

ACCELERATING BUSINESS SOLUTIONS TO SCHOOL SANITATION

**The Untapped Opportunity
for Private Sector Solutions
to School Sanitation**



ACKNOWLEDGEMENTS

ABOUT THE TOILET BOARD COALITION

Founded in 2015, the Toilet Board Coalition accelerates business solutions to the global sanitation crisis. The Coalition facilitates vital partnerships between small and medium-sized enterprises (SMEs), corporates, NGOs, investors and governments who share a commitment to achieve access to sanitation and hygiene for all by 2030 (SDG 6.2).

Through its world-renowned Accelerator, the Coalition provides business model design, corporate mentorship and access to investment to Sanitation Economy entrepreneurs serving low-income markets. To date, the Coalition has graduated 58 SMEs, impacting more than 2.4 million people daily and unlocking US\$22 million in finance. Our 80+ Members' diverse approach to sanitation proudly leads to essential innovation in toilet design, circular recovery of biological resources and smart digital technologies to ensure safe and sustainable sanitation for all.

The Toilet Board Coalition's work is made possible by the generous support of the Toilet Board Coalition Membership. The contents are the responsibility of the Toilet Board Coalition and do not necessarily reflect the views of the Members.

For more information, please visit www.toiletboard.org



INTRODUCTION

Nearly one third of children around the world face a reality without school toilets (WHO and UNICEF, 2022). Without school sanitation, quality education is unattainable. Investing in school sanitation means accelerating progress towards Sustainable Development Goal 6 (SDG 6, Water and Sanitation) and results in a positive ripple effect, impacting health, school performance and equality, as girls can stay in school during their periods – ultimately influencing quality education (SDG 4). The social impact of investing in school sanitation is evident. However, the business opportunity is generally overlooked.

Toilet Board Coalition’s leading corporate Members, including Unilever, Kimberly-Clark and LIXIL, championed research to frame the case for greater private sector engagement from corporations and also small and medium enterprises (SMEs) in addressing the 539 million children deserving of accessible sanitation services at their schools (WHO and UNICEF, 2022). The research was conducted with over 40 organisations worldwide across different key stakeholder groups: government, NGOs, development agencies, academics and businesses. The research approach involved collecting and analysing new qualitative data from structured interviews and focus group discussions (FGDs). Likewise, secondary data, such as existing literature, studies, reports, statistics and documents, were reviewed and analysed.

Accelerating Business Solutions to School Sanitation outlines the need for school sanitation, the untapped Sanitation Economy market potential in the Philippines, Nigeria and Mexico and seven main reasons to invest in school sanitation, together with working examples of school programmes from Steering Committee Members, Unilever, Kimberly-Clark and LIXIL and Accelerator graduate, Banka Bio.

Investing in the development of healthy hygienic behaviours at a young age results in improved behaviours, in the long run opening up new markets and moving consumers up the pyramid. School sanitation is an investment in the customers of tomorrow and a vital piece of a thriving Sanitation Economy.



We need to accelerate by 4x the current speed to reach SDG 6.2, sanitation for all by 2030. Schools are where 14% of our population spends one-third of their day, showcasing the essential placement school sanitation has within the Sanitation Economy. The sanitation ecosystem requires a radical change that goes beyond traditional approaches and the private sector has the opportunity and the potential to lead a shift, which will require action by all stakeholders.

AALAP SHARMA

**Global Brand Lead,
Domestos at Unilever and Toilet Board Coalition Vice-Chair**



THE NEED FOR MORE PRIVATE SECTOR INVESTMENT IN SCHOOL TOILETS

Children have a right to quality education but, for the nearly 30% of children attending a school without sanitation facilities around the world, this proves to be a privilege. Without water, sanitation or hygiene (WASH) facilities, children cannot focus nor protect themselves from illness and girls often stay at home when having their periods.

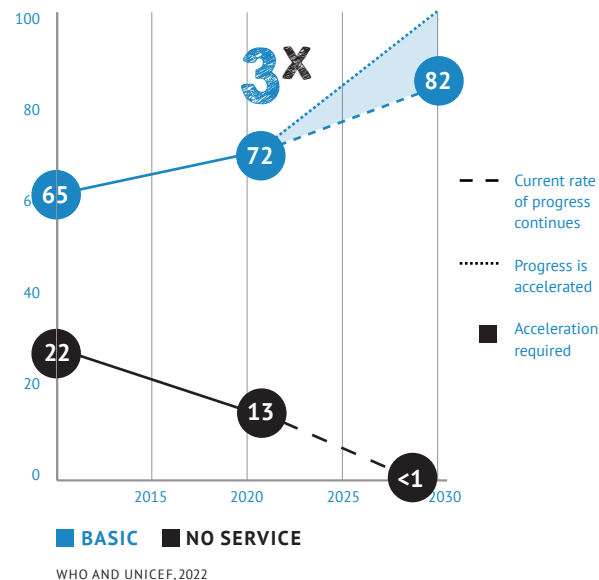
Progress on this pivotal issue has stalled and is not on trend to reach the SDGs. School sanitation is proven to influence a student's educational performance, prevent absenteeism and incentivise healthy hygiene behaviour change. WASH in schools contributes towards SDG 6 (Water and Sanitation) as well as SDG 4 (Quality Education).

Achieving universal sanitation in schools requires an acceleration of 3x the current rate of progress

School sanitation, much like sanitation in general, is often overlooked and underfunded but we cannot afford to ignore it. Investments in school sanitation are catalytic in a child's – and thus a community's – health, education and earning potential. Business investment and solutions to programmes around school sanitation have gained momentum in recent years: toilet construction, WASH activities, awareness and education programmes – and yet we have stalled and toilets we are building are not being maintained. We need more sustainable models that activate further resources in the sector.

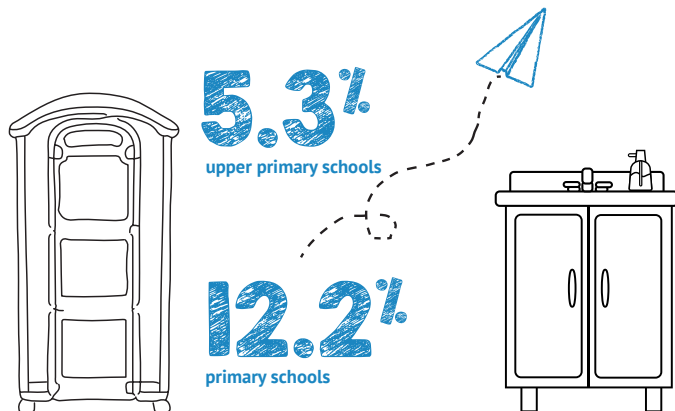
The WHO estimates that, for “every dollar invested in water and sanitation, \$4.30 is generated in economic returns through increased productivity” (UN and WHO, 2012). This multiplier effect hints at why the private sector can be a catalytic instrument in providing school sanitation.

SANITATION



THE FACTS

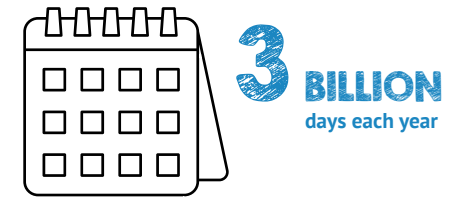
Children need clean, safe toilets to stay healthy and learn at their best



SCHOOL ENROLMENT



INCREASING SCHOOL ATTENDANCE

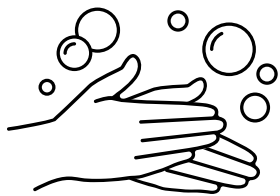


In India, latrine construction reduced the number of students who drop out by **5.3% in upper primary schools** and **12.2% in primary schools** (Adukia, 2017).

Studies in India showed that WASH interventions increased school enrolment and reduced the cases of child marriages as they allowed the girls to stay in school. In Rajasthan, India, **school enrolment increased from 22% to 40%** following **WASH intervention** and led to a reduction in child marriage. The same study was conducted in Andhra Pradesh, with the rate of enrolment increasing from **52% to 53%** and **reducing child marriages by 1.3%** (Mithal, 2018).

An international study from Domestos(R) shows that nearly one in five children experience physical discomfort or an inability to concentrate from 'holding it in' and not going to the toilet at school because the facilities are dirty or unusable. More than **one in 10 children** deliberately skip food or drink to avoid using a school toilet (Domestos, 2021).

Averting helminths disease, often caused by poor sanitation and which causes absenteeism, could **increase school and work attendance by three billion days each year** globally, unlocking US \$420 billion in productive value (Wateraid, 2021).



40%
OF CASES OF
DIARRHOEA AMONG
SCHOOL CHILDREN ARE
TRANSMITTED AT SCHOOL

Schools with basic WASH programmes **reduce disease transmission**. Lack of sanitation facilities could cause diarrhoea and helminths disease to children who are at higher risk of disease transmission. **40% of diarrhoea** cases among school children result from transmission at school, rather than at home (Seidl, 2013).

Diarrhoea is one of the leading causes of death among children worldwide. **54% is attributable to unsafe sanitation** (GBD 2016 Diarrhoeal Disease Collaborations, 2018).

↑ **US \$37-86 BILLION PER YEAR**

Upgrading basic services to a safely-managed WASH infrastructure is a long-term investment that will yield **net benefits of US \$37-86 billion per year** globally, **avoiding up to 6 billion cases of diarrhoea and 12 billion cases of helminths** between 2021 and 2040, with significant implications for child health and nutrition (Wateraid, 2021).

GOVERNMENT IN THE LEAD

While this publication focuses on business solutions to school sanitation, the interviews echoed the same sentiment (and we couldn't agree more) - collaboration is as important as ever in school sanitation because no one group can solve it alone. The lead, however, must always be played by the government to ensure solutions are wide-reaching and sustainable for all.



The government remains the lead agency in the education sector. Private companies should work in support of the government and not the other way around. The private sector should come in and contribute to the needs that have been identified by the government.



GRANVILLE WHITTLE

Deputy Director General of the Department of Basic Education South Africa

Sanitation systems need constant maintenance and renewal, so this presents an excellent framework for government and private sector partners to join forces. Governments become the ultimate custodians of sanitation systems but private sector partners can often build systems that are cheaper and of better quality than governments can.



The private sector can incentivise action and support the government. Make it easy for them. Pave the way for them. Polish the floor for the government so that the government can dance on it and be in the limelight.



BELLA MONSE

Senior Advisor Fit for School at GiZ

How the South African government works with Domestos to accelerate school sanitation solutions:

The Domestos South Africa team, the Department of Basic Education (DBE) and, more recently, GiZ have joined forces to improve school sanitation across South Africa.

From driving hygiene education across 15,000 schools to supporting infrastructure initiatives, Domestos has worked from beginning to end with DBE. It's not just about building toilets; it's about ensuring school toilets are clean and well maintained for the long term.

They've recently entered into a 2 year partnership, leveraging the existing UL and DBE relationship and joining with GiZ to work towards a national programme to improve school sanitation. The government will lead the way, Domestos will provide tools, materials and resources on how to keep toilets clean and safe for the long-term and GiZ will drive efficiencies by pooling resources and improving capacity at DBE.

As a partnership it works at different levels, most importantly, for South Africa's children it delivers better school sanitation, and for the Domestos it enables the brand to show what they believe in and value.

THE BUSINESS OPPORTUNITY

In our interview with the businesses, all claimed to have observed positive impact on their business: improved brand equity, positive publicity, increased sales, additional partnerships, increased employee engagement and job applicant interest. We are not suggesting that businesses focus purely on profiting from school sanitation - it is about investing in school sanitation because there is a real need; it is the right thing for businesses to take care of the society they operate in and we know that, if it makes business sense, investment will be more sustainable and long-term. That way everyone wins. Here are a few examples of how investing in school sanitation has brought returns for businesses interviewed.



Why do I think the private sector should engage in school sanitation? Because you're investing in the consumers of tomorrow. There's the philanthropic aspect to it - because it is the right thing to do - and there's also a business opportunity - for your consumers of today and consumers of tomorrow.



SIMRAN GILL

Global Brand Manager, Domestos at Unilever



Schools are very important to people in Cote d'Ivoire which is why we are continuing to build them - it's a proof point and it's what people remember. Having toilets in schools is crucial, as it helps keep older children, especially girls in school.

DARRELL HIGH
Cocoa Manager of Nestle



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Brand Equity / Power

ESG is having an increasingly important impact on consumer brand preference.

There is a 7:1 benefit-cost ratio in providing water and basic sanitation in developing countries, this is likely even greater in schools because of the spill over effect. Evidence shows that health and hygiene behaviours transfer from the student to their household. Investing in building these habits in children carries to their families as well.

WASH interventions positively influence hygiene practices among family members in their homes and in the wider community. In Malawi, a community clinic reported a 35% reduction in cases of diarrhoeal disease after students shared a message of clean water with their families.



Schools play a very important role in the community, as a hub. In Africa, it's where you have your wedding, where you meet up, where you have your campaign - it's where everything happens. This is really a potential to drive community engagement and consumer interest.

SAM LANGAT
Leader Africa at SATO, part of LIXIL



The programmes you directly invest in go much further than the target group - meaning more impact for your investment.



JANAÍNA CAMPOY,
Global Leader Marketing and Communications at SATO,
part of LIXIL

School sanitation is everybody's business as it's about forming the next generation of consumers and future leaders. STEP, our School Toilet Enhancement Programme, has improved the lives of 41,000 school children so far as well as those of the surrounding communities that make use of the school facilities. Next to the social impact, we have also seen business results on our branding through increased PR coverage and sales in Africa.



Various media reports go out and cover these stories (school sanitation) - how the multiple stakeholders are responding to the installations, especially the children and the teachers, and how it has positively impacted them. It provides us with positive brand equity. Seeing the happy faces in those media reports - those are a few things that we really feel proud about.

MAYANK MIDHA
Founder of Gary Toilets



Walk the Talk

For Kimberly-Clark, exceeding sales and display targets for their special “Toilets Change Lives” pack in 2021 was incredible. Since 2014, Kimberly-Clark has been doing the Toilets Change Lives programme, a partnership programme between Kimberly-Clark’s Andrex brand and leading NGOs, which donates a portion of each Andrex sale to sanitation efforts in schools and communities around the world. The programme has since expanded, impacting the lives of more than 10.5 million people across 15 countries.

Domestos Turkey partnered with the local government to roll Cleaner Toilets Brighter Futures (Domestos’s school programme to keep toilets clean and safe) out nationally. Because of the wide-reaching, locally relevant, on-ground programme, for the first time the local team led with purpose messaging on-pack and supported this with TV, digital, in-store and PR. The programme reached more than 150,000 children in Turkey over two years. It’s a win-win partnership, most importantly for Turkey’s school children.



Long-term Market Penetration

Investing in the development of healthy hygienic behaviours at a young age results in improved behaviours in the long run, opening up new markets and moving consumers up the pyramid.



JENNY LEWIS

Vice President of Kimberly-Clark Foundation and Toilet Board Coalition Chair

It's important to address the sanitation crisis via a holistic and collaborative approach with various stakeholders to drive long-term impact. The private sector has an important role here and brings value through our innovative mindset, ability to solve problems and expertise in consumer behaviour and habit adoption. We can also use the voice of our brands to put sanitation top of mind as most consumers are not aware of the extent of this problem. Leveraging our strengths can bring the bigger impact that we need.



Partnership Potential

But the brand benefits are not only for corporations: for small-medium enterprises (SMEs), business opportunities and social impact come hand-in-hand in schools. School sanitation played an important role as Toilet Board Coalition's Accelerator alumni Garv Toilets, Banka Bio, LiquidGold and Eram Scientific all scaled their businesses.



Our motive is to provide toilets where there are social and environmental benefits. We wanted something eco-friendly, simple to install and simple to use. That was our mission and we found that we were successful in doing that. We were successful in scaling up and now the demand has gone up.



NAMITA BANKA

Founder of Banka Bio

LiquidGold, on the other hand, generates additional revenue from toilet resources coming from the school by converting them to fertilizers and selling them to farmers. It is also looking at monetising data from its smart sanitation solution that aims to collect health-related data to monitor diseases.

Manila Water, one of the world's largest utilities companies, found new partnerships for their foundation through school sanitation. Jubail Pasia, Programme Manager, shared that their online community responds particularly well to their school-related content, translating to more partnership activities.

Recruitment and Retention

Purpose-driven programming enables employees to use their skills for social good and attracts and retains top talent.



JENNY LEWIS

Vice President of Kimberly-Clark Foundation and Toilet Board Coalition Chair

At Kimberly-Clark, we have noticed a gradual increase in employee engagement since the start of Toilets Change Lives in South Africa and Latin America – where most of our projects are implemented.



Sustainability and social impact are inherent to Kimberly-Clark's purpose to deliver Better Care for a Better World and are important for both current and potential employees. We've definitely seen increased interest in these areas from job applicants.

ALMA ALEJANDRO

Marketing Director for Global Intimate Care brands at Kimberly-Clark



In a 2016 study with 8,500 French businesses by France Stratégie, it was found that CSR activities have a strong correlation with the economic performance of the business. There is an average economic performance gap of about 13% between companies that implement CSR activities and those that do not. The gap ranges from 5% for customer relationships to 20% for human resources. The economic gain of CSR-implementing businesses is attributed to CSRs driving organisational innovations, better social climate, and improved efficiency of the employees, among others (Benhamou & Diaye, 2016).



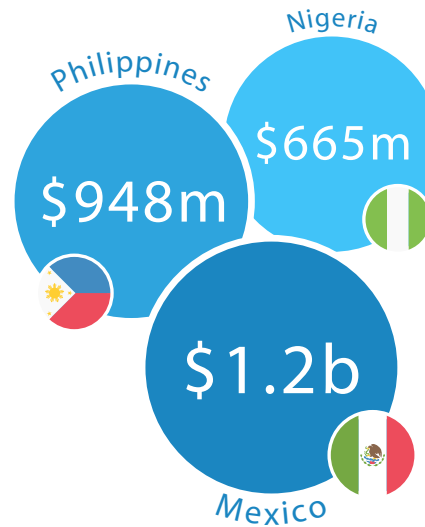
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New Market Potential

Schoolchildren are the customers of tomorrow but schools themselves are customers today and there is a market opportunity for the educational system, particularly for local enterprises, in service provision. Increasingly, sanitation services in public settings are provided by local businesses in partnership with the government – strengthening the local economy and providing improved and sustainable services to the community. There is an economic argument for schools to follow this model as well.

Toilet Board Coalition has adapted our Sanitation Economy estimates methodology to school sanitation and built a market estimate for the provision of sanitation products and services in schools across three different countries: The Philippines, Nigeria and Mexico. This methodology has been developed over the last six years to frame the financial opportunities found within a thriving Sanitation Economy. For the purposes of this piece, we developed an estimate for the provision of Sanitation Economy products and services throughout the country's primary school system. In 2022, the opportunity for the Philippines was US\$948m/year, for Nigeria was US\$665m/year and for Mexico was US\$1.2b/year.

The countries were selected for their prioritisation of sanitation and education, availability of data and relevance to partners. New toilet installations, in any context, have an opportunity to leap-frog wasteful technologies and build toilets that allow for the easy collection, treatment and reuse of the resources. This is particularly relevant for school community settings, where the biogas, nutrients and water for forestry or agricultural purposes could be of great value.



2022 School Sanitation Market Potential in the Sanitation Economy

Schools are where 14.02% (UNESCO 2021) of our global population spend one-third of their day. This means they are also a vital piece of a thriving Sanitation Economy.

Toilet Marketplace

	Philippines	Nigeria	Mexico
Toilet Installation	\$468m	\$397m	\$530m
Drinking water installation	\$1.4m	\$0.8m	\$2m
Hand washing facility Installation	\$3.7m	\$2.2m	\$6m
Toilet paper	\$193m	\$143m	\$322m
Toilet cleaning products	\$2.8m	\$1.7m	\$3.8m
Hand cleaning products	\$3m	\$2.8m	\$4m
Sanitary pads	\$240m	\$75m	\$317m



Circular Sanitation Marketplace

Nitrogen and phosphorus are key components of fertilizers, whose synthetic production requires mining and energy-intensive processes. About 22% of total global phosphorus demand could be met by phosphorus from human urine and faeces, some of this from school settings.

Energy can be recovered from wastewater through anaerobic digestion which, in the form of biogas, can be used directly for cooking or heating, or converted into electricity. Anaerobic reactors and anaerobic sludge digestion can be used to treat wastewater because the largest component of wastewater is water: on average more than 99%.

Technologies are being developed to collect data from toilet resources for usage and health monitoring. As this technology and landscape are developing rapidly and schools are a particularly sensitive area for its implementation, we have not assessed the market opportunity for it at this time.

However, online or digital platforms for programme monitoring may also be tapped to track the progress of schools in providing WASH.

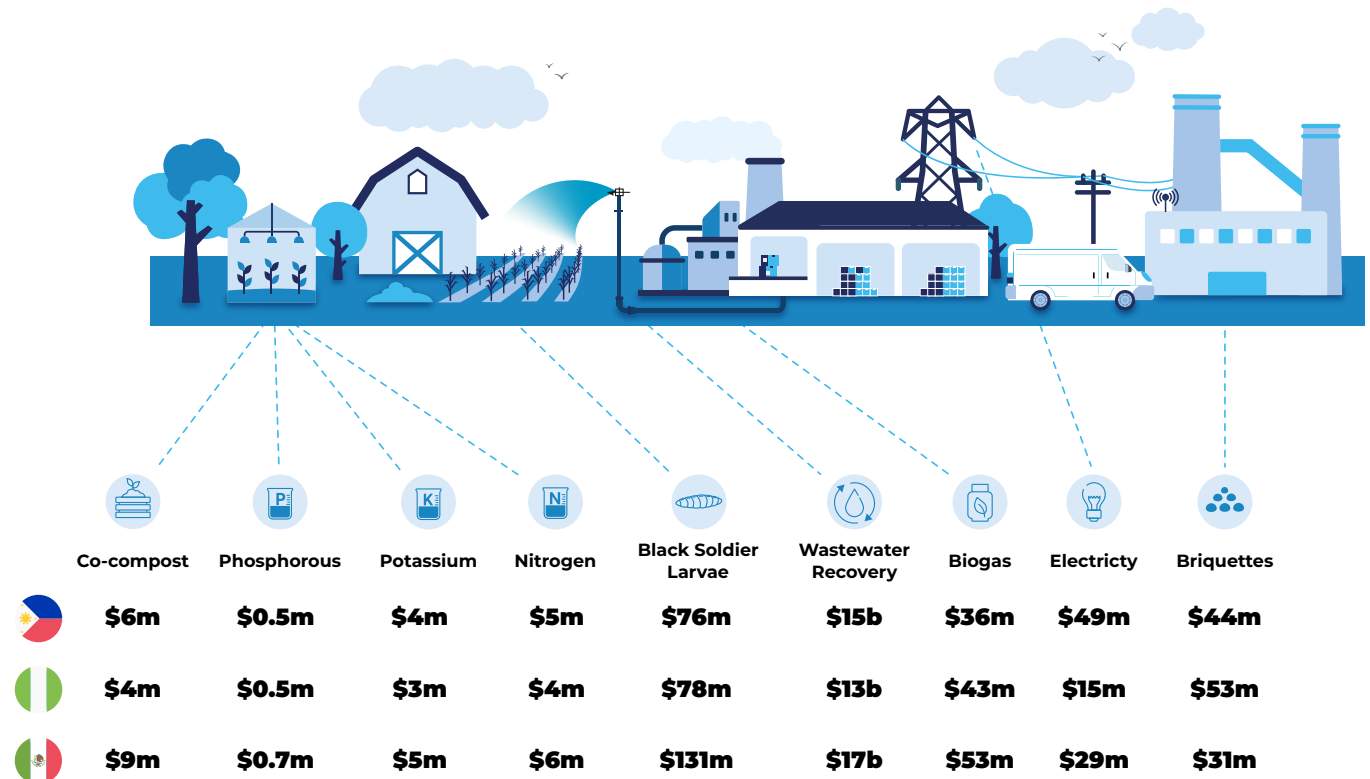


This level of market potential should give us all confidence that the private sector can be an amplifier to drive investment in school sanitation while improving education alongside it, which will lead to significant social and economic benefits.



ALMA ALEJANDRO

Marketing Director for Global Intimate Care brands at Kimberly-Clark



Please note that the circular sanitation marketplace sub-components are mutually exclusive and cannot be combined into a total estimate.

ACCELERATE ACTION

7 REASONS TO INVEST IN SCHOOL SANITATION

- #1 IT'S OUR SOCIAL RESPONSIBILITY.**
School sanitation influences a student's educational performance, prevents absenteeism, and incentivises healthy hygiene behaviour from the start, thus contributing towards SDG 6 (Water and Sanitation) as well as SDG 4 (Quality Education).
- #2 IT CREATES MASSIVE SOCIAL CHANGE.**
Investments in school sanitation are catalytic in a child's - and thus a community's - health, education and earning potential.
- #3 IT RAISES YOUR PROFILE AS A BUSINESS.**
Businesses of all sizes reported positive impact: improved brand equity, positive publicity, increased sales and additional partnerships.
- #4 IT ATTRACTS AND RETAINS TOP TALENT.**
Purpose-driven programming enables employees to use their skills for social good and to attract and retain top talent.
- #5 IT'S COST-EFFECTIVE MARKETING.**
There is a 7:1 benefit-cost ratio in providing water and basic sanitation in developing countries; this is likely to be even greater in schools because of the spillover effect.
- #6 IT'S AN ADDRESSABLE MARKET - AND IT'S MORE THAN JUST THE TOILETS.**
Schools are the customers of today - they need products and services and should be a part of your business plan if you operate in the Sanitation Economy.
- #7 IT'S ALSO INVESTING IN YOUR FUTURE MARKET.**
Investing in the development of healthy hygienic behaviours at a young age results in improved behaviours in the long run, opening up new markets and moving consumers up the pyramid. School sanitation is an investment in the customers of tomorrow.

Ready to join the movement?

The sector needs more businesses of all sizes to build schools into their remit. Whether you are an SME working in public or community toilets or waste collection and treatment, or a corporation looking at your supply chain or the communities around your operations, everyone has a role to play. To help you get started, on the following pages are working examples from Toilet Board Coalition Steering Committee Members plus an example from an SME, on their school sanitation programmes and what they've learnt along the way.



CASE STUDY I

Cleaner Toilets Brighter Futures by Unilever



THE PROGRAMME Domestos, Unilever's leading toilet cleaning brand, has long been powered by their purpose to fight for safe sanitation for the world's most vulnerable. The brand has already helped 29 million people, many of them children, get access to a clean, safe toilet through its 10-year partnership with UNICEF and through its own 'Cleaner Toilets Brighter Futures' (CTBF) school toilet operation and maintenance (O&M) programme. Launched in 2017, the CTBF programme focuses on empowering janitors, teachers and schoolchildren to look after the school toilets. By working together, the entire school can manage their sanitation facilities in a more sustainable way. This programme is currently running globally across 10 countries, including Turkey, South Africa and Vietnam.

BEST PRACTICES Domestos Turkey is leading the way with CTBF, partnering with the local government to roll the programme out nationally. The on-ground programme was amplified with purpose and sanitation messaging on-pack, together with a wide-reaching campaign through TV, digital, in-store and PR. This means more local awareness on the issue and fewer children in Turkey going to school having to worry about the state of the toilets.

LESSONS LEARNED

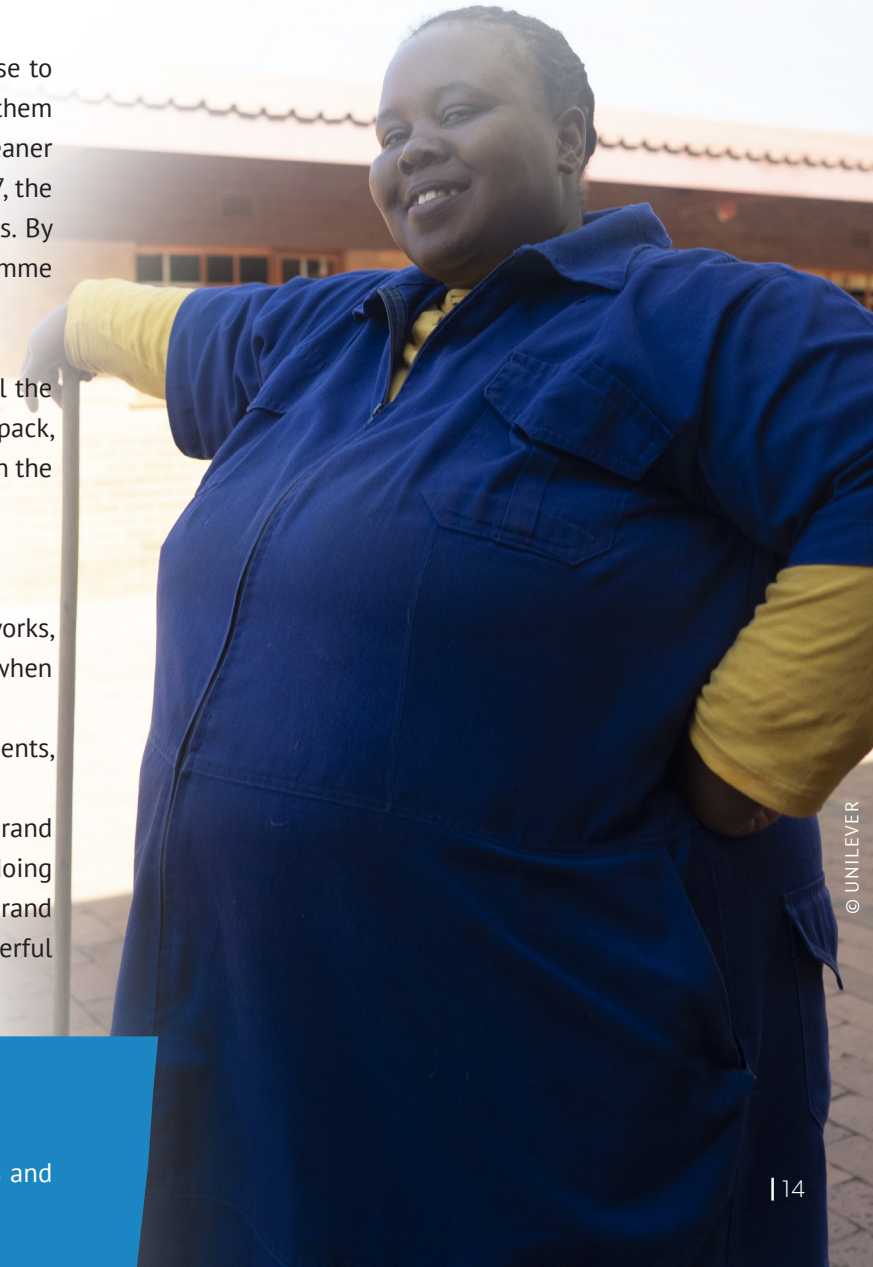
1. It is important to start with a pilot programme before scaling. Pilots are necessary to understand what works, what doesn't and to prove impact. It's your opportunity to gather the necessary data that is invaluable when engaging government partners.
2. When working with the government, let them lead. Although it may mean losing some fully branded elements, the reach you can achieve, as a result, is far beyond what you can do alone.
3. Once you are walking the walk, THEN you can talk the talk. Consumers today want to know what your brand believes in and acts on and will be very unforgiving if what your brand says isn't backed up by what it is doing on the ground. Operating a locally relevant programme, with proven social impact results, builds your brand credibility in a new social space. Only once you have this understanding can you really develop powerful creative communications around your social programme.



SOCIAL IMPACT Reaching over 150,000 children across two years.



BUSINESS IMPACT Building a strong relationship with local government, demonstrating brand values and beliefs, and supporting Unilever's ambition to be a global leader in sustainable business.



CASE STUDY 2



Toilets Change Lives by Kimberly-Clark



THE PROGRAMME Kimberly-Clark is a global consumer packaged goods manufacturer of personal care products such as nappies, toilet paper, menstrual pads and facial tissue. As part of the company's purpose to deliver Better Care for a Better World and its global ambition to uplift 1 billion lives in vulnerable and underserved communities by 2030, Kimberly-Clark launched Toilets Change Lives in 2014, bringing toilets, sanitation education and increased health, safety and dignity to those in need. Over the past eight years, the programme has impacted more than 10.5 million people across 15 countries in Latin America, Africa and Asia. Toilets Change Lives operates with a holistic approach, forging long-term partnerships to create lasting change in communities across the world. Installing a toilet in a community truly changes the life trajectory of everyone in that community for generations to come. It enables children to attend school and continue their education, obtain living wage jobs, support healthy, thriving families of their own and, ultimately, strengthen their communities. It all comes full circle. School sanitation is an integral part of Toilets Change Lives as it is where school-age children learn about hygiene and healthy habits, bringing impact beyond the classroom as students share their knowledge at home.

BEST PRACTICES

1. Identifying long-term partnerships with NGOs is an essential component of the success of Toilets Change Lives thus far. At the beginning of each project, roles and outcomes are aligned between the parties, leveraging each other's strengths.
2. An ongoing learning is to root social impact in the business strategy. This results in a sustaining model that brings continuity, credibility and longevity. Kimberly-Clark's LATAM market shows an example where Toilets Change Lives is deeply rooted in the brand's image and purpose, using its reach and channels to share the impact of the programme and the importance of solving the sanitation crisis.
3. By involving the brand's consumers and key stakeholders, the issue of the sanitation crisis is more broadly understood. The programme led to an in-store marketing campaign, extensive digital activation, the involvement of social influencers, an increase in PR activities and, ultimately, over-delivering in expected sales and consumer engagement.
4. It is also essential to confirm commitments to a programme. When we partner around a particular village or area of a country, it isn't solely about building a toilet. It is about solving the sanitation issue holistically. A short-term commitment to a programme can lead to the solutions not being sustained. By addressing the sanitation situation, water access, maintenance, hygiene education and governmental support, the chances of the programme succeeding are dramatically increased.

LESSONS LEARNED

A few key learnings have emerged over the years of Toilets Change Lives:

- Co-creation of programmes is essential.
- The inclusion of girls, in particular, in the development of the visual identity of the school bathrooms helps the overall attractiveness of the facilities and also gives them pride in them and creates a desire to keep them maintained. In Brazil, the girls who were involved in the bathroom renovation became advocates in the school to encourage others to use and maintain the facilities.
- Involving the broader community in the effort is also key. By involving school employees and students' mothers, fathers and caregivers early on, they were able to fully understand why the revitalisations were needed, and what they could do to maintain the facilities. This also created a sense of pride and ownership. This involvement creates a sense of commitment to continue with the good health, hygiene and water habits that are taught as a part of these programmes.



SOCIAL IMPACT The programme has impacted more than 10.5 million people across 15 countries with access to toilets, sanitation education and increased health, safety and dignity.



BUSINESS IMPACT There has been an increase in programme recognition, consumer engagement, employee engagement and retailer partnerships.

CASE STUDY 3

STEP School Toilet Enhancement Programme by LIXIL

THE PROGRAMME SATO, part of LIXIL, is a social business offering affordable and innovative toilet and hygiene products. By 2025, LIXIL targets improving 100 million lives through sanitation and hygiene. An amplifier of impact is school sanitation as, in Africa, schools are more than learning facilities, they are focal points of a community, where events, weddings and elections are held. The School Toilet Enhancement Program (STEP) was born in 2020 and strives to improve livelihoods by upgrading sanitation facilities. Since its inception, STEP has upgraded 31 schools across six countries in Africa, touching the lives of more than 41,000 children, not to mention the wider community that utilises school sanitation facilities. Beyond its social impact, the programme aims to introduce sanitation solutions and drive product experimentation and demand.

BEST PRACTICES 1. Community engagement: one way to achieve these objectives is by inviting the wider community to the school when the toilet handover ceremony is held. At these events, the community can learn more about products and where to obtain them to improve their own sanitation experience.

2. Feedback collection: to analyse the results and the satisfaction with the toilet upgrade, the schools are invited to share their experience through a survey conducted by SATO's Customer Experience Centre. A total of 16 schools shared their feedback so far, reporting a satisfaction of 4.6 (scale from 1-5, where 5 is most satisfactory). The questionnaire also revealed interest from parents to purchase SATO and install it at home. Additionally, a school in Rwanda saw a school being upgraded through STEP and purchasing SATO products themselves.

LESSONS LEARNED 1) More partnerships are required: being the sole investor in the programme, SATO can deliver only a limited number of school upgrades due to its limited budget. In order to scale the programme and increase social impact, partners, whether in the private sector, NGOs, or government, and investment are required.

2) Maintenance is an area of opportunity: as a way of ensuring that the toilets are well-kept and last long, the programme can incorporate maintenance activities and disseminate O&M good practices derived from different settings.



© SATO DODOMA MAKOLE



SOCIAL IMPACT Improving the lives of 41,000 children across 31 schools in Tanzania, Kenya, Ethiopia, Uganda, Rwanda and Nigeria; increasing safety, improving learning environments and menstrual health, and supporting behaviour change.



BUSINESS IMPACT Brand awareness, product experimentation and demand creation.

CASE STUDY 4

Accelerator graduate, Banka Bio

THE PROGRAMME Banka Bio was founded in 2012, in Hyderabad, India. They build infrastructure for sanitation and wastewater, providing technology for on-site waste treatment plans. Driven by their aim - no waste should get out without being treated - over the last 10 years, they have worked in 22 states, hired approximately 800 people and are listed on the National Stock Exchange. In 2022, Banka Bio graduated from the Toilet Board Coalition Accelerator, further strengthening its business model. Since 2014, Banka Bio has been very active in school sanitation programmes and has installed toilets in over 1,500 schools across India, with the support of corporate funding via CSR initiatives.

BEST PRACTICES Providing safe and hygienic sanitation infrastructure to schools that previously lacked such facilities, impacts children's behaviour. This behaviour then has a ripple effect as they go home and tell their family, who also want such a toilet at home.



If children are not aware that a toilet can have a proper door, a proper wash basin, water, how are they going to learn and understand that this can even be built? Providing children with such facilities makes them the next architects and changemakers. The challenge for us is not just building the toilet, it's also about sending the right message, as they are going to be the messengers, they are going to change their parents.



NAMITA BANKA
Founder of Banka Bio

LESSONS LEARNED In several schools across India there exists a gap, namely: water at the source is unavailable. This creates issues as sanitation will sometimes only be solved partially. School sanitation needs to be seen in a holistic manner, including the availability of water, hand washing facilities, toilets and tanks, as well as the most challenging factor: operation and maintenance.



SOCIAL IMPACT Providing toilets to over 1,500 schools with social and environmental benefits, being eco-friendly, not polluting groundwater, being simple to install and simple to use.



BUSINESS IMPACT Selling sanitation and wastewater infrastructure across 22 states in India, having sold over 10,000 Bioloos and 2,000 Biotanks - successfully scaling and increasing demand.

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TOILET BOARD COALITION

With thanks to our leaders



The Toilet Board Coalition and its work is made possible by the generous support of its Membership. The contents are the responsibility of the Toilet Board Coalition and do not necessarily reflect the views of the Members.