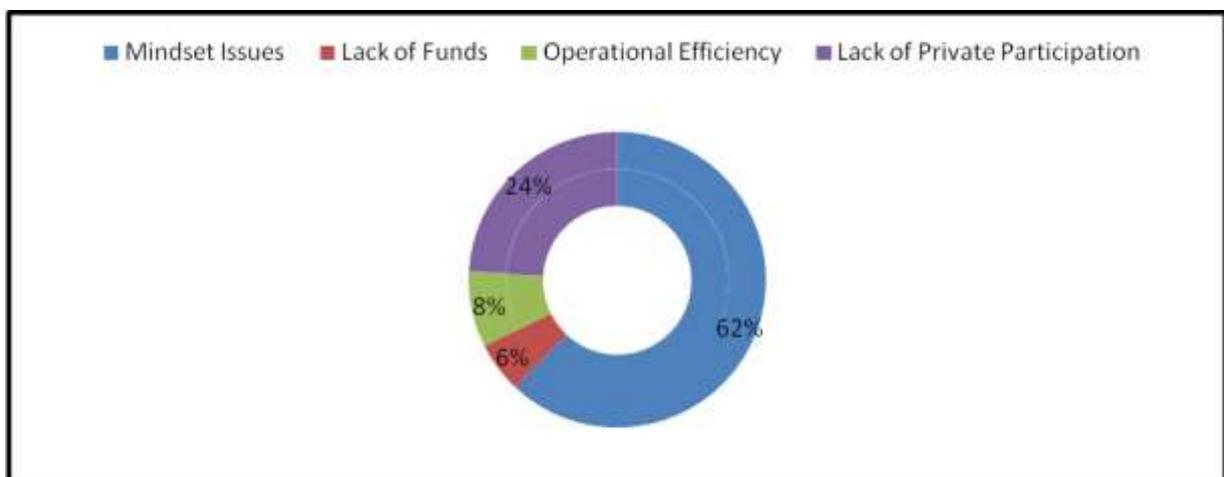


Fig. 3: Problems in Implementing Swachh Bharat Campaign

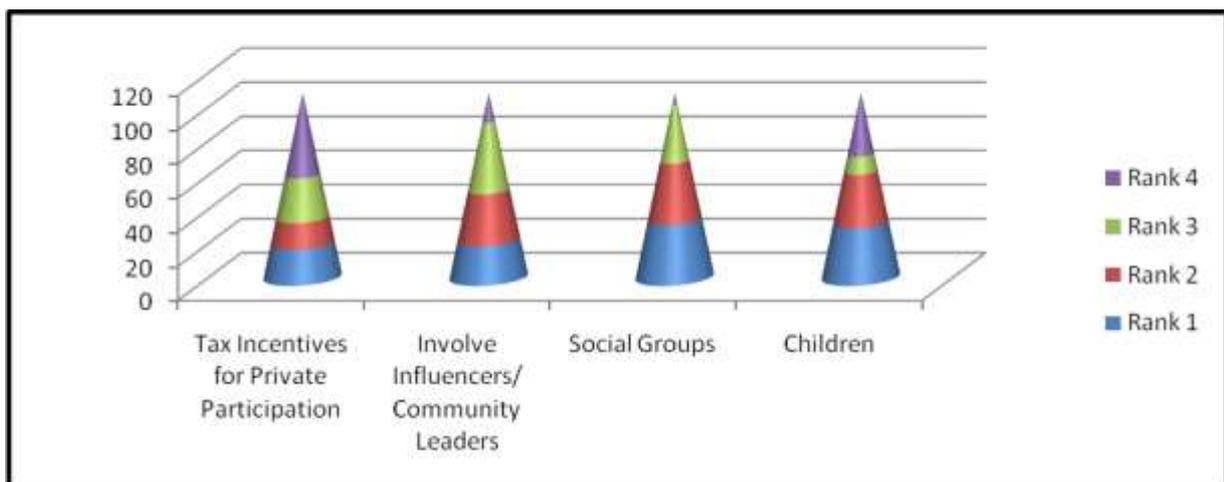


Fig. 4: Factor Contributing to the Cleanliness Drive in the Order of Preference

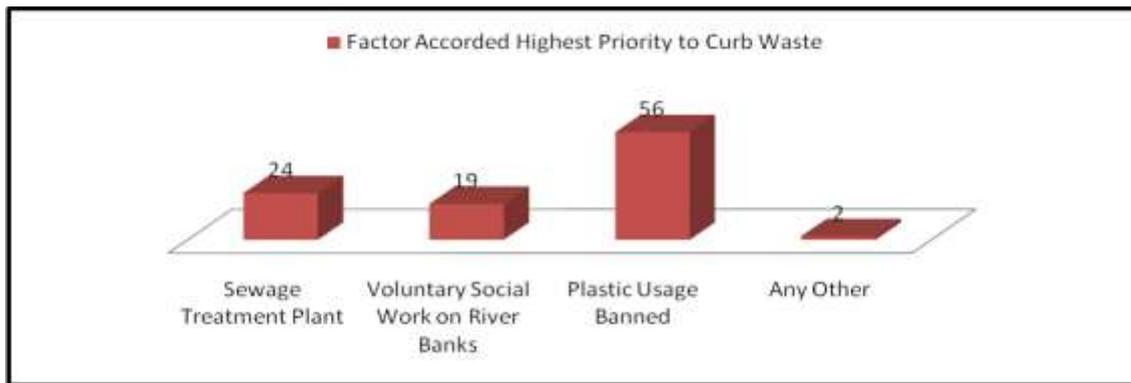


Fig. 5: Factors Accorded Highest Priority to Help Curb Waste in Your City

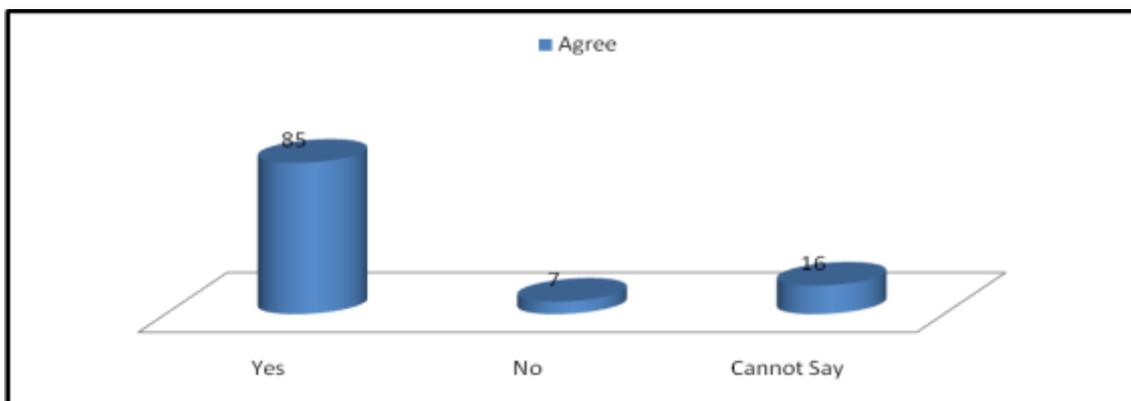


Fig. 6: Effect of Swachh Bharat Campaign to Change the Indian Perception of Cleanliness in the Eyes of the Western World

Fig. 1 above reveals that all the 108 management trainees agreed that keeping public places clean is as much as their duty as keeping their houses clean. The overwhelming majority of management students also believe that Swachh Bharat campaign has changed their perception about cleanliness. However very few (3%) of them considered it to be one of the events which resulted in no change as shown in Fig. 2. Thus, Hypothesis H_1 : Swachh Bharat campaign shall impact cleanliness in India **holds TRUE**. Majority (62%) of the management students believe that cleaning is the job of specific class of people. It is the biggest problem in implementing the cleanliness campaign. Lack of private participation (24%) is considered to be the second big problem in the cleanliness drive followed by operational efficiency (8%) and lack of funds as represented by Fig. 3.

Fig. 4 shows that social groups are accorded the highest preference, followed by involving & educating children, involving community leaders and influencers and tax incentives for private participation respectively for garnering mass support for the campaign. Hypothesis H_2 : Swachh Bharat campaign would help to increase people participation in the clean drive **holds TRUE**.

Majority of the management students (Fig. 5) felt that there should be a ban on plastic usage. Sewage treatment was accorded the second place, followed by voluntary social work on river banks. The avoidance of tobacco, garbage maintenance by municipal corporation and strict fine for habitual offenders especially in public places, were also mentioned by few management trainees as few other initiatives. Management students felt that corporates should also take up few initiatives to promote and strengthen Swachh Bharat Campaign such as creating social awareness; various seminars, workshops, awards, marathon and campaigns in societies, colleges

and schools; controlling level of pollution through curbing Industrial waste; incentives and recognition for employee participation in cleanliness drive. Fig. 6 depicts majority (85%) of the management students were of the view that Swachh Bharat campaign would change the perception of cleanliness in the eyes of the western world. Few (16) said that it is too early to say if there would be any change. They believed that such campaigns need to be on continuous basis to stir the soul of each and every individual to create the impact.

VIII. CONCLUSIONS

The managerial focus on Swachh Bharat campaign attempts to gauge the mood of the country. The campaign brings focus to the pressing transformational need of the nation. The change is perceptible as India embarks on its journey to create a clean and hygienic environment. But orthodox mindset is a hindrance to the drive. Cleanliness is still considered a job performed by a specific set of persons. The alignment of children and youth in such campaigns creates a ripple effect. Teamwork and patriotism are value which the Government wishes to inculcate among students. The findings are in consonance with Maharashtra Government plan to inculcate feelings of patriotism through adoption of one village by every college affiliated to 18 Universities of the state. The ideamooted to devote 100 hours per person per year on cleanliness is an extension of the same premise. Initiatives from campus to corporate is a welcome step. Management trainees today are future corporate leaders. It is important to sensitize them during their two year management course. Indian companies and multinationals are more forthcoming. The effort has begun to make a difference. It is common knowledge that many companies have pledged support in the cause of rural sanitation. Many brainstorming sessions in boardrooms have moved to the next level of implementation. They are generating excitement and funding. Segregation of wet and dry waste is a step forward. Solid waste management will have to be streamlined to make it as effective as in developed countries. Voluntary social work on river banks is worth considering in the light of the assertion that they have become a major hazard for clean environment. Sewage and other waste are dumped in rivers causing irreparable damage to riverbeds, fishes and life in water. Respondents advocated a ban on plastic. It has been the view of many that ban is not a piecemeal initiative. It requires a comprehensive amendment and rigorous penalties. It shall require a shift in public policy. The move will help the management of non-biodegradable waste better. Pollution by way of burning plastic or leaving it untreated requires attention to make cleanliness drive successful. Teamwork and patriotism are values which the Government wishes to inculcate among students and ordinary citizens. The active involvement of celebrities in neighborhood initiatives lends credence to the drive. Youngsters are sensitized to the benefits of course correction on cleanliness. The biggest beneficiary is Brand India. And the ripple effect is strong. The campaign unifies people from diverse backgrounds, uses raw energy and technology. This paper found results on similar lines as Government approach on cleanliness.

IX. SUGGESTIONS

- I. It is important to create a fund for Swachh Bharat campaign as the movement gains steam. Indian and multinational companies, government departments and not for profit organizations can pool resources for the movement.
- II. Tax breaks and financial incentive to organizations working closely with the campaign is needed. It shall help the campaign to gain critical volume with the inflow of big contributions.

- III. Industry can help by apportioning a small portion of profit for Swachh Bharat Campaign. It may be similar to P&G support on every product sold.
- IV. Asian countries and Europe levy strict monetary fine to perpetual offenders. India can take a cue from the West while implementing the law.
- V. Acceptance to change is easier when presented in short films and street plays. Mass movements begin with genuine and honest efforts in this direction.
- VI. It is critical to bring behavioral changes in people regarding healthy sanitation practices.
- VII. The role of local bodies to design, execute and operate robust system on managing waste is pivotal. It is therefore necessary to strengthen their hands with key initiatives.
- VIII. It is important for the incumbent government to encourage public-private participation to give an impetus to the movement.
- IX. The drive on Swachh Bharat Campaign can be linked to CSR initiatives.
- X. Social media platforms can exchange ideas and share pictures of collective efforts.
- XI. The role of emerging technologies is vital to a managerial focus.

X. LIMITATIONS OF THE RESEARCH

The research was limited to the island city of Mumbai. Another perspective could be added by expanding the study beyond the students of management. A logical extension could be including the views of a cross section of society.

XI. SCOPE FOR FUTURE STUDY

The campaign can become effective with the involvement of masses in Tier I, Tier II and Tier III cities. Rural folks and their contribution to the process of change is important. The problems present a big opportunity for experts from industry to make a difference and help the Government stay its trajectory in Swachh Bharat Mission. The role of media as a catalyst for change is the scope of another interesting research.

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