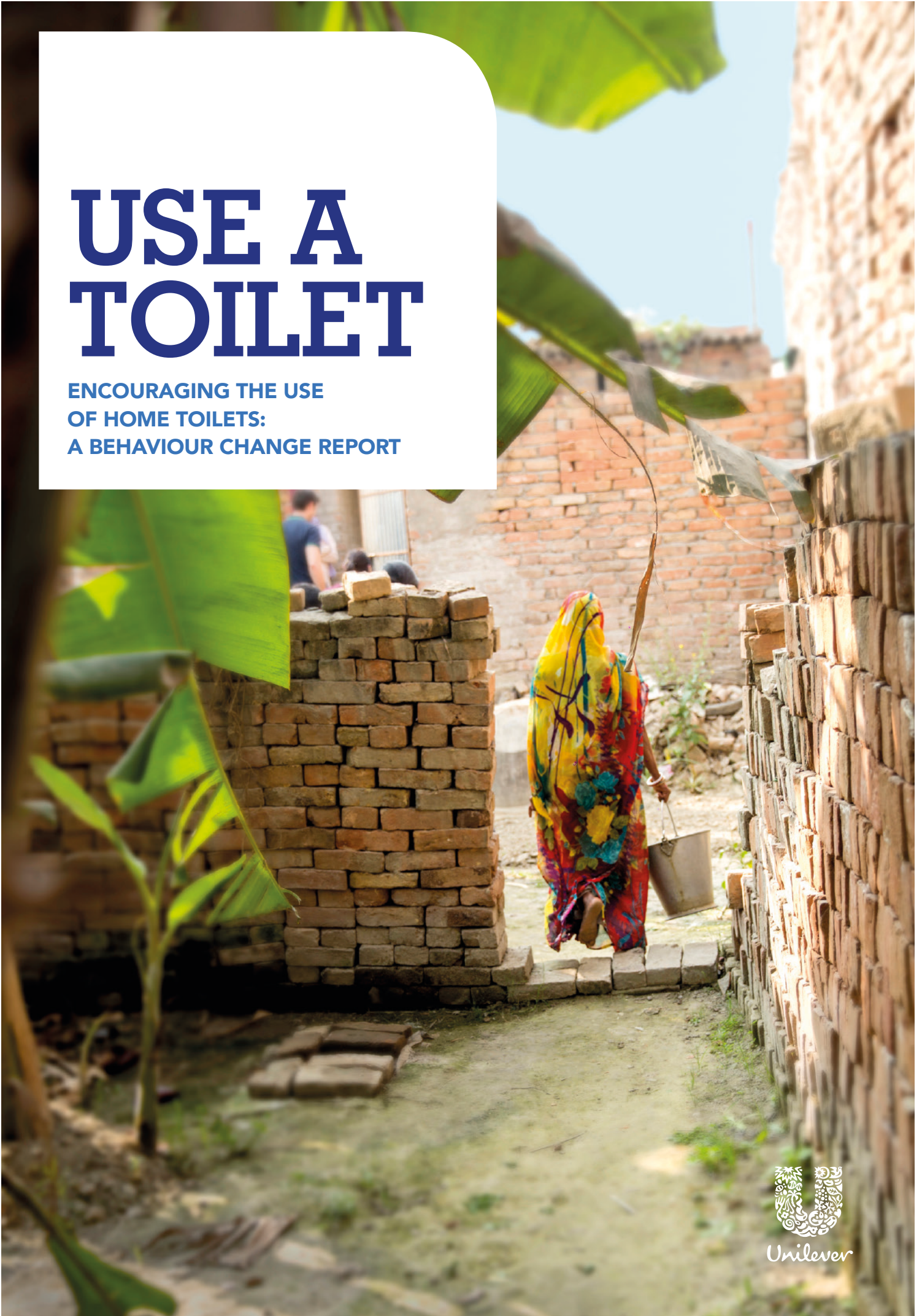


USE A TOILET

ENCOURAGING THE USE
OF HOME TOILETS:
A BEHAVIOUR CHANGE REPORT

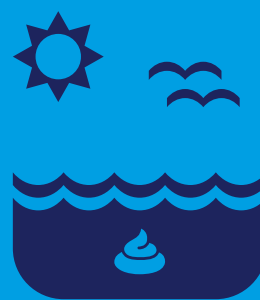


Unilever





2.4 BILLION
PEOPLE LACK ACCESS
TO BASIC SANITATION
SERVICES, SUCH AS
TOILETS OR LATRINES



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



THERE ARE STILL
45 COUNTRIES
IN THE WORLD WHERE LESS
THAN HALF THE POPULATION
HAS ACCESS TO ADEQUATE
SANITATION FACILITIES



ONE CHILD DIES
OF DIARRHOEAL DISEASES DUE
TO POOR SANITATION EVERY
TWO MINUTES

FOREWORD



Professor Val Curtis, Director of the Environmental Health Group
London School of Hygiene & Tropical Medicine

If you've picked up this report it looks like you're not only interested in tackling one of the biggest global challenges of our time, sanitation, but also specifically interested in encouraging people to use toilets. So are we.

Yet despite a mountain of information on sanitation behaviour change, we struggled to find specific information about what motivates people to use a toilet.

So this report shares what we have learned specifically about motivating people to use a toilet to help others.

BUILDING ON A FOUNDATION FOR SANITATION BEHAVIOUR CHANGE

In my role as Director of the London School of Hygiene and Tropical Medicine's Environmental Health Group - a multidisciplinary group dedicated to improving hygiene, sanitation and water (WASH) - I have worked closely with Unilever and other experts to develop a new approach to changing sanitation behaviour. We found that though attention has been paid to financing, building and distributing various models of toilets, (what we describe as 'hardware' provided by suppliers), there was little consumer 'software' or knowledge of the motivations that underpin a family's decision to buy a toilet, or indeed encourage all family members who have access to a toilet at home to use it. It was clear that together we needed to develop this behavioural 'software' and that there would be a natural role for Unilever to contribute the marketing expertise it had developed throughout its history in building consumer demand for sanitation products.

As CEO Paul Polman explained in June 2015:

'We believe we are uniquely placed to play an active role in addressing the sanitation crisis with our global reach, innovation, marketing and behaviour change expertise, distribution networks and brands... In 2014, we committed to helping 25 million people gain improved access to a toilet by 2020 - an ambition that lies at the heart of Goal 6 of the Sustainable Development Goals, which ensures universal access to WASH by 2030. By helping people access a toilet and by promoting the benefits of using a clean toilet, we are also opening new markets, driving demand for our products, and fostering innovation, research and development.'

Over the last few years, a team at Unilever have been involved in a number of projects and initiatives to understand more about the challenges of increasing access to toilets and decent sanitation and, in particular, exploring where Unilever's techniques and approaches that stimulate 'behaviour change' have a contribution to make.

The work started by looking at how to build demand for toilets in conjunction with a range of experts from the Toilet Board Coalition and beyond. Together we produced 'Get a Toilet: Building Demand for Toilets' which documented what we learned including insights, propositions and ideas to encourage someone to buy their own home toilet. This report builds upon that work by sharing further insights, propositions and ideas developed to encourage all family members with access to a home toilet to use it.

HELPING TO FILL A KNOWLEDGE GAP

We recognise that sanitation behaviour change is complex and a large-scale challenge that takes time, requiring collaboration across sectors at global, regional and local levels. We hope that the behaviour change learning and practical examples set out in this report will contribute to the understanding, addressing an acknowledged knowledge gap.

PRODUCED BY UNILEVER – WITH THANKS
TO MARKETING MUMS FOR THEIR SUPPORT

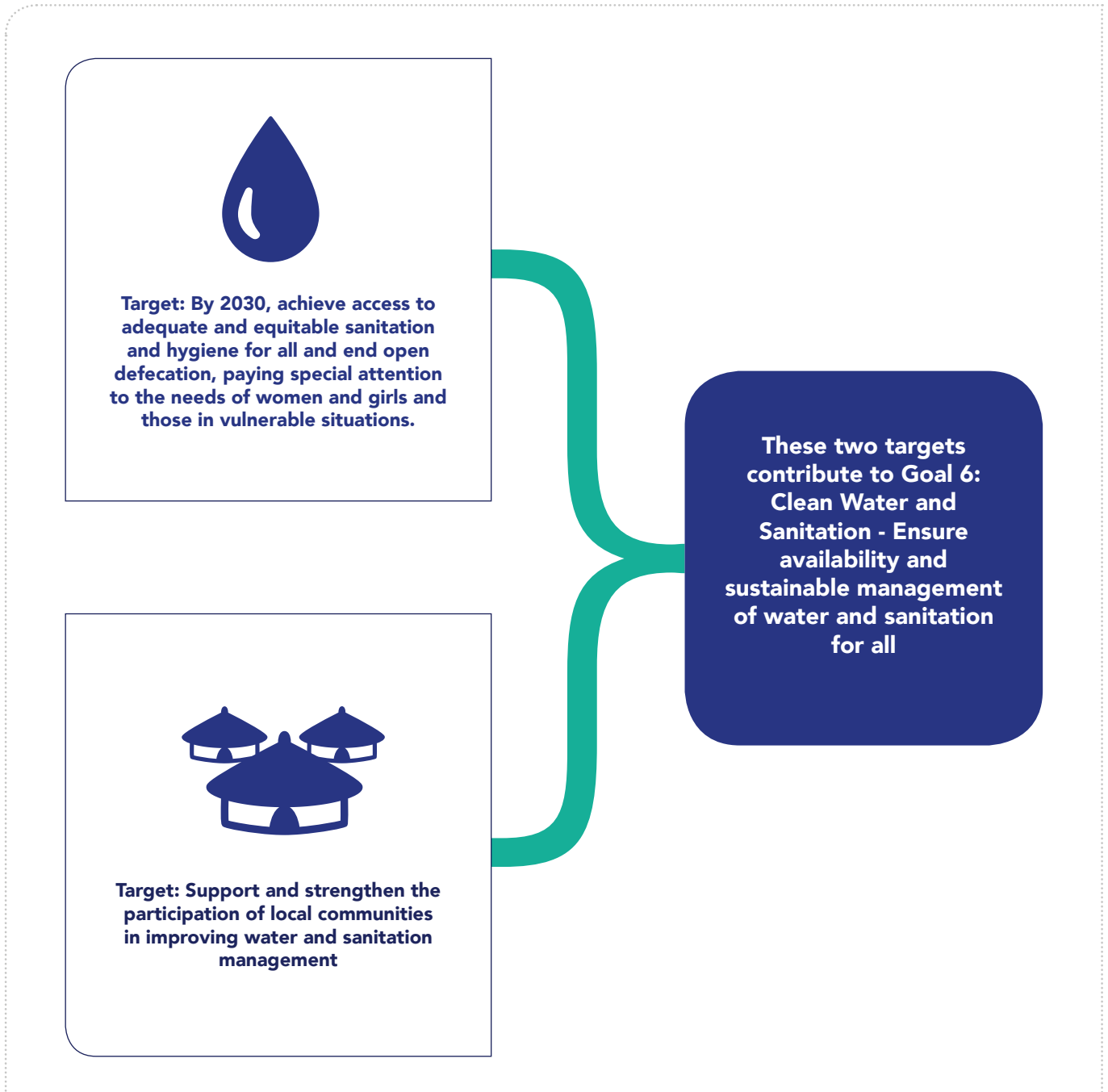


BACKGROUND AND CONTEXT

THE SANITATION CRISIS

Encouraging people to use toilets to stop the spread of disease may not appear to be the business of a global multinational but for Unilever, it lies at the heart of an ambitious project to improve health and hygiene while simultaneously building the company's business. Poor access to sanitation and hygiene remains one of the largest challenges facing our world today. According to the UN every year millions of people, most of them children, die from diseases associated with inadequate water supply, sanitation and hygiene.

The adverse impact of poor sanitation on the social, physical and economic well-being of societies worldwide is so pervasive that the UN Sustainable Development Goals aim to ensure access to clean water and adequate sanitation for everybody.



Why should businesses play a role in improving sanitation? An increasing number of entrepreneurial companies, particularly those operating in emerging markets, are discovering that by bringing their commercial knowledge to relationships with NGOs, academic institutions and public sector organisations in partnerships, they can make a much greater impact on social and environmental problems, than organisations acting alone.

HOW HAS UNILEVER ENGAGED WITH THE SANITATION CRISIS?

Progress toward the sanitation Millennium Development Goal (MDG) was the most off-track of all the MDGs. Our analysis of the problem was that previous interventions had focused on toilets and other sanitation products (the hardware) - and there was less experience and fewer resources available on changing behaviour (the software). Like other companies marketing consumer products, Unilever is in the 'behaviour change business'. Our commercial success depends on our ability to understand consumer needs, to develop products that meet those needs and to motivate people to buy and use them.

While Unilever does not directly provide toilets, we recognised that by working in partnership with others to build the market for toilets, and encouraging people to use them, we would be building the market for our products.



Through our toilet hygiene brand Domestos/Domex and Unilever, we have been in partnership with UNICEF since 2012, supporting behaviour change interventions and capacity building initiatives. Working with social enterprise eKutir in India, and organisations such as Population Services International (PSI) we enabled entrepreneurs to set up local sanitation businesses in rural areas. Running school programmes with NGOs helped to improve school facilities and educate the next generation of children on the importance of sanitation and hygiene.

One distinctive contribution we have made addressing sanitation behaviour change has been the application of our **Five Levers for Change**. We have applied this practical

model of behaviour change, based on many years of research and observation, to promoting key sanitation behaviours such as handwashing and toilet use. This was complemented by the Behaviour Centred Design approach to behaviour change, developed at the London School of Hygiene and Tropical Medicine.²

We worked with a range of experts to create a bank of consumer sanitation behaviour 'insights'. These underpinned 'demand propositions' which were worked into communication 'ideas' which would bring the propositions to life. The resulting report, Get a Toilet, captured the process of proposition and ideas development. The best ideas could be developed further for testing in a selected number of countries.

In describing the process of Sanitation Behaviour Change outlined in this report, we have used the following terms:



INSIGHTS

An understanding of human needs that drive people to do what they do



PROPOSITIONS

A message from a supplier that taps into and solves the human need



IDEAS

Impactful ways to get the message across

2. <http://ehg.lshhtm.ac.uk/behavior-centred-design/>

DEVELOPING THE SANITATION BEHAVIOUR CHANGE MODEL IN INDIA

As part of our continuing partnership efforts to end open defecation and reduce the risk of preventable diseases such as diarrhoea and cholera, we have extended our work beyond promoting toilet demand to promoting toilet use. Building on the work of Get a Toilet, we have developed our sanitation behaviour change communications ideas, to promote toilet use and maintenance in India. This work is intended to help us fulfill our sanitation ambition of helping 25 million people gain access to improved sanitation and in doing so developing the market for our brand. Our goals are aligned with the Government of India’s national campaign, Swachh Bharat Abhiyan, to clean the streets, roads and infrastructure of the country and ensure toilets for all by 2019.

The work documented in this report encompasses:

1. Our **definition** of the target audience and the behavioural change we were working to achieve;
2. The behavioural **insights** identified by our team of experts which could be developed and refined into propositions for instigating behaviour change, drawing on Unilever’s Five Levers for Change;
3. The final **propositions**;
4. **Ideas** that support those final propositions;
5. Practical tips for **next steps** in executing communication campaigns.

OUR FOCUS: THE TOILET AT HOME IN PERI-URBAN AREAS



The original aim of our project was to identify the most powerful behaviour change communication propositions that would result in all family members – men, women and children – in Indian rural 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 home toilet (pit latrine or new-technology toilet); 2) shared toilet (in a chawl (tenement building) or shared latrine); 3) community toilet; and 4) school toilet. The home toilet was the optimal setting on which to focus this project for influencing behaviour change because the members of the family using it were most likely to have a sense of ownership, be responsible for

maintaining and cleaning it, and therefore be most likely to be motivated to use it. As a manufacturer of toilet hygiene products, Unilever would have the best opportunity to engage with and influence consumers to use their toilets in the home setting.

In this report we have focused on using a home toilet in peri-urban (the zone between rural and urban) environments in India. However, we hope that by supporting a community of change, other sanitation specialists – who work in other parts of India and in other countries, other settings (rural and urban) and with other target groups - will share their own experiences and lessons learned. This will help to develop a more complete picture of sanitation behaviour for everyone’s benefit.

BUILDING A BEHAVIOUR CHANGE PROGRAMME

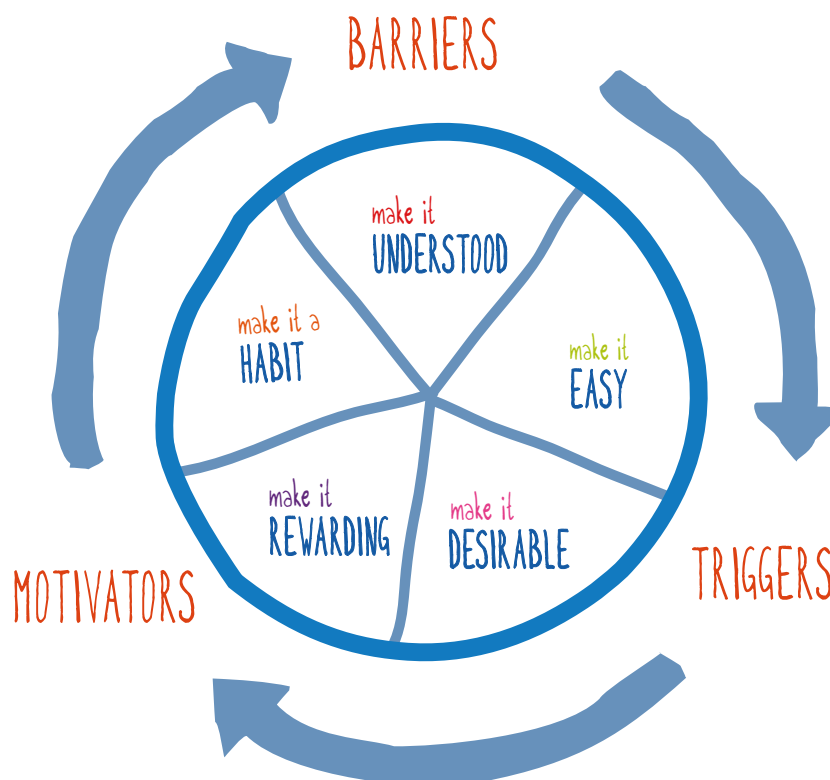
UNILEVER'S FIVE LEVERS FOR CHANGE

Throughout Unilever's long history as a consumer goods company, we have learned how to use marketing and market research tools to promote behaviour change. We have developed our own model, the **Five Levers for Change**, and have applied it to sanitation behaviour, as well as to other areas of behaviour change, to help achieve the goals of our Sustainable Living Plan.

As an example, our Lifebuoy Handwashing Behaviour Change Programme, launched in 2010, aimed to change the hygiene behaviour of 1 billion consumers across Asia, Africa and Latin America, by promoting the benefits of handwashing with soap at key occasions, thereby helping to reduce respiratory

infections and diarrhoeal disease, the world's two biggest causes of child mortality. In India, we conducted research to understand current habits, the **barriers** which hold people back from handwashing with soap, the **triggers** which could motivate people to wash hands with soap more often, and the **motivators** which could sustain the habit over time.

We applied the same behaviour change principles and approach to the Sustainable Living Plan target of helping 25m people get improved access to a toilet by 2020 by creating demand to **get a home toilet** and to motivate people to **use a toilet**.



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**.

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**.

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.

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**.

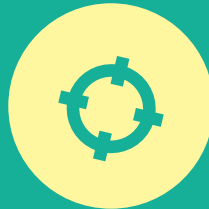
MAKE IT A HABIT

- 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**.

DEFINITIONS, INSIGHTS, PROPOSITIONS AND IDEAS

DIP IN: FIVE STEPS TO CREATING A GREAT BEHAVIOUR CHANGE PROGRAMME

Underpinning Unilever’s sanitation behaviour change approach is the DIP IN framework.



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 urbanization; 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.

Using the Unilever Five Levers for Change, and through an analysis of available information sources, we identified a range of ‘starter insights’ - behavioural **barriers, triggers and motivators** which underpin current and future sanitation behaviours.



P

PROPOSITIONS

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

Our project team explored the insights and identified the strongest candidates for development into behaviour change propositions which could then become the focus of communication 'big ideas' that could be piloted and reviewed before roll out.



I

IDEA

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

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



N

NEXT STEPS

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

HOW WE CREATED OUR USE A TOILET ACTION PLAN FOR INDIA

Using the DIP IN process outlined on the previous page, we brought together a group of sanitation experts to develop a Use a Toilet behaviour change project which could support the goals of the Swachh Bharat Campaign (Campaign Clean India). To see the list of experts please go to Page 19. The details of this framework bring to life how DIP IN could be applied in a real-life situation.



STEP 1

First, we **DEFINED** the framework for behaviour change.

The **target group** was defined as households with access to a home toilet. This would include those who were identified as Living Standards Measurement (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, a home toilet. Such households were generally located in smaller urban centres – e.g. a big town with satellite of 20 villages near it and connected to the highway – or on the fringes of larger urban centres.



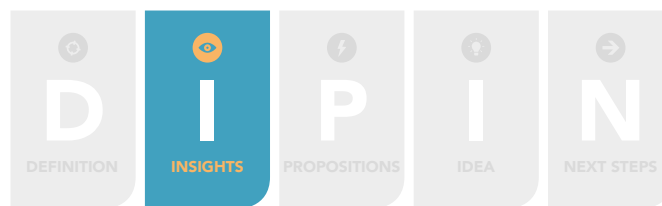
The **behavioural job to be done** was to shift households from **current behaviour** – family members have access to a home toilet but not all (or none) of the family members are using it, opting instead for open defecation in fields – to **desired behaviour** – all family members using a toilet for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



STEP 2

Second, we IDENTIFIED the behavioural insights which would have the greatest impact on behaviour, using the Unilever Five Levers for Change.

Our project team prepared a range of approximately 40 'starter insights' – based on existing sources (see Page 19 in this report and our accompanying Source Book) - for review, refinement and development into propositions.



A SIGN OF STRENGTH
 NO PRYING EYES
 MALL MANNERS
 TRULY CLEAN FAMILIES
 WE'RE NOT ANIMALS
 SYMBOL OF SUCCESS
 SPECIAL OCCASION
 MY MORNING AB
 THE WALK OF
 KEEPING UP APPE
 FOR THE WOMEN OF T
 MODERN MANNERS
 EVERYONE IS DOING IT
 ALL GOOD INDIANS
 JUST THE WAY WE'VE ALWAYS DONE IT
 THE GOOD MAN
 GREAT FOR STORAGE
 JUST SLIP OUT
 OPPORTUNITY TO NETWORK
 EDUCATION, EDUCATION, EDUCATION

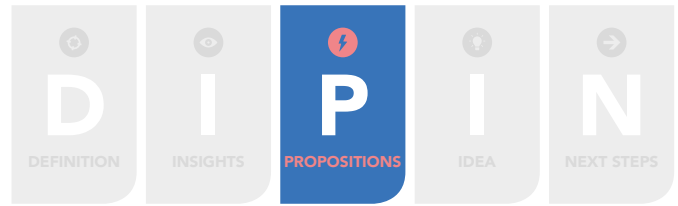
MORE TIME WHERE IT MATTERS
 WHEN SICKNESS ISN'T AN OPTION
 STANDING TALL
 THRIVE & PROGRESS
 FRESH & LIGHT
 SAFE & SECURE PLACE
 NO PROBLEM
 ONLY CHILDREN
 THE SPREAD
 DON'T EAT SHIT
 TOILET ETIQUETTE
 BETTER TOGETHER
 UNTIE YOUR TUMMY
 RUSH HOUR
 EASY DOES IT
 KID FRIENDLY
 MORE USE = MORE CLEANING = LESS TIME
 DON'T POLLUTE MY HOME
 DON'T FILL IT UP

Using the Five Levers for Behaviour Change, the most impactful insights with our particular challenge in mind were identified and used to generate starter propositions

STEP 3

Third, we built on the selected insights to create **PROPOSITIONS** that would motivate behaviour change and identified the strongest propositions for further development.

The strongest *propositions* were then selected based on their potential for meeting both Unilever commercial value as well as for creating social impact through behaviour change, including promotion of toilet use; fitness for (individual, shared, community and schools) settings; targeting of men and children, as well as women; and scalability. **Below are the nine leading propositions:**



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:

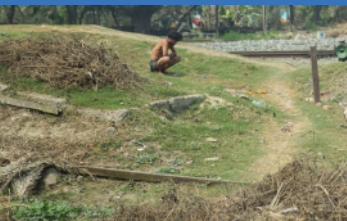
Set your kids up with good manners, use a clean germ-free toilet



CAMPAIGN IDEA:

Highlight how adults need to use a clean germ-free toilet to show kids a key habit that will help ensure their future success

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



CAMPAIGN IDEA:

Dramatise the constant challenge of finding a private place to go and the constant threat of embarrassment and exposure being caught out in a compromised position

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



CAMPAIGN IDEA:

Make using a clean germ-free toilet part of the smart, modern way of being Indian

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



CAMPAIGN IDEA:

Celebrate and dramatise those who are using toilets to make it feel like everyone's doing it and it's the new normal

STEP 3

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



CAMPAIGN IDEA:

Dramatise how using a clean toilet saves valuable time that can be used on more important things

STOP THE SPREAD



INSIGHT:

I protect my family by giving them a toilet at home – so it doesn't matter where I poo



PROPOSITION:

Stop the spread of other peoples' poo into your home, use your own toilet



CAMPAIGN IDEA:

Dramatise all the germs that one person who continues to go outside brings back into the home endangering everyone else

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:

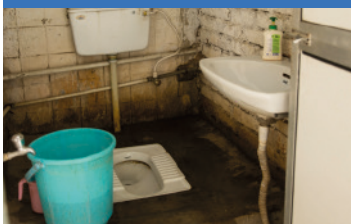
Be a tough man, use a clean germ-free toilet



CAMPAIGN IDEA:

Make using a clean germ-free toilet, rather than going outside to have a poo, the choice that 'tough' men make

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



CAMPAIGN IDEA:

Create a new standard of clean for making and keeping toilets looking and smelling clean so everyone wants to use them all the time

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 everyday



CAMPAIGN IDEA:




A programme that challenges the minute cost per use of a home toilet versus the comfort and convenience it brings. Put a generation's mind at ease and enable all of them to use a home toilet all the time

STEP 4

Fourth, we developed the propositions into campaign IDEAS.

The strongest selected communication 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. Examples of supporting execution ideas (or campaign themes) for the propositions for some of the propositions are shown below.



PROPOSITION	SUPPORTING CAMPAIGN IDEAS		
<p>HEALTHY HABITS FOR PROGRESS</p> 	<p>NATIONAL DAD IDOL AWARDS:</p> <p>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.</p>	<p>HEALTHY HABITS 7-DAY CHALLENGE:</p> <p>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.</p> <p>Celebrity Dads join with other Dads to make a public pledge to do the 7-day challenge.</p>	<p>FIRST-WEEK SCHOOL PROGRAM:</p> <p>Tap into importance of when 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.</p>
<p>EMBARRASSED AND EXPOSED NO MORE</p> 	<p>MOST EMBARRASSING MOMENT:</p> <p>A campaign that dramatises the frequency and excruciating embarrassment felt when 'caught out'.</p> <p>For example, an anonymous newspaper column enables readers to share most embarrassing and exposed moments of the week.</p>		
<p>I AM A MODERN INDIAN</p> 	<p>ONLY HALF WAY TO BEING MODERN:</p> <p>A campaign that educates on the importance of strong foundations. Supporting idea: making non use and misuse of toilets ridiculous.</p>	<p>THE CITY WAY:</p> <p>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.</p>	<p>JUST LIKE...(PEOPLE I ADMIRE):</p> <p>A campaign that shows aspirational people and role models behaving in the modern way – using whatever toilet is available to them.</p>
<p>THE WAY WE DO IT</p> 	<p>HOW ARE YOU DOING? MAP:</p> <p>A map of India showing how your state or district is improving.</p> <p>Celebration when a village meets its target, meet sarpanch (village leader) of other panchayats (village councils) to stir them into action.</p>		

STEP 4

PROPOSITION

SUPPORTING CAMPAIGN IDEAS

TIME
BACK

CELEBRATING TIME BACK:

Show what things people could do with the saved time – the fun and the serious.

Partner with organisations interested in women's empowerment.

STOP THE
SPREAD

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 example, this Ghana handwashing advert does this brilliantly for soap use <https://www.youtube.com/watch?v=3eYuNIWyoBU>

WHAT TOUGH
MEN DO...THANK YOU DAD 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 super heroes/ 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!

NEW STANDARD
OF CLEAN

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 program 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, 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 scare areas that can be applied to home toilets.

DON'T FILL
IT UP

WHAT COST COMFORT?:

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 number of years it can be used for 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.

KEY LEARNINGS

STEP 5

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. And 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 whilst 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.

LEVER	NON-NEGOTIABLE	MECHANISMS & APPROACHES
MAKE IT UNDERSTOOD	SHOW NOT JUST TELL 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"> • Role modelling • Demonstrations • Toilet transformation
MAKE IT EASY	DISGUST (PROBLEM) TO PURITY (SOLUTION) 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"> • Glo Germ equivalent/ Standards for clean • Cleaning ritual (product + practices).
MAKE IT DESIRABLE	SOCIAL COMPLIANCE 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"> • Pledging • Language & stats to imply most people do use a toilet
MAKE IT REWARDING	REWARDING NOT JUST REWARDS 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"> • Environmental cues • Rituals • Rewards
MAKE IT A HABIT	'FROM DAY ONE' PRINCIPLE 'Start as you mean to go on' is true for habit formation, as when change happens, habits emerge. So, 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"> • Partner with toilet providers • Week one at school • Move to the city

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.

GOING FORWARD ON A SHARED JOURNEY

Our most viable propositions have been prioritised for further development, piloting and roll-out, in conjunction with local partners. As we stated at the beginning of this report, addressing sanitation behaviour change successfully requires collaborative enterprise and we invite other sanitation partners to contribute their own learning and share the journey together.

Here are some steps that sanitation practitioners may wish to consider in developing pilots in their own areas for evaluation:

- **Proposition selection** should ideally be based on qualitative research (to ensure propositions resonate with the final target audience selected) and quantitative research as needed. The case for prioritising qualitative research in our situation was strong, given that the project started with a rural/small urban focus but would be translated to an urban setting. Qualitative research would encompass checking the motivations underpinning the propositions; identifying which specific elements need to be called out

within a proposition; identifying cultural forces operating where the proposition works; and establishing what works in India and then making it work elsewhere.

- **Programme development and piloting** then needs to be done with local teams and their agencies. A design approach, structure and Key Performance Indicators (KPI) for behaviour change need to be agreed.

For a company supporting a sanitation programme, there will be business development and/or brand-specific targets that are key to measuring long term impact and justifying continued long term investment. **KPIs should be agreed** to ensure consensus on what 'success' will look like. Ideally all local partners (NGOs, government agencies) will have identified their own KPIs as part of their initiatives.

Collaborative approaches work best in many situations. To ensure success in the Unilever sanitation behaviour change project, we want to engage with those working towards our shared interest in promoting the use of toilets.



JOIN THE GROWING SANITATION COMMUNITY OF CHANGE

We hope this Use a Toilet report, which shares what we have learned about promoting toilet use, will inspire you to join us and others working to improve sanitation on a shared journey. We want to help 25 million people, wherever they are in the world, to have access to sanitation facilities that ensure their continuing health. As a follow-up to this report, look out for the upcoming reference Source Book on Sanitation Behaviour Change that will build on this work and share our broader experience of encouraging people to get, as well as use, a toilet. We hope that you find our particular contribution useful and inspiring to help you to address the challenge we all face of sanitation behaviour change together. And if you'd like to engage further, share your knowledge to help build a growing community of change.



SOURCES AND ACKNOWLEDGEMENTS

USE A TOILET SOURCES

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ACKNOWLEDGEMENTS

The Use a Toilet project was made possible by a Core Project Team working with a range of experts in the fields of hygiene, sanitation and communication as well as other stakeholders who:

- Provided signposts to useful resources during the desk research phase;
- Developed and validated the practical models used as well as producing starter insights for our workshops;
- Refined and developed the insights, propositions and ideas in workshops.

The contributions of these individuals and their organisations are appreciated and we are pleased to recognise them here.

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Unilever Consumer Marketing Insight Team
Unilever Social Mission Expertise Team
Unilever Sustainable Business Team

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Marketing Mums:

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For more information about this report and how you can contribute to the growing hygiene and sanitation community of change, contact the Unilever team:

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Designed by Make Alias London Limited



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