

SANITATION MARKETING:

A handbook for: Sanitation
Managers and Private Sector Players



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The importance of sanitation is undisputable. Good sanitation is a major stepping stone for good health and could help save the lives of over 5,000 children (per 1,000 live births) that die annually from diarrhoeal diseases as a result of poor sanitation in Uganda. Sanitation is fundamental to human dignity particularly for women while in schools, good sanitation increases attendance by adolescent girls.

Although sanitation has begun to gain more recognition in Uganda, a staggering 10.5 million people are still without access to improved sanitation both in rural and urban areas and close to 27% of the population has continued to practice open defecation (OD). On average 78% of Ugandans don't wash hands during critical times² which increase the likelihood of diarrhea and other related health burden.

To respond to this challenge, new innovative approaches are required to accelerate access and sustained use of latrines coupled with good hygiene practices such as hand washing. Sanitation marketing, is such an approach that is low cost, high impact and sustainable. Against this background, Ministry of Health in partnership with Plan Uganda have developed this fact handbooks on Sanitation Marketing to increase awareness and harness momentum for uptake of Sanitation Marketing among stakeholders such as government at policy making level, line ministries, district local government structures and civil society organizations.

This handbook outlines key facts about sanitation marketing, a step-by-step approach to development and implementation of a sanitation marketing project and also suggested key references for further reading for a wide range of audiences but more specifically, policy makers, program managers, business entrepreneurs in sanitation, financial institutions and behavioral change communication specialists.

I therefore recommend this handbook to all those working towards improved access to sanitation in the country. Achieving the MDG sanitation target is a major step, but ultimately, only one step on a long journey that we are yet to finish. I call upon all stakeholders in sanitation promotion in Uganda and beyond to make good use of this handbook to fast track our mission for sustainable, equitable and adequate sanitation.

For God and my Country,

Dr. Jane Ruth Aceng
Director General of Health Services
Ministry of Health

² After using a toilet, before touching food, after cleaning a baby's bottom.

Abbreviations

HIP	Health Improvement Project
JMP	Joint Monitoring Programme
MDGs	Millennium Development Goals
MoH	Ministry of Health
OD	Open Defecation
ODF	Open Defecation Free
SanMark	Sanitation Marketing
UNICEF	United Nations Emergency Children's Fund
USAID	United States Agency for International Development
UWASNET	Uganda Water and Sanitation NGO Network
WASH	Water Sanitation and Hygiene
WHO	World Health Organization
WSP	Water and Sanitation Programme, World Bank



Materials presented in this handbook are not the original ideas of the author of the handbook but a synthesis and adoption of works presented by other researchers and projects under different funding agencies. As such the author would like to acknowledge WSP, USAID/HIPS projects, Plan Uganda, UWASNET and all other authors whose literature has been used in preparation of this handbook.

The authors would like to acknowledge the valuable contributions of several colleagues who dedicated significant time and effort to reviewing this document and whose informed comments on early and advanced drafts have made it a much better product: Carolyn Nabalema (Plan Uganda), Dan Barigye (Plan Uganda), Abbey Ssemwanga (Footprint Creations Ltd), Julian Kyomuhangi (MoH), Ibuyat David (MoH) Harriet Nabunya (NaNa Development Consultants Ltd).

1.1 Why the hand book

Although sanitation has begun to gain more recognition, a staggering 2.5 billion people are still without access to improved sanitation² with majority of those without improved sanitation are living in South and East Asia and sub-Saharan Africa. In Uganda about 32% and 27% of Ugandans both in rural and urban don't have access to decent place of human waste deposal and continued to practice open defecation (OD)³ and on average 78% of Ugandans don't wash hands during critical times which increases the likelihood of diarrhea and other related health burden.

Sanitation, unlike water supply, is less in demand and often requires a push to increase demand and uptake⁴. In the past, sanitation provision has been mainly supply driven, often with full direct household subsidy and with little or no community participation. Toilet technologies were decided upon and designed by engineers with little understanding of user preferences⁵. This has led to millions of dollars of investments in sanitation not yielding the desired results, as many of the facilities provided were unused or used for other activities. Evidence has shown that demand generation approaches that are user-led have been more successful in ending open defecation and increasing uptake of sanitation facilities at scale, particularly in settlements with a sense of community^{4,1}. Other approaches with the ability to increase access at scale are those that integrate user preferences and build on user motivations⁶.

Bearing in mind that the world has less than three years to meet the MDG goal and halve the proportion of people without access to improved sanitation, new innovative approaches are required to achieve coverage at scale and sustain use of latrines coupled with good hygiene practices such as hand washing. Sanitation marketing, is such an approach that is low cost, high impact and sustainable.

² WHO/UNICEF Joint Monitoring Programme for Water Supply and Sanitation, Progress on Sanitation and Drinking-water: 2012 Update

³ Ministry of Water and Environment, Joint Sector Performance Review 2011, Annual Health Sector Performance Report 2012

⁴ Amaka Godfrey, Teresa hart, and Fred rosensweig, application of Total Sanitation and Sanitation Marketing (TSSM) Approaches to USAID, 2010

⁵ Water and Sanitation Program (WSP), The Case for Marketing Sanitation, 2004

⁶ Ann Thomas, Sanitation Marketing in a CATS Context: A Discussion Paper, Demonstration Center, Maravia District, Tete Province, Mozambique, 2010

Provision of hardware is not enough. Sanitation facilities will bring few benefits unless they are used correctly, and this requires changes in behavior. With a marketing approach, sanitation only goes to those who purchase it, which makes it much more likely that consumers will understand its purpose and will value, use and maintain it.

2.1 Goal

The ultimate goal of this handbook is to increase awareness and harness momentum for uptake of Sanitation marketing among stakeholders such as government at policy making level, line ministries, district local government structures and civil society organizations for improved sanitation in Uganda.

2.2 Intended audience

Although other audiences might find this handbook useful, the design team has three key audiences in mind:

- Project/program implementation staff:** Those who are responsible for managing and implementing both rural and urban sanitation programs within government, international organizations, bilateral and multilateral donors, or nongovernmental agencies (NGOs). The handbook will help them understand the key concepts, and the different steps while designing and implementing a sanitation marketing program.
- Policy makers:** These can include ministry officials, local government and any other category in the power positions including institutions that will use this handbook to build their capacity or their government/institution counterparts in sanitation marketing and help them adapt the approaches to their context to promote sanitation.
- Private sector players:** Those involved in the sanitation business such as masons, financial and credit institutions, business entrepreneurs dealing in the production and sale of sanitation products like, latrine slabs, masonry/brick work, toilet seats and many others who may use the handbook to develop their marketing skills for better returns.
- Communication and Behavioural Change Specialists:** The handbook will help them understand how they can use the handbook skills to design interventions to change human behavior around the management of human excreta, thereby moving households up the sanitation ladder.

2.3 Layout of the handbook

The handbook is available both in print and online upon request from Plan Uganda/ Ministry of Health. It is organized in sections with each section explaining a particular item. It starts with an acknowledgement section recognizing contribution of the different stakeholders to the hand book, the justification for the handbook, the goal for the handbook, intended audience, the key concepts, and ends with a step by step approach to sanitation marketing program development and implementation.

Sanitation Marketing Online Toolkit



The ultimate goal of sanitation marketing is to create a sustainable sanitation industry. Households demand latrines and other sanitation products and services, and the market provides them under a supportive government regulatory framework so that a community/social/governance system might exist that generates and maintains toilet coverage and usage at 100 percent without the need for prolonged external support.

Marketing is about satisfying people's needs and wants through an exchange process. Marketers offer the consumer something they want and are prepared to pay for, either through expenditure of money, time, or effort. The heart of the marketing task is to determine what consumers want and offer it to them in an attractive and accessible way. In sanitation marketing we want to know what people value in a good defecation site and offer these features in the form of attractive household sanitation options that they can readily access through the market without any need for hardware subsidies.

3.1 What does marketing mean for sanitation.

Sanitation Marketing is neither advertising nor a communications program; it is a systematic and dynamic process to make strategic decisions about four components, or the four P's of the marketing mix: **Product, Place, Promotion, and Price** and of late two more Ps have been added: **Policy and Partnership**.

Product: The product is the object, service, or behavior change you want to sell (promote). In the case of sanitation, we refer to latrines and associated services and needs (e.g., pit digging and emptying) and offer a range of latrine technologies that respond to what

people want, not simply what fits the environment or what public health engineers think they should have. Not just a range of latrine technologies need to be offered, but a range of different superstructure options too. The product should be reliable and acceptable.

Price: The price of a household latrine can represent a major barrier to the acquisition of a toilet by the poor. But this does not mean that hardware subsidies are the only solution, rather there might be a need to innovate and develop cheaper, better options. However, many consumers, even the poorest, are willing to pay for a more expensive latrine option if it provides them with the features they desire, and hence represents good value for money. Further, something that is too cheap may not be trusted. Thus, a range of latrine options need to be available at various price points, but the consumer must perceive these options to be good value at that price. The price should not constitute a barrier to acquisition of a product.

Place: Place is essentially about ensuring that all supply chain elements, i.e., information materials and services necessary for deciding which latrine to build and then building it, are available and can be easily accessed by the household. A frequent barrier to latrine adoption is that consumers don't know where they can find out about toilets, how to install them, and what they actually cost, let alone finding a mason to provide the service. Placement of the product should provide easy access.

Promotion: Promotion is about communicating product and sales information to the consumer. It aims to increase awareness about latrine products, providers, and sales outlets; and to increase desire for a toilet through the use of motivational messages

Sanitation marketing ensures that people choose to receive what they want and are willing to pay for.

Sanitation marketing can be applied for much more than increasing coverage of improved sanitation. It can support a wide range of behaviors including ceasing to defecate in the open, cleaning and maintaining the facilities, improving management of children's feces, and washing hands with soap after toilet use.

Sanitation marketing is about more than just training masons.

Latrine designs must respond to what people want, rather than what sanitary engineers believe they should have.

The poor, who need sanitation most, MUST at least afford it. Hence the need to keep costs down and market a range of products with various price tags.

Whilst cost reduction is an important strategy, it must be achieved without compromising the health/hygiene benefits of latrine ownership

The product must be delivered to the right place; in particular, a latrine must be installed in the customer's own home. This means that the supply chain has to reach every household.

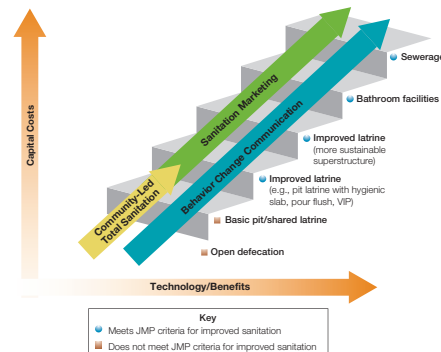
that may be delivered via numerous channels, including mass media, print materials, and word of mouth. While traditional marketing has focused more closely on the use of mass media (TV and radio), recently there has been a shift to look closely at interpersonal channels, especially in rural contexts where exposure to mass media channels is limited. Such channels might include mobile cinema, street theater, door-to-door sales, leafleting, and the targeting of influential community members to further spread the message. Information about the product should be readily available and understood.

Policy: A full appreciation and understanding of the policy environment is needed to ascertain whether it is conducive and supportive of sanitation marketing or whether it presents serious constraints to its effectiveness. Such an environment includes not only policy, but laws, bylaws, and cultural norms and customs. For example, national policy established in Uganda more than two decades ago requires that the minimum depth for a latrine pit be 15 feet. Yet new technologies, such as the ArborLoo latrine, which do not require deep pits, can be used effectively but do not satisfy the requirements. Similarly, district bylaws require every household to have a latrine but do

not specify the type or quality of latrine to be built, potentially resulting in the construction of poor quality latrines that are short-lived or will not be used. There should be supportive non conflicting policies.

Partnership: An essential element of sanitation marketing programs is the creation of new partnerships with formal and informal private sector suppliers, with NGOs and community-based organizations (CBOs) able and willing to collaborate in supporting and carrying out strategies, and of course, with national and local government supporters and champions of improved sanitation. Many of these actors may be taking on new and different roles and will need to be brought along and shown the benefits of involvement. The incentives that motivate these different actors to engage in partnerships or participate in the market must be well-understood by the program. Moreover, sanitation marketing in almost all cases will be implemented in areas with ongoing sanitation improvement programs run by public sector partners, NGOs, CBOs, or international donor agencies. Success is about harnessing synergies, sharing and learning.

A conceptual model for changing sanitation behavior and moving up the sanitation ladder



Promotion is communication with consumers about the product or service. This includes advertising, mass media, word of mouth, and anything in between. It can also include many other means to get customers' attention and convince them to buy the product: demonstration latrines, time-limited special offers, coupons and vouchers, competitions and prizes, door-to-door sales, credit sponsored by local traders and mutual help schemes to help the poorest with the cost and the elderly with the digging

Understanding the policy context within which the sanitation marketing campaign is necessary because it may limit or promote the project

It is important to be aware of different partners' activities to determine which ones are likely to distort a sanitation marketing program (e.g., programs supporting subsidized products) and which can be built upon (e.g., CLTS program, sewerage projects).

3.2 Key actors in sanitation marketing and their functions:

Marketing sanitation products and services involves several players including but not limited to distributors, wholesalers and retailers of cement and sanitary wares, local producers, service providers, masons and laborers, CSO/private sector and the public sector/ government which plays the regulatory role all motivated by their own self-interest in response to monetary, political, and other incentives.

The key functions include supply-side activities, demand-side activities, and regulatory and legal activities often referred to as **enabling environment**. There are functions that focus on stimulating and informing demand; that address supply of necessary materials, products, and services (including credit); and others that focus on the regulatory framework and enabling environment. These functions can be provided by different actors in different markets depending on many human, physical, cultural, and regulatory conditions.

Interplay of the different actors for successful sanitation marketing



That is, there is no “model” sanitation market where market functions are the “exclusive property” of certain actors.

How marketing and communication take place, how credit is accessed by households, how government programs support or hinder the market, which actor(s) takes the lead in marketing sanitation and generating sales are all variables that are worked out as the market establishes itself.

The development of a sanitation marketing program can be divided into five phases namely.

Phase I Getting Started

Phase II Researching the Sanitation Market: Understanding Supply and Demand

Phase III bringing it All Together: From Research to Strategy Development

Phase IV Preparing for Action: Developing Sanitation Marketing Materials

4.1 Step 1: Getting Started with SanMark

The first step is to assemble the team that will take on the sanitation marketing activities, undertake the kick off workshop and then conduct the site/policy/population study and analysis. It is important to develop a common understanding and vision within the team, achieve consensus among key stakeholders, and understand the context in which the project is going to operate.

Key activities	Key Points to Note	
<p><i>Assemble the team</i></p> 	<ul style="list-style-type: none"> Bring together the people with the sets of skills needed to assess current sanitation and market conditions to design, develop, and implement a sanitation marketing program. Sanitation marketing team consists of three parts: I.e. <u>Core team</u> funded by the implementing agency that is responsible for the overall program, <u>Consultant and/or contractors</u> hired by the core team to carry out specific tasks or activities and <u>Local partners and stakeholders</u> that will contribute local knowledge and logistic support, such as community leaders, government representatives, health promoters/assistants, and field-based NGO staff. Their involvement also is important for sustainability and scale-up. 	<ul style="list-style-type: none"> The sanitation marketing team should include three core staff that will be available and committed from half to full-time during the research and strategy development processes. i.e. <u>Manager</u>: to provide leadership and coordination; this person should have experience in sanitation programming and be familiar with the sanitation situation in the country, <u>Social Scientist/Marketing Communications Specialist</u>: to lead, conduct, and synthesize market research with experience in conducting and analyzing qualitative research and using participatory approaches; and <u>Technical Specialist</u>: to support with supply-side research and strategy development and to lead technical training and product development activities.
<p><i>Kick off workshop</i></p> 	<ul style="list-style-type: none"> This is a one-day team-building and visioning opportunity for the core implementation team and key local stakeholders who will be involved in supporting the field research activities to jointly develop an understanding of the project and sanitation marketing approach, generate enthusiasm, and begin to plan the research and strategy development processes The workshop should be facilitated by the sanitation marketing team leader or a hired facilitator. At the start of the meeting introduce the overall 	<p>objectives of the project, introduce the sanitation marketing approach, discuss key information and brainstorm about the research process</p> <ul style="list-style-type: none"> Undertake a consumer behavior exercise (tool box 1) Brainstorm potential motivators for latrine construction and use in your project area. Brainstorm potential constraints to latrine construction Make a list of currently used technologies, their costs, and potential benefits and draw-backs of each.

Policy/site/population study



- Collect and synthesize all pre-existing secondary information about the project area and national context for sanitation, including socioeconomic and sociocultural information, geological conditions and sanitation technologies, current latrine coverage trends and latrine promotion programs and/or legislation, access to communications channels and/or microfinance
- By the end of the study, all preliminary opportunities and challenges for designing a sanitation marketing program in your area related to each of the six Ps (*Product, Price, Place, promotion, policy and partnership*) MUST be identified
- This is essentially about gathering and synthesizing as much information as possible from existing documents and people currently working in your target area.
- Particular sources of information for socioeconomic data may include but are not limited to: National Household Budget Surveys, Demographic and Health Surveys, National Statistical Abstracts, National and District Development Plans, Background to Budgets and Census Data

Toolbox 1: Consumer Behavior Exercise

- Depending on the number of participants, divide into smaller groups of 4-6 people to encourage discussion and exchange, assigning one person in each group to serve as moderator and raconteur.
- Ask everyone in the group (or in plenary) to reflect on a recent significant purchase they made that required them to spend some of their savings (i.e., most recent high involvement/investment purchase)
- Go around the room and note the purchase each person made.
- Ask each person to share with the group:
 - When they made the purchase and how long they had been thinking about making it
 - Why they made the purchase—keep asking them “why” each time they give an answer to probe for deep irrational motivations
 - What information they needed in order to make decisions relating to the purchase (what type to buy, where to get it from, etc.)
 - What factors persuaded them to make their purchase from where they eventually bought it and to make this purchase over a different one
 - What made purchasing the product easy?
 - What made purchasing the product difficult?
 - How they overcame any difficulties
 - As each person shares their experience, make a note on flip charts of the motivations, facilitators, and constraints to purchase, and about information channels used
- Now ask participants to imagine that they are a poor villager without a latrine and discuss the latrine purchase decision-making process.
- Identify the kinds of information about technologies and providers that consumer households might want or need to decide and where and whether these are currently available in the community. In particular, discuss the relative importance of technology awareness, motivations, and constraints and the relative importance of emotions over rational decision making when making a high investment purchase.

Toolbox 2: Site/Population Desk and Field Study Topics

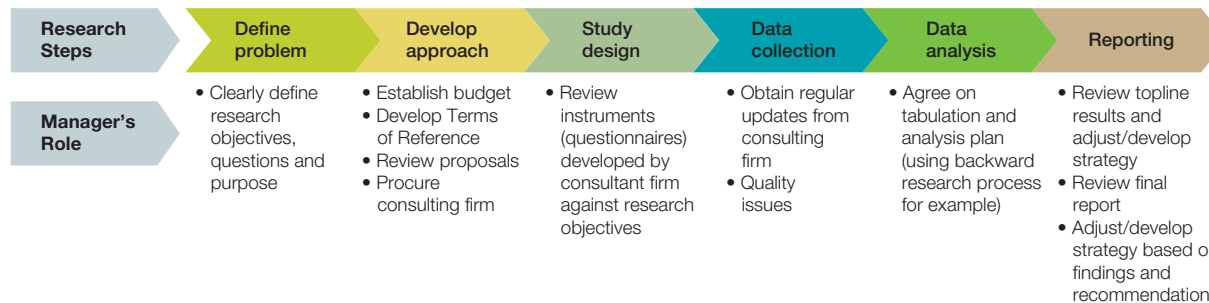
- Project Area General Information
- Statistics on Household Characteristics
- Household Sanitation Facilities and Practices
- Water Supply Conditions
- Community Characteristics
- Local Government Structure and Responsibilities
- Credit Availability and Institutions
- Past and Planned Sanitation Programs, National and Local, or Development Programs that Might Include Sanitation
- Public, NGO, and Private Sector-Related Organizations.

4.2 Step 2: Sanitation Market Research


Formative research is the foundation of any evidence-based sanitation marketing initiative. It is used to collect evidence on current practices, the factors that influence them, and the types of sanitation products and services needed. Formative research also informs the intervention continuously, from design to implementation and monitoring. Broadly speaking, formative research can help answer questions such as:

- What is the current situation? Who (and how many) does what, where, how, and why?
- What are the consequences of the current situation and what will the consequences be if nothing changes or if changes are made?
- What is the goal for change?
- How can the goal be reached?
- How well is the intervention being implemented or delivered?
- What needs to be done differently?

Formative research steps can be summarized as follows:



4.2.1 Understanding demand and supply:

Key activities	Key actions needed
<p><i>Rapid Household Sanitation Situation Assessment</i></p> 	<ul style="list-style-type: none"> • This activity will provide the sanitation marketing team with an initial understanding of defecation practices and places, existing latrine technologies and adoption rates, and basic geological, neighborhood, and housing characteristics that might influence households' sanitation choices. • Take transect walks through representative villages and neighborhoods, led by a local guide • Note general observations of sanitary conditions and visit randomly selected households along the transect to conduct a rapid firsthand assessment of the sanitation facilities that exist. • Capture the range of different styles of latrines and construction materials currently used • Consider constructing village maps that illustrate the position of households and latrines • The team leader and all members of the core team should participate in the transect walks.

Toolbox 3 Conducting the Transect Walk

1. Meet with the team members the afternoon before the walk is to take place for 1–2 hours to discuss what they will be doing the next day, including taking them through the list of things to observe, ask, and record at visited houses.
2. Each research team member should be paired with a local guide and assigned a particular neighborhood or transect direction to survey.
3. Provide each pair paper and pens to take notes, record observations at each household visited and draw a rough map of the transect walk, if desired. If possible, give each pair a camera to take photographs during the transect walk.
4. From a central point in the community/neighborhood, pick a direction (or multiple directions if multiple pairs are working within a single large community) with the local guide's help and draw an imaginary line that bisects the community from one side to the other (*the transect line*).
5. Walk away from the central point along the transect line, for example selecting every third or fourth house on one side of the road to visit and conduct the rapid household survey. If possible take a photograph of each household latrine you come across.
6. As well as visiting the selected households, take note of children's feces in yards, public facilities, open defecation areas, masons, and retail shops selling construction materials.
7. Once you have reached the end of the confines of the community and its open defecation zone (if there is one), return to the community center along the same transect line, this time visiting every third or fourth house on the other side of the road.
8. To help in locating open or public defecation places used by those lacking home latrines you will need to ask where these places are, and then visit them during or after the transect walk to note usage and conditions.
9. Take notes on your transect walk and indicate key landmarks and places where important observations were made on your rough map, if desired.
10. If the village is small, the transect walk can be done with one pair of researchers, and it is possible to do two villages in a day. If villages are big, two pairs of researchers will be needed to do two perpendiculars transects.
11. The general rule of thumb is to conduct transect walks in each different type of community you will be working in.
12. Regroup the research team over lunch and at the end of the day for debriefing meetings to compile and record the observational and survey information and share learning.
13. Finish the debriefing by brainstorming a list of issues and new questions that emerge from the team's observations.
14. Once the walk has been completed, the team manager should write up the collected observations, brainstorming issues and points, and important notes collected during the transect walk and debriefing.

Rapid Sanitation Industry Visits.



- This activity will provide the sanitation marketing team with a basic understanding of the key players and actors involved in the “sanitation industry,” that is those involved in the provision of sanitation services and basic information about their operations
- By sanitation industry we mean the system of private businesses and individuals (formal and informal, big and small), local and national government operations, and even NGO projects that constitute the supply chains of materials, products, and services for household latrines.
- Visiting each actor and observing operations at each point in the system, one can document and understand what they do, how and where they operate their businesses, who their suppliers and customers are, and map out successive links in the supply chains and distribution networks to better identify constraints and opportunities for a market-based approach to improving the supply of sanitation products and services.
- Visits can be used to introduce the concept of sanitation provision as a business, to begin to identify potential partners for longer term implementation support, and to identify existing and potential incentives for these actors to participate in the sanitation market.
- Compile a list of all these various players and start mapping out how they all interconnect and attempt to make as many sanitation industry site visits as possible and conduct interviews with a representative range of materials and services suppliers.

Toolbox4: Sanitation Industry Visits Guide:

List of topics ought to be explored may include:

- Market size, geographic location, and customer base characteristics
- How new customers are “found” and services/products marketed now
- Prices of products/materials on offer
- What percentage of core business is sanitation related and what percentage revenue comes from other activities
- Distribution channels
- Facilitators and constraints to market expansion
- Sources of raw materials
- Consumer demand for sanitation products and services, associated facilitators/barriers to adoption
- Any policy or legal impediments to conducting business or growing the market
- Packaging of goods (quantities)

In-depth Consumer Research



- In-depth consumer research really is the single most important activity
- The objective of this activity is to gain an in-depth understanding of motivations encouraging and constraints preventing household latrine installation; what different consumers know, like, and dislike about different home latrine designs and why; and insights on how to best communicate with people about the benefits of home sanitation and the choices available. Interviewers will carefully record what sanitation consumers believe, feel, value, and think about both their current defecation place and practice and about household latrines, including different existing designs, features, and types of technology.
- The research will also clarify the kinds of facilities and features that people want in a good latrine design.
- This activity will provide in-depth answers to four key questions: *[Motivations and Drivers for latrine adoption], Facilitators and Constraints/Barriers to latrine adoption, Current Product (technology) Awareness and Preference and communication channels*
- Two alternative methods are used to collect the views and opinions of sanitation consumers for small-scale projects: in-depth interviews (IDIs) with approximately 20 individual household heads, perhaps 10 with latrines (adopters) and 10 without latrines (non adopters) and focus group discussions (FGDs) with approximately four to eight small groups of men and women separately.

In-depth Latrine Provider Research.



- The objective of this activity is to gain a deeper appreciation and understanding of the local latrine providers' opinions, experiences, perceptions, and views about the existing demand for and supply of latrines in the local markets where they work, and the possibilities they see for selling more latrines, improving their businesses, and working collaboratively with other providers and with a marketing project to encourage more households to build latrines.
- The Activity provides an important opportunity to assess the level of interest and discuss concrete ways to collaborate with local service providers in the design and implementation of a marketing program.
- It also yields critical information for developing the product range, supply chain, pricing, and selling strategies of the marketing program.
- It is important to learn how these providers operate their latrine construction businesses now; to assess their level of training, the methods and skills used in building different types of latrines, and their business enterprise experience in areas like marketing, sales, and record keeping; to learn who their customers are and how they recruit new ones; to find out what they charge customers and why, how they collect payments, and how customers finance these payments; what constraints or difficulties they face in their work; where they get their construction/building materials; and finally to explore ideas about how to improve or expand their latrine building services and lower costs.
- Two methods are used for collecting the needed information on provider perspectives: in-depth interviews and focus group discussions.

Toolbox 5. What We Need to Know

Demand for Sanitation

1. Who makes decisions in the home about improving home sanitation (target audience)?
2. What defecation places and practices are people using now, including elderly, children, and ill/infirm, including the types and styles of latrines and methods of pit emptying and fecal disposal? Are there any potentially risky practices?
3. What do we want those with poor facilities and practices to be doing (desired outcomes)?
4. Who are the households with unsafe sanitation facilities and practices (target groups), how many are they? How do they differ from those with safe and hygienic facilities and practices?
5. What factors motivate households to invest in the desired outcomes?
6. What factors constrain investment in household latrines, e.g., financial, competing household demands and priorities (barriers and constraints)?
7. How does the target audience communicate and/or find out about new ideas?
8. What do consumers know and like/dislike about currently available options for improving sanitation (and if relevant, for pit emptying and sludge disposal services)?

Supply of Products and Services

1. What sanitation-related products and services are available, where do they come from, and what do they cost? Who buys them?
2. Who provides these products and services now (importers, manufacturers, wholesalers, distributors, retailers, service providers)? How are these products and services marketed?
3. What skills do the current providers have or lack?
4. What operating constraints do these businesses now face?
5. What barriers would these businesses face in expanding to serve the new low-income markets of interest for sanitation marketing?
6. What opportunities do these businesses see in expanding to serve new low-

income markets of interest? Do they have the capacity to expand?

7. What are the supply chains and prices for construction materials, components, and pit emptying services and how are these prices determined and set?
8. What payment and credit systems exist for the payment of products and services?
9. What formal and informal savings and loan systems are available for households to use for sanitation construction or for small-scale local businesses and independent service providers to expand/improve?
10. Any community group dealing in sanitation products & services

Sanitation Policy Environment

1. What legal requirements are there for household sanitation and how are these enforced?
2. Are permits needed for latrine construction? From where are such permits obtained?
3. Are there any regulations regarding types of sanitation technology, land tenure restrictions, or other laws that prevent households from installing a latrine?
4. Do building regulations rule out sanitation options that might be cheaper and more attractive to poorer households?
5. What regulations and public services exist regarding the disposal of fecal waste and how are they enforced and operated?
6. How supportive are the local governments in sanitation issues?
7. Prioritisation of sanitation issues by the local government

Sanitation Partnerships and Networks

1. Which institutions (government, NGOs) are involved directly in sanitation provision?
2. Who influences sanitation provision even when not directly involved?
3. Where are they located?
4. What is the nature and scope of their activities?
5. When are their respective activities implemented?
6. Do the identified partners play complementary, supplementary, or disruptive roles?

Toolbox 6: In-depth Latrine provider research topic guide:

1. Business description: Provide a brief biographical sketch of the service provider and his business history:
2. Qualifications and experience: which Latrine types and features they can build and breakdown of costs for each:
3. For each type of latrine built briefly describe main features: What features/styles do clients prefer? Why? Who in the household asks for these? By component:
4. Who purchases materials:
5. Where do you get your construction materials, such as concrete, steel, and sand?
6. Typical duration of construction for each type of latrine/service provided?
7. Problems encountered with latrine construction, such as: Operation and maintenance—do you know about the requirements for each type of latrine you have constructed; do you provide such information to beneficiaries?
8. Your perceptions/observations (discuss by type of latrine):
9. What is the typical profile of latrine customers and where are most of the customers located?
10. How do you identify new customers?
11. Payment terms (examples below; probe for details)
12. Marketing strategies—how do you find work:
13. How many latrines do you build each month?
14. What would help you improve your work as a latrine mason?
15. Do any local or national government policies or regulations affect how you are able to run and operate your business now, or have they in the past?
16. What ideas do you have about how to improve or expand your latrine building services?

Communication Channels Assessment Study



- Identify and gather detailed information on potential channels and methods for communicating messages about building a home latrine and advertising sanitation products or services to the target consumers in preparation for designing a promotional campaign as part of the sanitation marketing program.
- Develop the eventual partnerships, arrangements, and collaborations with the organizations and individuals that will be useful in developing the communications strategy
- Identify Media outlets
- Identify community-based and popular events that attract large segments of the population
- Identify advertising methods and avenues
- Identify places where the target audience(s) frequently visits in the course of work, family affairs, or leisure activities
- Find sources of information consumers now use to find out about home construction and sanitation related products and services.
- Determine the “reach” for each of the communication channels, defined as the number or fraction of each segment of the



target audience that can be reached through that channel of communication, and make a preliminary assessment of its effectiveness as a means for delivering sanitation-related messages at an affordable cost given the scale and scope of the program.

- Evaluate the most appropriate and effective channels for reaching the different audience segments in the target consumer groups and geographic areas of the project.

Toolbox 7: Communication channels investigation guide:

Categories

1. Mass Media Outlets

- Radio
- Daily or weekly newspapers
- Television

2. Direct Consumer Contact (DCC)

DCCs are organized events where you can directly interact with a key group of target consumers to communicate new messages and product/service related-information in a way that is fun and attractive. Think about existing events/activities where large numbers of people gather that could be used as a marketing opportunity.

- Trade shows
- Game or song competitions
- Street theatre
- Demonstrations
- Expositions
- Trials or promotional giveaways
- Guided tours

3. Community or Popular Events

- Sports matches
- Parents day at school
- Video movie show nights
- Concerts
- Vaccination/baby wellness days

- Town hall meetings
- Village Savings & Loan Association (VSLA) meetings

4. Places Where Segments of the Population Frequently Visit on a Regular Basis

- Places of worship (Churches, mosques)
- Clinics/Health facilities
- Market places
- Town centre
- Local businesses
- Video centres
- Public transportation stations and modes (taxis, buses, etc.)
- Public latrines
- Schools

5. Advertising Methods

- Print media - leaflets, posters, billboards, brochures, t-shirts, bags, caps, etc.
- Print media at point of sale, e.g., hardware stores, financial institutions
- Sound media - radio, mobile announcement systems, tapes, electronic media - tv, sms

6. Other Strategic Communications Methods

- Celebrity or influential spokespersons
- Public relations methods
- Logos and branding
- Baraza

4.3 Step 3: Developing the strategy:

Once the formative research is completed and the findings are available, the next steps are to identify goals and develop an annual or biannual marketing plan that includes details on the **marketing strategy**. The marketing plan can be a short reference document that includes a detailed action plan showing roles and responsibilities, key milestones, the projected timeline and budget, and a research and monitoring plan.

All of the data, information, findings, and insights gathered will be reviewed, interpreted, and synthesized to assemble the important facts, clarify and reach consensus on the answers to critical questions, and develop the insights that the team will need to design the sanitation marketing program. Sanitation marketing employs the “marketing mix” or six Ps (product, place, price, and promotion, policy and partnerships) to achieve the goals targeted in the marketing strategy and plan.

4.3.1 Marketing Mix

Key components	Key points to note
<p><i>Product:</i> A <i>product</i> can be a physical product (for example, a latrine), a service (for example, pit emptying), or a behavior (for example, regularly clean the latrine).</p>	<ul style="list-style-type: none">• Products should be demand responsive: Products must be suitable for the physical environment (for example, high groundwater tables) and meet relevant standards and must offer the desired features and benefits, which are identified through research• Think products, not technology options. In the sanitation field, technology options include the specifications of what is below the ground (such as offset or lined pit), what is on the surface (such as slab), and what is above the ground (the superstructure).• When it comes to products, less is best: Many choices can overwhelm consumers and complicate decision-making and supplier training. Although it might not be the case of “one size fits all,” fewer might be better.• Product features are different from product benefits. A product’s features are its attributes; a product’s benefits are what the features convey or provide to the user.• Modularization involves standardizing the product in a way that allows for upgrading over time as needs and budget evolve.• Branding. A natural progression from standardization and modularization is to develop a brand name for each product. This reflects the principle of focusing on benefits and aspirations instead of its features or technology options.• Innovation. Innovation might be needed if research shows that locally available products do not meet consumer preferences in terms of benefits or pricing



Price: Price includes the financial cost of the toilet and supporting services (such as maintenance and desludging) as well as non-monetary costs a household might incur (time, social shunning, and so on).



- **Target market.** Practically speaking, sanitation marketing targets the poorest segments of a population given that the commercial sector serves the middle and upper classes.
- **Affordability versus availability of cash.** It is important to distinguish between affordability and availability of cash. A rural household might not have the liquidity at any time of the year to buy their ideal toilet, but they might still consider it affordable.
- **Willingness to pay.** Many rural households would be willing to pay for the latrine products but they would first need time to save
- **Price control is beyond the reach of a sanitation marketing program.** Because suppliers tend to look at unit margins or prices, keeping prices within reach of lower income quintiles is a potential challenge.
- **Innovation and standardization can reduce production costs and increase affordable options:** Reduction in production costs through the use of fewer materials and improved production methods, with savings passed on to households. Standardization of a product can lead to economies of scale and result in lower production costs, a savings that can be passed on to households.
- **Suppliers should use the principles of price elasticity to maximize sales:** i.e. selling lower cost models will result in higher unit sales, which may in turn lead to greater revenue.
- **Access to financing must be built up at the same time as supply and demand.** i.e. Linking suppliers and households to informal savings groups or advocating with microfinance institutes to develop products specific to the sanitation sector, financing options must be an integral part of a marketing strategy.
- **Capacity building:** Building capacity to buy sanitation products in bulk can reduce unit costs

Place: Place is essentially about ensuring that all the materials, information, and services necessary for latrine construction can be easily accessed by households and other players in the sanitation supply chain.



- **Points of sale must be easily accessible to customers.** Front-line providers (suppliers that households go early in the buying process) should be conveniently located and easily accessible.
- **Providers need to know how to build and offer safe sanitation products and services (including proper sludge disposal).** They must also know how to maintain inventory and perform other basic business tasks
- **Sanitation suppliers must be courteous and customer-oriented.** They should be able to discover customer needs and benefits sought, and match those with products and services, including financial ones.
- **The distribution of sanitation products and services is often highly fragmented and in most countries is dominated by the informal sector.**
- **Sanitation is not a core business for many suppliers, which lessens their interest in capacity building and marketing initiatives.**

Promotion: This is about communicating information to the consumer to enhance awareness about latrine products and sales outlets and to increase desire for a latrine through the use of motivational messages and consumer information.



- Sanitation marketing uses two approaches: Promotion or communication.
- Branded advertising and promotion aims to create awareness of a particular product, point-of-sale, or brand. Branding is a way to standardize products, services, ideas, or behaviors and position them in an appropriate way.
- Behavior change communication (BCC) aims at motivating people to modify or adapt a desirable behavior.
- **Effective BCC builds on the findings and insights of formative research.** Findings should include relevant behavioral determinants and the media habits of the target audience.
- **Integration across channels ensures that messages are consistent, reinforce one another, and result in repeat exposure.**
- **Advertising agencies have a role.** Program managers should consider engaging an advertising agency.
- Mass media, interpersonal communication (IPC), and direct consumer contact (DCC) are three channels that are typically used to reach target audiences.
- **Centralizing the development of the communication messages yields economies of scale.** It would be extremely expensive to develop communication messages and materials tailored to each segment of the target audience or every district or province where your target audience resides.
- **Branding (an easy name)** for instance in Tanzania, the San plat is called Sungura because the foot rest are like ears of a hare/rabbit.

Policy



- A full appreciation and understanding of the policy environment is needed to ascertain whether it is conducive and supportive of sanitation marketing or whether it presents serious constraints to its effectiveness.
- Such an environment includes not only policy, but laws, bylaws, and cultural norms and customs.
- Policy change may not be within the scope of sanitation marketing, but certainly the program will need to be aware of the existing frameworks, ensure that products and designs promoted by the program are consistent with this framework, and be able to identify areas that require modification, where appropriate.
- The program will also look for opportunities to support government policies that improve information management, quality control, and certification of products and services.

Partnerships



- An essential element of sanitation marketing programs is the creation of new partnerships with formal and informal private sector suppliers, with NGOs and community-based organizations (CBOs) able and willing to collaborate in supporting and carrying out strategies, and of course, with national and local government supporters and champions of improved sanitation.
- The incentives that motivate these different actors to engage in partnerships or participate in the market must be well-understood by the program.
- It is important to be aware of these activities especially to determine which ones are likely to distort a sanitation marketing program (e.g., programs supporting subsidized products) and which can be built upon (e.g., CLTS program, sewerage projects).
- It is also important to understand how these public sector activities can help make sanitation more affordable to the poor

Toolbox 8: Partnership Assessment Criteria

Consider the following criteria in assessing and exploring whether a group would be a good partner for the program. A visit and discussion with group leaders is likely to be necessary to evaluate these criteria:

- Does it provide access to members of the sanitation marketing program's target group(s), and if so to how many and where?
- Does it have credibility or influence with the target group?
- Does it have resources (e.g., financial, staff, facilities) and/or skills/knowledge (e.g., advertising, media connections, finance & micro credit, small business development), or networks and structures that it would be willing to make available to the program?
- Does it already have a relationship with your organization related to sanitation?
- Is it supportive and enthusiastic about the sanitation marketing approach and its strategies?

Ways Different Kinds of Partners Can Support the Program

Some important ways groups can serve as partners and participate in enhancing the implementation of the sanitation marketing program include:

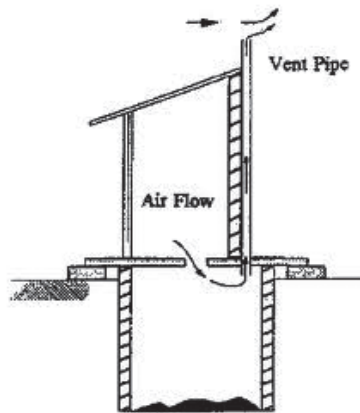
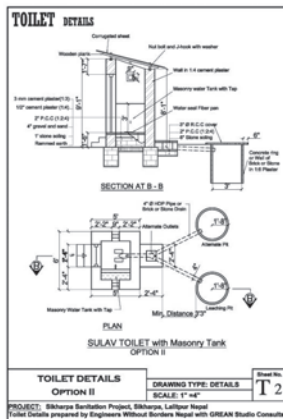
- Distributing sanitation marketing program communications and advertising materials to their customers, clients, participants and/or posting program promotional materials at their facilities
- Referring members of the target audience to your program
- Including sanitation marketing messages in their own materials, or adapting the sanitation marketing program materials to include their contact information
- Offering the use of their staff or their volunteers
- Providing a well-known spokesperson for the sanitation marketing program
- Being involved in media interviews and press conferences
- Assisting in monitoring and/or evaluation activities

4.4 Step 4: Developing Sanitation Marketing Materials

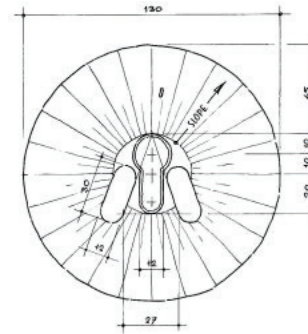
4.4.1 Product development

The purpose of this activity is to turn insights and opportunities emerging from the household research about the selected target population (their aspirations, desires, and preferences for latrines, styles and features and the problems they experience with existing models) into a wide range of potential latrine designs and features for prototype development and testing.

Key steps include:



- Draw on research findings (insights and opportunities) propose initial design alternatives for different components of the latrine and take into consideration of modifications in case of rocky soil, sandy soil and water logging.
- Build prototypes in real-life field conditions using identified target providers, e.g., pit diggers, traditional informal sector superstructure providers, latrine brick/concrete masons; locate prototypes as close to target consumer market as possible
- Test and adapt construction process with target providers, especially “latrine masons,” using local tools, equipment, and the existing skill set of these target providers and locally available materials



- Test prototype designs and different design features with household heads and especially women/mothers; ask about child usage needs and seek to understand the importance of different proposed features to reduce costs or increase uptake (see guidance on organizing and conducting product prototype consumer testing).
- Adapt and refine designs based on testing results and experiences, eliminating clearly inferior solutions from the consumers’ perspective
- Finalize product design options broken down by component, including:
 - Technical standards and drawings
 - New tools, equipment, and molds/forms required to produce designs
 - Material bills (including skilled mason labor input) and initial costing estimate if locally procured by household
 - Standardized construction process and steps required to build, including requirements and safeguards for quality control and quality assurance.

4.4.2 Develop Communication Materials

The purpose of this activity is to:

- Develop effective promotional messages for encouraging the selected behavior change
- Develop the appropriate “communications mix,” that is select the most appropriate mix of communications channels to deliver motivational messages
- Develop and test a range of communications materials to promote the

desired behavior change

- Develop consumer education materials to increase awareness and understanding of any new product or service offerings you will be introducing to facilitate consumer decision-making.

Your research has allowed you to understand sanitation attitudes and behaviors in your area; now you need to change these in order to drive/promote latrine uptake and/or upgrading. The purpose of your promotional campaign is to increase the desire for home sanitation and raise awareness of any new latrine technologies or services you are offering.

Five key activity steps and associated tools include:

- Segment selection and determining behavior change objectives:** A key feature of successful marketing is the selection of a clear and specific behavior change objective against which the success of your campaign will be measured. Two methods of segment selection are possible and your team will have to make a strategic decision with regards to which approach to take:
 - a) Needs-based: selection on the basis of public health need/risk, whereby the health risk of open defecation might be defined as greater than that of reliance on a basic but functional latrine, leading to the targeting of households without latrines irrespective of the percentage of households lacking sanitation
 - b) Reach-based: selection on the basis of the size of the population segments whereby the largest population segment is selected in order that the campaign targets as large a number of households/people as possible
- Motivation selection and promotional message**

development: Identify the most salient motivation(s) driving your chosen target behavior among your selected population.

- Communications channel mix development:** This stage is about deciding which methods you will use to effectively get your promotional messages to your target audience. Fit between each communication channel and the desired behavior change and/or identified promotional message(s). In some cases you may find that while a communications channel reaches many people it is not appropriate for promoting latrine adoption or improvement.



Toolbox 9: Communication Material Development Guide

- Create a list of the most promising communications channels for use in your campaign. Make note of necessary/desirable materials that need to be developed to support promotion through each channel.
- Consider how many of your target audience(s) you could reach with each channel.
- Brainstorm the potential effectiveness of each channel (and if possible combination of channels) in terms of its ability to deliver your promotional message(s) persuasively enough to impact your behavior change objective(s).
- Now you will need to make a trade off as it is unlikely that you either have the budget or time to use all the available communication channels. Balancing the reach and effectiveness of the channels, select the potentially most impacting mix of communication channels to deliver your campaign.
- Make a list of the necessary materials you will need to develop to execute your communications campaign

iv) **Identification and outlining content of necessary consumer education materials:** Develop materials that communicate to consumers the benefits (and potential pitfalls) of the various latrine technology choices you are offering.

- Key information to offer may include basic image of the technology including underground, slab, and superstructure components
- Basic technical/functional information including:
 - Suitability for different geographies (e.g., high water table, rocky land, collapsing soils, termite prone areas)
 - Necessary materials and associated costs
 - Maximum recommended number of users
 - Usage instructions
 - Operation and maintenance instructions
- A listing of the key consumer-perceived benefits (e.g., easy to clean, durable, minimizes smell, child friendly etc)
- A listing of the key consumer-perceived drawbacks (e.g., high cost, temporary)
- Repeat the above exercise for the different superstructure options that will be under offer, given the role of superstructure in providing many consumer-perceived sanitation benefits such as privacy, shelter, and/or ventilation

v) **Materials development and testing:** At this stage where you will need to work with a local animator or artist to develop the necessary communication materi-

als to aid promotion and consumer education materials to facilitate technology choice and access to the service/technology.

4.5 Step 5 Implementation

There is no single model to use when implementing a sanitation marketing initiative; however, most social marketing initiatives are undertaken by the nonprofit sector or government agencies. The role of private sector collaborators is critical on many levels, but their participation is motivated more by sustaining a viable business than by providing a social good.

4.5.1 Suggested Staffing

Several staff positions are vital to supporting a sanitation marketing program at scale: these may include but not limited to:

Program manager: The program manager oversees the day-to-day management of all the components. He or she is a sector professional who understands the problem's scale in the respective country, the political environment, the relevant private and public sector actors, and the funding structure for rural sanitation.

Marketing specialist: Experience shows that few sector professionals have a background in marketing or behavior change communication, so it is important to have a specialist on the team who can manage research and advertising agencies, interpret results from formative research, develop the marketing strategy and plan, and translate the strategy to support agencies such as

capacity-building firms. This person should be recruited from the private sector or a nonprofit social marketing organization. Someone with broader communications experience such as corporate or public relations might not have the full skill set required.

Capacity-building specialist: Similar to the marketing specialist, this person might lack experience in sanitation but have expertise in instructional design and training program development. This person can work with short-term consultants who are content specialists in areas such as small business management or latrine construction. This person will be in charge of developing and implementing the capacity building strategy, and managing any contracted firm, NGO, technical institute, or university.

Monitoring and evaluation (M&E) specialist: This person works with the team's other specialists to determine what critical information needs to be monitored to gauge whether the program is achieving its intended results at the output, intermediate result, and outcome levels. He or she will analyze existing systems used by the government to monitor sector performance, and develop and implement a monitoring plan that augments existing sources if required. The M&E specialist will identify the source of information, the frequency with which the data will be collected, and how the information will be used to make decisions.

District or regional coordinators: Unlike the specialists, these individuals will likely be located in the different districts or regions where implementation is taking place. These staff members play an instrumental role in coordinating capacity building and other activities in their respective geographic areas. They work closely with contracted firms to coordinate activities with local governments and service providers. The exact team composition will vary according to the task at hand, and will include one or more staff members (program manager, marketing specialist, and so on) as well as relevant counterparts from the government or other partner organization.

4.5.2 Capacity Building

Significant progress has been achieved in developing training programs (and tools) for other approaches for scaling up rural sanitation such as Community-Led Total Sanitation (CLTS), however, sanitation marketing's recent emergence as a complementary approach to CLTS now requires specific efforts to develop its own tools and resources for scaling up. Sanitation marketing is relatively a

new community practice with many lessons learned and more to come.

A training program designed to scale up sanitation marketing must provide consistent, quality replication of established best practices. While recognizing that variability exists from context to context, the standardization of approaches or methodologies provides the foundation on which to build a strong program. In general, training standards serve to:

- Define a common set of expectations based on best practices in training to achieve greater quality;
- Define the criteria against which training providers can be evaluated; and
- Enable governments, international organizations, implementing partners, and training institutions to support effective training for scaling up rural sanitation.

4.5.3 Monitoring

Performance monitoring allows program managers to track progress against planned activities or outputs (such as capacity building) and intended outcomes (such as cessation of open defecation and correct disposal of children's feces) so they can adjust their implementation strategy and plan. Key intermediate outcomes to monitor are changes in behavioral determinants such as improved access to sanitation suppliers. These will have been identified in the formative research phase. The program manager/ evaluation specialist can conduct performance monitoring through a range of data collection strategies and sources whose reliability and cost vary.

4.5.4 Budgeting

The cost of any sanitation marketing initiative will vary from country to country and from projects due to such factors as location of program sites and distances among them, transportation, and availability of support agencies. Following are some costs to consider: research costs, advertising (promotional) costs, direct consumer contact events costs, capacity building and project management costs.

4.5.5 Procurement

Some organizations have procurement policies but before you move forward with procurement, you should conduct preliminary research on potential firms.

You might be able to speak with various organizations to get a sense of prices for labor and transportation. Experience demonstrates that implementing at scale requires sizeable contracts for research, advertising, media placement, and capacity-building organizations. A general rule of thumb is to allow three to five months to procure a firm. This estimate includes developing sound Terms of Reference, putting together and issuing expressions of interest, short-listing firms, issuing request for proposals (RFPs), allowing firms to develop their proposals, evaluating proposals, negotiating, and contracting. However, the actual length of time needed for procurement will depend on specific organization or donor policies.

4.5.6 Sequencing Activities

Each program's marketing strategy and plan will determine the specific interventions that need to be developed. Experience has shown that that it takes at least 12 months to progress through the planning and procurement phase to the point of launching sanitation marketing activities. A shorter time frame might be possible if there is existing research and readily available competent firms that can help design and implement activities. However, to manage the expectations of staff, stakeholders, and donors, you should be realistic in your planning assumptions. Experience shows that identifying and developing consumer-responsive products and distribution channels such as local retailers or masons might take longer than stimulating demand for sanitation facilities.



5 Suggested reading

- Identifying Constraints to Increasing Sanitation Coverage, Sanitation Demand and Supply in Cambodia, Field Note, WSP 2008.
- In-depth Consumer Assessment Report for Sanitation Marketing Pilot Project – Tororo District, Uganda, USAID/HIP 2009
- In-depth Supply Assessment Report for Sanitation Marketing Pilot Project – Tororo District, Uganda, USAID/HIP 2009.
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- Jacqueline Devine, 2009, Introducing SaniFOAM: A Framework to Analyze Sanitation Behaviors to Design Effective Sanitation Programs.
- Sanitation Marketing At Scale, Experiences from Rural Benin, Field Note, WSP 2011
- Sanitation Marketing for Managers Guidance and Tools for Program Development, USAID/HIP, 2010.
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- The Case for Marketing Sanitation: Field Note, WSP 2004
- Tom Outlaw, Mimi Jenkins, and Beth Scott, 2007, Opportunities for Sanitation Marketing in Uganda



