



ጤና ሚኒስቴር - ኢትዮጵያ
MINISTRY OF HEALTH-ETHIOPIA

የዜጎች ጤና ለሃገር ብልጽግና!
HEALTHIER CITIZENS FOR PROSPEROUS NATION!

National Market Based Sanitation Training Manual

December, 2020
Addis Ababa, Ethiopia

Contents

II.	List of Tables	4
III.	List of Figures	4
IV.	Acknowledgement	v
V.	Abbreviation	6
VI.	Manual preparation and Organization	7
1.	Module I: Introduction and background	9
1.1.	Overview of country’s WASH Situations.....	9
1.2.	WASH and Health	9
1.3.	WASH and socio-economic	11
1.4.	Overview of National MBS guideline and initiatives	11
1.5.	MBS-ODF linkage	12
1.6.	Inclusive WaSH in Market-Based Sanitation	13
1.7.	Market based Sanitation frameworks.....	16
1.8.	Key concepts and principles of Market Based Sanitation	18
1.9.	Summary	19
2.	Module II: Pillars of Market Based Sanitation	20
2.1.	Introduction of Pillars of MBS	20
2.2.	Enabling Environment (EE)	20
2.3.	Sanitation and Hygiene Demand Creation	23
2.4.	Access to sanitation and hygiene supply.....	24
2.5.	Summary	24
2.6.	Exercises	24
3.	Module III: Market Development for MBS approach	25
3.1.	Introduction	25
3.2.	Step by step procedure of sanitation marketing	25
3.3.	Evidence for Market Based Sanitation.....	26
3.4.	Sanitation Market intelligence	31
3.5.	Planning and Implementation of MBS	32
3.6.	Market Segmentation Analysis	34
3.7.	Product and service delivery model (Business Canvas model)	36
3.8.	Business management and Entrepreneur	40
3.9.	Steps for Starting a Sanitation Business	40
3.10.	Implementation of sanitation Business	41
3.11.	Market based sanitation sustainability.....	41
3.12.	Market Based Sanitation Replication and Scale up	42
3.13.	Mainstreaming Market Based Sanitation Approach	42
3.14.	Sanitation Product Diversification and Branding	43
3.15.	Market activation strategies.....	43
3.16.	Financial records.....	44
3.17.	Summary	45
3.18.	Exercises	45
4.	Module IV: Sanitation and Hygiene Product, Technologies and Service Options	46
4.1.	Sanitation Ladder, options and progress.....	46
4.2.	Design consideration for improved sanitation technology options	47
4.3.	Latrine technology options	50
4.4.	Startup tools for a sanitation marketing Mason.....	53
4.5.	Summary:	54
4.6.	Exercises	54
5.	Module V: SBCC for Market Based Sanitation	55
5.1.	Introduction of Social Behavioral Change Communication (SBCC)	55
5.2.	Factors influencing behavior change of the consumer.....	56
5.3.	SBCC theories and models	56

5.4.	Characteristics of SBCC	60
5.5.	Designing for Behavior Change (DBC) Framework	62
5.6.	BCC strategy for Market Based Sanitation approach	63
5.7.	SBCC and Market communication	65
5.8.	Implementation setting and Modality	65
5.9.	Monitoring and evaluation	66
5.10.	Summary	67
5.11.	Exercises	67
6.	Module VI: Skill Development	68
6.1.	Facilitation.....	68
6.2.	Planning Short Training Courses	72
6.3.	Experience sharing and updating knowledge skills	75
6.4.	Communication skills	76
6.5.	Coaching and mentoring skills.....	77
6.6.	Leadership and entrepreneurship skills characteristics	78
6.7.	Summary	79
6.8.	Exercises	79
7.	Module VII: Monitoring, Learning and Evaluation of MBS.....	80
7.1.	Monitoring, learning and evaluating.....	80
7.2.	Market Based Sanitation Indicators.....	81
2.1.	MBS Performance Indicators.....	81
7.3.	Data flow for Hygiene & Environmental Health Program.....	82
7.4.	Joint supportive supervision.....	83
7.5.	Review meeting	84
7.6.	Lessons learned documentation	85
8.	References.....	86
9.	Annex.....	88
9.1.	Operational Definitions	88
9.2.	MBS approach Indicators	90

II. List of Tables

Table 1: Incentives in Private Sector Participation	23
Table 2: Factors that influence the selection of community Sanitation Technology	49
Table 3: BCC framework for latrine utilization (socio-economic Domain) - Example,	Error!
Bookmark not defined.	
Table 4: Different channels of communication	Error! Bookmark not defined.
Table 5: Number of exposures for sustainable behavior change	Error! Bookmark not defined.
Table 6: The new approach to sustainable behavior change promotion	Error! Bookmark not defined.
defined.	
Table 7: The difference between Coaching & Mentoring based on some characteristics	77
Table 8: The Three Stages of Review/Consultative Meeting	85

III. List of Figures

Figure 1: Sanitation Market System – Framework for Market Based Sanitation (USAID, 2018.).....	17
Figure 14: Seven steps of Sanitation Marketing	25
Figure 2: Steps required conducting formative research	27
Figure 15: Ten steps of Market segmentation.....	36
Figure 16: The Business Model Canvas	37
Figure 17: Product/ Service Delivery Model (Source)	40
Figure 18: Phases of customer Demand	44
Figure 4: Sanitation Ladder (https://washdata.org/monitoring/sanitation)	46
Figure 5: Design thinking and criteria for latrine design	48
Figure 6: Product design -Process (for example, latrine design)	48
Figure 9: Ecological Model for Change	Error! Bookmark not defined.
Figure 13: SaniFOAM Framework(46)	Error! Bookmark not defined.
Figure 10: Steps for developing BCC program (WASH)	Error! Bookmark not defined.
Figure 11: Message Pre-test process.....	Error! Bookmark not defined.
Table 19: Skills and Characteristics of a good facilitator	68
Figure 1 Attributes of Strong Supervisor	83

IV. Acknowledgement

The Ministry of Health (MoH) would like to extend its gratitude to the USAID Transform WASH consortium member partners for their financial and technical support in the development of the Market-based Sanitation Marketing Training Manual. Furthermore, the MoH greatly acknowledges Grace consulting, the consulting firm for the development of this manual, for their full engagement in the development process.

Finally, MoH extends its gratitude to the following market based sanitation stakeholders, Basic Sanitation Service team members of the Federal Ministry of Health and Regional Health Bureau, who are working with and commitment for the realization revised guideline and contributed towards its enrichment:

Abireham Misganaw: Basic Sanitation services Team Leader, MoH

Wodayehu Wube: Basic Sanitation services Senior Expert, MoH

Abayew Wassie: Basic Sanitation services Senior Expert, MoH

Tesfa Yetum: ESHIP Technical Assistant, MoH

Shegaw Fentaye: Senior WASH Advisor, MoH

Michael Negash: SNV Ethiopia

Dejene Kumela: SNV Ethiopia

Daniel Tesfaye: PSI Ethiopia

Monte Achenbach: T-WASH

Ephrem Mebrate: IRC/WASH

Lars Osterwalder: IRC/WASH

Melaku Worku: IRC/WASH

Dagim Deribew: PSI Ethiopia

Siraj Mohhamed: Plan International Ethiopia

All Regional Health Bureaus Hygiene and Environmental Health experts



Mrs. Ekram Redwan Hussain

Director, Hygiene and Environmental Health Directorate, Ministry of Health

V. Abbreviation

CLTS	Community-led Total Sanitation
CSO	Civil society organization
GTP	Growth and Transformation Plan
HSTF	Hygiene and Sanitation Task Force
JMP	Joint Monitoring Program
KM	knowledge management
M&E	Monitoring and Evaluation
MBS	Market Based Sanitation
MFI	Micro Finance Institution
MoU	Memorandum of Understanding
MoWIE	Ministry of Water Irrigation and Energy
NGO	Non-governmental organization
NWCO	National WASH Coordinating Office
ODF	Open Defecation Free village
ODF	Open Defecation Free
OWNP	One WASH National Program
SBCC	Social and Behavioral Communication
SDG	Sustainable Development Goal
SM	Sanitary Marketing
TSP	Turnkey solution provider
TVET	Technical and Vocational Education and Training
WASH	Water, sanitation, and hygiene

VI. Manual preparation and Organization

Audiences:

Although other audiences might find this training manual useful, this manual is mainly for;

- WASH sector staff, those who are responsible for planning, managing and implementing sanitation programs within government, international organizations, bilateral and multilateral donors, or nongovernmental agencies (NGOs). The training manual will help them understand the key concepts, and the different steps while designing and implementing a market-based sanitation program.
- Policy-makers, who want to know what more can be done in the sanitation sector based on the application of economic and financial analysis;
- Sanitation sector specialists, who may be interested in using economic analysis tools to support their work on a range of sanitation issues or develop their research agenda;

Purpose:

The purpose of this training manual is to provide guidance for designing, developing, planning, implementing and monitoring and evaluation of market-based sanitation approach and related sanitation product & service delivery mechanisms in a simple, clear and participatory manner. And also, this manual provides tools for designing a market-based sanitation program, to understand what MBS means, the different components of MBS and its relevance to the improvement of household sanitation in a sustained manner. The manual will also use for further reference for sanitation marketing actors.

Intended outcome:

After completion of the training manual through training facilitator guide as well as qualified trainer in the subject matter, participants built their capacity and have sufficient knowledge and skills on Planning, assessment, human center Product design, design and develop appropriate Business model, Promotion through behavioral change methods, facilitation implementation, monitoring and evaluation of marketing-based sanitation approach.

Organization of the Training Manual:

The training manual comprises seven interrelated modules. The modules contain not only specific subject matter but also associated concepts, techniques and tools which can support the sanitation and marketing disciplines. Figures to illustrate ideas, tables to summaries points in short and boxes to express related issues are presented in the modules to facilitate the learning processes. In addition, summary of contents and excises are written to capture the main points and self-test, at the end of each module List of modules with their short descriptions is under mentioned:

Module I: Introduction and background: it is highlighting the relationship between WASH and Health; WASH Situations of the country; existing Sanitation marketing framework & Initiatives; Key concepts and principles of Sanitation Marketing, and summary of National Sanitation Marketing guideline. In addition, Evidence-based Sanitation Marketing development section focus on assessment and Data Analysis methods are explained. These enable participants to investigate and quantify situations, Segment markets, define customer preferences, understand PEST and SWOT for identification of problems and track best practices and Lessons.

Module II: Pillars of MBS approach: enabling environment, supply and demand sides for MBS achievement. It includes Capacity Building, financing, Policy and regulation support, Sector Coordination and Standardization. The purpose of this module is to have sufficient understanding on enabling environment, supplies and demands of MBS approach to implement the plan.

Module III: Market Development: the module intended to link the sanitation with the marketing approach through practicing market communication, understanding Step by step procedure of sanitation marketing, design appropriate Product and service delivery model (Business Canvas model), Operational support (business planning, financial management balancing supply and demands and identification of factors influencing behavior change of the consumers.

Module IV: Marketable Sanitation Technology options: this module is aiming to understand different Sanitation and Hygiene technology options (products and services) in order to select options based on

customer preferences. This includes Sanitation Ladders Latrine options, Design of better products considering and Productions of quality Sanitation products.

Module V: SBCC Communication for Sanitary Marketing: as promotion is one of the market mixes types, this module helps to do marketing promotion (creating demands) through Behavioral Change Communication by considering enabling environment, communication processes and elements, incentive Mechanisms, barriers of communication, development of effective messages and communication channels and pretesting developed messages.

Module VI: Required skills for WASH market Development approach: for effective implementation of sanitation marketing to achieve its objectives, different kinds skills are significant. This module is explained different skills to analysis collected data, planning, manage, facilitate, monitoring, scale up best practices, coordinate and entrepreneur. Some of the skills explained in the modules are Facilitation, Monitoring and evaluating skills; Experience sharing and updating knowledge skills, coaching and mentoring skills, Leadership and entrepreneurship skills and sales skills.

Module VII: Monitoring and Evaluation of WASH market Development: the purpose of this module is to understand how to conduct monitoring and evaluation of sanitation marketing implementation. it will help to review the overall performances and revising the plan by considering methods of monitoring and evaluating, developing indicators, Data flow for Hygiene & Environmental Health Program, Supportive supervision, how to conduct review meeting and scale up the implementation lessons and best practices

1. Module I: Introduction and background

Learning Objectives

At the end of this session, you will be able to:

- Understand the situations of WASH in the country;
- Describe the impact of WASH interventions on Health;
- Describe gender and inclusion Challenges of Market Based Sanitation;
- Explore the concepts, principles, and initiatives of market-based sanitation;
- Able to summarize national MBS Guideline;
- Understand how to conduct and organize MBS assessment;
- Use different methods of problem identification methods for MBS program;

1.1. Overview of country's WASH Situations

Ethiopia has fully owned SDGs at national and sub-national levels which have been integrated with GTP II that covers five years from 2015/16 to 2019/20. Owing to this, in Ethiopia, the progress of sanitation promotions was in sluggish rate; for instance, the rate of at least basic sanitation was 3% in 2000 to 7% in 2015. This shown that the annual rate of progress of basic sanitation is 0.26% which is insufficient to achieve SDG 6.2 in 2030 (1). Although the government, civil society organizations and donor agencies are striving to scale up sanitation coverage at the same time there are several obstacles like limited availability of funding, weak implementation capacity, weak coordination, low community participation, poor involvement of private sector and others. Beyond these, there were some lessons shown in the evaluation of Ethiopian MDGs performances. These were active participation of partners towards the WASH Sector achievement, successful in practicing all principles of OWNPs; good achievement on the enabling environment and capacity development for improved delivery of WASH services(2)

In other hand, Health Related Indicator (MOH, 2010) shows that poor sanitation and hygiene associated diarrhea diseases and intestinal parasite infections remains among the ten top leading causes of morbidity. This means that, Ethiopia is far behind to attain SDGs as per the positive trends by the year 2030. It is good to note that by 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations (SDG 6.2) with targets: Proportions of populations using safely managed sanitation services and hand washing facilities with soap and water at home. A review of sanitation and hygiene development status in rural and urban areas indicates many challenges which are including inadequate financing, Lack of skilled human power, Poor socio-economic status of the rural communities, and challenges associated with facilities and Environmental inaccessible due to infrastructure, slow progress of initiative like MBS and existing household traditional latrines are found to be inadequate to prevent waterborne diseases(2).

Therefore, the populations should be supported by strategic support from the federal, regional and local governments to have access to improved sanitation and hygiene facilities through implementation of strategies and plans, capacity building and community mobilization interventions using different approaches.

1.2. WASH and Health

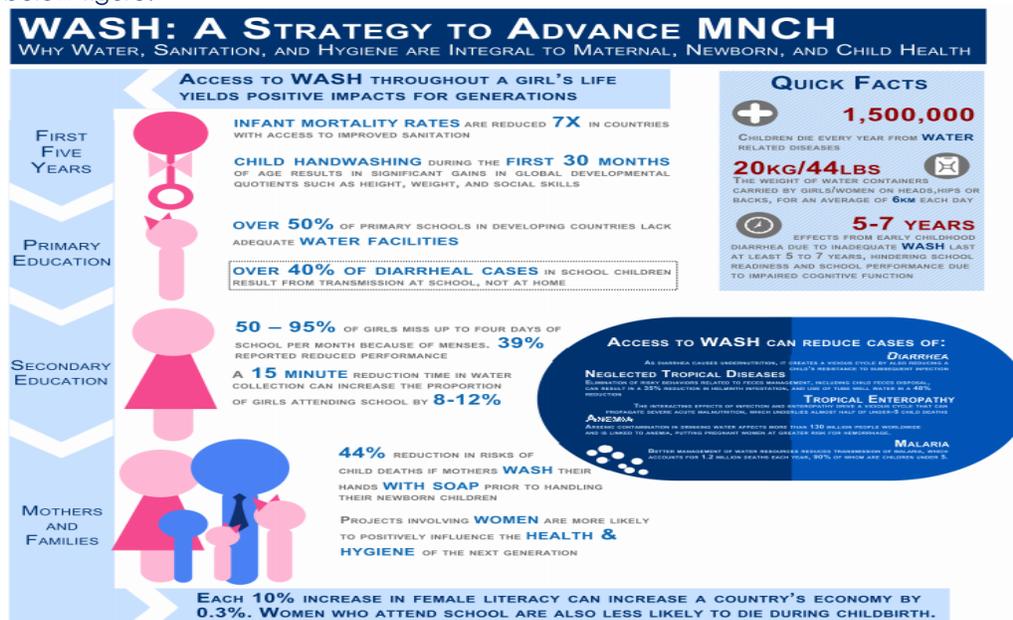
Water, Sanitation and Hygiene (WASH) are interlinked and inseparable to obtained effective and synergetic results in the prevention and control of WASH related diseases, social and economic benefits(3). In spite of this fact, to understand each component, the association of poor water quality with health is rationalized since many years by more evidence globally.

Improved water quality is effective for preventing diarrheal diseases in all ages of population(4). Diarrhea is among the major cause of morbidity and mortality due to poor water quality. The impact of access to

WASH services on health is justifiable by saving the lives of the 829,000 people who currently die every year from diseases directly caused by unsafe water, inadequate sanitation, poor hygiene practices. It can also drastically reduce child malnourishment, and help alleviate physical and mental under-development. Unsafe water, inadequate sanitation and poor hygiene are also indirectly associated with 50% of child malnutrition(5). WASH associated diseases

- Poor sanitation is linked to transmission of diseases such as cholera, diarrhea, dysentery, hepatitis A, typhoid and polio which exacerbate stunting
- Poor sanitation reduces human well-being, social and economic development due to impacts such as anxiety, risk of sexual assault, and lost educational opportunities.
- Globally inadequate sanitation is estimated to cause 432 000 diarrheal deaths annually and is a major factor in several neglected tropical diseases (NTD), including intestinal worms, schistosomiasis, and trachoma. Poor sanitation also contributes to malnutrition.
- In Ethiopia Evidence indicates that improvements in drinking-water quality through house-hold water treatment reduce diarrheal morbidity through chlorination at point of use; (35% -39%), improved sanitation and Hygiene (32%) and hygiene education (45%) (4). the combined intervention can have much greater impact in the reduction of diarrheal diseases compared to implementation of the individual intervention separately. According to WHO 2019 report the benefits of improved sanitation extend well beyond reducing the risk of diarrhea. These include:
 - reducing the spread of intestinal worms, schistosomiasis and trachoma, which are neglected tropical diseases that cause suffering for millions;
 - reducing the severity and impact of malnutrition;
 - promoting dignity and boosting safety, particularly among women and girls;
 - promoting school attendance: girls' school attendance is particularly boosted by the provision of separate sanitary facilities; and
 - Potential recovery of water, renewable energy and nutrients from fecal waste.

WASH also has a great impact on the health of maternal, newborn and child health (MNCH) as detailed in below figure.



Source: <https://visual.ly/community/Infographics/health/wash-strategy-advance-mnch>

1.3. WASH and socio-economic

The effect of poor hygiene and environmental health in society is not only limited to health but also on the economic and welfare dimension. Economic losses due to the lack of water and sanitation in Africa as a result of the mortality and morbidity impacts is estimated at \$28.4 billion or about 5% of GDP whereas Sanitation and drinking water investments have high rates of return as for example, for every \$1 investment of drinking water and sanitation, there is a projected \$3-\$34 economic development return(6). In Ethiopia, according to Economics of sanitation initiative (ESI) desk review conducted by World Bank 2013 indicated that poor sanitation costs 13.5 billion ETB each year, equivalent to about 170 ETB per person per year or 2.1% of the national GDP. Yet, eliminating the bad practice would require only six million improved latrines to be built and used (8). According to EDHS 2011, the wealth index under five mortality rate an education is correlated with wealth quintile. The data indicate that the poorer societies are less educated and mortality of under 5 children also increases with poverty. The costs of poor sanitation inequitably distributed with the highest economic burden falling disproportionately on the poorest.

An Improved sanitation and hygiene can also have the following socio-economic benefits; including promoting dignity and boosting safety, particularly among women and girls, promoting school attendance: girl's school attendance is particularly boosted by the provision of separate facilities.

Generally, the reasons why water, sanitation and Hygiene are integrated or inseparable are if there is no water, it will be challenging for hygiene practice and sanitation promotion. Similarly, if there is no hygiene and sanitation promotion, no practice to keep water safe to prevent water borne disease. Therefore, providing sustained and quality WASH products and services have greatest importance for socio-economic improvements including health and economic growths.

1.4. Overview of National MBS guideline and initiatives

The first national sanitation marketing guideline was developed in 2013 during the second half of Health Sector Development Program (HSDP-IV, 2011-2015). The sanitation marketing strategy was designed to create enabling environment for implementation of sanitation market, increase consumers' (households and institutions) access to appropriate and affordable improved sanitation and hygiene technology options and services through private sector engagement, and to create demand for improved sanitation and hygiene technology options. After this guideline, reports shows that FMOH with collaboration of development partners has worked on familiarization of sanitation marketing initiative, establishment of the national multi-stakeholders forum and technical working groups, development of on-site household latrine technology options manual, Occupational Standard for Sanitary Construction Works, establishment of partnership at national and regional levels followed by preparation and signing of Memorandum of Understanding (MoU) and others.

Currently, this guideline is revised as National Market Based Sanitation Implementation to incorporate updated issues and to develop sustainable market for improved sanitation and hygiene products and services through creating demands and favorable enabling environments for private sectors to sustain supplies and deliver appropriate and acceptable products and service options at affordable price to majority of the consumers by increasing sales outlets at District and kebele centers.

In the revised guideline, Implementation of the Market Based Sanitation is incorporating detailed guidance on the nature and description of improved Sanitation Products and Service and how actors can conduct formative research and sanitation supply chain analysis to understand the situations and to design and develop marketing Strategies including develop and Standardize Improved Sanitation Products(branding and product diversification) and how to adjust affordable prices, Placements, promotions and market development for Improved Sanitation and Services. In addition, strengthening enabling environment for Implementation, monitoring and evaluation of Market Based Sanitation are justified. Defining roles and

responsibilities of the Public Sectors at all levels, Private Sectors and Development Partners has also done so as to enhance coordination mechanism of the Market Based Sanitation implementation.

As it is described in the guideline, capacity building is crucial activities and components throughout implementation stages. It helps institutionalization of the Market Based Sanitation approach, policy formulation at national and local levels strengthen Coordination structures and Implementer. Therefore, this training manual is aiming to strengthen the capacity of actors and an inputs for different trainings which may include trainings of managers and coordinators of market based sanitation program; Woreda WASH team (WWT) members, Sanitation Enterprises/Entrepreneurs, kebele WASH Team (KWT) members, Woreda health Office – Supportive supervisors, Health Extension workers (HEWs), Sales agents and other WASH practitioners(7).

Sanitation marketing is underlined in many strategic documents for example, under strategic objective 1 which aimed to create access to adequate and equitable sanitation for all by 2020 has strategic initiative on CLTSH/SLTSH, Sanitation marketing and other five in Hygiene and Environmental Health strategy. Access to Basic sanitation facilities is creating access to basic and equitable facilities at community and institutional level to provide affordable quality products (supply) and services. Facilitating production and marketing of appropriate and effective products through different mechanisms, such as sanitation marketing centers, water utilities, health facilities and other institutions with private sector engagement(8).

National TVET Strategy is aligned with Sanitation marketing approach. Specifically, the Strategy aims to create and further develop a comprehensive, integrated, outcome-based and decentralized TVET system for Ethiopia with guiding principles such as demand-orientation, Quality and Relevance. Sanitation is one of the areas that need competences and qualification in the labor market. It is directly related to production of sanitation materials and provision of services which is also geared towards enhancing the competitiveness of all economic sectors through a competent workforce and towards improving people's employability in the labor market and with regard to self-employment through system of occupational standards, assessments and certifications. This can directly support the sanitation marketing by contributing in production, service provision and supply chain management. TVET is trying to facilitate demand-driven, high quality technical and vocational education and training, relevant to all sectors of the economy, at all levels and to all people(9).

Therefore, to provide WASH services through MBS approach, actors of the field should mainstream the process of assessing the services in terms of concerns, experiences and decisions of integral dimension of the design, implementation, monitoring and evaluation of policies and programs in all political, economic and societal spheres so benefit equally and inequality is not perpetuated.

1.5. MBS-ODF linkage

The introduction and use of Community Led Total Sanitation and Hygiene (CLTSH) in Ethiopia had contributed to a significant number of self-constructed unimproved household latrines. Community-Led Total Sanitation and Hygiene (CLTSH) focuses on igniting a change in sanitation behavior rather than constructing toilets. It is fundamental that CLTSH involves no individual household hardware subsidy and does not prescribe latrine models. Most of the self-constructed latrines fall short of fulfilling the minimum standard of improved sanitation and hygiene facilities. Despite a good achievement in terms of ODF coverage and access to latrine, a significant number of communities are slipping back from their ODF status back to practicing open defecation. As a coping mechanism, celebrating secondary ODF after re-verification for secondary ODF status is helpful.

To achieve secondary ODF and ODF sustainability, the three key variables that should be achieved in the promotion of safe sanitation and hygiene include:

- Safely manage excreta (basic/improved latrine),
- Hand washing facility and Washing hands with water and soap or substitute at critical times and

- Household Safe water handling and management, to realize all of these variables creating access to improved sanitation and hygiene products and services is vital.

In the process of creating an enabling environment for MBS, where consumers have access to affordable and improved sanitation and hygiene products and services based on their needs and preferences, supplied by the sustainable private sector.

MBS provides directions to establish the appropriate enabling environment for developing, testing and commercialization of appropriate products to meet consumer demand and preference in proper human excreta disposal, proper hand washing facilities and safe water chain through purely market regulations.

MBS applies social and commercial marketing approaches to scale up the supply and demand for improved sanitation facilities. While formative research is the foundation of any market-based program, essential to understanding what products the target population desires and what price they are willing to pay for them. It also involves collecting evidence on current practices, the factors that influence these practices, the current supply, and the types of sanitation products and services needed.

Generally linking the MBS approach with the post ODF period is important for creating access to improved sanitation and hygiene products and services, promotes ODF sustainability and ODF by itself is a favorable condition to successfully implement MBS.

1.6. Inclusive WaSH in Market-Based Sanitation

UN declaration of human rights (Dec 1948), article 25: explained that all people have the right to a standard of living adequate for health and wellbeing of themselves and their family, including food, clothing, housing, healthcare, and the necessary social services(10). The constitution of Ethiopia, article 44: all Persons have the right to a clean and healthy environment and article 90: the right to access to health, education, clean water, housing, food, security under social objectives(11). However, poverty is the main characteristic of women and persons with disabilities and their families in Ethiopia, in contrast of their numbers and poverty impacts.

In 2018, around 106 million of peoples which more than half are women and 17.6% of the population (9 million) persons with disabilities. More than 32.4% of children under 18 compared with 29.6% of adults are monetarily poor in 2011 and 88% of children live in multi-dimensional poverty, experiencing deprivations in domains such as health, nutrition, housing, education and/or water, sanitation and hygiene (WASH). Poverty in women is multi-faceted and linked to a lack of women's economic, social and political empowerment, including their access to and control over information, services, resources and commodities.

In the case of WASH basic services, provision of inclusive service for women, children and peoples living with disabilities can be one of the priority interventions to reduce the impact of socio-economic impacts on them. Inclusion WASH basic services mean that everyone has access to safe WASH facilities and the needs of all members of a given community, regardless of who they are and their circumstances, are fully addressed in lack of active participation and poor utilization in the design, planning and implementation of WASH services(12). Thus, the benefits and importance of WASH services and facilities for women, children, persons living with disabilities and others are including 1) Reduce the workload of women and girls who have the main responsibility on water and sanitation activities as well as caring for members who have some type of disability; 2) Increase sustainability and reduce costs; and 3) Improving self-dignity and quality of life. However, there are numbers of barriers to accessing Water, Sanitation and Hygiene for Disabled People: Body function limitations such as incontinence, pain and an inability to communicate WASH needs are in and of themselves significant barriers to adequate WASH access. Understanding these access barriers is important for the WASH sector for equitable access(13).

1.6.1. WaSH and Children

There has been tremendous progress in monetary poverty reduction (from 45.5 per cent in 1995/1996 to 23.5 per cent in 2015/2016). However, children in present-day Ethiopia bear a greater poverty burden than adults: 32.4 percent of children under 18 compared with 29.6 per cent of adults are monetarily poor in 2011. Additionally, 88 per cent of children live in multi-dimensional poverty, experiencing deprivations in domains such as health, nutrition, housing, education and/or water, sanitation and hygiene (WASH). Poverty in women is multi-faceted and linked to a lack of women's economic, social and political empowerment, including their access to and control over information, services, resources and commodities(14).

Rural populations and the poorest households are the most disadvantaged in terms of sanitation, and deprivation in sanitation is one of the largest contributors to multi-dimensional child deprivation in Ethiopia. Among all children, the rate of deprivation of this basic right is 89 %, with children in rural areas being much more deprived than children in urban areas (94 % and 53 %, respectively). Hygiene remains a major gap in emergency and non-emergency settings. (MoF, UNICEF, National Situation Analysis of Children and Women in Ethiopia, 2019).

In Ethiopia, 69% of households with children under the age of three reported unsafe disposal of faeces of children. Furthermore, even among households with improved sanitation facilities, 49% practiced unsafe child faeces disposal, with 24% of the faeces left in open spaces, which is considered as open defecation (WB/UNICEF, 2015). A meta-analysis by Gil et al. (2004) found that the risk of childhood diarrhea increased by 23% in the population practicing unsafe disposal of infant and child faeces.

School-aged children are at high risk for water, sanitation, and hygiene (WASH)-related morbidities, including soil-transmitted helminthes and trachoma; this age group experiences over 2.8 billion cases of diarrhea annually. These infections are associated with increased absence, which can lead to decreased academic performance and increased likelihood of dropout; this, in turn, prevents children from attaining the numerous economic and health benefits associated with educational attainment. Poor school WASH environments may facilitate the transmission of WASH-related infections between pupils, and improved access to WASH at school may have the potential to reduce the risk of disease and absenteeism among school-aged children. Although many policy makers and development organizations promote inclusion of school WASH within a rights-based framework, understanding the potential impacts and rigorous evaluation of programs is critical for policy decisions and to ensure effective programming. This is especially true in light of the likely inclusion of school WASH indicators in the post-2015 Sustainable Development Goals(15).

The linkage between stunting and Integrated Water, Sanitation and Hygiene (WASH) practices more nuanced in many low- and middle-income countries (LMICs) in Africa and Asia. One study identified a lack of correlation with stunting, attributing it to what is presently classified as enteric environmental dysfunction. Unsanitary conditions have been linked with stunting through multiple mechanisms and pathways such as repeated diarrhea, infection pathways, and environmental enteric dysfunction (EED)(16).

School-aged children are at high risk for water, sanitation, and hygiene (WASH)-related morbidities, including soil-transmitted helminthes and trachoma³; this age group experiences over 2.8 billion cases of diarrhea annually. These infections are associated with increased absence, which can lead to decreased academic performance and increased likelihood of dropout⁶; this, in turn, prevents children from attaining the numerous economic and health benefits associated with educational attainment. Poor school WASH environments may facilitate the transmission of WASH-related infections between pupils, and improved access to WASH at school may have the potential to reduce the risk of disease and absenteeism among school-aged children. Although many policy makers and development organizations promote inclusion of school WASH within a rights-based framework, understanding the potential impacts and rigorous evaluation of programs is critical for policy decisions and to ensure effective programming. This is especially

true in light of the likely inclusion of school WASH indicators in the post-2015 Sustainable Development Goals(15).

1.6.2. Gender inclusion in Market based Sanitation (MBS)

Women's involvement in the water, sanitation and hygiene (WASH) sector has multiple effects, such as increasing equity by creating economic opportunity, bringing value chain efficiency, addressing diverse needs through increasing equal participation in decision making processes, and increasing product uptake. Nonetheless, women's involvement in businesses, particularly those related to WASH, remains low around the world. In Ethiopia, for instance, women-owned businesses make up fewer than 10 percent of the construction sector. These enterprises tend to be smaller and mainly in low productivity, low-technology and low growth sectors, which lead to lower productivity and profits(17).

1.6.3. Disability inclusion in MBS

"Persons with disabilities include those who have long-term physical, mental, intellectual or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others." *UN Convention on Rights of Persons with Disabilities*. One in seven people in the world have a disability and 80% of people with a disability live in developing countries.

The SDGs explicitly include disability and person with disability, so it is imperative to promote disability inclusion to ensure access to water and sanitation for all, including persons with disabilities by 2030. With over 884 million people lacking access to safe drinking water, and over 1 billion people without sanitation, making WASH more accessible for all by applying universal design principles benefits everyone in the community, including people with disability. Provision of safe, inclusive and accessible WASH insures everybody benefits from improved health outcomes, enhances the protection of people with disabilities, reduces the workload of families in care giving tasks and reduces the rate of acquiring a spreading of diseases. Inaccessible and unhygienic sanitation facilities can cause illness and injuries as well as reducing dignity and increasing stigma(18).

Everyone, whoever they are, should have safe water for drinking, access to a toilet or latrine, and handwashing facilities. These services should be inclusive and available for all. Access to water, sanitation and hygiene for people with disabilities is a human right. Physical barriers (such as rough roads/paths and inaccessible facilities) are the biggest barrier for people with disabilities. Regarding access and use of water, sanitation and hygiene services, People with disabilities hidden/overlooked/not included – e.g. man with a vision impairment still practicing OD despite village being declared ODF; People with disabilities have limited assets – selling or taking loans to pay for latrine construction; and lack of suitable, affordable, locally available accessible latrine options – many households opt for a common/cheap inaccessible option; and women and girls with disabilities had limited access to education about menstruation, sanitary products and disposal or washing facilities in accessible toilets.

Marginalization is the social process of being confined to a lower social standing or to the outer limit – the margins – of society. Marginalized individuals often suffer material deprivation, and are excluded from information, services, program, and policies. People who are marginalized are often not consulted, they have little influence over decisions that affect them, their voices are not heard, and it is more difficult for them to claim their rights including WASH service for them.

1.6.4. Challenges in Inclusion WASH in MBS

In other hand, WASH challenges are amplified for women, particularly for those living with disabilities. They face unique limitations with regards to accessibility, affordability, safety, information and discrimination. To ensure women with disabilities are heard and their rights are incorporated into WASH efforts, government agencies and development partners can encourage their participation in forums and adopt inclusive, human-centered design approaches for WASH facilities.(19). Generally, women, children and peoples living with disabilities and access to water, sanitation and hygiene can be highlighted and understood:

- People with physical difficulties experienced the same challenges in accessing WASH as others, but these challenges impacted them even more.
- Some of the challenges of female entrepreneurs included:
 - high dropout rate among enterprise members,
 - low capital,
 - low community acceptance of sales agents/manufacturers' promotional activities,
 - fear of sexual assault while travelling,
 - Lack of working space.
- Negative gender norms for women in WASH-related businesses
- Women with physical difficulties experienced greater challenges in accessing water than men with physical difficulties and this had a greater impact on their lives
- Women with physical difficulties spent much longer time collecting water when compared to other women in the community.
- When accessing WASH, women with physical difficulties were more affected by gender-based violence and cultural norms around menstruation when compared to other women in the community.
- The age of a person with physical difficulties impacted how they experienced access to water, sanitation and hygiene
- Community attitudes towards people with physical difficulties impacted on the extent to which people felt able to access community water, sanitation and hygiene facilities or receive assistance so that actors should work on awareness creations to solve the problem (15).

To solve the above challenges, the following interventions will help to ensure inclusiveness: Inclusive sanitary product design, diversified and inclusive sanitary product types, avail alternative product that will reduce the work load of women's such as fuel saving stoves, development of inclusive sanitary related ICC/BCC materials in Participation and active engagement with people with disabilities and women's at sanitary product design etc.

1.7. Market based Sanitation frameworks

market-based sanitation framework specifies the various levels at which stakeholders should intervene to bring about systems change. This framework contains three distinct domains of the sanitation market system, based on degree of influence in each domain from an intervener's (funder and implementer) perspective: context, which interveners can understand but typically cannot influence; business environment, which interveners may potentially influence depending on the complexity and resources available; and the sanitation market, which large-scale interventions largely have the capacity to address (Figure 1).

A Market is a set of arrangements by which buyers and sellers are in contact to exchange goods or services; the interaction of demand and supply. In The framework, the market is represented by the customer, the sanitation enterprise, and the entrepreneur whereas a Market System is a multi-function, multi-player arrangement comprising the core function of exchange by which goods and services are delivered and the supporting functions and rules which are performed and shaped by a variety of market players. A market system therefore comprises value chains and supporting functions (e.g., financial institutions system, infrastructure) that enable the market to function. The market system also includes formal rules (e.g., laws, standards) and informal rules or norms that influence interactions and outcomes(20).

According to the MBS case studies made in scaling market based sanitation Desk review on market based rural sanitation development programs, it is clear that, while the focus of these interventions tended to be the sanitation market (the interaction between buyers and sellers), successful interventions also sought to bring about change in the broader sanitation market system (e.g., associated supply chains and such supporting functions like the financial services infrastructure). To apply this systems lens to MBS, adopted

the following “framework” for MBS interventions that specifies the various levels at which stakeholders should intervene to bring about systems change (Figure 1).

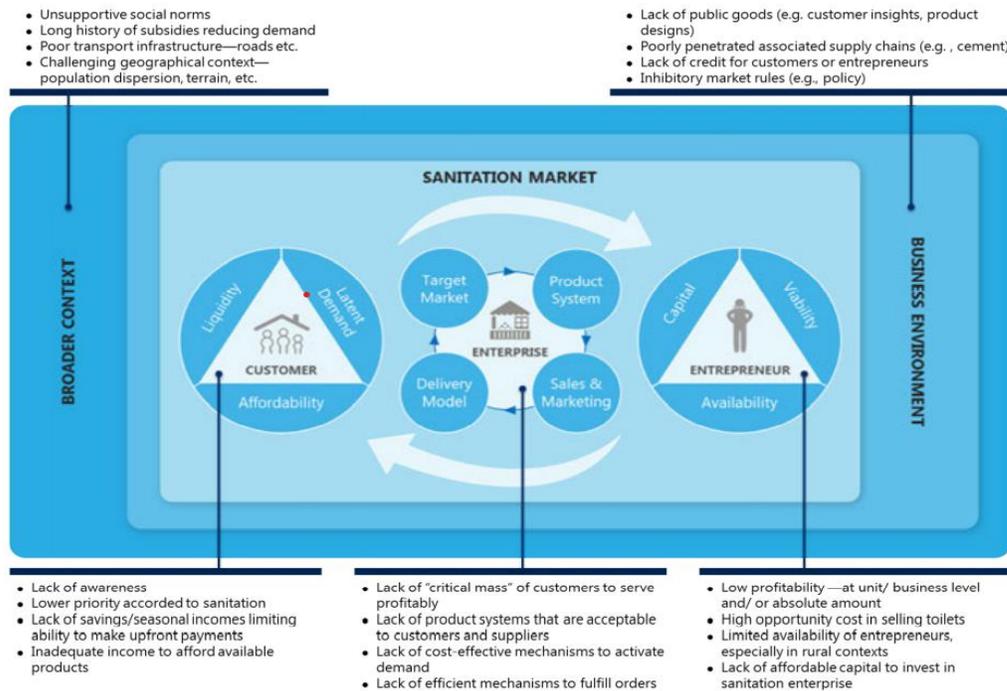


Figure 1: Sanitation Market System – Framework for Market Based Sanitation (USAID, 2018.)¹

At the center of the framework is the sanitation market, with the business—the mechanism that facilitates the exchange of products and services between entrepreneur and customer, also known as the “sanitation enterprise,” at its core. Sanitation enterprises must attract enough customers (a “critical mass”) to operate profitably. Selection of a target market is based on its perceived ability to service these customers profitably, and to do so, a sanitation enterprise must understand what the customer values, and design an appropriate product system that responds to those values. Having designed an appropriate product system, the sanitation enterprise then needs to provide the customer with information and impetus to purchase via sales and marketing. Once the purchase happens, a delivery model organizes the various supply chain components to get the product to the customer cost efficiently. Similarly, customers and entrepreneurs may be confronted with a distinct set of barriers, which, individually or in combination, hinder their participation in the market (Figure 1). Customers may lack income or savings to afford toilets that are available in the market (the “affordability” barrier); they may have unstable or seasonal income that prevents them from making the full payment upfront (“liquidity” barrier); or they may have an interest in purchasing toilets but do not translate this interest into a purchase for a range of reasons (“latent demand” barrier).

On the supply side, low profitability of selling toilets may discourage entrepreneurs from entering or continuing to operate in the market (the “viability” barrier), or entrepreneurs may lack the capital required to invest in the sanitation enterprise (the “capital” barrier). The availability of entrepreneurs with attributes

¹USAID, 2018. Scaling Market Based Sanitation: Desk review on market-based rural sanitation development programs. Washington, DC., USAID Water, Sanitation, and Hygiene Partnerships and Learning for Sustainability (WASHPaLS) Project.

(e.g., skills, assets) necessary to build or sell toilets may be limited (the “availability” barrier). The sanitation enterprise may act on some of the customer-related barriers. For example, product systems can be designed to reduce costs and thus improve affordability for customers and viability for entrepreneurs. Similarly, sales and marketing that effectively appeals to customers’ desires and needs can enhance their willingness to buy.

The functioning of a sanitation market is governed by the broader business environment. The business environment is shaped by factors such as the availability of non-excludable public goods (e.g., market information on product designs in the public domain); the state of associated supply chains (e.g., availability and price of construction raw materials used to build toilets); the state of financial services infrastructure, which affects the availability of credit for customers and entrepreneurs; and business related laws, regulations, and policies (e.g., government programs to provide in-kind hardware subsidies). Sanitation enterprises may leverage specific elements of the broader business environment in their favor or they may adapt to the constraints placed by the business environment. Governments, funders, and even implementers, however, may have the resources (i.e., funds, networks, and perceived neutrality) to influence them, including the ability to lead advocacy efforts that change market rules in favor of MBS.

Social norms or informal rules can be as powerful as market rules, or even more. The broader context, beyond the commercial activity related to sanitation, in our framework encompasses social norms, infrastructure, macroeconomic factors, and environmental factors, which represents enablers or barriers that tend to shift slowly and can lie outside the influence of funders or implementers. Together, the context and the business environment are key determinants of the applicability of MBS and its outcomes(20).

1.8. Key concepts and principles of Market Based Sanitation

Market Based Sanitation is best approach for sanitation promotion because of the following reasons:

- 1) ensures that people can get to pay what they want at a price they are willing;
- 2) marketing is financially sustainable; subsidy programs are not;
- 3) marketing is cost-effective and can be taken to scale;
- 4) direct provision of hardware is not enough but through sanitation marketing it goes to individuals who are more likely to understand sanitation product/ service purposes and will value, use, and maintain it by the individual; and
- 5) the market already exists but may need targeted support to better serve the sanitation demand(21).

Beside these advantages, there are common misconceptions about sanitation marketing. Some of these are:

- Market Based Sanitation is what we do to make sure that there is a sanitation supply that responds to the demand created by Community-Led Total Sanitation (CLTS). But sanitation marketing programs are not just about the supply-side but address both supply and demand, linking the two through products that respond to consumer demands, needs, aspirations, and desires;
- Competent local NGOs have sufficient skills to design and implement sanitation marketing programs. However, a low-cost product, sanitation marketing programs require marketing, engineering, financial, governance, and communication expertise that is not normally found in local NGOs;
- Market Based Sanitation programs are about establishing set market models in appropriate demographics. But Sanitation markets can be applied within a particular geography or market segment;
- The Market Based Sanitation program helps strengthen capacities of the market actors and their relationships with one another. The market that eventually evolves—the actors and their respective roles and relationships ultimately depend on these relationships. There are no fixed models.

- Market Based Sanitation programs do not engage significantly with government but focus on building up the private sector. Government is not only a regulator but needs to be key player in catalyzing and legitimizing the sanitation late market; provide subsidies of cash and in-kind support that stem consumer activity and public hold sanitation works projects, which stimulate demand for house improvements; support households to obtain better terms for credit, materials, products, and services and governments can take a lead role in information management. Thus, the role of government entities in a sanitation market is essential to its viability and sustainability.

The principle of customer value emphasizes that products and services are purchased not so much for themselves, but for the benefits they provide to the buyer. Customer value is provided not just by the tangible product or the service but by all the so-called 4Ps that constitute what is known as the marketing mix. Perhaps one of the best-known concepts in marketing is the 4Ps, apparently first described by E. Jerome McCarthy (1960). The 4Ps have endured because they provide the four fundamentals of marketing planning and management. They refer to what the company is selling (product), where the products and services are made available to customers (place, or distribution), how products and services are priced and paid for (price), and where and how the products and services are made known to people and they are motivated to purchase them (promotion). Marketing is neither advertising nor a communications program; it is a systematic and dynamic process to make strategic decisions about 4Ps of the marketing mix—Product, Place, Promotion, and Price. However, to be more successful, fifth and sixth Ps also needed. These are policy and partners.

Policy: policy environment is needed to determine whether it is conducive and supportive of sanitation marketing or whether it presents serious constraints to its effectiveness. Such policy environment includes laws, bylaws, standards, and cultural norms, Enforcement, standards for protection of pollution.

Partners: It is an essential element of sanitation marketing programs which is the creation of new partnerships with formal and informal private sector suppliers, with NGOs and community-based organizations (CBO s) able and willing to collaborate in supporting and carrying out strategies at national, sub-national, zonal, woreda and kebele levels.

1.9. Summary

The review of WASH document shown that the rate of implantation of hygiene and sanitation to meet SDG is very sluggish speed so that the country should accelerate provision of hygiene and sanitation services otherwise the impact of poor WASHES on health might be unsolved challenges for the country. In this regard, to solve existing challenges, MBS is one of the approaches through mainstreaming gender and inclusion; application of MBS approaches beside other approaches and use evidence-based implementation in order to ensure sustainability, accountabilities and participations in all levels.

Exercises

1. Why the country needs scale up best practices and accelerate the rate of provision of improved sanitation to meet SDG 6.2?
2. Describe the reason why water, sanitation and hygiene are inseparable in actual scenario and how you implement WASH in coordinated and integrated ways in your locality?
3. What are the methods described above used to identify root causes of a real problem? Provide example for each of them by using the question "Why the community members are not using the new technology?"

2. Module II: Pillars of Market Based Sanitation

Learning Objectives

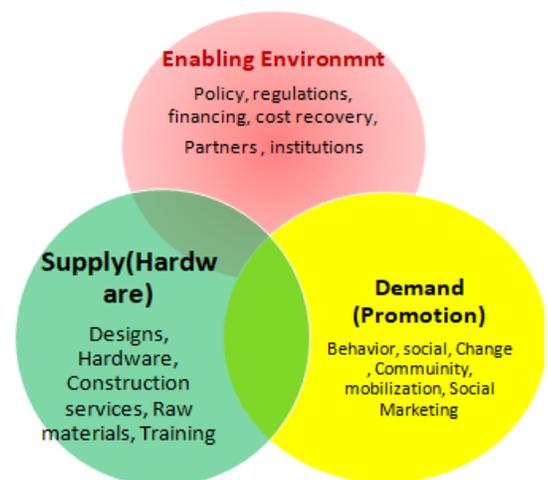
At the end of this session, you will be able to:

- List three pillars of MBS approach and their components
- Explain their similarity, difference, and syneraies when pillars are inteartated

2.1. Introduction of Pillars of MBS

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 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. In other hand the National WASH program document prescribed, three strategic pillars for the program implementation and achievement.

- Pillar 1: An enabling environment to support and facilitate an accelerated scaling -up [of sanitation and hygiene] through policy consensus, regulation, and political commitment, intersectoral cooperation, partnership, capacity building, sustainable finance, research, monitoring and evaluation.
- Pillar 2: Sanitation and hygiene promotion to create demand and change behavior using participatory approaches, advocacy, communication and social marketing.
- Pillar 3: Improved access to hardware to strengthen the provision of sanitation and hygiene through appropriate technology and product design for different situations (e.g. rural/urban, schools, health posts etc.).



2.2. Enabling Environment (EE)

Enabling environment is a means of supporting and facilitating to scale up, sustain and replicate sanitation improvements.

Enabling environments are important factors that influence willingness and capacity of the sanitation enterprises or entrepreneurs to engage in the sanitation market, and provide products and services in a sustainable manner

It includes, changing the market rules for sanitation markets, ultimately helping to support private sector participation and viability. Appropriate market rules can catalyze the scale of sanitation markets since they can address physical, institutional, financial, and social barriers.

Key elements of the enabling environment such as coordination, capacity building, and financing that are important for implementation of MBS are described as follows;

- Policy, Strategy, Direction and regulation
- Institutional Arrangements
- Program Methodology
- Capacity building
- Ensure availability of Products and Tools
- Sustainable Financing
- Cost-Effective Implementation
- Monitoring and Evaluation
- Standardization and Research



Policies and Strategies: creating an enabling environment for WASH sector development is a continuous process. Thus, the enabling environment that can be created, the better we can promote WASH to a wider population. In Ethiopia, the basic elements in the making of the enabling environment for WASH have been developed in the past decades and the achievements so far are encouraging. The policies and strategies in both health and water sectors and the formal consensus-building documents such as the MoU, WIF, and Sanitation Marketing Guidelines demonstrate this progress. However, there is still a need to strengthen the environment for even better results including for sanitation marketing approach. For example, the shortage of suitably trained and qualified WASH personnel from federal to woreda levels is still visible. An integral part of the enabling environment for WASH sector development is having a sufficient number of WASH workers at all levels. However, those key documents have not been evenly cascaded to lower levels of government, thus WASH teams at regional, zonal, and woreda levels have not fully understood and utilized the documents so that familiarization of these officially endorsed documents is needed and align with planning and implementation to help MBS teams at all levels.



Institutional arrangement/ Coordination: MBS coordination is clearly described in the national market-based sanitation guideline. Implementation of market-based sanitation interventions requires participation of different stakeholders. Each sector stakeholders can integrate and implement sanitation marketing activities in to its strategic and annual operation plans. Some of the interventions may require coordinated efforts of two or more sector stakeholders at all levels. Hence, coordination is an integral element of the existing Hygiene and Sanitation Task Force (HSTF). Existing coordination mechanism mainly encompassed four government sectors, namely; Health, MSE development and job-creation agency/Bureau, TVET and MFIs with active engagement of various WASH development partner organizations.

However, sanitation marketing implementation experiences of the pilot districts has showed importance of other sector ministries either at policy, strategy and/or operational levels. For instance, participation of structures of the Ministries of Agriculture, Education, Energy, and Trade at all levels and active involvement of Municipality and district Administrations are identified to be very important for smooth implementation of the market-based sanitation. Therefore; Revitalize the existing sanitation marketing coordination structures at national and regional levels as well as in the pilot districts (incorporate new sector ministries, amend and sign MoU, provide orientation to sector stakeholders on their specific roles and responsibilities).

Establish coordination mechanism in the new districts in line with the revised MoU and roles and responsibilities, strengthen their capacity to plan, coordinate implementation, monitor and evaluate performances the market-based sanitation interventions, prepare joint sanitation marketing action plans with clear performance indicators at national, regional, district and kebele levels, implement, and monitor interventions and shared roles and responsibilities. Accordingly, key stakeholders responsible for planning and implementation the market-based sanitation are identified and their roles and responsibilities are revised in the guideline. The major stakeholders are Ministry of Health, Ministry of Water Irrigation, and Energy, Micro and Small Enterprises Development and Job Creation Bureau/Agency, Ministry of Education, Ministry of Agriculture, Technical and Vocational Education and Training, Ministry of Trade and Private Sectors and Development Partners (Micro-Finance Institutions (MFIs), Private Sectors, Development Partner Organizations etc.



Capacity development: Capacity remains a major implementation constraint at the national, regional, Zonal, Woreda and kebele levels according to their role and responsibilities for MBS. There is a shortage of trained, professional sanitation staff throughout the government levels; sector has limited capacity to undertake the management, policy making, strategic planning, monitoring and evaluation (M&E), and knowledge management activities that can help to scaling up, sustaining, and replicating the successful sanitation approaches. In addition to building the capacities of individuals, an organization needs to be ready to critically look at itself, and build its own capacity by building capacities of its employees, as individuals or as a group.

In other hand, for system capacity building a permanent learning environment is needed, which needs permanent and up to date learning resources, and a commitment from the organization where the learner is an employee. In organizations with high staff turnover, it is a huge challenge to internally build capacities in the form of skills.

Thus capacity development includes building:

- Individual capacities: skills, knowledge, attitudes, and confidence of individual players.
- Organizational capacities: strengthening of WASH structures at different levels.
- Operational systems: the support of harmonized planning, financial management, procurement, capacity development, information management and M&E.
- Teamwork: communication and collaboration among implementing partners (governmental and non-governmental), donor agencies, private sector and other institutions.
- Supply and logistical support: high-standard and timely inputs accessed by communities through the private sector to promote local ownership, management and sustainability.
- Strategic sector support: to inform policy, implementation and coordination through strategic studies, evidence, sector reviews and support for networks and forums.



Financing: is important enabler for startup and proper operation of the sanitation business and uptake of sanitation products and services by the consumers. Lack of startup capital (in cash or in kind) and operational budget are identified one of the critical barriers to micro and small enterprises to enter and sustain sanitation business. Very small number of rural households in a given community has capacity to directly purchase available sanitation

product and /or service at once from their pocket. Though willing to purchase sanitation products and services, majority of the households are facing financial constraints during non-harvest seasons of the year. Consumers' financial constraint not only delays adoption of improved sanitation products and services, but also makes the sanitation business to freeze during non-harvest seasons. Thus, access to finance is very important for both sanitation enterprises/entrepreneurs and households to ensure sustainable supply of the sanitation products and services and uptake by the target customers. The most important issues that are simultaneously addressed is devising mechanism through which households (consumers) can get access to improved sanitation products at affordable cost on one side and how the sanitation enterprises can make sanitation business profitable and sustainable on other side. Therefore, the guideline tries to indicate alternative sanitation financing options for the consumers and sanitation enterprises / entrepreneurs.

Incentive Mechanisms: incentives are the motivating influences or stimuli inciting people, and thereby inciting institutions, firms, and other actors involved in the WASH sector to pursue certain objectives or to behave in a certain way. Incentives arise from specific policy, institutional, and regulatory interventions or from the combined institutional framework that characterizes the WASH sector at any point in time (see table 5). Ultimately, the objective is to design incentives which motivate people (whether as individuals or as part of an organization) in the sector to reach universal access and to provide sustainable high-quality WASH services(4). Some examples are:

Incentives created through institutional arrangements.

- Corporatization/commercialization of WASH services, which create incentives for a more commercial, customer-oriented provision of services.
- Decentralization is intended to create incentives for improved service delivery in a more responsive, inclusive and accountable, as local government is the closest level of government to citizens. However, lack of managerial and technical capacity and the desire to achieve economies of scale may lead to the move to aggregate service providers or jurisdictions.

Incentives created through regulation.

- Heavily decentralized structure of WASH sector has rendered regulation costly and extremely demanding, requiring regulators to effectively regulate service providers over which they had oversight.
- A regulatory framework can quite directly impact the efficiency in the sector through the creation of incentives such as performance requirements in tariff awards or the more informal approach of national benchmarking which encourages emulation of the best performing utilities.

- Use of rewards and penalties to encourage good performance, and in turn to lose depending on the performances.

Table 1: Incentives in Private Sector Participation

Incentive	Description
Tariff regulation	<ul style="list-style-type: none"> ▪ A payment system that allows service operators to fully recover their costs, while also making a reasonable profit, incentivizes higher investment in the sector.
Performance contracts	<ul style="list-style-type: none"> ▪ Careful design of concession contracts where the remuneration of the private entity is conditional upon satisfactory performance helps to ensure that the incentives provided to private entities are aligned with those of policy-makers in the sector.
Duration of contracts	<ul style="list-style-type: none"> ▪ The longer the concession contracts, the stronger the incentive of private concessionaires to act in a responsible manner and consider the long-term ▪ Sustainability of the sector, rather than focus on short-term financial gains.
Regulatory monitoring	<ul style="list-style-type: none"> ▪ The presence of a regulator that actively monitors the performance of private operators provides an incentive to these companies to ensure customer protection
Access to financing	<ul style="list-style-type: none"> ▪ When private entities can gain access to low interest financing which allows them to make a profit, they have an incentive to access the market and compete with other players, leading to more efficient outcomes.
Others	<ul style="list-style-type: none"> ▪ Business development service (BDS) and Promotion support ▪ Provision of land and w ▪ working premise- shade ▪ Tax exemption and subsidy ▪ Rewarding and recognition mechanism for producers, distributors, retailers etc ▪ Establishment of innovation centers ▪ Advocate for WASH products to be added to the list of "essential or priority goods," so that forex is more readily allocated to businesses importing or manufacturing WASH goods. ▪ Intellectual Property (IP) protection for new MBS products Provide a "social enterprise" registration option for appropriately qualified (WASH) businesses ▪ Support the establishment of efficient in-country WASH product testing and certification protocols and processes

Enabling environment here in incentive actions can determine to determine current state of WASH sector, political economy, governance structures from which incentives are coming from Policy, Institutions, and Regulation. The policies developed, institutions created and empowered, and regulations designed and implemented in turn provide the incentives for the delivery of specific actions and resulting outcomes. In sanitation marketing approach, production of quality products for the community, decrease of communicable and creations of jobs can be forms of incentives. The policy of encouraging Private Sector Participation has often been perceived as the solution to the pressing need for capital investment in the WASH sector with limited budget for full access of facilities and services, the inability of local government to provide WASH services and poor maintenance of community-managed systems, as well to use government resources for other poverty reduction activities or development programs.

2.3. Sanitation and Hygiene Demand Creation

Creating demand is the second pillar which is about creating demand for WASH services through maximizing the availability and efficient use of human and financial resources. Demand is a concept of economics that is frequently mentioned with supply. From a practical point of view, demand and supply are complementary. Simply put, demand is a strong need or desire for a certain commodity or service. It refers to how much (quantity) of a product or service is desired by users. Supply, on the other hand, refers to how a product or service can be provided to meet the expressed demand. Accordingly, 'demand creation' is a process whereby the unrealized need of people for a certain commodity or service is converted to an n expressed demand. For example, SAT Pan was not common in the past years. However, after many years of activities to raise awareness of the importance of different types of SAT pan latrine pan have been introduced to the community which has significant advantage over other forms of slabs. The need of this Pan dramatically increased particularly in Sanitation Marketing project areas/ semi-urban areas. The demand had been created and nowadays these latrine pans are seen in some shops/warehouses.

According to Ethiopian market-based sanitation guideline, demand Creation for Improved Sanitation Products and Services is mainly concerned with motivating the households to modify old sanitation practices (open defecation) and adopt new practices (use of improved latrine). It is a process of convincing (persuading) households to analyze, feel discomfort and hate their old sanitation practices and demand for good sanitation practice. Hence, demand creation and communication for improved sanitation behavior in rural communities should segment target audiences based their backgrounds in terms of adoption status of improved sanitation behaviors and outcomes of the CLTSH interventions. Therefore, to design demand creation intervention,

- Prepare household latrine and resources mapping checklist and orient the responsible bodies on the mapping form (checklist);
- Collect and analyze the data using indicators of products and service provision;
- Share type of products and services demanded by group of households with sanitation enterprises and use the information for activation of demands.

In addition, once the most desired sanitation products and services are determined, standardized and branded, sanitation enterprises have to prepare key information (message) about their products and services that are consistently communicated with their target market (customers). The Key messages include; Name (brand) of the product (e.g. slab) and/or services (e.g. shower, construction, maintenance services), Specific benefits of the product and Location/place where the consumers can purchase the product (point of sales). The main mechanism to be applied in creating demand for better WASH services is maximizing availability and the efficient use of human and financial resources. This implies that if there are sufficient numbers of trained people and sufficient funds, it is possible to carry out continuous and systematic WASH awareness-raising interventions in a given community. In this way, the demand for new or improved WASH services can be created.

2.4. Access to sanitation and hygiene supply

This pillar is about the product and services which is delivered to customers through service delivery model to satisfy customer request. Some of the hardware and services that could be delivered by sanitation enterprises/ marketer,

- Product options for improvement of latrine flooring (concrete and/or plastic slabs of different size and shape), plastic and metallic squat-hole cover and PVC vent pipe
- Product options for pit lining (compacted mud-cement blocks, concrete rings, bricks, etc),
- Product options for superstructure construction - Hollow blocks, mud-cement compacted blocks, plastic, stone, wooden log, etc.

2.5. Summary

Marketing sanitation products and services involves several functions collectively to be well operated system known as three pillars of MBS approach implementation. These functions are supply-side activities, demand-side activities, and regulatory and legal activities often referred to enabling environment. If each of the pillars does not work appropriately the other pillar (components) might not have significant success for MBS implementations in all levels. Therefore, each and every MBS actors should keep the balance of the pillars such as arrangement of enabling environments to fit to the context, demand creation and responding demands through continues and sustainable supplies of sanitation product and services.

2.6. Exercises

1. If you consider the case of soap delivery to people through public–private partnership and if you found out that people are not buying the soap as much as was expected, which one of the three pillars do you think is not well addressed and is responsible for the problem? What action would you take to tackle the problem?
2. What are the influential factors to respond according to observed demands of sanitation products and services in a particular community (village)
3. List the opportunities of enabling environment that you have in your woreda and what are the bottle necks to use such opportunities?

3. Module III: Market Development for MBS approach

Learning Objectives

At the end of this session, you will be able to:

- Define what Market development is
- Describe step by step procedures of sanitation marketing implementation.
- Plan MBS for your woreda/zone/ region
- Analysis marketing segments by following standardized procedures for sanitation product and services.
- Understand product and service delivery model (business model) for implementation of MBS
- Understand and practice sanitation business, sustain marketing, replication and scale up, mainstreaming marketing, diversify marketable products and services, market activation (demand activation) and financial records

3.1. Introduction

Market development is a growth strategy that identifies and develops new market segments for new products and services. Market Based Sanitation development is a strategic step taken by actors to develop the new and existing market. Market based sanitation (MBS) actors (implementers) look for new customers to provide sanitation products and services to a different segment of consumers in an effort to increase sales. Market development is a growth strategy that identifies and develops new market segments for sanitation products and services. It targets non-buying customer in currently targeted segments, new customers in new segments and expand sales through new uses for the product. Market development benefits gaining new customers, increased revenue, business growth as well as increase sanitation coverage that brings Socio-economic positive impacts for the customers. If implemented successfully market development strategies can lead to competitive advantage for some business. However, there are major capital investment related to market development such as requires capital investment in expansion, either to build new locations or to expand marketing efforts to new localities. If the new opportunity doesn't pay off, the company wastes capital and resources it could have invested in other strategies. Hence, MBS step by step procedures , planning and implementation, market segmentation, product and service delivery models, business modeling, marketing sustainability and scale up and other marketing development components are described in the following sections in this module (Module V).

3.2. Step by step procedure of sanitation marketing

MBS approach is not simple to do activities. It is the process requiring application of seven steps from the planning to monitor and re-planning based on evaluation of the implementation. Steps are Planning, Research, Product design, Business model, Promotion, Facilitation and Monitoring and evaluation

Figure 2: Seven steps of Sanitation Marketing



- **Step 1: Planning:** This is the first step used to check whether the approach is suitable for targeted locality or country which can be investigated looking at broad market and partnership conditions before deciding to cascading further steps and loss of resources(22) (see detailed in section 2)
- **Step 2: Research:** Good market research is the foundation of any market-based approach. It involves qualitative as well as quantitative methods and a national perspective. In this step, consumer behavior,

customer satisfying products and how the desired products/services are delivered can be investigated (see section 2)

- **Step 3:** Product design: Product design development and related issues are addressed in section (section 3)
- **Step 4:** Business model: Design and test the best ways for businesses to deliver new products and services (it is discussed in detailed here)
- **Step 5:** Promotion: Design and test the best ways to motivate consumers to invest in improved sanitation (see Module V)
- **Step 6:** Facilitation: Bring all together in full scale sanitation marketing (see Module VI)
- **Step 7:** Monitoring and evaluation: Keep learning what works by actively adopting the program (Module VII).

3.3. Evidence for Market Based Sanitation

Generating evidence that is valid, reliable and timely for the implementation of market based sanitation through implementation research to increase the sector's understanding of and approaches to sustainable WASH services, the effectiveness of behavioral and market-oriented approaches to sanitation, and measures to disrupt pathways of fecal exposure to infants and young children. This is a key success factor towards the purchase, construction, upgrade, and/or maintenance of a toilet from the private sector. It is also the first thing may need to do for creating and strengthening—of resilience, sustainability, and capability—of the private sector/ sanitation business.

3.3.1. Sanitation Marketing Assessment

Market assessment is a detailed purposive assessment to identify the potential of a new product, new business idea or new investment area. It is starting from designing the assessment methods followed by comprehensive analysis of environment factors, marketing trends, entry barriers, competition, risks, opportunities and the company's resources and constraints. Before planning to implement sanitation marketing project in certain areas or launching new sanitation product or service, sanitation marketing assessment is the first step to identify a need or a potential customer interest for the targeted product or service. Basically, there are four types of needs: 1) Normative need(observed by experts); 2) Comparative need(differences in people's access to resources); 3) Felt need(perception or difference between their situation and what they believe it have to be) and Expressed need(felt need that has become a demand from an individual or a community).

Therefore, a well prepare and planned market assessment can able to decide where to use limited resources and to go after markets and opportunities that will provide the best returns on investments. In other hand, if one cannot conduct appropriate sanitation market assessment, wastage of resources, missed opportunities, poor returns on investments, significant financial losses and disqualify the result obtained through demand created are attributed for the project. Sanitation marketing assessment should be done in a systematic manner(22).

Marketing research (assessment) is also important to analysis the quantitative and qualitative aspect of sanitation marketing through sampling data collection and application of appropriate data analysis. It is also important to take a look at marketing variables which can measure what the researcher want to measure. The followings are some variable mostly used in sanitation marketing data analysis. These are:

- 1) **Market size:** Number of potential customers; Percentage of potential customers with and purchasing power
- 2) **Market share projection:** Estimated share of the market; Competitors' share of the market and Number of customers you can potentially convert
- 3) **Channel Mix:** Number of direct customers i.e. those serviced by your own sales force, and Number of indirect customers i.e. those serviced by your agents or dealers
- 4) **Revenue projection:** Direct revenue: Sales generated by your own sales force and Indirect revenue: Sales generated by your agents or dealers
- 5) **Gross profit and gross profit margin projection:** Direct gross profit derived from sales generated by your own sales force; indirect gross profit derived from sales generated by your agents/dealers.

3.3.2. Formative Research for Market Based Sanitation

It the basic procedure for evidence-based sanitation marketing which focuses on collecting evidence on current practices, the factors that influence these practices, the current supply, and the types of sanitation products and services needed(23). Identification of the current practices is important to understand the status of sanitation marketing before implementation of sanitation marketing project. The process can identify major enforcement and hindering factors to sanitation marketing in targeting community. And also, it can help to identify key messages, target audience, channel/tools of communication and Produce IE/BCC materials based on the findings of this formative research. Sanitation marketing Formative research can help to answer the following questions;

- What are current sanitation practices?
- What is the specific area to be targeted for sanitation marketing?
- What is the target population's prior experience with sanitation facilities?
- Which sanitation facility features/benefits do house- holds most desire?
- Which sanitation facility feature/benefits are important in the specified seasons of the year?
- How much are households willing to pay for these features/benefits?
- What products/services are currently available to the household and at what price?
- Where the products/services are available (location of the product/ service)?

Answering these questions requires data to assess both the supply (availability of sanitation products and services from the local private sector) and household demand (current practices and the sanitation products and services desired). This data might already be available in existing sources such as research reports or other documents. Information mined from existing sources is referred to as secondary research data.

To undertake sanitation marketing formative assessment, one can follow the following six sequential steps.

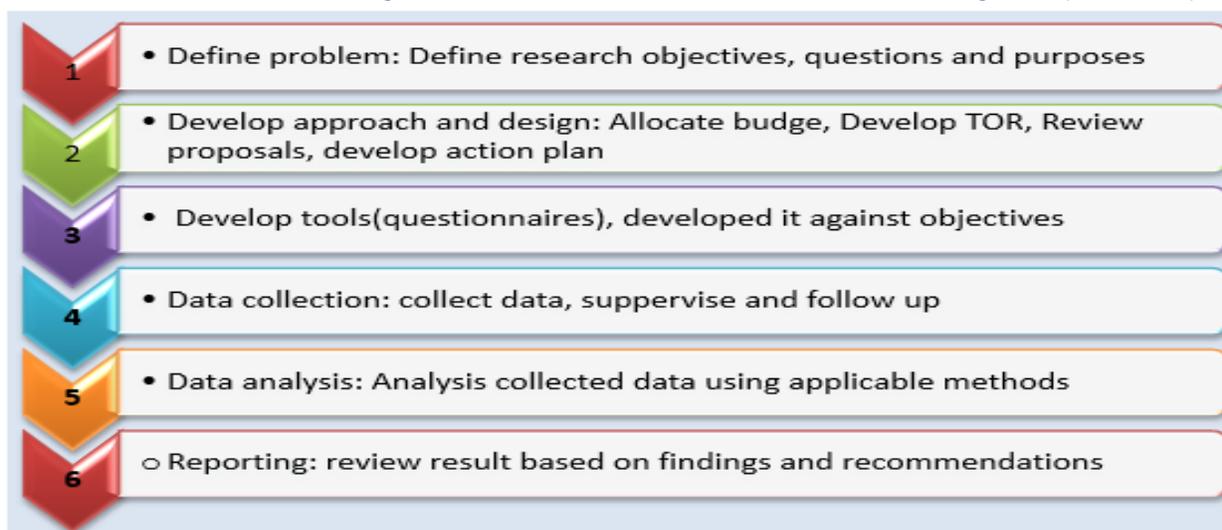


Figure 3: Steps required conducting formative research

Step 1: Define Research Objectives and Questions, and Purpose:

This step is starting with answering the reason why the assessment needed; formulating supporting specific research questions and clarifies the means how can the result of the assessment be used and what are the decisions that can be supported by the results of the assessments. The research objectives should be sorted out in to general objective and specific objectives with appropriate action verbs only such as “to determine,” “to compare,” “to verify,” “to describe,” and “to establish;” Defining the research objectives, questions, and purpose is important to design research methods, data collection tools, and data analysis approaches as well as these serve as a checklist and reference point throughout the research process and how to use the findings.

Step 2: Develop the Research Approach and design:

This step is processed by formulating the research approach (i.e. quantitative or qualitative research methods or mix of both research methods), developing Terms of Reference which guides the research implementations, allocation of required budget, reviewing research proposals, and arrangement of application of the research.

Step 3: Developing and review tools (questionnaires):

After developing the research approach and design of the research, the research team should start to develop a study protocol based on the final research proposal including developing research tools or questionnaires against the research objectives. It is good to note that the developed questionnaires should be pretested before the commencements of the actual data collection with a small number of the target population. It ensures the simplicity and understandability the questions to the respondents, to check the logical sequence and skip patterns of the questions, to know how long it takes, to identify vague and offensive words or double meaning words. Correctly done pre-test can save time and costs of the project and help to achieve the ultimate objective of the research. Questionnaires should be translated in to local language.

Step 4: Conducting Data Collection

This step is the fourth steps of formative assessment which is done by qualified and oriented data collectors. The researcher/ coordinator should coordinate, supervise and take corrective measures if some mistakes done. The coordinator should also monitor the process of data collection, data collection schedule, conduct regular visual inspection of completed questionnaires and data records and take appropriate measures if wrong actions are done while data collection. The coordinator/supervisor should solve high refusal rates, raised issues and encountered problems. In the processes of data collection, there are numbers of problems which should be understood by the data collectors in order to overcome the problems. Some of these problems are language barriers, lack of adequate time, expense, inadequately trained and experienced staff, invasion of privacy, bias (spatial, project, person, season, diplomatic, professional) and socio-cultural factors (religion, gender composition).

Most common data collection methods (24)

- a) **Observation:** it is a technique that involves systematically selecting, watching and recoding behaviors of people or other phenomena and aspects of the setting in which they occur. It includes simple visual observations to the use of high-level machines and measurements, sophisticated equipment or facilities and gives relatively more accurate data; however, it is affected by observer's biases, prejudice, desires, and etc. and needs more resources and skilled human power. (observation for facilities and human behavior is quite different, please refer WaterAid Behavior Assessment, Mike can provide)
- b) **Face-to-face and self-administered interviews:** these are the most commonly used research data collection techniques. The Enumerators go to the respondents personally with the questionnaire and ask them the questions given there in, and record their replies. The interview can be either face-to-face or telephone interviews. Questionnaires can be also administered to target persons simultaneously and unlike interviews, can be administrator face to face, sent by post or can be filled through electronically online survey or email. The use of self-administered questionnaires is simpler and cheaper.
- c) **Using available information sources:** it cans Official publications, Publication of organization, News Papers and Journals, organizational records, reports and registrations. This method is less time consuming and relatively has low cost. But quality and completeness of the data should be taken as critical consideration, in other hand, the source of data can be classified under two categories
- d) **Focus group discussion (FGD):** usually conducted with a small group of participants who share one or more characteristics of interest such as age group, gender, or sanitation status. A moderator leads the group through a series of topics. Structure/unstructured questioners or FDG guidance can be used by the moderator during FGD. The moderator can use projective techniques and diagnostic role plays, in which participants try to show "typical" community behavior, to understand social norms and stimulate group discussion. Sessions can be audio- or videotaped with participants' consent.

Step 5: Data Analysis

Collected data are raw data which are not immediately evident from the mass of unsorted data therefore collected data need to be organized in such a way that the collected data to be aggregated in to meaningful idea, concepts, information and evidences. And once the data is entered and cleaned, the researcher performs data organization and presentation using different techniques of data organization and presentation like order array, tables and diagrams including frequencies and cross-tabulations such as responses by socioeconomic status and gender to uncover patterns. There are different methods of data analysis for both qualitative and quantitative data(25).

Sanitation marketing analysis is crucial to understand the situations of the sanitation marketing. The following three common type of data analysis are described as example: These are:

PEST analysis

Political, economic, socio-cultural and technological (PEST) analysis is one of the methods used to analysis marketing data. PEST describes a framework of macro-environmental factors used in the environmental scanning component of strategic management. It is part of an external analysis when conducting a strategic analysis or doing market research, and gives an overview of the different macro-environmental factors to be taken into consideration. It is a strategic tool for understanding market growth or decline, business position, potential and direction for operations.(26).PEST analysis includes four factors:

- **Political:** it is related to how the government intervenes in the economy like tax policy, labor law, environmental law, trade restrictions, tariffs, political stability, provision/ restriction for goods and services and factors related to high impact on the health, education, and infrastructure of a nation.
- **Economic:** Factors which are associated with economic growth, exchange rates, inflation rate, and interest rates are considered as these affects how businesses operate and make decisions.
- **Social:** different aspect of cultural, health impacts, population growth rate, age distribution, career attitudes and emphasis on safety as these factors can affect the demand for sanitation products and services.
- **Technological:** the technological aspects activities, automation, technology incentives and the rate of technological changes as technological shifts would affect costs, quality, and lead to innovation. The factor contributes for the influence of effectiveness and efficiency of products and decisions of customers.

SWOT analysis:

It is applied to analysis collect data for strengths, weaknesses, opportunities and threats in one implementing organization. SWOT analysis is instrumental in helping you assess the potential of prospective markets. For example, if one organization want to implement sanitation marketing project, the organization should understand four factors that are related to 2 of them to the internal and 2 of them are external to the organization.

Consumer preference analysis:

It is part of sanitation marketing assessment analysis in order to understand effectively about customers' needs, preferences and desires for products and services supplied from different supply chain actors such as input suppliers, wholesalers, retailers, model producers and masons. Sanitation marketing consumer preference analysis is help to identify sanitation product and service options and substitutions, to have appropriate means how to strengthen preferred options with its supply chain; to understand marketing mix and how to establish and strengthen engagements of governments sectors, partners, private sectors and targeted communities.

Evidences shown that knowledge about the marketplace is necessary if proper allocations of scarce resources done(27); Brand name of a product has significant impact on the overall preferences of the consumers(28); The preferences for information sources are mainly influenced by education and level of income(29).Measuring consumer preferences for alternative product concepts may be performed by using technique that is more and more widely known, namely the conjugate analysis(30). Using this method, we can find out not only the order of preferences, but also the qualitative levels of preferences for each

product and the distance between the products. At the same time, this method is easy to use, especially when we must evaluate several products, to identify and group consumer preference biases in purchase situations. We suppose the contextual dysfunctions of the transitive preferences have: (1) physiological; (2) psychological; and (3) environmental reasons. Based on a proper explanation of biases, the frequency of preference inconsistencies could be decreased(31). By applying improved selling techniques, which consider the imperfections of human nature, shoppers would lack the negative post-purchase impressions; enforcement of origin identification should be a priority for the government and other stakeholders, while producers should consider introducing and promoting their own brands such as producer associations' brands.

Step 6: Reporting

The formative research process ends in a reporting step. the report can be disseminated for decision making, implementer organization and to a wider group which is including stakeholders, donors and non-partner implementing organizations after incorporating comments, suggestion and feedback from concerned bodies

3.3.3. Identification of problems and solving process.

In relation to WASH, Problem is a gap between what is and what should be. It is an obstacle or difficulty that exists between the present and the desired situation. A problem is described as: Who is affected? What is the magnitude? Duration (long term; epidemic, single incident), what are the policy, social, political, economic, cultural and physical environments that impact on the problem? A problem can be identified by research data, for example DHS, service data or records, single incident, changes in the environment, general observation as evidence. In other hand, an issue is a situation that can be solved through message interventions. They are very much influenced by the government policy, socio-economic situation, cultural practices, and gender relations, People with disability situation, spiritual practices and environmental factors. In addition, one should also do the root cause analysis of an identified problem using a 'but, why' technique to find out the actual priority issue in any subject. Root cause analysis is the transition between the description of the problem and the development of solutions. It helps to determine which root cause has greatest effect on the problem. Thus, identifying problems and related issues could be done through focus group discussion sessions with the target population. In this case, the community targeted to sanitation marketing approach and key actors after that related issues can be identified; they should be checked if they have real implication on the promotion of hygiene and sanitation among the target population. The following are Problem identification tools;

Problem tree/objective tree:

It is a tool for problem descriptions using diagram illustration. It enables to get a complete picture and to define what the main problems are and to identify the cause and effect relationship between these problems. In other hand objective tree is the reciprocal of problem tree. Steps to conduct the Problem tree analysis, the following steps can be used.

- 1) Identify the big and real problem.
- 2) Identify the logical cause-effect of the major problems faced by target groups and beneficiaries.
- 3) Construct problem tree diagram in order to visualize the cause and effect image.
- 4) Link the problems with cause-effect using arrow lines.

Fishbone Diagram

A fishbone diagram sorts possible causes into various categories that branch off from the original problem. A fishbone diagram may have multiple sub-causes branching off of each identified category. Fishbone diagrams are used to identify the cause(s) of a problem. Causes are grouped in to different categories. Using a fishbone diagram all different causes of a problem are listed. After that the necessary actions can be written up for the solutions of the problem. Common cause categories are: In the application of the tool

to diagnosis the cause and effect relations of the problem, first problem statement (effect) should be defined after that through drawing looks like fishbone and brainstorm the major categories of causes of the problem. If this is difficult use generic headings: Equipment, process, people, Materials, Environment, and Management. After that categories of causes as branches from the main arrow can be write up.

5 Whys

The 5 Whys is a technique asking question to explore the cause-and-effect relationships underlying a particular problem. It is asked why is the problem occurred, the answer of the first questions. Following the first question, the second questions, Third, Fourth and Fifth question using why is asked after that the root cause of the problem can be defined. This repeated asking of the why is performed to avoid that assumptions are made too fast without going into detail of the problem. For some questions there might be more than one answer, each answer has to be questioned with a why again(32).The 5 Whys is a method that uses a series of questions to drill down into successive layers of a problem. Example, thus, it may take more than five times to solve the problem—the point is to find out the final root causes of the problem.

The Problem-Solving Process

Problem Solving begins when there are indicators that actual results of organization activity are not consistent with desired results. This is reference to objectives, standards, and similar measures. It also begins when the manager is faced with a new situation, one in which there are no previous data development analysis of the present situation suggests a potential problem. Problem Solving Steps/Process are including;

- 1) Problem Analysis: the analysis includes recognition and definition of the problem and to solve it information should be gathered on the existence of the problem, the extent and the nature of the problem and sources of information from different sources like routine H/S reports, Survey data, Interviews, Observation and etc;
- 2) Making Assumption: make a set of assumptions to each problem-solving solution. The assumptions can be three in type such as structural Assumptions (due to manager, department, or internal/external factors); Personal Assumptions (Unique to the manager like biases, willingness to deal with risks) and Problem Assumptions (importance, urgency, degree, possibility of success);
- 3) Developing tentative alternatives solutions and selecting those to be considered in depth;
- 4) Evaluating alternatives solution by applying decision criteria;
- 5) Selecting the alternatives that best fit the criteria;
- 6) Implementing the solution and
- 7) Evaluating results

3.4. Sanitation Market intelligence

Obtaining market information about individuals and their practices can be difficult and costly. As a result, many larger-scale businesses have not had the confidence that they can earn the returns needed to justify the costs of doing business in this market. The limited expressed consumer demand for sanitation products and services, and the perceived costs and risks have outweighed the potential profits in the eyes of many potential market players. Selling Sanitation (World Bank project piloted in Kenya) aims to reduce the risks for new entrants (sanitation product manufacturer, distributor, Retailers, masons, and others) by making sanitation marketing market information more readily available for them regarding to Key sanitation statistics, Current Market Drivers, Awareness and Demand Generation Efforts, Intentions to Improve Sanitation, Pricing, Product Availability, Alternative Channels and other information. Selling Sanitation's market intelligence helps manufacturers, distributors and other supply chain businesses understand market opportunities and make informed decisions.

The benefits of Selling Sanitation project (market intelligence):

- Manufacturers, distributors, retailers, service providers and microfinance institutions can access Selling Sanitation business development services and market intelligence to enter or expand their sanitation offering.
- Consumers can be better aware of the benefits of improved sanitation, make informed purchase decisions, and have a wider choice of quality, affordable sanitation product and service options.
- Government need to support to the enabling environment and strategic advice on market facilitation and regulation.

Sanitation marketing of products and services with manufacturers, distributors, consumers, financial institutions, and governments to catalyze the sanitation market through:

- Business Development Services (BDS) such as technical skill support, trainings, business skill support, financial management, customer handling etc could help to remove first-mover barriers to market entry by supporting businesses to develop new affordable sanitation products and distribution channels to reach underserved consumers.
- Consumer awareness to support ministries of health to develop and deliver national campaigns reaching millions with behavior change messages and consumer information on available low-cost product options.
- Market intelligence to demonstrate the viability of the market by providing data on market size, consumer preferences, key target segments and current trends. Market intelligence helps manufacturers, distributors and other businesses understand market opportunities and make informed decisions.
- Public Sector Engagement to improve the enabling environment for sanitation by working with government at all levels to increase uptake of improved WASH products and services, and to facilitate and regulate a self-sustainable consumer market for sanitation.
- Pro-poor financing to address financial constraints and bottlenecks for both consumers and businesses.

3.5. Planning and Implementation of MBS

To design sanitation Marketing program, the SM actors should note some of the key information which are applied during program design.

Plan for a time lag: as Market research and strategy design will take at least a year before launch and allow time for market penetration as sales will start slow exponentially growth. Setting modest sales targets at the beginning of the program. Tip 2: Recruit the resources you need

Ensure participation of stakeholders: as SM requires interdisciplinary team with marketing, business development, advertising, product design skills, Engineers, public health experts.

Use the opportunity of favorable environments include areas where: direct hardware subsidies not large part of policy; Low cost technologies can be developed and made available; some basic market infrastructure / understanding; and Fecal sludge management is not the critical challenge. Embrace profit from SM and risk of the business which is including Analyze profits and margins, build case of business growth and profit, ensure enterprises take the risk & make the investment and be prepared for some enterprises to fail

Monitor business sales and growth: focus on supply-side monitoring tools; reaching target populations especially the poorest as well as allow for period of action research and testing in early 'proof of concept' phase

To plan Sanitation Marketing activities that are impounded in the three pillars such as enabling environment, demand and supply sides, actors should also follow some planning principles that are attached to this approach. Among them, some key principles are including;

- Address supply & demand together. During planning and implementation of Sanitation Marketing, problems should be addressed simultaneously; some of the problems may be weak household

demand for sanitation; Poor availability and access to affordable desirable sanitation products and services and enabling environment for an efficient market.

- Work at scale: enterprises invest their effort & resources only if they profit by selling more products to more customers; make sanitation supply chains near to the local community and take a national approach to market research.
- Arrange the product right from the start of the program. Create products that deliver value to households that able to be profitably produced and delivered; Create innovations in how components are produced, packaged & distributed, and how enterprises organize their businesses
- Make up-front investment in market research include strategy design and training.
- Act as good facilitator.
- Plan for an exit strategy as this is public health and marketing projects – to sustain the impact of positive implication of SM.

As discussed in this manual, planning is predicting the future ability in order to estimate what will be the objective of the MBS program in certain locality. The following table is put as example of program outcomes, strategies and indicators whether the objectives are achieved or not. In addition, program objectives of enabling environment, demand and supply sides of the program are under mentioned respectively.

Example of MBS indicators

Program level	Enabling Environment	Demand-side Objectives	Supply Side Objectives (Program Objective)
Outcome	Objective		
Increase in improved WASH products and services uptake and usage among target populations	Increase ability to facilitate and regulate the sanitation marketing	Increase consumer demand for and investment in improved sanitation	Improve supply of affordable, desirable WASH products and services.
-	Key Questions		
<ul style="list-style-type: none"> ▪ How are SM activities accelerating access to improved sanitation services? ▪ Who can access improved services? ▪ Are interventions increasing access and use for the poor and poorest? 	<ul style="list-style-type: none"> ▪ Is local government increasing capacity to plan, monitor, facilitate and regulate new markets? Are necessary policies and resources in place? ▪ How are local government and other partners supporting new and existing businesses to expand services to low- to income households? ▪ Is external technical support demand-driven? Is there an exit strategy? 	<ul style="list-style-type: none"> ▪ How are SM interventions increasing household awareness, intention, and motivation to invest in sanitation improvements? ▪ How effective and sustainable are demand- to creation and promotional activities? ▪ How are financial barriers to investment being addressed through the market and/or complimentary financing mechanisms? 	<ul style="list-style-type: none"> ▪ How products and services improving to meet consumer's needs? ▪ Are supply chain businesses increasing and diversifying availability of products and services to low income populations? ▪ How financially sustainable and viable are new sanitation business activities? Will they continue? ▪ What are characteristics of high- performing businesses? ▪ What are incentives to enter and expand service provision?
-	Example Indicators		
<ul style="list-style-type: none"> ▪ % increase in improved latrine coverage. ▪ % of HH using improved sanitation ▪ % of identified poor HH accessing an improved latrine. ▪ # of marginalized 	<ul style="list-style-type: none"> ▪ Sanitation policy, strategy, ODF protocol identifying roles for public and private sector ▪ Quality and extent of market facilitation mechanisms in practice ▪ % local government budget allocated ▪ # districts/provinces requesting SM technical support 	<ul style="list-style-type: none"> ▪ % of HHs having purchased improved products/services. ▪ % of HHs having fully installed new facilities. ▪ % of HHs demonstrating proper use of latrine ▪ % HHs recalling key behavior change and product information messages (costs, 	<ul style="list-style-type: none"> ▪ # and type of consumer- driven design improvements to product offering ▪ % decrease in costs of new product/services. ▪ # of new latrine sales (cum, monthly) ▪ # of active businesses offering new products/ services.

<p>peoples who are accessing improved latrines</p> <ul style="list-style-type: none"> # HHs accessing an improved latrine. # of 100% improved coverage and usage communities 	<ul style="list-style-type: none"> # districts/provinces with guidelines for regulating quality standards and fair pricing. Type, extent and quality of business development services # of business partners supported by BDS providers # and type of exposure visits, plan for regular promotion(bazar, market event, competition)to demonstrate SM activities of government staff trained to deliver SM market facilitation and monitoring prepared Woreda sanitation plan -Woreda M & E plan, -# of JSS, MSP/ # of sectoral reviews. # of businesses and consumers accessing to finance 	<p>sales points, etc.)</p> <ul style="list-style-type: none"> % of HHs intending to purchase % of HHs satisfied with sanitation products # of HHs access for safe water Average total HH investment in new latrine facilities # of new loans, average loan size& repayment rate # of poor HHs accessing improved products through alternative financing # Sanitation actors having business plan & market strategy. # of BPs invests on promotion. # of frequency of promotion # of Functional value & supply chain # of working, MOU signed for Market linkage creation # of licensed, incentivized business partners 	<ul style="list-style-type: none"> Average # of kebeles reached. Average % increase in latrine sales revenue per business per month Cash and resource investment in latrine related business activities (equipment, vehicles, stock) # of new loans, average loan size and repayment rates Multiplier effects: local economic returns from latrine sales revenue, # of new jobs created
--	--	--	--

3.6. Market Segmentation Analysis

Market segmentation is the process of sorting consumer or business market into sub-groups of consumers based on some type of common or shared characteristics. The purpose of market segmentation is to identify target groups for sanitation marketing in the particular kebele, Woreda or zones. Therefore, to do marketing segmentation, the researcher should look for common characteristics such as needs, desires, incomes, social status, similar demography status, geographical areas (*for instance, Bereha, Kola, Woyna dega, Dega and Worch*) (33). Some of the benefits of sanitation Market segmentation are 1) It has high contribution for customer-oriented marketing that is to identify the customer need and want then only decide if it is practical to develop marketing mix to satisfy those wants; 2) the sanitation marketing management can respond to address the changing market demands; 3) the sanitation marketing management team can able to do a better marketing job or job creation based on defined customers and 4) develop strong positions in specialized market segment. However, market segmentation has disadvantages like unimaginative product offerings, segments too small or large and larger competitors may more effectively market to niche segment(34). Segmentation should start at the base of segmentation such as Geographic segmentation, Demographic segmentation, Psychographics segmentation and etc.

- **Demographic segmentation:** Demographic segmentation sorts a market by elements such as age, education, income, family size, race, gender, occupation, and nationality.
- **Geographic segmentation:** Geographic segmentation can be a subset of demographic segmentation, although it can also be a type of segmentation in its own right. It creates different target customer groups based on geographical boundaries such as urban vs rural
- **Behavioral Segmentation:** Behavioral Segmentation divides markets by behaviors and decision-making patterns such as purchase, consumption, lifestyle, and usage. For instance, younger buyers may tend to purchase bottled body wash, while older consumer groups may lean towards soap bars.
- **Psychographic segmentation:** Psychographic segmentation considers the psychological aspects of consumer behavior by dividing markets according to lifestyle, personality traits, values, opinions, and interests of consumers.

Therefore, using the above base, segmentation criteria apply for effective segmentation and evaluation of market segment which include the following six criteria(35).

- **Identifiability:** able to easily recognized and easily measured
- **Substantiality:** sufficient size to be profitable enough.

- **Stability:** relatively stable over time.
- **Actionality:** easily communicated with distinctive promotion, selling and advertising strategy
- **Accessibility:** easily addressed through trade journals, mailing lists, industrial directories and other media.
- **Responsiveness:** Each segment should differently respond (in terms of product/brand choice) to marketing mix

All those processes of segmentation analysis can be divided in to three categories in order to develop and support sanitation marketing strategy development and further planning. These are;

- 1) Segmentation
- 2) targeting (step 9) and
- 3) Positioning (step 10) to provide the framework for marketing planning objectives.

Market segmentation has having ten-step approach to market segmentation analysis(36). While segmentation, market organization needs to weigh up the advantages and disadvantages of following a segmentation strategy, and decide whether or not to go ahead.

Steps of market segmentation include;

- Organization needs to specify characteristics of their ideal market segment
- Only after this preliminary and predominantly conceptual work is finalized, is empirical data collected or compiled from existing sources
- These data need to be explored
- Before market segments are extracted
- The resulting market segments are profiled.

There are different types of methods to analysis the market segment. Among many of these, descriptive and predictive methods are the most common market segment methods of analysis. Descriptive analysis includes cross-tabulation, log-linear models, clustering, factor analysis, correspondence analysis, multi-dimensional scaling and Predictive cross-tabulation, regression, logit, discriminate analysis, canonical correlation, structural equation modeling, cluster wise regression, automatic interaction detector, artificial neural network, conjoint analysis(41).

- Describing profile of the segment
- Describing in detail.
- It is the point of no return where the organization carefully selects one or a small number of market segments to target. Based on this choice, a customized marketing mix is developed

Targeting market strategy

Upon completion of the market segmentation analysis, the success of implementing a market segmentation strategy needs to be evaluated, and segments need to be continuously monitored. Targeting comprises an evaluation of each segment's attractiveness and selection of the segments to be targeted. Targeting can be;

- Aggregation strategy: A seller treat its total market as a single segment
- Single (concentration) strategy: Focus on one segment from within the total market.
- Multiple Segment Strategy: Two or more different groups of potential customers are identified as target market.

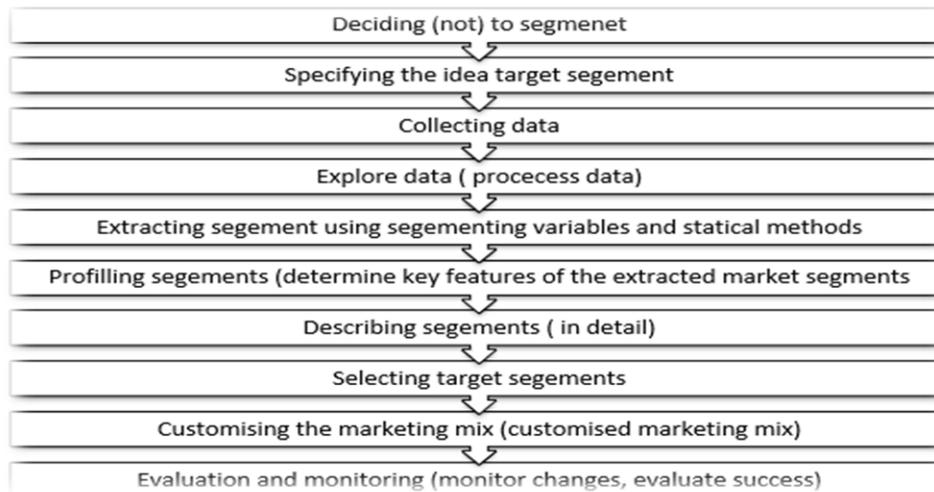


Figure 4: Ten steps of Market segmentation
Market positioning and repositioning

For possible changes in size or in characteristics, such changes may require modifications to the market segmentation strategy. Positioning comprises the identification of optimal position and development of the marketing program. A company must decide how to position itself in relation to the competitors for that segment. Positioning could be on the basis of the product's unique selling proposition, its price, design characteristic and method of distribution. And also, repositioning is changing consumer's perception of a branding relation to competing brands. For example, after segmenting sanitation market in to semi-urban area in terms of geographical base, when the customer's interest for Concert latrine slab shift with SAT pan, the enterprise should reposition the SATO pan to those areas in order to sustain in slow growth market or to correct positioning mistake. In conclusion, it is good to note number of factors which affects Market Company's segmentation strategy such as company resources (limitation), Product variability (uniform or different products), Product life cycle (span), Market characteristics, Competitive activity, etc.

3.7. Product and service delivery model (Business Canvas model)

Product and service delivery (Business model) is one of the steps among seven steps of sanitation marketing. It is the continuation of product design for customers based on their interests and needs. It is the step that deals with modalities that deliver the favorable products/services to customers. Business model can consider and help to understand on the potential profit, risk and investment required to engage in sanitation and to ensure financial viability. A business model defines how a business creates, delivers and captures 'value' – the benefit that customers receive by using a product or service. A good framework and tool for thinking about business models is the Business Model Canvas which helps to understand and think about the four main areas of a business:

- 1) Business Offers (products and services to meet the needs of the customers).
- 2) Customers (segmented customers for whom a business tries to serve with its offering through retail store front, village events and other channels)
- 3) Infrastructure (key resources that are needed to create value; can be human, financial, physical) and suppliers, service providers, etc.).
- 4) Finances (costs of doing business including fixed costs, variable costs, economies of scale, etc.) and the income that comes from each customer segment.

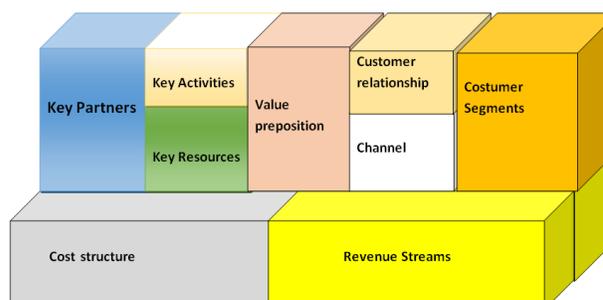


Figure 5: The Business Model Canvas

Example: Business Model for Concrete Slab

Key Partners <ul style="list-style-type: none"> ▪ UNICEF, Plan, IDE, SNV and anyone else working with a concrete slab product ▪ Cement companies ▪ Product designer, e.g. add a lid? 	Key Activities <ul style="list-style-type: none"> ▪ Produce the slabs ▪ Referral to the remaining components required 	Value propositions <ul style="list-style-type: none"> ▪ Very affordable ▪ Easy to transport ▪ Readily available in the community ▪ Familiar product, but now it's better 	Customers relationships <ul style="list-style-type: none"> ▪ HEWs often have this type of slab ▪ See this product at your neighbor's ▪ Instantly available ▪ Installation available upon request 	Customer segments <ul style="list-style-type: none"> ▪ Low-income households ▪ First-time buyers (likely), or existing owners add a lid ▪ Very remote, rural areas
Key Resources <ul style="list-style-type: none"> ▪ Moulds ▪ Cement ▪ Sand ▪ Gravel 			Channel <ul style="list-style-type: none"> ▪ HEWs 	
Cost Structure <ul style="list-style-type: none"> • Rent/Utilities • Stock (i.e. capital investment) • Labor, O&M 			Revenue streams <ul style="list-style-type: none"> • Slab sales (high volume, low margin model) 	

Step 1: Customer Segments:

It can be done by market assessment and using market segment analysis method to answer the questions for whom are we creating value? And who are our most important customers? To provide in terms of Mass Market, Niche Market, Segmented, Diversified market or Multi-sided Platform are important.

Step 2: Value Propositions

It is the second step to understand what value the marketer delivers to the segmented customers. If the customer has some problems relating to the marketing, the marketer can solve the problem based on the context and types of problems. The marketer determines the number of products and services which are offered to each customer segment. In this step, major characteristics in the value proposition are newness, Performance, Customization, Getting the Job Done, Design, Brand/Status, Price, Cost Reduction, Risk Reduction, Accessibility and Convenience/Usability.

Step 3: Channels

Value propositions are delivered to customers through communication, distribution and sales channels, Channels building block describes how a company communicates with and reaches its customer segments to deliver a value proposition. It is the company interface with customers, how they reach them. Through channeling, there are five channel phases include: Awareness, Evaluation, purchase, Delivery and after sale phases

Step 4: Customer Relationships

The relationship among marketer and customer is significant. Their relationships are established and maintained with each customer segment. It describes the types of relationships a company establishes with specific customer segments. They can range from personal to automate. It can be driven by customer acquisition, customer retention and boosting sales (upwelling)

Step 5: Revenue Streams

Revenue stream result from value propositions successfully offered to customers. Revenue stream represents the cash (revenues minus costs) a company generates from each customer segment. What price should we set to each particular customer segment? A business model can involve two different types of revenue streams, the first where transaction revenues result from one-time customer payments and the second where transaction revenues result from on-going payments to either deliver value proposition to customer or provide post-purchase customer. Noted that there are two types of pricing such as fixed menu

pricing (predefined prices are based on static variables) and dynamic pricing (prices change based on market conditions); consequently, list price, product feature dependent, customer segment dependent and volume dependent; and Negotiation (bargaining, yield management, real-time market and auctions with respectively with fixed and dynamic pricing).

Step 6: Key Activities

Key activities describe the most important things a company must do to make its business model work. These are the most important actions. These include Production, Problem Solving and Platform/Network:

Step 7: Key Resources

Key resources describe the most important assets required to make a business model work. They can be owned or leased by the company or acquired by key partners. Key resources are the strategic assets you need in place, and you need in place to a greater or more targeted degree than your competitors. Physical, Intellectual, Human and Financial are some of the key resources.

Step 8: Key Partnerships

Key partnerships describe the network of suppliers and partners that make the business model work. Companies create alliances to optimize their business models, reduce risk or acquire resources. It can be seen that the motivations to develop a partnership are Optimization and economy of scale; Reduction of risk and uncertainty and Acquisition of particular resources and activities at this point, hopefully the Canvas has helped you sharpen and articulate your business' focal points

Step 9: Cost Structure

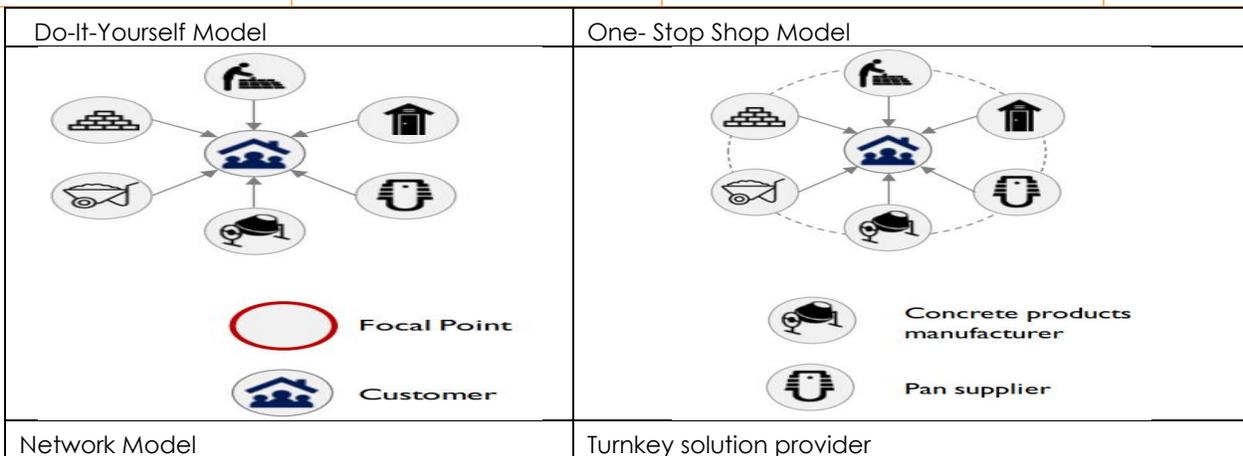
Cost structure describes all costs incurred to operate a business model. The costs can be split between fixed and variable, related to their dependency on sales. If we have cost advantages with higher production, we have economies of scale. If we have cost advantages with diversified production, we have economies of scope. For example, Cost-Driven and Value-Driven can be listed as cost structure.

In other hand, sanitation product and service can be reached to customers through different modality. Accordingly, Sanitation product and service can be delivered for customers using the most common four key delivery models. These are delivery models are turnkey solution provision, network, one-stop shop and do-it-yourself (DIY)(20).

Marketing approach

	Do-it-Yourself (DIY):	Network:	One-stop shop:	Turnkey solution provider (TSP):
Description	DIY is the delivery model for example, if masons provide an onsite, build-to-order service to customers in nearby villages, this type of delivery model known as Do-it-Yourself delivery model. Masons might procure materials themselves or, more typically, provide the list to customers for DIY procurement. Masons advised the customer, constructed the slab, and laid the foundation, but households were responsible for arranging pit digging, procuring cement and rebar, collecting sand and gravel, and curing the cement slab.	this delivery model involves a loose affiliation of players with any player capable of becoming a focal point enterprise that might sell one or a few components required for a toilet or superstructure while connecting customers to other providers/artisans for procuring the remaining inputs and/or constructing the toilet. This model can work where toilet/superstructure components and related services are easily available and where customers are willing to make multiple transactions to procure those materials/services for a price that would be lower than if all materials were sold at one place.	the focal point business typically adds value beyond material/information aggregation by fabricating some key toilet substructure and interface components (e.g., concrete pit rings, slab with integrated pan) to provide the customer value through ready-to-install packages and it may offer services related to the substructure (e.g., delivery, installation of the substructure) and/or materials for the superstructure as optional add-ons. Sanitation enterprises included materials delivery in the substructure product package price and offered substructure installation as an optional add-on.	the focal point business aggregates the full range of products (including substructure, interface, and superstructure) and services (including delivery and installation) to provide customers with a turnkey solution at a premium. It may succeed in situations where customers are willing to pay a premium for the convenience of interacting with one focal point business that is responsible for delivery of the entire solution end-to- end, or else where the transaction costs for aggregating inputs are very high due to the remote location of the household.

Advantage	<p>it is suitable for markets where pre-casting businesses do not exist, particularly for remote areas with low population density and poor transport connectivity.</p>	<p>Information provided to the customer about the other supply chain actors in the market. The focal point enterprise also may provide other important information that accelerates the customer's purchase process and providing information in a fragmented market can increase the customer's willingness to purchase toilets.</p>	<p>-Providing this service depends on the sanitation enterprise's capacity and customers' willingness to pay, rather than managing all the material procurement and installation themselves.</p> <p>-Customers could also purchase materials for the superstructure since some concrete ring producers also traded in raw materials.</p> <p>- Best suited for situations where customers are forced to make multiple transactions to procure components and install the toilet, and incur higher transaction costs</p> <p>-Transaction costs can be compounded due to poor transport infrastructure and lack of key input materials.</p>	<p>It reduces the number of touch points for the customer to one, and delivery of the entire solution is end-to- end, or else where the transaction</p>
Dis advantage	<ul style="list-style-type: none"> - limited demand for sanitation and access to inputs, especially in remote, sparsely populated areas, -Presence of inactivate demand beyond Masons their own operational area -Masons may over-engineer toilets due to their limited experience with sanitation hardware. -Lack of capital, especially for molds to cast the slab <p>Mason attrition is still high because Masons did not find the rural market attractive enough. Instead, they migrated to peri-urban areas where the market featured: 1) a lack of open space to defecate, 2) wealthier customers, and 3) greater awareness of the health risk of open defecation.</p>	<p>The sustainability of the network delivery model depends on mechanisms such as referral fees or reciprocal business for the focal point, as well as trust and Network delivery model may not charge customers extra for providing them with information, but they independently negotiated referral fees with relevant actors</p>	<p>The Model requires stocking inventory, high inventory costs, and lack of working capital is potential challenges.</p>	<p>the model requires the focal point business to be skilled in managing the service aspect of providing the solution; possess the facilities and working capital to stock materials and components, delivery vehicles, labor capacity for delivery and installation, and potentially production capacity and labor to manufacture one or more components (e.g., concrete rings).</p> <p>The challenge of high inventory cost for the focal point enterprise, especially if trade credit is unavailable turnkey solution provision, and do-it-yourself (DIY).</p>



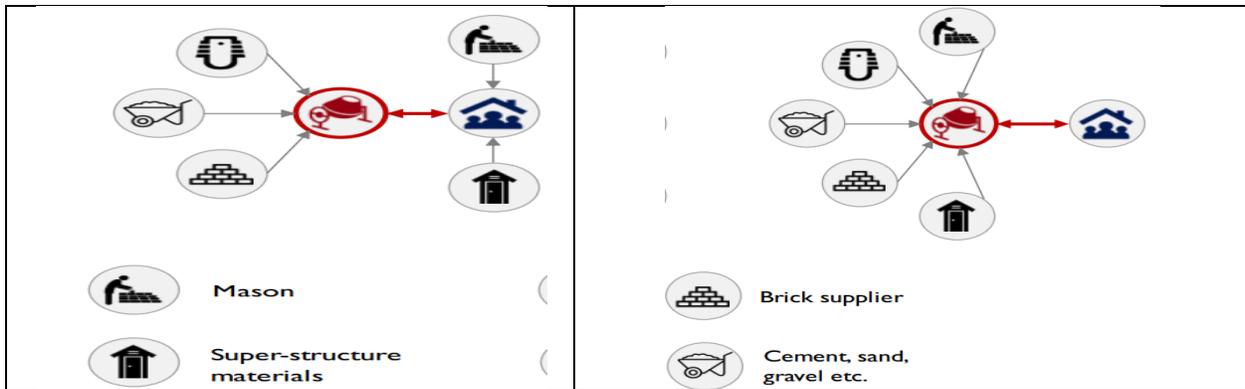


Figure 6: Product/ Service Delivery Model (Source2)

3.8. Business management and Entrepreneur

Lack of sanitation is a major problem in developing countries. Sanitation business is about investing in solutions for sanitation problems by offering different sanitation products and services at appropriate prices. Improved sanitation is considered to be a huge market for private businesses(37)

Advantages and disadvantages of sanitation business

Advantages: Sanitation is a profitable business; the market is easier to penetrate because of little competition; Sanitation businesses contribute to improve sanitation services and create job opportunities.

Disadvantages: it requires high investments both in terms of finance and competences; not afford to buy high quality products and services at the offered price; raises the issue of privatization and exploitation of basic needs of the poor; and more focus on profit.

The sanitation products and services delivered by different stakeholders such as GO, NGO and private sector. The private sector consists of:

1. Individual entrepreneurs that usually engage in offering simple products and services that do not require high investments. For instance, repairing and installation of water pipes, toilets and bathrooms. They can act as masons, plumbers and traders and thus generate income.
2. Small and Medium size Enterprises (SMEs) differ from individual entrepreneurs in the number of employees and turnover, which is much bigger than that of individual entrepreneurs.
3. Large companies are bigger than SMEs and also differ in the number of employees and turnover. They engage in offering more sophisticated sanitation products and services.

3.9. Steps for Starting a Sanitation Business

Like every business, building up a business in the sanitation sector requires 3 main steps:

Generation of Business Idea: Any idea that includes provision of products and services that is associated with the collection, transport, treatment, recycling and safe disposal of human waste, wastewater, storm water and garbage is considered to be a business idea for sanitation business

Collecting Data: Collect basic data on each business, including contact details, location and existing products and services they offer. If possible, develop a simple database and map. Depending on the size of your target area, it should take about 1 month or less to collect the basic data you need. Business legislation analysis (identify the legal form of the business, business registration, procedures of taxation and customs procedures)

Business management: comprises organizing, planning, leading, staffing or controlling and directing a business effort for the purpose of accomplishing the entity's listed goals. The manager should have skills such as financial management. Marketing, sales and customer service, Communication and negotiation, Leadership, Project management and planning, Delegation and time management, Problem solving and Networking.

2 USAID, 2018. Scaling Market Based Sanitation: Desk review on market-based rural sanitation development programs. Washington, DC., USAID Water, Sanitation, and Hygiene Partnerships and Learning for Sustainability (WASH PaLS) Project.

Financial planning: Financial planning helps to determine the preliminary costs of investments and future benefits of the sanitation business. It is also important for calculating the price of your product or service. Financial planning usually prevents to offer the products and services at a price below the operating margin and helps to control the financial resources.

3.10. Implementation of sanitation Business

Implementation of sanitation Business includes the following activities:

Business planning: before starting implementation, Business planning should be done by quantifying and providing focuses on sales and marketing, production of products and services (cost calculation, infrastructure, and equipment), management of the business and financial plan. In addition, the plan should include WASH products and services, costs, supplies and other business issues.

Financing: This is about generating own funds, and applying for loan funds from family, friends, and banks.

Administrative procedures: it is considering the legal form of business, hiring staff, and taxation.

Infrastructure: it is regarding to location, making contracts about renting premises or leasing equipment, arranging electricity and transport facilities.

Making partnerships with suppliers: Find suppliers and compare prices of their products such as equipment, raw material, transport facilities and make contracts with suppliers.

Product and service development: This is about developing product ranges, packaging and pricing and improving the quality of your products and services.

Business management: It is about implementing accounting, human resources management, capacity building of the employees and the owner, stock management and management of services.

Marketing: Sanitation marketing refers to social marketing efforts that affect a behavioral change at individual and household levels. It also assures the awareness of people about the benefits of sanitation products and services. Consequently, this stimulates demand and ensures that people can get what they want at a price they are willing to pay. For promoting sanitation business, it is also important to take the marketing mix into consideration and position the business accordingly.

Sell the sanitation business opportunity: arrange meetings with the potential businesses to discuss the sanitation opportunity to show the new products and present key data from your market research, inform what will be provided or not. One-on-one meetings are recommended for larger businesses, but a group meeting is suitable when working with masons.

Start working with a small number of high-potential first doer businesses: Select a small number of pilot businesses to work with. During this time, the sanitation marketing team will be learning and adapting their engagement and training approaches.

The success of business also depends on whether the country provides an enabling environment. An enabling environment is about infrastructure, access to finance and business development services as well as provision of effective business regulations. In developing countries, it is often very hard to do business because of difficult business environments.

3.11. Market based sanitation sustainability

The term sustainability is broadly used to indicate programs, initiatives and actions aimed at the preservation of a particular resource. However, it actually refers to four distinct areas: human, social, economic and environmental - known as the four pillars of sustainability; general, requirements for sustainability. Sustainability is one of the cross-cutting issues for WASH program. Sustainability marketing is a way to build relationships with consumers while letting them know that they are important and so are future generations. While it is a developing field, sustainability marketing is an important piece of marketing strategy.

Sustainability and Scale up: scaling up of sanitation marketing can be done once the sector is more comfortable with the approach and lessons learned have been incorporated. Sanitation marketing can best start in areas with favorable conditions, it means that scaling up will go beyond these areas. Therefore, adjustments and innovations are likely to be necessary throughout the process, in order to deal with a less favorable context. Monitoring and evaluation in sanitation marketing aims to track the implementation progress in improving sanitation and hygiene facilities and at the same time identify

challenges and possible solutions. It also includes the collection of lessons learned and best practices that will enable improving the sanitation marketing project or activity, such as supply chain, development, product design, promotion and communication activities, improving the enabling environment etc.

General requirements for sustainability can be sorted out in to five general things that are needed to ensure sustainable WASH services and hygiene practices:

- a) There must be real demand from users which is evidenced in the consistent use of improved water and sanitation services and the practice of improved hygiene behaviors.
- b) There must be adequate revenue to cover recurrent costs, with appropriate tariff structures that include the poorest and most marginalized.
- c) There must be a functioning management and maintenance system comprising tools, supply chains, transport, equipment, training and individuals/institutions with clear responsibilities.
- d) Where systems are managed by communities or institutions there must be effective external support to those community-level structures and institutions.
- e) The natural resource and environmental aspects of the system need due attention

There are five common strategies for sustainability marketing. These include: Consumer-oriented marketing, Customer-value marketing, Innovative marketing, Sense of mission marketing, and Societal marketing

3.12. Market Based Sanitation Replication and Scale up

Replication and Scale up the next phase of the sanitation marketing to expand the market opportunities as well as experiences have been production

For smaller businesses, organize exposure tours to existing pilot businesses:

- During exposure visits, successful business owners can share how they got involved in the program, how many more latrines they can now produce and sell, key challenges and future plans.
- Businesses considering an investment in a new latrine business line will want to know clearly 'What is it in for me?'
- A strong successful business is in the best position to 'sell' the business opportunity to others.
- Provide opportunities for ongoing business exchange and networking:
- Business owners prefer talking to each other directly, to discuss specific technical and business management issues they face.
- Bring program partner businesses together periodically to discuss common issues and problems.
- Care should be taken to bring together businesses that are working in different areas and are not in direct competition with each other.
- Provide opportunities for business government networking:
- Forums that bring together businesses and local government officials are opportunities to talk about key issues such as quality standards and government sanitation goals. Such forums are an opportunity to reward partner programs with access and networking opportunities that can help them build their reputation.
- Do not offer to pay for business partners to attend. But remember, for a business 'time is money so be strategic about where, when and how you ask for their participation.

3.13. Mainstreaming Market Based Sanitation Approach

Mainstreaming is the process of assessing the implications for [disabled persons] of any planned action, including legislation, policies and programs, in all areas and at all levels. It is a strategy for making [disabled people's] concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programs in all political, economic and societal spheres so that [disabled and non-disabled people] benefit equally and inequality is not perpetuated. For instance, mainstreaming can be done through supporting MFIs and Cooperatives to help them better understand market potential through market assessment. E.g. conducting market research collaboratively, for TVET, showing them the potential market for new desired products, SMEDA opportunity to engage entrepreneurs and engage banks as their social responsibility.

There are three stages in the mainstreaming continuum. These include;

- Focus on learning and trying out new ideas

- Developing institutional approaches to inclusion (Strategic planning/roadmap, Awareness raising/advocacy activities aimed at changing people's thinking and behavior; Training material; Developing inclusively designed facilities) and
 - Establishing institutional commitment and practice. Consequently, social inclusion and gender equality have been mainstreamed into the following core activities
- 1) **Sanitation demand creation:** ensuring adequate participation of all groups in demand creation processes including training and facilitation; identifying and reaching those in greatest need through additional activities, and; avoiding marginalizing the poorest in the community through coercion, exclusion, and shaming. Targeting a few, select behaviors; using messages targeted to different audiences; using appropriate communication channels; avoiding stereotypes that reinforce gender inequality and social exclusion; using language and traditions of excluded groups to reinforce change, and; promoting informal discussions about menstrual hygiene and household decision making processes.
 - 2) Strengthening sanitation supply chain development: reducing construction costs for the poor; supporting the poorest and socially excluded groups to access supplies; training women and individuals from excluded groups to develop sanitation related businesses, and; supporting informed choice to meet the needs of all users, including people living with disabilities.
 - 3) Improving WASH governance and multi-stakeholder sector development: building leadership and decision-making opportunities for women, and; monitoring the uptake of gender sensitive and inclusive approaches and developing pro-poor support mechanisms.
 - 4) Follow up and feedback: inclusive approach should also consider the involvement of women, girls, person living with disabilities and others during follow up and feedbacks.

3.14. Sanitation Product Diversification and Branding

Experience shows that, sales of the sanitation products in rural areas become active only during post-harvest seasons when households get disposable income to buy the products. As a result, many enterprises are forced to close their business or merge with others mainly due to inadequacy of revenue generated from standalone sanitation business for members to live on. Unlike standalone sanitation business, there are sanitation enterprises with diversified business products and services have managed to endure seasonality effects and sustained their business. Therefore, sanitation enterprises /entrepreneurs (e.g. product manufacturers, distributors and sales) have to identify feasible and viable complementary businesses that are in the same business categories such as manufacturing, construction, retail trade and service.

Banding the product (means giving unique name) is very important because it attracts the customers to trust that the enterprise present something special improved sanitation product that is different from other suppliers. Branding helps the enterprise to easily promote its products and strong enough to attract new customers. Therefore, the enterprise has to brand its products and services using the following steps. Steps to develop Sanitation Products and Service branding

- Research your audiences and determine your target customers
- Assess competitors working in areas of your business and their brands
- Write short and catchy message (key qualities and benefits your brand offers)
- Choose your product name (name that easily recalled by the customers)
- Write your slogan in short and catchy words in attractive color and readable fonts
- Post/install your branding across your business/products and catchment areas
- Use brand names on promotional materials

3.15. Market activation strategies

Customer activation strategy involves detailed planning to motivate existing customers to proceed to the next level of their lifecycle faster. It can be for an existing active customer, a dormant customer, customer turning into an advocate, or also for a one-time customer that recently turned into a frequent user.

Marketing activation is the execution of the marketing mix as part of the marketing process. The activation phase typically comes after the planning phase during which managers plan their marketing activities and

is followed by a feedback phase in which results are evaluated with marketing analytics. Depending on the business objective, two types of marketing activation can be used as part of a marketing strategy.

- Brand activation, sometimes called brand engagement which focuses on building a longer-term emotional connection between the brand and the customer.
- Activation based on direct-response marketing will focus on generating immediate sales transactions

The following are the major difference demand generation verse demand Activation:

- Demand activation is an essential element of a sanitation enterprise, and differs from demand generation. The objective of demand generation is to make a customer aware of the benefits of a toilet and to generate general interest in buying one, often by connecting with deep motivations such as comfort, safety, convenience, or prestige rather than health benefits alone. The objective of demand activation is to convert that interest into a decision to purchase. Without demand activation, a customer who has been triggered in the context of CLTSH, for example, might not make a purchasing decision despite newly generated awareness and interest. Different phases of demand generation, activation, and fulfillment.
- In our formulation, MBS is not meant to generate demand, but in practice, MBS interventions may undertake demand generation strategies in parallel (or in sequence) with demand activation measures. SM as conceptually following CLTSH the sequencing of these approaches is not necessarily straightforward.

State of demand	Little/no demand	Latent demand/intent to purchase	Latrine Purchased/Ordered	Latrine Constructed
Customers state of mind	Open defecation Practice	Thinking about how to build one	Decide to buy a latrine	Having latrine at home
Demand generation		Demand activation	Demand Fulfillment	
Demand related Activities	Activities carried out to drive awareness of interest in hygienic, sanitation behaviors and improved sanitation products and services (E.g. CLTSH triggering events)	Activities carried out persuade customers to convert their interest to purchase in a decision to purchase (e.g. Door-to-door promotion, and referral to suppliers, social Marketing)	Activities related to the delivery of sanitation goods and services to a customer once they have made the decision to purchase a latrine (e.g. Purchase of components from retailer construction by Manson	
Objectives	Raise awareness of the problem			Promote a solution(s) benefiting entrepreneurs
Approach	CLTSH/Other community approach			MBS

Figure 7: Phases of customer Demand

3.16. Financial records

Financial records maintained by most businesses include a statement of retained earnings and cash flow, income statements and the company's balance sheet and tax returns. Financial record is the formal documents, which represents the transactions of a business, an individual or any other organization. Financial record is being maintained by companies including income statement, balance sheet, cash flow statement, statement of retained earnings, and tax returns. Keeping the financial record in an organized way is a key indication of a successful business. Such kind of record is required to present financial information of the company or an individual in a concise and clear manner for the stakeholders and Acutance.

Financial record management has always been an integral part of their entire business activities. In fact, it is the least funny part of their job which can't be overlooked due to its legal and strategic implications. Since Records and documents are the elementary backbones of any organization, it is absolutely necessary to

store, preserve and manage those records so that they can be utilized later to drive future business growth. Good records keeping Strategy will help you extract the following benefits:

1. Regularly monitor the overall growth of your business
2. Help you to strategize market-oriented business policies.
3. Identify income sources & track deductible expenses.
4. Faster decision making and higher work-efficiency.
5. Allows you to attain complete regulatory compliances.
6. Protect highly prioritized records from natural calamities.

The benefits of financial document management

1. It is regulator of organizational activities: Physical Records like financial statements, audit books, and sales and purchase reports can show whether your business is growing at a positive rate. In short, it enhances the likelihood of business success.
2. It is used to prepare Authentic Financial-Statements: A solid document management system ensures the complete availability of various commercial documents such as profit and loss statements, balance sheets and other accounting records. These records are helpful to prepare accurate financial statements.
3. It helps to identify the income sources: All kinds of commercial and non-commercial organization extract monetary and property benefits from various income sources. Information related to these income sources are required to separate business from non-business receipts and taxable from nontaxable income.
4. It can track deductible expenses: Systematically organized file management facilities can help to trace your each and every expense that you have invested in your business.
5. To properly file the tax returns: You need smart and efficient record management infrastructures which can accommodate records related to your income, expenses and credit reports.

3.17. Summary

Market Based Sanitation development is a strategic step taken by MBS actors to develop and look for new different segments of customers to market sanitation products and services. This purpose of market development will not be achieved without understanding and practicing Step by step procedure of sanitation marketing to be implemented in the target areas. These steps are planning, Market research, Product design, Business model, Promotion, Facilitation, and Monitoring and evaluation. Some of these steps such as Market research (Module I), Promotion (Module IV), Facilitation (Module VI), and Product design (Module III) are presented briefly. The rest of the steps and related issues are presented in this module. Throughout this module, Planning and Implementation of MBS, Market Segmentation Analysis, Business Canvas model, Sanitation Marketing Sustainability, Replication and Scale up, Mainstreaming, Product Diversification and Branding and activation strategies are important concepts and ideas to develop the market as well as to implement MBS project. How financial records are made and maintained for sanitation Business management and Entrepreneur are also briefly presented.

3.18. Exercises

1. Consider one MBS project plan to be implemented in piolet Woreda, please specify the sequence of events that you may implement in the first 3-6 months?
2. How do you conduct market segment Analysis? Provide methods of data analysis for market segmentation and real example.
3. Demonstrate product and service delivery model (business model) for implementation of MBS using Business Canvas Model. Put all the components of MBS in to the blocks of the model and evaluate it for the practicality.
4. How can you ensure the sustainability of MBS in your working areas and replicate for other areas?

4. Module IV: Sanitation and Hygiene Product, Technologies and Service Options

Learning Objectives

At the end of this session, you will be able to:

- Understand existing sanitation technological options
- Describe different levels of sanitation service ladder so as to identify their community sanitation service ladder level
- Identify suitable marketable sanitation technological option for different market segments
- Undertake how to do consumer- center design and ensure quality of sanitation product and services

4.1. Sanitation Ladder, options and progress

The word Ladder is used to express sequence of interrelated actions in relation to sanitation and hygiene. It starts from the simplest sanitation and hygiene services and facilities to the advanced forms; for example, in sanitation intervention, it started from cat-method of excreta disposal to the advanced form of fecal safe excreta management methods i.e. primary, secondary and tertiary management methods. As it requires progress of social and economic development, sanitation ladder has many stages to reach the final stage of sanitation development (figure 6). The sanitation ladder helps people to identify options for improving sanitation in their community and realize that this can be a gradual process. Well understanding sanitation ladder help Sanitation practitioners in the implementation of sanitation marketing to describe the community's sanitation situations, identify alternative options for improving sanitation along the ladder and design, develop and plan to work on the improvements of sanitation situations through step-by-step efforts.

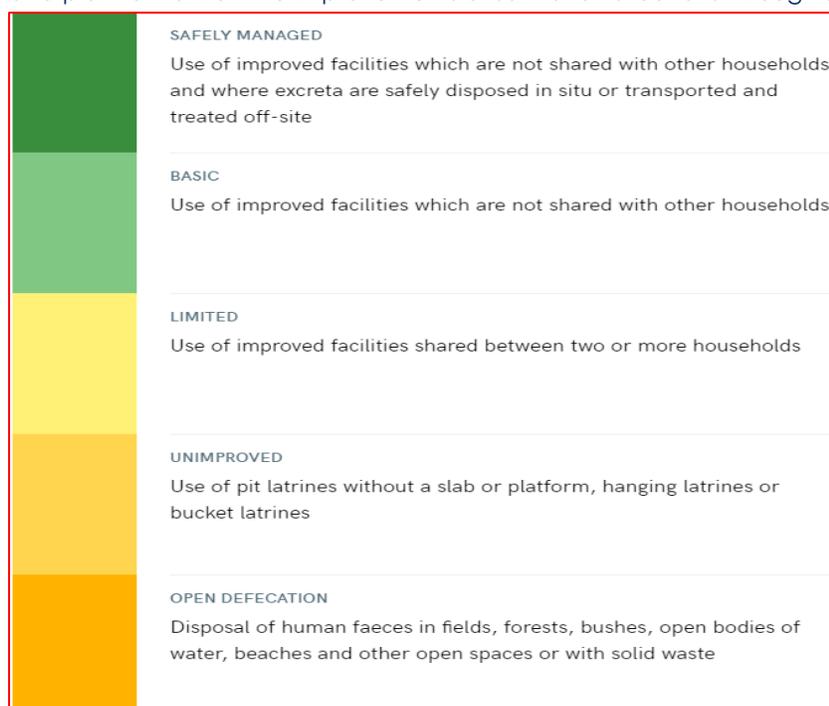


Figure 8: Sanitation Ladder (<https://washdata.org/monitoring/sanitation>)

Joint Monitoring Program (JMP) of UNICEF and WHO proposes to use a 'service ladder' approach to benchmark and track progress across countries at different stages of development particularly in the implementation course of Sustainable Development Goal (SDG 6). Emerging JMP ladders build on existing datasets and reflect the ambition of the new SDG targets and describe the indicators, definitions, and proposed methodologies(40)(41).

Sanitation service Ladder

- Open defecation: Disposal of human feces in fields, forest, bushes, open bodies of water, beaches or other open spaces or with solid waste
- Unimproved: Use of pit latrines without a slab or platform, hanging latrines and bucket latrines
- Limited: Use of improved facilities shared between two or more households
- Basic: Use of improved facilities which are not shared with other households
- Safely managed: Use of an improved sanitation facility which is not shared with other households and where excreta are safely disposed in situ or transported and treated off-site. Improved facilities include: flush/pour flush to piped sewer system, septic tank or pit latrine; ventilated improved pit latrine, composting toilet or pit latrine with slab.

The above sanitation service ladder is used to track changes and reporting. Sanitation actors should follow with SDG targets on sanitation. Without such service ladders, SDG targets are reached or not can't be understood.

4.2. Design consideration for improved sanitation technology options

To market sanitation products, the marketer should be following human center Product Design for Sanitation products and services. It can be started at design thinking which encourages organizations to focus on the people they're creating for and leads to human-centered –contexts specific products, services, and internal processes. It is a new way to look at problems in a different way by including human behavior into design. Therefore, for better product design, the following steps applied. These steps are

- **Assessment and Planning:** Assess consumer preference, and partnership conditions. The assessment carries out through a participatory approach by considering the existing human excreta-disposal system; hygiene and defecation behavior (among men, women and children); the hygienic environment; and human excreta-related diseases. In addition, the participatory assessment should also contemplate the cultural, social and religious factors that influence the choice of sanitation technology as well as local conditions, capacities, resources (material, human and financial) local preferences for sanitation facilities, and possible variations.
- **Market Research:** Understand poor household consumers and local businesses and supply chains. (for detailed market research see section 2)
- **Product Design:** To develop the product the product design should fulfill desirability, viability and feasibility criteria; what is desirable from a human and contexts point of view with what is technologically feasible and economically viable and follow the basic design principles such as:
 - **Transparent:** Complex problems require simple, clear and honest solutions.
 - **Inspiring:** solutions satisfy people's needs and giving meaning to their lives, and raising their hopes and expectations.
 - **Transformational:** Exceptional problems demand exceptional solutions that may be radical and even disruptive.
 - **Participatory:** the solutions should be collaborative, inclusive and developed with the people who will use them.
 - **Contextual:** solution should recognize the social, physical and information systems.
 - **Sustainable:** Every solution needs to be robust, responsible and designed with regard to its long-term impact on the environment and society

Consequently, the design process has three process events such as inspiration, ideation and implementation. To investigate the inspiration of peoples, the assessment can use different data collection methods like interview or focus group discussion: Small team, local representation, one-on-one and small group conversations. Quality over quantity, inspiration data analysis can look for positive deviants already innovating, references, what people are familiar with; what's not working and the reason why people are not using available products & services of sanitation as well as the reason why failure of previously completed sanitation projects.

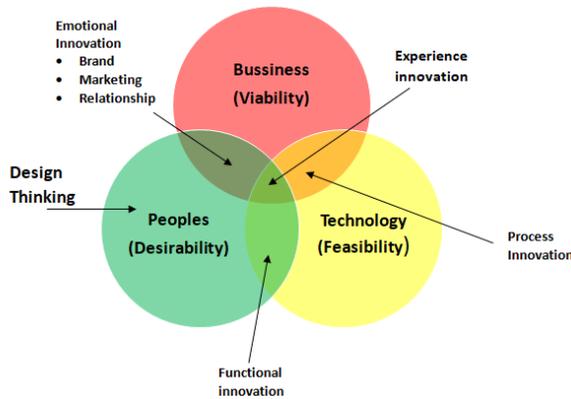


Figure 9: Design thinking and criteria for latrine design

The second process of product design such as latrine design is ideation. This can be done through brainstorm, Workshops and other discussion media. Intense activities with a diverse group to generate a lot of ideas quickly; build models and sketch the first design; in this process, prototype which is a first or preliminary version of design (in this case latrine). In the third step of the product design process, Implementation of the produced design of latrine started through sanitation marketing approach – discussion with business to understand how the product will actually be made & what it will actually cost, manufacturing, transport, stored & stacked and installation or construction.



Figure 10: Product design -Process (for example, latrine design)

In the implementation process, Design Brief is important to manage the designing process. It is a document for a design developed by designer or design team in consultation with the client/customer. The contents of the design brief are background information, problem statement, objectives, milestones and success criteria.

- Test Supply-side Strategy: design & test supply chain & business models for product delivery
- Test Demand Creation Strategy: Design & test promotional & marketing materials/tools/ activities
- Sanitation marketing Program Implementation: Piloting and roll out of sanitation marketing supply expansion and demand creation activities
- Monitoring: Monitor for results and equity using indicators and success measurements.

Sanitation Marketing helps governments to reach their sanitation goals in two fundamental ways. Firstly, it leverages household investment in an improved latrine. Secondly, it leverages and builds private sector

Latrine Technology Selection Criteria's	Challenges in Latrine Technology Options
<ol style="list-style-type: none"> 1. Culturally acceptable. 2. Affordable and replicable 3. Attractive to users 4. Should provide convenience, privacy, dignity, safety 5. Easy to clean/washable. 6. Durable and has low maintenance 7. Consideration of disabilities 	<ol style="list-style-type: none"> 1. Soil formation /hard rock 2. High ground water table 3. Termites 4. Collapse 5. Utilization by different age groups 6. Poor knowledge and skill for innovative design development 7. Attitude for new idea 8. Patent right 9. High taxation/ No tax exemption 10. Poor attention to technology development 11. No incubation centers for idea development

investment and capacity to produce and distribute a broader range of improved sanitation products and services. By helping sanitation markets function more effectively to serve low income households, governments can achieve the programmatic principles of sustainability and scale. Encouraging those who can pay to pay also allows for better targeting of public funds towards demand creation and support to those who are truly unable to afford improved levels of service. Where conditions are right, Sanitation marketing and other market-based mechanisms can play an important role in the sanitation policy and programming mix. But the market is not a substitute for government's central responsibility in ensuring adequate sanitation to protect public health.

Community may request feasible sanitation technology because of created demands using sanitation marketing approach, to respond such community request, one can identify factors that influencing technological selection before planning to deliver the product or services (see table for technological selection) (42).

Table 2: Factors that influence the selection of community Sanitation Technology

	Factors of general relevance	Factors specifically relevant to O&M
Technical factors		
	<ul style="list-style-type: none"> ▪ Design preference (substructure, floor slab, squatting or raised seat, superstructure); ▪ Technical standards and expected lifetime of the technology; Availability of construction materials; cost of construction. 	<ul style="list-style-type: none"> ▪ O&M requirements; ▪ Ease of access; ▪ Use of decomposed waste; ▪ Pit-emptying technique.
Environmental factors		
	<ul style="list-style-type: none"> ▪ Soil texture, stability, permeability; ▪ Groundwater level; ▪ Control of environmental pollution; ▪ Availability of water; ▪ Possibility of flooding. 	<ul style="list-style-type: none"> ▪ O&M implications for environmental protection; ▪ protection against groundwater contamination; ▪ Protection from flooding.
Institutional factors		
	<ul style="list-style-type: none"> ▪ Existing national/local strategies; ▪ Roles and responsibilities of actors implied; ▪ Training capacity; ▪ Availability of subsidies and loans; ▪ Availability of masons, carpenters, plumbers, ▪ Sanitary workers, pit-emptier and pit diggers. 	<ul style="list-style-type: none"> ▪ Pit-emptying services (municipal/private); ▪ Sewerage maintenance capacity; ▪ Potential involvement of the private sector; National budget allocations for sanitation; Training and awareness education; Monitoring.
Community factors		
	<ul style="list-style-type: none"> ▪ Sociocultural aspects: taboos, traditional habits, religious rules and regulations, cleansing material, preferred posture, attitude to human faces, gender-specific requirements; accessibility ▪ Motivational aspects: convenience, comfort, accessibility, privacy, status and prestige, health, environmental cleanliness, ownership; ▪ Discouraging factors: darkness, fear of falling in the hole, or of the pit collapsing, or of being seen from outside, smells; insect nuisance; ▪ Social organization factors: role of traditional leadership, religious leaders, schoolteachers, community-based health workers; ▪ Other factors: population densities, limited space for latrines, presence of communal latrines. 	<ul style="list-style-type: none"> ▪ O&M costs; ▪ O&M training and awareness for sanitation; ▪ Health awareness and perception of benefits; ▪ Presence of environmental sanitation committee; ▪ Women's groups; ▪ Social mobilization on hygiene and sanitation behavior.

Description of factors that determine the type, design, and location of household latrines;

Soil type: Soil type and permeability affect the selection and design of latrines, as these factors determine the depth of the pit to be excavated, as well as the vertical separation between the pit's bottom and the

highest ground water table. Different types of soil vary in terms of: a) load carrying capacity; b) self-supporting properties (i.e., properties that prevent the pit against collapse, as is the case with cohesive soil); and c) levels of risk related to ground water pollution and soil infiltration rate (to determine desired depth of pit). Microorganisms move into porous soil quickly compared to compacted soil. Therefore, to reduce the transfer of pathogens through filtration, dilution, predation, and die off, vertical separation (soil thickness) between the bottom of the latrine pit and highest ground water table should not be less than 5 meters.

Level of ground water table: Knowing the ground water table's highest level is important to determine the pit's depth and select the ideal type of latrine to be used. In addition, the latrine's seating (location) should consider the owner's and neighboring households' existing ground water sources. Pit latrines can pose a contamination risk to groundwater. While the pit's bottom may be above the water table during the end of rainy season, the pit's liquid contents may seep into the surrounding soil to contaminate/enter the aquifer.

Proximity to water sources: if the latrine is built uphill from the existing water source, the latrine's liquid contents could seep into the soil, flow downhill, and contaminate the water source. Therefore, the latrine should be located downhill 30-50 meters away from the water source

Accessibility to users: Latrines located far away are less likely to be utilized by certain family members such as pregnant mothers, small children, the elderly, and those with disabilities. They are also unlikely to be used during the night and bad weather. Therefore, latrines should be located six to 15 meters from the dwelling house, in the backyard.

Access to construction materials and Cost: materials to construct latrine products (for lining pits and producing slabs, walls, and roofing) are not uniformly available in different parts the country. The unavailability of durable construction materials locally increases the cost of production for sanitation products. In addition, households select latrine technologies based on their ability to pay for the construction of the latrine, as well as its operating and maintenance costs. Such households are encouraged to improve their basic latrines by using locally available materials.

Availability of water: Easy access to water is important to consider when selecting a latrine option. Households that select a wet latrine technology option must rely on the continuous supply of running water. If the household has no running water, dry pit latrines are the most appropriate technology option

Culture (traditional beliefs): Ethiopia is a diverse country with a wide range of traditional belief systems held by the communities that comprise its various nations and nationalities. It is important to consider social and cultural issues when selecting a site for the latrine. Site selection should consider factors such as whether family members, especially women and children, can easily access latrine facilities at night without fear of violence and wild animals. Latrines should be accessible during bad weather, and located away from roads.

4.3. Latrine technology options

Human excreta management requires viable, appropriate and affordable technologies. The technologies are different in the size, construction and lining of the pits, whether they use water or not, the type of floor slabs, superstructure and venting systems. The available technologies are grouped according to the technology involved and their overall function. Drop-and-Store Systems such as traditional pit latrine, VIP latrines, compost latrines, etc. and Drop-Flush-and-Discharge Systems such as Pour-flush latrine. Sanitation products and services have system with its components. Every sanitation system includes some form of latrine (toilet). The latrine type is important because it will determine whether the sanitation system is wet or dry which in turn can influence choices relating to other components of the sanitation system or sanitation technology options. On-site and hybrid systems require storage in the form of a pit, tank or vault to retain fecal material pending desludging. Provision has to be made for the removal and transportation of fecal sludge to a disposal point. Hybrid and off-site systems require provision for transporting wastewater from the toilet via a system of sewers to the treatment facilities(43).

Type	Feature	Advantages	Disadvantages
Improved Pit latrines (IPL)	<ul style="list-style-type: none"> It consists of an excavated pit, covered with cleanable mud-plastered wooden materials, and/or with a concrete SanPlat, Improving existing toilet with Satopan installation, Toilet with biogas energy, Precast Sato, slab with no rebar (washable) and with a squat-hole fitted with a tight squat-hole cover, through which excreta falls into the pit. Provides adequate privacy, the absence of openings on the floor other than a squat-hole, and a substructure that is constructed from stable/durable materials and provided with hand washing facilities. 	<ul style="list-style-type: none"> Easy to build using locally available materials Suitable for people using leaves, paper, or hard/bulky materials for anal cleansing Mud plastered floor with no opening and fitted with tightly fit squat-hole cover Floor easily cleanable; Does not need water to operate ; Easy to operate and maintain; Appropriate and affordable and Constructed easily using unskilled labor 	<ul style="list-style-type: none"> If the entire depth of the pit wall is not lined with durable material, a new latrine will have to be constructed when the existing latrine becomes full (i.e., re-digging of pit) Mud plastered floor is not washable Not appropriate where access to space/land is a problem Floor can easily decay or be affected by termites
Ventilated Improved Pit (VIP) latrines	<ul style="list-style-type: none"> It is a pit latrine where the movement of odor and flies is effectively controlled by a vent pipe. The atmospheric air enters through the squat-hole and pushes out the odorous gases generated in the pit through a vent pipe. Concrete with Satopan installation, Advanced full toilet solution pit lining solution, sato stool The semi-dark inside of the superstructure causes emerging flies to be attracted to the sunlight that comes through the vent pipe. 	<ul style="list-style-type: none"> Easy to build using locally available materials Relatively low cost of construction Suitable for bulky anal cleansing materials Suitable for water scarce areas Significantly reduces smell and flies Floor/slab is washable Does not need squat-hole cover Easy to operate and maintain 	<ul style="list-style-type: none"> Requires masonry and carpentry skills In areas without hollow bamboo available, PVC vent pipes will have to be purchased Existing latrine will be full after use Interior part of the superstructure should be kept dark to discourage fly movement and egress through the squatting hole Not affordable for low-income households
Compost latrine (Arborloo and double vault compost latrine)	<ul style="list-style-type: none"> Suitable to areas with rocky soil formation that makes it difficult to excavate a pit to the required depth. Households can close the old pit and use the area to grow fruit trees, and construct and use a new pit. Compost latrines are also a suitable option for households living in a densely populated settlement where space for the construction of a latrine is a critical problem. It allows households to empty and reuse the pit. In addition, after a period of two years, adequately decomposed excreta can be used for soil conditioning (fertilizer). Products like Soil cement brick, concrete ring, concrete slab, and Sato stool 	<ul style="list-style-type: none"> It is a dry latrine option for areas with rocky soil formation and a shallow water table Suitable for households willing to use decomposed excreta for fertilizer No risk for ground water contamination Can be built close to the dwelling house A double vault composting latrine is sustainable and used for a long time Slab can be transferred to new pit A tree can be planted in the old pit of an Arborloo latrine 	<ul style="list-style-type: none"> Conservative cultures less likely to approve content for fertilizer Needs saw dust and ash to cover the feces after defecation It requires space as it needs to be rebuilt once the old latrine fills up It is not suitable for densely populated where space is a problem and flooding Planting vegetables hazardous to public health Training of HHs on handling and preparation of compost and its use

Off-set pour-flush latrine	<ul style="list-style-type: none"> It is a type of wet latrine that uses 2-4 liters of water to flush or convey fecal matter from a pedestal or squatting pan to a soak pit. A soak-away pit can be located directly below the pan or can be offsite. Soil cement brick, concrete ring, concrete slab, plastic slab and Sato stool In case of an offsite pit, a drainage pipe that conveys excreta to the pit is connected to the outlet of the pan's water seal and to the soak pit at an angle of 30 degrees. 	<ul style="list-style-type: none"> It is a wet latrine option that needs water for day-to-day use (2-4 liters of water per flush). It is an appropriate option for households that have running water at least in the yard (living plot) The water seal prevents flies from breeding and bad smells Installation needs masonry and plumbing skills 	<ul style="list-style-type: none"> Cannot operate where water is not available for flushing Installation and maintenance costs are relatively expensive Owners without masonry and plumbing skills cannot maintain and may revert to open defecation Requires toilet paper or water for anal cleansing to prevent clog
----------------------------	---	---	--

Table 9: Household latrine technology options: advantages, disadvantages, and factors for selection(44)3

Table 10: Description of the advantages and disadvantages of latrine slab options(44)

Slab options	Description	Advantage	Limitations
Wooden slab	<ul style="list-style-type: none"> Wooden riprap or timber supported by wooden logs placed over the top of the pit. Riprap should be mud plastered to allow for easy cleaning and to fill the opening between the riraps 	<ul style="list-style-type: none"> Constructed with locally available materials Lighter compared to a concrete slab and can be installed over pit lined by any type of material Low cost compared to all other slabs 	<ul style="list-style-type: none"> Not washable but cleanable Can decompose/damaged by termites and not environmentally friendly and Not good if wooden logs are unavailable
SanPlat concrete slab	<ul style="list-style-type: none"> It is a small-sized concrete slab produced with no reinforcement bar, And supported by a wooden slab (riprap). 	<ul style="list-style-type: none"> Durable, safe, reusable washable Easily transported and cleaned Lighter compared to reinforced concrete slab and can be installed over pit lined 	<ul style="list-style-type: none"> Wooden slab (support) can decompose or be damaged by termites
Rectangular, square, or circular reinforced concrete slab	<ul style="list-style-type: none"> It is a precast concrete slab reinforced with an iron bar. Thickness of the slab increases as size increases. An iron bar with a diameter is used as the size of the slab increases 	<ul style="list-style-type: none"> Durable, safe, and reusable Washable and easily cleaned Suitable to install over the pit lined either with wooden logs, bricks, stone, or Ferro cement It is also possible to install over pit dug in stable soil with its top 50 cm sealed 	<ul style="list-style-type: none"> It collapses if placed over the pit lined with bamboo Relatively high cost
Circular dome-shaped concrete slab	<ul style="list-style-type: none"> A precast concrete slab built without reinforcement 	<ul style="list-style-type: none"> Durable, safe, and reusable Washable and easily cleaned Suitable to install over the pit lined It is also possible to install over a pit dug in stable soil with its top 50 cm sealed 	<ul style="list-style-type: none"> It collapses if installed over the pit lined with bamboo Relatively high cost
Plastic slab	<ul style="list-style-type: none"> An industrial product Manufactured from polyethylene vinyl chloride (PVC). 	<ul style="list-style-type: none"> Durable, safe, and reusable, Washable and easily cleanable, No rusting/corrosion, Suitable to install over a pit lined with any type of lining materials and relatively low cost 	<ul style="list-style-type: none"> Not widely available in the local market and needs promotion

4.4. Startup tools for a sanitation marketing Mason

To keep the quality products, technical skills to produce quality products/ services; manufacture different sanitary products for manufacturers and alternative technology options which reduce cost and weight such as Bamboo essential hand tools are important (Table 3).

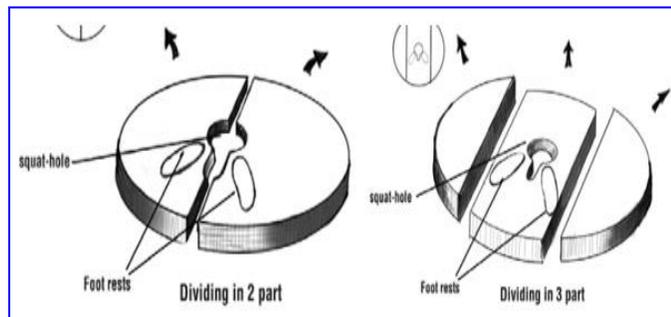
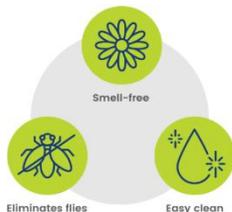
Table 3: List of hand tools for construction

Hand tools for masons and plumbers		
<ul style="list-style-type: none"> ▪ Mason's hammer ▪ Shovel ▪ Spade ▪ Wire cutter (pinas) ▪ Hacksaw with blade ▪ Sprit level ▪ Metal trowel for smoothing/finishing of concrete 	<ul style="list-style-type: none"> ▪ Mason's plum bob (tumbi) ▪ Wood for screening ▪ Squat-hole mold ▪ Wooden floats ▪ Foot rest mold -left and right ▪ Straight, smooth, and clean wooden frame thickness for preparation of mold (slab, foot rest, and squat-hole) 	<ul style="list-style-type: none"> ▪ Personal protection devices ▪ Rope, 0.5 millimeters thick ▪ Measuring tape of 3 meters ▪ Plastic sheet for shading in square meters ▪ Jerry can of 20 liters ▪ Bucket
Hand tools for carpenters		
<ul style="list-style-type: none"> ▪ Carpenter hammer ▪ 2 Carpenter's sprit level ▪ 3 Carpenter's plum bob 	<ul style="list-style-type: none"> ▪ Hand saw ▪ Measuring tape of 3 meters ▪ Rope, 0.5 millimeters thick 	<ul style="list-style-type: none"> ▪ Personal protection equipment

The poor-quality latrines have a lower lifespan and a higher ongoing maintenance cost. Several factors contribute to the short life span of unimproved latrines, such as their poor construction quality (likely because of the low profile given to the latrine compared to the dwelling house), which often leads to their collapse (as a result of loose soil), as well as termite and flooding problems. These factors consequently undermine other achievements in improving communities' health outcomes, and hinder households from moving up to the next sanitation ladder.

In practice, heavy weight of latrine slabs to transport, high cost of latrine slabs and poor-quality slab production are the major problems of sanitation marketing of latrine products at customer and production sites. To solve, these problems, under mentioned solutions are devised based on practical experiences.

Reduction of latrine concrete slab weight: concrete slabs are heavy to transport from the locations they are produced or sold, to where they will be installed. Households may choose to transport a slab using human labor, the backs of animals, or a cart pulled by animals. Therefore, to carry, load, unload, and transport a concrete slab, it is very important to divide it into two to three pieces during its production.



Reduction of latrine slab costs: to decrease the cost of the latrine slab and to increase the desirability, some actions are recommended for sanitation marketing managers, actors and partners. Among the methods:

Re-engineer or re-design the slab: it focuses on decrease weight, reduce amount of materials and increase durability.

- Make smaller slab considering the standard minimum size of slab as costs go up exponentially as latrines get larger – more materials are required
- Excavate enough size of pit. Large, deep pits get very expensive. And they will rarely fill up before pit collapse, slab collapse or other failure

- Reduce the labor. Minimize mason labor or enable self-installation. Demystify the installation process as well as simplify for simple maintenance and repaired when necessary.
- Construct the latrine slab on site if it possible. Consider alternatives to poured concrete to lower material inputs. Too many options lead to paralysis by analysis. If every option is custom-built, it is difficult to ensure quality. Related products at different prices offers access to functional benefit at different rungs of the sanitation ladder.

Consolidate products: Pre-casting, prefabrication, packaging. Bring the latrine to the consumer. Make shopping easy. Let households decide what materials they want to use. Shelters can match the housing material.

SATO Pan: it is a latrine pan that uses a mechanical and water seals to close off pit latrines form open air. The SATO Pan adding the benefits of latrine by making the latrine free from fly breeding eliminates the unsightly appearance and odors from open pit latrines and reduces the volume of water needed to flush beside prevention of communicable diseases.

4.5. Summary:

To select sanitation technology options among the menus, understanding different factors and different pinpoint levels of sanitation service ladder is significant for market-based sanitation as it contributes production of quality products and services of sanitation. Clear identification of Sanitation technology options also used to address different market segments through application of consumer- center design and provision of quality of sanitation product and services.

4.6. Exercises

1. Based on the assessment findings, which type of latrine technology is important for your MBS project areas? List the principles of the function of the technology, disadvantages, advantages and marketable and justification how do you select it?
2. Write methods of cost reduction, weight reduction and how to transport the latrine to the demanded areas?
3. Demonstrate marketable components of latrine product and services for the targeted community?

5. Module V: SBCC for Market Based Sanitation

Learning Objectives

At the end of this session, you will be able to:

1. Summarize characteristics of SBCC
2. Develop behavioral change communication strategy for MBS
3. Design and develop suitable behavioral change messages hygiene and sanitation promotion and its communication channels
4. Undertake Pre-testing of developed messages before publication
5. Describe the sanitation behavioral change framework of SaniFOAM

5.1. Introduction of Social Behavioral Change Communication (SBCC)

Human behavior is complex very much unpredictable. In behavior we cannot assume one set pattern of behavior. According to Lavitt, behavior is classified as caused behavior, motivated behavior and goal oriented behavior. From these observations it can be understood that behavior is a dependent factor. By understanding behavior one can predict, direct, change and control behavior of individuals or group of people.

Communication plays a powerful role in addressing barriers and shaping demand for and adoption of preventive and promotion practices related to health. Globally, there has been a paradigm shift in recent years from sporadic awareness-raising information, education, and communication (IEC) activities to strategic, evidence-based behavior change communication (BCC) strategies.

The change has come about with the realization that as individual behavior is influenced by socio-cultural and gender norms, the need to mobilize communities in support of recommended behaviors is imperative along with integrating advocacy to influence policy and structural issues, leading to increasingly holistic approaches to health communication.

From business development and marketing perspective, demand creation is in the center of promoting products and services which comes in to realization following introduction or awareness and changing behavior of target audiences.

5.1.1. Social Behavior Change Communication (SBCC)

Over the years, there has been a shift in thinking about human behavior. For example, communication practitioners largely believed long ago that giving correct information about WASH would result in behavior change and achieve long term health outcomes such as preventing diarrheal disease and reduce preventable death. While providing correct information is an important part of behavior change, information alone has proved to be insufficient.

The shift from a focus on the individual to comprehensive approaches that consider social conditions resulted in a model that tries to consolidate conceptual thinking into an ecological perspective that looks at the relationships between individuals and their environments.

- *SBCC is the systematic application of interactive, theory-based, and research-driven communication processes and strategies to address tipping points for change at the individual, community, and social levels.*
- A tipping point refers to the dynamics of social change, where trends rapidly evolve into permanent changes.

SBCC is the process of improving health outcomes through more healthful individual and group behaviors as well as strengthening the social context, systems and processes that underpin health.

It can be driven by a naturally occurring event or a strong determinant for change—such as political will that provides the final push to “tip over” barriers to change. Tipping points describe how momentum builds up to a point where change gains strength and becomes unstoppable.

5.1.2. Why the Shift from Behavior Change Communication (BCC) to SBCC?

Over the years, there has been a shift in how health and development programs think about human behaviors. Approaches to behavior change have expanded beyond a focus on the individual in order to emphasize sustainable, social change.

SBCC looks at a problem from multiple sides by analyzing personal, societal, and environmental factors to find the most effective tipping points for sustainable change.

While BCC can achieve individual empowerment, SBCC is also using strategies that influence the physical, socio-economic, and cultural environment to facilitate healthy norms and choices and remove barriers to them.

5.2. Factors influencing behavior change of the consumer

Consumer behavior is influenced by many different factors. A marketer should try to understand the factors that influence consumer behavior. Here are 5 major factors that influence consumer behavior:

1. **Psychological Factors:** Human psychology is a major determinant of consumer behavior. These factors are difficult to measure but are powerful enough to influence a buying decision. Some of the important psychological factors are: Motivation, Perception (image about particular product and services), Learning (skills and knowledge), Attitudes and Beliefs
2. **Social Factors:** humans are social beings and they live around many people who influence their buying behavior. Human try to imitate other humans and also wish to be socially accepted in the society. Hence their buying behavior is influenced by other people around them. These factors are considered as social factors. Some of the social factors are Family, Reference Groups, Roles and status (position).
3. **Cultural factors:** when a customer comes from a particular community, his/her behavior is highly influenced by the culture relating to that particular community. Some of the cultural factors are norms and traditions, religion, social class, ...
4. **Personal Factors** (age, income, sex, occupation, lifestyle)
5. **Economic Factors:** The consumer buying habits and decisions greatly depend on the economic situation of a country or a market. Economic factors bear a significant influence on the buying decision of a consumer. Some of the important economic factors are personal income, family income, consumer credit, liquid assets, and savings.

5.3. SBCC theories and models

Theories and models have guided development communication and provide road maps for studying and addressing human behavior and associated development issues.

- A **theory** is a systematic and organized explanation of events or situations. It tests assumptions. Theories are developed from a set of concepts (or constructs) that explain and predict events and situations and clarify the relationship between different variables. For example, the Agenda Setting Theory argues that media coverage shapes what audiences think.
- A **model** is usually less specific than a theory, and often draws upon multiple theories to try to explain a given phenomenon. For example, the Health Belief Model suggests that individual beliefs affect behaviors.

Theories and models help practitioners understand a given problem and its possible determinants to identify effective actions to address problems and barriers. They also guide the design and implementation of evidence based programs and evaluations. It should be noted that adequately addressing an issue may require more than one theory, and that no one theory is suitable for all cases. Theories and models address human behaviors on one of three possible levels of change: individual, interpersonal, or community/social. The following are major theories at individual and community/social level.

5.3.1. Theories and models at individual level

5.3.1.1. Stages of Change Theory

This theory was conceptualized as a five-stage process related to a person's readiness to change. The five stages an individual passed through includes;

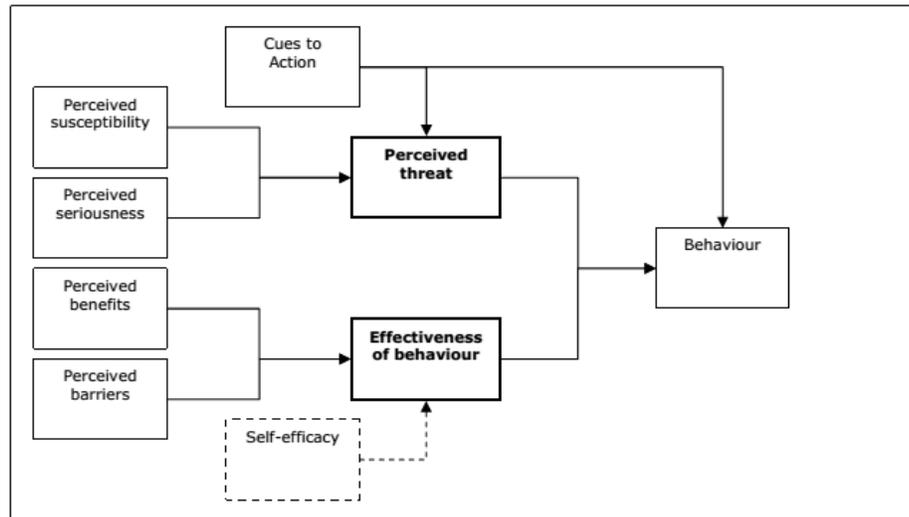
- 1) *Pre-contemplation,*
- 2) *Contemplation,*
- 3) *Preparation,*
- 4) *Action, and*
- 5) *Maintenance.*

People progress through these stages at varying rates, often moving back and forth along the continuum a number of times before attaining the goal of maintenance.

5.3.1.2. Health belief model

According to HBM, 'In order for behavior to change, people must feel personally *vulnerable* to a health *threat*, view the possible consequences as *severe*, and see that taking action is likely to either prevent or reduce the risk at an acceptable cost with few *barriers*.

In addition, a person must feel competent (have self-efficacy) to execute and maintain the new behavior. Some trigger, either internal ... or external ..., is required to ensure actual behavior ensues'.



The Health Belief Model

5.3.2. Theories and models at community/societal level

5.3.2.1. Diffusion of Innovations Theory

This theory describes how new ideas and practices—innovations or technologies, such as the use of improved WASH products and services—are spread through social networks over time. This spread depends on the *perceived characteristics* of the *innovation* and characteristics of the *social network*. Research would try to answer the following questions about existing social networks:

- How connected are different networks?
- How large are the different networks?
- Who are the leaders and innovators in those networks?

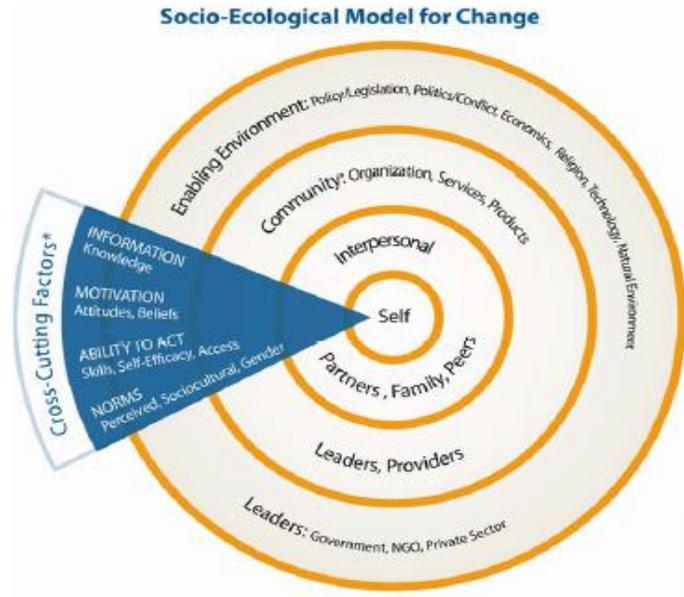
Remember, for the *Diffusion of Innovations Theory*, it is important to find out what the target population thinks of the new ideas and behaviors and for programs to include messages that address any concerns about the innovation or technology.

5.3.2.2. Socio-Ecological model of change

The Social Ecological Model (SEM) is a theory-based framework for understanding the multifaceted and interactive effects of personal and environmental factors that determine behaviors, and for identifying behavioral and organizational advantage points and intermediaries for health promotion within organizations.

There are five nested, hierarchical levels of the SEM: Individual, interpersonal, community, organizational, and policy/enabling environment. It considers the individual's (attitude, knowledge and skill); his/ her community (partners, family, peers); services (health facility and level IV HEPs, private actors/sectors), and the environmental and societal/structural levels that shape policy making. The model illuminates the dynamic roles of each level and the need to act in all domains of influence to improve healthy behavior and sustain service uptake.

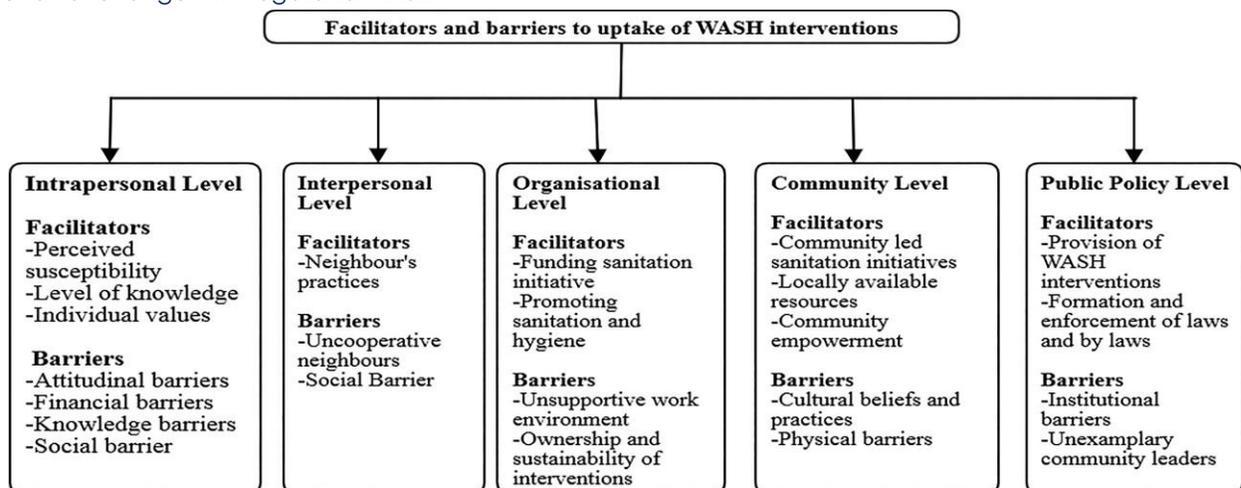
Ecological models of change gained influence when practitioners realized the limitations of existing models that focus exclusively on individuals with the assumption that they are in full control of their behaviors and living conditions.



Ecological model recognizes multiple levels of influence on health behaviors, including:

- **Intrapersonal/individual factors**, which influence behavior such as knowledge, attitudes, beliefs, and personality.
- **Interpersonal factors**, such as interactions with other people, which can provide social support or create barriers to interpersonal growth that promotes healthy behavior.
- **Community factors**, such as formal or informal social norms that exist among individuals, groups, or organizations, can limit or enhance healthy behaviors.
- **Institutional and organizational factors**, including the rules, regulations, policies, and informal structures that constrain or promote healthy behaviors.

The following shows different barriers and facilitators (motivators) collectively known as Determinants of behavior change with regard to WASH



5.3.2.3. SaniFOAM Framework

With much similarity with socio-ecological model of behavior change, SaniFOAM is a framework describing different elements with regard to sanitation interventions. WASH actors have done a lot of efforts in each

WASH project through health education so as to improve latrine access and even improve existing latrine utilization by all members of the family and by all members of community. However, human behaviors on this regard are not successful, many of the projects were not achieved as required due to poor designing, developing and undertaking behavioral change communication beside other programmatically challenges. Evidences are shown that some interventions most likely to achieve desired outcomes are based on a clear understanding of targeted health behavior (in this case, effective utilization of latrine and creation of open defecation free environment) and the environmental context in which they occur.

SaniFOAM Framework: the acronym SaniFOAM consists of Sani for Sanitation and FOAM stands for Focus, Opportunity, Ability and Motivation. Sanitation behavior is a behavior to be promoted and carried out to improve sanitation. Some sanitation behaviors of interest are:

- Ceasing to defecate in the open field
- Building a sanitation facility and use appropriately
- Improving(or upgrading)one's sanitation facility
- Properly maintaining one's facility (including cleaning and emptying)
- Correctly disposing of children's excreta



SaniFOAM Framework

- A. **Focus First:** it the first critical step that define the desired sanitation behaviors and the target population (for example, Rural households, Urban and peri-urban households, Urban slum dwellers, temporary settlement dwellers, Households that currently share a facility, Male heads of households, Mothers or care takers and/or Young children

There are many different approaches, models, and frameworks for analyzing human behavior. SaniFOAM uses a classification system commonly used in fields such as consumer behavior, social marketing, and organizational management, to categorize sanitation behavioral determinants under three headings: opportunity, ability, and motivation.

- B. **Opportunity Determinants:** Opportunity category influence whether an individual has the chance to engage in the desired behavior.
- **Access and Availability:** access to—and availability of—products and services represents a key external or environmental factor.
 - **Product Attributes:** the products and services mentioned above must not only be available and readily accessible, they must also have the level of quality and other attributes sought after by the target population.
 - **Social Norms:** these are the rules that govern how individuals in a group or society be-have. Any behavior outside these norms are considered abnormal. Any behavior outside these norms is

considered abnormal. As with many determinants, social norms can be a facilitator or deterrent to a behavior, depending on the situation

- **Sanctions and Enforcement:** While social norms provide implicit or implied permissions or sanctions for people to engage in a certain behavior or not, formal sanctions and their enforcement provide
- C. **Ability Determinants:** there are five determinants under ability which influence whether a person has the capacity to engage in a certain sanitation behavior: knowledge, social support, self-efficacy, roles and decisions, and affordability
- **Knowledge:** is acquired through learning and may pertain to objects or products, behaviors and even outcomes
 - **Skills:** In many communities, households tend to build their latrine themselves rather than hire a mason or retail outlet to do it. For these self-builders, the knowledge needed to go about this is referred to as skills.
 - **Social support:** it is the physical and emotional comfort given to individuals by family, community members, friends, coworkers and others
 - **Roles and Decisions:** Household decisions regarding sanitation behaviors are numerous. Regarding the acquisition of a latrine, type of latrine, features, the cost, construction materials, site for construction, persons able to access and use and others
 - **Affordability:** in the context of SaniFOAM refers to one's ability to pay for a sanitation product or service or to engage in a sanitation behavior.
- D. **Motivation Determinants:** for a behavior to take place, an individual must also be motivated to engage in it. The behavioral determinants that fall under motivation: attitudes and beliefs, values, emotional/physical/social drivers, competing priorities, intention, and willingness to pay

Evidence shown that consumer motivated to the use latrine, constraints for the use of improved latrine and preferred latrine qualities are listed below;

Motivations	Constraints	Preferred latrine qualities
<ul style="list-style-type: none"> • Greater • Safety, for women, especially at night, and for children • Dignity and social status • Being modern • Increased • Lack of smell and flies • Less embarrassment with visitors • Reduced conflict with neighbors • Good health • Ease restricted mobility 	<ul style="list-style-type: none"> • Unaware • Technical • Complexity of purchasing • Perceived high cost • Lack cash for lump sum • Satisfaction • Low priority • Competing priorities for savings, time, effort • Lack 	<ul style="list-style-type: none"> • No smell • No sight offences • Durable • Easy to clean • Provides good privacy for women; girls for MHM • Inspirational • Makes me proud • Easy to operate • Easy to use • Comfortable to use

5.4. Characteristics of SBCC

SBCC is a framework that has 3 distinct characteristics.

- A. SBCC is a process.
- B. SBCC uses a socio-ecological model.
- C. SBCC operates through three key strategies.

A. SBCC is a process

As well explained in the definition above, SBCC is interactive, researched, planned, and strategic which aims to change social conditions and individual behaviors.

The SBCC process includes five steps shown in the C Planning graphic:



1. Understanding the Situation

Understanding the situation is the first and very critical step of a systematic SBCC effort in C Planning. This is essential preparation for program design, since it provides

- insight into the issue the program is trying to address from many perspectives

- guidance for designing and creating strategies, messages and materials

Situation analysis helps to give a thorough understanding of;

- People and context analysis
- Causes and effects
- Barriers and Motivators (determinants)
- Partners, Allies, Gate-keepers

There are different techniques and tools used to analyze the situation. The two most common techniques include formative research and Barrier analysis.

Formative research - is a scientific research to have full and an in-depth insight about the elements we want to understand. The following are the major tools one can use while conducting formative research.

- structured interviews
- key informant interviews
- observation
- focus group discussions

Barrier analysis – a simple study that uses “doers” & “non-doers” approach. However this method doesn't show full image of the situation and mainly focusing on identifying the most significant barrier contributed to the behavior.

2. Focusing and Designing Strategy

This is the second step in C-Planning where “Communication Strategy” is developed comprising of;

- Audience segmentation
 - primary (people most affected)
 - secondary people who directly influence the primary audience
 - tertiary people who indirectly influence the primary audience
- Desired Changes, Barriers, Communication Objectives, and Possible Interventions by Audience
- Draft implementation plan
- Draft Evaluation plan

3. Creating Interventions and Materials

It's the stage of creating activities, messages and materials where careful planning of communication activities and materials is necessary for achieving sanitation outcomes.

Creating helps practitioners to find their way through creating and testing effective communication products which starts by crafting a creative brief is a short tool to guide the development of SBCC activities and materials. A creative brief comprises of

- Goal and selected audience(s) for the activity or material(s)
- Desired changes, barriers, and communication objectives
- Message brief
- Key content and tone
- Media mix and other creative considerations

4. Implementing and Monitoring

Implementation

- Preparing a well-organized work plan (what, when, how, who, where, etc...)
- Getting in to action
- Implementation modalities (one-to-one, group intervention, mass mobilization/campaigns, ...)

Monitoring

- Define clear and measurable indicators
- Use of comprehensive and effective monitoring tools
- Check quality at each step and at all level

5. Evaluating and Re-planning

It is a periodic activity to make sure that behavioral outcomes are achieved or not. Including the formative research conducted in the beginning, the mid-term and end-term evaluations are mostly considered in this part. Furthermore, the findings of the various evaluations can serve as a base to re-plan for the continuing implementation.

- B. **SBCC applies a comprehensive, socio-ecological model** to identify effective tipping points for change by examining:
- individual knowledge, motivation, and other behavior change communication concepts
 - social, cultural, and gender norms, skills, physical and economic access, and legislation that contribute to an enabling environment
- C. **SBCC uses three key strategies:** The Three social and behavioral Communication Components are:
- a) **Advocacy:** informs and motivates leadership to create a supportive environment to achieve program objectives and development goals
 - b) **Social mobilization:** engages and supports participation of institutions, community networks, social/civic and religious groups to raise demand for or sustain progress toward a development objective.
 - c) **Behavior change communication:** involves face-to-face dialogue with individuals or groups to inform, motivate, problem-solve or plan, with the objective to promote and sustain behavior change.

5.5. Designing for Behavior Change (DBC) Framework

It is an easy 5-step tool which helps to identify and address the barriers and motivators that influence our target group's ability and willingness to adopt a new behavior. The process of developing a DBC Framework starts with identifying a problem such as lower utilization of basic/improved sanitation in rural and peri-urban communities.

The Designing for Behavior Change (DBC) approach was developed to help designers think more critically when developing and reviewing a behavior change strategy. Using the approach starts with developing a DBC Framework.

DBC is a relatively quick and simple to use, 5-step process that assists behavior change agents to organize existing information and to gather new information needed to design effective behavior change strategies. This step precedes developing the Framework, and thus the Problem is not included on the Designing for Behavior Change (DBC) Framework. The five steps applied in the DBC framework include;

1. Behaviour
2. Target groups
3. Determinants
4. Bridges to activities
5. Activities

Behavior	Priority and Influencing Groups	Determinants	Bridges to Activities	Activities
To promote this behavior	...among this audience... Priority Group: Influencing groups:	We will research these determinants. These can only be determined by conducting research studies.and promote these Bridges to Activities (priority benefits and priority barriers)...	...by implementing these activities
Outcome indicator:		Process indicators:		

Behavior/Behavior statement: A Behavior is a specific action that the Priority Group members adopt to address a problem they face. A Behavior is an action observable, which is specific (time, place, quantity, duration, frequency), measureable and feasible.

For example: A household with large family size and low income construct improved latrine with the use of improved sanitation products.

Priority and Influencing Groups

- **Priority Group:** refers to the group of people that we are encouraging to adopt the Behavior. The Priority Group can be an individual, household, community member, etc...
- **Influencing Group:** The influencing group(s) influences the priority group regarding the behavior and can either support or prevent the priority group from adopting positive behaviors.
- **Determinants:** Determinants represent "Barriers" and "Motivators" which includes a person's feelings, beliefs, or other elements within his or her environment that can support him or her to do a behavior or prevent him or her from doing a behavior (e.g., lack of access to improved sanitation products to construct improved latrine). One of the best ways to understand what is preventing people from practicing a behavior (the "barriers") and what could encourage them to adopt it (the "motivators") is to

conduct formative research.

- **Bridges to Activities:** A Bridge to Activity often proposes to change the perception of the Priority Group, based on the Barrier Analysis results. Bridges to Activities are very specific since they reflect what the respondents said were barriers or motivators. There is usually one Bridge to Activity for each significant Determinant.

For example: Reducing the perception that improved latrines have bad smell.

- **Activities:** An activity is a set of tasks that health practitioners plan and execute usually with the Priority Group or Influencing Groups, in order to address the Bridge to Activities.

For example: Conducting household counseling visit to promote and create demand for improved sanitation products.

Example of sample DBC framework on sanitation

Behavior	Priority and Influencing Groups	Determinants	Bridges to Activities	Activities
Mothers of children under five years old always use the toilet for defecation when at home.	<p>Priority Group: Mothers of children aged 0 to 5 years with low-income and living in the rural area.</p> <p>Influencing groups: Husbands, peers, religious leaders, etc...</p>	<p>Barriers Perceived negative consequences (Using latrine is not comfortable due to bad smell and flies, etc..)</p> <p>Motivators Perceived positive consequences (Using a latrine can provide privacy, pride, health outcomes)</p>	<ul style="list-style-type: none"> • decrease the perception that use of latrines is not comfortable for mothers • Increase the perception that the use of latrines guarantees privacy for mothers 	<ul style="list-style-type: none"> • Conduct household visit to improve attitudes and wrong perceptions about using latrine. • Engage influential leaders to convince women and their husbands to construct and use improved latrines.
Outcome indicator:		Process indicators:		

5.6. BCC strategy for Market Based Sanitation approach

SBCC strategy can be designed from the umbrella of SBCC which is shown in figure16; it has eight steps extended from advocacy and stakeholder involvement, identification and segmentation of target population and formative assessment for SBCC. These steps are

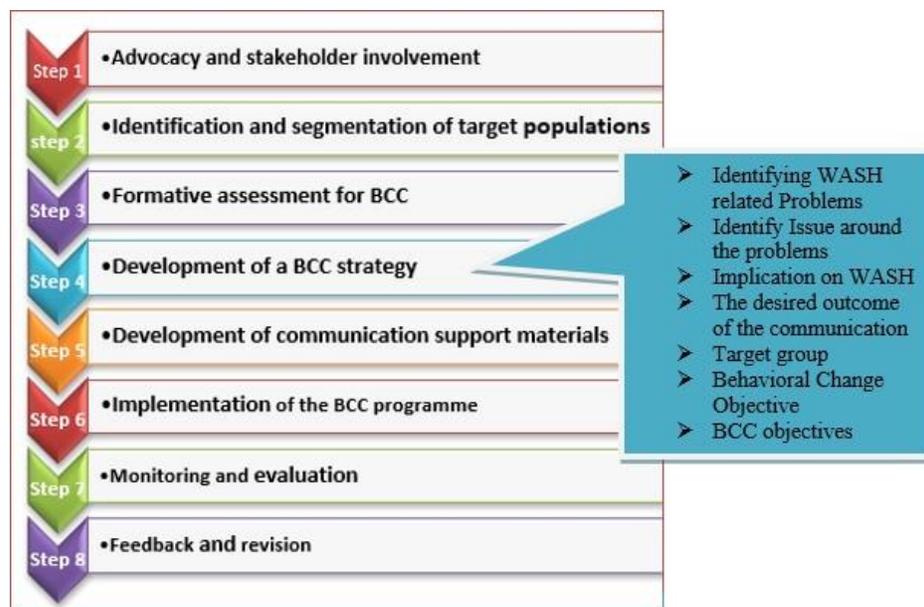


Figure 13: Steps for developing BCC program (WASH)

- **Step 1:** Identifying problems and related issues could be done through focus group discussion sessions with the target population. In this case, the children and adults attending ABE and other key community members such as religious, community leaders and others to be included as necessary or relevant (it is discussed in section 16).
- **Step 2:** Once the problems and related issues are identified, they should be checked if they have real implication on the promotion of hygiene and sanitation among the target population.
- **Step 3:** The desired outcome of the communication intervention should be highlighted and be achieved through addressing each communication objectives
- **Step 4:** Target group: clearly identifying our primary and secondary target groups is essential and further segment based on certain characteristics (e.g. Age, Sex, Adult, Youth, Children, etc.)
- **Step 5:** The BCC objectives: development of specific BCC objective for each WASH related issue will guide our targeted interventions which contribute to meaningful changes
- **Step 6:** Messages: Generic messages should be generated through the participation of the target population and pre-tested before use
- **Step 7:** Channel of communication- the channel of communication that we use should consider appropriate language, culturally sensitive and choosing the right media such as interpersonal or mass media. As this is mostly adult learning, the sessions should focus on interactive and participatory learning.
- **Step 8:** Measurement of success (M&E)–Baseline as a benchmark and mid and final evaluations should be part of the whole process to measure impact of the interventions. In addition, monitoring tools and mechanisms should be in place during the design phase of the BCC.

For sanitation marketing, the approach links very well with demand-led, livelihood approaches, such as Community Led Total Sanitation and Hygiene (CLTSH) and Behavior Change Communication which prompt community's to consider their open defecation habits and encourage particular sanitation practices before using social marketing to help households move up the Sanitation Ladder. BCC approach can support Sanitation Marketing because sanitation product/service supply alone is not enough; it is based on individual needs and preferences in solutions of safe sanitation and water supply; it enhances choice and dignity for beneficiaries; cost effective that can have more economical returns; Sanitation marketing through BCC can be scaled up and fit to the context and it involves local governments and helps influence policies as well as it can boost economies by supporting local trade and market (job creation for TEVT graduates or market entrepreneurs).

5.7. SBCC and Market communication

Marketing communication is communication processes that focus on product and services for consumers. Throughout the process, it uses different marketing channels and tools in combination. Marketing communication channels focus on anyway a business communicates a message to its desired market, or the market in general. A marketing communication tool can be anything from: advertising, personal selling, direct marketing, sponsorship, communication, social media and promotion to public relations (47). Market communication is focusing on marketing mix (4Ps/6Ps) for selling sanitation products and services. Generally, marketing communications is transmitting messages or any contact between the marketer & customer that conveys a message to any of the five sense organs. Market communication is aiming to attend informing; persuading, reminding and influencing the behavior of the consumer. Giving marketing communication facts, MBS actors can use SBCC five step process (including for market research, market segmentation analysis, customer preference analysis), SBCC strategies (how to transmit messages for targeted audiences and change the individual and community's behavior to create product and service demands due to change of practices; advocacy to fund raising and ensuring political commitments for the ultimate objective as well as social mobilization to ensure wider participation of community members for sustainable marketing). Having this, actors should blend strategies or approaches (SBCC or SaniFOAM or both of them) for successful implementation of MBS based on the local context.

5.8. Implementation setting and Modality

Implementation settings and target group identification: The sustainable behaviors change (SBC) intervention will be implemented at various settings targeting to the following populations:

- **Village / Community:** At community and households level targeting to people (men, women, children, people with disabilities) including women development army. Behavior Change promotion campaign activities (including triggering) will be done at this level. Community self-assessment tools will be developed and practiced.
- **Kebele Level:** Kebele level targeting to schools' population (school students, teachers), healthcare facilities (healthcare care staffs), public institutions/public administration (government admin staffs, leaders, community managers and market places). Behavior Change promotion campaign activities (including triggering) and verification of ODF, supervision and monitoring will be done at this level. An independent verification body will be created at this level.
- **Woreda level:** Woreda level targeting to Woreda administration and all Kebele. At this level, the verification of ODF, and supervision and monitoring will be done.
- **Small towns:** Town level targeting to people including town administration. Behavior Change promotion campaign activities (including triggering) and verification of ODF, supervision and monitoring will be done at this level.

Preparation of Implementation modality: The sustainable behavior change campaign will be implemented using three key modalities – all-inclusive and all mandatory:

- **Campaign modality:** SBC will be implemented at national scale focusing on regional, zonal, woreda, kebele and village level (community level) to reach wider target population in a specific time frame. The campaign will be launched in specific time, and an intensive mobilization will be done within specific time frame from local level to national level using intervention package. The target population will be exposed multiple times (6-9 times within a year) using different activities but reinforcing the same sanitation and key hygiene behaviors.
- **Integration modality:** Sustainable behavior change intervention package will be integrated into ongoing health program (child health, nutrition, immunization, management of childhood illness), education (school program), agriculture program, women development program as well as private sector to ensure sustainable delivery over time. The developed package will be delivered through the ongoing health, nutrition, education and others routine programming so that it will act as routine delivery mechanism to ensure sustainable results. Integration modality will offer natural touch points to expose target population multiple times and offers a platform to motivate people to build sanitation, handwashing facilities and practice key hygiene behaviors.
- **Mainstreaming/comprehensive modality:** Sustainable behavior change program will also be delivered

through any ongoing water supply and sanitation programs implemented by government (MOWIE, MOH, MoE, MoFED), CSO, donors to maximize the impact. The same package will be implemented by each of the implementing agencies. This will maximize the benefits of current investment on sanitation and water.

Total number of exposures with SBC intervention by primary target population: A total of six to nine exposures are expected with the SBC intervention during the campaign period as follows:

Table 0-5: Number of exposures for sustainable behaviour change

Behavior Change promotion and initial triggering	Behavior Change promotion after initial triggering	Community celebrations	Sustainable reinforcement of behavior in post period
At least 3 times (Community event / promotional activities) using various promotional tools linked with multiple motives (as designed). The technological options for sanitation and handwashing will also be promoted alongside behavior promotion and triggering. Details will be based on package.	At least 3 times (community events, household visits for continuous promotion, and market place - products placements). Details will be based on package.	1 event (For huge Celebration, public recognition, and bringing norms of social pride by building improved toilet and handwashing facilities and practicing key behavior. Details will be based on package.	At least 2 events (community events and household visit for continuous reinforcement of key behaviors for its use, cleanliness and practices). Public pledging and reinforcement will be continued in this period. Monitoring will also be done by independent body and necessary feedback will be offered at this stage. The sanitation marketing will be positioned alongside the promotion to continuously improve the ladder. Details will be based on package

The package will be implemented using three different modalities (as previously described):

- Campaign modality
- Integration modality
- Mainstreaming/comprehensive modality
- Activities linked with nurture, status, and comfort motives such as: storytelling, role play (child life game), drama, status appeal, and games, announcement of clean campaign competitions and public reward and pleasing.
- Activities using disgust and fear motives such as transact walk, mapping, shit calculation, shit flow diagram, and glass of water exercise, and action plan.
- Mass mobilization using affiliation motives such as, use of footballers, celebrities, doctors, teachers, traditional and religious leaders.
- Mass media mobilization: Jingle (song), TV advert, TV spots, Key motives broad cast through FM radios, Mobilization of Social Media such as Face book, WhatApps, Telegram, Instagram etc...
- Involvement of private sector in promotion of sustainable BCC as well as sanitation marketing.
- Mobilization of government system bureaucratic leaders to promote the sustainable BCC linking with the status and performance. Also law reinforcement where necessary (particularly for declaring and maintaining ODF). This has to be locally decided.

5.9. Monitoring and evaluation

The monitoring and evaluation for sustainable behavior change will take place in two stages (i.e. outcome based and process-based evaluation)

Evaluation of Outcomes: This will take place at baseline and end line stages

- **Structure observation:** actual behaviors including use of sanitation facilities
- **Spot check(Supervision Checklist):** actual availability of sanitation facilities, handwashing facilities with soap and water, and other behavioral products
- **Reported:** Social norms, level of understanding related to key behaviors

Evaluation of the Process: The continuum of the BCC will be evaluated.

- It is the reach of the campaign (how many attended the campaign and what was the actual exposure)

- How and why the campaign was successful or not successful

5.10. Summary

Communication is to share knowledge on priority issues, gain necessary skills for application of new ideas and change attitudes in applying them through informing, educating, persuading and entertaining approaches. BCC is an interactive process to change social and individual targeted behavior/s using targeted, specific messages and appropriate communication approaches. In broader case, SBCC is the systematic application of interactive, theory based, and research-driven communication processes and strategies to address tipping points for change at the individual, community, and social levels. SBCC has three Characteristics: it is five step process; it applies a comprehensive and socio-ecological model and it uses three key strategies such as advocacy, social mobilization and BCC. In the course of SBCC for MBS approach implementation, formative research to obtain in sight on the knowledge, attitudes and practices of sanitation behavior, steps on BCC including effective message development as well as pre-test communication materials, understanding communication barriers to overcome those barriers, SaniFOAM Framework for sanitation behavioral change intervention like MBS approach , and factors influencing behavior of the consumers of sanitation product and services are the most significant issues in order to create demands of sanitation products and services in targeted locality.

5.11. Exercises

- Name one ideal Woreda (known woreda) and Develop MBS approach project using steps of SBCC and develop BCC strategy for MBS approach – Behavioral Change Communication
- Give examples for SaniFOAM framework using the assumptions of MBS implementation in one village to create Open Defecation Free village (ODF). Examples should be addressed each of the components of SaniFOAM (Focus, Opportunity, Ability and Motivation)
- What the real and practical barriers of communication and what are the solutions in your MBS activity in your area? How do you solve such problems?
- How do you link marketing communication with SaniFOAM or SBCC or both for MBS implementation? Give example for each. If possible based on the practice at the ground?

6. Module VI: Skill Development

Learning Objectives

At the end of this session, you will be able to:

1. Identify different facilitation skills for sanitation marketing implementation
2. Practice different facilitation skills for sanitation marketing implementation
3. Elucidate how to share experiences, scale up best practices and manage knowledge of sanitation marketing.

6.1. Facilitation

6.1.1. Facilitation skills

Facilitation skill Marketing facilitation is the six steps of the marketing development which support to bringing sanitation marketing actors together with the learning, by helping actors learn. Facilitation is about empowering others. It involves letting go of control over the outcome of a process and giving that responsibility to the group. Facilitator starts from the knowledge of the group. Facilitator addresses issues identified by the group or their community and adapts new ideas to the needs and culture of the group. Facilitator uses practical, participatory methods, e.g.: group discussion and activities in which all members of the group participate. Skill is defined as an ability that helps you do something in a certain way. Skills are linked to "what I can do" and they are either learned formally or acquired through experience.

Table 11: Skills and Characteristics of a good facilitator

Characteristics of a good facilitator		Skills of a good facilitator	
<ul style="list-style-type: none"> • Humble • Generous • Patience • Understanding • Accepting • Inclusive • An encourager • An enabler 	<ul style="list-style-type: none"> • Confirming everyone's knowledge • Sensitive to the needs of others • Learn from mistakes • Dynamic, a motivator • A good listener • Good at summarizing others' ideas • Confident • Good communicator 	Non-Verbal Facilitation Skills <ul style="list-style-type: none"> • Look around the whole group • Stand up when you speak, especially at the beginning of a session. • Move around without distracting the group • Use gestures and actions to keep the group lively and focused or to show affection 	Verbal skills <ul style="list-style-type: none"> • Speak slowly and clearly • Help the participants do most of the talking • Paraphrase • Tell Your Stories • Listen, Listen, Listen! • Draw on Others to Avoid a Battle • Do "Temperature Checks" • Bring out quiet participants • Be a model

Facilitator works with the community and may come from within the community. Facilitator is considered as an equal, and has relationships based on trust, respect and a desire to serve. Some of the Role of a facilitator s are 1) Help a group find new ways of thinking about and analyzing their situation; 2) A facilitator does not know all the answers but helps the group think critically; 3) Needs and interests, and to make decisions for themselves; 4) Encourage each member of the group to contribute to the best of their ability since everyone; and 5) Have valuable knowledge and a valuable contribution to make.

To build trust and respect between the members of the group and to encourage dialogue and learning, from which the whole group will benefit.

6.1.2. Facilitation techniques

Facilitation techniques are used for information collecting, decision making, communication, and meeting management.

<ul style="list-style-type: none"> • Brainstorming • Case Study • Demonstration • Drama 	<ul style="list-style-type: none"> • Field trips • Film shows • Role play/drama • Games Ice Breakers/Energizers • The Kitchen Concept 	<ul style="list-style-type: none"> • Lecture • Role plays • Panel Discussions • Peer Training • Picture
---	--	--

Some of applicable facilitation techniques:

Brainstorming- This technique encourages active and imaginative input from participants and taps into the knowledge and expertise of the participants. The facilitator's role is to encourage all participants to say the first thing that comes to their minds and to keep ideas flowing quickly. Brainstorming is used to help focus or clarify activities or to generate information that can help jumpstart a topic.

Process- The facilitator asks a question on a topic to be investigated. The participants are asked to draw upon personal experience and opinions and to respond with as many ideas as possible. As participants put forward their ideas, every idea is recorded on the board. Thereafter the group analyzes the information collected.

Demonstration- This technique is used to allow participants to watch how something should be done. A demonstration brings to life some information that has been presented in a lecture, discussion, or explanation. For example, a discussion of how to apply fertilizer or a cooking demonstration may not be nearly as effective as a direct demonstration, which participants can both watch and try for themselves.

- **Process:** The facilitator should explain the purpose of the demonstration. Facilitator demonstrates the procedures or new behavior. Participants are encouraged to ask questions and engage in discussion. Participants practice what has been demonstrated.

The Kitchen Concept- When this technique was used and developed in Nigeria, it was given this title. It involves local community resource people sharing knowledge with learners about something they have experienced. It is a variation on a field trip or guest speakers, but with a particularly effective twist. 32

- **Process** – For example, if learners in a literacy class are studying about keeping livestock, it may actually be useful to hear from someone in their own community, who has been successful at it. An extension agent may still come and follow up with more information, but the neighbor, who actually does what is being discussed, will make the biggest impression on learners, because they will show the practicality of the lessons. In some circumstances, learners may be able to go on-site to visit the speaker and to watch the task put into action. In some cases, people in the literacy class may have skills they can share with other learners.

Role plays- This technique encourages participants to explore solutions to situations or problems under discussion. It is a small, often unrehearsed drama where participants are given roles that they are supposed to act out. There is no 'script' that participant-actors must follow, but there is a description of the situation, the roles, suggested actions, or opinions to express.

- **Process:** Roles may be set up by the facilitator, or participants may make up their own roles. The description of a role play can be given orally or in a handout. Participants act out role play. Facilitator facilitates discussion and analysis of participants' reactions. 'Actors' are given a chance to describe their roles and actions to compare with what participants observed. Participants then discuss how the role play relates to their own lives and situations they encounter.

Panel Discussions - This technique allows participants to gather information on several new topics at a time from visiting 'experts' or 'authorities' in that field. It encourages critical and informed participant questioning and interaction between guest speakers and participants in exploring a given topic.

- **Process:** 'Experts' or 'authorities' are identified. The trainer (or pre-designated participant) acts as a moderator (facilitator) of the panel discussion by asking initial basic questions of panel members and/or encouraging participants to ask questions of their own.

Peer-Training -This technique allows participants with expertise in a certain field to help in the training process and gives participants an opportunity to participate in hands-on training.

- **Process:** Trainer solicits participant assistance in training, asks for areas of participant expertise, and/or assigns participants topics to be researched, prepared and presented. Participants may also work together with the trainer to conduct a training session. During the presentation, other participants are encouraged to participate actively (as in any other session), provided that they respect their fellow participant as the 'trainer' and lead facilitator of learning during that session.

6.1.3. Interpersonal facilitation skills

Clarifying – Checking whether you have understood correctly and probing for more information. For example, “it sounds like you're saying...?” Clarifying always has an implicit question mark (?) at the end of the sentence. Leading through asking questions rather than giving facts creates understanding and gives learners an opportunity to discover things for themselves. Questions are more useful if they open up participation and discussion. It is therefore best to ask open questions that stimulate participation rather than closed questions that close participation down. For example, closed questions ask for 'yes' or 'no' type answers, while open questions ask for further information – “could you tell me more about...”.

Consensus testing – Checking with the learners how much agreement has been reached or how near they are to a conclusion. For example, “I think we have reached agreement on this. How do others feel?”

Encouraging – Being warm, friendly and responsive to learners and their contributions, showing regard for them by giving them an opportunity for recognition. Acknowledge and appreciate the inputs and contributions from all learners and really listen to what they are saying.

Expressing group feelings – Sensing feelings, moods, and relationships in the group and sharing your perceptions with them. For example, “It looks like we all need a short break.”

Gate keeping – Attempting to keep communication channels open; facilitating the participation of as many people as possible. For example, “Sipho has been trying to say something for quite a while. Let's listen to him”. This skill is also referred to as 'blocking' and 'opening', where the facilitator gently blocks more dominant learners and opens the way for less talkative learners. This ensures that all learners are given an opportunity to contribute and learn and ask questions. Gate keeping is also a useful skill for off-the-topic questions or points. Capture the point and refer it to an appropriate place or resource, or suggest that the participant discuss it with an appropriate person during a break. Gate keeping is a bit like being a referee.

Giving information: Communicating facts, information or clarification. Giving information is most effective when there is a demand for it from the learners.

Harmonizing: Attempting to reconcile disagreements; reducing tension; getting people to explore differences constructively. For example “maybe it would be a good idea to talk one at a time and give everybody a chance to say what they think.”

Opening up: Facilitators do not need to know all the answers to all the questions that may be raised – use your team of resource people and the learners to contribute their ideas and knowledge to the questions raised.

Opinion seeking: Asking for suggestions or ideas. For example “Tebogo has suggested that we come back to this later, what do others think?”

Relieving tension: By bringing the tension out into the open, putting a problem in a wider context, or using appropriate humor. This is also important for energizing the group.

Summarizing: Pulling together related ideas; concluding a section; pulling together the important elements of a discussion.

Use of language: Use simple, accessible language that is appropriate to the group of learners. If there is a need for translation, use it.

In summary, effective facilitation is about building good working relationships with and within groups of learners.

6.1.4. Technical facilitation skills

Time management – It is the facilitator's responsibility to ensure that the time available for each activity or session is used well and for the benefit of the whole group. This implies the need to gauge the learners' needs and manage limits.

Writing up/ capturing skills (e.g. using the flipchart or board, etc) – Facilitators are often best placed to do this as it shows the learners that their point has been heard, plus its a useful tool for managing discussion, keeping it on track and preventing repetition of the same point. If you want support, ask one of the team to note ideas on the flipchart.

Giving clear instructions – Where there are instructions or specific questions for discussion, it may be useful to write these up for all to see. It is important that they are clear. Give thought to how you will break a large group into smaller groups before it comes to breakaway sessions, as this saves time and ensures clarity.

Positioning the environment – Seating arrangements and positioning of equipment in the room is an important part of facilitating participation and ensuring that all the learners in the room can see audio visual projections, flipcharts, and so on.

Preparing or using appropriate and effective materials – This is crucial for ensuring meaningful participation and for achieving the objectives of sessions.

Introductory or 'setting the scene' exercises - Setting the scene is essential to creating a safe and facilitative learning environment in which learners' feel comfortable to participate and learn from the course, and to take responsibility for their role as learners.

Regardless of the exercises used, it will be a good idea to explore the following questions:

- What are learners bringing to the workshop? This could include questions/ concerns/ experience/ skills/ expectations and so on.
- What are they missing out on by attending?
- What are their hopes and fears for the training?
- What kind of training environment do they want to create that will help them to participate freely and learn best? This gives the trainer some ground-rules for the workshop, which should be placed somewhere easily visible throughout the training. Examples of ground-rules include talking one at a time, keeping cellular phones off during sessions; respect everyone's views, no undermining each other, punctuality, and so on.
- It may also be a good idea to introduce the 'parking lot' idea here, or a place for capturing issues, concerns or questions raised by learners that are important, but not directly relevant to the session or module being covered. It's important that the trainer follows up on these 'parking lot' issues, expectations or questions from the learners.
- Overall purpose of and background to the training - how and why it came about and the broad objectives to be achieved by the end of the training.
- How the training is structured and logistics in terms of session times, days, meals, breaks, and so on.
- Presentation of the workshop or session objectives and agenda, which should be linked to the learners' expectations.

6.1.5. Some of facilitation challenges

<ul style="list-style-type: none"> • Avoiding groupthink: Occurs during norming stage of group development. • Wordsmithing • Moving off topic • Managing time and staying flexible: • Disagreement: Participants do not agree on approach or next steps. • Conflict: it may be about organizational differences or a past disagreement. • Personal attacks: Individual conversations occur that exclude the group. • Lack of engagement/ participating in discussion. • The conversation does not have a natural conclusion/ decision 	<ul style="list-style-type: none"> • Making sure that every voice has been heard. • Dealing with negativity or resistance • What to do if you (the facilitator) offends someone or crosses a boundary • Facilitating a group over the phone as you are not read body language • Balancing different personalities in the room • Negative Nancy/Ned • Mr. Popular • The interrupter/ loud mouth • The mouse (sidebar conversations with others) • The debater • Anger:
--	--

Solution to overcome some common challenges of facilitation is

1. Taking control: a great temptation to take control of a discussion or change process. This is often out of a genuine desire to help the group move forwards. If we are used to a top-down teaching style, and have not had the chance to observe good facilitators at work, it can be very difficult to change our approach to sharing ideas.
2. Difficult questions: managing conflict Sometimes people will have strong and conflicting ideas on a subject. Poor relationships within the group will also affect the way the group works together as a whole. A facilitator needs to be sensitive to possible differences and tensions and encourage people to work through these, keeping their common goals and interests in mind.
3. Managing time: handling dominant people. Sometimes there is one person who dominates the discussion, confident that they have all the right answers. A good facilitator needs to make sure that others have the opportunity to speak. They could invite them by name, or split the group into smaller groups, or introduce quota system, in which each person is given three stones or bits of paper, and they have to give one up every time they speak. When they have no more, they cannot speak again!
4. Working with shy people: Sometimes people may be very shy or afraid to express their views in a group. A facilitator can either put people into smaller groups or ask people to discuss questions first in pairs. They can also use other practical activities such as mind mapping, ranking, seasonal calendars, timelines to help people express their views. The most effective way of encouraging people who are shy is to refer back to and use their ideas, so they know they are important and of value
5. Working with diversionary people: there are often people that speak a lot but always bring up diversionary ideas that lead the group aside if not controlled. These kinds of people when given too many opportunities to speak can be very misleading to the rest of the group. Therefore, do not completely disallow their views but listen to them a few times and then use the negative/diversionary views to turn the message around as a great point of discussion. Beware though not to provide too many opportunities to them.
6. Working with the perfect participant who responds correctly on spot: When we find ourselves with such participant, the risk is that we give only them the continuous opportunity to share

6.2. Planning Short Training Courses

6.2.1. Introduction

Short courses are effective instruments for continuous professional and adult education. Short courses distinguish themselves from long term courses and educational programs not only by the length of the activity but also the format and type of training offered. Typically they are interactive, build on the learners experience and emphasize facilitation rather than teaching.

With increasing emphasis on continuing education trainers and educators find themselves required to organize and implement short courses while often they may lack experience in managing such activities. This guide provides a brief summary of the points to consider.

The organization of short courses can be a lot of work and you need to get it right. The success of the course comes as much from the organization as the content.

6.2.2. Subject

The first step is to formulate an idea for a short course that is going to meet needs of the target group. This is obviously important if you wish to attract learners and should be related to knowledge of capacity needs and previous discussions with potential partners and clients.

Once the subject matter is established you may ask yourself:

- Has there been a short course delivered on this subject recently, or is any useful literature, handbook or training manual available;
- what is the best way to deliver the required training;
- who are the best available facilitators;
- who has a particular interest in the subject;

- what insights can be gained from learners;
- Who will fund the training?

6.2.3. Target groups

Target groups need to be identified based on the objective of the course and the result expected. They may vary from water management planners to local water authorities or water users associations. Another target group may consist of capacity builders who will take the subject further in their day-to-day training and education activities. The potential client group will also be determined by the likelihood and type of funding of the training course. It is therefore important to realize what the intention of the course is and what you expect learners to do with it. The "audience" is also the determining factor when deciding on the length and format of the training course. Are there particular institutions likely to be your target for the course and who may want to partner with you?

6.2.4. Format

Be it a training-of trainers course or targeted to water professionals, the learners will always be adults and therefore the format needs to be adapted to the audience. To keep the learners' attention, it is important to vary between lectures, presentations, working groups, role plays, field trips, etc. The rule of thumb that has had positive feedback from learners is that a module (clusters of sessions on a particular subjects) is split in 1/3 presentation, 1/3 discussion and 1/3 interaction.

It is obvious but often forgotten that the contents of the training needs to reflect the level and work practices of the learners.

6.2.5. Programming

In programming the short course there are several issues to be considered. In terms of your target audience:

- What is the ideal length of the course in relation to the target group (e.g. managers generally have less time for continuous content-related education than professionals)?
- Does the course set-up appeal to the target group and prepare them better for their tasks?

Program the course in such a way that all sessions, exercises, field trips, working group assignments are relevant to the subject matter. It is generally considered appropriate to begin with introductory sessions into concepts and principles are planned at the beginning of the course, followed by more technical and interactive sessions. Sometimes we may see field trips planned that have no other purpose than an organized outing for the learners. This may not be useful and may even interrupt the flow of the course. If a field trip is organized, make sure that it has a relation with the course subject and contributes to the training of the learners. Often specific assignments related to the field trip may be appropriate.

It is essential that the content of the course program has enough platforms and outlets for the learners to express themselves. Interactivity is very important and adult education methods need to be used. Good methods to challenge the learners and extract knowledge from them are discussion platforms, working group assignments, role plays, and other interactive formats. Enough time should be allocated to these types of sessions.

The course content needs to be developed thoroughly and with partners if you expect them to send learners. Plan to make course materials available immediately to learners. It is preferable if these are in the form of properly prepared training materials.

At all stages keep communication with potential sponsors/ partners to gain their commitment to the course and develop a brochure to promote the course through networks and partners.

6.2.6. Partners and facilitators

It is imperative that partners are involved in the organization of the course. Partners can bring in essential elements in the program and provide facilitators for specific sessions.

Partner choice can be based on particular strengths of the partner in the subject area of the course. But it can also be a strategic choice when bringing in a partner could lead to more dedication and buy-in in your program or organization.

Different types of facilitation and facilitators can be brought in the course that you are organising. As mentioned in the previous section, adult education requires a large degree of interactivity in the sessions and specific facilitation skills are required (see Facilitation and Presentation Techniques in the Cap-Net Network Management Tools). A major advantage of organizing a course for professionals is that you may rely to a large extent on the capacities of the learners. However it is important to have knowledgeable and experience facilitators in the subject matter of the course who know how to teach adult learners.

6.2.7. Choose a host and venue

Ideally in a network it is a member who proposes to host a particular network training activity. The host institution should have credibility and experience in the subject area. Selecting a host institution that is specialized in the subject to be trained has clear advantages for programming and facilitation.

This host then gets the credit for the course along with the network and the other partners. It is also important that the responsibility is clearly allocated to this organization. Spreading the responsibility for activities around members brings them benefits and reduces the workload of the network secretariat.

When facilities are not available in-house at the host institution, often external facilities (hotels, conference centers) are used. Both options have advantages and disadvantages:

6.2.8. Develop a brochure/catalogue/concept note, and invite learners

The course brochure (or catalogue, concept note, or pamphlet) developed from the program and arrangements serves to invite learners to the course, either internally in the network(s) and partners or externally through other organizations. The minimum content of a brochure contains:

- Introduction
- Objective
- Target group
- Contact details and registration fee (see next section) information
- What the learners will gain from the course and what is expected after the training
- Course program
- Background materials references
- Learner / participant preparation (where applicable)
- Description of the content
- Methodology
- Organization

6.2.9. Draft the budget

The course should be organized on the basis of cost recovery. This is the only basis of planning as even if you find a donor they need to see how costs and charges have been arrived at. It is usually better to separate the management arrangements and costs of the course from the travel and per diem arrangements. As far as possible get others, such as sponsors, to deal with the per diems and travel and that reduces the work load on you. How do you calculate a course fee to cover the management costs? This is a bit more complicated as this is where you have to get into detail.

6.2.10. Some practical arrangements

There are some practical arrangements that you may want to consider when organizing a short course:

- Disseminate the course announcement in time and to a wide audience.
- Keep a distribution list so that it is easier to send out the announcement next time
- Solicit participation through network members, partners or external parties. Make sure that the target group is well defined and that criteria are clear.

Once learners have been identified, assist in application for visa. Sometimes a block-application for all learners directly with the Ministry of Foreign Affairs is the most efficient way to do it;

Learners and facilitators need to know where to go when arriving at the airport. Just the name of the venue or hotel may not be enough and they may require more specific instructions what to do when they arrive. Better is to have them picked up but that may not always be an option;

Make sure that before and during the course there is a functioning secretariat where learners can go with practical questions. You may want to have a secretary present at lunch/coffee breaks. FAQs at workshop secretariats almost always concern flight confirmations, per diems, internet facilities, shopping, etc.;

Assure yourself that all necessary tools and equipment for the whole course are available before the course starts. Ask facilitators beforehand what they need and if they have special requirements. It often turns out annoying when these things have to be arranged when the course has already started. Frequently used tools and equipment are:

- Flip charts
- Colored markers, colored cards, tape, blue tag (sticky material) and additional pens
- Overhead projectors and sheets (although they are getting outdated)
- Laptop and projector for presentation;

Organize transport to and fro between lodging and venue, and possibly for a field trip. If you organize a field trip, make sure that it is relevant to the course and that learners do not spend half a day in a bus;

Guidance to the facilitators is essential for the success of the course. Check there is no overlap between facilitators. You may prepare a session outline, suggest resource materials, and guide on presentation and interaction. It is good to have all session outlines collected before the course and make them available to the learners;

Prepare for the proceedings to be available to the learners at the end of the course. The proceedings may consist of the program, session outlines, presentations, and resource materials (articles, references). They are usually distributed on CD-ROM;

At the end of the course it is useful to ask the learners to complete a course evaluation form. An example of a course evaluation form is attached as Annexure Four.

Any client will require a financial report after the course but it is also useful for your own administration. It is good to be aware of that before and during the workshop and make sure all receipts are properly kept.

6.3. Experience sharing and updating knowledge skills

Experience sharing and updating knowledge skills is the process of sharing expertise, information, and skills (the ingredients for knowledge) between people and organizations. Please indicate the different sources of experience sharing and updating knowledge skills. Technology alone isn't the answer to sharing knowledge - it has to be managed carefully so that information is channeled properly. You may decide to appoint a senior manager as knowledge champion for your business.

Effective knowledge management allows individuals and company employees to innovate, problem-solve and communicate vital information to increase productivity within a business or organization. By enabling people to find the information they need faster, knowledge management increases efficiency and improves quality. Sharing knowledge productively empowers individuals to grow and seek the knowledge they need to perform their jobs to the best of their ability. In this article, we explain what knowledge management is, why it's important and review why knowledge management is beneficial. Therefore, it's obvious that managing knowledge properly can bring a lot of benefits to a company. Some of those are the most important and able to influence the way an organization works, in a positive way:

1. Make the organization's best problem-solving experiences reusable;
2. Enable better and faster decision making;
3. Stimulate innovation and growth;
4. Improve delivery to customers; and
5. Reduce the loss of know-how.

Knowledge Management Skills: Six characteristics that all knowledge workers need to some degree:

- Possessing factual and theoretical knowledge,
- Finding and accessing information,
- Ability to apply information,
- Communication skills,
- Motivation and
- Intellectual and intelligence capabilities

6.4. Communication skills

Skills of communication: facilitators should also have communication skills including:

<ul style="list-style-type: none"> • Active listening • Clarity • Empathy • Open-mindedness • Patience • Simplifying the complex • Storytelling • Confidence and assertiveness 	<ul style="list-style-type: none"> • Adaptability - adapting your communication styles to support the situation • Constructive feedback - giving and receiving it • Emotional intelligence - identifying and managing your emotions, as well as other people's emotions • Interpersonal skills - social skills which are especially useful in building strong rapport • Interpretation of body language - this will help you understand how someone is feeling
--	---

Methods to improve your communication skills: with experience and practice, you can learn and improve on your communication skills. Start by identifying your strengths and then practice and develop those areas.

- Ask a close friend or colleague for constructive criticism. It can be hard to know how you are perceived as a communicator. To get an objective opinion, ask a trusted friend for their honest feedback. Understanding your areas of improvement for communication can help you identify what to focus on.
- Practice improving communication habits. Many communication skills are habits you have developed over time. You can improve those skills by practicing new habits that make you a better communicator. That might include being more responsive to communications when they are sent, reminding yourself to give eye contact, practicing giving positive feedback and asking questions in conversations.
- Attend communication skills workshops or classes. There are several online and offline seminars, workshops and classes that can help you are a better communicator. These classes may include instruction, role-play, written assignments and open discussions
- Seek opportunities to communicate. Seek out opportunities both on and off the job that require you to use communication skills. This will help you keep good skills fresh while also allowing you the opportunity to practice new skills.

There are different kinds of communication methods that need the use of effective communication skills; for example, to apply GALIDRAA for market-based sanitation in order to bring intended behavioral change. The following steps of GALIDRA (Greeting, Asking, Listening, Discussing, Recommending, Asking (again) and A follow up) should be applied. GALIDRAA is an abbreviation and practical steps.

- **G- Greet** the client. Ask him or her to sit down and then exchange introductions to establish a comfortable atmosphere.
- **A-Ask** the client about his or her situation and current practices using open-ended questions and familiar language.
- **L-Listen** to what the client and/or caregiver says. Notice body language, use probing questions, and reflect back what the client says to make sure you understand it correctly.
- **I-Identify** the client's key problems and help select the most important ones to address.
- **D-Discuss** options, considering what is realistic and using visual materials to engage the client and/or caregiver in discussion.
- **R-Recommend and negotiate** a small, doable action, explaining the rationale and benefits.

- **A-Ask** the client to repeat what he or she understood from the discussion and what action he or she Agrees to try at home.
- **A-Make a follow-up** Appointment and ask the client to repeat the date.

6.5. Coaching and mentoring skills

Coaching is about developing a person's skills and knowledge so that their job performance improves, hopefully leading to the achievement of organizational objectives. It targets high performance and improvement at work, although it may also have an impact on an individual's private life. It usually lasts for a short period and focuses on specific skills and goals. Unlocking a person's potential to maximize their own performance. It is helping them to learn rather than teaching them. The "coach" helps the individual uncover existing strengths and abilities to develop strategies and action plans to achieve those goals. A coach helps hold mentee accountable to themselves through continued interactions and challenging them as needed.

The "coach" helps the individual uncover existing strengths and abilities to develop strategies and action plans to achieve those goals. A coach helps hold mentee accountable to themselves through continued interactions and challenging them as needed.

- Helps client discover their own path to their desired goal or objective (doesn't "tell")
- Invites employee to come up with his/her own thoughts, ideas and strategies guided by powerful questions (i.e. what would happen if the barriers were not there? What does success look like? How do you see yourself tackling this issue? Etc...)
- Helps the employee develop clarity about what he/she wants to accomplish
- Helps guide development of action plans

The function of Coaches: Coaches provide task direction, vision, skill instruction and resources; build team and individual capabilities; facilitate external relationships for individuals and teams; transfer responsibility for success to the team, and support the growth and progress of individuals in the program.

Good Coach: LISTEN! Supply energy, provide focus, provide information, Influence, don't control, recognize team and individual success, recognize what's right versus what's wrong, Value differences Evolve and grow with the team's life cycle and others

Mentoring: it is a long-term relationship that meets a development need, helps develop full potential, and benefits all partners, mentor, mentee and the organization. A mentor is a more experienced individual willing to share knowledge with someone less experienced in a relationship of mutual trust. Mentoring is an important component of what we do. Supervisors may not be the best primary mentor. Multiple mentors may be very valuable: One-on-one and /or Committees. It is a two-way street. The mentor can be trusted friend, senior colleague, (usually a more experienced person). Some institutions create mentoring programs in which newcomers are paired with more experienced people in order to obtain good examples and advice as they advance.

Good Mentor can be LISTENING! Provide a safe environment, keep confidences, build trust early, share through personal experiences, and Offer suggestions

Table 3: The difference between Coaching & Mentoring based on some characteristics

No	Characteristics	Coaching	Mentoring
1	Goals	<ul style="list-style-type: none"> • Correct inappropriate behavior • Improve performance • Impart skills 	<ul style="list-style-type: none"> • Support & guide the personal growth
2	Initiative	<ul style="list-style-type: none"> • Coach directs the learning & instruction. 	<ul style="list-style-type: none"> • Mentee is in charge of learning.
3	Focus	<ul style="list-style-type: none"> • Immediate problems & learning opportunities 	<ul style="list-style-type: none"> • Long-term personal development

4	Roles	<ul style="list-style-type: none"> • Heavy on telling with appropriate feedback 	<ul style="list-style-type: none"> • Heavy on listening, providing a role model & making suggestions and connections
---	-------	--	---

Functions of Mentors:

- 1) Advise, support, provide guidance,
- 2) Help develop an understanding of "culture" and life in the unit,
- 3) Instill attitudes and values,
- 4) Aid in retention in the program,
- 5) Provide opportunity to help a person grow through discovery and others.

6.6. Leadership and entrepreneurship skills characteristics

Entrepreneurial leadership involves organizing, influencing and motivating a group of people to achieve a common objective through innovation, risk optimization, taking advantage of opportunities, and managing the dynamic organizational environment. Some of the common entrepreneurial leadership characteristics are as follows.

- A. Communication skills:** the leader is able to clearly articulate their ideas, and the plan to achieve common goals. They encourage communication between departments and across levels. They avoid ambiguities and generalizations, and are able to avoid conflict and misunderstanding due to poor communication.
- B. Vision:** a successful entrepreneurial leader has a clear vision. He knows exactly where he wants to go and how to get there. They communicate their vision to the team and work with them to make the vision a reality.
- C. Supportive:** an entrepreneurial leader realizes the importance of initiative and creativeness, and they go out of their way to provide all the support that the team needs to achieve their goals. The leader usually does not punish employees when they take a calculated risk which misfires. Instead, they sit down with employees to analyze what went wrong and work with them to correct the mistakes.
- D. Self-belief:** the leader has tremendous belief in them and has confidence gained from years of experimenting, at times failing, and learning. They are aware of their strengths and weaknesses, and demonstrate their skills without hubris. An entrepreneurial leader is very self-assured.
- E. Shares success:** when the team or the organization succeeds at something, the leader does not hog the limelight or take all the credit. They acknowledge the contribution of others and share the accolades with them.
- F. Involved:** You will not find an entrepreneurial leader cooped up in the office. Leaders like to spend time among employees, walk around the factory or department, interact with everyone, and see them doing their job. This leader will usually take some time out to informally chat with employees, and understand their work and personal challenges
- G. Create an atmosphere conducive to growth:** with a deep understanding of the importance of other people's contribution to organizational success, the entrepreneurial leader creates an atmosphere that encourages everyone to share ideas, grow, and thrive. They actively seek other's opinions, and encourage them to come up with solutions to the problems that they face. The entrepreneurial leader also provides positive feedback when employees come forward with an opinion.
- H. Honesty:** honesty is the most important quality of an exceptional leader. Entrepreneurial leaders who are honest are able to quickly win the trust of their employees. People respect leaders to come across as honest, and are more likely to accept positive or negative feedback and also work harder.
- I. Perseverance:** when the going gets tough, the entrepreneurial leader perseveres. True entrepreneurs simply don't quit, they keep going till they find what they're looking for.
- J. Learning:** the leader not only invests significantly in learning and updating their knowledge, but they also create a learning environment in the organization encouraging others to improve their knowledge, widen their experience, and tackle multiple challenges. They encourage employees to think outside the box and come up with creative solutions to problems.

K. Decision making:

Key leadership skills for entrepreneurs	Sanitation Product/ service Sales skills
<p>Here are seven key leadership skills all business owners should develop.</p> <ol style="list-style-type: none"> 1. Develop a strategic vision 2. Communicate with transparency 3. Spot and retain the best talent 4. Know how and when to delegate 5. Lead by example: be honest and ethical in everything you do. Have strong values. Live what you are preaching 6. Ask for advice 7. Develop leaders: leadership should start at the top of the organization, but leaders don't necessarily come from positions of power. They can be found at all levels in an organization. Identify them and help them to develop their leadership skills. The transfer of knowledge through mentoring allows you to build a strong leadership pipeline in your company 	<p>In general, highly successful WASH product sellers:</p> <ol style="list-style-type: none"> 1. Are customer satisfaction and revenue-driven marketers 2. Know their customers and markets 3. Create remarkable customer experiences 4. Are great storytellers 5. Apply new technologies by considering sociocultural condition Never stop acquiring new marketing systems 6. Use data to make decisions 7. Ability to use and enjoy working with technology 8. Manage their work according to a schedule 9. Good writing skill 10. Deliver specific and identifiable result

6.7. Summary

Skills development for MBS is the process of identifying skill gaps to implement MBS, and developing and enhancing these required skills for the successful marketing. Developing marketing skill is important as it will determine the ability to execute MBS project plans with successful achievement. Facilitation skills, knowledge management skills, coaching and mentoring skills, communication skills and leadership skills are important skills in skill development that help to MBS approach implementation. Facilitation is one of the steps in sanitation marketing undertaking so that understanding skill development including facilitation is critical for MBS application.

6.8. Exercises

- What is the importance of skill development for signatory sectors and private sector actors in order to implement Sanitation marketing at regional, zonal, or woreda levels?
- Define facilitation and its formal and non-formal facilitation techniques?
- List down facilitation challenges and explain what solutions you proposed to overcome those challenges?
- Demonstrate what skills you should have if you are managers, supervisors or coordinators of MBS approach projects?

7. Module VII: Monitoring, Learning and Evaluation of MBS

Learning Objectives

At the end of this session, you will be able to:

- Learn how to monitor MBS implementation by conducting joint supportive supervision (JSS), coaching and mentorship so as to provide technical and administrative support.
- Learn how to evaluate MBS implementation by conducting review or consultative meeting by engaging private and public sectors actors
- Able to capture lesson learned from monitoring and evaluation for better knowledge management and bringing innovation to scale
- Understand the key indicators for monitoring and evaluation MBS activities including demand, supply and enablers side indicators
- Understand the data flow and management of MBS for timely reporting and corrective actions measures
- Monitor MBS implementation based on plan and strategies designed at the beginning of the planning phase of sanitation marketing approach
- Conduct review meeting with sanitation marketing actors for the improvement of sanitation marketing strategies and approaches throughout the course of implementation.
- Evaluate sanitation marketing implementation and work on re-planning based on the evaluation findings such as positive case studies, lessons and best practices

Brainstorming

- Why monitoring and evaluation is important components of MBS approach implementation?
- What is the difference between monitoring, learning and evaluation in terms of MBS? How can you measure performances, impacts of MBS approach?
- How can you conduct supportive supervision and who is will benefit from this process?

7.1. Monitoring, learning and evaluating

Monitoring is the systematic and continuous assessment of the progress of a piece of work overtime, in order to check that things are going to plan.

Evaluation is an assessment of the value or worth of a project or program and the extent to which the stated objectives have been achieved. Evaluation is not continuous and usually takes place periodically through the course of project/program, or after completion.

Learning understands how and why certain outcomes are—or are not—being achieved towards improving intervention strategy and identifying conditions for replicability

Together, monitoring, learning and evaluation are a set of processes designed to measure, the achievements and progress of a project or program. The two terms are closely connected and are frequently combined, and therefore the abbreviation M&E is widely used.

An effective M&E system measures the outputs, outcomes and impacts resulting from the implementation of a project or program (see the Box below). To provide useful knowledge, these results need to be compared with the situation before the project/program started, which requires baseline data. Baseline data gives information about the situation at the start of a project and provides a point of comparison against which future data, collected as part of a monitoring process, can be compared. Overall progress can be evaluated by comparing the two.

A well-managed M&E system will:

- **Track progress:** M&E assesses inputs (expenditure), outputs and outcomes, which enables managers to track progress towards achieving specific objectives.
- **Measure impact:** M&E reduces guesswork and possible bias in reporting results by asking questions such as: What is the impact of the program? Are the expected benefits being realized? Is health improving? Is school enrolment rising? Is the use of facilities and services increasing? Is community management expanding?
- **Increase accountability:** M&E can provide the basis for accountability if the information gathered is reported and shared with users and other stakeholders at all levels.

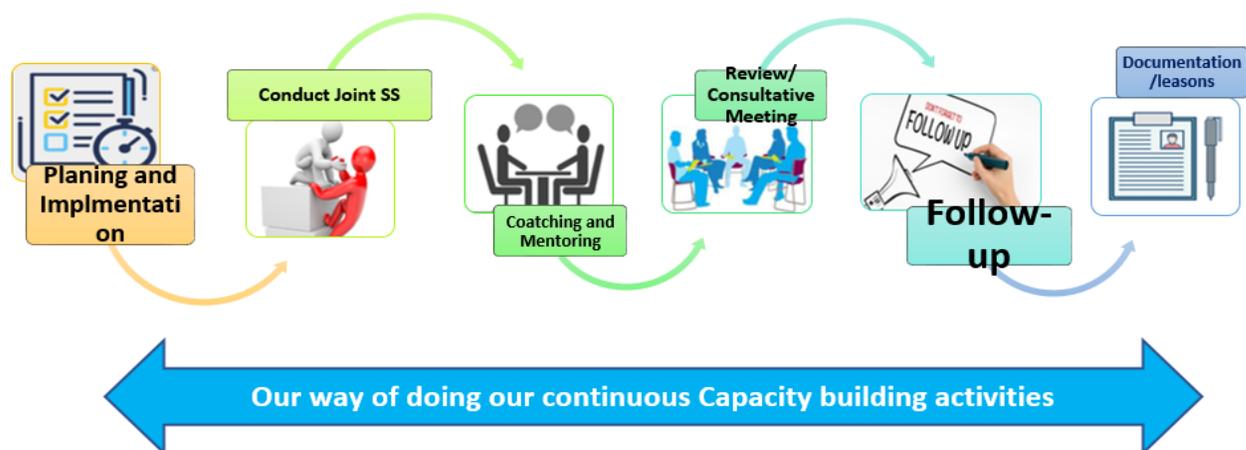
- **Inform decision making:** M&E provides evidence about the successes and failures of current and past projects that planners and managers need to make decisions about future projects. It should also encourage reflection on *lessons learned* in which managers ask themselves: What worked well in this project? What mistakes did we make? How can we do this better?
- **Encourage investment:** a good M&E system builds trust and confidence from government and donors which will increase possibilities of further investment.
- **Build capacity:** a good M&E system supports community participation and responsibility. It encourages the user communities to look regularly at how well their water schemes are working, what changes need to take place in hygiene and sanitation behaviors, what health benefits are resulting and what more needs to be done. It enables a community to build its own capacity, recognize its own successes and record them regularly.

Box : Monitoring and Evaluation Themes

Outputs are the things produced by the project or programme. In WASH, examples include tangible products like new or rehabilitated wells and pumps, new water supply systems, new latrines and training manuals; they could be events and activities like running a training workshop for experts, sanitation product promotion in a kebele, or producing hygiene promotion posters etc

Outcomes are the effects of the outputs, usually in the short- to medium-term. Examples following those above could be the number of people who now have access to sanitary product as a result of the intervention implemented, attendance at the training workshop or the number of communities that achieve ODF status.

Impacts are long-term effects and consequences. Examples could be f reducing the incidence of diarrheal disease, improved school attendance and pumps that last longer because they are well-maintained.



Effective Framework for MBS Monitoring, Learning and Evaluation (to be modified and inserted in table of content)

7.2. Market Based Sanitation Indicators

An indicator should be CREAM: Clear, Relevant, and Economic, Adequate and Monitor able which can be used to show changes or progress a program is making toward achieving a specific outcome. The following are the characteristics of good indicators:

- Clear - Precise and unambiguous
- Relevant - Appropriate to subject at hand
- Economic - Available at reasonable cost
- Adequate - Sufficient to assess performance
- Monitorable - Amenable to independent validation

2.1. MBS Performance Indicators

The following MBS indicators can be tracked on a regular base (see annex for their detailed):

Enabling Environment Performance Indicators

- Number of functional national, regional, zonal and woreda MBS coordination groups
- Number of regions and districts with sanitation sector offices with integrated market-based sanitation strategic and annual operational plans
- Number of national, regional and woreda sanitation marketing program joint quarterly performance reviews
- Number of financial institutions engaged in providing sanitation loans to consumers and enterprises
- Sanitation product and service standards, regulations, directives and training manuals developed and implemented
- Policy and operational research conducted, communicated and used for policy and operational decisions
- Number of capacitated Business Development Service (BDS) providers (e.g. TVET, SMEDA, etc.)
- Number of woreda allocated finance/budget for MBS activities
- Number of woredas included private sector performance in their report

Demand Side Indicators

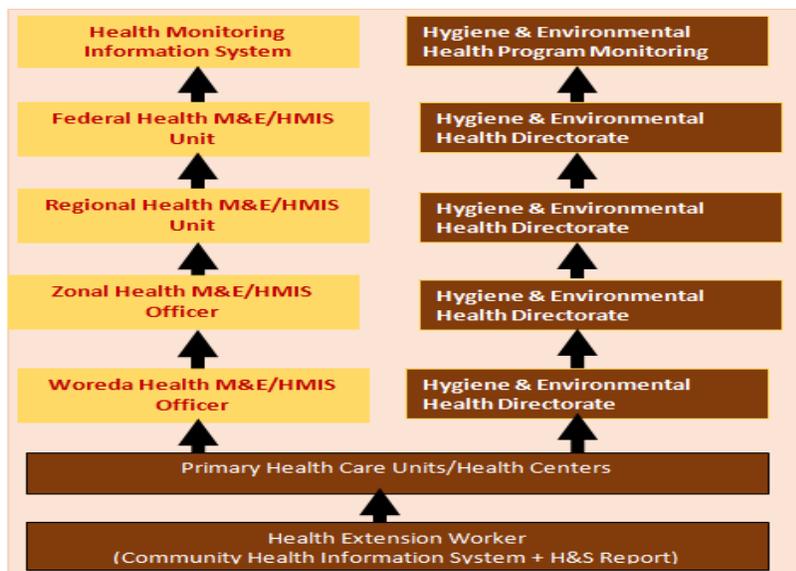
- Number of households mobilized or reached with demand creation or promotional activities
- Number of households accessed to improved sanitation products and services through MBS (e.g. Number of households purchased washable latrine slab, and other products from sanitation entrepreneurs/enterprise)
- Number of households with access to improved latrines that meet the standard of a basic sanitation service (e.g. installed and using washable latrine slabs)
- Number of poor and vulnerable household's access with improved sanitation products and services as part of the smart subsidy (e.g. Female headed, household with disability, permanently ill or elders above 60, etc.)
- Number of households with handwashing facility that meet the standard of a basic sanitation service
- Number of households that practice proper and safe water handling and home water treatment
- Number of VSLAs established and functional
- Number of households who received sanitation loans from financial institutions (eg. MFIs, RuSCCOs, VSLAs, etc) and purchased improved sanitation product and service

Supply Side Indicators

- Number functional enterprises/entrepreneurs delivering different types of improved sanitation and hygiene products disaggregated by gender
- New WASH products and services introduced the market
- Number of sanitation product sold or sales volumes
- Number of enterprises/entrepreneurs with documented business plan

7.3. Data flow for Hygiene & Environmental Health Program

The monitoring of Hygiene and Environmental Health program has harnessed both the HMIS and program specific Hygiene and Environmental Health Program. Most data are gathered at the community level by Health Extension Workers (HEWs) and Community Health Practitioners (CHPs). This data is collated at Primary Health Care Unit (PHCU)/Health Centre (HC) level through Health Information System and the woreda compile the specific PHUC report to the zonal level. The following chart shows the data flow for Hygiene & Environmental Health Program



7.4. Joint supportive supervision

Joint supportive supervision is an approach to supervision that emphasizes coaching, mentoring, joint problem solving, and two-way communication between the supervisor and those being supervised. It promotes high-quality program implementation and staff retention by strengthening relationships within a system, focusing on the identification and resolution of problems, optimizing the allocation of resources, promoting high standards, productive teamwork, and strengthening communication. In practice, joint supportive supervision is more than just assuring that the work is being done: supportive supervision is hands-on with the goal of building capacity of the supervisee by setting standards, designing user-driven tools, directing and supporting skills and knowledge growth, and facilitating problem solving for quality and process improvement. Ultimately, this serves to improve staff retention and performance and the quality of the services being delivered.

Attributes of a strong supervisor

In general, a strong supervisor is a teacher, a coacher, a mentor, a leader, an observer, and a listener. These attributes are important to allow the supervisor to identify what is or is not working, to help identify strategies to improve or accelerate progress, and to support and facilitate ongoing improvement. The figure, below, depicts some of the key attributes of strong supervisor should display.



Figure 12 Attributes of Strong Supervisor

In addition to these general characteristics, a strong supervisor must also be:

- Familiar with the program being implemented
- Familiar with the respective/applicable national guidelines and standard operating procedures (SOPs)
- Able to apply systems thinking

- Able to address both administrative and programmatic issues and needs related to the program implementation;
- Must have an in-depth understanding of the health system
- Committed to the concept of quality improvement (QI)
- Able to define the roles, responsibilities, and expectations of all staff (supervising and implementing) involved.

How to do joint supportive supervision

Nine steps that can be used to design and implement an effective joint supportive supervision process; these steps are described in greater detail in the following sections.

Tips for supportive supervision



Figure 3: Designing and Implementing an Effective Supportive

Before the Site Visit	<ul style="list-style-type: none"> • Contact the site to schedule the visit. Be sure to describe to them and confirm there is no clashing activities, holidays, etc.: • What you will do during the visit, to meet with, and how you will want them involved • What tools you will use(it is good practice to share them) • What will happen after the visit <ul style="list-style-type: none"> • Provide written tentative schedule to the facility so they know:- When you are coming • Who on their staff need/s to be available • What data sources to have available for you • Compile the applicable site joint supportive supervision forms and checklist • Collect any data that you will need
During the Site Visit	<ul style="list-style-type: none"> • Meet with the Facility Manager to provide brief orientation on the purpose and scope of the joint supervision • Conduct the joint supervision as per your forms/checklist • Be friendly, courteous, respectful of people's time • Help to be a positive and proactive problem solver; these are not punitive visits • Meet with the Facility Manager (again) to: <ul style="list-style-type: none"> • Inform them the preliminary findings • Discuss methods for improving and way forward <ul style="list-style-type: none"> ◦ Thank them
	Next steps
After the Site Visit	<ul style="list-style-type: none"> • Send a written a written feedback with quality improvement plan • Plan for a timely follow-up visit to provide training, technical assistance, or other identified support

7.5. Review meeting

Review/consultative meeting is an opportunity to have a discussion on key outstanding issues including performances, strengths, limitations and forwarding action points for improvement. A successful review meeting will benefit all involved stakeholders providing an opportunity:

- To discuss their performance and development
- To discuss and agree future targets and objectives
- To consider past performance and recognize successes
- To identify where improvements/changes could be made

How to Conduct Review/Consultative Meeting

Table 4: The Three Stages of Review/Consultative Meeting

Process/State	Activities
Before the Review/Consultative Meeting	<ul style="list-style-type: none"> • Preparation of ToR • Sending invitation letter to participants • Logistic preparation (meeting hall, refreshment, lunch, stationary and other items as needed) • Sharing of standard template • Prepare meeting agenda with timeline
During Review/Consultative Meeting	<ul style="list-style-type: none"> • Provide key items for the participants (agenda, stationary and other items) • Assign minute taker • Opening remark • Objective and expectation • Progress review (challenges, success, lessons) • Develop action point and way forward
After Review/Consultative Meeting	<ul style="list-style-type: none"> • Follow up on the status of action points

7.6. Lessons learned documentation

Lesson learned is the knowledge gained during a project which shows how project events were addressed or should have been addressed in the future with the purpose of improving future performance.

The Lessons Learned Process has five key steps

- Step 1: Identify: The goal of any lessons learned process is to identify, document, and prioritize opportunities for growth based on the experiences of previous projects.
- Step 2: Document: Now that you know how you're going to identify and capture lessons learned, it's time to document them in a way that's clear and actionable.
- Step 3: Analyze: Now that you've collected your lessons learned, you need to determine what you're going to do with them. This part of the process involves analyzing, organizing, and determining how you're going to disseminate lessons learned with the rest of your team.
- Step 4: Store: Of course, it's not just about creating and analyzing lessons learned, but also finding a way to store them so that they're accessible to the entire team. This is where knowledge management (KM) comes into play. You have to also make lessons learned easily accessible, create actionable next steps or suggestions and revisit regularly to make sure these changes have been made.
- Step 5: Retrieve: Lastly, your lessons learned process needs to include a process for recalling and retrieving this data.

The following are tips for documenting best practice and lessons

- **Include All Experiences** - Lessons learned should draw on both positive and negative experiences.
- **Act Quickly**-Obtain feedback as quickly as possible to avoid people forgetting the challenges faced during the course of a project.
- **Document** -Store lessons learned throughout the project in a central repository.
- **Make Accessible** - Make lessons learned accessible to other projects.
- **Archive Lessons** - Lessons learned should be archived as historical project data and incorporate into the organization's lessons learned.
- **Disseminate Lessons** - Disseminate lessons learned to the public
- **Reuse Lessons**-Reuse lessons learned from past projects to help better manage current projects.
- **Involve Stakeholders**-Involve all project participants and stakeholders in the lessons learned process.
- **Solicit Feedback**-solicit feedback on the project from the project team, communities, and stakeholders who were well-acquainted with the management of the project.
- **Archive Data**-Archive all project data in central repository. Include best practices, lessons learned, and any other relevant project documentation

8. References

1. WHO/UNICEF. A snapshot of Drinking Water , Sanitation and Hygiene in the WHO African Region Sanitation coverage. 2017;(September):16. Available from: www.washdata.org
2. MOWIE/OWNP. ONE WASH NATIONAL PROGRAM ONE WASH NATIONAL PROGRAM (OWNP) A Multi-Sectoral SWAP. 2018;(March):134.
3. OpenWASH. Ethiopia's One WASH National Programme 1. 2016;195.
4. Nancy Ross. World Water Quality Facts and Statistics - World Water Day 2010 - Pacific Institute [Internet]. 2010. p. 4. Available from: <https://pacinst.org/publication/world-water-quality-facts-and-statistics-world-water-day-2010>
5. WHO/UNICEF. Water, Sanitation and Hygiene | UN-Water [Internet]. World Health Organization (WHO) and United Nations Children's Fund (UNICEF). 2019. Available from: <https://www.unwater.org/water-facts/water-sanitation-and-hygiene/>
6. Asia E. World Health Organization Water, Sanitation and Hygiene Links to Health FACTS AND FIGURES – *updated November 2004. 2004;(November).
7. Ethiopian FMOH. National Market Based Sanitation Implementation Guideline. 2020;(July):63.
8. Ethiopia FMOH. National Hygiene and Environmental Health Strategy. 2016;98.
9. NATIONAL TECHNICAL & VOCATIONAL EDUCATION & TRAINING (TVET) STRATEGY Ministry of Education. 2008;(August).
10. United Nation. Universal Declaration of Human Rights. 1948;(10 December 1948):8. Available from: <https://www.un.org/en/universal-declaration-human-rights/>
11. Federal Negarit Gazeta. CONSTITUTION OF THE FEDERAL DEMOCRATIC REPUBLIC OF ETHIOPIA. 1995;1/1995(August 21, 1995):38.
12. Tekle ME. WASH and disability in Ethiopia. 2019;(August 26, 2019):10.
13. White S, Kuper H, Itimu-phiri A, Holm R, Biran A. A Qualitative Study of Barriers to Accessing Water , Sanitation and Hygiene for Disabled People in Malawi. 2016;1–18.
14. National Situation Analysis of Children and Women in Ethiopia _ UNICEF Ethiopia [Internet]. Available from: <https://www.unicef.org/ethiopia/reports/national-situation-analysis-children-and-women-ethiopia>
15. Trinies V, Garn J V, Chang HH, Freeman MC. The Impact of a School-Based Water , Sanitation , and Hygiene Program on Absenteeism , Diarrhea , and Respiratory Infection : A Matched – Control Trial in Mali. 2016;94(6):1418–25.
16. Systematic review_ Assessing the impact of drinking water and sanitation on diarrhoeal disease in low- and middle-income settings_ systematic review and meta-regression _ Enhanced Reader [Internet]. Available from: <chrome-extension://dagcmkpagjllhakfdhnbomgmjdpkdklff/enhanced-reader.html?pdf=https%3A%2F%2Fbrxt.mendeley.com%2Fdocument%2Fcontent%2F86df53c0-3788-36fb-9ad7-4c1c7b284da3&doi=10.1111/tmi.12331>
17. Mebrate E. Women as business leaders: USAID Transform WASH learning note. 2020;(September):12. Available from: <https://www.ircwash.org/resources/women-business-leaders>
18. National Disability Authority. Building for Everyone _ Centre for Excellence in Universal Design [Internet]. 2020. Available from: <http://universaldesign.ie/Built-Environment/Building-for-Everyone/>
19. CRSHIP. WASH Experiences of Women Living with Disabilities in Cambodia. 2018;(June 2018):8.
20. Rishi Agarwal, Subhash Chennuri, and Aaron Mihaly F, USAID. SCALING MARKET-BASED Desk Review on Market-Based Rural Sanitation Development programs. Washington, DC: USAID Water, Sanitation, and Hygiene Partnerships and Learning for Sustainability (WASHPaLS) Project. Prepared; 2018.
21. USAID/HIP. SANITATION MARKETING FOR MANAGERS, GUIDANCE AND TOOLS FOR PROGRAM DEVELOPMENT. 2010;(July):190. Available from: www.hip.watsan.net/Acknowledgments
22. Sanitation Marketing Process Overview | Sanitation Marketing Community of Practice - A Peer Learning Exchange [Internet]. Available from: <http://www.sanitationmarketing.com/sanitation-marketing-process-overview#.WfY764jLeMo>

23. World Bank/WSP. Introductory Guide to Sanitation Marketing Conducting Formative Research. 2012;12. Available from: www.wsp.org/sanmarketingtoolkit/research%0A
24. Degu G. Lecture notes on Biostatistics for Health Science Students. Gondar; 2005. p. 275.
25. United Nations/WFP. Monitoring & Evaluation Guidelines. :22. Available from: www.wfp.org
26. Wikipedia. PEST Analysis [Internet]. 2017. p. 21–2. Available from: https://en.wikipedia.org/wiki/PEST_analysis#mw-head
27. Malhotra NK. A Methodology for measuring consumer preferences in Developing Countries. 1988;(1988).
28. Isik A, Yasar MF. Effects of Brand on Consumer Preferences : A study in Turkmenistan. 2015;8(16):139–50.
29. Voicu M. CHARACTERISTICS OF THE CONSUMER PREFERENCES RESEARCH PROCESS. 2008;126–34.
30. Imami D, Chan-halbrendt C, Zhang Q, Zhllima E. Conjoint Analysis of Consumer Preferences for Lamb Meat in Central and Southwest Urban Albania. 2011;14(3):111–26.
31. Platz, Petra ZV. Understanding Consumer preference Biases. J Appl Econ Bus. 2014;2(1-March 2014):105–19.
32. 5 Root Cause Analysis Tools for More Effective Problem-Solving - EASE, Inc [Internet]. p. Accessed: 2020-10-14. Available from: <https://www.ease.io/5-root-cause-analysis-tools-for-more-effective-problem-solving/>
33. Market segmentation - Wikipedia.
34. Wind YJ, Bell DR. Market segmentation. 2003;222–44.
35. Jadczaková V. REVIEW OF SEGMENTATION PROCESS IN CONSUMER MARKETS. 2013;LXI(4):1215–24.
36. Dolnicar S, Leisch F, It U, It D, Useful MI. Market Segmentation Analysis.
37. Sanitation as a Business | SSWM - Find tools for sustainable sanitation and water management! [Internet]. [cited 2020 Sep 6]. Available from: <https://sswm.info/humanitarian-crises/prolonged-encampments/planning-process-tools/tools-ensuring-sustainability/sanitation-as-a-business>
38. Pollution GW, Waste H, Impacts HH, Impacts E. World water quality facts and statistics. 2008;(Who 2002).
39. Goals D. Ethiopia ' s recent MDG performance. 2015;2011–2.
40. Water D. WASH in the 2030 Agenda. 1990;
41. Sanitation | JMP [Internet]. [cited 2020 Jun 25]. Available from: <https://washdata.org/monitoring/sanitation>
42. Technology L, With C. 2 . The technology selection process. :6–19.
43. Technology Options for Urban Sanitation in India.
44. Republic FD. On-site Household Latrine Technology Option Planning , Design , and Construction Manual. 2017;(November).
45. Health education: theoretical concepts, effective strategies and core competencies.
46. Devine J, Devine J. Introducing SaniFOAM : A Framework to Analyze Sanitation Behaviors to Design Effective Sanitation Programs. 2009;(October).
47. Wikipedia. Marketing communications - Wikipedia [Internet]. Available from: https://en.wikipedia.org/wiki/Marketing_communications

9. Annex

9.1. Operational Definitions

Water Supply	The provision of safe and adequate water through public utilities, commercial organizations, communities or individual's delivery.
Hygiene	It defined as a set of practices performed for the preservation of health and healthy living. Contextually, hygiene is including hand washing with soap or ash, personal cleanliness of the face, hair, body, feet, clothing and menstrual management for women and girls.
Sanitation	Refers to safe handling of human wastes and solid wastes including provision of facilities and services for the safe disposal of human excreta and solid wastes which may affect the living surroundings.
Market enabling:	Creation and enforcement of laws and legal guidance that have an impact on the market (e.g. health laws, technology specifications/ standards, certifications, subsidies, vouchers, tariffs, taxes).
Social normalizing:	Influencing the knowledge, practices, and experience of a population with respect to sanitation behaviors
Financing	Creating the availability of funds to market actors (e.g. via microfinance loans, extended payment periods, revolving funds).
Market Development	Market development is a strategic step taken by actors to develop the existing market. It is a growth strategy that identifies and develops new market segments for sanitation products and services.
Business Canvas	It is a framework and tool for thinking about business models which helps to understand and think about the four main areas of a business such as Business Offers, Customers, Infrastructure, and Finances.
Demand Activation	Demand activation is an essential element of a sanitation enterprise to convert that interest into a decision to purchase
Market Based Sanitation	It provides market-based solutions to address sanitation gaps trough creation of demands for improved sanitation products and services. To meet such created demands, sustainable supply of affordable and appropriately-designed products and services should be available.
Market mix	Known as 4Ps/6Ps, core of marketing initiatives, includes product, price, place, and promotion;
Capacity building	Increasing market actors' abilities to perform core functions, solve problems, and define and achieve objectives.
Generating demand	Targeted marketing programs/ campaigns to drive general awareness and interest in sanitation products and/or services
Market engaging	Conducting customer research. Investigating the needs, preferences, opinions and behaviors of consumers
Supplying materials	Supply of component goods (e.g. concrete, reinforcement bars, toilet pans/bowls).
Sanitation marketing	a social marketing approach which uses marketing principles of price, place and products which satisfy the sanitation requirements (needs and wants) through a commercial exchange process. It an application of marketing concepts and techniques to influence behavior among a target audience in order to promote sanitation for the creation of healthier community.
Brand	a trade name or mark which is a way of standardizing products and services
Marketing Mix	the set of controllable tactical marketing tools-product, price, place and promotion-that firm blends to produce the response it wants in the target market

Community Empowerment	engaging communities to take the upper hand in recognizing their heartfelt problems in sanitation and hygiene and plan for an intervention program using their knowledge, skill, time and material resources for a sustainable health outcome, and take part in the planning, implementation, and monitoring and evaluation
Behavior change Communication (BCC):	a tool designed to motivate people to modify, change, or move to a different and desired lifestyle which is conducive to health
Household Water Treatment and Storage	a water safety practice of treating water at point of use and safe guarding clean water from contamination during storage and withdrawing from storage
Hygienic behavior	a behavior that manifested when people transform themselves to demand, develop and sustain a hygienic and healthy environment for themselves by erecting barriers to prevent the transmission of diseases primarily deriving from fecal contamination
Improved sanitation facilities	Are those designed to hygienically separate human excreta from human contact. These include wet sanitation technologies such as flush and pour flush toilets connected to sewers, septic tanks or pit latrines, and dry sanitation technologies such as dry pit latrines with slabs and composting toilets.
Unimproved sanitation facilities:	Do not hygienically separate human excreta from human contact, and include pit latrines without a cleanable slab or platform, hanging latrines and bucket latrines. Flush and pour flush toilets discharging to an open drain also count as unimproved facilities. Ineffectively treated and unsafely reused or disposed.
Open defecation	defecating or disposal of human faeces in fields, forests, bushes, open bodies of water, beaches or other open spaces, or with solid waste.
Open defecation free (ODF):	A state in which all community members (at kebele level) practice the use of latrine at all times and a situation wherein no open defecation is practiced at all in the kebele.
Handwashing facility	May be fixed or mobile and include a sink with tap water, buckets with taps, tippy-taps, and jugs or basins designated for handwashing. Soap includes bar soap, liquid soap, powder detergent, and soapy water but does not include ash, soil, sand or other traditional handwashing agents.
Safely managed sanitation service	use of improved sanitation facilities that are not shared with other households and where excreta are safely disposed of in situ or transported and treated off-site
Basic sanitation service	Use of improved sanitation facilities that are not shared with other households.
Unimproved sanitation service	Use of pit latrines without a slab or platform, hanging latrines or bucket latrines, or flush/pour flush toilets discharging to an open drain.
Limited sanitation service	Use of improved sanitation facilities shared between two or more households.
Safe water handling	Refers to the safe management of drinking water at home including adequate household water treatment, safe storage and use.
Development Partner	International, bilateral and Non-Government organizations that support the development of sanitation and hygiene

9.2. MBS approach Indicators

No	Performance Indicators and definitions	Data sources
1	Demand Side Performance Indicators	
1.1	Increased uptake and use of improved latrine among households (latrine with washable slab)	Quarterly HMIS and Program report
1.2	Number of households accessed to improved sanitation products and services through sanitation marketing (number of households purchased washable slab from sanitation enterprises, installed and using the latrine)	Monthly Report of HEWs' monthly reports and Sales record of the SMEs/retailers
1.3	Number of poor and vulnerable households accessed with improved sanitation products and services	Monthly Report of HEWs' monthly reports
2	Supply Side Performance Indicators	
2.1	Number of legally established sanitation enterprises/entrepreneurs producing/importing and delivering different types of improved sanitation and hygiene products	Records/reports of the district MSE offices
2.2	Average sales volumes of the sanitation products	
3	Enabling Environment Performance Indicators	
3.1	Number of functional national, regional, zonal and district sanitation marketing coordination (technical working group)	Copies of signed and documented MoU and meeting minutes
3.2	Number of Regions and districts with integrated market-based sanitation strategic and annual operational plans	Records of the district sanitation sector offices
3.3	Number of national, regional and district joint sanitation marketing program performance reviews	Joint review proceedings
3.4	Number of households and sanitation enterprises/entrepreneurs accessed with sanitation loan services (Number of financial institutions engaged in providing sanitation loan for consumer and enterprises)	Records and reports of financial institutions and /or associations
3.5	Number of Sectors that integrated sanitation marketing in to their strategic and annual operational plans and performance monitoring systems	Sector plans and performance reports
3.6	Sanitation product and service standards, regulations, directives and training manuals developed and implemented	Records of the sector ministries
3.7	Policy and operational researches conducted, communicated and used for policy and operational decision	Records of the sector ministries
3.8	Return on market-based sanitation investment	MBS impact assessment report