SNV has prioritised sanitation and hygiene as a key area for development. The national sanitation and hygiene strategy outlines how supply chain strengthening initiatives, tailored to the rural Bhutanese context, have been developed as part of the sanitation programme. These initiatives, called sanitation marketing, involve the local sanitation market is low. Businesses must compete with a strong import market. Entrepreneurial interest in sanitation and hygiene from urban and rural areas is growing. Entrepreneurs and hygienic usage from urban and rural areas is growing. Entrepreneurs and hygienic usage from urban and rural areas is growing. Entrepreneurs and hygienic usage from urban and rural areas is growing. Entrepreneurs and hygienic usage from urban and rural areas is growing. Entrepreneurs and hygienic usage from urban and rural areas is growing. Entrepreneurs and hygienic usage from urban and rural areas is growing. Entrepreneurs and hygienic usage from urban and rural areas is growing. Entrepreneurs and hygienic usage from urban and rural areas is growing. Entrepreneurs and hygienic usage from urban and rural areas is growing. Entrepreneurs and hygienic usage from urban and rural areas is growing. Entrepreneurs and hygienic usage from urban and rural areas is growing. Entrepreneurs and hygienic usage from urban and rural areas is growing. Entrepreneurs and hygienic usage from urban and rural areas is growing. Entrepreneurs and hygienic usage from urban and rural areas is growing. Entrepreneurs and hygienic usage from urban and rural areas is growing. Entrepreneurs and hygienic usage from urban and rural areas is growing. Entrepreneurs and hygienic usage from urban and rural areas is growing. Entrepreneurs and hygienic usage from urban and rural areas is growing. Entrepreneurs and hygienic usage from urban and rural areas is growing. Entrepreneurs and hygienic usage from urban and rural areas is growing. Entrepreneurs and hygienic usage from urban and rural areas is growing. Entrepreneurs and hygienic usage from urban and rural areas is growing. Entrepreneurs and hygienic usage from urban and rural areas is growing. Entrepreneurial interest in

Developing a Market- Based Approach
The role of market-based approaches, including sanitation marketing, in accessing market information and follow up

Further Information and Key Documents

SNV Netherlands Development Organisation

Bhutan@snv.org

www.snv.org/net/website/bhutan

www.snv.nl/nl/projecten/sanitair-toilet-en-hygienie-a1

Introduction

SNV Bhutan’s SSH4A Programme is supported by the Australian Government and the Ministry of Foreign Affairs of the Kingdom of the Netherlands through a grant to the Netherlands Development Organisation (SNV) and the Department for International Development (DFID). The programme is implemented by SNV through the Sanitation and Hygiene for All (SSH4A) project, which is led by SNV and supported by other partners including the World Bank, the International Organization for Migration (IOM), and the World Food Programme (WFP).

Acknowledgements

The SSH4A Programme is supported by the Australian Government through the Department for International Development (DFID). The programme aims to improve access to sanitation and hygiene services in rural areas of Bhutan, particularly in the most remote and hard-to-reach villages. The programme is implemented by SNV in collaboration with local partners, including the Royal Sanitation Authority and the Ministry of Health. The programme has been running since 2014 and has achieved significant progress in mobilising communities, building awareness, and increasing access to sanitation and hygiene services. The programme’s success is attributed to its integrated approach, which includes capacity building, demand creation, and provision of financial support to local entrepreneurs. The programme has also established partnerships with relevant stakeholders, including government agencies, NGOs, and private sector actors, to ensure sustainable and scalable solutions. The programme’s achievements include the installation of more than 1,400 toilets and the provision of technical assistance to local entrepreneurs to expand their business. The programme has also been recognized for its innovative approaches to sanitation marketing and demand creation, including the establishment of sanitation committees and the provision of financial support to local entrepreneurs to expand their business.
In Bhutan, the supply chain development component of the integrated model has been ongoing since 2008 in Pemagatshel District. Developed in collaboration with SNV, the approach focuses on improving the availability of consumer goods, simplifying the purchase activities, and ensuring that entrepreneurs are openly invited to participate in the market. The supply chain development team worked with entrepreneurs to increase the availability and simplify the purchase process, resulting in a 53% increase in ownership of improved sanitation facilities by 2013.

Improving access to technical advice and services
The programme also supports the availability of technical advice and services. This includes providing ongoing support to entrepreneurs, ensuring that the skills of local masons are in demand, and facilitating access to technical advice and services. Entrepreneurs are encouraged to participate in training and in the provision of technical advice and services, which has resulted in a 3% increase in the number of households who chose to self-construct simple toilets.

Understanding Sanitation Supply and Demand
Supply chain development has been a key component of the integrated model. The programme has focused on understanding the demand for sanitation products and services, and the supply chain activities appear to have facilitated an increase in access to improved sanitation. The results from the districtwide programme in Pemagatshel indicated an increase in access to improved sanitation from 20% in 2011 to 69% in 2013.

Sustainable Sanitation & Hygiene for All
developed in Nepal, Bhutan, Cambodia, Vietnam and Laos with IRC, supporting the delivery of districtwide rural sanitation and hygiene services. The SSH4A approach has now been implemented by SNV in rural communities in over 75 districts across 15 countries, contributing to progress in Asia and Africa. The programme has contributed to a better standard of living and improved health, with a significant increase in the number of households with access to improved sanitation facilities. Over 90% of households have made the most of the programme’s technological innovations, with an increase in the number of households using hygienically (73%) and meeting environmental safety standards (76% of all households). The programme is now providing an increase in access to improved sanitation facilities from 10% in 2011 to 65% in 2013.
In Bhutan, the supply chain development component of the integrated rural toilet programme focuses on creating awareness and building local capacity to improve sanitation supply. A districtwide programme between 2011 and 2013 has aimed at ensuring improvement of sanitation services through demand creation and behaviour change. Current supply chain activities were tested and refined through a programme cycle being developed since 2010 through a district-level approach. The programme was initially piloted in over 75 districts across 15 countries, contributing to progress in Asia and Africa. Over 150,000 toilets have been installed, and the programme has now expanded to cover over 200 districts in 18 countries and continues to be scaled up.

What is SSH4A?

Sustainable Sanitation and Hygiene for All is SNV’s comprehensive approach for promoting improved sanitation and hygiene, including latrine and hygiene improvement services. Over 75 districts across 15 countries, contributing to progress in Asia and Africa. Over 150,000 toilets have been installed, and the programme has now expanded to cover over 200 districts in 18 countries and continues to be scaled up.

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In Bhutan, the supply chain development component of the integrated approach has focused on strengthening the institutional and enabling environment needed to support the development and delivery of sanitation solutions. This has involved building government capacity for demand creation and supply chain management, addressing access barriers, and promoting market-based solutions.

The pandemic has created a significant shock to global supply chains, highlighting their fragility and the need for resilience. In response, the RSAHP has intensified efforts to improve sanitation supply chains, focusing on developing a district-level approach to sanitation. This approach emphasizes the importance of local participation, ensuring that the needs and preferences of local communities are at the forefront of decision-making.

Strengthening the Supply Chain

The RSAHP is working to improve the supply chain for sanitation products and services. This involves modernizing procurement systems, enhancing the technical capabilities of buyers, and supporting the development of local manufacturing and distribution networks. The goal is to ensure that sanitation households can access quality products at affordable prices, facilitating widespread adoption of improved sanitation solutions.

Improving access to technical advice and services

The programme also focuses on enhancing the availability of technical advice and services to sanitation stakeholders. This includes providing training and capacity development opportunities, as well as developing user-friendly and accessible information tools. By improving access to technical advice, the programme aims to support households in making informed decisions about sanitation options, thereby increasing the likelihood of sustained adoption.

Understanding Sanitation Supply and Demand

Supply chain studies were conducted with PHED in 2012 and 2014 to obtain a better understanding of consumer preferences, investment barriers, and potential levels of demand for sanitation products and services. These studies highlighted the need for localized solutions that address specific regional challenges.

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In Bhutan, the supply chain development component of the integrated model has multiple components. The first was an assessment of demand and supply chains and business models. This focused on key perceptions of market failures, market size and linkages in place for moving goods and people. The next step was to understand the sanitation supply chain in the country. This needed to capture the various stakeholders involved, and factors such as product characteristics, producer segments and existing market constraints. The key findings are presented below.

Consumer preferences and constraints

- There is limited knowledge of different sanitation product options and existing market constraints. The key findings are presented below.
- There is a perception that sanitation products are expensive.
- There is a perception that sanitation products are not available in the market.
- There is a perception that sanitation products are not convenient to use.
- There is a perception that sanitation products are not easy to maintain.
- There is a perception that sanitation products are not accessible to all.
- There is a perception that sanitation products are not affordable.
- There is a perception that sanitation products are not suitable for all households.
- There is a perception that sanitation products are not culturally acceptable.
- There is a perception that sanitation products are not environmentally friendly.
- There is a perception that sanitation products are not sustainable.
- There is a perception that sanitation products are not reliable.
- There is a perception that sanitation products are not healthy.
- There is a perception that sanitation products are not safe.
- There is a perception that sanitation products are not safe to use.
- There is a perception that sanitation products are not safe for children.
- There is a perception that sanitation products are not safe for pregnant women.
- There is a perception that sanitation products are not safe for the elderly.
- There is a perception that sanitation products are not safe for the disabled.
- There is a perception that sanitation products are not safe for the environment.
- There is a perception that sanitation products are not safe for the community.
- There is a perception that sanitation products are not safe for the family.
- There is a perception that sanitation products are not safe for the neighborhood.
- There is a perception that sanitation products are not safe for the society.
- There is a perception that sanitation products are not safe for the country.
- There is a perception that sanitation products are not safe for the world.
- There is a perception that sanitation products are not safe for the entire world.
- There is a perception that sanitation products are not safe for the future.
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One of every four households hired programme-trained masons. Of the 732 mason-trained households in the district, 42 were randomly selected to assess the quality of their main toilet as compared to a self-built house, and it was assessed as offering households better service. Using the trained masons was important as it supported the demand-creation workshops and other activities. To gain a better understanding of how the programme supported masons, 18 were interviewed (15 female and 50 male) in Pemagatshel. Monitoring conducted with 18 of the trained masons (15 female and 50 male) in Pemagatshel.

Key Learnings

- The best way to get SMEs in new areas is through demand creation. The programme has the opportunity to engage relevant stakeholders and lead the way.
- The approach focuses on existing clusters and scaled up in new districts.
- The programme has private sector partners who already have a shared interest and track record in supply chain provision.
- The programme has engaged a feedback mechanism that it can use at different stages to ensure it is achieving its goals.

Further Information and Key Documents

SNV Netherlands Development Organisation

http://www.snvworld.org/en


Developing a Market-Based Approach

The role of market-based approaches, including demand-creation workshops, in accelerating access to sanitation is increasingly being discussed and implemented. However, constraints exist in which the private sector is not well developed and is not always sufficiently motivated and equipped to meet the challenges. The Programme, therefore, has been focused on developing a mix of approaches to learn how best to engage the private sector in the sanitation business in a sustainable manner.

The Programme has also adopted a gender-sensitive approach, using the guidance of the Royal Government of Bhutan Gender Policy. The Programme’s approach encourages districts leaders to take their own initiative, using the demand-creation workshops and other activities to develop a market-based approach that could be scaled up nationally.

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Using the trained masons was in providing (free) technical advice to other households had used mason construction district, which found that 28% of surveyed (15 female and 50 male) in Pemagatshel. The effectiveness of training masons. The programme did not offer any capital inputs, etc.) or cover any direct costs investment (seed grants, loans, subsidised the programme now works closely with the national sanitation supply chain tools and guidelines, which include clear roles and supporting tools and for making these available to the district. Sanitation approach encourages districts leaders to take their own initiative, using the programme planning and budgeting and also for implementing the activities of Health is responsible for developing the strategy, approaches, guidelines to scale up supply chain activities. At national level of Health is responsible for developing the strategy, approaches, guidelines to scale up supply chain activities. At national level.

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The approach taken in Bhutan to strengthen the sanitation supply chain has proven to be successful when developing deepening in rural access to sanitation is required. One of the key learnings is that the programme must be tailored to the needs of the area interested, motivated and ready to improve sanitation and hygiene. Another key lesson is the need for technical advice and support for households identified as vulnerable. The programme is currently assessing more than 52 areas (32 dzongkhag) for their potential to provide technical advice and support for improved sanitation.

Moving forward

The work being done closely with the private sector, especially small and medium enterprises (SMEs), and public sector, especially the Public Health Engineering Department (PHED) of the Ministry of Health and the sanitation and hygiene in rural areas is considered high due to the existing sanitation and hygiene facilities. However, contexts in which the private sector can be considered as offering a significant potential for the programme are those where there is a strong existing demand for sanitation and hygiene facilities, and where there is a lack of alternative sources of income for the households. In such contexts, the programme can work with the private sector to provide technical advice and support for improved sanitation.

Institutionalising the government’s role in the sanitation supply chain process

- At national level: The National Health and Environment Commission (NEHC) is responsible for developing sanitation-related policies, guidelines, and regulations that are to be followed by all stakeholders. The NEHC also ensures that the right products and services are available to the public.
- At district level: The District Health Office is responsible for planning and implementing sanitation-related activities in the district. The office is also responsible for ensuring that the right products and services are available to the public.
- At the programme level: The Rural Sanitation and Hygiene for All (RSAHP) programme is responsible for providing technical advice and support for improved sanitation.

Key Learnings

- The programme must be tailored to the needs of the area interested, motivated and ready to improve sanitation and hygiene.
- The programme must provide technical advice and support for households identified as vulnerable.
- The programme must work closely with the private sector, especially small and medium enterprises (SMEs), and the public sector, especially the Public Health Engineering Department (PHED) of the Ministry of Health.

Further Information and Key Documents

SWN Netherlands Development Organisation

http://www.snvworld.org/snethe/development-briefing.html

Anon (2015), "The impact of a business development approach on SMEs’ access to markets in the rural sanitation sector in Cambodia," University of York, Centre for Research in Rural Poverty, York, UK.

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Developing a Market-Based Approach

The role of market-based approaches, allowing for the private sector to invest in sanitation, is increasingly being considered by policymakers. However, contexts in which the private sector can be considered as offering a significant potential for the programme are those where there is a strong existing demand for sanitation and hygiene facilities, and where there is a lack of alternative sources of income for the households. In such contexts, the programme can work with the private sector to provide technical advice and support for improved sanitation.