

# More Toilets Used By More People

A Source Book sharing insights  
and ideas from Unilever's work  
on sanitation behaviour change,  
to promote more demand for –  
and use of – toilets





## IT'S TIME FOR CHANGE



**2.4 BILLION PEOPLE  
LACK ACCESS TO BASIC  
SANITATION SERVICES, SUCH  
AS A LATRINE OR TOILET**



**AT LEAST 1.8 BILLION  
PEOPLE USE A SOURCE OF  
DRINKING WATER THAT IS  
FECALLY CONTAMINATED**



**IN 45 COUNTRIES LESS THAN  
HALF THE POPULATION  
HAVE ACCESS TO ADEQUATE  
SANITATION**



**EVERY TWO MINUTES  
ONE CHILD DIES OF  
DIARRHOEAL DISEASES**

## IT'S TIME FOR SANITATION BEHAVIOUR CHANGE

**The information, ideas and insights in this Source Book are for people trying to make these statistics a thing of the past. And in particular, for people who know or who have begun to realise that building toilets, while very important, is not enough on its own.**

It is all too common to see significant financial investment being made in the construction of new toilets and sanitation facilities, only for them to be under used or not used at all, to become neglected and, in some cases, converted for other uses altogether, like storing wood.

It does not need to be like this. Enough experience has been gained across the world over the last few decades for us to know that if we are ever going to rid the world of the indignity, health risks and danger to personal security of open defecation, we

must not only invest in the physical construction and maintenance of toilets but also in changing how people think and feel about having a toilet in the home, so that they get one and use it.

In this Sanitation Behaviour Change Source Book, compiled by Unilever, you will find advice, ideas and tips, insights and inspiration to help you design, plan and implement behaviour change programmes, with the simple aim of getting more people to get toilets and use them more often.

If you are just becoming aware that you need to incorporate behaviour change techniques into a sanitation project you are responsible for planning and designing, or you are in charge of managing existing sanitation facilities that need more people to use them more regularly, then this is a resource for you.



## ABOUT THE SOURCE BOOK

This Source Book has been compiled by Unilever, the international consumer goods company that makes and sells, among other things, homecare products such as hand soap, toilet cleaner, laundry detergent and washing powder in nearly 200 countries.

**Unilever supports a number of partnerships aimed at improving access to sanitation in communities and schools. And the firm has know-how on consumer behaviour change gained from many years of commercial marketing activity that annually reaches over 6 billion consumers.**

This Source Book presents learning from partnerships and from marketing, combined with a wealth of ideas and insights from experts from other organisations working around the world on successful water, sanitation and hygiene initiatives. Specifically, it draws on the work of Unilever's Get a Toilet and Use a Toilet projects.

The content in the Source Book is provided in a spirit of openness and humility, with the hope that over time it can be developed and adapted by practitioners working in the field.

A full list of experts and organisations from which the content was compiled, along with an overview of related projects and workshops, is on p 190.



## GETTING THE BEST OUT OF THE SOURCE BOOK

This Source Book is designed for anyone interested in addressing the global sanitation crisis.

**You may be working in an organisation involved in improving access to, and use of, sanitation facilities, such as:**

- An international NGO promoting better sanitation and public health
- A local government department with oversight over local water and sanitation services
- A donor organisation funding public health change programmes
- A community-based organisation working to improve local conditions
- A private enterprise serving some part of the sanitation eco-system
- An academic working with students to design and implement evaluation studies of sanitation behaviour change programmes

**The content is presented in a modular structure so that you can 'dip-in' to the most relevant material depending on changing needs. For example:**

1. If you are working on a programme to encourage people to **get a toilet**, you will be particularly interested in **Sections 1, 2** and pages **63-127** in the Appendices
2. If you are working on a programme to encourage people to **use a toilet**, you will be particularly interested in **Sections 1, 3** and pages **145-185** in the Appendices
3. For people studying behaviour change or working more generically on **behaviour change programmes**, you will be most interested in **Section 1**.

## A WORD ABOUT TERMINOLOGY

In thinking about, talking about and writing about sanitation and sanitation behaviour change, it will be necessary to think about which word or words to use when referring to defecation and human faeces. There are various words used in different languages and different settings. Some are colloquial or slang words - like 'poo' or 'poop' or 'crap'. The word 'shit' is widely used, although in some cultures it is deemed offensive and a curse or swear word. When deciding what word or words to use, local and cultural considerations will come into play. Some words have more shock value than others, and sometimes shock is a reasonable and appropriate tactic to get attention. Throughout the Source Book the word 'poo' is used most often and the word 'shit' sometimes, particularly within quotes provided by external experts or in particular Behaviour Change Profiles.

## HOW TO USE THIS SOURCE BOOK

**You will probably not wish to read this document cover to cover but, like the name of the five-step framework set out in Section 1 of this Source Book suggests, 'dip in' to the content as and when you find it useful.**

If you are interested in learning about the tools and models used to build a sanitation behaviour change programme, Section 1 sets out the Unilever 'Five Levers for Change' model and the DIP IN process framework for developing a sanitation behaviour change programme with illustrative examples. Appendix 2 describes the Motives Model of the Behaviour Centred Design approach developed by The London School of Hygiene and Tropical Medicine to understand behaviour change.

If you are working in the field and wish to learn more about how the DIP IN framework has been applied to specific target groups and situations to help achieve sanitation behaviour change, Section 2 details how the framework was used by our expert group to develop Insights, Propositions and creative Ideas for roll-out in urban and rural India to stimulate demand for toilets.

Section 3 details how our project team used DIP IN to develop Insights, Propositions and creative Ideas to persuade all family members in rural India and urban centres to use a home toilet on every occasion.

The second half of the Source Book is in the form of Appendices containing additional materials from our Get a Toilet and Use a Toilet projects beyond those that were selected for use in India, which we believe could be useful in other contexts in other countries. The other Appendices detail who was involved in our Get a Toilet and Use a Toilet projects, the sources and resources – including websites - used to support these projects. If you are interested in staging a workshop to bring together stakeholders to develop a sanitation behaviour project of your own, there is also an Appendix containing useful workshop design tools.

## ONE COMPANY'S SUSTAINABILITY JOURNEY AND COMMITMENT TO BETTER SANITATION

**Sustainability has been an integral part of Unilever's business throughout the firm's history.**

When founder William Lever started the company in 1885, he was pioneering a Victorian model of a paternalistic business, in which the well-being of workers was seen as part of the firm's responsibility and the health of consumers integral to the firm's purpose.

The company's mission was then and is now 'to make cleanliness commonplace.'

In 2010 the company's approach to environmental and social sustainability was formalised in the creation of the Unilever Sustainable Living Plan, with three pillars and goals:

- to help a billion people to take steps to improve their health and well-being
- to halve the environmental impact of its products
- to source all its agricultural raw materials sustainably

A commitment to help 25 million people gain improved access to a toilet by 2020 was made in 2014, with a focus on promoting the benefits of using clean toilets and by making toilets accessible

A number of partnerships have been created to achieve this commitment, including the Unilever

Domestos/Domex brand collaboration with UNICEF and Populations Services International (PSI), engagement with social enterprise eKutir in India enabling entrepreneurs to set up local rural sanitation businesses, and school programmes with local NGOs to improve school facilities and educate the next generation of children on the importance of sanitation and hygiene.

A key focus of activity has been in peri-urban India, in alignment with and support of the Government national campaign, Swachh Bharat Abhiyan, to clean the streets, roads and infrastructure of the country's cities and rural villages.

Meetings of experts from partner organisations have been convened to collect Insights and generate Ideas on sanitation behaviour change in support of both 'Get a Toilet' and 'Use a Toilet' projects.

At the same time, through product marketing the company developed extensive knowledge and a 'Five Levers for Change' model of how to persuade consumers to change their behaviour including maintaining clean domestic environments, in order to improve health and well-being.

This positions Unilever well to make a contribution alongside trusted partners to tackling the global sanitation crisis.

## FOREWORD

“Over a number of years, Unilever has worked hard to gain a deeper understanding of the issues around improving hygiene and sanitation, and what we collectively can do to address these challenges.

Sanitation is a fundamental human right, the deprivation of which affects the social, physical and economic well-being of societies worldwide. A staggering 2.3 billion people – one third of the world’s population – are without access to a clean, safe toilet. Of these, 946 million people are forced to defecate in the open. There are still many countries in the world where less than half the population has access to adequate sanitation facilities. This is not acceptable, especially when almost 1,000 children die every day of diarrhoeal diseases due to poor sanitation.

Improving global sanitation is crucial to advancing the Sustainable Development Goals. That is why we are committed to helping 25 million people gain improved access to a toilet by 2020. Our commitment aligns closely with SDG 6, which aims to improve sanitation and hygiene for all and put an end to open defecation by 2030. By making toilets readily available and by promoting the benefits of using clean toilets, we will improve the lives of millions of people. It also offers opportunities to open new markets, drive demand for products, and foster innovation. To achieve these ambitions, we need to create change on a transformational level. That is why we are working with like-minded organisations and partners to provide the skills and resources that are so desperately needed to achieve SDG 6.



Critical to this success is encouraging behaviour change and being able to share good practice wherever we find it. That is why I am so delighted that through this Source Book, Unilever is able to share our insights alongside the ideas and contributions of our valued partners. It is time for change: sanitation behaviour change. ”

**Paul Polman**  
CEO Unilever

# HOW THIS SOURCE BOOK IS ORGANISED

# 1

## **TOOLS TO HELP BUILD A SANITATION BEHAVIOUR CHANGE PROGRAMME**

Introducing the Unilever Five Levers For Change behaviour change model and the DIP IN framework; essential reading to help understand and get the best out of the material in the Source Book



# 2

## **BEHAVIOUR CHANGE TO GET A TOILET**

A collection of Behaviour Change Profiles sharing examples of behavioural Insights, communication Propositions and creative Ideas to help stimulate demand so people take action to get a toilet in their homes



# 3

## **BEHAVIOUR CHANGE TO USE A TOILET**

A collection of Behaviour Change Profiles sharing examples of behavioural Insights, communication Propositions and creative Ideas to encourage people to use and clean toilets at home



## **APPENDICES**

Additional Stimulus Material, Sources and Resources. Semi-worked Insights, Propositions and Ideas, ready for adaptation and further development as well as the sources and resources used in our Get a Toilet and Use a Toilet projects



## NOTES



# 1

## TOOLS TO HELP BUILD A SANITATION BEHAVIOUR CHANGE PROGRAMME

TOOLS TO HELP BUILD A  
SANITATION BEHAVIOUR  
CHANGE PROGRAMME



Unilever



# INTRODUCTION

## WHAT'S IN THIS SECTION?

In this section we introduce two tools that are featured throughout the Source Book. The first is the Unilever Five Levers for Change model, which describes the principles we have developed to influence more sustainable consumer behaviour. The second is the DIP IN framework that describes the key steps we have followed to develop sanitation behaviour change programmes.

The Five Levers for Change increase the likelihood of developing a successful behaviour change programme by providing systematic principles to apply to programme design. Whilst we recognise there is no silver bullet answer to behaviour change challenges and the development of a programme is only half the story, in sharing our learnings we hope that others can adapt and adopt them for their own initiatives.

In this section you will find:

- The Five Levers for Change
- DIP IN – A Five-Step Process
- Using DIP IN to Promote Purchase and Use of Toilets
- Bringing DIP IN to Life – An Example in Practice

## TOOLS TO HELP BUILD A BEHAVIOUR CHANGE PROGRAMME

**Successful behaviour change requires developing a deep understanding of people, their habits and their motivations. As one of the world's leading consumer goods companies, whose products are used by two billion people every day, we are constantly researching the attitudes and needs of people around the world. Over time we have learned how to encourage people to wash their hands with soap at the right times of the day, to do their laundry using less water and to brush their teeth twice a day. In doing so, we have made measurable improvements to the health, hygiene and quality of life of millions of people. Learning from this experience provides the basis for the tools and examples that we describe below.**

## THE FIVE LEVERS FOR CHANGE

The Five Levers for Change (Five Levers) are a set of behaviour change principles which, if applied to behaviour change interventions, will increase the likelihood of having a lasting impact. They are based on a practical model of behaviour change developed over decades of research and observation by Unilever and form the core of a best practice toolkit developed for our Sanitation Behaviour Change projects.

Along the way, many different types of insights have been identified spanning the Five Levers that stop change, help motivate change and help sustain change. We call these barriers, triggers and motivators.

### BARRIERS

– what are the things that stop people from adopting the new behaviour?

### TRIGGERS

– how could we get people to start a new behaviour?

### MOTIVATORS

– what are the ways to help them stick with the new behaviour?

Together, barriers, triggers and motivators working across the Five Levers for Change, help to build up a picture of the behavioural dynamics at play. They are not intended to be used as a step-by-step process but instead to aid content development; the Levers don't have to follow one after the other. What we've learnt is that the most effective programmes apply all the relevant Levers in some way.





## MAKE IT UNDERSTOOD

- Do people know about the behaviour?
- Do they believe it's relevant to them?

This Lever raises **awareness** and encourages **acceptance of the need to change**.

**How Unilever has used this before:** Many people believe that if their hands look clean, then they are clean. Lifebuoy soap's 'glo-germ' demonstration, using ultra-violet light, helped children in India, Pakistan and Bangladesh see that germs are left behind when washed with water alone but disappear when washed again with soap.



## MAKE IT EASY

- Do people know what to do and feel confident doing it?
- Can they see it fitting into their lives?

This Lever establishes **convenience** and **confidence to adopt the new behaviour**.

**How Unilever has used this before:** In many parts of the world, laundry is washed by hand and water is scarce. Comfort One Rinse fabric conditioner requires only one bucket for rinsing, rather than three. In Vietnam, live demonstration events and product samples helped to build confidence that the more convenient one-bucket rinse would remove all residues while saving time and water.



## MAKE IT REWARDING

- Do people know when they're doing the behaviour 'right'?
- Do they get some sort of reward for doing it?

This Lever demonstrates the **proof** and **payoff of adopting the new behaviour**.

**How Unilever has used this before:** A brand campaign for the number-one US haircare brand, Suave, encourages women to turn off the shower while lathering their hair by showing how families could save up to \$150 a year on utility bills through cutting hot water use and also benefit the environment.



## MAKE IT DESIRABLE

- Will doing this new behaviour fit with their actual or aspirational self-image?
- Does it fit with how they relate to others or want to?

This Lever is about **self and society** because humans are **social animals**.

**How Unilever has used this before:** In some countries, infant mortality can be reduced through handwashing when looking after newborn babies. Lifebuoy taps into the insight that a new mother likes to feel, and be seen as, a good mother. Brand communications linking handwashing with soap to being a good mother are powerful drivers.



## MAKE IT A HABIT

- Once people have made a change, what can we do to help them keep doing it?

This Lever is about **reinforcing** and **reminding to make the new behaviour stick**.

**How Unilever has used this before:** Lifebuoy soap's handwashing campaigns run over at least 21 days to encourage daily repetition of behaviour in relevant settings. Each day, children participate in activities that deliver the handwashing message in an engaging, memorable way. Comic books, posters, quizzes and songs all evoke the message at key occasions. Compliance is also tallied on a daily sticker chart to reinforce behaviour.



## DIP IN - A FIVE STEP PROCESS

The Five Levers for Change model provides principles to help to inform and inspire the content upon which to base a campaign. We have also developed a step-by-step approach to take us on a journey from identifying Insights to generating communication Propositions and developing creative Ideas for persuading consumers to Get and Use a Toilet. These are all important elements in creating a successful sanitation behaviour change programme. We have summarised them in a five step process - DIP IN - that will support methodical and logical sanitation behaviour programme development.

In the next section, we present an overview of our own experiences of applying the DIP IN process to two projects, Get a Toilet and Use a Toilet. We explore those experiences in more detail in Section 2 (Get a Toilet) and Section 3 (Use a Toilet). Additional materials we developed to support these projects are presented in the Appendices section.

We developed DIP IN during work in rural and urban India.



# D

## DEFINITION

**DEFINE** the framework for behavioural change.

This phase encompasses three separate tasks:

- 1) Define the **target group** whose behaviour is to be changed, which can encompass gender, socio-economic status, occupation and other demographic or attitudinal criteria
- 2) Define the **target situation** e.g. degree of urbanisation, community size, geographical proximity to shops, other communities
- 3) Define the **behaviour** to be changed e.g. get, use and/or clean a toilet



# I

## INSIGHTS

Identify the behavioural **INSIGHTS** which will have the greatest impact on behaviour.

Insights are the learnings about human needs that drive people to do what they do. These are categorised throughout the Source Book as **barriers**, **triggers** and **motivators** which underpin current sanitation behaviours – and prevent or could inspire the desired new behaviour.

Using the Unilever Five Levers for Change, and an analysis of available information sources, identify a range of 'starter Insights'.

At the time of publishing, work is underway to take our initial DIP IN outputs and test them in the field. For that reason the Source Book focuses on the first four steps of the DIP IN model as 'Next Steps' are still a work in progress.



# P

## PROPOSITIONS

Use the Insights to create **PROPOSITIONS** that will trigger and motivate behaviour change.

A Proposition is a message that is rooted in an Insight and that taps into and solves the human need identified in the Insight.

Explore the Insights and identify the strongest candidates for development into behaviour change Propositions. These Propositions can then become the focus of communication 'big ideas'.



# I

## IDEAS

Create a big communications **IDEA** that will bring the Proposition to life.

Ideas are impactful and creative ways to get the message across and can span any medium.

The communications Idea builds awareness of the Proposition through an activity that engages the target audience and triggers and motivates them to perform the desired sanitation behaviour.

The creative execution of the Idea can take many forms, including: posters, mobile communication, radio, press and a street activity or demonstration in which the audience can participate.



# N

## NEXT STEPS

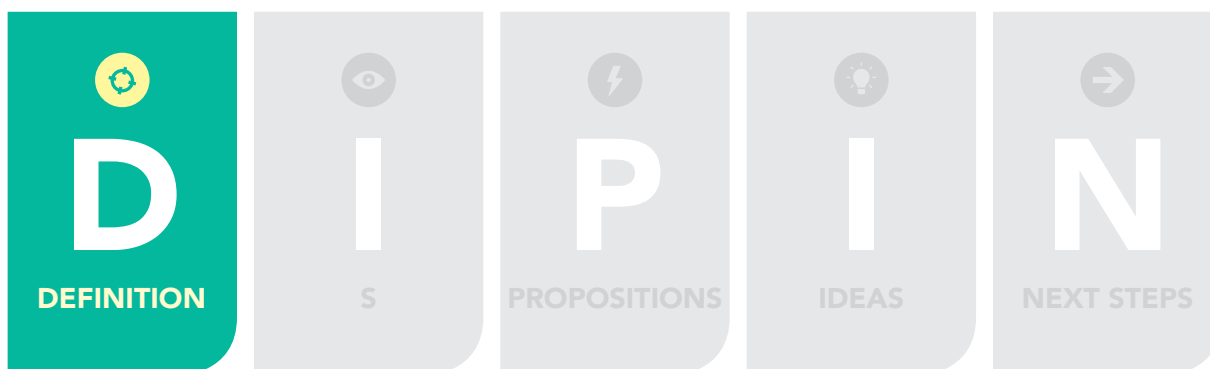
These communication Ideas could **NEXT** be developed further - ideally with the target groups in situational contexts for which they were developed - before being rolled out more widely.

## USING 'DIP IN' TO PROMOTE PURCHASE AND USE OF TOILETS

Here we provide an overview of how the 'DIP IN' process was used in two projects:

- Get a Toilet - promoting desire by a particular community to acquire a home toilet and
- Use a Toilet - promoting consistent use of a toilet (instead of open defecation) by all family members.

## DEFINITION



### DEFINE the framework for behavioural change.

In our Get a Toilet project, we developed a full set of terms of reference to help guide our work detailing the background, opportunity, scope, constraints, assumptions, resources and deliverables for the project. To make sure that we had defined our project well and were clear about the desired behaviour we were looking to generate, we looked to two complementary frameworks (our own Five Levers for Change and the Motives Model in the Behaviour Centred Design approach created by Robert Aunger and Dr. Val Curtis of the London School of Hygiene and Tropical Medicine\*). This helped structure, organise and interrogate the data, thus ensuring our Propositions and assets were rooted in behaviour change theory and practice.

We defined our behavioural change task as creating demand for toilets in households in urban and rural areas. This required understanding the respective roles of household members as toilet purchase influencers (usually women), decision-makers (usually men) and promoters (usually children); the respective behavioural routines of men, women and children during 'toilet time' (usually morning); and the sites they use (distinguishing home and community toilets and official open defecation [OD] sites).

We agreed that we would test our work in India where we wanted to **encourage rural households to buy, install, use, clean and maintain a household toilet.**

When we moved on to the Use a Toilet part of the project, we decided to refine this target group and defined it as peri-urban households with access to a home toilet. This would include those who were identified as Living Standards Measurement (LSM) 2–6 (See box at bottom of page for more information) with enough money, space and ownership of their own land to be able buy a home toilet, and households in small urban centres where a home toilet was already installed.

The target situation was communities with households having access to, and the capacity to clean, home toilets. Such households were generally located in smaller urban centres – e.g. a big town with a satellite of 20 villages near it and connected to the highway – or on the fringes of larger urban centres.

Our **behavioural job to be done** was to shift households from **current behaviour** – i.e. family members have access to a home toilet but not all (or none) of the family members are using it, opting instead for open defecation in fields – to **desired behaviour** – all family members using a toilet for every occasion and ensuring it's cleaned.

\*See Appendix 2 for more information on the Behaviour Centred Design approach.



The Living Standards Measure groups people according to their living standards using criteria such as degree of urbanisation and ownership of cars and major appliances. The World Bank Living Standards Measurement Study (LSMS) is a household survey programme whose goal is to facilitate the use of LSM household survey data for evidence-based policymaking to alleviate poverty. More information at <http://econ.worldbank.org>

# INSIGHTS



Identify the behavioural **INSIGHTS** which will have the greatest impact on behaviour.

To understand why people do what they do, and specifically what the barriers and triggers are to getting, using and maintaining a toilet, Unilever complemented its work in India by commissioning an ethnographical study in Vietnam and Cambodia and delved into pivotal pieces of work (over 50 documents) recommended by the Toilet Board Coalition\*. These studies included: The Potty Project – Understanding User Experience of Sanitation for the Urban Poor (Quicksand), Marketing Innovative Devices for the Base of the Pyramid (HYSTRA), Planned, Motivated and Habitual Hygiene Behaviour: An 11-Country Review (Curtis, Danquah, Aunger), Sanitation Promotion in Developing Countries (Curtis), and Sanitation Marketing at Scale (Jenkins). A full list is included in the Additional Sources and Resources section.

The findings of this study established a set of starter Insights. To develop these starter Insights further, we interviewed and engaged with a wide range of behaviour change and sanitation experts who helped us to review, refine and develop the Insights as well as share their experience of programmes that create demand for, and use of, toilets.

## FOR 'GET A TOILET', THE SANITATION EXPERTS INCLUDED:

**Balaji Gopalan** (Centre of Gravity)  
**Dr Kamal Kar** (Community-Led Total Sanitation)  
**Chitralekha Choudhury** (Gram Vikas)  
**Olivier Kayser** (HYSTRA)  
**Jocelyn Wyatt and Danny Alexander** (IDEO)  
**Siddharth Kanoria** (Quantum Consumer Solutions)  
**Dr. Val Curtis** (London School of Hygiene & Tropical Medicine)  
**Therese Dooley** (UNICEF)  
**Mimi Jenkins** (University of California, Davis)  
**Ina Jurga** (WASH United)  
**Jack Sim** (World Toilet Organisation)  
**Andy Narracott** (WSUP)  
**Sundeep Vira**, World Toilet Organisation

## FOR 'USE A TOILET', THE SANITATION EXPERTS INCLUDED:

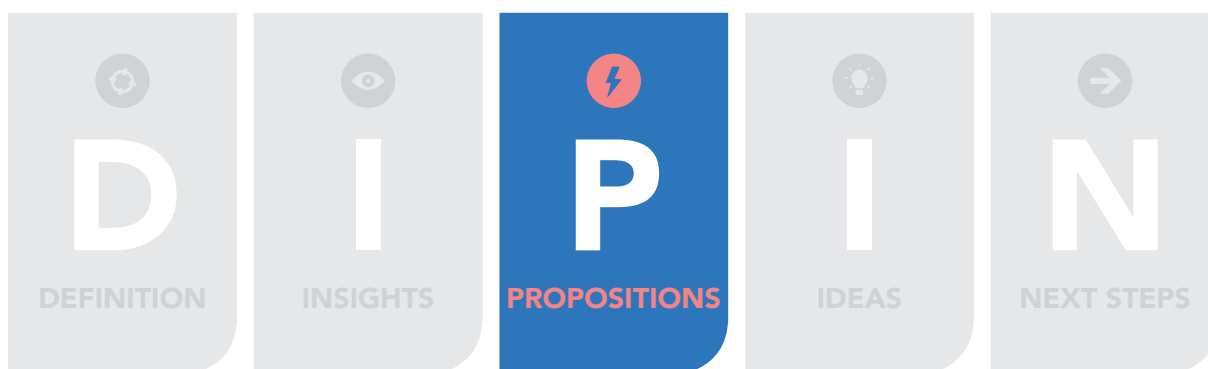
**Nilesh Chatterjee** (Behavioural Scientist and Author of The Essayist)  
**Balaji Gopalan** (Centre of Gravity)  
**Priyanka Dutt** (Country Director at BBC Media Action, India)  
**Krishna Kumar** (Sannam S4)  
**Sanchita Ghosh** (Social Marketing and Behaviour Change Communication Consultant)  
**Siddharth Kanoria** (Quantum Consumer Solutions)  
**Ayush Chauhan** (Quicksand)

Sanitation experts helped us to identify the most relevant Insights for our challenges and to use these Insights as a foundation for behaviour change Propositions.



\* The Toilet Board Coalition connects large and small companies and encourages close collaboration between private, public and non-profit sectors with the common goal to accelerate the business of sanitation for all.

## PROPOSITIONS



Use the Insights to create **PROPOSITIONS** that will motivate behaviour change.

If Insights are an expression of the human needs that drive people to do what they do (the problem or opportunity), then Propositions are the answers to those needs.

Developing Propositions, in our experience, is best done collaboratively. There are many different ways of approaching this, and working with other specialists in the fields of sanitation and behaviour change, we ran two separate workshops – one for Get a Toilet and one for Use a Toilet.

Using the Insights and case studies of how others have addressed those Insights in different circumstances as stimulus, our extended project team spent Day 1 of the workshop generating many potential behaviour change Propositions to answer the Insights.

Switching focus on Day 2, a shortlist of Propositions was identified, using the Unilever Sustainable Living Plan target of 'helping 25 million gain improved access to a toilet by promoting the benefits of using a clean toilet and making toilets accessible' as a key decision-making criterion.





## IDEAS



Create a big communications **IDEA** that will bring the Proposition to life.

The strongest communication Propositions then need to be developed into creative Ideas that, when implemented, will be the most effective in influencing the target audience to use, maintain and clean a toilet.

In our workshop, we generated a wide variety of different types of Ideas to reach the target audience including:

- communications campaigns that could be executed as posters, flyers/pamphlets, television or radio advertisements, mobile apps
- activation Ideas like competitions, community plays
- education campaigns including schools education programmes
- channel Ideas including key opinion formers and other community influencers

Ideas that connect with behavioural Insights (barriers, motivators, triggers) are most effective. In Get a Toilet, these included compelling visualisations that tapped into consumers' sense of **disgust**, e.g. poo being tracked around a community and into the home, or using worms as an indicator of contamination spreading from toilets on to hands into mouths; and a day in the life of a toilet. They also included **status**, e.g. testimonials from families talking about how much cleaner they feel when they have their own toilet. Finally **comfort** was a trigger, e.g. playful posters showing what you miss out on if you are too busy worrying about going to the toilet, or a community role play depicting the different types of moments where people get caught out. **Affiliation** was explored, e.g. households name the date they plan to get a toilet on a plaque displayed on their door, or putting social pressure on others to commit as well.

## NEXT STEPS



These communication Ideas could **NEXT** be developed further – ideally with the target groups and situational contexts (in our case, peri-urban communities) – before being rolled out more widely.

For example, we undertook further research to shortlist a selection of Propositions by revisiting elements of the Definition phase to clarify the target audience with Indian experts within the local context.

## BRINGING DIP IN TO LIFE

Below you will find a Behaviour Change Profile of 'The Good Man' - our template that brings together the material generated using the DIP IN process from Definition through to Next Steps. You will find these Behaviour Change Profiles throughout the Source Book in Sections 2, 3 and in the Appendices.

### BEHAVIOUR CHANGE PROFILE

## THE GOOD MAN



### DEFINITION

The behavioural job to be done is to encourage rural households to buy, install, use, clean and maintain a household toilet.

### INSIGHT

Every family and every community has those who need looking after. It's the duty of men, like me, to do this.

### PROPOSITION

A programme that shows how getting a toilet is a way that good men show respect for others and care for their families (in particular for elders and the weakest).

### IDEAS

#### REASONS TO BELIEVE

- Survey among older generation showing what improves their lives most and makes them feel respected which of course includes a toilet
- News story showing that people in modern India believe that respect is essential in this life (and the next) and that having a toilet is now viewed as a mark of respect within and beyond a household

#### INTERESTING CHANNELS, TOUCH-POINTS, INFLUENCERS

- Community elders, church leaders, local leaders, successful older businessmen, reputable lending circles, respected entrepreneurial groups and others respected as being **good citizens** and therefore role models spread the word
- Target **health-vulnerable** moments through the health system such as when the first child is born, where someone has a disability in the family, when an elderly member of the family has an ailment or injury, etc.
- **Create a moment** in the calendar when toilets become a gift or the pledge to get one takes place – this could be new or aligned with a suitable moment in the cultural or religious calendar

#### HAPPY BIRTHDAY

Make a toilet the gift given to elders as a mark of respect when they reach 60. The campaign would show a group of older women and men sitting gossiping and comparing what their children have given them – a mobile phone, a TV, a fridge, etc. – and moaning about children wasting their money on these modern things!

One very dignified couple, whose house they are next to, keeps very quiet until asked what they got, when they push open the door behind them and show a shiny beautiful toilet. Everyone falls silent in awe...



#### DEAR DAD CAMPAIGN

Letters from women who are now married and living in their in-laws homes and have their own daughters, thanking their Dads for getting a toilet when they were younger to protect their dignity – sharing how this has helped them become good and decent people just like their Dads were.



### NEXT STEPS

For Unilever to further its aim to pilot these Ideas in India, the next steps were to seek additional information about our target audience and work with Indian experts to ensure that these global Propositions resonate. We will then craft them further in light of additional research.



## SUMMARY OF KEY POINTS

**In this section, we have presented two tools that practical research and experience have shown contribute to effective sanitation behaviour change.**

**The Five Levers for Change** are a set of behaviour change principles which, if applied to behaviour change interventions, will increase the likelihood of having a lasting impact. They are based on three types of Insights about what can stop change (barriers), help start change (triggers) and help sustain change (motivators).

**DIP IN** is a five-step process which can guide the journey from defining the framework for behavioural change, through to identifying Insights, generating communication Propositions and developing creative Ideas for persuading consumers to get and use a toilet.

In sharing these tools, we are also sharing the process that we took in our Get a Toilet and Use a Toilet projects.

## NOTES

# 2

## BEHAVIOUR CHANGE TO GET A TOILET

BEHAVIOUR CHANGE  
TO GET A TOILET



Unilever





# INTRODUCTION

## WHAT'S IN THIS SECTION

This section describes the nine Behaviour Change Profiles that emerged from the application of the DIP IN framework in our 'Get A Toilet' project. Initially, it summarises how we went about applying the framework and provides some detail into the different circumstances that were taken into account.

## THE GET A TOILET BEHAVIOUR CHANGE PROFILES

### STOP THE SPREAD



### A NEW LEVEL OF CLEAN



### UNTIE YOUR TUMMY



### WE'RE NOT ANIMALS



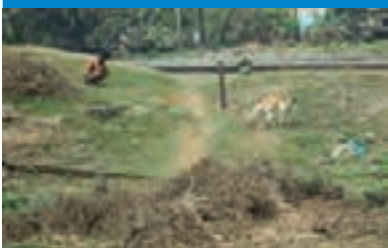
### PRICELESS MOMENTS



### GET AHEAD



### NO PRYING EYES



### A SAFE, SECURE PLACE



### THE GOOD MAN



## DEFINITION



Applying the DIP IN framework in the context of urban and rural India:

### DEFINE

We defined the scope of our project to focus on creating '**demand Propositions**' that pull people towards wanting home toilets. In addition, we considered those channels, influences and touch-points that worked best to achieve this goal. In doing so we excluded factors linked to the supply and provision of home toilets such as space and access, availability, price, landlord and tenure, installation, community purchasing, etc.

Our next step was to **define the target audience** and the **behaviour change task** to be undertaken by our team. The target audience was agreed to be families living in rural and urban slums without their own toilet.

### NOTES ON THE HOME, FAMILY AND SANITATION SITUATION FOR OUR TARGET AUDIENCE IN INDIA

In urban India, for this project we focused on families that live in slums without their own toilet. They occupy a small number of rooms, often one, although more rooms may be added as a family grows. The household is most likely to be a couple and their dependent children. They may have older children at home who are single or may be married, as well as younger children. Children of school age are likely to be in school at least some of the time. Getting kids educated is often a big concern although this does vary by caste, circumstance and family. Our audience is not the poorest of the poor; their basic needs are met, and most will have a phone and TV. They may pay for kids' tuition in the growing number of private schools serving slums in response to the low quality of state schools. If they don't already have it, security of tenure will be their biggest concern.

Typical sanitation behaviour: Morning is the busiest toilet time the developing world over. Men, women and children often have different routines with women typically going earliest before their working day begins. Among those without toilets at home in urban slums there are three common options for where to go, which may not be mutually exclusive: community toilets, recognised open defecation (OD) sites and unofficial OD sites.

In rural India, the families being targeted for this project do not have their own toilet. Because economic stagnation continues to drive migration of the young into cities, the demographic profile in villages is older than in urban slums. The vast majority of rural dwellers are poor although as with urban, our target audience is not the poorest of the poor. Roughly half of our target group will own mobiles and approximately a third have TVs.

Typical sanitation behaviour: As with urban areas, morning is the busiest toilet time in rural areas and household routines vary, with women likely to be first to go to the toilet. Our target is households without toilets, excluding those with a toilet they don't use as a toilet (typically built for them for free). In rural settings there are typically two common options for where to go, which are not mutually exclusive: the field (a space typically away from housing, ideally with cover) and unofficial OD.

# INSIGHTS



Key learning from previous work by Unilever and partners on sanitation change informed the development of Insights. Specifically:

- There is a need to make the decision to get a toilet feel easy to make – even though getting a toilet may not be easy to do
- Using drivers like disgust to provoke internalisation of core benefits is likely to be more powerful than presenting rational health or economic value-based benefits
- There is a small cluster of motivations that have the greatest potential to incite desire. These are status, affiliation, fear and possibly nurture

These key learnings helped us identify nine behavioural Insights which form the basis of our Behaviour Change Profiles.

## STOP THE SPREAD



I don't want to even think that others' poo is all around me. So I don't think about it.

## A NEW LEVEL OF CLEAN



If you wanted to be clean, the last place you would go every day is a place where hundreds of people have defecated.

## UNTIE YOUR TUMMY



When you've got to go, you've got to go – but when you can't, it's no laughing matter.

## WE'RE NOT ANIMALS



Circumstances are difficult, but I am not an animal, I know better than that.

## PRICELESS MOMENTS



It's important to fit in with what everyone else around here is doing; moments where you suddenly realise you don't are excruciating.

## GET AHEAD



I do anything and everything I can to make sure my family get ahead in life.

## NO PRYING EYES



I worry about being exposed when I go to the field – it is humiliating and undignified to think I could be seen like that.

## A SAFE, SECURE PLACE



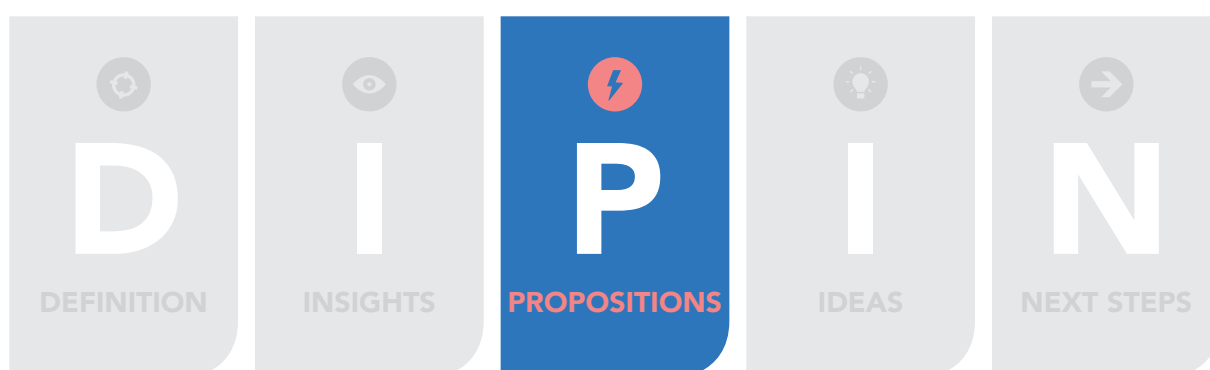
I have so many worries about me and my family going to the toilet outside. Who knows what's lurking out there when it's dark? And who knows who's looking when it's light?

## THE GOOD MAN



Every family and every community has those who need looking after. It's the duty of men, like me, to do this.

## PROPOSITIONS



### PROPOSITION

A Proposition is the answer to the problem identified in the Insight. Our exploration with experts helped to identify some key principles that our Propositions would need to deliver against in order to achieve our goal:

- Work at a mass communication level without requiring high personal engagement for the message to be understood or motivating to change behaviour
- Create a discomfort and dissonance with the current behaviour of open defecation such that it drives people to solve that discomfort through getting a home toilet (not a community one)
- Make people re-evaluate the cost of not having a toilet and the value of having one
- Resonate with urban and rural consumers
- Engage men (as decision-makers) and women (as primary users and key influencers)
- Include elements of carrot (positive) and stick (negative) reasons to change
- Empower, not demean, women



## IDEAS



Each of the nine Behaviour Change Profiles shown in the following pages comprise the behavioural Insights, behaviour change Propositions and communication Ideas for bringing the Propositions to life.



## BEHAVIOUR CHANGE PROFILE

## STOP THE SPREAD



## INSIGHT

I don't want to even think that others' shit is all around me. So I don't think about it.

## PROPOSITION

A programme that shows that **until you/everyone contains shit by installing a toilet, it spreads.**

## IDEAS

## REASONS TO BELIEVE

Xg of poo is consumed on a daily basis. Demonstrate this fact in a graph that shows the direct relationship between increase in number of home toilets and decrease of diarrhoea and worms.

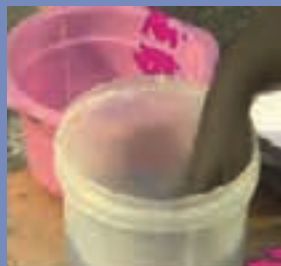
## INTERESTING CHANNELS, TOUCH-POINTS, INFLUENCERS

- Engage the community in the same way Community-Led Total Sanitation (CLTS) does so messages are linked to what happens when shit gets where it shouldn't – into water sources, just outside your home, where food is sold, etc. Messages could be on fake poos to make them more disgusting. Or a chai stall could be set up on a busy route to an OD site or community toilet to share messages in the moment of poo spreading.
- Use outside and inside of public transport – buses, trains, autos – to communicate a message about what people encounter in the toilet gets moved around with them every day, everywhere.

Create a **compelling visualisation** in an advert of how poo is trafficked around a community into the home from formal and informal defecation spots.

The Ghana handwashing advert is a brilliant example of this for soap use.

<https://www.youtube.com/watch?v=3eYuNIWyoBU>



Use **worms** as an indicator of contamination spreading from toilets into hands into mouths.

Create a campaign where it looks like it's a worm treatment being sold but actually it's toilets. Like a fake medicine box with a toilet advert inside.



## BEHAVIOUR CHANGE PROFILE

## A NEW LEVEL OF CLEAN



## INSIGHT

If you wanted to be clean, the last place you would go every day is a place where hundreds of people have defecated.

## PROPOSITION

A campaign that dramatises how **the lack of your own toilet stops you ever feeling truly clean. And having a toilet takes you and your family to a new level of clean.**

## IDEAS

## REASONS TO BELIEVE

Survey of religious leaders ranks having a toilet high on the list of things that are important for living life well. Results of swabbing surfaces in a community where a lot of feet and hands go – e.g. water pump, counter at mom-and-pop store, temple floor, etc. – to show how much excreta is trafficked around unknowingly.

## INTERESTING CHANNELS, TOUCH-POINTS, INFLUENCERS

- Near temples and spiritual places, activations linked to Hindu and Muslim calendars, imams and pundits sharing messages – to create an association with spiritual purity.
- Through other products linked to keeping clean – toothpaste, laundry soaps and powders, soap, household cleaning products, etc.

**Dramatise the day in the life of a toilet/OD site.**

The number of people going in and out. The amount of pooing and peeing. Hint at what else happens there. Could be time-lapse photography in an advert a bit like the video below.



<https://www.youtube.com/watch?v=UaJWw0NO2EQ>

**Clean Testimonials**

Families talking about how much cleaner they feel – inside and out – now they have their own toilet. And reacting in horror at the thought of them and their family going back to what they used to do – using the dirty community toilet or putting up with the filth and contamination of the open defecation site.



## BEHAVIOUR CHANGE PROFILE

## UNTIE YOUR TUMMY



## INSIGHT

When you've got to go, you've got to go – but when you can't, it's no laughing matter.

## PROPOSITION

A programme that shows how **a toilet in your home liberates every family member to go when and how they want.**

## IDEAS

## REASONS TO BELIEVE

Distance travelled to go to the toilet today vs. 5, 10, 20 years ago. Compared with projected distance people will need to travel in five, 10, 20 years time if they don't have a toilet, given urbanisation. Medical conditions that can arise as a result of holding it in for too long.

## INTERESTING CHANNELS, TOUCH-POINTS, INFLUENCERS

- Places where people may have their tummies tied – e.g. queues at toilets, spots en route to open defecation sites, at meals where there are few or no toilets, at religious pilgrimages, etc.
- Messaged toilet rolls or promotional messaged wristbands worn to the field
- Private and public clinics when people are diagnosed with complaints that could be because they are having to wait or avoiding going to the toilet

Playful series of posters showing **what you miss out on** if you are too busy worrying about going to the toilet, or if you are unable to go to the toilet and unable to pay attention. Opportunities for money-making, fun, romance, marriage, etc.



A community activation where children and performers act out all the **different types of moments people get caught out** and what these look like. Use humour to get a serious message about home toilets across. In these we could dramatise the high tension moments when tummies are most 'tied up'; e.g. it's 4am and you need to go, but know you can't until the sun is up or someone else wakes up.





## BEHAVIOUR CHANGE PROFILE

## WE'RE NOT ANIMALS

A dog can't use latrine, but you can.

Have a Latrine yet?



## INSIGHT

Circumstances are difficult, but I am not an animal, I know better than that.

## PROPOSITION

A programme that vividly shows that by **having a toilet in the home and not going in a field, you're better than that now.**

## IDEAS

## REASONS TO BELIEVE

Statistics that starkly contrast areas in life where people now use a toilet to those that still go to the toilet like a dog.

## INTERESTING CHANNELS, TOUCH-POINTS, INFLUENCERS

- Posters or cut outs of dogs shitting at 'formal' open defecation sites and the informal (but widely used) defecation sites like behind the toilet block when it's shut
- Images in places where social standing matters to create social discomfort – e.g. temple, community centre, private schools low-income households send kids to, water points, etc.
- Images at places where newer migrants to urban areas pass or gather – e.g. train stations, bus stations, etc.

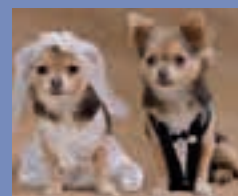
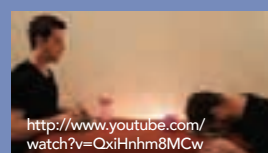
This Proposition was inspired by this WASH United communication which our experts stated has successfully triggered movement from open defecation to a home toilet.

The image is disgusting but also has an implicit status message – I'm above that.



A couple of takes on this Idea were suggested...

Compare it with other things people would never do like animals (e.g. eating)



Or turn the tables to show dogs being more civilised than us – at school, at work, getting married, etc.

## BEHAVIOUR CHANGE PROFILE

## PRICELESS MOMENTS



## INSIGHT

It's important to fit in with what everyone else around here is doing; moments where you suddenly realise you don't are excruciating.

## PROPOSITION

A programme that promotes getting a **home toilet as a way to fit in (not stand out for the wrong reasons).**

## IDEAS

## REASONS TO BELIEVE

Article that demonstrates not having a toilet, and people coming to your house and expecting that you will, is a top anxiety. Toilet league tables showing the movement toward everyone having a toilet.

## INTERESTING CHANNELS, TOUCH-POINTS, INFLUENCERS

Focus on places where a social norms-based message is highly visible and has resonance:

- Trains and buses – e.g. most of the people using this train today are planning to get a toilet, what about you?
- Places lots of people pass – e.g. don't be the only person looking at this in a years' time who doesn't have a toilet
- Women's groups, lending circles, Khushiyan Ki Doli (a Hindustan Unilever rural marketing initiative) etc.
- Front doors – e.g. put up a plaque, paint the doors when you've got a loo, use them as mini billboards

Create a PR stunt where a lone guy wanders onto the cricket pitch, wearing his lungi with his little pot of water and starts to squat before realising he's all on his own and being watched. A message comes up on a screen: 'Don't be left behind everyone else – get a toilet'.



Households name the date they plan to get a toilet by and then have a plaque put on their door. They could be incentivised to complete on time. Even if it's a long way off they get a plaque. These make intention visible and put social pressure on others to commit too.

**We will have our  
toilet by  
December 2019**



## BEHAVIOUR CHANGE PROFILE

## GET AHEAD



## INSIGHT

I do anything and everything I can to make sure my family get ahead in life.

## PROPOSITION

A programme that shows how a **toilet is a must-have for families (or communities, regions, or countries) that want to get ahead and show others they are ahead.**

## IDEAS

## REASONS TO BELIEVE

- Survey reports the number of families who've improved their marriage chances by having a toilet
- Homes with toilets have taller children/children who do better at school

## INTERESTING CHANNELS, TOUCH-POINTS, INFLUENCERS

- Promote via channels as aspirational products – TVs, mobiles, fridges, bikes, etc. Use Amazon's idea: '80% of people who bought this also bought a toilet'
- Private school parent meetings, as these are aspirational places
- Those involved with weddings to spread the word it's the new dowry gift

The Indian government's 'No Toilet, No Bride' fitted well here. And feels creatively rich territory. In Uganda a similar approach was also taken in advertising in the past.



Wall of fame in Sanishop of families who've purchased this month – standing proudly outside their homes. Picture also posted at local community loos on board that says 'Goodbye – we've moved on'.



## BEHAVIOUR CHANGE PROFILE

## NO PRYING EYES



## INSIGHT

I worry about being exposed when I go to the field – it is humiliating and undignified to think I could be seen like that.

## PROPOSITION

A programme that shows **a home toilet is the solution to anxieties about this potential exposure, giving you privacy, dignity and peace of mind.**

## IDEAS

## REASONS TO BELIEVE

- Ten anxieties of village/slum life highlighting fear of exposure in and around toilet life sitting alongside really serious things like never finding a husband, physical attack, bringing shame on the family, etc.
- Study which gets people to go back to the field/OD site for a week after having a toilet for a month and shares their responses

## INTERESTING CHANNELS, TOUCH-POINTS, INFLUENCERS

- Anywhere that is in people's line of sight en route to the toilet or at the OD site/community toilet – trees, inside of community toilet doors, on the ground, specially positioned billboards, T-shirts others wear with a message on during open defecation, etc. Or 'Prying Eyes' crime scene tape around where people go
- The campaign could be product-placed within a popular soap opera to launch it and create PR around it
- Text messaging could be interesting – 'Who is using their mobile camera when you're going in the field?'

A Prying Eyes campaign with big eyes on billboards and near open defecation sites. If we are clever these could have a double impact: a trigger to purchase as they heighten anxiety around being watched and, for those with prying eyes, a reminder that they are not invisible.



The link below shows how, in a social science experiment, eyes encouraged 'good' behaviour.

<https://www.sciencedaily.com/releases/2006/06/060628091247.htm>

This more humorous take focuses on boys who maybe do the prying. Inspired by Dr Kamal Kar's \* anecdote about more toilets leading to less boys up palm trees trying to spy on the girls! 'What Sanjeev does now...' would show a wistful Sanjeev who since stopping spending all his time watching the girls has had to find other things to do. As a result, his studies improved, he got a good job and now works in IT and has been able to buy his own family a toilet, TV, fridge, bike.



\* Pioneer of Community-led Total Sanitation

## BEHAVIOUR CHANGE PROFILE

## A SAFE, SECURE PLACE



## INSIGHT

I have so many worries about me and my family going to the toilet outside. Who knows what's lurking out there when it's dark? And who knows who's looking when it's light?

## PROPOSITION

A programme/campaign that dramatises the **peace of mind that comes with your own toilet** through the idea of night and day.

## IDEAS

## REASONS TO BELIEVE

Statistics around threats relevant to nighttime (snakes and animals, attack, treading in something nasty, etc.) and daytime (prying eyes, catching something from someone else's poo, falling into a latrine pit, etc.)

Study about dreams of children from homes with toilets versus those without – fewer nightmares!

## INTERESTING CHANNELS, TOUCH-POINTS, INFLUENCERS

- Use the night as a promotional space: messages that light up, an activation involving 'branded' chaperones who escort people safely to go to the toilet while delivering messages about toilets, a temporary movie theatre showing a Bollywood scary movie (with a happy toilet ending)
- Trusted authority figures in the community who are involved in other issues around safety and security
- Target moments where general anxieties may be higher: arrival in a new community, first pregnancy, birth of first child, relatives getting elderly, when a major crime is in the papers, etc.

National Scary Dreams: Sweet Dreams short story writing/drawing competition where children write about their dreams for the future and can win a toilet. Linked to the notion that not having a toilet and having to go outside is scary and gives kids nightmares. Winning stories are made into a short advertorial for getting a toilet campaign that stresses the importance of physical security for children.



Week-long activation to accompany women and children to the toilet and then talk to them about benefits of a toilet at home. The activation aims to get them to exert influence over the man of the house and to create a buzz at the community level. Find out how safe they felt – then say a toilet is an easier solution to the same feeling of security over the longer term.





## BEHAVIOUR CHANGE PROFILE

## THE GOOD MAN



## INSIGHT

Every family and every community has those who need looking after. It's the duty of men, like me, to do this.

## PROPOSITION

A programme that shows how **getting a toilet is a way that good men show respect for others and care for their families (in particular for elders and the weakest).**

## IDEAS

## REASONS TO BELIEVE

- Survey among older generation showing what improves their lives most and makes them feel respected which of course includes a toilet
- News story showing how people in modern India believe that respect is essential in this life (and next) and shows that having a toilet is now viewed as a mark of respect within and beyond a household

## INTERESTING CHANNELS, TOUCH-POINTS, INFLUENCERS

- Community elders, church leaders, local leaders, successful older businessmen, reputable lending circles, respected entrepreneurial groups and others respected as being good citizens and therefore role models spread the word
- Target vulnerable moments through the health system such as when the first child is born, where someone has a disability in the family, when an elderly member of the family has an ailment or injury etc.
- Create a moment in the calendar when toilets become a gift or the pledge to get one takes place – this could be new or aligned with a suitable moment in the cultural or religious calendar

## HAPPY BIRTHDAY

Make a toilet the gift given to elders as a mark of respect when they reach 60. The campaign would show a group of older women and men sitting gossiping and comparing what their children have given them – a mobile phone, a TV, a fridge, etc. – and moaning about children wasting their money on these modern things!



One very dignified couple, whose house they are next to, keeps very quiet until asked what they got, when they push open the door behind them and show a shiny beautiful toilet. Everyone falls silent in awe.

## DEAR DAD CAMPAIGN

Letters from women who are now married and living in their in-laws homes and have their own daughters, thanking their Dads for getting a toilet when they were younger to protect their dignity: sharing how this has helped them become good and decent people just like their Dads are.



## NEXT STEPS



Following the identification of the nine global Propositions and Ideas, we undertook another round of work to enable us to identify the four lead Propositions that could resonate most in India. In this phase, we:

- Clarified our target audience
- Explored the global Propositions with Indian experts to identify priority concepts
- Crafted the Propositions further
- Refined next steps in light of expert learnings

The recommended Propositions for India were:

### WE'RE NOT ANIMALS



#### INSIGHT

We wear clothes, talk, eat, and behave in a civilised human way. But we still poo like animals do.

#### PROPOSITION

A playful and humorous programme to vividly show that having a toilet in the home, and not having to go out into a field means you've moved on in every way.

#### BENEFIT

Don't poo like animals do. Get a toilet at home today.

### PRICELESS MOMENTS



#### INSIGHT

Being a good host is really important to me, so moments when I suddenly realise I've let them down are excruciating.

#### PROPOSITION

A programme to show how having a toilet at home is priceless if you want to avoid those awkward social moments.

#### BENEFIT

Be prepared. Get a toilet at home.

### THE GOOD MAN



#### INSIGHT

As a good father, husband, son, and brother, I do so much to provide, protect and care for my family – especially at times when they are vulnerable or need a little more help.

#### PROPOSITION

A programme to show that good men act responsibly by making getting a toilet at home their first priority to protect the safety, dignity and reputation of their family.

#### BENEFIT

Good men act responsibly and get a toilet at home.

### FOR TRULY CLEAN FAMILIES



#### INSIGHT

We're a clean family even though others around us are not.

#### PROPOSITION

A programme to dramatise how only families who have their own toilet at home aren't spreading others' poo around and are truly clean. So families who believe it's important to maintain the highest standard of clean everywhere place the highest priority on getting a toilet at home.

#### BENEFIT

Be a truly clean family. Get your own home toilet.





## SUMMARY OF KEY POINTS

**This section has described how we applied the DIP IN framework to the Get a Toilet project.**

**To re-cap, how to DEFINE the framework for behavioural change:**

### **Define the audience.**

Our first step was to define the target audience and the behaviour change task to be undertaken by our team: families living in rural and urban slums without their own toilet.

### **Define the situation.**

In urban India, our audience is not the poorest of the poor; their basic needs are met, and most will have a phone and TV. If they don't have it already, security of tenure will be their biggest concern and a barrier to buying anything they can't take with them if they have to relocate.

In rural India, the vast majority of rural dwellers are poor although, as with the urban group, our target audience is not the poorest of the poor. Roughly half of our target will own mobiles and approximately a third TVs.

### **Define the behaviour to be changed.**

In urban India, the families being targeted for this project live in slums without their own toilet. Among those without toilets at home in urban slums there are three common options for where to go, which may not be mutually exclusive: community toilets, recognised open defecation (OD) sites and unofficial OD sites.

In rural India, the families being targeted for this project do not own their own toilet. In rural settings, there are typically two common options for where to go, which are not mutually exclusive: the field (a space typically away from housing, ideally with cover) and unofficial OD sites near the home, typically used at night by the unwell, the disabled or elderly and all women and children.

### **Identify the behavioural INSIGHTS which will have the greatest impact on behaviour.**

There is a need to make the decision to get a toilet feel easy to make – even though getting a toilet may not be easy to do. For example,

- Using drivers like disgust to provoke internalisation of core benefits is likely to be more powerful than presenting rational health or economic value-based benefits.
- There is a small cluster of motivations that have the most potential to incite desire, namely status, affiliation, fear and possibly nurture.

This helped us identify nine behavioural Insights as most viable that we then developed into Propositions.

### **Use the Insights to create PROPOSITIONS that will motivate behaviour change.**

In addition to the Insights that we created and Propositions we generated, our exploration with experts helped to identify some key principles that our Propositions would need to deliver against in order to achieve our goal:

- Work at a mass communication level and do not require high personal engagement for the message to be understood or motivating to change behaviour
- Create a discomfort and dissonance with the current behaviour of open defecation such that it drives people to solve that discomfort through getting a home toilet (not a community one)
- Make people re-evaluate the cost of not having a toilet and the value of having one
- Resonate with urban and rural consumers
- Engage men (as decision-makers) and women (as primary users and key influencers)
- Include elements of carrot (positive) and stick (negative) reasons to change
- Empower, do not demean, women

### **Create a big communications IDEA that will bring the Proposition to life.**

For each of the nine Propositions, we identified interesting facts and ways to bring it to life as well as identifying interesting channels, touch-points and influencers which could be used to communicate a message in a compelling way.

### **NEXT steps.**

Following the identification of the nine global Propositions and Ideas, we undertook another round of work to enable us to identify the four lead Propositions that could resonate most in India. In this phase, we:

- Clarified our target
- Explored the global Propositions with Indian experts to identify priority ones
- Crafted the Propositions further
- Refined next steps in light of expert learnings.

## NOTES

# 3

## BEHAVIOUR CHANGE TO USE A TOILET







# INTRODUCTION

## WHAT'S IN THIS SECTION

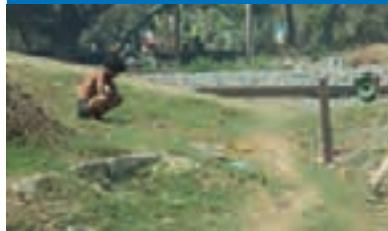
This section describes the nine Behaviour Change Profiles that emerged from the application of the DIP IN framework in our 'Use A Toilet' project. Initially, it summarises how we went about applying the framework and provides some detail into the different circumstances that were taken into account.

## THE USE A TOILET BEHAVIOUR CHANGE PROFILES

### HEALTHY HABITS FOR PROGRESS



### EMBARRASSED AND EXPOSED NO MORE



### I AM A MODERN INDIAN



### THE WAY WE DO IT



### TIME BACK



### STOP THE SPREAD



### WHAT TOUGH MEN DO...



### NEW STANDARD OF CLEAN



### DON'T FILL IT UP





## DEFINITION



### DEFINE

Building on the work of the Get a Toilet project, the original aim of our Use a Toilet project was to identify the most powerful behaviour change communication Propositions that would result in all family members – men, women and children – in rural India and urban centres – using a toilet on every occasion.

However, it quickly became evident that the chances of success for such a campaign would vary across the four contexts for toilet use:

- 1) a toilet in the home setting (pit latrine or new-technology toilet)
- 2) shared toilet (in a tenement building or shared latrine)
- 3) community toilet
- 4) school toilet.

The toilet in the home setting was considered to be the optimal focus for this project for influencing behaviour change because the members of the family using it were most likely to have a sense of ownership for it, be responsible for maintaining and cleaning it, and therefore be most likely to be motivated to use it. As a manufacturer of cleaning products that family members could use to clean their toilets, Unilever would also have the best opportunity to engage and influence consumers to use their toilets.

**Our next step was to define the target audience and the behaviour change task (all in bold from define to task) to be undertaken by our team.**

The **target group** was defined as households with access to a home toilet. This would include those who were identified as LSM 2–6 with enough money, space and ownership of their own land to be able buy a home toilet, and households in small urban centres where a home toilet was already installed.

The **target situation** was communities with households having access to, and the capacity to clean, home toilets. Such households were generally located in smaller urban centres – e.g. a big town with a satellite of 20 villages near it and connected to the highway or on the fringes of larger urban centres.

Our **behavioural job to be done** was to shift households from **current behaviour** – family members have access to a home toilet but not all (or none) of the family members are using it, opting instead for open defecation in fields – to **desired behaviour** – all family members using a toilet for every occasion and ensuring it's cleaned.



# INSIGHTS



**We identified the barrier, trigger and motivational behavioural Insights which would have the greatest impact on home toilet use, using the Unilever Five Levers for Change.**

Our core team then prepared a range of 'starter Insights' – based on existing sources – for our expert group to review, refine and develop into Propositions. These form the basis for our Behaviour Change Profiles. Builds on these starter Insights can be found in the Appendices Section of the Source Book.

## HEALTHY HABITS FOR PROGRESS



Good manners are essential to getting on in life and my kids can only really learn them from me. But it's often what you do, not what you say, that they copy.

## EMBARRASSED AND EXPOSED NO MORE



As it becomes harder to find a private place to defecate, the chances of being caught out become more likely.

## I AM A MODERN INDIAN



Being modern is not just about having all the latest brands and gadgets; it's as much about how you behave as what you buy.

## THE WAY WE DO IT



We've never used toilets before, so why should we start now?

## TIME BACK



There's never enough time in the day to get everything done, let alone do any of the things I'd like to do.

## STOP THE SPREAD



I protect my family from other people's poo by giving them their own toilet at home. It doesn't matter where I poo.

## WHAT TOUGH MEN DO...



I go outside to go for a poo like all the other strong men do, because toilets are for women, the sick and the old.

## NEW STANDARD OF CLEAN



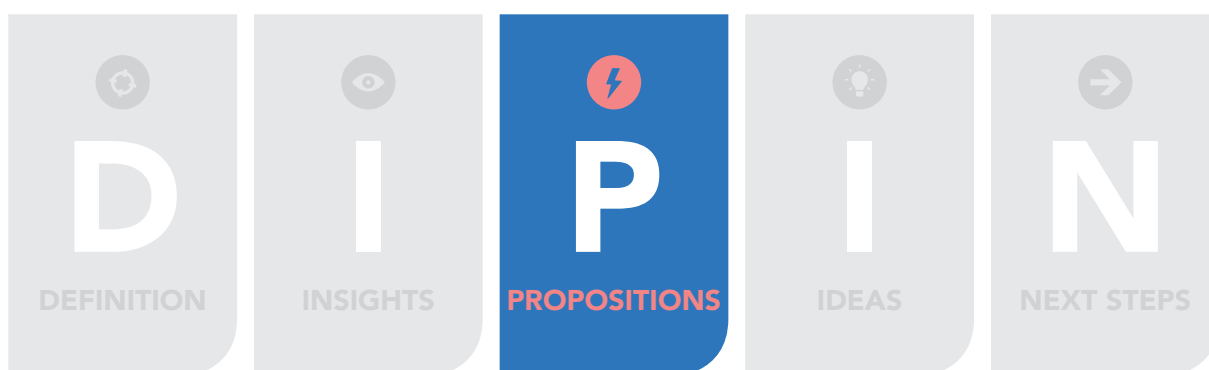
Where we all go to poo is often so disgusting, but it's not as disgusting as using a dirty, smelly toilet.

## DON'T FILL IT UP



The more we use our toilet, the quicker it fills up and the more it'll cost us to empty it. So it's only used by family members and guests who really need it.

## PROPOSITIONS



**We built on the selected Insights to create PROPOSITIONS that would motivate behaviour change and identified the strongest Propositions for further development.**

### Proposition creation

Insights were worked on by a team of experts and used as stimulus to develop potential Propositions: the promise to the consumer that their problem will be solved. Working together, the experts developed the Propositions, which in turn were prioritised and refined. Each Proposition, the answer to the challenge or opportunity set out in the Insight, was expressed in a compelling form to encourage behaviour change by the consumer.

### Selecting the strongest Propositions

The strongest Propositions were then selected based on their potential for meeting Unilever commercial performance criteria - i.e. those that fit with and have the potential to build Unilever brands - and for creating social impact through behaviour change, e.g. the promotion of toilet use, fitness for (individual, shared, community and schools) challenges, relevance to men and children, as well as women, and scalability.

## IDEAS



These Propositions then needed to be developed into creative Ideas that, when implemented, would be the most effective in influencing the target audience to use, maintain and clean a toilet. An Idea can be executed as a poster/flyer/television advertisement, a mobile app, a competition, a school education campaign or any other medium that reaches the target audience. The Behaviour Change Profiles that follow present examples of supporting execution Ideas (or campaign themes) for each of the Propositions:

## BEHAVIOUR CHANGE PROFILE

## HEALTHY HABITS FOR PROGRESS



## INSIGHT

Good manners are essential to getting on in life and my kids can only really learn them from me. But it's often what you do, not what you say, that they copy.

## PROPOSITION

Set your kids up with good manners; use a clean, germ-free toilet.

## IDEAS

## NATIONAL DAD IDOL AWARDS

For example, hosted and awarded by Sharuk Khan. Drive awareness through schools. Link to Father's Day. Dads are awarded for instilling good manners including using the toilet, nominated by their kids.

## HEALTHY HABITS SEVEN-DAY CHALLENGE

Good manners guide for Dads on mobile. Join up for the challenge via mobile and if Dad logs in his good behaviour for seven days, he gets free mobile minutes. Kids also get rewards from Dads for adopting a set of good behaviours.

Celebrity Dads join with other Dads to make a public pledge to do the seven-day challenge.

## FIRST-WEEK SCHOOL PROGRAMME

Tap into the importance of when a child starts school as a key time habits are needed and progress is made. Week-long induction introducing what's expected at school – including toilet use – and engaging with parents through children.

## NOTES ON EXECUTION

## NATIONAL DAD IDOL AWARDS:

**Children mimicking those they look up to - learning by doing is central**

- Make Dad the idol, someone to be copied by children. At the same time, we want him to be aware of the power he has to set examples through doing
- This could also be Mum, or older brothers and sisters, but Dads in the cleaning product space are likely to have more cut-through. They are key behaviour change targets for using the toilet, and Dads are wanting to be more involved in children's upbringing

## HEALTHY HABITS 7-DAY CHALLENGE:

**Habits and manners are synonymous**

- Behavioural science point of view: Manners is an archetypal concept, whereby you learn/are taught ways to modify behaviour so as not to disgust or repel others to thus be socially accepted and able to reach your potential. It is a specific aspect of nurture – we cannot do well in a social world if we do not have ways of behaving that enable us to function socially (and stay healthy)

## BEHAVIOUR CHANGE PROFILE

## EMBARRASSED AND EXPOSED NO MORE



## INSIGHT

As it becomes harder to find a private place to defecate, the chances of being caught out become more likely.

## PROPOSITION

Restore your family's dignity; use a clean toilet at home.

## IDEAS

## MOST EMBARRASSING MOMENT

An anonymous newspaper column enables readers to share their most embarrassing and exposed moments of the week. Submission could include not only the excruciatingly embarrassing moments when someone is caught out openly defecating, or trespassing on someone else's land, but also when someone gets caught out in the weird and wonderful lengths that they will go to in order to protect their dignity. For example, Niles Chatterjee, one of our experts shared an anecdote whereby women were breaking lightbulbs daily on recently installed street lights so they could continue to remain under the cover of darkness whilst defecating. Getting caught doing this could be as mortifying as getting caught in the moment of open defecation.

## PRYING EYES

Just as it can be used to encourage the purchase of toilets (covered in Get a Toilet), prying eyes can be used to ensure continual use of toilets – for fear of who may be watching. So the Prying Eyes campaign with big eyes on billboards, trees, walls, and trains near open defecation sites would work well to heighten anxiety around being watched.



## TOP 10 ANXIETIES

Study/survey of 10 anxieties of village/slum life highlighting fear of exposure in and around toilet life sitting alongside really serious things like never finding a husband, physical attack, bringing shame on the family, etc. Same survey shows how 100% of people who have and use a toilet say they would never go back to not having one because of the dignity and safety they experience now.

## NOTES ON EXECUTION

Apply wherever usage of a toilet should be positioned as a positive solution to the high-anxiety problem of open defecation. Usage of a toilet is a release from embarrassment.

Similarly, positioning embarrassing open defecation practices as historical practices strengthens the positioning of everyone using a toilet as the new norm.

In execution it's important to focus on men rather than the more readily understood protection of the dignity of women, so that men (the biggest non-users of toilets) make the connection back to their personal experiences and the need to change their own behaviour.

And the moment of truth – the excruciating moment when someone is caught out – is the sweet spot to dramatise. It's the moment when private becomes public and as social animals they realise they don't belong.



## BEHAVIOUR CHANGE PROFILE

## I AM A MODERN INDIAN



## INSIGHT

Being modern is not just about having all the latest brands and gadgets; it's as much about how you behave as what you buy.

## PROPOSITION

Be a truly modern Indian; use a clean, germ-free toilet.

## IDEAS

## ONLY HALFWAY TO BEING MODERN

A campaign that educates on the importance of strong foundations. Supporting idea: making misuse of toilets ridiculous.

## THE CITY WAY

A campaign that dramatises how having a toilet and using it how it should be used is a sign of progress and modernity and behaving in an aspirational way.

## JUST LIKE... (PEOPLE I ADMIRE)

A campaign that shows aspirational people and role models behaving in the modern way – using whatever toilet is available to them.

## NOTES ON EXECUTION

From behavioural science, this is about status anxiety: are you really high-status or are you faking it? So while it could feature a celebrity, it should not be a show-off, flashy one.

But it must be simple and say there's more than visibly clean, a deeper germ-free clean.

'In villages, the top 10% upper caste have always had toilets. The next group who construct toilets have moved up economically, have better influence with the Gram Panchayat which makes it easy to access the scheme, have greater exposure to city life and therefore mimic it. These are the aspirational classes in the village – others want to be like them. While the first few beyond the upper caste will have been laughed at for building the toilet within a home, that quickly vanishes when more than 25% of households have toilets. So, by and large, a toilet is a symbol of modernity/urban life and therefore aspirational. Not associated with lower caste/impurity – which is a fast fading trend.'

Marketing Consultant, India



## BEHAVIOUR CHANGE PROFILE

## THE WAY WE DO IT



## INSIGHT

We've never used toilets before, so why should we start now?

## PROPOSITION

Everybody's using a toilet, so don't get left behind.

## IDEAS

## HOW ARE YOU DOING? MAP

A map of India showing how your state, district, or administrative division is improving with the percentage of people using a toilet dramatically increasing.

Celebration when a village meets its target, meet the sarpanch (village leader) of other panchayats (village councils) to stir them into action.

## SCHOOL LEAGUE TABLES

League tables in schools and across schools charting the number of families with toilets at home and the number of families where all family members use the toilet all the time. Children 'police' and report to school the usage of the toilet at home and week-by-week, month-by-month figures are compared across classes, year groups, schools, and regions.

## NOTES ON EXECUTION

This is all about belonging, fitting in and status compared to the next child, family, or village. The payoff is pride.

Children are often the catalysts of change and indeed they can also be the policers of new change so children sit firmly at the centre of this Idea.

**BEHAVIOUR CHANGE PROFILE****TIME BACK****INSIGHT**

There's never enough time in the day to get everything done, let alone do any of the things I'd like to do.

**PROPOSITION**

Get precious time back; use a clean home toilet.

**IDEAS****CELEBRATING TIME BACK**

Dramatise time wasted and time back from using a toilet at home.

**SURVEY OF TIME SAVED**

Survey and PR of average time saved when using a home toilet rather than openly defecating. E.g. men who've recently installed and use toilets at home have on average two hours extra a week to spend on things they'd rather be doing. So do their sons, their wives and their daughters.

**BOLLYWOOD COMEDY FILM SEASON**

Every two hours. One character gets stuck in a horrible toilet for the whole time missing everything.

**TESTIMONIALS**

Funny testimonials from identifiable village/slum characters saying what they used their extra two hours to achieve.

**NOTES ON EXECUTION**

Focus on men and their time saved, as women – if they have a toilet at home – already know of the time benefits of using it.

Use a variety of benefits – ones that benefit him directly, and ones that benefit his family with the extra time he has available to spend on them.

## BEHAVIOUR CHANGE PROFILE

## STOP THE SPREAD



## INSIGHT

I protect my family from other peoples poo by giving them their own toilet at home. It doesn't matter where I poo.

## PROPOSITION

Stop spreading other peoples poo back into your home; use your own home toilet.

## IDEAS

## DISCLOSING THE POO

A variety of disclosure mechanics and campaigns can dramatise how poo is trafficked back from open defecation sites to the home and spread to family members unknowingly.

For a good TV advert example demonstrating how poo can be unwittingly spread, see <https://www.youtube.com/watch?v=3eYuNIWyoBU>

## THEY'RE SPREADING

Track the presence of worms in the community and communicate via posters, for instance showing how glow worms left out in the night get everywhere. The following day, explain the link – i.e. if one member of your family continues to openly defecate, they're bringing germs and disease back into your home and family, resulting in worms and other diseases and illnesses.

## NOTES ON EXECUTION

This is all about triggering the visceral disgust response. The more disgustingly the problem is portrayed, the greater the solution of every family member using a toilet will appear.



## BEHAVIOUR CHANGE PROFILE

## WHAT TOUGH MEN DO...



## INSIGHT

I go outside to go for a poo like all the other strong men do, because toilets are for women, the sick and the old.

## PROPOSITION

Be a tough man; use a clean, germ-free toilet.

## IDEAS

## SCHOOL PROGRAM

'Thank you Dad' letter-writing competition. 'Dad! Thank you for protecting us, providing for us, for being the tough one always there to look after us, for providing us with a toilet and using it...' Dad reads the letter and notices something he doesn't do and it prompts him to think, or creates a conversation.

Kids describe their favourite tough guy – action heroes, Bollywood stars, sports men – and debate where they would go to the toilet! A playful way to open up the topic and link being tough and a bit of a hero to going in a toilet. Create a set of trading cards with superheroes/superstars/sport stars' toilets on them!

A school lesson on how to stay tough (not get sick) through germ-kill of toilet cleaning products and soaps to be a Little Toughie!

## NOTES ON EXECUTION

This campaign plays on a number of triggers:

- You are rewarded by knowing you're better than the next guy; you are the alpha male.
- But there is also a need for (fear of) punishment – for example, children seeing adults squatting like animals. 'I've seen your father! I've seen your father!' The punishment is social – humiliation or embarrassment.
- Women choose the alpha male and benefit by association with him.

## BEHAVIOUR CHANGE PROFILE

## NEW STANDARD OF CLEAN



## INSIGHT

Where we all go to poo is often so disgusting, but it's not as disgusting as using a dirty, smelly toilet.

## PROPOSITION

Experience the new standard of clean, for toilets you'll want to use.

## IDEAS

## CLEAN GESTURES

Good manners guide for Dads that creates a set of hand gestures to create a shared language for standards of clean (and not so clean) toilets. Gestures that give people permission to complain and to compliment, like:

- The 'Not Me' – I found it in this state, so don't blame me for how it is!
- Call the cleaner!
- Emergency clean up required

## 21-DAY CLEAN TOILET CHALLENGE

A reality TV programme hosted by a celebrity. Shows some of the toughest toilets in India being taken on and turned around in 21 days by communities who 'own' them. Teams include those that use, own, service or are in some way connected and mixes up castes, men and women, and different stakeholders. We see what a clean community or school toilet looks like and the trials and tribulations of the 21-day turnaround. Lots of practical tips and toilet etiquette shared throughout on how everybody should use and clean toilets even in water-scarce areas that can be applied to home toilets.

## NOTES ON EXECUTION

Needs to establish a new social norm of not just having and using a toilet but keeping it clean. It makes private anti-social behaviour public and demonstrates the payoff in family pride that is gained by having a toilet and keeping it clean.



## BEHAVIOUR CHANGE PROFILE

## DON'T FILL IT UP



## INSIGHT

The more we use our toilet, the quicker it fills up and the more it'll cost us to empty it. So it's only used by family members and guests who really need it.

## PROPOSITION

Relax and enjoy a little comfort every day.

## IDEAS

## WHAT IT'S WORTH TO YOU

Comparing the different price people place on the comfort and convenience of being able to use a home toilet every time and showing that all of them place the value a home toilet brings a lot higher than the actual cost per use of having to empty the pit.

## THIS PIT LASTS X YEARS SIGN

Size of pit latrines in cubic metres of volume translated into the number of years it can be used before needing to be emptied clearly signed when someone is buying a toilet. No more worrying or rationing the use of the toilet – let the whole family relax and use it, safe in the knowledge that their pit is big enough for everyone's poo.

## NOTES ON EXECUTION

Appealing to the executive brain function (from an Behaviour Centred Design perspective) to try to get people to reevaluate the cost/benefit equation they place on using a toilet. Visual demos and disruptive facts are necessary to force reappraisal.

## NEXT STEPS



**We have found that different Propositions and Ideas will work in different contexts. We recognise that instead of trying to identify one winning Proposition for the whole of India/South Asia, there may be a variety of Propositions that would work, dependent on different circumstances such as infrastructure and culture. This can help inform work outside Asia, as those of you working in the sanitation profession will already know.**

Another learning we've had in behaviour change projects is that while Propositions and Ideas may vary by geography, there are often underpinning principles that hold true. So we've found it's useful to crystallise key learnings and principles into a set of 'non-negotiable' principles. These underpin and support ongoing campaign development and ensure the campaigns stay true to the original needs that have been identified. For our Use a Toilet project, these were the starter 'non-negotiables' that we identified.

Ordinarily, we begin with a set of 'starter non-negotiables' and, over the course of two to three years of rolling out the campaigns, refine them further to a point where we believe they can be applied to all contexts and settings. We have no doubt that other practitioners can build on these starter non-negotiables further as Propositions and Ideas are explored in different contexts.

At the time of publication, we are exploring some qualitative research to help inform our work further. This will look at the connection to the stage after Use a Toilet – Clean a Toilet.

LEVER	NON-NEGOTIABLE	MECHANISMS & APPROACHES
<b>MAKE IT UNDERSTOOD</b>	<b>SHOW, NOT JUST TELL</b> We all learn from seeing better than from being told (not just children) – particularly where a behaviour is new or unfamiliar and where literacy rates are low.	<ul style="list-style-type: none"> <li>• Role modelling</li> <li>• Demonstrations</li> <li>• Toilet transformation</li> </ul>
<b>MAKE IT EASY</b>	<b>DISGUST (PROBLEM) TO PURITY (SOLUTION)</b> DISGUST helps humans avoid what might make us sick. Toilets and toilet cleaners offer PURITY – an absence of DISGUST – and need to be shown clearly as the easy way to vanquish DISGUST (not get associated with it).	<ul style="list-style-type: none"> <li>• Glo Germ equivalent/ Standards for clean</li> <li>• Cleaning ritual (product + practices)</li> </ul>
<b>MAKE IT DESIRABLE</b>	<b>SOCIAL COMPLIANCE</b> Doing what (we think) others do helps ensure we fit in and survive. While we are driving changes in behaviour it's important to position target behaviours as normal and what most people do to drive compliance.	<ul style="list-style-type: none"> <li>• Pledging</li> <li>• Language &amp; stats to imply most people do use a toilet</li> </ul>
<b>MAKE IT REWARDING</b>	<b>REWARDING NOT JUST REWARDS</b> Finding something rewarding during doing is often more powerful than being rewarded for having done it. Our programmes should deliver both.	<ul style="list-style-type: none"> <li>• Environmental cues</li> <li>• Rituals</li> <li>• Rewards</li> </ul>
<b>MAKE IT A HABIT</b>	<b>'FROM DAY ONE' PRINCIPLE</b> 'Start as you mean to go on' is true for habit formation, as when change happens, habits emerge. To become hardwired into habits, we should always strive to be there in the moment where habits are born.	<ul style="list-style-type: none"> <li>• Partner with toilet providers</li> <li>• Week one at school</li> <li>• Move to the city</li> </ul>



## SUMMARY OF KEY POINTS

**This section detailed how our project team used the DIP IN framework to clarify the target audience and their current behaviour, develop and prioritise barrier, trigger and motivational behaviour Insights, communication Propositions and creative Ideas to persuade all family members to use a toilet.**

The target group was defined as households with access to a home toilet. This would include those with enough money, space and ownership of their own land to be able to buy a home toilet, and households in small urban centres where a home toilet was already installed.

The target situation was communities with households having access to, and the capacity to clean, home toilets. Such households were generally located in smaller urban centres or on the fringes of larger urban centres.

The desired behaviour change was to shift households from opting for open defecation in fields to all family members using a home toilet.

**Identify the behavioural INSIGHTS which will have the greatest impact on behaviour.**

We identified barrier, trigger and motivational behaviour Insights using the Unilever Five Levers for Change. Our core team then prepared a range of 'starter Insights' for our expert group to review, refine and develop into 'starter Propositions'.

**Use the Insights to create PROPOSITIONS that will motivate behaviour change.**

Working together, the experts developed the Propositions, which in turn were prioritised and refined. Each Proposition, the answer to the challenge or opportunity set out in the Insight,

was expressed in a compelling form to encourage behaviour change by the consumer. The strongest Propositions were then selected based on their potential for meeting Unilever commercial performance criteria and for creating social impact through behaviour change.

**Create a big communications IDEA that will bring the Proposition to life.**

These Propositions then needed to be developed into creative Ideas that, when implemented in a particular communications medium (e.g. poster, flyer, television ad, mobile app) would be the most effective in influencing the target audience to use, maintain and clean a toilet.

**NEXT steps.**

We recognise that instead of trying to identify one winning Proposition for the whole of India/ South Asia, there may be a variety of Propositions that would work, dependent on different circumstances such as infrastructure and culture.

The next section contains additional materials from our Get a Toilet and Use a Toilet projects beyond those that were selected for use in India. We believe these could be useful in other contexts/countries. We invite you to share your own learnings with others as we have done in this Source Book.

## NOTES



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## APPENDICES

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# INTRODUCTION

## WHAT'S IN THIS SECTION

This section contains additional materials from our Get a Toilet and Use a Toilet projects beyond those that were selected for use in India, which we believe could be useful in other contexts or countries.

For Get a Toilet, the additional Insights, Propositions and Ideas not included in Section 2 are shared here.

We have also included Insights and verbatims gleaned from experts throughout an additional project called Buy a Toilet. Whilst buying a toilet was beyond the remit of our project, we wanted to capture the initial Insights with supporting verbatims as they may be of interest and value to others. Each of the Insights includes a reference to the challenge that the user faces together with some of the stimulus materials that helped inform the Insight.

For Use a Toilet, we have included all the Insights, including those featured in Section 3, with verbatim comments and information sources from project team experts who supported the project so you can see how the different themes were explored in depth. For the Propositions and Ideas, see Section 3, pages 41 - 57.

- Get a Toilet: Creating the Desire to Get a Toilet
- Buy a Toilet: Physically Buying, Transporting and Installing a Toilet
- Use a Toilet: Every Family Member Using a Home Toilet for Every Occasion







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## APPENDICES

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### GET A TOILET:

OVERVIEW OF  
INSIGHTS

INSIGHTS WITH  
SUPPORTING  
STIMULUS  
CREATED FOR OUR  
WORKSHOP

PROPOSITIONS AND  
IDEAS DEVELOPED  
DURING OUR  
WORKSHOP



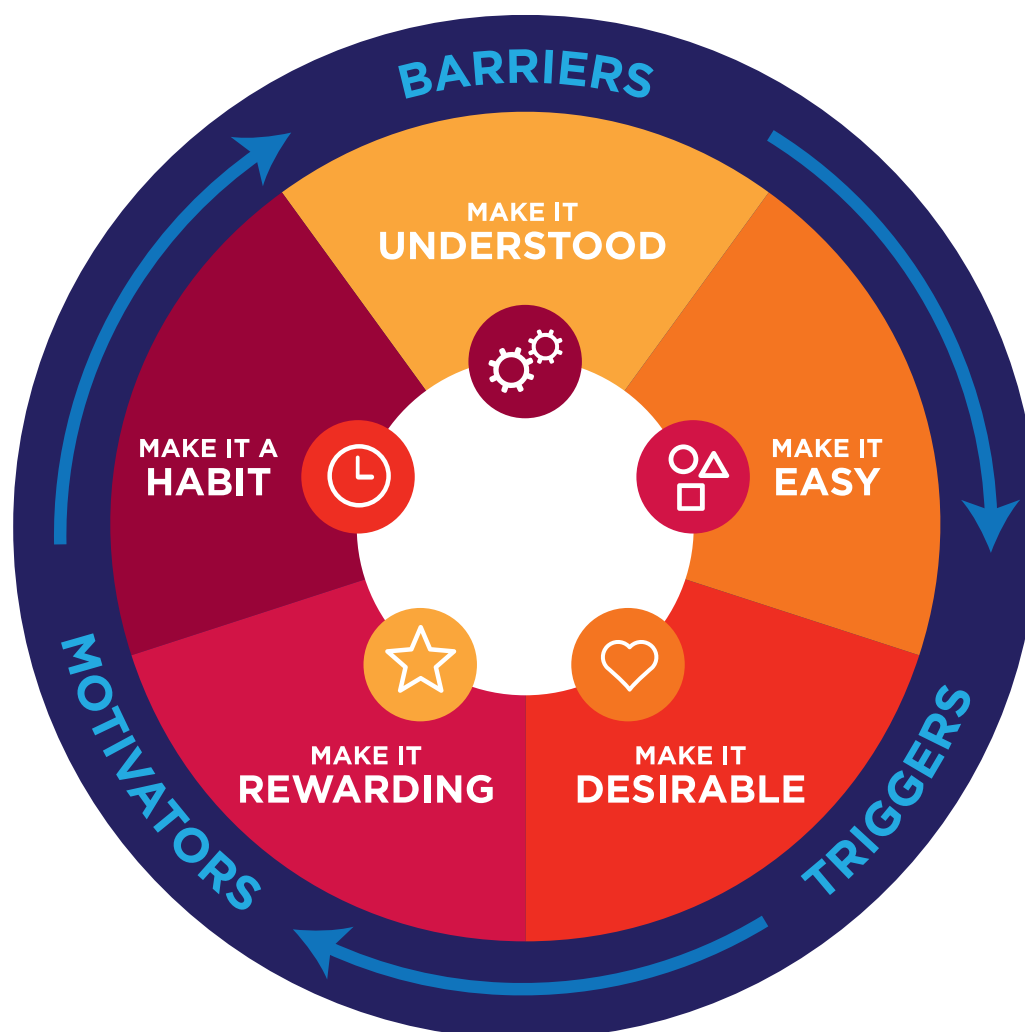


# GET A TOILET

## IDENTIFYING STARTER INSIGHTS

As described in the Get a Toilet section of this Source Book, our Insights phase began by identifying a range of starter behavioural barriers, triggers and motivators that underpin current sanitation behaviours – in order that we could explore and work them up into behaviour change Propositions. These Insights were drawn from Vietnam, Cambodia and Ghana where Unilever, the World Toilet Organisation (WTO) and Water & Sanitation for the Urban Poor (WSUP) were already working together on sanitation demand creation and fulfilment programmes.

We used Unilever's Five Levers for Change to organise these Insights.



## OVERVIEW OF STARTER INSIGHTS



## TRIGGER

**PARTNERS IN HYGIENE**

I'm clean. I wash. I don't need to do anything else. Do I?

**WORD ON HER DOORSTEP**

I don't get out much. So for me to decide to do something new – it normally has to come to me from someone I trust.

**HEALTHY & SAFE**

One of my biggest fears is of my children getting sick. So I'll do everything I can to protect their health.



## BARRIER

**DO THE MATH!**

A toilet is a nice-to-have, not a must-have. Unless it improves our life chances or health, I can think of many more exciting and important things to spend our money on.

**LESS POO, FEWER FLIES, LESS ILLNESS**

I know flies spread illness, but what's that got to do with having our own toilet?

**THE MISSING LINK**

I can't see any direct link between having our own toilet and improving my family's health or prospects.

**MAKE IT EASY**

## TRIGGER

**NEVER CAUGHT OUT**

I've got my routine worked out when I need to go to the toilet. But it doesn't always go to plan.

**MORE TIME, LESS HASSLE**

Having a toilet at home frees up time and energy to spend on more important things.



## BARRIER

**NERVOUS & CONFUSED**

I want a toilet but I'm confused about what exactly it is, and how and where to go to get a good quality one. And the more confused I get, the less I do.

**MAKING SPACE**

Space is tight, and we haven't got enough to build our own toilet.

**BIG COST = BIG PROBLEM**

Because my income fluctuates so much, I can't afford big one-off payments for things like a toilet.

**THE TOTAL PACKAGE**

It's not just the cost of the toilet that stops me, but the cost of getting it home, installing and maintaining it too.

**JOINED UP DECISIONS**

I can't decide to get a toilet by myself – it's a decision for all the compound and my landlord.



## MAKE IT DESIRABLE



### TRIGGER

#### THE MODERN WAY

It's my job to bring my children up well to give them the best chances in life. And knowing how to behave the modern way with a toilet is essential for them fitting in.

#### SYMBOL OF SUCCESS

I want our family to look good and show others we have high standards.

#### GOOD NEIGHBOUR

It's all our responsibility to contribute to the overall good of our community, so I don't want to do anything that might harm others and bring shame on us.

#### KEEPING UP APPEARANCES

I don't want to feel left behind or embarrassed that we haven't kept up with our neighbours.

#### TOTAL UPGRADE

I don't just want a toilet, I want a bathroom – but I just can't afford either.

#### PRICELESS MOMENTS

Being a good host is really important to me: so moments when I suddenly realise I've let them down are excruciating.

#### TRULY CLEAN FAMILIES

We're a really clean family. And we do so much to stay clean. So I hate the thought that we haven't got the highest standards in every aspect of our family life.



### BARRIER

#### WHAT'S IN IT FOR HIM

My wife influences, my child promotes but ultimately I decide. So if something we need to buy doesn't have something in it for me too, I'm less likely to want to get it.

#### KEEP MY DISTANCE

Toilets are impure and home is pure – so I want to keep as much distance from toilets as possible.

#### IT'S ONLY NATURAL

Dirt is normal and natural in the countryside. It's just a way of life.

#### SPECIAL OCCASION TOILETS

If we use our toilet more, it will smell more – so I encourage my family (especially the children and men) to go to the fields to save it for the people and times it's really needed.

#### NO WATER, NO TOILET

A good toilet needs water every time we use it and to keep it clean. Our water can't be relied on so I don't want to create a problem I don't need.



## MAKE IT REWARDING



### TRIGGER

#### PRIVATE & PERSONAL

Having my own space to go to the toilet means I can go whenever I want without feeling embarrassed or exposed.

#### FROM DISGUST TO PRIDE

Seeing and smelling other people's poo is disgusting. But having and cleaning my own toilet is a source of pride.

#### LESS COST, LESS HASSLE, MORE CONTROL

Having my own toilet is easier and saves us money - on public toilets and doctors bills.

#### SITTING TARGET

Hovering, exposed above the sight and stench of poo leaves me vulnerable to picking up diseases and infections.

#### A SAFE & SECURE PLACE

Pooing in the open is riddled with anxiety and vulnerability. I worry about getting there, being attacked by animals or falling in. And it's even worse at night.

#### GUARDIAN OF THE HOUSE

Going to the toilet outside at night isn't just uncomfortable, it's dangerous. It's my job to protect my family, especially my girls, at night.

#### RESPECT & DIGNITY

Getting to and using an open toilet is tricky and dangerous especially for older people. Our elders deserve respect and dignity not fear and embarrassment.



### BARRIER

#### TIME OUT

Getting to the toilet (or queuing for the toilet) is one of those rare yet precious moments I get to chat to my friends in an otherwise busy day.

#### SEEING THE RETURNS

Our toilet doesn't cost much now. So why would I spend what little money we have on a toilet, when I could invest our money on things that give us a greater return?

#### HELP ME SEE THE LIGHT

Pooing in a light, open field is far more pleasant than pooing in a dark, smelly toilet in my home.

#### SKIN IN THE GAME

I value the things I pay for.

## OVERVIEW OF PROPOSITIONS & IDEAS GENERATED



**YUCK FREE!**

**STOP THE SPREAD**

**CLEAN & PURE**

**NO FLIES ON US**



**MAKE IT  
EASY**

**NO GOING BACK**

**UNTIE YOUR TUMMY**



**MAKE IT  
DESIRABLE**

**GET AHEAD (OF EVERYONE  
ELSE)**

**ON THE UP AND UP...**

**FIT IN**

**DON'T BE LEFT BEHIND**

**THE MODERN WAY**

**WE'RE NOT ANIMALS**

**GIVE & GAIN RESPECT**



**MAKE IT  
REWARDING**

**A SAFE AND PRIVATE PLACE**

**NO PRYING EYES**

**FUTURE-READY KIDS**

**LESS CRAP IN OUR  
RELATIONSHIP**

**THE LIFESTYLE CHOICE**

**TIME TO...**

**THE BEST INVESTMENT**

**WHAT PRICE?**

**DAUGHTER, DUTY, DIGNITY**

# GET A TOILET:

**INSIGHTS AND THE IDEAS THEY INSPIRED  
WITH SUPPORTING VERBATIMS FROM  
RESEARCH AND EXPERTS**



**MAKE IT  
UNDERSTOOD**



## PARTNERS IN HYGIENE

MAKE IT  
UNDERSTOOD

TRIGGER



## INSIGHT

I'm clean. I wash. I don't need to do anything else. Do I?

## CHALLENGE

- How can we help her understand the bigger hygiene picture and where getting a toilet fits within it? And how can we reassure her that by having the cleaning products closer to the toilet she protects her family better?
- Can we piggyback handwash schools programmes where kids have already brought the hygiene message home?

## STIMULUS

Emphasis on personal hygiene.

Gram Vikas staff engage with self-help women's groups to impress upon them the importance of personal hygiene. Small but instructive messages about using some form of soap (or detergent or ash) to clean the hands after using a toilet, bathing regularly and wearing clean clothes are passed on during the regular meetings. Due to the availability of a bathing room, women would find it easier to take care of their personal cleanliness and hygiene. In addition, children are repeatedly guided in schools, about the importance of handwashing, keeping their hair clean, keeping nails short and clean, etc. Between the mothers and the children, there is often a mutually reinforcing cycle at work, making the need for personal hygiene an ingrained one.

<http://www.gramvikas.org/docs/MANTRA.pdf>

Create awareness about the invisible link between diseases and improper sanitation.

A majority of people do not seem to attribute transmission of diseases to poor sanitation and waste management. Many attribute illness to poor water quality even if it is caused by other environmental factors. For instance, gastrointestinal ailments are always attributed to contaminated water rather than vectors such as flies, or water contaminated by poor waste management. These occurrences point to a larger lack of understanding of the repercussions of poor sanitation and waste management habits and practices. Open defecation in nearby fields is also a prevalent practice with unsafe consequences. Though these habits are difficult to change, there is a necessity to come up with alternatives to make sanitation safer and raise awareness about the benefits of alternatives to open defecation and conversely, it's hazards.

[https://bopdesigner.files.wordpress.com/2011/11/pottyproject\\_execsummary1.pdf](https://bopdesigner.files.wordpress.com/2011/11/pottyproject_execsummary1.pdf)

## WORD ON HER DOORSTEP

MAKE IT  
UNDERSTOOD

TRIGGER



## INSIGHT

I don't get out much. So for me to decide to do something new – it normally has to come to me from someone I trust.

## CHALLENGE

How can we bring the benefit of getting a toilet to her doorstep from a person she will trust?

## STIMULUS



Having a toilet in the home is great for emergencies. You never know when you have to go.

Sheila and family



The same sales agents go door-to-door in a village and follow up with households that do not have a latrine yet. This strategy is key to the success of the marketing approach because it facilitates the purchase process in ways that sanitation education and mass media approaches alone cannot. Without direct sales, people have to be motivated enough to leave their home and visit local suppliers, which is not likely to happen quickly. Combining direct sales with home delivery entirely removes the barrier of purchase process.

While mass media channels are also used, the direct approach is more effective because:

- rural mass media penetration is limited
- sanitation is a low purchasing priority and messages would be too easily drowned out by others
- social pressure and status are important in promoting sanitation and targeted approaches are better at creating emotional responses.

Sanitation Marketing in Cambodia (Rosenboom et al., 2011) <http://www.ircwash.org/sites/default/files/Rosenboom-2011-Sanitation.pdf>

## HEALTHY AND SAFE

MAKE IT  
UNDERSTOOD

TRIGGER



## INSIGHT

One of my biggest fears is of my children getting sick. So I'll do everything I can to protect their health.

## CHALLENGE

How can we position getting her own toilet in a bigger hygiene context as a key way to help keep her children healthy and safe?

## STIMULUS



Women are the influencers, men the decision-makers and kids the promoters. If a child experiences a toilet at school and says it is fun, the kid will become the promoter for it in the home.

WASH Expert, International Not for Profit Organisation



Biologically, having a toilet at home will not prevent diarrhoea. It's not a very powerful private benefit. There is no guarantee. In theory yes, if you had cleaner water, cleaner food, cleaner hands. Sanitation is a very remote intervention and there are all these intermediating pathways. So claiming a health benefit from a toilet, where you are rarely capturing infant and young children's faeces... as a scientist I would not be comfortable to put money into this message.

WASH Expert, Academia, USA



The wrong hygiene behaviour is responsible for killing kids. It's the equivalent of three jumbo jets a day crashing. Men, women and parents must understand that. We need to stop this mass killing of children. It's very important to stop fecal-oral contamination.

WASH Expert, India



There is a whole nexus between the home toilets and the school toilets. If the school has a toilet and the home doesn't, that is a real lever point. They pester their parents that they should be having toilets. If it's the other way round, kids complain that they can't use toilets at school. But an in-home toilet helps. People train themselves incredibly well when outside, they hold on, wait all day. They urinate but they don't defecate.

WASH Behaviour Change Expert, Academia, UK



Nobody talks about sanitation. We as Gram Vikas do try to focus on schools and on children doing health and hygiene education. Sometimes, children form small groups around hygiene and become inspectors. Children can influence the behaviour of their parents.

WASH Expert, Not for Profit Organisation, India

## DO THE MATH!

MAKE IT  
UNDERSTOOD

BARRIER



## INSIGHT

A toilet is a nice-to-have, not a must-have. Unless it improves our life chances or health, I can think of many more exciting and important things to spend our money on.

## CHALLENGE

How can we dramatise the negative, real costs of not having a toilet to push it up her priority list? And/or prove its value above the items she does value (fridge, TV, phone, roof, floor)?

## STIMULUS



In triggering, we have to look at priority and where their money is being spent. In Vietnam, almost every home has a TV but they don't have a toilet. It makes no sense to me. They are building new homes where they are deliberately eliminating toilets from the construction.

WASH Expert, International Not for Profit Organisation



Competing priorities is a universal problem. There are always more important things to spend your money on.

What CLTS (Community-Led Total Sanitation) does is it triggers a change in priorities, it moves 'I'll do it one day in the future' attitude to the top of the list of priorities for a very short period of time.

WASH Expert, Academia, USA

## LESS POO, FEWER FLIES, LESS ILLNESS

MAKE IT  
UNDERSTOOD

BARRIER



## INSIGHT

I know flies spread illness but what's that got to do with having our own toilet?

## CHALLENGE

How can we spell out the connection between flies, poo and disease so that she'll want to contain it with her own toilet?

## STIMULUS



The features I see after buying SanPlot is just to have a clean latrine with a good door. Sanplot, and a cover to prevent insects and germs from spreading out.

Igurubi, 36, male respondent



## THE MISSING LINK



MAKE IT  
UNDERSTOOD



BARRIER



### INSIGHT

I can't see any direct link between having our own toilet and improving my family's health or prospects.

### CHALLENGE

How can we make link between toilets and health so obvious that she can't ignore it?

### STIMULUS



They buy emotionally and later on they justify rationally. They say they bought for health and hygiene which are not the real reasons.

WASH Expert, International Not for Profit Organisation



In Cambodia, all the middle-aged people have horrible black teeth. They just don't have a very good sense of hygiene and health. So here, what is needed significantly is behaviour change, and a willingness to prioritise toilets over other core products, while income levels are very, very low.

WASH Expert, International Not for Profit Organisation

The survey indicated a generally high level of awareness of hygiene issues. The majority of respondents could name basic sanitation messages, and health/hygiene were in the top three perceived benefits of latrine ownership and top two motivations for latrine purchase. However, good hygiene behaviour (e.g. latrine use) did not necessarily follow from the high level of reported awareness.

Sanitation Marketing in Cambodia (Rosenboom et al., 2011) <http://www.ircwash.org/sites/default/files/Rosenboom-2011-Sanitation.pdf>



In Kampong Cham, Cambodia, where we operate, 40% of the treatments for chemists are for diarrhoea, because of open defecation. People don't understand this direct correlation.

WASH Expert, International Not for Profit Organisation



# GET A TOILET:

THE IDEAS INSPIRED BY THE  
'MAKE IT UNDERSTOOD' INSIGHTS



## MAKE IT UNDERSTOOD

YUCK FREE!

STOP THE SPREAD

CLEAN & PURE

NO FLIES ON US

**YUCK FREE!****MAKE IT  
UNDERSTOOD****INSIGHT**

Of course poo is disgusting and other people's poo is worse. But the mere thought of it getting into your mouth is totally repulsive.

**PROPOSITION**

A programme that dramatises the role of the toilet to keep you away from eating other people's poo.

**IDEAS**

'Who's got worms?'  
schools programme

School doctors to contact parents explaining worms are not selective about the kids they choose and getting a toilet is one of the best ways to stop them.

Mock campaign for  
worms treatment  
drug

Open it up and it's a step-by-step guide on how to get a toilet and why it's the best way to prevent your family from getting worms.

Nutrition campaign

Explaining typical daily intake of ghee, salt, masala, poo.

Poster

Include image of a good lunch and the writing 'this contains 10g of poo; with a toilet it is poo free'.

**REASONS TO BELIEVE**

40% of school kids are infested with worms. (<http://www.netmums.com/child/threadworms-in-children>).

Stats to show the decrease in incidence of worms when children (living at home before entering school) have a toilet and wash their hands.

## STOP THE SPREAD



MAKE IT  
UNDERSTOOD



### INSIGHT

I don't want even to think that others' shit is all around me. So I don't.

### PROPOSITION

A programme that shows that until you contain shit by installing a toilet, it spreads.

### IDEAS

#### Advert

Show how poo is trafficked around a community into the home from formal and informal defecation spots (see Ghana TV handwashing ad: <https://www.youtube.com/watch?v=3eYuNIWyoBU>).

#### Demonstration: worms spreading

Track the presence of worms in the community and communicate via posters, e.g. glow worms left out the night before to show how they get everywhere, then the following day explain the link.

Image: A man that is offered poo at a market stall

- Explanation that this is what really happens in communities without toilets
- Fake poos in front of houses
- Biscuits that seem like shit

### REASONS TO BELIEVE

E.g. 10g of human poo is consumed on an annual basis.

## CLEAN AND PURE



MAKE IT  
UNDERSTOOD



### INSIGHT

If you wanted to be clean, the last place you would go is a place where hundreds of people have defecated.

### PROPOSITION

A campaign that dramatises how the lack of your own toilet stops you ever feeling truly clean, and having one takes you and your family to a new level.

### IDEAS

Campaign linking purity and spirituality/religion

Associate with places of worship. Temples, spiritual leaders and religious calendars – messages encouraging greater sanitation e.g. 'cleanliness is next to godliness'. God(s) look more favourably on cleaner people.

Religious soap opera.

'Day in the life' advert

A day in the life of our toilet – make visible the stats around the number of people using a toilet/field. Speeded up video.

Advert of two toilets talking to each other – you've got to see the poo I put up with!

Comfort vs. harmony campaign

Illustrate discomfort and lack of confidence about feeling dirty (vs. feeling of harmony when clean).

### REASONS TO BELIEVE

Volume of poo in communal toilets.

People with toilets have more blessed lives (we just need to define what blessed looks like).



## NO FLIES ON US



MAKE IT  
UNDERSTOOD



### INSIGHT

We're a clean family with high standards. So we do the right things, the right way.

### PROPOSITION

A programme that shows only clean families choose to buy a toilet.

### IDEAS

#### School programme

Spot-check the number of germs found on kids' hands and correlate it back to having a toilet.

#### New toilet

Create a new toilet pooja - blessing - (like cars are blessed in Rome) rolled out through temples, used to create PR.

#### 'No Toilet, No Bride' campaign

Show that by having high standards, one can get to even higher standards.

### REASONS TO BELIEVE

When 50% of a village/slum built home toilets, each home with a toilet benefitted in reduced doctors bill by X and the other 50% also benefited...but only by X%.



# GET A TOILET:

INSIGHTS AND THE IDEAS THEY INSPIRED  
WITH SUPPORTING VERBATIMS FROM  
RESEARCH AND EXPERTS



MAKE IT  
EASY

## NEVER CAUGHT OUT



MAKE IT  
EASY



TRIGGER



### INSIGHT

I've got my routine worked out when I need to go to the toilet. But it doesn't always go to plan.

### CHALLENGE

How can having her own toilet mean she'll never get caught out?

### STIMULUS



I don't have to go and queue anymore.

Harriet, Clean Team Customer



In urban areas there are no options for people to go out at night. The public toilets close at sundown or 22:00 at the latest, and there is no option until 05:00 or 06:00 in the morning.

WASH Expert, Global Design Company



Women, in particular, often talk about having an emergency which basically meant that they had to go to the bathroom in the middle of the night and they were not going to walk across the neighbourhood to go to the public toilet because it was dangerous or scary.

People mentioned snakes to us too. Whether that is real or not is unclear, but there was certainly a perception that walking outside alone in the middle of the night was a very dangerous activity.

WASH Expert, Global Design Company



In Vietnam, there are the rains and the flooding. It's not just night safety, it's also difficulties in getting out at night. In India and Cambodia, women and children are very unsafe to go into the night.

WASH Expert, International Not for Profit Organisation



During the mapping we get people to show where they go in the middle of the night if there is an 'emergency'. There's a lot of laughter and they show how they don't walk five minutes when they've got diarrhoea, but instead they go behind their neighbour's house. There is an 'oh my God' moment when they realise their village is covered in colour of the different places they all poo. Then 35-40% of people say amongst themselves, 'my God what are we doing here, this is our reality? This is unacceptable'.

WASH Expert, India

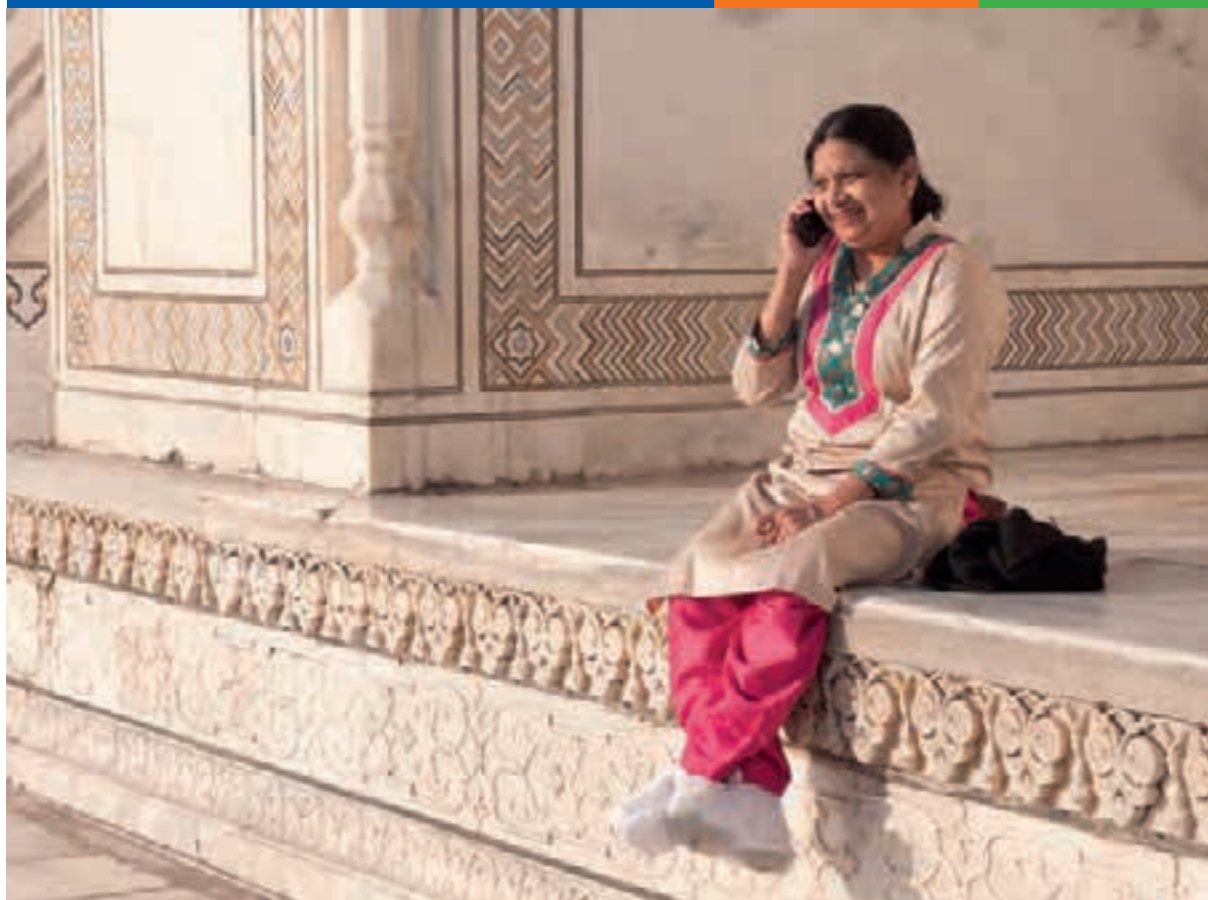
## MORE TIME, LESS HASSLE



MAKE IT  
EASY



TRIGGER



### INSIGHT

Having a toilet at home frees up time and energy to spend on more important things.

### CHALLENGE

How can we express the benefit of having a toilet at home as one of productivity (not having to travel, queue, take kids) and convenience?

### STIMULUS



In Kumasi (Ghana), the time issue was the biggest issue. They wanted to get to the bathroom queue in the morning so then they could start selling their goods, or go to the market or take their kids to school, or whatever. But the longer waits were a hassle as opposed to a social opportunity.

Design Consultant, Global Design Company



During the mapping, we get people to put sawdust on the ground indicating where they defecate, and the whole village looks like it's full of poo. We ask how long a walk they take to defecate and they say five minutes to go and five minutes back – taking 10 minutes each time.

WASH Expert, India



The time factor is important, but along with that, the disgust and more than that the humiliation of going out are also important.

WASH Expert, Not for Profit Organisation, India

## NERVOUS & CONFUSED



MAKE IT  
EASY



BARRIER



### INSIGHT

I want a toilet but I'm confused about what exactly it is, and how and where to go to get a good quality one. And the more confused I get, the less I do.

### CHALLENGE

- How can we explain a toilet simply so she understands what it is and why it's good?
- Is there a quality reassurance we can give her to put her mind at ease and help her turn desire to action?

### STIMULUS

*Too many choices.* Various NGO and government sanitation education initiatives focus on extensive and detailed education regarding latrine pit, slab and shelter options, leaving people overwhelmed and confused by countless combinations. People then put off building a latrine because the decision appears complicated. The fear of making a wrong decision is magnified by the size of investment necessary for the desired option.

Sanitation Marketing in Cambodia (Rosenboom et al., 2011) <http://www.ircwash.org/sites/default/files/Rosenboom-2011-Sanitation.pdf>

## MAKING SPACE



MAKE IT  
EASY



BARRIER



### INSIGHT

Space is tight, and we haven't got enough to build our own toilet.

### CHALLENGE

- How can we help her prioritise space for a toilet?
- Or show how it frees up pond or field space for more productive use?

### STIMULUS



I trust Clean Team. They are my close friends. I can count on them. We sit and chat, not just about Clean Team and business. I become friends with them.

I love Clean Team, but we don't have space to put a toilet. We can't put a shelter here. My uncle is the landlord and he will not allow it.

Feedback from the Clean Team project, a sanitation business currently trialled by WSUP in Kumasi (Ghana), in collaboration with Unilever. More at: <http://www.wsup.com/resource/clean-team-a-human-centred-approach-to-sanitation-initial-trials-in-ghana/>

How can we delineate the toilet from the rest of the house in a small space?

Ghanasan Secondary Research: <http://www.slideshare.net/jocelynwyatt/ghanasan-secondary-research>



**BIG COST = BIG PROBLEM****MAKE IT  
EASY****BARRIER****INSIGHT**

Because my income fluctuates so much, I can't afford big one-off payments for things like a toilet.

**CHALLENGE**

How can toilet costs be matched with income patterns?

**STIMULUS**

We've made the cost of toilets seem inaccessible. People see toilets that cost \$700-800 when their costliest possession is a broken bike or a pair of boots. They live in thatched houses, so when a subsidised concrete structure is built for them we were finding that they weren't being used for pooing but for storage.

People think toilets are expensive and they can't afford it. We've created this problem. The toilets we give as subsidies are \$200-300, when they are earning only \$2-3 per day. So then we bring in the community engineers and consultants and show them that it's simple – it's about the safe confinement of sanitation, they can wash hands with ash. We start from basics, You need to dig a pit and cover it up.

WASH Expert, India



It is initiated with a pit latrine and six to 12 months later there's a whole change in their hygiene behaviour, and nobody defecates in the open.

WASH Expert, India



Its got to be cheap and it'd be best if we could pay every day... it's hard to save in Africa!

Family, Alabar

Ghanasan, <http://www.slideshare.net/daledalex/ghanasan>



## THE TOTAL PACKAGE



MAKE IT  
EASY



BARRIER



### INSIGHT

It's not just the cost of the toilet that stops me, but the cost of getting it home, installing and maintaining it too.

### CHALLENGE

How can we package up and spread or share the load?

### STIMULUS



If you only cover one village in a district, there is not enough impact. It has to be scalable and accessible, for which we need low-cost, simple solutions. Something like the Jerry Cans that you see all over Africa on the roofs of buses – where there's a huge uptake.

WASH Expert, Multi-lateral Organisation



Connect the dots. Sanitation needs to be approached as an interconnected system. Design for the entire sanitation journey, from awareness to treatment, to create effective solutions.

New Opportunities for Urban Sanitation. IDEO, Unilever and WSUP, January 2011: <http://www.slideshare.net/jocelynwyatt/ghana-sanitation-opportunities>

## JOINED UP DECISIONS



MAKE IT  
EASY



BARRIER



### INSIGHT

I can't decide to get a toilet by myself – it's a decision for all the compound and my landlord.

### CHALLENGE

How can we make a compound decision easier to reach? Or engage the whole community to achieve best results?

### STIMULUS

The compound is the home, and it's almost always rented.

Decisions, even personal ones, are heavily influenced by community leaders.

Ownership = Care.

Pee and poo are different.

New Opportunities for Urban Sanitation. IDEO, Unilever and WSUP, January 2011: <http://www.slideshare.net/jocelynwyatt/ghana-sanitation-opportunities>

# GET A TOILET:

THE IDEAS INSPIRED BY THE  
'MAKE IT EASY' INSIGHTS



**MAKE IT  
EASY**

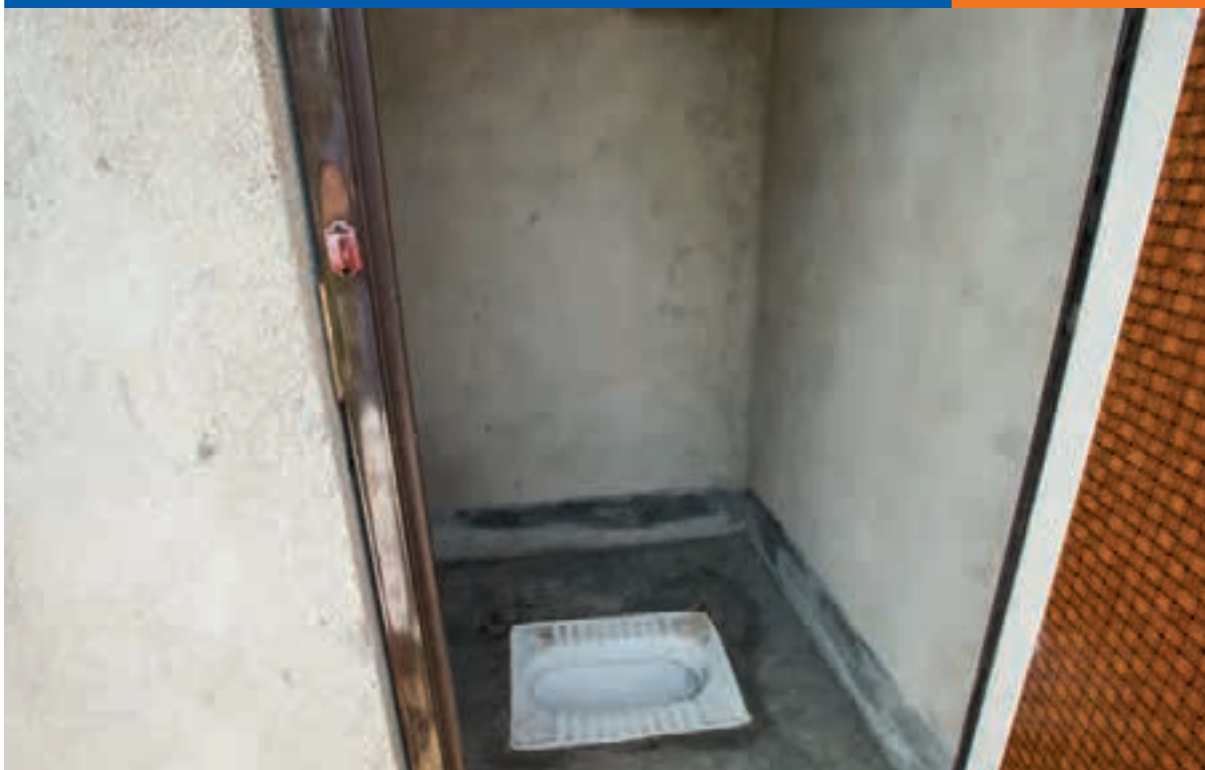
**NO GOING BACK**

**UNTIE YOUR TUMMY**

## NO GOING BACK



MAKE IT  
EASY



### INSIGHT

It took me a really long time to decide to get a toilet, and now that we've got one, we just can't imagine how we lived before.

### PROPOSITION

A programme that dramatises that there's no going back once you've got a toilet.

### IDEAS

Advertorials outlining all the family member perspectives saying how they just couldn't live without one.

For example, advertorials from the Man, boy, mother, teenage daughter, mother-in-law etc.

Awareness-raising Quiz Checklist that highlights all the existing problems they've possibly just become blind to the consequences of not having a toilet.

Do you...

- Spend more time at the toilet in the morning than any other morning activity?
- Are you sometimes late to work because the queue at the toilet was long?
- Or the last person to the market to sell your wares?
- Do your daughters ever ask you to go to the toilet with them at night because they are frightened?

### REASONS TO BELIEVE

X% of people with a toilet say they would rather they took their phone, fridge or TV away than a toilet. Stats to show that sanitation is getting worse so there's no point in delaying the inevitable by waiting for it to get better.

## UNTIE YOUR TUMMY



MAKE IT  
EASY



### INSIGHT

When you've got to go, you've got to go. But sometimes you just can't.

### PROPOSITION

A programme that shows how a toilet in your home liberates every family member to go when and how they want.

### IDEAS

#### If only I'd paid attention

'Slice of life' advert showing all the missed opportunities because your mind was tied up with thinking about how you needed to go to the toilet but couldn't.

#### Poo Amnesty

Kids' project to find out all the emergencies their families have had over the course of a month and where they actually poo when they get caught out.

#### 'Should have got a toilet' flags

Flags that school children can pop on human poos in the street to dramatise all the times people go in unofficial places.

### REASONS TO BELIEVE

Distance travelled to go to the toilet today vs. five, 10, 20 years ago. And projected distance people will need to travel in five, 10, 20 years if they don't have a toilet.

# GET A TOILET:

**INSIGHTS AND THE IDEAS THEY INSPIRED  
WITH SUPPORTING VERBATIMS FROM  
RESEARCH AND EXPERTS**



**MAKE IT  
DESIRABLE**



## THE MODERN WAY



MAKE IT  
DESIRABLE



TRIGGER



### INSIGHT

It's my job to bring my children up well to give them the best chances in life. And knowing how to behave the modern way with a toilet is essential for them fitting in.

### CHALLENGE

How can we position getting her own toilet as a way to socialise her child with modern manners? Can the birth of a baby be a new trigger point?

### STIMULUS



The socialisation process of teaching children good manners draws from our ancestral instincts about maintaining necessary distance from people as they are the main source of infection. Religion is successful because it taps into these ancestral instincts and reinforces the message of cleanliness.

WASH Behaviour Change Expert, Academia, UK



Pride, protecting your woman's decency and knowing your kids won't be embarrassed when they go to the toilet in the city for the first time.

Inclusive Business Consultant



Pitching on a platform that it is undignified and inconvenient for people to shit by the edge of the road, that they go through humiliation day in and day out, works. Aspiration for having a facility inside the house is what works.

WASH Expert, Not for Profit Organisation, India



Especially for the kids, there is actually not a sense of shame or taboo. There is also a social element to it. Kids enjoy going together. That might be a huge exaggeration, but I think kids are social creatures and this is just an extension of their social time together. They probably don't see it as different from any other time together.

WASH Expert, Global Design Company



Good manners and health are closely linked. Every parent wants the best for their kid, doesn't want them to fall sick because of diarrhea, and wants to keep them clean and smart-looking.

Ina Jurgo, WASH United



This is a really big motivator. It's part of aspiration, where they are seeing what moving up, in terms of a better life, looks like in developing countries. It looks like having a toilet. You want your children to fit in. You have an obligation to get your kids ready for the new world.

WASH Expert, Academia, USA



The kids find that the toilets are dark, scary and they smell bad. So they don't want to go in and what we saw kids do was open defecate right behind the public toilets. Kids don't have a sense of shame about going to the toilet in public, especially boys.

Design Consultant, Global Design Company

## SYMBOL OF SUCCESS



MAKE IT  
DESIRABLE



TRIGGER



## INSIGHT

I want our family to look good and show others we have high standards.

## CHALLENGE

How can we make having a toilet an indicator of status? Are there any transitional moments to tap into such as marriage, visitors coming to stay etc.?

## STIMULUS



Creating a gossip level on the subject of toilets is critical. If toilets become the talk of town and they keep on talking about toilets, it becomes the norm. Then you can have a big trend. I think they don't have toilets because they don't talk about it. They don't think about it. They don't drive demand. They don't discuss the problems and the issues. If everybody talks about it, you have a solution. A village gossip is a key person in our world. They don't have CNN!

WASH Expert, International Not for Profit Organisation



In Zambia, a lot of people lock up their latrines. They don't want their neighbours using them. Part of that is functional; they don't want to pay to empty the latrines that strangers have been using. But the other part is a status thing. They have something that many of the neighbours do not, and they want it to be private and control it.

WASH Expert, Global Design Company



People feel very proud about Open Defecation Free (ODF) boards in their villages and they don't want their daughters to marry into a village where there is open defecation.

WASH Expert, India



People when they are hosting families from the countryside want to have a toilet that their guests can use. So part of the feeling of being a good host is having a toilet.

WASH Expert, Global Design Company



The gossip is the catalyst. The village chief is an opinion leader. If he says everybody should have a toilet, it sets the standard in the community. The government officer legitimises the message. If you were to bring in celebrities, cricket players, Shahrukh Khan or whatever, then it becomes fashionable.

WASH Expert, International Not for Profit Organisation



For Sanishop, what we have seen is that while people may buy the latrines themselves and get them installed, most of them would wait to have enough money to buy a decent modern shelter on top of the latrine before using it. Even though the shelter was three to four times more expensive than the latrines themselves, which shows that what people were really looking for was something different, something that would be visibly better. They wanted something they could be proud of.

Inclusive Business Consultant

## GOOD NEIGHBOUR

MAKE IT  
DESIRABLE

TRIGGER



## INSIGHT:

It's all our responsibility to contribute to the overall good of our community so I don't want to do anything that might harm others and bring shame on us.

## CHALLENGE

How can shame and ultimately doing your part for the greater common good at a village, town, region or national level drive total community engagement?

## STIMULUS



The point of the map of the village is to shame the families who are not abiding by the standards set by the community. It's real peer pressure in the most awful sense of the word. The line about that it needs to be for the common good – the common good is non-pollution of water tables. That is why it is not negotiable that you are in the red because everybody else is in the green. You are endangering everybody. So any diarrhoea which happens in the village is because of you, so you are a criminal.

Olivier Koyser, HYSTRA



It's an aspiration for a community to do it together. When a change happens, it's at a village level. This common aspiration of feeling proud of getting running water and that their women don't need to go out as a village is a motivator. Leaders of the village are key to this.

WASH Expert, Not for Profit Organisation, India



Where it hasn't worked it's been because the village leadership isn't strong enough and the leadership hasn't been able to mobilise the community and make a change. The leadership sometimes lack credibility and the community does not stand by such a leader.

Chitralkha Choudhry, Gram Vikas



A big motivator is that he is not the only one doing it in the village and there is probably a lot of discussion happening in the village or community at the time when we conduct the program. This influences his decision.

In case of BRAC, they were aiming for the whole village to adopt a modern latrine. A village committee would start mapping the village and identifying the good latrines and not good latrines, and then go around putting peer pressure on people. The line of argument was that the excrement would pollute the water tables and therefore they were not good neighbours if they were not going to spend the money on the latrine. Despite the fact that a proportion of people could not afford the latrines in any circumstance, even by getting subsidies, it was really peer pressure that made the difference. The key to that was a map of the village where the good houses were green and the bad houses were red. You don't want to be a bad house in the middle of the green houses. There was a lot of pressure.

Inclusive Business Consultant



Unless the waste disposal habit of the entire community undergoes a transformation, the community cannot aspire to better health and safe water for all. Even one family defecating outside in the village will continue to pollute the water source of the rest of the community.

WASH Expert, Not for Profit Organisation, India

## KEEPING UP APPEARANCES



MAKE IT  
DESIRABLE



TRIGGER



### INSIGHT

I don't want to feel left behind or embarrassed that we haven't kept up with our neighbours.

### CHALLENGE

- How can we help increase the sense that everyone (and the most influential) are all getting a toilet?
- Can we use people they look up to to set the standard, e.g. celebrities?

### STIMULUS



In parts of India, CLTS [Community-Led Total Sanitation] is not effective, it backfires. People do not want to get that aggressive emotion built into them and the community. What they are looking for is a positive message, a message of the importance of children, of health and hygiene. In Vietnam, CLTS is very effective. Beyond the CLTS, we believe the best messaging for behaviour change is aspirational. There is no other substitute for aspiration.

WASH Expert, International Not for Profit Organisation



Aspiration triggers people who have not been accepted by others, jealousy, filial piety, ego and machoism. These are values which are very, very important for the poor, because the poor are not afraid of being looked down upon by the rich, but they are very upset if their neighbours look down on them.

WASH Expert, International Not for Profit Organisation



A man is threatened by not having a toilet if he lost his social status and recognition from the community. For example, if many, many people have a toilet and he doesn't, the pressure is all over him.

WASH Expert, International Not for Profit Organisation



It's very common for children going to school in slums to have cell phones. We asked the parents 'why don't you have a toilet' and the answer is usually not direct. They won't tell you because we want to show off, but if you talk a little bit deeper, they say that the other children would laugh at our children if they didn't have a cell phone. So it's very much like the first world. The fear of being laughed at is a strong motivator.

WASH Expert, International Not for Profit Organisation



It's a community approach. If I am a part of the community, then I have to abide by what the community does. I don't want to stand out from the crowd. Each person does something seeing their neighbour.

Chitralkha Choudhury



When the kids are asked to go the bush at a relatives house where a toilet is not available, they start crying, as they can't do it anymore.

WASH Expert, India



## TOTAL UPGRADE

MAKE IT  
DESIRABLE

TRIGGER



## INSIGHT

I don't just want a toilet, I want a bathroom – but I just can't afford either.

## CHALLENGE

How can we piggyback the decision to upgrade to a bathroom? Or position toilets and bathrooms as a package?

## STIMULUS



We link our model with water, since we realise that sanitation without water isn't effective, in the Indian context at least. In the model that we do, we have a 24-hour water supply via a pipeline.

WASH Expert, Not for Profit Organisation, India



People are really looking for water and getting running and drinking water in your home is a real enticer. That is beyond the norm of the standards in the village.

WASH Expert, Not for Profit Organisation, India



It's just like everyone else, everyone wants a basic bathroom. Once you've got it you hang a mirror, change the taps and redesign it.

WASH Expert, Multi-lateral Organisation



A bathing room is equally as important as a toilet, and is a part of the program. From our work in the villages, women themselves have given feedback that that's what they wanted. Otherwise they would still have to bathe in a public place like a pond. Taking this feedback in, we have incorporated a bathroom for young women.

WASH Expert, Not for Profit Organisation, India



Asia is more developed and has a greater ability to pay. In Bangladesh, they've got a simple, low-cost sanitation solution. They've got the basics in as an enabler to hygiene behaviour and then they are moving on up the sanitation ladder with higher models coming in.

WASH Expert, Multi-lateral Organisation



## PRICELESS MOMENTS

MAKE IT  
DESIRABLE

TRIGGER



## INSIGHT

Being a good host is really important to me, so moments when I suddenly realise I've let them down are excruciating.

## CHALLENGE

How can we play to the just-in-case fear that unless you've got and EVERYONE in your family USES a home toilet you could be caught out?

## STIMULUS

The role of important family events as a means to raise latrine priority.

Events such as a wedding, welcoming guests, and in-laws joining families may raise the priority of a home latrine above other demands on household resources. For example, in Bihar, latrine owners are more likely to agree that latrines are constructed when visiting children refuse to defecate in the open. Other events include sudden sickness, hosting an important social gathering, or an extended visit from a relative from the city or abroad. It may be that these events raise the priority of latrines above other household demands and serve to promote a move up the sanitation ladder.

'Changing the Culture of Toilets in India' available on The World Bank's YouTube channel:  
<https://www.youtube.com/watch?v=liBPxiphFOU>

<http://www.wsp.org/sites/wsp.org/files/publications/WSP-What-Influences-Open-Defecation-Global-Sanitation-Review.pdf>

Social status, prestige, and honor.

Owning a latrine can positively influence one's social status, as owners are described as prestigious, well-respected, and looked upon favorably by others. In East Java, for example, improved latrine owners are more likely than those with unimproved latrines to agree that having a latrine raises the family's status in the community. In Rajasthan and Bihar, honor is the third most important reason for constructing latrines, as reported by 35 and 45% of male latrine owners. Improved status and prestige is also mentioned as a key motivating factor for owning a latrine by 24% of Cambodians. As reflected in the following statements, the notion of prestige and pride is also important:

*Now it is very easy for me to ease myself. Secondly when visitors come I feel very comfortable and not scared. If you do not have a latrine and a visitor comes you will be very embarrassed and look very small. So you feel very comfortable and you feel that you are a man at home. Even outside there you walk like other men walk. — Uganda*

*I feel proud because I have a well-maintained and clean toilet. — Malawi*

<http://www.wsp.org/sites/wsp.org/files/publications/WSP-What-Influences-Open-Defecation-Global-Sanitation-Review.pdf>

## TRULY CLEAN FAMILIES



MAKE IT  
DESIRABLE



TRIGGER



### INSIGHT

We're a really clean family. And we do so much to stay clean. So I hate the thought that we haven't got the highest standards in every aspect of our family life.

### CHALLENGE

How can we get people to see that unless everyone uses a toilet all the time, they can't be truly clean?

### STIMULUS



If you look at the city, especially people who migrate... for them the biggest thing is to belong to the middle class. They want to be seen as part of the urban thing and they don't want to be left out of that. So I would assume that for a truly clean family, probably modernity will be a stronger motivator than responsibility in the urban context.

Balaji Gopalan

## WHAT'S IN IT FOR HIM

MAKE IT  
DESIRABLE

BARRIER



## INSIGHT

My wife influences, my child promotes but ultimately I decide. So if something we need to buy doesn't have something in it for me, too, I'm less likely to want to get it.

## CHALLENGE

- How can we make it an easy joint decision by making the 'what's in it for him' more evident?
- How can we make it a 'men doing it for men' decision by giving him a currency he can trade off with his friends?

## STIMULUS



In Cambodia, it is more of a matriarchal society. Men respond very well to daughters. It is a powerful relationship in Ghana. For men, their role is as provider / educator / protector of children. In Benin as well. Often, the daughter asks for privacy when they want it, during puberty, then get it. Lots of girls in the garment industry come home on weekends and they no longer want to go outdoors to bathe or open defecate. If a toilet doesn't provide privacy as well, it's no good. The product must provide attributes that enable the benefit to be realised.

WASH Expert, Academia, USA



Stroking the ego of the decision-maker is very critical for buying toilets. Usually a woman is the influencer, men the decision-makers and kids the promoters.

WASH Expert, International Not for Profit Organisation



People who have large plots of land equate it to having a toilet. They laugh at people who buy toilets thinking that they are poor and have little land or 'no bush'. There was a guy with a very big house. His daughter and wife wanted a toilet, but because of his land area, he believed he didn't need a toilet. So you see, he needed education from his peers.

WASH Expert, International Not for Profit Organisation



In Uganda, a kid told their mother about what they had learnt at school and she didn't believe them. The kid then started to clean the toilet and the mother became embarrassed and started doing it herself. Another incident was a child who told a mother that she got sick because of hand hygiene issues, and the doctor confirmed the link.

WASH Expert, International Not for Profit Organisation



## KEEP MY DISTANCE



MAKE IT  
DESIRABLE



BARRIER



### INSIGHT

Toilets are impure and home is pure – so I want to keep as much distance from toilets as possible.

### CHALLENGE

How can we assuage her fear of impurity by having a toilet at home? Or bust the 'keep your distance' myth?

### STIMULUS



There are some Clean Team customers who just have one bedroom, and they choose to rent a Clean Team toilet and put it in their room, three feet from the bed which they sleep on. So, I think there are certainly some people who want to keep distance and there are some people who prioritise convenience and other benefits.

WASH Expert, Global Design Company



The basic science is if you look at shit, you smell shit, you touch shit and wash your hands with soap even then you don't get diarrhoea, but if you eat shit you get diarrhoea. So if you get diarrhoea – you're eating shit.

WASH Expert, India



In India, caste destroys this concept. India is a completely unique space. Social norms don't work because every caste is stuck at a level. India is very complex. The caste element has a disturbing role for me. In sanitation you have to treat everyone the same; everybody's shit is bad. But in India there are different expectations at caste levels.

Certain castes believe that they have to do things differently than another caste. I don't know enough about it. It's a spectrum. In India you need to test these things quite carefully.

WASH Expert, Academia, USA



This is also true in more remote parts of Africa. The idea that you would bring shit into the home is shocking. My idea is that you don't try to come to these guys first. This is in isolated pockets. These are probably the places with the least contamination problem, since densities are low.

WASH Expert, Academia, USA



Demonstration (making the benefits visible) can be critical in crystallising a moment where there is a fundamental shift in the mind of the consumer, a 'before and after' moment. What we have seen work is more of a silver bullet, which need not be a scientifically good reason, but a trigger.

Inclusive Business Consultant

EcoToilet in Kenya sells food next to the community toilets, making customers believe that the toilets must be clean if they're able to cook next to them.

<http://www.slideshare.net/jocelynwyatt/ghanasan-secondary-research>

## IT'S ONLY NATURAL

MAKE IT  
DESIRABLE

BARRIER



## INSIGHT

Dirt is normal and natural in the countryside. It's just a way of life.

## CHALLENGE

- How can we increase her sense of disgust around human poo rather than accepting it as a way of country life?
- How can we use having her own toilet as a way to set her apart from the way animals behave?

## STIMULUS



For people to open defecate is just normal / routine for them in the context where we are working. They don't see any bad in just sitting and gossiping while shitting. They don't seem concerned about diseases in the villages.

WASH Expert, Not for Profit Organisation, India



In Mirzapur, Ahmedabad, residents open defecate because that is the natural way for them. Compared to the openness of the field, the community toilets are perceived as stuffy and dingy. Our ancestors used to defecate in the open, then why shouldn't we? We don't like the stuffiness of the toilet, we'd rather go out in the open.

The Potty Project, <http://www.pottyproject.in/>



## SPECIAL OCCASION TOILETS



MAKE IT  
DESIRABLE



BARRIER



### INSIGHT

If we use our toilet more, it will smell more – so I encourage my family (especially the children and men) to go to the fields to save it for the people and times it's really needed.

### CHALLENGE

How can we get the whole family to think that toilets are an everyday need?

### STIMULUS



Now, we have also spent some time researching adopters, because at the end of the day, they pretty much come from the same kind of background. So we looked at adopters who have built their toilets, and even why they have built them. They expressed a rational and emotional basis for building them. However, what we have found is that consumers only build a toilet on their own when they reach some kind of a tipping point. This is a point at which there are several incidents or there's some critical incident which happens and reaches a level that starts affecting their self-respect, because dignity, self-respect, etc. are very important to people who are living in a social, community setting.

So when they see that not having a toilet is causing a severe blow to their self-esteem, that's when they will build a toilet. For example, there have been occasions where they have been unable to find a suitable match for the wedding for their son. India typically has arranged marriages. There have been families who don't have a toilet at home who've been unable to find a match for their son. People are no longer sending their daughters to households which do not have toilets, because they're concerned for their daughters, that they would still have to go out in the open, which is unsafe.

Or they build a toilet when there is an approaching marriage, when they're expecting guests and they would never want all those guests to go out in the open. Or in the case where they're expecting a new family member, which is a daughter-in-law, a son-in-law, to join the family after a wedding, they would not want to face any kind of embarrassment.

So there is this critical event which really is linked to building a toilet.

Social Marketing & Behaviour Change Consultant,  
India

## NO WATER, NO TOILET



MAKE IT  
DESIRABLE



BARRIER



### INSIGHT

A good toilet needs water every time we use it and to keep it clean. Our water can't be relied on so I don't want to create a problem I don't need.

### CHALLENGE

How can we increase confidence that they can have a clean toilet even if they don't have regular water?

### STIMULUS

Over 50% of Indian households lack access to toilets and running water in the home.

<http://www.thehindu.com/news/national/Half-of-Indias-homes-have-cellphones-but-not-toilets/article13075868.ece>

Women in Indian metros spend on average two to three hours a day collecting water for domestic use.

[http://www.unwater.org/fileadmin/user\\_upload/worldwaterday2015/docs/Water%20For%20Women.pdf](http://www.unwater.org/fileadmin/user_upload/worldwaterday2015/docs/Water%20For%20Women.pdf)



If you really look at people who stay in apartments or housing societies, they all have the capabilities to own toilets. So toilet ownership is usually not the issue. The issue is mostly about the provision of water and the supply of water, and the ability to clean and maintain those toilets.

**Behaviour Change Consultant, India**

# GET A TOILET:

THE IDEAS INSPIRED BY THE  
'MAKE IT DESIRABLE' INSIGHTS



## MAKE IT DESIRABLE

GET AHEAD (OF EVERYONE ELSE)

ON THE UP AND UP...

FIT IN

DON'T BE LEFT BEHIND

THE MODERN WAY

WE'RE NOT ANIMALS

GIVE & GAIN RESPECT

## GET AHEAD (OF EVERYONE ELSE)



MAKE IT  
DESIRABLE



### INSIGHT

I do anything and everything I can to make sure my family gets ahead in life and I don't care who knows that!

### PROPOSITION

A programme that shows how a toilet is a must-have for families (communities, regions, countries) that want to get ahead and show others they are ahead.

### IDEAS

#### PR Story

PR story on families creating a 'boy birth toilet dowry' to help pay for a toilet to ensure he gets a good bride.

#### Wall of fame

Wall of fame in Sanishop of families who've purchased this month – standing proudly outside their homes.

Picture also posted at local community loos on board that says 'Goodbye – we've moved on.'

#### Schools programme

Schools programme with maths exercise for children to complete at home and compare at school to calculate the number of families who got a toilet last year with the number of families yet to get one and average income earned (to make people see that potential to earn money is increased by having a toilet rather than needing income to buy it). Also compares stats to other schools in region. Correlation with number of toilets in a school and average number of days lost.

#### Not afraid to talk about it

True stories from successful younger family members (younger, working, out there) talking up their Dad's choice to get a toilet.

### REASONS TO BELIEVE

- Survey that reports the number of families who've improved their marriage chances by having a toilet to create PR
- Stat on higher income achieved by families with a toilet
- 80% of village chiefs have a toilet in this region



## ON THE UP AND UP...



MAKE IT  
DESIRABLE



### INSIGHT

We are on the up in life; getting a toilet is another step on the way.

### PROPOSITION

A programme that shows how India's large emerging cross-caste Achiever Class is choosing to have toilets at home.

### IDEAS

#### Media Conversation

Create media conversation about India's Achiever Class.

Partner on this with other Achiever brands to detail how purchasing – including sanitation – forms an essential part of this profile.

#### Campaign

Campaign that shows the lengths different Achievers went to get their toilet and why for them it was worth it because to achieve you can't be spending all your time at the community toilet or open defecation site.

#### Award

Young Achiever award through schools or youth programs that shows how it's possible to achieve whatever your background.

#### Campaign

'What does where you go to the toilet say about you' campaign.

### REASONS TO BELIEVE

Survey showing how early adoption of a toilet at home is the best measure of whether or not a family is in the Achiever Class.



**FIT IN****MAKE IT  
DESIRABLE****INSIGHT**

It's important to fit in with what everyone else around here is doing: moments where you suddenly realise you don't are excruciating.

**PROPOSITION**

A programme that promotes getting a home toilet as a way to fit in (not stand out for the wrong reasons).

**IDEAS****Media Campaign**

Media campaign around avoiding the painful 'Can I use the toilet?' moments. Takes clips from well-known Bollywood movies and dubs in embarrassing scenes – better-off neighbour comes around to talk business, family come around with prospective bride, children bring friends home from school.

**Sign Up Day**

Highly visible 'sign up for a toilet' day – create fake queues of people signing up from really early in the day and a buzz around it. People take home a life-size cut-out of toilet squat plate to see where it will go at home and en route to make their intent visible.

**Plaques**

Plaques for homes with a date by which they are planning to get their toilet. Make visible the intent so those who don't have one feel left out. Enter a national competition if you can prove you've installed it by the date on the plaque.

**REASONS TO BELIEVE**

Anything that suggests others are doing it and it's really becoming a norm – so measure intention to get a toilet at the home by a certain date. Show that it's most people.

## DON'T BE LEFT BEHIND



MAKE IT  
DESIRABLE



### INSIGHT

There's nothing worse than being the person or the family left behind – you miss out on opportunities and other people look down on you.

### PROPOSITION

A programme that convinces households and communities that very soon, if you don't have a toilet in the home then you'll be the one that's left behind.

### IDEAS

#### 'Last man squatting' campaign

Show man in the field happily chatting with friends as he does his stuff then suddenly there's no one else there, they all disappear. Wanders back and he's all alone. His wife is inside and shows him the new toilet that's been installed. The skip is back in his step as he rushes in...

#### 'Modern Times'

Target younger workers returning home to the village with a 'Modern Times' newspaper that talks about all the things going on in the city that will soon catch on in rural areas. Front page is about the huge growth in home toilets across India and how soon everyone will have one, so better not be left behind.

#### Regional Competitive Campaign

Regional-level competitive campaign. Bihar to be first state to have majority of toilets at home. Made visible through different political parties, local religious groups, etc. Create friendly competition between these to sign up more of their followers.

### REASONS TO BELIEVE

Toilet league table – now x houses have one. When will you get yours? League table in regional paper, in state capital etc.

## THE MODERN WAY



MAKE IT  
DESIRABLE



### INSIGHT

I can spot a successful modern family by what they spend their money on.

### PROPOSITION

A programme that shows that spending money on a toilet – like a mobile or TV or motorbike or educating your kid – is what modern and successful people do.

### IDEAS

#### Media Conversation

Placing toilets with aspirational families and early adopters and the movers and shakers in villages (not traditional chiefs). Ensuring the placed toilet is visible and attractive.

#### Transitional Moments

Targeting transitional moments like marriage, house renovations or new build, visitors, harvest, festivals etc. as catalysts for building and for communicating.

#### Debate

Traditionalists versus modernists debate on the toilet on a popular TV talk show. Which is then mimicked in schools with kids playing out different roles then going home with promotional materials.

#### Tie-ins

Tie-ins with modern channels and brands: e.g. mobile phones, Western Union transfers, banks (they could have a 'peace of mind' savings account for younger workers to give back to their families, etc.)

### REASONS TO BELIEVE

- Stats around what modern people spend their money on.
- Research that paints a really awful picture of those that are anti-toilets: old, stuck in their ways, don't educate their kids, etc.



## WE'RE NOT ANIMALS



MAKE IT  
DESIRABLE

**A dog can't use latrine, but you can.**

Have a Latrine yet?



Stop the **DIARRHEA**

Start using **LATRINE.**

### INSIGHT

Circumstances are difficult, but I am not an animal; I know better than that.

### PROPOSITION

A programme that vividly shows by having a toilet in the home and not going in a field, you're better than that now.

### IDEAS

#### Posters

Posters or murals at the common OD sites, e.g. train tracks, sides of trains.

#### Stunt

Stage a stunt activity, i.e. let a dog go on the cricket field during a break, then a man goes on afterwards and does his business too.

#### In-village demonstrations

In-village demonstrations, staged behind the communal toilet block.

#### Moved on

Show where in every other aspect of life we have moved on - possibly with some supporting stats.

#### Dogs

Cardboard cut-outs of dogs shitting in OD sites.

### REASONS TO BELIEVE

Compare statistics - more people in Region A have a toilet than Region B. Create community and compare this to status. Uncover the shame, i.e. the number of people who see you acting like an animal.

## GIVE & GAIN RESPECT



MAKE IT  
DESIRABLE



### INSIGHT

Showing respect for my parents and helping them retain their dignity doesn't just make them and me feel good, it makes us look good too.

### PROPOSITION

A programme that shows how getting a toilet (before they lose dignity) is a way to show respect for your elders and gain respect from others.

### IDEAS

Three point plan on when to get a toilet for your parent

- Has had a fall in last two months
- Can't walk easily for more than five minutes without stopping
- Needs to go to the toilet more than three times a day.

Diwali present or other family celebration moments

TV commercial (TVC) campaign of what to get your parents for Diwali, or their 45th birthday.

'He's a good boy' campaign – TVC of two women chatting, saying 'look what I got for Diwali – he's turned out to be a good boy'.

Communication campaign

X% of over 45 year-olds in Y state have access to a toilet in their home (compare their stats to the state that they are most competitive with).

Competition for India's most dignified village (% of people over 50 with a toilet).

### REASONS TO BELIEVE

- Walking for 5 minutes for a 60 year-old is the equivalent physical exertion as walking for one hour for a person of X.
- If elders hold their urine for more than X minutes they are Y times more likely to get urinary tract infections, costing on average Z amount in doctors' bills yearly.
- A survey of the top three things a 50 year-old believes will improve their lives – getting a toilet at home is the most life-improving enhancement.
- A survey that shows that people who get a toilet for their parents are X% more likely to be respected by their peers.



# GET A TOILET:

**INSIGHTS AND THE IDEAS THEY INSPIRED  
WITH SUPPORTING VERBATIMS FROM  
RESEARCH AND EXPERTS**



**MAKE IT  
REWARDING**

## PRIVATE &amp; PERSONAL

MAKE IT  
REWARDING

TRIGGER



## INSIGHT

Having my own space to go to the toilet means I can go whenever I want without feeling embarrassed or exposed.

## CHALLENGE

- How can we dramatise the personal benefits of having your own private space?
- How can having your own family space be a way to protect a female's privacy?

## STIMULUS



Households don't have a SMART phone, they only have cheap ones. This feeds into peace of mind, maybe more for men.

WASH Expert, Academia, USA



In Ghana in public toilets, there is not much privacy, and we found mixing young boys with older men is not a good idea. The manhood of older men could be undermined.

WASH Expert, Academia, USA



In Pakistan, we discussed this with women. They were in burkas all the time and this was so important for them. They said nobody talked about it and menstruation was a big issue. They had to go in buckets and in sheds. Having a private place to change is important. It's also important for pregnant women.

WASH Expert, India



For a bednet, the comfort provided by protection from mosquito bites is a more successful rationale than the health benefit of reduced chances of malaria.

Inclusive Business Consultant



People don't shut the doors. Many of the public toilets didn't have doors in 2002-3. Maybe they are used to this and this might be to do with the dark. You can't see that the toilets are clean or dirty.

WASH Expert, Academia, USA

## FROM DISGUST TO PRIDE

MAKE IT  
REWARDING

TRIGGER



## INSIGHT

Seeing and smelling other people's poo is disgusting. But having and cleaning my own toilet is a source of pride.

## CHALLENGE

How can controlling and caring for her family's environment be a factor in getting a toilet?

## STIMULUS



Asia is more developed and has a greater ability to pay. In Bangladesh, they've got a simple, low-cost sanitation solution. They've got the basics in as an enabler to hygiene behaviour and then they are moving on up the sanitation ladder with higher models coming in.

WASH Expert, Multi-lateral Organisation



There is a belief that just the act of entering a public toilet can make one sick. Whereas they don't really think about the act of a child stepping through a field full of other kids' excrement. If you can smell it and kind of see it around, that is more likely to make you sick, as opposed to if it's just sort of in the environment, and you can't really see or smell it.

Design Consultant, Global Design Company



CLTS probably gets a bad name because it's said to focus on shame. That's not true. The process ends in pride and change. In Pakistan they talk about pride, not shame, and they do a walk of pride at the end of the process. What we are looking for is the 'ah-hah!' moment.

WASH Expert, Multi-lateral Organisation



The trigger of disgust of feces can be used in many different ways. During rainy season, when the open defecation sites are overwhelming, the idea of smelling and seeing faeces becomes one of the key drivers for using the toilets that are subsidised. This is not consistent use, but seasonal.

WASH Expert, Academia, USA



Pride is a big incentive for the family. For the wife it's about being proud of the household. I can show off to the community. I can show pride to my bride in India, due to the 'No Toilet, No Bride' strategy.

WASH Expert, International Not for Profit Organisation

**LESS COST, LESS HASSLE, MORE CONTROL****MAKE IT  
REWARDING****TRIGGER****INSIGHT**

Having my own toilet is easier and saves us money – on public toilets and doctors' bills.

**CHALLENGE**

How can getting a toilet help give them a sense of keeping control of what little money they have with extra convenience?

**STIMULUS**

Immediacy of the benefits and tangibility of the benefits is a big deal. However, even though the needs might be universal, the perceived benefits are not universal, since the way people translate them into their own reality is quite different.

Inclusive Business Consultant



If you have to wait for 30 minutes in the morning then that is 30 minutes that you are not selling your chapattis or water or whatever it is in the market.

Design Consultant, Global Design Company



Often successful marketers have displaced the discussion, the nature of the debate, from the obvious benefit that we tend to impose on these people because that is what we think is right – whereas they are seeing it from a very different lens. We have to adapt to what they think is driving the decision and that is quite contextual depending on the situation.

Inclusive Business Consultant



Improved cookstoves being marketed on health benefits are less successful in locations where what is important for the consumer is the economic and time/productivity argument of reduced charcoal consumption.

Inclusive Business Consultant



If we talk to somebody individually, it is most of the time because they are very poor and cannot do it. We tackle this by talking to the village community about finding a financial solution. If there is a stubborn person, we point out how much time their wives and daughters spend collecting water and their role as guardian of the house and that his neighbours are doing it. We talk to their relatives as well.

WASH Expert, Not for Profit Organisation, India



## SITTING TARGET

MAKE IT  
REWARDING

TRIGGER



## INSIGHT

Hovering, exposed, above the sight and stench of poo leaves me vulnerable to picking up diseases and infections.

## CHALLENGE

How can we play to the urban myths and fear of catching airborne infections to increase the drive to get a toilet?

## STIMULUS



In Ghana, the other myth that we heard a number of times is that public toilets give women yeast infections. Just by squatting over the pit, the excrement would release an airborne bacteria that would then find its way into their vagina and cause a yeast infection. That correlation for them is pretty strong.

WASH Expert, Multi-lateral Organisation



This goes back to the basic disgust of faeces and belief in perceiving the vapours and odours emanating from faeces and the sight of faeces as essentially transmitting illness. We find that all over Africa, not in Asia.

WASH Expert, Academia, USA



## A SAFE & SECURE PLACE



MAKE IT  
REWARDING



TRIGGER



### INSIGHT

Pooing in the open or in an open toilet is riddled with anxiety and vulnerability. I worry about getting there, being attacked by animals or falling in. And it's even worse at night.

### CHALLENGE

How can we play to the payoff of the safety and control of having a toilet at home rather than the fears of open defecation or public toilets?

### STIMULUS



It's not just a logical fear but an existential fear of falling in, a fear of the pit, its contents and the dangers for both kids and adults. There is a real sense that a bad smell could be killing you and be extremely dangerous for the child. In many settings, people have had real experience of collapsing toilets. They feel insecure and disgusted at the idea that you might fall in a pit of crap. It's a toxic environment, so everybody hates toilets.

WASH Behaviour Change Expert, Academia, UK



It's more about keeping kids safe and a father showing he cares for his girls.

WASH Expert, International Not for Profit Organisation



A big reason for not letting children use a toilet in Africa is because of the designs of the toilet. They often have very big holes. When you look at the designs people build themselves vs. subsidised promoted models, their holes will be very small. One of the huge failures of toilets designed by NGOs is that nobody has invested in product design that facilitates the use of the toilet by young children, except recent work in western Kenya by the WASH Benefits research study for a health impact trial where a platform for child use has been developed.

WASH Expert, Academia, USA



The fear of falling in is a real one. There are either myths or true stories circulating in almost every community which I've worked in and it's definitely given me some nightmares for sure.

WASH Expert, Global Design Company

A main reason for building a latrine is 'improved security for women and children,' as mentioned by 69% of latrine owners in Rajasthan, 63% in Bihar, and 50% in Meghalaya.

<http://www.issueelab.org/resources/19200/19200.pdf>

'Takes very little time to learn.' He indicated the men in the scrub. 'Now squatting there can be dangerous. Poisonous centipedes crawl about in there. I wouldn't expose my tender parts to them. Also, if you lose your balance in those bushes, you end up with an arseful of thorns.'

[http://www.academia.edu/9653610/Open\\_Defecation\\_in\\_India](http://www.academia.edu/9653610/Open_Defecation_in_India)

## GUARDIAN OF THE HOUSE



MAKE IT  
REWARDING



TRIGGER



### INSIGHT

Going to the toilet outside at night isn't just uncomfortable, it's dangerous. It's my job to protect my family, especially my girls, at night.

### CHALLENGE

How can we appeal to a father's sense of protection to get him to want to get a toilet and be the true guardian of his family?

### STIMULUS



If you play the macho card, it can help a lot. In many cultures, the man is the big guy. So if you keep saying it's important for the girls, it might not be that interesting for him. Once, at a Rotary International Convention I was speaking at recently, we were talking about protecting girls from danger. An educated African delegate got upset and spoke out to say 'What about the boys? If girls were protected too much the boys would be neglected.' We don't see the boys neglect as such a major problem as they are held in such high position. A better way is to show you are a great guy. You protect your women. You don't want other men to infiltrate in your space. You don't want other men to see your woman's butt.

WASH Expert, International Not for Profit Organisation



In Vietnam, there are the rains and the flooding. It's not just night safety, it's also difficulties in getting out at night. In India and Cambodia, women and children are very unsafe to go out into the night.

WASH Expert, International Not for Profit Organisation



Women in particular often talk about having an emergency which basically meant that they had to go to the bathroom in the middle of the night. They were not going to walk across the neighbourhood to go to the public toilet because it was dangerous or scary. People mentioned snakes to us too, whether that is real or not is unclear, but there was certainly a perception walking outside alone in the middle of the night was a very dangerous activity.

WASH Expert, Global Design Company



In the rural areas of Cambodia, a need for toilets for their daughters when they reach puberty was expressed by men. Puberty has been a trigger in Cambodia. The transition of a boy or a girl child but particularly a girl child into puberty is a reason for getting a toilet. The nighttime depends on the area. Some rural communities are extremely cohesive and this idea of harm to any member of the community is unimaginable. So it's very contextual that a girl child would go out to open defecate and be raped. Cambodia went through a civil war and people were moved around, resettled in new places. So there is no cohesion. Similarly, in Indian slums and in Nairobi, rape is a real problem, day and night, with the biggest concern in India being newly-married brides. When there is a breakdown in social cohesion, more crime occurs amongst strangers.

WASH Expert, Academia, USA

## RESPECT &amp; DIGNITY

MAKE IT  
REWARDING

TRIGGER



## INSIGHT

Getting to and using an open toilet is tricky and dangerous, especially for older people. Our elders deserve respect and dignity, not fear and embarrassment.

## CHALLENGE

How can we make respect for elders and protecting the vulnerable motivating factors for buying a toilet?

## STIMULUS



I asked people why did they buy the toilets? 'It's because my mother is old, I want to be nice to her, she cannot go far away, to the bush, it's dangerous, it's raining'. Good values and filial piety can be a strong trigger in Asia.

WASH Expert, International Not for Profit Organisation



If the grandmother's house doesn't have a toilet, then on the weekend, the children don't want to go to their grandmother's house. So then the grandmother would ask her son or relatives to help of course. The children are very strong triggers and love for a child could be a strong trigger.

WASH Expert, International Not for Profit Organisation



That acts as a trigger rather than a motivator. It is more likely that a household with elders has a toilet than a household with young children. This might be because there is a very strong obligation to your elders, especially when they start to become ill and feeble and find it difficult to go for open defecation or to the public toilet. This acts as a trigger to build a toilet.

Younger families have very high competing priorities and urgent ones. Social pressure becomes less relevant as they may not have as much accumulated cash. The ratio of income earners to the number of dependents is important.

This is where an appropriate social subsidy for young families makes sense since the elders thing is a trigger everywhere.

WASH Expert, Academia, USA



Virtually everybody has someone who is older or disabled within their compound for whom it's impossible to make it to the public toilet. So they often have to use bedpans, etc. One of the big wins of Clean Team was making a toilet accessible for them. This is about dignity and also about the practicality of not having to clean out a dependent's bedpan every day.

WASH Expert, Global Design Company



## TIME OUT

MAKE IT  
REWARDING

BARRIER



## INSIGHT

Getting to the toilet (or queuing for the toilet) is one of those rare yet precious moments I get to chat to my friends in an otherwise busy day.

## CHALLENGE

- How can we help her get a little bit of time out or time to chat through getting her own toilet?
- What can we put in place to compensate for her time spent with friends going to the toilet?

## STIMULUS



Sometimes women are restricted from going out away from their family. Going to the toilet is one of the rare moments that they can check in with their friends and also check what are the social norms of handling their husbands, mother-in-law, sister-in-law. So in a way these are real issues. When you create a toilet, they become very lonely. So we need to create an opportunity to compensate for this loss of chatting with their friends.

WASH Expert, International Not for Profit Organisation



The perspective that I have heard is that the time spent in line at the toilet has not necessarily been productive. Our experience is of middle class urban Ghanaians and those women are out of the house quite a bit, economically active and selling things in the market, or spending time with their neighbours regardless.

WASH Expert, Global Design Company



## SEEING THE RETURNS



MAKE IT  
REWARDING



BARRIER



### INSIGHT

Our toilet doesn't cost much now. So why would I spend what little money we have on a toilet, when I could invest our money on things that give us a greater return?

### CHALLENGE

How can having a toilet prove its immediate payback in health, safety and productivity so it's no longer seen as a cost?

### STIMULUS



The motivations for becoming a Sanergy entrepreneur were usually very different. Some people did see it as a big business opportunity, and wanted to continue to expand their business, but other people actually just really enjoyed providing a service for the community and were very much the mother figure for that block or neighbourhood. They would make tea for guests sometimes and they were much more forgiving when people didn't have money.

WASH Expert, Global Design Company



Demonstrations (making the benefits visible) can be critical in crystallising a moment where there is a fundamental shift in the mind of the consumer, a 'before and after' moment. What we have seen work is more of a silver bullet, which need not be a scientifically good reason, but is a trigger.

Inclusive Business Consultant



In many parts of Vietnam, they use fish toilets, and the fish eats the shit and they sell the fish, not in their neighbourhood, because they know it's bad, but they sell it 50 miles away and they make money. There is for some reason in Vietnam a lack of motivation to buy toilets, beyond the income issue.

WASH Expert, International Not for Profit Organisation

## HELP ME SEE THE LIGHT



MAKE IT  
REWARDING



BARRIER



### INSIGHT

Pooing in a light, open field is far more pleasant than pooing in a dark, smelly toilet in my home.

### CHALLENGE

How can the toilet design or cleaning regime make the in-home toilet as pleasant an experience as the open field?

### STIMULUS



It's a huge move from waiting for bags of cement to a DIY approach. It's really about addressing behaviour changes vs. construction. We have found if the country has got a very strict and prescriptive standard for construction of toilets, then that undermines the process. For example, in Zimbabwe, if people did not build ventilated constructed toilets, then the government came and pulled down the toilet. According to the standards, it was considered better to have nothing rather than something. If the design is too prescriptive and government-regulated, then it undermines the behaviour change process.

WASH Expert, Multi-lateral Organisation



People don't shut the doors. Many of the public toilets didn't have doors in 2002-3. Maybe they are used to this and this might be to do with the dark. You can't see that the toilets are clean or dirty.

WASH Expert, Academia, USA



## SKIN IN THE GAME



MAKE IT  
REWARDING



BARRIER



### INSIGHT

I value the things I pay for.

### CHALLENGE

How can we ensure they have a vested interest in getting and installing a toilet?

### STIMULUS



#### Government engagement

Committed to reaching sanitation Millennium Development Goals (MDGs), the Cambodian Government is supportive of the sanitation marketing programme. Government is also a strong influence in household latrine adoption. To leverage this, the programme employs a closely coordinated strategy to engage local government officials at the district, commune and village-level meetings. Those meetings introduce the marketing concept as an opportunity for progress, and act to educate and inform. But more importantly, they create links between government officials and private enterprise by introducing government to concrete producers and their sales agents. Because of the influence government holds, they themselves can support the marketing and sales of latrines to households and, on occasion, act as commissioned sales agents.

Sanitation Marketing in Cambodia, Rosenboom et al., 2011 (<http://www.ircwash.org/sites/default/files/Rosenboom-2011-Sanitation.pdf>)

# GET A TOILET:

THE IDEAS INSPIRED BY THE  
'MAKE IT REWARDING' INSIGHTS



## MAKE IT REWARDING

A SAFE AND PRIVATE PLACE

NO PRYING EYES

FUTURE-READY KIDS

LESS CRAP IN OUR  
RELATIONSHIP

THE LIFESTYLE CHOICE

TIME TO...

THE BEST INVESTMENT

WHAT PRICE?

DAUGHTER, DUTY, DIGNITY



## A SAFE AND PRIVATE PLACE



MAKE IT  
REWARDING



### INSIGHT

I have so many worries about me and my family going to the toilet outside. Who knows what's lurking out there when it's dark? And who knows who's looking when it's light?

### PROPOSITION

A programme/campaign that dramatises the peace of mind that comes with your own toilet through the idea of night and day.

### IDEAS

Peace from lurking dangers (snakes, poo of others, perverts, etc).

Campaign – using nighttime as a space to tell stories about the dangers of going at night e.g. ghost storytelling

Activation – week-long activity to accompany women to the toilet. Find out how safe they felt – then say a toilet is an easier solution to feeling the same security.

Peace from the fear of being a bad parent.

Implement Campaigns – side-by-side comparisons of toilet vs. non- toilet families – the different dangers or dreams they experience.

Peace from the fear of being a poor, disrespectful neighbour within our community.

Safe community project – one of the things we can do in our neighbourhood to reduce crime.

### REASONS TO BELIEVE

- Statistics of disease, assaults, snake bites
- Statistics of exam success rates amongst toilet-owning households
- 10g of faecal transfer from neighbours in your diet
- Children from homes with toilets have fewer nightmares?

## NO PRYING EYES



MAKE IT  
REWARDING



### INSIGHT

I worry about my family being exposed when they go to the field – it is humiliating and undignified to think they could be seen like that.

### PROPOSITION

A programme that shows a home toilet as the solution to anxieties about this potential exposure, giving you privacy, dignity, peace of mind.

### IDEAS

#### Eyes

'Eyes are on you' campaign with big eyes on wall paintings, trees, trains next to open defecation sites.

#### Stunt

Ultimate 'prying eye' PR stunt: family going to middle of cricket field and going through the motions.

Then a huge screen at cricket ground shows solution (a picture of a home toilet) and a man-of-the-people cricket star talks of the peace of mind that comes from having a toilet in the home and not being subject to prying eyes.

#### What Sanjeev does now

Newspaper articles of how successful young boys became when they got a toilet at home and didn't waste time hanging around OD sites.

#### Real people testimonials

Talk about how getting a toilet has changed their life and removed anxiety.

### REASONS TO BELIEVE

- Ten anxieties of village/slum life highlighting fear of exposure in using OD sites or unofficial defecation sites sitting alongside really serious things like never finding a husband, physical attack, bringing shame on the family, etc.
- 100% of toilet purchasers say the dignity they have gotten from having a toilet means they could never go back

## FUTURE-READY KIDS



MAKE IT  
REWARDING



### INSIGHT

It's my job to bring my children up well to give them the best chances in life. But the world is changing so fast that what was ok for me growing up will not be ok for my children in the future.

### PROPOSITION

A programme that shows a toilet is an important way to help your kids be ready for the future.

### IDEAS

#### School Programme

Formal schools programme to educate the child and the family, i.e. a school toilet project which gets kids ready for city life – including why toilets are so important and how to use a toilet – covered in a variety of topics in school, such as geography, maths etc.

#### Poster campaign

Equipping the child for the school toilet, i.e. ensuring your child knows how to use and look after a toilet properly via pictures on the walls at key locations just before they start school – e.g. health check-up.

#### TVC/Posters

TVC/Posters dramatising a young girl/guy in their first job who doesn't know how to use the toilet.

Communications campaign showing kids in the cities who don't want to come home because their families don't have a toilet.

#### Static display

Static display toilet to show people how to use a toilet.

#### Communication

Communication to parents on all the things their kids need to be able to do to get ahead in our competitive world, e.g. write, maths, use the internet.

### REASONS TO BELIEVE

- School days missed by children with and without a toilet linked to employment rate and/or type/status of employment they go into and level of migration.
- Kids with toilets are taller.



## LESS CRAP IN OUR RELATIONSHIPS



MAKE IT  
REWARDING



### INSIGHT

Open defecation is disruptive to family life. We have to spend a lot of time apart when we go to the toilet (we always leave someone behind to guard the house) and it creates arguments and resentments.

### PROPOSITION

A programme that demonstrates that families that have a toilet at home argue less and are more harmonious.

### IDEAS

#### TV

Split screen with two families getting ready to attend a wedding. Everything goes smoothly for the one with the toilet and they arrive sooner, stress-free.

#### Harmony as a toilet brand

Radio ad with a song that starts with all voices in the family singing out of tune and clashing. A toilet arrives and they sing calmly and in tune.

#### Dance activation

Family members dance out of time to one another and to a different style but become aligned and in time after the toilet.

### REASONS TO BELIEVE

Research determining if families with toilets are closer or argue less.



## THE LIFESTYLE CHOICE



MAKE IT  
REWARDING



### INSIGHT

People don't just want a toilet, they want a beautiful one.

### PROPOSITION

A programme to stop people thinking of a toilet as an object and to start thinking about it as an overall space and lifestyle choice.

### IDEAS

#### Activation

Community activation on beautifying toilets. National competition to show off the best.

#### 'Designer' toilet roadshow

Ikea-esque whole-room displays to show the lifestyle that goes with a toilet. Accessories for people to buy to get a slice of this lifestyle.

#### Two second TV Commercial

Door opens to lovely toilet and voice over goes 'Wow'; end TVC.

### REASONS TO BELIEVE

What does your bathroom say about you? Study interviewing people describing others' homes to show how important bathrooms are.

## TIME TO...

MAKE IT  
REWARDING

## INSIGHT

The time I waste every single day traipsing to and from the toilet, then queuing endlessly while I'm there, really adds up.

## PROPOSITION

A programme that highlights the time payback of having a toilet.

## IDEAS

## Time Waste

In toilet queues and at chai stalls en route to open defecation sites, men are shown how much time they waste each day and why a toilet is the answer.

## Bollywood comedy film season

Every two hours one character gets stuck in a horrible toilet for the whole time, missing the entire show.

## Testimonials

Funny testimonials from identifiable village/slum characters saying what they used their extra two hours to achieve.

## REASONS TO BELIEVE

Men who have recently installed toilets at home have on average two hours extra a week to spend on things they'd rather be doing, as do their sons, wives and daughters.

## BEST INVESTMENT



MAKE IT  
REWARDING



## INSIGHT

It feels like there are more important and better ways to spend what little money we have than on a toilet.

## PROPOSITION

A programme that shows that there are so many benefits to having a toilet at home that it's the best investment you can make for your family.

## IDEAS

### Social & Status

'No Toilet, No Bride' campaign.

### Health & Wealth

Doctors talking about number of people that come to them talking about urine, yeast infections, piles – and these small things impact on their ability to earn.

### Privacy & Safety

What price do you give your daughter?  
Campaign to ask what price would they place on their daughter's happiness or safety?

### The Unexpected Upsides

Son visiting you from the city because you have a toilet.

### The Real Costs

Comparison of the cost and benefit of different things you can spend your money on – where the toilet can only be beaten by education:

- 1) Education (private schools as a channel) to communicate getting a toilet is the next thing they would expect you to get. We could put toilets in private schools for free)
- 2) Toilet
- 3) Phone
- 4) TV

## REASONS TO BELIEVE

- X% of private school children have a toilet at home
- Number of days lost at school to not having good sanitation

## WHAT PRICE? (Idea to support best investment)



MAKE IT  
REWARDING



### INSIGHT

There's almost no price I wouldn't put on my family's safety and happiness.

### PROPOSITION

A programme that shows a toilet is relatively low-cost to keep your family safe and make them happy.

### IDEAS

#### What price for social standing?

- People visiting more often
- Children coming back from the city to visit
- Grandchildren coming to visit
- Neighbour next door being envious
- Children coming to your child's birthday party
- Getting a good bride
- Child getting to university because they haven't missed one day of school

#### What price for my family's safety?

- My daughter not getting attacked?
- My son not getting a snake bite?
- My mother not falling over?

#### What price for your family's privacy and comfort?

- Your wife's bottom not being seen?
- Your daughter to have somewhere to get changed in private?
- Your mother not pooing behind a bush? Or walking 15 minutes there and back for some privacy?

### REASONS TO BELIEVE

Stats on reduction in attacks, days at school, children visiting from the city, grandkids coming over, doctors' bills.



## DAUGHTER DUTY & DIGNITY



MAKE IT  
REWARDING



### INSIGHT

It's a father's duty to protect his daughters, so I worry about boys and men seeing them when they go to use the toilets here and it is humiliating for them.

### PROPOSITION

A programme encouraging households with girls to get toilets as the ultimate solution to their protection, privacy and dignity.

### IDEAS

#### Eyes

Eyes drawn huge in and near community toilets and open defecation sites saying 'Watching out for our daughters, until every home has a toilet.'

#### Gift of a Girl

Toilet becomes 'the gift of a girl' to a household. Fathers and mothers to be targeted around birth; at marriage it's the gift given to the family of the groom; through workplace promotions in factories where women work; through women's saving circles; etc.

#### Letters

Teenage daughters' letters to their Dads thanking them for getting a toilet and talking about how it's changed their lives and preserved their dignity.

### REASONS TO BELIEVE

- Being seen going to the toilet is teenage girls' number one worry
- Girls from a home with a toilet get a better marriage status

## NOTES



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## APPENDICES

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### BUY A TOILET:

INSIGHTS WITH  
SUPPORTING  
VERBATIMS FROM  
RESEARCH AND  
EXPERTS





## OVERVIEW OF INSIGHTS



BARRIER

**MONEY, MONEY, MONEY**

I just don't earn enough to pay for a toilet in one go. I need a way to pay for it that I feel comfortable I can afford and trust. Or to understand how I can get a better yet cheaper model.

**BUILT TO LAST**

I'm not quite sure how to build a good toilet. Many of the ones I see don't last, really smell or get dirty easily – so I'm putting off getting one.

**MAKE IT EASY**

BARRIER

**THE FEAR OF EMPTYING**

The thought of emptying out a toilet repulses me so much and I can't afford to build one the size I think I need.

**SUPPLY AS WELL AS DEMAND**

Toilet suppliers aren't to be relied on – so only big latrines with big pits can be built to avoid problems later.

**MAKE IT DESIRABLE**

TRIGGER

**IN OUR HANDS**

When we feel empowered to make it happen – we make it happen. We build our own toilets and we get all our families to use them all of the time.



BARRIER

**BUILDING THE DREAM**

I don't just want a toilet, I want a toilet that doesn't need emptying in my lifetime. And I want a bathroom, but I just can't afford either.

**MAKE IT MINE**

We take pride in our homes and how they look, so all our homes are different. But all the toilets are the bog standard same – making them feel like a separate, add-on by someone else, not part of us.

**MAKE IT A HABIT**

BARRIER

**THE BIGGER RITUAL**

I'll often poo when I'm washing the clothes – whereas my husband will often go when he's having a wash.

# BUY A TOILET:

INSIGHTS WITH SUPPORTING  
VERBATIMS FROM RESEARCH  
AND EXPERTS



MAKE IT  
UNDERSTOOD

## MONEY, MONEY, MONEY



MAKE IT  
UNDERSTOOD



BARRIER



### INSIGHT

I just don't earn enough to pay for a toilet in one go. I need a way to pay for it that I feel comfortable I can afford and trust. Or to understand how I can get a better yet cheaper model.

### CHALLENGE

How can we change the benchmark of what a trusted good toilet looks like?

### STIMULUS



On the behaviour front, we have seen that consumers usually have expressed their inability to pay as the key factor in not building a toilet. This has come up in a wide variety of research studies that we have done, both qualitative and quantitative. However, we have seen that while the perceived affordability of a toilet is definitely one of the reasons, more than that, what has come to the fore is that the competing priorities of a household really do not let them build a toilet. And what happens is women demonstrate a higher propensity to adopt toilets. They feel compelled to defecate in the open, owing to lack of choice, and there were several concerns around daily loss of time in search of isolated areas, and otherwise useful time to finish morning jobs. That said, they still prefer spending available cash on daily provisions for the house, like food, water, and having a permanent house structure, as opposed to building a toilet. So family priorities are more important than individual needs.

Social Marketing & Behaviour Change Consultant, India

**BUILT TO LAST****MAKE IT  
UNDERSTOOD****BARRIER****INSIGHT**

I'm not quite sure how to build a good toilet. Many of the ones I see don't last, really smell or get dirty easily – so I'm putting off getting one.

**CHALLENGE**

How can we help them choose a toilet that will last and be pleasant to use?

**STIMULUS**

So the issues around a well-functioning toilet are actually multiple, like the groundwater level in that area. Where we work, the groundwater level is so high – it in fact goes up even more during monsoons – that sewerage solutions are just a total failure.

The solution that would work well is actually quite varied for these small urban centres, where the constraints are so many, so it may be worthwhile to consider not one model. It means focusing on equipping people with the knowledge to build the right toilet for their setting is an equally important task.

Design Consultant, India



# BUY A TOILET:

INSIGHTS WITH SUPPORTING  
VERBATIMS FROM RESEARCH  
AND EXPERTS



MAKE IT  
EASY

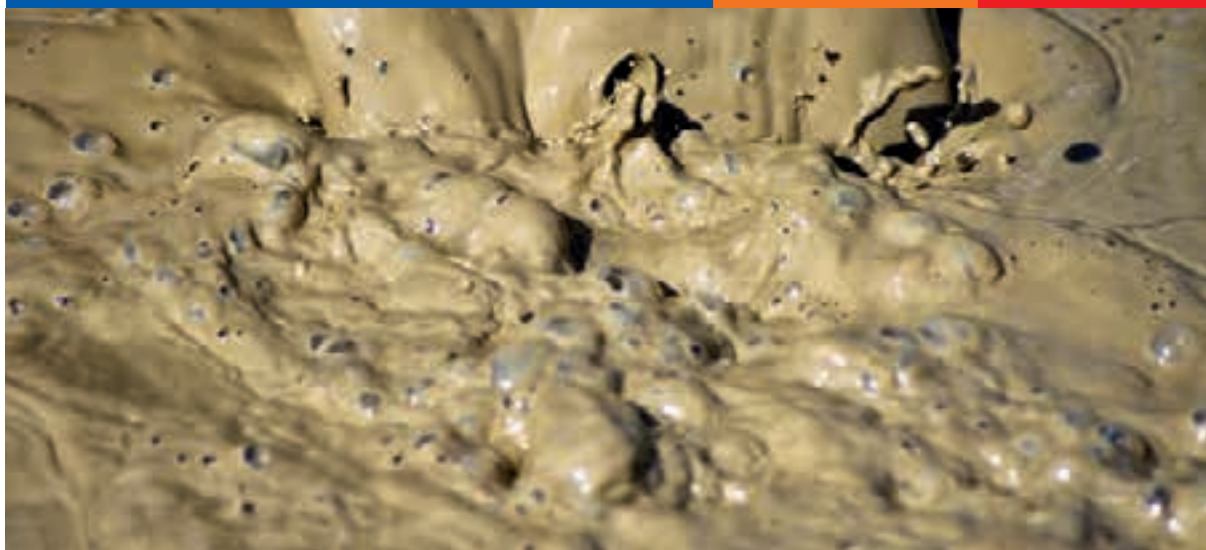
## THE FEAR OF EMPTYING



MAKE IT  
EASY



BARRIER



### INSIGHT

The thought of emptying out a toilet repulses me so much, and I can't afford to build one the size I think I need.

### CHALLENGE

How can we reassure them that the service to empty and maintain the toilet is there so they don't need to buy such a big pit in the first place?

### STIMULUS



We learnt about the activities around pit emptying and the shame of having the contents of your pit being opened for everyone including your neighbours to see and smell.

With all of the pits I've discovered, the toilets in India, the access to the underground chamber where the waste is contained is always concreted over. So there's no idea of easy access to the waste. It was always concreted over, out of sight, out of mind. Eventually it backed up and they have to call in normally the illegal pit emptier to come in and do it during the day (even though it's illegal) or at night.

When we saw them during the day they would have to smash the concrete, dig out the slab, then lift out the big heavy slab. The guys would drink their vodka and other moonshine; get drunk. Then one guy would lower himself into the pit with a bucket and lift it up to someone standing outside, and then someone on top of the truck pouring it into the container at the back of the truck. I've got this brilliant photo of this woman with a handkerchief over her nose just looking disgusted at these guys clearing her pit and just looking ashamed. There was crap on the walls from where these drunk men were emptying the toilets. It's just not a pleasant activity, the whole thing around emptying a toilet.

WASH Expert, International Not for Profit Organisation



The pit latrine, while it's been implemented happily in rural settings, we haven't quite seen pit latrines in urban settings. In urban settings, digging up a pit and having that for sludge disposal is just difficult in fact, if not impossible, and therefore what people do is they actually connect their toilets to an open drain which is close by.

Design Consultant, India



Because emptying the [septic] toilet will be not just a cost, but a chore, people limit the use of the toilets. This is one of the other reasons why the barrier to doing open air defecation for men or other folks in the household is so low, because one rationalisation that they make in their heads is that the toilet can be used for longer if there are less people using it.

Design Consultant, India

## SUPPLY AS WELL AS DEMAND

MAKE IT  
EASY

BARRIER



## INSIGHT

Suppliers aren't to be relied on – so only big latrines with big pits can be built to avoid problems later.

## CHALLENGE

How can we reassure them that the service to empty and maintain the toilet is there so they don't need to buy such a big pit in the first place?

## STIMULUS

Do households have accurate price perceptions of latrines?

The perception of the price of a latrine varies because open defecators have, in some cases, never owned, built, or even used a latrine, and owners of improved latrines have little experience with upgrading their facilities, although they might have looked at options for latrine upgrades. Notably, open defecators perceive latrines as much more expensive than do households that own latrines, but they may own household items that cost as much as a latrine. For example, in Kenya, 90% of households own a radio, which costs approximately the same as building a latrine (WSP et al. 2013. 2).

Generally, people are unaware of a range of affordable latrine options. Ensuring that households have accurate perceptions of costs associated with latrine purchases and upgrades may help to address the perceived affordability barrier.

<http://www.wsp.org/sites/wsp.org/files/publications/WSP-What-Influences-Open-Defecation-Global-Sanitation-Review.pdf>



Many suppliers of toilets (NGOs, etc.) feel like they are doing the person a favour by putting in the toilet. They don't treat the people as customers but as beneficiaries. It's more 'you are benefiting, so you will have to put up with it', rather than private sector rigour with quality brand values.

A strong brand that makes clear promises and delivers on what it promises builds credibility, word of mouth and comfort which in turn improves uptake.

Hindustan Unilever, Partnerships



People are so repulsed at the thought of emptying a toilet that they want a huge pit that they never have to empty – which they can't afford.

Communications Expert, Media Outlet, India

# BUY A TOILET:

INSIGHTS WITH SUPPORTING  
VERBATIMS FROM RESEARCH  
AND EXPERTS



**MAKE IT  
DESIRABLE**



## IN OUR HANDS

MAKE IT  
DESIRABLE

TRIGGER



## INSIGHT

When we feel empowered to make it happen – we make it happen. We build our own toilets and we get all our families to use it, all of the time.

## CHALLENGE

How can we help communities to help themselves to become truly Open Defecation Free?

## STIMULUS



Guna Block, Guna District, Madhya Pradesh

Natural leaders from four villages (Sumer, Devgarh, Kilampur and Rehpura) participated and stressed that there was no dependence on external help because people find it simple to construct toilets on their own. Once they decided to become ODF they made a collective purchase of materials to save on the cost of transport of goods. They used the traditional practice of collective help for completing the super-structures of toilets in a single drive. The women in Devgarh stopped the illegal liquor shop by demanding that the police do something about it.

[http://www.communityledtotalsanitation.org/sites/communityledtotalsanitation.org/files/media/Natural\\_Leaders\\_Networks\\_India\\_VijetaRao.pdf](http://www.communityledtotalsanitation.org/sites/communityledtotalsanitation.org/files/media/Natural_Leaders_Networks_India_VijetaRao.pdf)

## BUILDING THE DREAM



MAKE IT  
DESIRABLE



BARRIER



### INSIGHT

I don't just want a toilet, I want a toilet that doesn't need emptying in my lifetime. And I want a bathroom, but I just can't afford either.

### CHALLENGE

How can we change the supply equation to make more affordable toilets aspirational with something in it for everyone so that they use it?

### STIMULUS

Bottom of the Pyramid (BoP) families are not price sensitive either when purchasing products with less immediate economic benefits. Once convinced to buy, many are willing to pay more for the same functional benefits in a premium version, if they see it as enhancing their social status. Similarly, 80% of SaniShop customers would rather purchase a \$90 latrine with a solid zinc and cement cubicle than a \$45 latrine with an effective but modest bamboo shelter. It thus makes sense that the successful organisations studied here were all focused not on reducing their price as much as possible, but rather on offering their clients the best possible value for money (meaning a risk-free, good quality, comprehensive solution at a price comparable to alternatives). In fact, before launching Patrimonio Hoy, CEMEX tried to sell smaller (and thus less expensive) bags of cement in lower income neighbourhoods – sales never took off. The company realized that their customers were not interested in buying cement, but in building a room. Focusing on their customer's needs, Patrimonio Hoy added additional products and services to cement in order to provide the comprehensive offer described above. The programme has experienced great success with more than 350,000 families served, and what's more Patrimonio Hoy is today one of the most profitable sales channels of CEMEX, with sales tripled compared to selling cement alone. Other organisations have added 15 to 30% to their revenues by providing services and financing for a fee.

[https://static1.squarespace.com/static/51bef39fe4b010d205f84a92/t/51f237c4e4b07e4e5ac4e0f6/1374828484103/Full\\_report\\_Maketing\\_for\\_the\\_BOP.pdf](https://static1.squarespace.com/static/51bef39fe4b010d205f84a92/t/51f237c4e4b07e4e5ac4e0f6/1374828484103/Full_report_Maketing_for_the_BOP.pdf)



Pureit is a beautiful machine – most people keep it in their living room and feel proud to flaunt it. Toilets also need to feel like they are upgrading a person/family.

Hindustan Unilever, Partnerships



People in India want a toilet with a window, light, washbasin. The toilets they want are an unreasonable, unattainable cost. Unlike in Bangladesh, they're not happy to settle for a basic toilet. The problem is supply of decent toilets at an affordable price.

Communications Expert, Media Outlet, India

## MAKE IT MINE

MAKE IT  
DESIRABLE

BARRIER



## INSIGHT

We take pride in our homes and how they look, so all our homes are different. But all the toilets are the bog standard same – making them feel like a separate, add-on by someone else, not part of us.

## CHALLENGE

How can we personalise a toilet to create a sense of ownership and pride that every family member will want to use it?

## STIMULUS



Whilst all the houses in the village looked different and individualistic, the toilets looked the same. It all almost seemed like they were not 'owned' by the people but just put there by someone else.

Management Consultant, India



When we ran a series of experiments in the villages, where people had to buy small but useful items for the toilet, the response was very encouraging. People bought mirrors, water tubs, air fresheners. And where people paid for it, usage was significantly improved.

Read more at:  
[http://www.livemint.com/Opinion/5LsoiHWyk1RkuwZDyM3UqI/Buildsocialnormsabout-sanitation.html?utm\\_source=copy](http://www.livemint.com/Opinion/5LsoiHWyk1RkuwZDyM3UqI/Buildsocialnormsabout-sanitation.html?utm_source=copy)

Management Consultant, India

# BUY A TOILET:

INSIGHTS WITH SUPPORTING  
VERBATIMS FROM RESEARCH  
AND EXPERTS



**MAKE IT  
A HABIT**



## THE BIGGER RITUAL



MAKE IT  
A HABIT



BARRIER



### INSIGHT

I'll often poo when I'm washing the clothes – whereas my husband will often go when he's having a wash.

### CHALLENGE

How can we help address the overall ritual to ensure every family member (especially the men) uses a toilet at home?

### STIMULUS



Design for how daily sanitation practices vary by gender

Designing for gender has typically meant designing separated, symmetrical sanitation facilities for men and women, both to curb any indecency and to grant women a sense of safety and privacy. Men and women, however, have different sanitation practices and needs that can be better accommodated through innovative facilities design. Men tend to club defecation and bathing activities at a community facility, not only when they have private bathing facilities but also when there is an open wash-area courtyard. By contrast, most women use community toilets only for defecation (even when they are provided with bathing stalls) as they tend to club bathing with washing clothes around the open community water taps. Current toilet facilities designs do not account for the diverse ways men and women group sanitation activities together. Alternate space designs tailored to gendered sanitation practices would make toilets more useful.

[https://bopdesigner.files.wordpress.com/2011/11/pottyproject\\_execsummary1.pdf](https://bopdesigner.files.wordpress.com/2011/11/pottyproject_execsummary1.pdf)

## NOTES



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## APPENDICES

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### USE A TOILET:

INSIGHTS WITH  
SUPPORTING  
VERBATIMS FROM  
RESEARCH AND  
EXPERTS





## OVERVIEW OF ALL INSIGHTS GENERATED



## TRIGGER

**STOP THE SPREAD**

Poo is disgusting, especially other people's poo. And the thought that I may be carrying it back into my family home repulses me.

**DON'T EAT SHIT**

Poo is disgusting. But the thought that I might be eating someone else's is truly revolting.



## BARRIER

**TOILET ETIQUETTE**

Because not everyone who uses our toilet knows how to use it correctly, it gets very dirty and smelly. So I save it for the people who can keep it clean – usually the girls – and encourage the boys to go in the open.

**THEY ARE ONLY CHILDREN**

Children are innocent and pure. And so is their poo. So it doesn't matter where they go.

**MAKE IT EASY**

## TRIGGER

**UNTIE YOUR TUMMY**

When you've got to go, you've got to go. But when you can't it's no laughing matter.

**BETTER TOGETHER**

It's not safe to go to the toilet alone. But it's not always possible to find someone to go with.

**EASY DOES IT**

Having a toilet at home means I don't have to worry about the time and hassle of getting to and finding a place to go outside.

**WE'RE NOT ANIMALS**

My family are civilised in every way – including how we go to the toilet.

**NO PRYING EYES**

I worry about the people I care for being exposed when they go to the field. It's not only humiliating and undignified to think they could be seen like that, but also potentially damaging to our reputation.



## BARRIER

**DON'T FILL IT UP**

I know that our toilet is a hole in the ground and the more we use it, the quicker it will fill up, costing us money to empty it. So it's only used by family members and guests who really need it.

**KID-FRIENDLY**

Toilets aren't a very pleasant place to be generally but particularly for inquisitive children that could easily fall in.

**RUSH HOUR**

Everyone in the house wants to use the toilet at the same time, so those who need the home toilet most get to use it at the busiest times.



## MAKE IT DESIRABLE



### TRIGGER

#### **SYMBOL OF SUCCESS**

I want our family to look good and show others we have high standards.

#### **THE WALK OF SHAME**

Everyone knows what I'm about to do when I go outside – much to my embarrassment.

#### **MODERN MANNERS**

It's my job to bring my children up well to give them the best chances in life. And knowing how to behave the modern way with a toilet is essential for them fitting in.

#### **MALL MANNERS**

Fitting into the modern way of doing things and knowing how to behave feels great when you get it right, but excruciating when you get it wrong.

#### **ALL GOOD INDIANS**

I pride myself on being a good Indian. So keeping our city and country clean, especially by not pooing in the open, means me and my family are playing our part.

#### **KEEPING UP APPEARANCES**

I don't want to feel left behind or embarrassed that we haven't kept up with our neighbours.

#### **TRULY CLEAN FAMILIES**

We're a really clean family. And we do so much to stay clean. So I hate the thought that we haven't got the highest standards in every aspect of our family life.

#### **THE GOOD MAN**

As a good father, husband, son, and brother, I do so much to care for and look after my family – trying to protect them from danger in every possible way.



### BARRIER

#### **MORE USE = MORE CLEANING = LESS TIME**

Cleaning the toilet isn't a pleasant job. So the less it is used, the less often I have to clean it, allowing me to spend my time on more important and enjoyable jobs like spending time with the family.

#### **FOR THE WOMEN OF THE HOUSE**

I feel uncomfortable using the same toilet as the women in our house, especially my daughter in law.

#### **EVERYONE IS DOING IT**

Whilst it's shameful to be seen pooing in the open in front of a stranger, there's no shame when they've gone, as we all do it.

#### **JUST THE WAY WE'VE ALWAYS DONE IT**

Our Gods didn't use toilets and nor did all the generations before us. So why should we start now?

#### **A SIGN OF STRENGTH**

I'm strong and invincible so I can easily go outside. The weak and vulnerable use a home toilet.

#### **JUST SLIP OUT**

It's too embarrassing to be seen going to the toilet at home when elder family members or guests are around – so I just slip outside and hope no-one notices.



## MAKE IT REWARDING



### TRIGGER

#### **EDUCATION, EDUCATION, EDUCATION**

A good education is the key to my children's success. So I want to maximise the days they get to spend at school learning to give them every chance of success.

#### **STANDING TALL**

I want my children to grow up proud and tall – to be able to get on in life.

#### **A SAFE AND SECURE PLACE**

Pooing in the open is riddled with dangers. I worry about me and my family getting there, being attacked by animals (or people) or falling in. And it's even worse at night.

#### **WHEN SICKNESS ISN'T AN OPTION**

I can't afford the time off nor doctors' bills if me or my family are sick. Sickness isn't an inconvenience for one person, it's a threat to all our families lives.



### BARRIER

#### **MY MORNING ABLUTIONS**

Going to the tracks or field is just part of my morning ritual. With the paper, phone and a cigarette, it's a little bit of time out before the day starts.

#### **DON'T POLLUTE MY HOME**

Toilets are impure and home is pure – so whilst I may have a toilet attached to my home, it doesn't mean I like it there or want to use it if I can avoid it. And the smell is a constant reminder of just how dirty it is.

#### **THRIVE AND PROGRESS**

If my child is not sick then they are healthy. There's no in-between.

#### **OPPORTUNITY TO NETWORK**

Going to the toilet isn't just a physical need, it's a financial one too. It's a valuable opportunity to get chatting and understand where the work is for the day to provide for my family.

#### **FRESH AND LIGHT**

Pooing in a light, open place is far more pleasant than pooing in a dark, smelly toilet in my home.

#### **GREAT FOR STORAGE**

There's so little space in our home that a government-built toilet that we didn't ask for is useful extra storage space.

# USE A TOILET:

INSIGHTS WITH SUPPORTING  
VERBATIMS FROM RESEARCH  
AND EXPERTS



MAKE IT  
UNDERSTOOD

**STOP THE SPREAD****MAKE IT  
UNDERSTOOD****TRIGGER****INSIGHT**

Poo is disgusting, especially other people's poo. And the thought that I may be carrying it back into my family home repulses me.

**CHALLENGE**

How can we get people to see that unless everyone in their family uses a toilet all the time, they are spreading other people's poo into their homes?

**STIMULUS**

In rural India, toilets installed with the support of government or NGOs often fall into disrepair or disuse. If communal toilets become filthy, people opt for the outdoors, away from a stinking, mosquito-ridden latrine compound (Jewitt 2011: 8; Pardeshi 2009).

[https://www.academia.edu/9653610/Open\\_Defecation\\_in\\_India](https://www.academia.edu/9653610/Open_Defecation_in_India)

**DON'T EAT SHIT****MAKE IT  
UNDERSTOOD****TRIGGER****INSIGHT**

Poo is disgusting. But the thought that I might be eating someone else's is truly revolting.

**CHALLENGE**

How can we get people to see that unless everyone uses a toilet all the time, they're eating each other's poo?

**STIMULUS**

The basic science is if you look at shit, you smell shit, you touch shit and wash your hands with soap even then you don't get diarrhoea, but if you eat shit you get diarrhoea. So if you get diarrhoea – you're eating shit.

WASH Expert, India



## TOILET ETIQUETTE



MAKE IT  
UNDERSTOOD



BARRIER



### INSIGHT

Because not everyone who uses our toilet knows how to use it correctly, it gets very dirty and smelly. So I save it for the people who can keep it clean – usually the girls – and encourage the boys to go in the open.

### CHALLENGE

Can we help establish a toilet etiquette to make it a more pleasant experience for all – so that all will want to use it more often?

### STIMULUS

Seed behavior change through emulation

Diffusion of new habits and behaviour is driven mostly by emulating others rather than mass media or interventions external to the community. People in the slum learn about new practices, sanitation-related or otherwise, by emulating either their peers or people they interact with at work. This is in part due to a lack of formal channels for spreading knowledge, ideas, and hacks in smaller communities. This is also in part because people adopt a certain behavior only when they've seen the benefits for someone else in their social network. This underscores the need to show demonstrated benefit in fostering any behaviour change.

[http://www.pottyproject.in/content\\_exec%20summary.pdf](http://www.pottyproject.in/content_exec%20summary.pdf)



A lot of it has just been public toilets and community toilets in many of these slums and urban areas like railway stations. With any public toilet, no one cares about the person after you. There's a caretaker to clean it up and it's just disgusting anyway. So what's the incentive not to keep it clean and clear up after you? So coming inside people don't want to bring it into the home. People don't have the etiquettes, nor pride over their toilet. Keep it clean for the next user because the next user is someone you know, it's your family member. There's a lot you can do around etiquette or a code of conduct.

WASH Expert, International Not for Profit Organisation

Users may frame cleanliness as an issue of effort or time, but the issue can be reframed as one of personal or familial well-being and health. This reframing will encourage participation in cleanliness as personally relevant.

[http://www.pottyproject.in/content\\_exec%20summary.pdf](http://www.pottyproject.in/content_exec%20summary.pdf)

## THEY ARE ONLY CHILDREN



MAKE IT  
UNDERSTOOD



BARRIER



### INSIGHT

Children are innocent and pure. And so is their poo. So it doesn't matter where they go.

### CHALLENGE

How can we help parents see that children going in the open really does matter and their poo needs to be contained every time?

### STIMULUS



The faeces of a child also was not considered to be a potential contaminant. And although two thirds of mothers wash their hands after disposing of the child's excreta, only 10% always use soap.

Behaviour Scientist, India

The program was 'effective in building latrines, but not all households participate,' lead author Prof. Thomas Clasen of Emory University in Atlanta said in a statement. Poor hygiene practices, water contamination and unsafe disposal of baby poo also likely contributed to the problem.

<http://www.thenational.ae/world/south-asia/toilets-alone-wont-fix-indias-public-health-problem>

We asked respondents to imagine two villages, one where everyone defecates in the open and one where nobody does. 43% of all respondents report that latrine use is no better for child health than open defecation. This figure even includes many respondents who already use latrines. Among those who defecate in the open, fully 51% report that widespread open defecation would be at least as good for child health as latrine use by everyone in the village. Finally, we asked a further open-ended question about why children get diarrhoea. Only 26% responded with an answer that displays an understanding of any possible infectious causes of diarrhoeal disease.

[http://www.indiawaterportal.org/sites/indiawaterportal.org/files/revealed\\_preference\\_for\\_open\\_defecation\\_evidence\\_from\\_a\\_survey\\_in\\_north\\_india\\_epw\\_2014\\_0.pdf](http://www.indiawaterportal.org/sites/indiawaterportal.org/files/revealed_preference_for_open_defecation_evidence_from_a_survey_in_north_india_epw_2014_0.pdf)

# USE A TOILET:

INSIGHTS WITH SUPPORTING  
VERBATIMS FROM RESEARCH  
AND EXPERTS



MAKE IT  
EASY

## UNTIE YOUR TUMMY



MAKE IT  
EASY



TRIGGER



### INSIGHT

When you've got to go, you've got to go. But when you can't, it's no laughing matter.

### CHALLENGE

How can we get people to see the immense relief and reassurance they have from having a toilet to use all the time?

### STIMULUS



It is the norm – let's say it's a family of five or six and they have one toilet at home. They think, 'let the rest of the four or five use it and I can always step out – why queue? It's okay to step out'. There is really no discomfort in defecating in the open, except if it's monsoon or they are ill. Except for emergencies, they don't really associate open defecation with discomfort.

Social Marketing & Behaviour Change Consultant, India

## BETTER TOGETHER



MAKE IT  
EASY



TRIGGER



### INSIGHT

It's not safe to go to the toilet alone. But it's not always possible to find someone to go with.

### CHALLENGE

How can the design of a toilet be family-friendly too?

### STIMULUS



Sometimes women are restricted from going out away from their family. Going to the toilet is one of the rare moments that they can check in with their friends and also check what are the social norms of handling their husbands, mothers-in-law, sisters-in-law. So in a way these are real issues. When you create a toilet, they become very lonely. So we need to create an opportunity to compensate for this loss of chatting with their friends.

WASH Expert, International Not for Profit Organisation



## EASY DOES IT

MAKE IT  
EASY

TRIGGER



## INSIGHT

Having a toilet at home means I don't have to worry about the time and hassle of getting to and finding a place to go outside.

## CHALLENGE

How can we show that having, using and cleaning a home toilet means more time and less hassle?

## STIMULUS



In Pitampura, Delhi, residents who open defecate walk at least three to four kilometres to access a field that is located far away from the densely populated community.

<http://www.pottyproject.in/>



In Mathikere, Bangalore, residents take extra effort to find a spot that is relatively harder to access and falls out of the path of the main traffic.

<http://www.pottyproject.in/>



In Janta Chawl, Mumbai, the bachelors and men living alone access the semi-private toilets inside the slum only when they are ill, especially when they have dysentery or diarrhoea because they have to defecate more times than usual.

<http://www.pottyproject.in/>

## WE'RE NOT ANIMALS

MAKE IT  
EASY

TRIGGER

**A dog can't use latrine, but you can.**

Have a Latrine yet?



Stop the **DIARRHEA**  
Start using **LATRINE**

## INSIGHT

My family are civilised in every way – including how we go to the toilet.

## CHALLENGE

How can we get people to believe they're not truly civilised unless they are using a toilet every time?

## STIMULUS

Shame and disgust are strong behavioural drivers. With this in mind, this poster [above] challenges the existing social norm that defecating outside is acceptable. The image is shocking but has proven to spark discussion and self-realisation that all people should use a latrine.

<http://www.watershedasia.org/stop-the-diarrhea-campaign-menu-of-options/>

## NO PRYING EYES



MAKE IT  
EASY



TRIGGER



### INSIGHT

I worry about the people I care for being exposed when they go to the field. It's not only humiliating and undignified to think they could be seen like that, but also potentially damaging to our reputation.

### CHALLENGE

How can we dramatise the personal benefits of having your own private space all the time so all your family (including the men) are never caught out in the open?

### STIMULUS



The second is the sheer safety issue when men pass by, because forest cover is also reducing. There are less and less trees – certain villagers told us that there's no place for the women to hide behind. Roads are being widened, so a lot of bushes and trees are being cut. So women are not safe anymore.

And there was one story I heard from one area where the local politician and the local village head, the panchayat leader – they had put street lights along the street, and every morning they found that the street lights were broken – somebody had thrown, pelted stones at those street lights and broken the lightbulbs. So for a couple of weeks, they couldn't figure out who was doing it – they thought it was some juvenile delinquent-type kids breaking them. So one day, the village leader stood there and observed in the morning, and at night – I think they took turns – and they found out that it was the women, because the women go for open defecation early in the morning, because that's when they get their privacy. The women were throwing stones and breaking the street lights. The street lights they put around [were in] the same street where they would go for open defecation. So the safety issue, the embarrassment issue, the stress issue is a big issue with women when it comes to toilets.

Behaviour Scientist, India



You're fighting the gaze, the male gaze. Actually, that's a big problem in India. If you have visited India, you will know people stare. So that male gaze is very unnerving, actually. That is what they are fighting, and it's something that they are constantly stressed out about. So this whole toilet issue will work with women. Now, when you talk of urban areas, given my Uttar Pradesh experience, it will work well if you sell it as an aspirational product, rather than a male responsibility or a female responsibility.

Behaviour Scientist, India

## DON'T FILL IT UP

MAKE IT  
EASY

BARRIER



## INSIGHT

I know that our toilet is a hole in the ground and the more we use it, the quicker it will fill up, costing us money to empty it. So it's only used by family members and guests who really need it.

## CHALLENGE

- How can we help her relax to let all the family use it more often?
- How can the design of a toilet make it cheap and easy to empty?

## STIMULUS

## LATRINE VOLUME BY USE AND CONSTRUCTION

	No Government Support	Some Government Support	Fully Government Construction
Panel A By construction			
Mean pit volume	392	169	92
Median pit volume	240	83	42
Volume missing (%)	64	62	58
n (household latrines)	377	108	39
	No Open Defecation	Some Open Defecation	Majority Open Defecation
Panel B By use			
Mean pit volume	349	321	277
Median pit volume	214	177	157
Volume missing (%)	64	66	67
n (household latrines)	297	191	93

Volume is in cubic feet

Panel B shows that latrines with larger pits are much more likely to be used than latrines with smaller pits. Alongside the SQUAT survey, we conducted a companion qualitative study of behaviours, beliefs, and attitudes among households in rural Uttar Pradesh, Haryana, Gujarat, and Nepal, which do and do not have a member who has switched to latrine use in the past 10 years. In these qualitative interviews, people explain that their concerns about pit emptying importantly reduces latrine use.

Although it is beyond the scope of this paper, these qualitative interviews suggest that enduring concepts of purity and pollution – uniquely related in India to caste – push rural Indians away from latrine use, and may

complicate the development of the sort of markets for latrine pit emptying that exist in other countries. Very large pits are important because they are perceived to last a family at least a generation, without requiring emptying. This perception in rural India is an important contrast with the simple, inexpensive latrines that we discussed earlier, which in other countries are periodically emptied or moved as a matter of course.

[https://web.sas.upenn.edu/aashishg/files/2016/06/SA\\_XLIX\\_38\\_200914\\_Diane\\_Coffey\\_Aashish\\_Gupta\\_Payal\\_Hathi\\_Nidhi\\_Khurana\\_Dean\\_Spears\\_Nikhil\\_Srivastav\\_Sangita\\_Vyas-11rzpdv.pdf](https://web.sas.upenn.edu/aashishg/files/2016/06/SA_XLIX_38_200914_Diane_Coffey_Aashish_Gupta_Payal_Hathi_Nidhi_Khurana_Dean_Spears_Nikhil_Srivastav_Sangita_Vyas-11rzpdv.pdf)



I remember in Bangalore that some of the toilets were filled up and they wouldn't empty them until there was a big family event, like a wedding because of the cost. So emptying the toilet is a hassle and a cost they'd rather avoid. So I'm sure, because the men have to pay for that, but grudgingly they would prefer not to use it and only do it for their women folk. The men always go for luxury items for themselves before family. Like watches, motor bikes and other things. So they'd be loath to spend it on a toilet.

WASH Expert, International Not for Profit Organisation



## KID FRIENDLY

MAKE IT  
EASY

BARRIER



## INSIGHT

Toilets aren't a very pleasant place to be generally but particularly for inquisitive children that could easily fall in.

## CHALLENGE

How can having and using a home toilet increase the sense of safety, security and convenience for ALL the family?

## STIMULUS

In general, more of the negative latrine attributes are in reference to unimproved latrines. Latrines are perceived as having low durability, requiring frequent maintenance and constant relocation. They overflow, collapse, and/or become full, and are perceived as unsustainable. Latrines are also perceived as unsafe and risky. There is fear that people, especially children, will fall into the pit or the ground will cave in, causing the user to sink into the defecation site. There is also the perception that latrines are unhygienic, difficult to clean, and emanate bad smells. For example, in Meghalaya, 56% of households believe that a key disadvantage of using a latrine is the malodor. Given these negative perceptions regarding latrines, open defecators describe their behaviour as a more pleasant and comfortable experience. Example qualitative quotes from in- depth interviews are:



'The logs can rot, and within three to four years it sinks. For example what happened here recently, a woman sunk inside a latrine with a collapsing floor, the thing was so weak, and she sunk inside. People went and rescued her.' Uganda



'If I defecate in the river, I feel more comfortable. I don't have to smell my own waste – unlike when I'm doing it in a closed latrine.' East Java

<http://www.wsp.org/sites/wsp.org/files/publications/WSP-What-Influences-Open-Defecation-Global-Sanitation-Review.pdf>

Small children do not generally use any of the toilet facilities, finding them too big, messy and intimidating. Instead, they generally do their business in the open, directly into sewers or near drains. Some slums have toilet facilities built for small children, but there are none in Cheeta Camp yet.

<http://pulitzercenter.org/reporting/india-cheeta-camp-slums-sanitation-toilets-harvard-public-health-mapping>

## RUSH HOUR

MAKE IT  
EASY

BARRIER



## INSIGHT

Everyone in the house wants to use the toilet at the same time, so those who need the home toilet most get to use it at the busiest times.

## CHALLENGE

How can we create a portfolio toilet approach to manage the practical morning squeeze of six to eight busy people and just one toilet?

## STIMULUS



One of the things that struck us during our research was that people in urban centres who had a toilet and some of the family members were still not using it, mostly men, because there are serious capacity issues of a single toilet being able to service a large family of six to eight people who are living together. When you're looking at urban settings, these are, more often than not, immigrants, with relatives who'll come and stay with them. So it's not just the immediate family, the core nucleus unit, but there are extended family members – so the brother, the husband, or the sister, the wife, who also moved to the city and were staying together, and you're expecting a toilet to actually service about six to eight people during what is typically an extremely tiny window in the morning. By 'capacity' I mean the ability for – in a short period of time, where most of the family members have to leave for work – it's one toilet that's catering for these people. So therefore, the right to use is actually with the elderly or the pregnant woman or the young daughter-in-law or the daughter who's come of age. Those are the individuals who get prioritised use of it.

Design Consultant, India



Some other things done which are also part of the morning rituals... So for women, all the household chores fall on them, which is preparing the kids to go to school, preparing their food, getting the husband his food for the day. Attending to the elderly parents and washing clothes and utensils typically happens once people leave – and so there is that sort of morning rush that eases off, and then the women do it.

Design Consultant, India



[Who goes to the toilet in the morning?] Obviously it will be the people who own the house and own the toilets. So vis-à-vis somebody who has just come in there would be a kind of hierarchy. Where there's one toilet for let's say six to eight people that would really put pressure on in the morning time. And the kind of work these people do (like a maid or a painter) they have to travel long distances on public transport. So they wouldn't have that much time in the morning to wait to use the toilet.

Marketing Consultant, India

# USE A TOILET:

**INSIGHTS WITH SUPPORTING  
VERBATIMS FROM RESEARCH  
AND EXPERTS**



**MAKE IT  
DESIRABLE**

## SYMBOL OF SUCCESS

MAKE IT  
DESIRABLE

TRIGGER



## INSIGHT

I want our family to look good and show others we have high standards.

## CHALLENGE

How can we make having and all the family using a toilet all the time be an indicator of higher status?

## STIMULUS



Some NGOs travelled to a village near Delhi. As the day got late the visitors started to leave. The village leader tried to encourage them to stay and go in the morning instead. They explained their discomfort at not having toilets to use and that they would rather travel back home. A few months later the NGO got a call from the village leader inviting him to come and stay – as the whole village now had toilets.

Deepak Saksena, Unilever



## THE WALK OF SHAME



MAKE IT  
DESIRABLE



TRIGGER



### INSIGHT

Everyone knows what I'm about to do when I go outside – much to my embarrassment.

### CHALLENGE

How can we play on the walk of shame back from the tracks or field to encourage greater home usage?

### STIMULUS



The experience there was mostly women defecating in the scrub land of the lake where the slum was. Because it was illegal land, there was a bit of scrub land around it. Where we were, women were defiant, they would literally look you in the eye and say, 'Yes, so what, I'm gonna go and crap over here. What are you gonna do about it? This is my daily reality.' They'd sort of lost all dignity, and didn't care anymore. It's very difficult, when someone's broken, to actually change behaviours.

And then for men there was this concept of the walk of shame because everyone would defecate in the same area and everyone would know what they were going to do because a lot of people being washers would carry a pot of water with them. So it was blatantly obvious what everyone was doing. So women would do it because they had to and would not have any dignity left, but men wouldn't like to be seen to do it. They would wait until they went out of the community and do it in other areas, like at the railway track.

WASH Expert, International Not for Profit Organisation

## MODERN MANNERS



MAKE IT  
DESIRABLE



TRIGGER



### INSIGHT

It's my job to bring my children up well to give them the best chances in life. And knowing how to behave the modern way with a toilet is essential for them fitting in.

### CHALLENGE

How can getting, using and cleaning a home toilet be a way to socialise her child with modern manners?

### STIMULUS



Shame could be a big issue in a way – like you are being a villager, that's what it means to go out in the open – you're not yet being part of the city and the city's way of being. The overriding thing could be that I am a more educated, modern, urban person.

Marketing Consultant, India

A defining characteristic of being 'middle class' in urban India is that one has an exclusive toilet in or near one's dwelling (Srinivas 2002).

[https://www.academia.edu/9653610/Open\\_Defecation\\_in\\_India](https://www.academia.edu/9653610/Open_Defecation_in_India)

## MALL MANNERS

MAKE IT  
DESIRABLE

TRIGGER



## INSIGHT

Fitting into the modern way of doing things and knowing how to behave feels great when you get it right, but excruciating when you get it wrong.

## CHALLENGE

How can we play to the desire to fit in at the mall to create a new etiquette of toilet behaviour?

## STIMULUS



One of the biggest things that I found in my family planning work was the way our urban poor have completely internalised global capitalism, in a sense, because they feel that global capitalism has got them things.

I'll give you a simple thing that I found. There are four things that make a person feel connected to the global world, with globalisation, and they feel it's within their grasp. The first thing is the mobile – the mobile, more than a tool of communication, is a tool that tells a person that he or she is connected to the world in the same instant, because they are getting messages on WhatsApp, they can check their Facebook, they can use it for Skype. And these kids in the urban slums – youngsters, 17, 18, 25, married, unmarried – they know how to use these different tools. So a mobile, they say, gives them that feeling that they're connected to the world.

The second thing is the mall – the malls are a big connector. Actually, they feel that they are connected to the whole world, so they feel very good about this, and anybody can visit a mall. In that sense, a mall, as long as you're not creating any disturbance and you're just walking, a mall welcomes you – even though it's a private space – and if you behave in that private space, it makes them feel connected with the world at once.

Then there's television – television also because of the channels, they feel connected to the world, although Indians are typically very parochial and they tend to watch only their programmes. Even within their own languages, they're parochial, so either they'll watch an Indian movie or they'll watch their local language movie. But they want to be connected to the world. 'So I will continue to be parochial, but I also want to have the world in my grasp.'

And the final thing is mobility. They also want mobility, so that's why motorbikes – these things are selling a lot in the country. And mobility – the ability to move very quickly, between village and city, that has also become a critical issue for youth. So in a sense, what we found out was that aspiration – family planning sold as an aspiration was much better than family planning sold as a 'You have to do this for God and country and the world and environment.'

So it's aspirational. If you have one child or two children, you can get all these global things that are at your disposal, and you can get your child those global things.

Behaviour Scientist, India

## ALL GOOD INDIANS

MAKE IT  
DESIRABLE

TRIGGER



## INSIGHT

I pride myself in being a good Indian. So keeping our city and country clean, especially by not pooing in the open, means me and my family are playing our part.

## CHALLENGE

How can we tap into national pride of being a good Indian to encourage people to get and use a toilet at home?

## STIMULUS



So for example, sewerage and sanitation in India – not a single person would pick up a broom or something and say 'Let's clean the neighbourhood'. They would say that 'it's the job of the sanitation department' – it's always somebody else's job. And so they would then expect the sanitation and sewerage department to perform their function. That function is not being performed, so what happens is that you have that 'broken windows effect' – a particular dustbin is not cleaned, so well, if it's not cleaned, I get permission to throw trash around, and once I throw trash around it, other people get permission to throw more trash. So until that element is cleaned up from a management perspective, especially from a performance perspective, things are not going to change very much.

Behaviour Scientist, India



The same Domex movement can create that school movement, and that can be through teaching them that these are the values that the 'New India' has to follow. So I think the less powerful [children] can create a movement to change the behaviour of the more powerful.

Behaviour Scientist, India

The key idea is to move from a situation where we believe that the goal of the other group is inconsistent to our own goals. This is what the army does where group learning is a significant part of training. Creating more avenues where citizens can come together to target a common goal can help us manage these negative feelings that are held amongst the different societal groups.

<http://finalmile.in/behaviourarchitecture/why-do-we-still-discriminate>

## KEEPING UP APPEARANCES

MAKE IT  
DESIRABLE

TRIGGER



## INSIGHT

I don't want to feel left behind or embarrassed that we haven't kept up with our neighbours.

## CHALLENGE

How can we help increase the sense that everyone (including the most influential and aspirational) are all using a toilet?

## STIMULUS



I feel like I have seen, even in my own office, people who have slowly moved in their life. They're making around 20 to 23,000, they speak a bit of English now. For them the motivation is that they want to be part of the educated middle class. So whenever that doesn't happen, when they feel like they are left out of a conversation within the office or when they go to another place and they are treated disrespectfully, then they feel bad. And that is their biggest anxiety. If something helps them overcome that, that is where a toilet can come in.

Marketing Consultant, India



Shame could be a bigger issue in a way – like you are being a villager, that's what it means to go out in the open – you're not yet being part of the city and the city's way of being. The overriding thing could be that I am a more educated, modern, urban person.

Marketing Consultant, India



Young men, the younger guys, the late adolescents – for them, projection of a self-image is really important, and they do that through, for example, mobiles. It's always such a bolt from the blue when you look at irregular incomes but a flashy smartphone in people's hands, and that kind of projection of self-image happens a lot amongst young male adults in this setting. So these are people who don't have familial responsibilities yet, and so for them, that projection of a modern self-image is so important. If you can help them project the modern self-image, then there may be a chance to convince them of using it. And I think whatever the proposition is, it would have to be almost hyperaspirational, modern, contemporary, and go well with the things that any urban centre, young adult, is into. For example the fashion trends are more or less similar: they're all in skinny jeans, they all have gelled hair. So those are really interesting cultural cues of how the young across the board are actually – their self-image is informed by popular media and so on.

Design Consultant, India



## TRULY CLEAN FAMILIES



MAKE IT  
DESIRABLE



TRIGGER



### INSIGHT

We're a really clean family. And we do so much to stay clean. So I hate the thought that we haven't got the highest standards in every aspect of our family life.

### CHALLENGE

How can we get people to see that unless everyone uses a toilet all the time, they can't be truly clean?

### STIMULUS



If you look at the city, especially for people who migrate, for them the biggest thing is wanting to belong to the middle class. They want to be seen as part of the urban thing and they don't want to be left out of that.

So I would assume that for a truly clean family... I would have said the tone of that would be more modern and urban and that could be the clincher.

Marketing Consultant, India

## THE GOOD MAN



MAKE IT  
DESIRABLE



TRIGGER



### INSIGHT

As a good father, husband, son, and brother, I do so much to care for and look after my family – trying to protect them from danger in every possible way.\*

### CHALLENGE

How can we appeal to a father's sense of 'doing the right thing' to get him to want all his family (including himself) to use a toilet all the time?

### STIMULUS



If you could play on 'it's the head of a family' to kind of inculcate that appreciation for the health risks that they're exposing their families to by their persistent open defecation, maybe that link between open defecation and the persistence of diarrhoea or malnutrition from persistent diarrhoea in children. Because on the one hand you have these fathers that say they want to provide a facility to their wives and children, to give them something better, yet they themselves are going to open-defecate. So if they're willing to take that step and they acknowledge that this is a better alternative, then it's just taking it that one step further to say, 'Yes, that's great – but if you're continuing to open-defecate then it's kind of a moot point to have your family use this.'

Design Consultant, India



[The Good Man] reinforces this sort of provider status and this guardian status, and therefore saying, 'I made this for you but I'm okay by myself.'

Marketing and Advertising Research  
Consultant, India



So even if a responsible man gets a toilet, he will say, 'I've got you the toilet – now it's your job, because I've done what society asked me to do. I've kept you safe.'

Behaviour Scientist, India

Modi, however, was able to add a common touch: 'I come from a poor family, I have seen poverty. The poor need respect and it begins with cleanliness'. Apart from removing filth and squalor, he promised toilets in schools, especially for girls, who suffer daily indignity and are forced to drop out. 'We are in the 21st century', he said in Hindi. 'Have we ever been pained by the fact that even today our mothers and sisters have to defecate in the open? Dignity of women ... isn't this a responsibility of everyone?' (The Hindu 2014). These were laudable objectives, yet recent surveys showed unexceptional figures for Modi's Gujarat in infant mortality, water supply and the use of latrines.

[https://www.academia.edu/9653610/Open\\_Defecation\\_in\\_India](https://www.academia.edu/9653610/Open_Defecation_in_India)

\*The Good Man Insight was originally developed for Get a Toilet and was refined as part of the Use a Toilet project.

**MORE USE = MORE CLEANING = LESS TIME****MAKE IT  
DESIRABLE****BARRIER****INSIGHT**

Cleaning the toilet isn't a pleasant job. So the less it is used, the less often I have to clean it, allowing me to spend my time on more important and enjoyable jobs like spending time with the family.

**CHALLENGE**

How can having and using a home toilet increase the sense of safety, security and convenience for ALL the family?

**STIMULUS**

'There was this older lady in one of the houses, she was the mother in law. She took a lot of pride in the fact that she goes outside to practice open defecation. And what we found interesting in that entire story is that because the toilet in home is positioned for, controversially, the weaker people in the family, whether it is children or women, the stronger people in the family, the ones with higher status in the family, whether it's men or it's the older women like this particular mother in law, it's almost as statement of power to practice open defecation and say, 'I don't need this toilet, this is for the weaker people in the family.'

Marketing and Advertising Research  
Consultant, India



'There is no perceived risk [of OD] because conversations on health don't cut through. Everyone believes that they're invincible, in fact I remember last year I was doing a project for a pharma client and one of the biggest things that we found in India was this sense of invincibility, that 'nothing's going to happen to me', this was for some lifestyle disease and we had these extremely obese men saying, 'I can climb a flight of stairs so I'm perfectly fit.' And we read up some literature back then and the sense of invincibility is actually very strongly playing out in India. In fact WHO also commented on that very clearly in terms of Indian health practices. Negligence is probably near the top of that index in terms of being negligent to health. So I think because it's not so directly perceivable that there is a health risk, nobody sees it that way. For the girl child the safety risk is the other kind of safety risk so that's easier to see and therefore that's easier to act upon.'

Marketing and Advertising Research  
Consultant, India



## FOR THE WOMEN OF THE HOUSE

MAKE IT  
DESIRABLE

BARRIER



## INSIGHT

I feel uncomfortable using the same toilet as the women in our house, especially my daughter-in-law.

## CHALLENGE

How can we help overcome the reluctance to share the same toilet across generations and genders?

## STIMULUS



If you notice the traditional gender role in a typical Indian household, especially rural or peri-urban, it limits their say in the household spending decisions. So women do have some influence, but decisions are largely controlled by the so-called chief wage-earners of the family – mostly men. Now, when we talk about men – while a large percentage of men are dissatisfied with open defecation – the problems they face are infrequent, hence the toilet issue does not have top-of-mind presence among them. And what we've also noticed in our qualitative findings – they indicate that men do not consider a toilet as an everyday need for themselves, but largely of use during emergencies, like illnesses or when they are perhaps strapped for time. They do not feel very anxious as women do, when they defecate in the open.

Obviously, they don't see it as very important to be using a toilet. Other than that, they don't want to queue perhaps – and also in terms of how family structures work in India, they're not comfortable in using the same toilet that the women of the house are perhaps using.

Social Marketing & Behaviour Change Consultant,  
India



Women don't want to go out – it's embarrassing, it's unsafe, so let them use this as a safe space, and we will continue to do this open thing, which is cleaner and fresher.

Behaviour Scientist, India

In certain circumstances (such as when travelling) or for certain target groups (such as children) the practice of open defecation is deemed more acceptable. Specific cultural norms may also further influence open defecation, such as the belief that females and male in-laws should not share the same latrine facilities, or in contexts where men are not meant to be seen going to a toilet.

<http://www.wsp.org/sites/wsp.org/files/publications/WSP-What-Influences-Open-Defecation-Global-Sanitation-Review.pdf>



## EVERYONE IS DOING IT



MAKE IT  
DESIRABLE



BARRIER



### INSIGHT

Whilst it's shameful to be seen pooing in the open in front of a stranger, there's no shame when they've gone, as we all do it.

### CHALLENGE

How can we create a sense that everybody is doing it in their toilet rather than the open – so the sense of shame comes from doing it in the wrong place or feeling like you're being left behind?

### STIMULUS



In terms of how the committees typically work, they meet once a month or once a fortnight, and they identify households that are still defecating in the open. So those families have to join the thing, and then they discuss very openly and frankly the reasons for doing so. Once the issues are discussed, they also try to figure out the solution. It's more an interpersonal communication that kind of resolves behavioural issues over a period of time.

To really get a person to convert, it takes a lot of community pressure, which happens obviously through

a lot of talking and discussions, and trying to equip them with what is needed to build the toilet and use it.

In terms of usage, we have not really seen great results in terms of converting people, and on building community pressure. That's when those last bits, the dropouts, really get converted.

Social Marketing & Behaviour Change Consultant, India

## JUST THE WAY WE'VE ALWAYS DONE IT

MAKE IT  
DESIRABLE

BARRIER



## INSIGHT

Our Gods didn't use toilets and nor did all the generations before us. So why should we start now?

## CHALLENGE

How can we get people to see now is the time to change?

## STIMULUS

A second, more controversial reason could be the influence of traditional Hindu culture on sanitation habits. Studies of India's population show strikingly higher rates of open defecation in Hindu-dominated villages compared with Muslim ones, despite lower incomes, education and worse water supplies. That suggests a good way to get India's sanitation closer to global standards would be to begin with an education campaign, to persuade households to build – and use – their own latrines.

<http://www.economist.com/news/asia/21607837-fixing-dreadful-sanitation-india-requires-not-just-building-lavatories-also-changing>

In Rajasthan, 28% of open defecators state this behaviour is 'practiced by generations' and 47% agree 'we are used to defecating in the open.'

In Bihar, 49% of open defecators agree 'we are used to defecating in the open.'

<http://www.wsp.org/sites/wsp.org/files/publications/WSP-What-Influences-Open-Defecation-Global-Sanitation-Review.pdf>



In Mirzapur, Ahmedabad, residents open defecate because that is the natural way for them. Compared to the openness of the field, the community toilets are perceived as stuffy and dingy. 'Our ancestors used to defecate in the open, then why shouldn't we? We don't like the stuffiness of the toilet, we'd rather go out in the open.'

<http://www.wsp.org/sites/wsp.org/files/publications/WSP-What-Influences-Open-Defecation-Global-Sanitation-Review.pdf>

## A SIGN OF STRENGTH



MAKE IT  
DESIRABLE



BARRIER



### INSIGHT

I'm strong and invincible so I can easily go outside. The weak and vulnerable use a home toilet.

### CHALLENGE

How can we make going to the home toilet a sign of strength?

### STIMULUS



There was this older lady in one of the houses, she was the mother-in-law. She took a lot of pride in the fact that she goes outside to practice open defecation. And what we found interesting in that entire story is that because the toilet in the home is positioned for, controversially, the weaker people in the family, whether it is children or women, the stronger people in the family, the ones with higher status in the family, whether it's men or the older women like this particular mother-in-law, think that it's almost as statement of power to practice open defecation and say, 'I don't need this toilet, this is for the weaker people in the family.'

Marketing and Advertising Research  
Consultant, India



There is no perceived risk [of OD] because conversations on health don't cut through. Everyone believes that they're invincible, in fact I remember last year I was doing a project for a pharma client and one of the biggest things that we found in India was this sense of invincibility, that 'nothing's going to happen to me.' This was for some lifestyle disease and we had these extremely obese men saying, 'I can climb a flight of stairs so I'm perfectly fit.' And we read up some literature back then and the sense of invincibility is actually very strongly playing out in India. In fact World Health Organisation (WHO) also commented on that very clearly in terms of Indian health practices. Negligence is probably near the top of that index in terms of being negligent to health. So I think because it's not so directly perceivable that there is a health risk, nobody sees it that way. For the girl child the safety risk is the other kind of risk so that's easier to see and therefore that's easier to act upon.

Marketing and Advertising Research  
Consultant, India



## JUST SLIP OUT



MAKE IT  
DESIRABLE



BARRIER



### INSIGHT

It's too embarrassing to be seen going to the toilet at home when elder family members or guests are around – so I just slip outside and hope no one notices.

### CHALLENGE

How can we make using a toilet at home a discreet and dignified experience?

### STIMULUS



It is perhaps how the family dynamics work in India, and typically in a joint family, where there is a father-in-law and there's a daughter-in-law. The father-in-law will never be comfortable using the same toilet as the daughter-in-law uses, so women, for example, they have been isolated. It's anecdotal, but there have been cases where I have spoken to young women of the household, and they say they don't like to step into a toilet while there are elders sitting around. It's as simple as that.

Social Marketing & Behaviour Change Consultant, India



# USE A TOILET:

**INSIGHTS WITH SUPPORTING  
VERBATIMS FROM RESEARCH  
AND EXPERTS**



**MAKE IT  
REWARDING**

## EDUCATION, EDUCATION, EDUCATION

MAKE IT  
REWARDING

TRIGGER



## INSIGHT

A good education is the key to my children's success. So I want to maximise the days they get to spend at school learning to give them every chance of success.

## CHALLENGE

How can we link using the home toilet more often to more days spent at school?

## STIMULUS

The fact that poor people are willing to pay for cleaner, safer toilets belies the typical portrait of the poor as helpless victims. The clean pay toilets seem to have made a difference. 'Now we don't have to spend so much on doctors. Previously we had to struggle a lot, but now we are happier,' said Kanis Sayyed Hashim, a 45-year-old mother who has lived in the slum for 26 years and said her children get sick less now that they use the pay toilets.

<http://india.blogs.nytimes.com/2012/07/22/mapping-toilets-in-a-mumbai-slum-yields-unexpected-results/>



The prospects and the prosperity of the child. So the child is one key factor, and in the south, the total fertility rate is about 1.7. That means they are below replacement right now. In Andhra Pradesh I encountered many women who are just having one child. 'I'm just going to have one child and I'll have a prosperous life.'

Behaviour Scientist, India



Child's education, child's prosperity, child's advancement, child's well-being are key triggers. It's about the child doing well in life, basically.

Behaviour Scientist, India



Everyone backs the children as the biggest investment. It's like their opportunity to get out of poverty. So a lot is invested into children and children's education. The first investment that people make is education – school books – giving their children a start in life.

WASH Expert, International Not for Profit Organisation



The child has a good education, goes through the education process, is doing well at school. A child doing well in school is a very important marker.

Behaviour Scientist, India

## STANDING TALL



MAKE IT  
REWARDING



TRIGGER



### INSIGHT

I want my children to grow up proud and tall – to be able to get on in life.

### CHALLENGE

How can all the family using a toilet enhance their children's chance of height and success?

### STIMULUS

The researchers carried out a statistical analysis after adjusting potential confounding factors such as socio-economic status, maternal education and calorie availability. They found that the stunting figure of the districts where people defecate in the open is higher. In general, children in these districts were found to be unhealthy.

'Over half of the children are stunted, and almost a third of children are severely stunted. The early-life disease environment is poor: over 70% of households defecate in the open and 71 out of every 1,000 babies born alive die before they are one year old. Two thirds of all adults, and slightly more than half of females, are reported as literate in the Census,' the research findings state.

<http://www.downtoearth.org.in/news/open-defecation-linked-to-stunting-in-indian-children-42252>



They do understand the link [between] open defecation and children's health. They definitely understand. It depends on who gives this message. It's really the channel you use. So if you plan to use mass media, it will not work. If you plan to use maybe mid-media, it will not work. What really works is interpersonal communication, but not through people you hire, but mostly through people whom they trust and believe are giving them the right messages.

Social Marketing & Behaviour Change  
Consultant, India

## A SAFE AND SECURE PLACE



MAKE IT  
REWARDING



TRIGGER



### INSIGHT

Pooing in the open is riddled with dangers. I worry about me and my family getting there, being attacked by animals (or people) or falling in. And it's even worse at night.

### CHALLENGE

How can we tap into the security and assurance a family feels when all their members aren't endangered by having to go to the toilet outside the home?

### STIMULUS



I think the girl child is using the toilet, it's the boy children who are not because again, in small urban areas in India, one of the things we are seeing is the conversation on safety for women is at an all-time high given recent events. We've had many cases of rape recently, especially in the north, and they've got a lot of media attention and they've really captured the entire country's attention. In rural areas, there are community rules so there's not so much risk because everyone does it. In urban areas that feeling of risk is greater because there's more change and you don't know everyone in the urban community. Because of migration there are people coming and going and therefore that sense of risk is greater. So I think the girl child is using and the boy child is not because there's no sense of perceived risk at all.

Marketing and Advertising Research  
Consultant, India

Having one's own latrine avoids exposure to the elements. Being able to use a latrine is described as 'more comfortable' because it prevents individuals from getting scratched, stepping on thorns, or dirtying their clothes. Although comfort was mentioned as a positive attribute across a number of countries, it was most notably important in Cambodia, where 66% of latrine owners cite comfort as a key advantage of owning a latrine.

<http://www.wsp.org/sites/wsp.org/files/publications/WSP-What-Influences-Open-Defecation-Global-Sanitation-Review.pdf>

'Takes very little time to learn.' Indicated the men in the scrub. 'Now squatting there can be dangerous. Poisonous centipedes crawl about in there. I wouldn't expose my tender parts to them. Also, if you lose your balance in those bushes, you end up with an arseful of thorns.'

[https://www.academia.edu/9653610/Open\\_Defecation\\_in\\_India](https://www.academia.edu/9653610/Open_Defecation_in_India)



## WHEN SICKNESS ISN'T AN OPTION



MAKE IT  
REWARDING



TRIGGER



### INSIGHT

I can't afford the time off nor doctors' bills if me or my family are sick. Sickness isn't an inconvenience for one person, it's a threat to all our families lives.

### CHALLENGE

How can we help them see the bigger ongoing costs so they get and use a toilet now?

### STIMULUS



For Pureit we found it useful to talk about the cost of poor quality water leading to them getting sick – with doctors' bills and days of lost work.

Anupam Bokey, Unilever

## MY MORNING ABLUTIONS



MAKE IT  
REWARDING



BARRIER



### INSIGHT

Going to the tracks or field is just part of my morning ritual. With the paper, phone and a cigarette, it's a little bit of time out before the day starts.

### CHALLENGE

How can going to the toilet – at home or a community toilet if there is one – become the new normal morning ablation?

### STIMULUS



The woman gets her kind of social occasion typically when she is washing utensils or clothes, because that happens at a community water point. It happens when the other folks in the house have left – when she has enough time. But for the men it's different. We've seen groups of two or three young men head out together. Usually when they're coming back from the fields, they would hang out in sort of a community town square, or in the slum an open space where everyone's together. It happens briefly – maybe 15, 20 minutes in the day – in urban and rural settings.

Design Consultant, India



For menfolk, an important morning ritual is actually casual conversations in the community with other men, with other adults – both for young and kind of middle-aged men. So those are all the sort of things that are a necessary part of the morning ritual. So if you're using a toilet which keeps you to the house, these social occasions get compromised.

Design Consultant, India



In the railway line I've seen a lot of images of this, and besides roads, you do get men going in groups and almost doing their morning ablutions together. Taking some water with them as well, and having a cigarette and reading the paper.

WASH Expert, International Not for Profit Organisation

## DON'T POLLUTE MY HOME



MAKE IT  
REWARDING



BARRIER



### INSIGHT

Toilets are impure and home is pure – so whilst I may have a toilet attached to my home, it doesn't mean I like it there or want to use it if I can avoid it. And the smell is a constant reminder of just how dirty it is.

### CHALLENGE

How can we break down the disgust of having a toilet close to her home so that she (and all her family) will use it more often?

### STIMULUS



One of the biggest challenges we have is a lot of these folks, their experience with available facilities is driving a lot of their perceptions and the associated habits. If you go into most public toilets and community toilets – especially community toilets – and even the brand new ones, after a few months, they are completely dysfunctional. So in trying to sell through to somebody whose lone experience with a toilet facility is so negative, and to try and convince them to bring that into their home – that's especially challenging, because in their mind, you're asking them to bring something that's potentially disgusting and dangerous into their own house.

Kevin Shane, Quicksand

#### Containing zones of filth

When toilets are dirty within their four walls, the aura of that filth seeps outside that facility as well. People come to see the toilet and its vicinity as a dirty space; it becomes socially acceptable to defecate or even dispose of garbage outside the facility.

[https://bopdesigner.files.wordpress.com/2011/11/pottyproject\\_execsummary1.pdf](https://bopdesigner.files.wordpress.com/2011/11/pottyproject_execsummary1.pdf)



## THRIVE AND PROGRESS

MAKE IT  
REWARDING

BARRIER



## INSIGHT

If my child is not sick then they are healthy. There's no in-between.

## CHALLENGE

How can parents notice the greater potential their kids could have by everyone using a toilet all the time?

## STIMULUS

UNICEF said the call to end the practice of open defecation is being made with growing insistence as the links with childhood stunting become clearer.

<http://www.siasat.pk/forum/showthread.php?304883-India-has-highest-number-of-people-practising-open-defecation-NO-TOILETS-TOI-%28ache-din-%29>

Hundreds of thousands of them die from preventable conditions each year, especially in the North, which has most of the open defecation. Faeces in groundwater spread diseases such as encephalitis, an annual post-monsoon scourge in eastern Uttar Pradesh. Diarrhoea leaves Indians' bodies smaller on average than those of people in poorer countries where people eat fewer calories, notably in Africa. Underweight mothers produce stunted babies prone to sickness who may fail to develop to their full cognitive potential. Dean Spears, a Delhi-based economist, says the costs of all this, in incomes and taxes forfeited, are far greater than the price of fixing it.

<http://www.economist.com/news/asia/21607837-fixing-dreadful-sanitation-india-requires-not-just-building-lavatories-also-changing>



## OPPORTUNITY TO NETWORK



MAKE IT  
REWARDING



BARRIER



### INSIGHT

Going to the toilet isn't just a physical need, it's a financial one too. It's a valuable opportunity to get chatting and understand where the work is for the day to provide for my family.

### CHALLENGE

How can having and using a home toilet increase his chances of financial success rather than decrease them?

### STIMULUS



The term 'employed' is a very tenuous one in these situations because formal employment is very rare. It's just ad hoc employment, people set off from the house in the day and see what they can get. [Open defecation] is one of many social touch points in the day, but at the same time you're talking about morning habits and rituals and maybe that is part of the morning ritual. Maybe that is in the space of an hour or two of getting up that that's where people get their information from. In Muslim areas obviously it would be the mosque.

WASH Expert, International Not for Profit Organisation



There are also employment implications to it as well for a lot of day labourers and such – it's through their network of contacts that they will end up getting a day's work. That component adds a lot of stress to the daily routine and the importance of getting out of the house early, just to secure a day's wages.

It's about the conversations that happen within the community to understand what could be available in the labour market for that day or for that week. So that time needs to be spent with a few menfolk in the community, and it only happens in the morning, because then people disperse. And when you're out, when you go out to defecate in the open, you're out of the house, that's where you meet menfolk, when you're coming back. So that entire space where, between when you're returning from the open fields or the community toilet, as the case may be, if they are fortunate to have that, and before where the threshold of the house is spatially, that is the place where conversations happen.

Design Consultant, India

## FRESH AND LIGHT

MAKE IT  
REWARDING

BARRIER



## INSIGHT

Pooing in a light, open place is far more pleasant than pooing in a dark, smelly toilet in my home.

## CHALLENGE

- Can we tackle the issue in a slightly different way by overcoming going outside with a different issue like privacy and safety?
- How can the toilet design or cleaning regime make the in-home toilet as pleasant an experience as an open air one?

## STIMULUS



The other concept which you will find everywhere is the notion of openness – closed spaces are smelly, dirty, putrid, and open spaces are good. So I'm going into the open air – it's fresh. This is a habit cycle, that has to be broken somewhere. So one is, of course, cleaning the toilet, so that it becomes clean, so people use it. On the other side, the cycle that they have already created for themselves is – 'I'm carrying a bucket of water, I have this open air around me and this is the best way to do this job.'

Behaviour Scientist, India

We asked an open-ended question, where household members could volunteer their explanations of what is good or bad about open defecation and latrine use. Of people who defecate in the open, 47% explain that they do so because it is pleasurable, comfortable or convenient. Of individuals who defecate in the open despite having access to a latrine in their household, fully 74% cite these same reasons. Many respondents told us that defecating in the open provides them an opportunity to take a morning walk, see their fields, and take in the fresh air.

[http://www.indiawaterportal.org/sites/indiawaterportal.org/files/revealed\\_preference\\_for\\_open\\_defecation\\_evidence\\_from\\_a\\_survey\\_in\\_north\\_india\\_epw\\_2014\\_0.pdf](http://www.indiawaterportal.org/sites/indiawaterportal.org/files/revealed_preference_for_open_defecation_evidence_from_a_survey_in_north_india_epw_2014_0.pdf)

## GREAT FOR STORAGE

MAKE IT  
REWARDING

BARRIER



## INSIGHT

There's so little space in our home that a government-built toilet that we didn't ask for is useful extra storage space.

## CHALLENGE

How can we challenge the value equation so getting a toilet means using a toilet?

## STIMULUS



So the Government, for example, promised that they will build half a million toilets in the country over a period of 10 months, after they came to power. They recently declared that they have built about 530,000 toilets – as per the claim. They have indeed built toilets. What is happening is that, first of all, the people who do not have toilets, they do not live in urban areas – they live more in semi-urban and rural areas, number one. The Government having built over half a million toilets are figuring out that people are using those toilets as storage mechanisms and they're not using them as toilets.

Behaviour Change Consultant, India

## NOTES





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## APPENDICES

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## FURTHER MATERIALS



# INTRODUCTION

## WHAT'S IN THIS SECTION

This Source Book has been dependent on expertise and generous support from a wide range of experts inside and beyond Unilever. Special thanks go to Ayush Chauhan, Dr. Val Curtis, Balali Goopalan, Siddharth Kanoria and Marketing Mums for their special help throughout the project.

In this section you will find:

- Who Was Involved
- Sources and Resources
- Web-Based Sources
- Appendix 1: Workshop Design Tools
- Appendix 2: The Motives model from the Behaviour Centred Design Approach



## WHO WAS INVOLVED?

# GET A TOILET

### EXPERTS INTERVIEWED

**Danny Alexander**, IDEO  
**Ayush Chauhan**, Quicksand  
**Nilesh Chatterlee**, Behaviour Scientist, Author  
**Chitralekha Choudhury**, Gram Vikas  
**Dr. Val Curtis**, London School of Hygiene and Tropical Medicine  
**Therese Dooley**, UNICEF  
**Priyanka Dutt**, Country Director, BBC Media Action (India) Ltd.  
**Sanchita Ghosh**, Social Marketing and Behaviour Change Consultant  
**Balaji Gopalan**, Centre of Gravity  
**James Inglesby**, Unilever  
**Mimi Jenkins**, University of California  
**Davis Ina Jurga**, WASH United  
**Siddharth Kanoria**, Quantum Consumer Solutions  
**Dr. Kamal Kar**, Community-Led Total Sanitation (CLTS)  
**Olivier Kayser**, HYSTRA  
**Krishna Kumar**, Sannam S4  
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**Phil Gates**

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**Irene Jeffrey**

## WHO WAS INVOLVED?

# USE A TOILET

### EXPERTS INTERVIEWED

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**Analia Mendez**  
**Matteo Rizzi**



# SOURCES AND RESOURCES

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Understanding the Benefits of the Uniloo Toilet Service and the Associated Behaviour Changes	<i>Cranfield</i>
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# APPENDIX 1: WORKSHOP DESIGN TOOLS

We found it very helpful in the development of our sanitation behaviour change project to bring a wide range of stakeholders together in a workshop. The workshop provides a moment in time to ensure that all the relevant players are aligned in their objectives. It can help to find solutions to problems, build and maintain momentum and create a shared understanding of next steps.

In and of itself, any workshop takes time and resources for planning and execution. To help you ensure that you get the most from the experience, we are sharing here some of our experience adapting a section from 'The Partnering Initiative Brokering Guidebook' – specifically, the 'Designing a Workshop' Guidance Note.

## 1. WHO SHOULD LEAD, DEVELOP OR FACILITATE YOUR WORKSHOP?

This could be the project leader, the project manager or someone from one of your partners – one of the organisations you are working with on the project. Alternatively you could ask a specialist consultant to support you in this role. The workshop leader will need to be familiar with what a workshop can achieve and have an understanding of how workshops can make a useful contribution to the sanitation behaviour change project at different stages. In a workshop with small numbers (for example, a workshop for established participants who are used to working together) a workshop leader that is already associated with the project may indeed be the ideal person to develop and facilitate the session. A more open-ended public workshop, however, is likely to require advanced facilitation skills – which that person may not have. In this case, the project leader may take a lead in identifying, appointing and briefing an external facilitator who has the required expertise and experience.

## 2. WHAT IS A WORKSHOP?

A workshop is a form of meeting that involves a group of people (more than four and less than 100) in a participatory format. It is generally used where a more formal meeting would be inadequate or inappropriate. Carefully developed and designed, it can bring unusual combinations of people together to explore issues and ideas in an open-ended way. Managed well, a workshop can achieve a great deal in a short space of time. It can also energise and enthuse participants in ways that invite more adventurous thinking, stronger commitment and/or further active engagement.

Workshop approaches are often used to:

- Build the case for a particular project and approach – whether at local, national or international levels – in an exploratory, pre-project phase
- Build relationships – using workshop activities to create better understanding of diverse interests and values
- Develop project commitment – for example, by mapping the resources needed for a programme of work and what each party can contribute
- Tackle a key issue or a problem that is impacting the project and needs attention for the working relationship to proceed productively
- Conduct project reviews – where partners review together the effectiveness of their working relationship and how they can use review findings to improve the project
- Share the aims and achievements of the project between partners and other stakeholders





### 3. WHO SHOULD BE INVOLVED?

Anyone involved in the project can propose that a workshop may be useful at any particular point. The person who proposes the idea may, however, not be the right individual (or from the most appropriate organisation) to lead in its design and delivery. In any event, it is a good idea to consult widely to assess what buy-in there is for the idea from those who might be the participants. Once it is clear that a workshop would be a useful activity, decisions need to be made about who will develop the idea, how participants will be selected and who will send out the invitations and in what format. In addition

to participants, there may be some value in inviting selected people as participant observers (for example, external donors or potential new partners). Once people have agreed to participate, workshop organisers may decide to contact all (or at least some) of them in advance of the workshop to explain its aims in more detail and to solicit their inputs. This is usually a good way to maximise the value of the workshop itself, in the sense that participants come better informed about what to expect, are more engaged in the theme and thus more prepared to get actively involved in the workshop process.

### 4. WHEN?

Timing can be critical and it is important to assess whether or not the timing is right for a workshop, (as opposed to a more high-profile event or a more conventional formal meeting). Once a workshop is agreed in principle, an appropriate date should be selected and notified to the target participant group

well in advance. Consideration should be given to the actual length of the proposed workshop (preferably more than three hours and less than three days). Take 'soundings' from key target participants to help arrive at the right decisions with regards to when and how long.

### 5. WHAT TO INCLUDE?

Any workshop should have an overarching theme and a clear focus aiming at tangible outcomes and outputs. Where possible, the theme and some overarching objectives should be included in the letter of invitation. The workshop should be planned well to ensure there is a clear sense of progression, achievable goal/outputs, as well as key roles to be taken by different people (including guest speakers and the participants themselves) who should be

well-briefed about what they are being asked to do in advance of the workshop. The workshop design should strive to achieve a balance between:

- Small-group and larger-group activities
- Formal inputs and open-ended discussion
- Structure and flexibility

### 6. WHERE SHOULD YOU HOLD THE WORKSHOP?

The venue for any workshop is very important and can have a major influence on a workshop's success. Sometimes the impersonal (for example, a hotel or conference centre) is more appropriate than somewhere strongly associated with a specific partner. Alternatively, the workshop may benefit from taking place in a project setting or

in a venue with an added and relevant dimension (for example, a village community centre or a heritage centre). Refreshments are important and this may also provide an opportunity for some more interesting ideas – like special food prepared by project beneficiaries or local small-scale entrepreneurs.

### 7. HOW DO YOU MANAGE A WORKSHOP?

To be effective, a workshop needs to be well-managed. There may be a number of different roles (the actual number depends on the scale and complexity of the workshop) including those of:

- Host – the person who welcomes participants and closes the session
- Facilitators/Moderators – those who manage the workshop process, plenary sessions or small group discussions
- Rapporteurs/Record-keepers – those who report back (verbally) from working groups or who are

responsible for capturing plenary discussions (on a flip chart) or who keep a written record of the meeting (on a computer)

- Translators (if needed) – remember to brief them with any key words or specific jargon that are particularly important to be interpreted accurately
- Support team – including audio-visual technicians (if necessary) and people available to run errands and provide administrative or organisational back-up

## 8. HOW SHOULD THE ROOM FOR THE WORKSHOP BEST BE SET UP?

The facilitator, in consultation with those organising or hosting the workshop, will need to decide whether:

- Seating will be 'theatre-style' (facing forwards towards a platform) or in a semi-circle/circle or whether more will be achieved if participants are seated 'café-style' (around tables)
- Seating arrangements will be changed as the workshop progresses and different arrangements become more suitable
- Small-group sessions will take place in different areas of the same large room (as 'buzz groups') or separated from each other in different rooms (as 'break-out' groups)

- Refreshments will be served formally (at tables with seating plans) or informally (stand up buffet)

It also helps if all the rooms are pleasant workspaces (with natural light, fresh air, flowers, good temperature) and that the technical equipment needed is available and in good working order. It may also be a good idea to complement the workshop itself with an exhibition of relevant photographs, posters or case studies that illustrate the theme or give participants further useful points of reference or relevant information that may enhance their understanding or add new material to the discussions.

## 9. COSTS

Workshops cost money (of course, the actual amount varies according to scale, venue and duration) and how any workshop is to be resourced is a critical early question. Costs can be met by any of the following methods:

- From the project's core budget
- By donation (cash) or gift in-kind (e.g. venue or refreshments) from one or more of the partners
- Funding from local, regional, or national

government sources (particularly where the workshop is seen as having strategic value for the locality/region/country)

- Raising external funds (particularly for a large-scale workshop that is seen to be of wider national or international value or to tackle a particularly important sustainable development issue)
- Participants being asked to pay a fee for their participation

## 10. FOLLOW-UP

In addition to agreeing action points for the participants themselves, there may well be follow-up activities for the facilitator. These can range from informal feedback about the venue and the session itself to more formal observations and recommendations for the organisers or partners.

Whatever follow-up facilitators are required to undertake, make sure their commitments are completed as speedily as possible to encourage participants themselves to keep up the momentum for action generated by the workshop.

## 11. EVALUATION

Most workshop design includes some form of review – often immediate and conducted as a brief, verbal feedback discussion towards the end of the session. Sometimes participants are asked to complete a brief questionnaire before they leave, though this risks being a bit heavy-handed. It is becoming more common to ask for feedback one or two weeks after the session. This can be done by phone, email or letter and it offers a useful opportunity to get back in touch with participants and remind them of any action points they agreed to undertake as well as being more likely to provide a more measured view of the workshop's value.

### Useful evaluation questions

- Please give your views of the workshop's overall structure and content. What did you find most

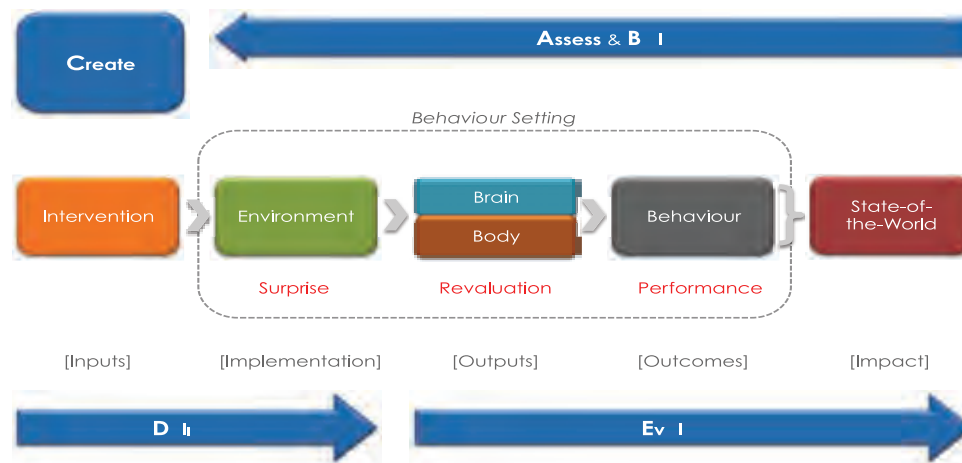
useful? What did you find least useful?

- In what ways did the workshop achieve its objectives?
- In what ways did the workshop achieve your objectives?
- How effective were those in key roles? Facilitator? Guest speaker? Rapporteur?
- How appropriate was the venue? (With detailed questions, if required)
- What actions will you take/have you taken as a result of this workshop?
- Do you have any further thoughts on follow-up?

# BEHAVIOUR CENTRED DESIGN

Behaviour Centred Design (BCD) is an approach developed by The London School of Hygiene and Tropical Medicine to understand behaviour change. It has intellectual roots in the fields of evolutionary biology and ecological psychology. It is based on the insight that brains evolved to provide adaptive behavioural responses to rapidly changing or complex environmental conditions. From this foundation, the School developed a model that includes two main elements: a process theory for program development (the Assess-Build-Create-Deliver-Evaluate, or ABCDE steps around the outside of the diagram, and a theory of change running through the middle (see diagram below).

## BCD Theory of Change



### The components of the BCD theory of change are:

- **The environment**, which presents a challenge or opportunity to the individual
- **The brain**, which produces potential responses to that challenge
- **The body**, which engages in interactions with the environment (i.e. produces behaviour) that changes that environment

Further, the behaviours of interest to behaviour change professionals typically occur in particular contexts, within which these basic components interact. These contexts are called 'behaviour settings' (following the work of Roger Barker during the 1950s and 60s), and are considered to strongly affect the everyday behaviours we typically want to change.

<http://ehg.lshtm.ac.uk/behavior-centred-design/>

## Why are behaviour motives important?

As part of the BCD approach, the School developed an understanding of human motivation based on the idea that each human motive evolved to solve a particular kind of problem of survival or reproduction presented by the human way of life. The set of 14 motives identified

through this deductive process should encompass all of the kinds of motivations humans experience. Investigating these different motives can be a powerful lever of change with respect to behaviour.

<http://ehg.lshtm.ac.uk/human-motives-of-behavior/>

## Human Motives

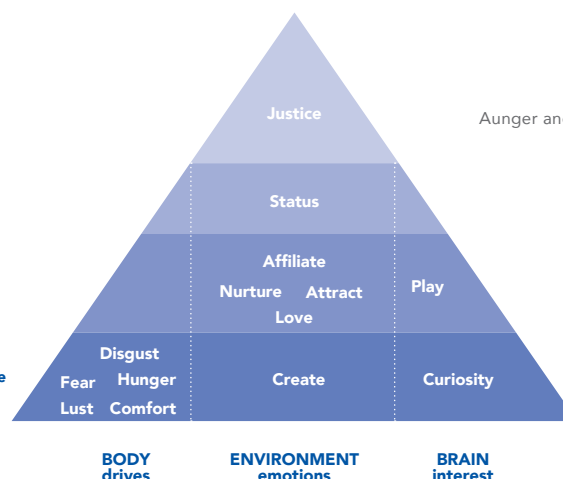
### ORIGINS

human

primate

mammal

invertebrate



Aunger and Curtis, 2013



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