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WSP Scaling Up Rural Sanitation

Introductory Guide to Sanitation Marketing

Jacqueline Devine and Craig Kullmann

September 2011

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water and
sanitation program

The Water and Sanitation Program is a multi-donor partnership administered by the World Bank to support poor people in obtaining affordable, safe, and sustainable access to water and sanitation services.

Water and Sanitation Program: Toolkit

Introductory Guide to Sanitation Marketing

September 2011

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Why a Guide and Toolkit?

Supporting a New Community of Practice

Sanitation marketing is an emerging field with a relatively small group of practitioners who are learning by doing. With an *Introductory Guide to Sanitation Marketing*, the Water and Sanitation Program (WSP) seeks to contribute to the field by sharing practical guidance on the design, implementation, and monitoring of rural sanitation marketing programs at scale in India, Indonesia, and Tanzania, plus additional projects implemented in Cambodia and Peru.

As a new community of practice, our goal is to capture and translate WSP's learning into practical recommendations. At the same time, we recognize that best practices will evolve as more programs are implemented and new learning takes place. In this spirit, readers are encouraged to contact us with recommendations and suggestions.

Intended Audience

Although others might find it useful, *Introductory Guide to Sanitation Marketing* has three key audiences in mind:

- *Program managers* who are responsible for managing and implementing rural sanitation programs within international organizations, bilateral and multilateral donors, or nongovernmental agencies (NGOs). The guide should help them understand the key components of a sanitation marketing program.
- *Commercial and social marketing specialists* with experience in other fields, such as public health. The guide should help them understand how their skills can help change human behavior around the management of human excreta, thereby moving households up the sanitation ladder.
- *Development partners* who can use this guide to help build the capacity of their government counterparts in sanitation marketing and help them adapt the various approaches to their national context.

Goals

Will readers be transformed into marketing specialists on the basis of this guide? Probably not. Nor can we provide an exact roadmap for any given country. However, our goal for this guide and toolkit is to:

- Define sanitation marketing and the key components of a sanitation marketing
- initiative;
- Provide an overall framework for scaling up rural sanitation programs and the justification for using a sanitation marketing approach;

- Explain the steps needed to design, implement, and monitor sanitation marketing programs at scale;
- Provide practical guidance on implementation;
- Share concrete examples and lessons learned based on WSP's experiences to date; and
- Highlight key challenges and recommend solutions.

What to Know

There are two resources available, a print guide and an online toolkit.

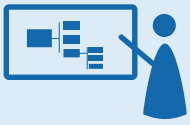
Introductory Guide to Sanitation Marketing, available online as a PDF and in hard copy, is organized into chapters, with each chapter covering a key component. **Conducting Formative Research** describes how to undertake this critical first step of any sanitation marketing program; **Developing a Marketing Strategy** focuses on the Four Ps of marketing; **Developing a Communication Campaign** provides details on how to develop a communication campaign with the assistance of an advertising agency; and **Implementation** explores the roles and responsibilities of government, nongovernmental organizations (NGOs), private sector firms, and civil society, with suggestions for procurement, budgeting, monitoring, evaluation, and timelines.

The print guide emphasizes *at scale* throughout. Although the concept of scale will be applied differently in each country, the focus should be on thinking big enough from the beginning to plan interventions that can be replicated effectively and efficiently across an entire country. Throughout, we also refer to the many people needed to implement a program as the *team*. This is far from a fixed entity, however. Rather, the actual composition of the team depends on the stage or task at hand, and could include staff from a development agency, external consultants, and government counterparts from the local and regional levels.

Sanitation Marketing Online Toolkit, available at www.wsp.org/sanmarketingtoolkit, features narrated presentations and downloadable resources. Look for the icons and URLs below throughout this print guide.

—WSP Scaling Up Rural Sanitation

Sanitation Marketing Online Toolkit

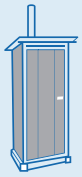


What Is Sanitation Marketing?
www.wsp.org/sanmarketingtoolkit/whatis

Conducting Formative Research
www.wsp.org/sanmarketingtoolkit/research

Marketing Mix: Price
www.wsp.org/sanmarketingtoolkit/price

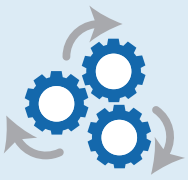
Marketing Mix: Place
www.wsp.org/sanmarketingtoolkit/place



Marketing Mix: Product
www.wsp.org/sanmarketingtoolkit/product

Marketing Mix: Promotion
www.wsp.org/sanmarketingtoolkit/promotion

Developing a Communication Campaign
www.wsp.org/sanmarketingtoolkit/campaign



Implementation
www.wsp.org/sanmarketingtoolkit/implementation

I. A Framework to Improve Rural Sanitation at Scale

Key Points

1.1 The Sanitation Challenge

- ✔ Seventy percent of the 2.6 billion people worldwide who lack access to improved sanitation live in rural areas; one of every two people who lack access to improved sanitation practice open defecation
- ✔ Combining CLTS and sanitation marketing approaches have proven effective in stopping open defecation at scale and moving households up the sanitation ladder

1.2 What Is Sanitation Marketing?

- ✔ Sanitation marketing draws on research and approaches used in social marketing
- ✔ Social marketing relies heavily on the "Four Ps"—product, place, price, promotion

Key Terms

For definitions of terms, see Appendix, p. 51

at scale
behavior change communication (BCC)
Community-Led Total Sanitation (CLTS)
fixed-point defecation
open defecation
open defecation free (ODF)
sanitation ladder

"Four Ps"
marketing mix
program manager
sanitation marketing
social marketing

1.1 The Sanitation Challenge

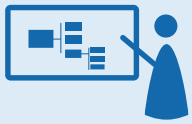
At the current pace, the Millennium Development Goal (MDG) of halving the proportion of the world's population without access to sanitation by 2015 will not be achieved. Currently, 2.7 billion people lack access to basic sanitation.[1] About 88 percent of diarrheal diseases are attributed to unsafe water supply and inadequate sanitation and hygiene. Some 1.8 million people die every year from these diseases, the vast majority of whom are children under five.[2]

WSP's *Economic Impacts of Sanitation in Southeast Asia* estimates that Cambodia, Indonesia, Vietnam, and the Philippines lose a combined US$9 billion a year (2005 prices) because of poor sanitation.[3] The effects of poor sanitation on health, coupled with the impact that poor sanitation has on developing countries' economies, make sanitation a key pillar to economic and social development. Further, although urban sanitation is a priority, an estimated 70 percent of people lacking access to improved sanitation—almost 1.9 billion people—live in rural areas.[4] The reasons for the significant lag in rural sanitation coverage are many, but key issues and barriers include inadequate national policies, poor institutional arrangements, lack of political leadership, insufficient demand, and inadequate supply of products and services.[5]

To address these challenges, WSP has been working with governments to advocate an approach that combines two concepts, *Community-Led Total Sanitation* (CLTS) and *sanitation marketing*, to stop open defecation practices and help households move up the sanitation ladder (see Figure 1). In addition, to ensure sustainability, WSP works with governments to strengthen the enabling environment through policy and institutional reforms, and build the capacity of local governments and other stakeholders.

CLTS grew out of work conducted initially in Bangladesh, and later in India and Indonesia. It has now been applied in some form in many countries throughout Asia and Africa. CLTS aims to move a community from defecating in the open to fixed-point defecation.[6] Through a process of social awakening that is stimulated by facilitators from within or outside the community, CLTS focuses on igniting a community's desire to change sanitation *behaviors* rather than constructing toilets. Because CLTS is community focused, it concentrates on changing community norms to influence individual behaviors. It evokes the collective benefits from stopping open defecation to encourage a more cooperative approach whereby community members decide together to contribute to creating a clean and hygienic environment. It should be noted that CLTS and sanitation marketing draw on approaches developed in other sectors, particularly health, to encourage and sustain behavior change. These techniques include *behavior change communication* (BCC) and *social marketing* (discussed in the following section).

See Online
What Is Sanitation Marketing?
www.wsp.org/sanmarketingtoolkit/whatis



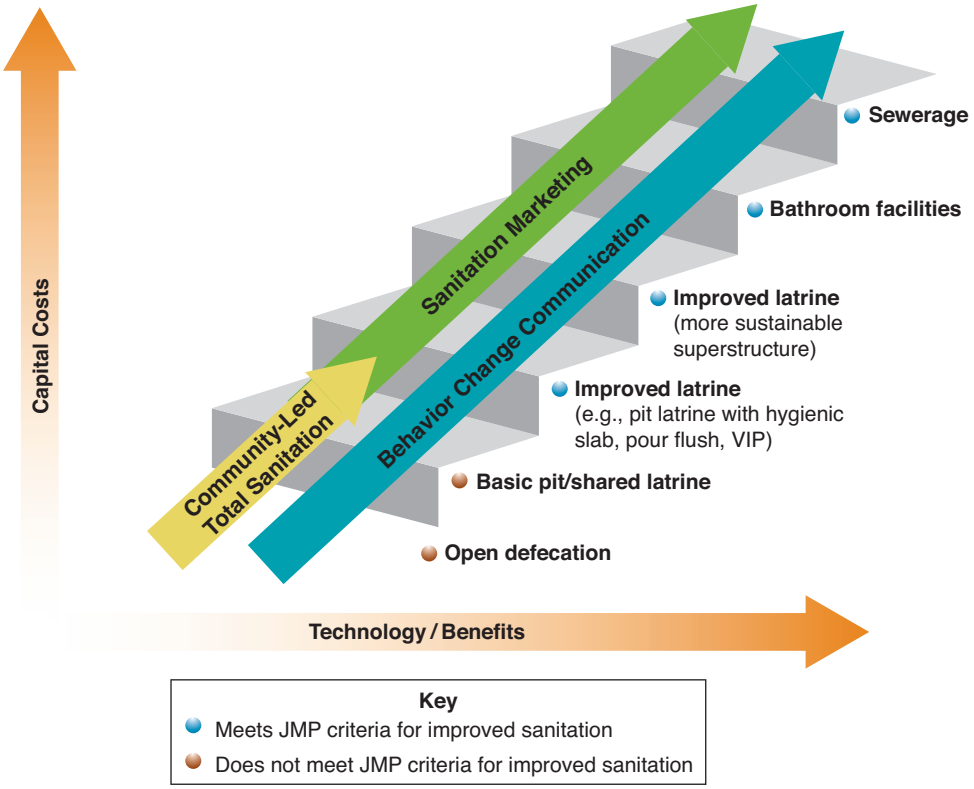
Based on formative research, BCC aims to stimulate the adoption of a particular behavior by a target group. Beginning in the 1950s, BCC has been applied in the public health sector on a range of topics, including vaccination, diet, exercise, HIV/AIDS, and family planning. While CLTS focuses on changing community practices, BCC focuses on changing individual or household behavior. Within a sanitation context, BCC can be used to sustain and supplement CLTS in motivating individuals to become open defecation free (ODF) and sustain the behavior over time.

1.2 What Is Sanitation Marketing?

It is fair to say that there is, as yet, no broad consensus on what sanitation marketing is. Some practitioners define sanitation marketing as strengthening supply by building capacity of the local private sector; others discuss it in terms of "selling sanitation" by using commercial marketing techniques to motivate households to build toilets. Building consensus and learning how to apply sanitation marketing at scale requires ongoing dialogue and efforts.

[1] Joint Monitoring Program (JMP)—Progress on Sanitation and Drinking Water, 2010 Update, World Bank, 2008; www.wsp.org/wsp/sites/wsp.org/files/publications/Sanitation_Impact_Synthesis_2.pdf
[2] World Health Organization, Water Sanitation and Health (WSH), "Burden of Disease and Cost-Effectiveness Estimates"; www.who.int/water_sanitation_health/diseases/burden/en/index.html
[3] *Economic Impacts of Sanitation in Southeast Asia*. WSP Research Report, World Bank. Feb. 2008; www.wsp.org/wsp/sites/wsp.org/files/publications/Sanitation_Impact_Synthesis_2.pdf
[4] Ibid
[5] United Nations Development Programe (UNDP), 2006, *Human Development Report 2006. Beyond Scarcity: Power, Poverty and The Global Water Crisis,* New York: UNDP
[6] For more information on CLTS see www.communityledtotalsanitation.org

FIGURE 1: A CONCEPTUAL MODEL FOR CHANGING SANITATION BEHAVIORS AND MOVING UP THE SANITATION LADDER



To better understand sanitation marketing, it is useful to first understand *social marketing*.

Social marketing is a process for creating, communicating, and delivering benefits that a target population desires in exchange for adopting a behavior that profits society.[7] It gained recognition as a professional discipline in the 1970s, when marketing practitioners began to apply commercial marketing techniques to change behaviors to improve health and protect the environment.[8] Over the past four decades, the field of social marketing has made significant strides and is now widely acknowledged and applied. In any social marketing intervention, a specific behavior is targeted for modification or adoption for the benefit of society as a whole. To improve rural sanitation, individuals and the community as a whole must stop the practice of open defecation, acquire and use a hygienic sanitation facility, properly maintain sanitation facilities, and properly dispose of children's excreta.[9]

A complementary hygiene behavior is handwashing with soap after defecating or handling feces.

Keep in Mind

Sanitation marketing is about more than just training masons. It involves a more comprehensive demand and supply strengthening strategy drawing on social and commercial marketing and behavior change communication approaches.

[7] P. Kotler and N.R. Lee. *Social Marketing: Influencing Behaviors for Good*. 3rd ed. Sage Publications. 2007.
[8] Ibid
[9] For more information on SaniFOAM, see *Introducing SaniFOAM: A Framework to Analyze Sanitation Behaviors to Design Effective Sanitation Programs*, www.wsp.org/wsp/sites/wsp.org/files/publications/GSP_sanifoam.pdf

How the behavior is modified or adopted depends on the application of what is known as the *marketing mix*, including product, place, price, and promotion. The marketing mix is also known as the *Four Ps*. The Four Ps are at the core of any sanitation marketing initiative. Although a sanitation marketing program might not have complete control over the Four Ps, it tries to influence them.

Because social marketing initiatives aim to benefit society rather than achieve a profit, they are usually led by government agencies, NGOs, and the nonprofit sector. However, these initiatives often rely on the private sector to provide products and services to support that change in a sustainable manner, such as the production and distribution of condoms to prevent HIV/AIDS, improved cook stoves to decrease Acute Respiratory Infections (ARI), and water treatment products and devices to reduce the incidence of diarrheal episodes.

Having an understanding around social marketing is a good first step to understanding sanitation marketing—but commercial factors are critical to consider. Recognizing that supply chains, distribution centers, and small-scale sanitation entrepreneurs are necessary to ensure sustainable access to improved sanitation facilities and services, **our working definition of sanitation marketing promotes a broader idea of what sanitation marketing entails, and how to apply it at scale:**

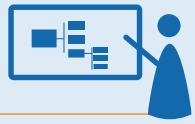
> Sanitation marketing is the application of the best social and commercial marketing practices to change behavior and to scale up the demand and supply for improved sanitation, particularly among the poor.

Keep in Mind

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

See Online

What Is Sanitation Marketing?
www.wsp.org/sanmarketingtoolkit/whatis



Below is a sample of available resources. Additional resources will be added on an ongoing basis.

Introducing Sanifoam: A Framework to Analyze Sanitation Behaviors to Design Effective Sanitation Programs (WSP)

The Case for Sanitation Marketing (WSP)

Private Sector Sanitation Delivery in Vietnam (WSP)

Sanitation Marketing for Managers: Guidance and Tools and Program Development (USAID/HIP)

Marketing Sanitation in East Java (WSP)

CDCynergy—Social Marketing (Turning Point)

Social Marketing for Nutrition and Physical Activity Web Course (CDC)

On Social Marketing and Social Change

Social Marketing Institute ListServe

Additional Reading

Social Marketing—Influencing Behaviors for Good (2008), by Philip Kotler and Nancy R. Lee

Hands-On Social Marketing: A Step by Step Guide to Designing Change for Good (2010), by Nedra Kline Weinreich

On Social Marketing and Social Change: Selected Readings 2005–2009 (2011), by R. Craig Lefebvre

Switch: How to Change Things When Change is Hard (2010), by Chip Health and Dan Health

II. Conducting Formative Research

Key Points

2.1 Why Formative Research?

- ✔ Formative research is the foundation of any evidence-based sanitation marketing initiative
- ✔ Developing an effective sanitation marketing program starts with understanding the big picture, including current gaps and conditions
- ✔ Gathering primary and secondary data is necessary to assess supply and household demand for sanitation products and services

2.2 Define Research Objectives, Questions, and Purpose

- ✔ Clear research objectives and questions are necessary to focus the study on the most critical information needed to inform decisions
- ✔ Determining factors that influence open defecation or other behaviors in a given population is a specific research objective in sanitation marketing

2.3 Develop the Research Approach and Design

- ✔ Qualitative and quantitative research methods serve different functions and answer different types of research objectives and questions
- ✔ Mixed research methods can be conducted by phase or sequentially to strengthen demand and supply analysis

2.4 Conduct Data Collection, Analysis, and Reporting

- ✔ Program managers should stay informed on progress during the data collection
- ✔ Top-line results should be made available ahead of the final report so that findings can be used to inform the marketing strategy as soon as possible

Key Terms

For definitions, see Appendix, p. 51

demand
formative research
primary research data
secondary research data
supply

behavioral determinants
research objective
research purpose
research questions
SaniFOAM
sanitation suppliers
social drivers
social norms

analysis plan
focus group discussion
in-depth interview
informal assessment
key informant interview
pre-test
qualitative research methods
quantitative research methods
skip patterns
study protocol

backward research
basic frequencies
dummy table
fieldwork report
observation
top-line results

2.1 Why Formative Research?

Formative research is the foundation of any evidence-based sanitation marketing initiative. It is used to collect evidence on current practices,[10] the factors that influence them, and the types of sanitation products and services needed. Formative research also informs the intervention continuously, from design to implementation and monitoring. Broadly speaking, formative research can help answer questions such as:

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

Figure 2 summarizes the steps required to conduct formative research and the program manager's key role at each step.

In the first step, the program manager determines which decisions must be made and what information he or she needs to make those decisions.[11] For example, it might be important to determine which sanitation products and services would best meet households' expectations. The program manager would ask such research questions as:

See Online
Conducting Formative Research
www.wsp.org/sanmarketingtoolkit/research

- What are current sanitation practices?
- What is the target population's prior experience with sanitation facilities?
- Which sanitation facility features/benefits do households most desire?
- How much are households willing to pay for these features/benefits?
- What products/services are currently available to the household and at what price?

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*. Possible sources for secondary data include:

- Demographic and Health Surveys (DHS)
- Multiple Indicator Cluster Surveys (MICS)
- Joint Monitoring Program (JMP) reports issued by the World Health Organization (WHO)/UNICEF

FIGURE 2: RESEARCH STEPS AND PROGRAM MANAGER'S ROLE

Research Steps	Define problem	Develop approach	Study design	Data collection	Data analysis	Reporting
Manager's Role	• Clearly define research objectives, questions and purpose	• Establish budget • Develop Terms of Reference • Review proposals • Procure consulting firm	• Review instruments (questionnaires) developed by consultant firm against research objectives	• Obtain regular updates from consulting firm	• Agree on tabulation and analysis plan (using backward research process for example)	• Review topline results and adjust/develop strategy • Review final report • Adjust/develop strategy based on findings and recommendations

[10]Determining current practices could also serve as a pre-intervention baseline.
[11]This process is often referred to as *backward market research,* which was pioneered by Alan Andreasen.

- Annual Poverty Indicators Surveys and family income and expenditure surveys
- National statistical services
- Data from chambers of commerce
- Surveys, evaluations, or project reports from WASH or health sector partners
- Academic institutions

Secondary sources are useful for investigating broad research questions. For example, in Indonesia, WSP analyzed the 2004 Susenas National Socioeconomic Survey data set to determine the extent of open defecation in East Java. Through simple tabulation, WSP determined that the rate of open defecation varied considerably across the 29 districts, ranging from 5.6 percent to 76.4 percent.[12] In addition to answering more "big picture" questions, secondary research can help identify gaps in information needed to design the interventions. For example, in India, WSP used results from recent surveys by two organizations—Knowledge Links and Feedback Ventures—to analyze factors influencing sanitation behaviors in the state of Himachal Pradesh. WSP used this research to narrow the focus of the Terms of Reference for a planned survey, thus avoiding unnecessary duplication.

In some cases, secondary research might be recent and complete, and no additional research is required. More commonly, however, gathering the evidence needed to develop an effective sanitation marketing program will require *primary research*. This is particularly the case for assessing the supply side because the private sector typically does not, for competitive reasons, widely publish data. Primary research involves obtaining information directly from the source. For example, it could include conducting a survey of households or local private-sector players such as masons, hardware stores, materials suppliers, and microfinance institutions.

The two main approaches for conducting primary research are *qualitative* and *quantitative* (see 2.3, Develop the Research Approach and Design).

2.2 Define Research Objectives, Questions, and Purpose

Once the program manager has identified the primary research needs, the next steps are to define clear research objectives (Why do this study?), formulate supporting research questions (What specific questions need to be answered?), and clarify the purpose (How will the results be used? What decisions will the findings support?).

Clear research objectives and questions will help focus the study on the most critical information needed to inform decisions. Good research

[12] Jaime Frias. "Marketing Planning: Findings from Key Parameters of Water and Sanitation, Rural East Java." Draft report. 2007

objectives include a general objective and specific objectives; use action verbs such as "to determine," "to compare," "to verify," "to describe," and "to establish;" and avoid vague terms such as "to understand" and "to study."

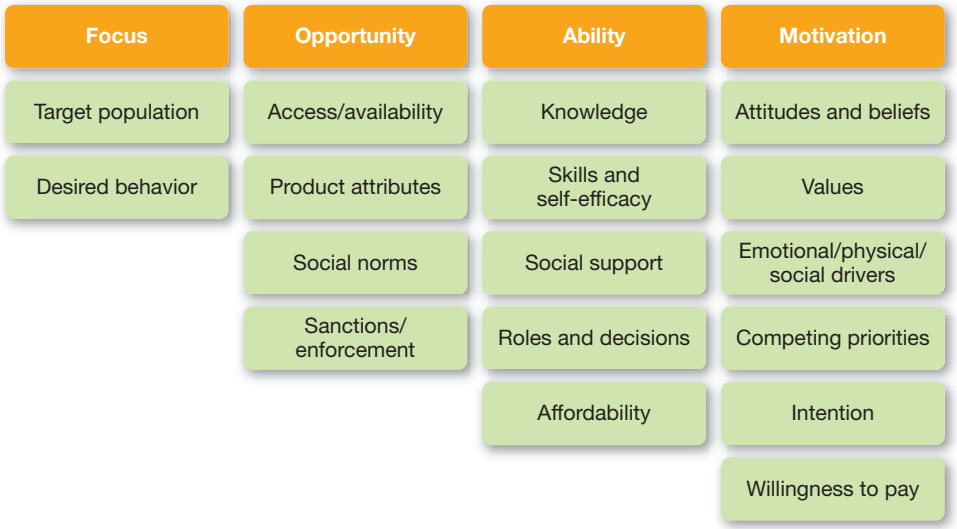
Defining research objectives, questions, and purpose might require consultation or consensus building with a wider team, including key stakeholders and implementation partners, particularly if they will use the results. Research objectives, questions, and purpose will form the cornerstone of the Terms of Reference in the procurement phase. They will also serve as a checklist and reference point throughout the research process and guide discussions about the research methods, tools, and

TABLE 1: SAMPLE RESEARCH QUESTIONS RELATED TO BEHAVIORAL DETERMINANTS

Determinant	Research Questions
Access/availability	How does the availability of reliable masons in the community influence a household's ability to improve its sanitation facility? Are cement and other supplies easily available to households wishing to self-build?
Product attributes	Do available sanitation options have the features and benefits desired by households? What advantages/benefits does open defecation offer?
Social norms	Under what circumstances is open defecation considered acceptable in rural communities? At what age are children expected to start using a toilet?
Sanctions/enforcement	What are negative consequences, if any, for those who defecate in the open? To what extent are sanctions enforced and effective in influencing behaviors? Who are the community whistle-blowers and how influential are they?
Knowledge	What do people consider a safe or sanitary toilet? Do they know where to go to get quality sanitation services? What sanitation products are they aware of?
Skills/self-efficacy	Among individuals who intend to build a toilet themselves, how confident are they in their skills/ability to build a good one?
Social support	To what extent in the community are disabled, elderly or children assisted to go to a toilet? To what extent do people let neighbors use their toilets and under what circumstances?
Roles/decisions	Who initiates the discussion about sanitation in rural households? Who decides on the budget? Who influences decisions on features? Who "shops" for the toilet? How does gender affect decision making?
Affordability	What can the household afford to pay for a toilet all at once? In multiple installments? How is affordability influenced by seasonality? How does perceived affordability differ from actual?
Beliefs and attitudes	At what age is children's excreta considered harmful? What beliefs might explain this? What taboos and beliefs exist with respect to feces and menstruation that would influence behavior?
Values	Which social or cultural values, if any, does sanitation support (such as modernity and progress)? To what extent is improved sanitation seen to increase a home's value?
Drivers	What are the principal drivers (social, physical, or other) that motivate people to stop defecating in the open, stop sharing, or to improve their facility? How do these vary by gender and life stage?
Competing priorities	What is sanitation's closest "competitor" (for example, cell phone, TV, refrigerator)? How are household expenditures prioritized when extra money is available?
Intention	Does the household intend to build a toilet in the next year? Have they starting saving? Have they chosen a toilet model yet?[13]
Willingness to pay	To what extent are expectations of subsidies affecting willingness to pay? How much are households willing to pay and/or borrow for their preferred model?

[13] See Jenkins/Scott questionnaire on decision-making process in Marion W. Jenkins and Beth Scott, "Behavioral Indicators of Household Decision-Making and Demand for Sanitation and Potential Gains from Social Marketing in Ghana," *Social Science & Medicine,* vol. 64, 2007, pp. 2427–2442; www.unicef.org/wash/files/Jenkins_Scott_2007.pdf

FIGURE 3: SANIFOAM BEHAVIOR CHANGE FRAMEWORK



analysis plan between the program manager and the research consultant.

A research objective of specific interest in sanitation marketing is determining which factors influence open defecation or other behaviors in a given population. The factors that influence behaviors must be understood if they are to be changed through sanitation marketing. These factors, called *behavioral determinants*, include *social norms*, what society views as acceptable behavior; access to *sanitation suppliers* such as hardware stores; and *social drivers* such as status, among others. Table 1 lists sample research questions to support formative research on determinants.

To help identify key behavioral determinants for sanitation, WSP and partner organizations developed a simple behavior change framework, called SaniFOAM (see Figure 3).[14, 15] SaniFOAM makes explicit that improving knowledge alone, for example through information, education, and communication, is often insufficient to stimulate behavior change. Other factors, identified through research, might need to be targeted.

2.3 Develop the Research Approach and Design

This stage of the research process involves formulating the research approach, developing Terms of Reference, reviewing research proposals, and procuring a consultant firm to conduct the studies.[16] Most programs will require research to probe both demand and supply.

More than one study approach might be required, using *quantitative* or *qualitative* research methods. Qualitative and quantitative research serve different functions and answer different types of research objectives and questions. The summaries in Box 1 and Table 2 can help define the scope of work, develop Terms of Reference, and evaluate study proposals.

In Tanzania, WSP conducted qualitative interviews of sanitation suppliers to research the supply side.[17] The sanitation suppliers interviewed were part-time, informal, small-scale providers. Sanitation services supply was not their primary source of business and was supplementary to other economic activities, such as farming or construction. Anecdotal evidence from the field suggested that although

[14] See WSP's *Introducing SaniFOAM: A Framework to Analyze Sanitation Behaviors to Design Effective Sanitation Programs,* available in the online resources.
[15] SaniFOAM is based on the AMO (Ability-Motivation-Opportunity) frameworks used in a variety of fields, including commercial and social marketing and human resources management.
[16] For procurement of research firms, see Chapter 5, Implementation
[17] WSP/Pricewaterhouse Cooper, *Market Research Assessment in Rural Tanzania for New Approaches to Stimulate and Scale up Sanitation Demand and Supply,* available in the online resources.

service providers were not organized (such as in associations), potential customers could locate them through informal networks. The interviews also revealed three major constraints to business development:

- *Lack of capital*, making it difficult for suppliers to purchase tools and supplies essential to develop their businesses;
- *Inaccessibility of materials*, including cement, wire mesh, and slabs; and
- *Inadequate training*. Although many service providers had received training, most did not have access to training on new sanitation products and technologies. Roughly half could construct a pit latrine with slab, and half could construct flush/pour systems. The range of sanitation services provided to consumers was limited. For example, few offered emptying services.

In India, WSP used an informal assessment to better understand the supply chain for sanitary pans and other materials in the state of Himachal Pradesh, where the sanitation market is well-developed and largely managed by the private sector. The assessment revealed an important geographic element: the manufacturers of ceramic pans are mostly based in Gujarat, and they sell wholesale to distributors based in Chandigarh and Delhi for onward supply to Himachal Pradesh. Chandigarh

BOX 1: QUALITATIVE AND QUANTITATIVE RESEARCH METHODS

Qualitative research uses methods aimed at gaining an in-depth understanding of a given situation, behavior, attitude, belief, or other behavioral determinant. Common methods include:

- *Focus group discussions* (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. Researchers can use techniques such as *pocket-voting* (a technique for encouraging participants to express a preference among options in a private way) to probe sensitive topics such as open defecation. They can use *projective techniques* (for example, what would this imaginary family in your community do in this situation?) 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.
- *In-depth interviews* (IDI), conducted with key informants, stakeholders, and members of the target populations (such as suppliers or households) to probe certain areas and obtain information that is too sensitive (for example, anal cleansing), complex, or detailed to share in a focus group session or when there is no benefit in having participants interact.
- *Informal assessments*, which can provide a big-picture view of topics such as the supply chain and the range of sanitation products and services. This technique can also be used to identify providers who have overcome barriers and developed a business model that is worth replicating in whole or in part as part of capacity building. Assessments can include *key informant interviews* and pictures of products and suppliers found in the marketplace. Note that informal assessments are more challenging for at-scale projects.
- *Non-participative observations* of houses, facilities, and community spaces, which can reveal sanitation and hygiene practices.

Quantitative research targets a larger representative sample of the population, using a structured and standardized research instrument. Interviews can take place in fixed settings such as the household or the workplace (in the case of suppliers) or in settings such as marketplaces (using intercept surveys). Sample size and sampling method will determine whether the survey findings are representative and can be generalized to the wider population. If well-designed, quantitative formative research can also provide a baseline for monitoring and evaluation.

TABLE 2: COMPARISON OF QUALITATIVE AND QUANTITATIVE RESEARCH METHODS

	Qualitative	Quantitative
General objective	Understanding, exploring, probing—asking "why" and "how" questions	Counting, quantifying, segmenting—confirming "what" is the current situation
Data form	Words, quotations, themes, images, pictures	Numbers, percentages, statistics (such as averages)
Representativeness	Findings cannot be generalized to wider population with a known degree of confidence	Can be generalized to a wider population
Data collection and analysis tools	General discussion or interview guidelines, ethnographic software, researcher-led interpretation	Standardized questionnaires and data entry, statistical software

is closer to Himachal Pradesh than Delhi and is therefore the main gateway for supply to Himachal Pradesh. Chandigarh-based wholesalers and distributors not only supply the bigger retailers at the district level, but also smaller wholesale markets (for example, at Pathankot, Amritsar, and Parwanu). At block and *panchayat* levels, smaller retailers either buy from the bigger retailers or from the smaller wholesale markets.

Qualitative and quantitative studies can be effective when phased or conducted sequentially. For example, in Indonesia, the team developed Terms of Reference for a two-phased study, qualitative followed by quantitative. The former aimed to inform the development of the sanitation marketing component—in particular, the communication campaign. Key research objectives were to determine how decision-making works for major household expenditures (in general and for sanitation in particular) and how households prioritize competing expenses; to identify what benefits, if any, are associated with open defecation; to probe beliefs around feces and open defecation; to describe the "shopping process" for sanitation facilities; and to pretest early communication concepts to be developed by an advertising agency.

Key insights gained from the qualitative research included the following[18]:

- Sanitation ranks low among household priorities and "competes" with luxury goods such as refrigerators and televisions.
- For many men, open defecation has distinct benefits such as social interaction and physical comfort (in the case of defecation in a river).
- Many consider open defecation "normal" and believe the feces can feed the fish or provide fertilizer for the rice paddy.
- Masons are often the frontline providers in the shopping process.
- Negative appeals such as fear of gossip tested more favorably than positive appeals.

The Indonesia team quickly shared these insights with the advertising agency to improve the campaign approach and messaging. They also used the findings to formulate other aspects of the marketing strategy such as supplier training. Next, the team conducted quantitative research to confirm which behavioral determinants were associated with open defecation and use of improved latrines.

Once the research firm has been contracted and is ready to start work, the team should hold a kick-off meeting with key personnel. Meeting participants might review and discuss the proposal; discuss methods of collaboration, roles, and lines of communication; develop a timeline; and confirm the scheduled expectations and deliverables.

The research firm will develop a *study protocol* based on the accepted proposal or bid and discussions and agreements

[18] "Understanding Sanitation Habits, A Qualitative Study in East Java Indonesia," unpublished presentation, Nielsen, 2008, available in the online resources.

BOX 2: REVIEWING A QUESTIONNAIRE

- Develop a two-column table. In one column, list the indicators from the results framework as well as other research questions. In the second column, list the question numbers from the questionnaire that correspond to the indicators. This pinpoints extraneous questions and identifies indicators that remain unaddressed.
- Use existing questions from available national questionnaires. Not only have these questions been tested, they offer a quick way to externally validate the survey.
- Ask colleagues to review the questionnaire on the basis of the research protocol. Weigh comments against the study objectives.
- Flag problems or issues and address with the research consultant. Do not rewrite or craft questions unless you have research experience.
- Review possible response categories for close-ended questions to ensure that the mostly commonly expected responses are included.
- Check for sufficient filters (for example, to filter out respondents whose answers are not of interest in a particular question) and functional skips.
- Review focus group discussion guidelines to ensure that questions include sufficient probing and are formulated to elicit more than simple "yes" or "no" responses.

at the kick-off meeting. Once this is approved, the firm will most likely develop one or more survey research tools or *questionnaires*. These should be *pretested* with a small sample of the target population to ensure that the respondents understand the questions, that the *skip patterns*[19] work, and that the interview is not too long. Questionnaires might need to be translated; if so, a back translation is required for quality-assurance purposes. It is critical to review the questionnaire before pretesting takes place (Box 2 gives some tips on reviewing the questionnaire). After pretesting, the firm reports back to the team on the results.

It is also important to clarify what the top-line results should include. It is best to clarify this before finalizing the questionnaire and before the data collection phase.

2.4 Conduct Data Collection, Analysis, and Reporting

Program managers should stay informed on progress during the data collection phase. They should also periodically ask the research firm questions so corrective measures can be taken as needed. Sample questions might include:

- Is data collection progressing on schedule? If not, what will the firm do to get back on schedule (for example, increase the field personnel)?
- How are respondents reacting? Are refusal rates unusually high? The firm should provide answers based on regular visual inspection of completed questionnaires and data capture.
- Are there any issues to flag (for example, inability to access a remote area)? If so, what will the firm do to address these issues?

The research firm typically produces a *fieldwork report* at the end of the data collection phase.

Once the data is entered and cleaned, the research firm will perform basic frequencies and cross-tabulations such as responses by socioeconomic status and gender to uncover patterns. *Backward research*[20] can be used to develop a *dummy table*[21] (see Figure 4) that the research firm can use to develop an *analysis plan*.

The formative research process culminates in a reporting phase. Preliminary results, commonly referred to as *top-line results* in market research, should be presented first. This is best

[19] It is standard practice in surveys to skip over some questions to filter out interviewees for whom these questions are not relevant or appropriate. Pretesting helps ensure that appropriate "skips" are present and functional.
[20] See Alan Andreasen's work on backward market research.
[21] Dummy tables are mock tables to help visualize possible relationships among datasets and guide analysis.

done in two phases: an initial report to the program manager and the program team, including any implementing agencies; and another report to a wider in-country audience that incudes stakeholders, donors, and non-partner implementing organizations who might not commit to reading a lengthy technical report, particularly if it is not written in their native language.

The final report will likely require several iterations. This should be anticipated in the Terms of Reference. Comments from reviewers should be gauged for relevance and consistency and then forwarded to the consultant firm to address in a revised draft of the report.

FIGURE 4: SAMPLE DUMMY TABLE[22]

	Current Sanitation				
	None (OD)	Sharer	Owner of Unimproved	Owner of Improved	Total
Opportunity determinants					
Ability determinants					
Motivation determinants					
Level of satisfaction with current facility					
Media habits					
Preferred radio stations					
Preferred TV station					
Preferred newspaper					
Trusted source of information					
Demographics					
Age					
Gender					
Level of education					
Socioeconomic class (quintile)					
Number of people in household					
Number of children under five					
Location					

[22]The formatting of this table is taken from Population Services International (PSI). See www.psi.org.

See Online

Conducting Formative Research
www.wsp.org/sanmarketingtoolkit/research

Below is a sample of available resources. Additional resources will be added on an ongoing basis.

Questionnaire to Research Household Sanitation Demand in Indonesia (WSP)

Qualitative Report on Sanitation Demand and Supply in Indonesia (WSP)

Quantitative Report on Sanitation Demand and Supply in Indonesia (WSP)

Sanitation Market Assessment in Indonesia (WSP)

Sanitation Demand and Supply Assessment in Indonesia (WSP)

Questionnaire to Research Household Sanitation Demand in Tanzania (WSP)

Instrument to Research Sanitation Supply in Tanzania (WSP)

Sanitation Demand and Supply Assessment in Tanzania (WSP)

Sanitation Market Assessment in Tanzania (WSP)

Sanitation Supply Chain Assessment in Rural and Peri-Urban Cambodia (WSP)

Sanitation Demand Assessment in Rural and Urban Cambodia (WSP)

Sanitation Market Assessment in India (WSP)

Additional Reading

Qualitative Methods in Public Health—A Field Guide for Applied Research, by Priscilla R. Ulin, Elizabeth T. Robinson, and Elizabeth E. Tolley

Hygiene Evaluation Procedures: Approaches and Methods for Assessing Water and Sanitation-Related Hygiene Practices, by Astier M Almedom, Ursula Blumenthal, and Lenore Manderson

III: Developing a Marketing Strategy

Key Points

3.1 Define Goals

- ✔ After the formative research is completed the next steps are to identify goals and develop a marketing plan and strategy
- ✔ Goals are often defined within a project's results framework. There can be more than one set of goals.
- ✔ A marketing plan typically has a one- to two-year timeframe and identifies outputs
- ✔ A marketing strategy explains how the plan will be implemented, usually within three- to -five years.

3.2 Marketing Mix: Product

- ✔ A less-is-best approach is often more effective when it comes to product-related decisions.
- ✔ A marketing plan should focus on the product's benefits to the consumer rather than the product's attributes.

3.3 Marketing Mix: Price

- ✔ Price includes the monetary cost of the product (the toilet), supporting services, and any nonmonetary costs, such as time, that the household might incur.

3.4 Marketing Mix: Place

- ✔ Place refers to where a product or service is sold or obtained, as well as how it is distributed.
- ✔ To develop the distribution strategy, a sanitation marketing program will likely use a combination of capacity building or business development approaches and marketing principles.

3.5 Marketing Mix: Promotion

- ✔ Promotion links consumers with suppliers, letting potential customers know about a product's benefits and availability.

Key Terms

For definitions, see Appendix, p. 51

higher-level goals
marketing mix
marketing plan
marketing strategy
outcomes
outputs
results framework

branding
demand responsive
market segmentation
modularization, branding
product
standardization
technology options

affordability
availability
cost
in-depth interview
price
price elasticity
smart subsidies

accreditation
business aggregators
capacity building
distribution
franchising
front-line providers
place

acceptability
attractiveness
behavior change communication
brand
communication concepts
comprehension
counseling cards
creative briefs
promotion

3.1 Define Goals

Once the formative research is completed and the findings are available, the next steps are to identify goals and develop an annual or biannual *marketing plan* that includes details on the *marketing strategy*. Goals are often defined within the project or program's *results framework*. Note that there can be more than one set of goals.

The marketing plan can be a short reference document that includes a detailed action plan showing roles and responsibilities, key milestones, the projected timeline and budget, and a research and monitoring plan. Marketing plans have a relatively short, one- to two-year timeframe and typically identify lower-level goals called *outputs*.

A marketing strategy should explain how the plan will be implemented, who will implement it, when, and at what cost. Marketing strategies have a three- to five-year timeframe and typically identify higher-level goals called *outcomes* or *intermediary outcomes*.

For example, based on the program's results framework and formative research, the marketing strategy might set goals of increasing coverage of improved toilets by 30 percent (outcome), improving affordability (intermediate outcome), and strengthening access to quality providers (intermediate outcome).[23] The marketing plan might set a goal of accrediting 500 new suppliers (outputs), launching one new financial service (output), and developing a new lower-cost pour-flush toilet (output).

Sanitation marketing employs the "marketing mix" or *Four Ps* (product, place, price, and promotion) to achieve the goals targeted in the marketing strategy and plan.

Although this document does not discuss it, another "P" often cited in social marketing literature is *partnerships*.[24] This element recognizes the potential of alliance platforms and other mechanisms to engage and link public and private institutions.

See Online

Marketing Mix: Product
www.wsp.org/sanmarketingtoolkit/product

Marketing Mix: Price
www.wsp.org/sanmarketingtoolkit/price

Marketing Mix: Place
www.wsp.org/sanmarketingtoolkit/place

Marketing Mix: Promotion
www.wsp.org/sanmarketingtoolkit/promotion

3.2 Marketing Mix: Product

A *product* can be a physical product (for example, a latrine), a service (for example, pit emptying), or a behavior (for example, regularly clean the latrine). This chapter focuses on products and services; for more on behaviors, specifically behavior change communications (BCC), see Section 3.5, Promotion.

Although the discussion and examples in this chapter focus on products and services targeted at end users (the households), products and services can also target suppliers. For example, the Easy Latrine (see Box 3) in Cambodia targets both potential vendors and households.

Key Principles

Products should be demand-responsive.[25] Available products, such as sanitation slabs for rural households, must be consumer-responsive and offer the desired features and benefits, which are identified through research.

Think products, not technology options. In the sanitation field, technology options include the specifications of what is below the ground (such as offset or lined pit), what is on the surface (such as slab), and what is above the ground (the superstructure). For most consumers, the product is what is

[23] Changes in determinants such as affordability and access/availability are usually considered intermediate outcomes.
[24] For more on partnerships, see Nedra Kline Weinrich, *Hands-On Social Marketing: A Step-by-Step Guide,* Sage, 1999
[25] Note that sanitation products must be suitable for the physical environment (for example, high groundwater tables) and meet relevant standards. These considerations are part of the technological aspect of product development and, though essential, are beyond the scope of sanitation marketing, per se.

"Less is best"—Easy Latrine marketing flyer

visible or important to him or her, often what is above the surface: the shelter, slab, or seat. When developing marketing programs and strategies targeting end users (households), remember to think and communicate in terms of products and benefits and not in terms of technology options and specifications.

When it comes to products, less is best. Conventional wisdom in the water and sanitation sector has been that the more products available, the better. Although consumers want options that meet their needs, you can have too many options. This can overwhelm consumers and complicate decision-making and supplier training. Although it might not be the case of "one size fits all," fewer might be better.[26]

Product features are different from product benefits. A product's features are its attributes; a product's benefits are what the features convey or provide to the user. For example, a ventilated improved pit includes features such as a mosquito screen and ventilation. The benefits of a ventilated improved pit are freedom from annoying insects and a less unpleasant smell. As part of the Easy Latrine development in Cambodia, WSP and partners developed a benefits ladder based on data gathered during field testing (see Figure 5). From a marketing perspective, this approach might be more readily operational than the sanitation ladder, which plots technology options. Rather than focusing on features and technical specifications, product development should be based on the desired benefits and their price.

Keep in Mind

To help develop your product strategy, be sure to think through the entire lifecycle of the facility. What products, services, and behaviors are needed at each stage?

Challenges

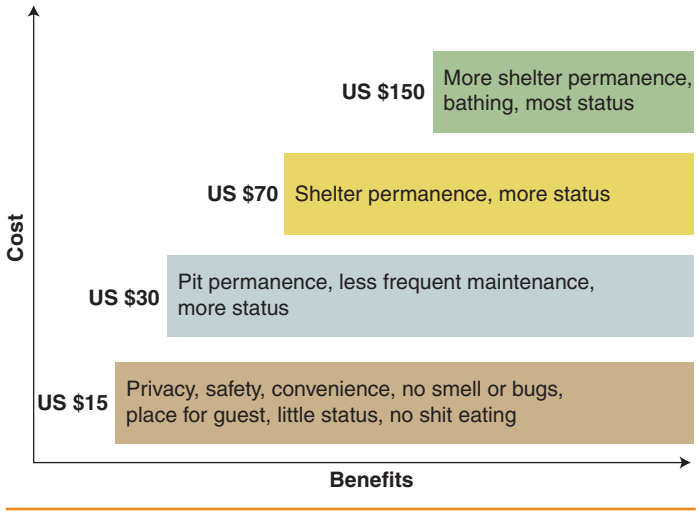
Limited control. Many program managers have limited influence and do not "control" the product, especially because they are not in the sales, distribution, or even product design business.

Too many technological options. The multitude of technological options above, at, or below the ground often results in many combinations that become difficult to translate into product packages following the less-is-best principle.

Ideal toilets might be out of reach. Because of a lack of awareness of options as well as social aspirations, the most desired features and

[26] If there are distinct market segments identified by needs, preferences, willingness to pay, and other factors, several products and several marketing mixes may be needed. This approach is called *market segmentation.* It recognizes that markets are not often homogeneous. Within a given segment, however, the less-is-best principle might still apply.

FIGURE 5: FINAL BENEFITS LADDER—CAMBODIA



benefits of the "ideal" toilet are frequently out of reach for most rural households, particularly the poorest segments. In the state of Himachal Pradesh, India, a market assessment[27] revealed that the gold standard for rural households is a pour-flush "paca" (cement) toilet. In Cambodia, an "ideal latrine" consists of an offset tank, pour-flush pan, and solid walls and roof.[28] In Peru, preferred toilets eliminate odors, are attractive and modern as well as private, comfortable, and safe; ideally they are pour-flush as well.[29] The cost of materials and transportation, inadequate production methods, and other market impediment factors can lead to higher costs and thus exacerbate the situation. One of the key lessons from the development of the Easy Latrine led by IDE, WSP, and IDEO (see Box 3) was that the components for a hygienic and well-designed pour-flush latrine could be privately produced and delivered for less than US$25, whereas most projects had previously priced similar designs at US$75 and up.[30]

Strategies

Standardization. Strategies to standardize products are being used in several countries, most notably in Tanzania, where purchasing power is very limited. There, approximately 80 percent of households had a simple pit latrine in 2008. Findings from the household survey suggested a more homogeneous market in which, at least initially, no market segmentation was needed.[31] Thus, a strategic decision was made to help households move up the sanitation and benefits ladders by adding a SanPlat[32] to their existing pit latrine. Training of masons focused on how to make and sell the SanPlat and how to retrofit a latrine. All communication materials reflected this single product.

Modularization. Modularization involves standardizing the product in a way that allows for upgrading over time as needs and budget evolve. Ideally, the modularization follows the benefits ladder previously described. In East Java, a sanitarian named Sumadi developed a range of four products (see Figure 6), thereby letting households upgrade over time. Others are now replicating his model. Modularization follows the cultural pattern in many lower income communities worldwide of making incremental improvements to homes as money becomes available.

Focus. During the 2003–2006 sanitation marketing pilot study in two provinces of Vietnam, IDE focused on promoting and training providers on just four toilet models, following the less-is-best principle.

[27] See "Situation Assessment of the Supply Market for Rural Sanitation in Himachal Pradesh and Madhya Pradesh," available in the online resources.
[28] See "Demand Assessment for Sanitary Latrines in Rural and Urban Areas of Cambodia," available in the online resources.
[29] Sanitation Demand, Market Behaviors, and Baseline Study in Peru. 2007. Lima: IMASEN.
[30] Author communication with Jeff Chapin, IDEO, 2011
[31] See *Product Range and Sanitation Market Assessment in Tanzania* available in the online resources.
[32] SanPlat stands for Sanitation Platform and is an improved latrine slab; see www.sanplat.se for more information.

BOX 3: INNOVATION AT WORK: WSP, IDE, AND IDEO TEAM UP TO DEVELOP THE EASY LATRINE

In Cambodia, research findings suggested that most households aspire to a pour-flush toilet but cannot afford one. WSP, international NGO IDE, and design firm IDEO teamed up to develop an affordable and simple "latrine core" that would confer the benefits of a pour-flush but cost less than half the normal cost due to smarter use of materials, an improved production method, and a streamlined design.

Easy latrine point of sale in Cambodia

Branded the *Easy Latrine*, the toilet is available through local producers who are trained in sanitation and hygiene education, production, and basic business and sales management. In addition, buying an Easy Latrine is a one-stop shopping experience. A customer goes to the supplier, pays, and has the toilet home-delivered. In the past, buying a latrine involved engaging a mason (to build the "box" surrounding the slab, which in the Easy Latrine is a prefab reinforced concrete product), visiting a culvert seller to buy the rings to line the pit plus a pit cover, and visiting a waterpipe shop to buy the pipe to connect the slab to the offset pit.

Keep in Mind

Branding can be used on a wide range of applications, including a campaign (e.g., a national sanitation program), an ODF community, an accredited supplier, an idea (e.g., a modern ODF society) or a product.

Branding. A natural progression from standardization and modularization is to develop a brand name for each product. This reflects the principle of focusing on benefits and aspirations instead of its features or technology options. Branding allows an interested consumer to inquire about a "Royal Highness" instead of "a double offset pour-flush latrine with ceramic pan" and it leads, along with standardization, to potential economies of scale in advertising, promotion and other communication efforts, training suppliers, and in distribution. Branding has been used in Cambodia to support the Easy Latrine and in East Java, branding has been introduced through a select number of vendors. It is also being used informally in Tanzania, where the SanPlat is referred to as the *Sungura*, which means rabbit in Swahili.[33]

Innovation. Innovation might be needed if research shows that locally available products do not meet consumer preferences in terms of benefits or pricing (see Box 3).

Complementary market opportunities. The team should also analyze the need and potential for complementary products or services such as offering cleaning products, a handwashing station, and long-term maintenance services.[34]

3.3 Marketing Mix: Price

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

[33] The name *Sangura* was used because the shape of footrests and squat hole look like a rabbit.
[34] A database of handwashing station designs is available at www.wsp.org/scalinguphandwashing/enablingtechnologies.

FIGURE 6: SUMADI'S RANGE OF PRODUCTS

Type 1	Type 2	Type 3	Type 4
WC Tumbuh Sehat	WC Tumbuh Sehat	WC Ekonomis	WC Sehat Murah Sumade
180,000 Rp. (US$18)	260,000 Rp. (US$26)	600,000 Rp. (US$60)	850,000 Rp. (US$85)
Branded ceramic closet, slab, 1-day labor	Branded ceramic closet, slab, concrete ring, 1m (1), 1-day labor	Branded ceramic closet, slab, concrete ring, 1M (4), cover, 2-day labor	Branded ceramic closet, slab, concrete ring, 1M (7), cover, 2-day labor
Introduced October 2008	Introduced October 2008	Introduced October 2008	Introduced 2005

Key Principles

Target market. Practically speaking, sanitation marketing targets the poorest segments of a population given that the commercial sector serves the middle and upper classes. However, there is debate within the WSS sector as to how to best serve the poorest (lowest) quintile.[35] Targeted or smart subsidies can play a role as long as they do not impede the development of a sustainable marketplace through sanitation marketing approaches. The promotion of Sangura slabs, which are sold at around US$5 through the Choo Bora program in rural Tanzania, is an example of marketing an affordable option that enables low-income households to retrofit and upgrade simple pit latrines.

Affordability versus availability of cash. It is important to distinguish between affordability and availability of cash. For example, a rural household in East Java might not have the liquidity at any time of the year to buy their ideal toilet (pour-flush with septic tank), but they might still consider it affordable.

Willingness to pay. A qualitative study in Cambodia[36] asked respondents whether, if their "ideal" latrine was on sale for US$100, they would be able and willing to buy it. Most said they would be willing to pay for this latrine but they would first need time to save. Many respondents felt they would purchase this latrine within three to six months. Several stated that they would not purchase this latrine at all if they did not have enough money. Note that willingness to pay results should be interpreted with caution: willingness to pay can shift as people gain awareness or knowledge of options or prices during the buying process.

Keep in Mind

Understand the difference between affordability, availability of cash, and willingness to pay. Interpret willingness to pay results with caution: a household's willingness to pay can shift as individuals gain awareness or knowledge of options or prices. Similarly, a household might consider a product affordable, yet not have the cash liquidity to purchase it.

Challenges

Lack of control. Price control is beyond the reach of a sanitation marketing program. Because suppliers tend to look at unit margins or prices, keeping prices within reach of lower income quintiles is a potential challenge.

[35] See *Financing On-Site Household Sanitation for the Poor,* available in the online resources.
[36] See *Demand Assessment for Sanitary Latrines in Rural and Urban Areas of Cambodia,* available in the online resources.

Keep in Mind

Remember to build in financing strategies for both suppliers and households as you develop the marketing mix.

Varying degrees of microfinance options. The degree of development of the microfinance sector varies considerably from region to region. In some areas, there might be limited opportunities to tap into formal financing mechanisms or institutions. In this case, informal mechanisms such as savings groups might prove useful.

Strategies

Innovation and standardization can reduce production costs and increase affordable options. In Cambodia, the Easy Latrine design led to a reduction in production costs through the use of fewer materials and improved production methods, with savings passed on to households. Standardization of a product can lead to economies of scale and result in lower production costs, a savings that can be passed on to households.

Suppliers should use the principles of price elasticity to maximize sales. Although suppliers tend to propose and market more upscale models, this might just reflect a lack of awareness of other options, as they are no doubt motivated by the unit price and/or margin. During basic business training, suppliers should be introduced to the basic principles of price elasticity so they understand that selling lower-cost models will result in higher unit sales, which may in turn lead to greater revenue. (See Section 5.3, Capacity Building, for additional information.)

"One-stop" shop provider training in Indonesia

Modularization allows households to upgrade over time as needs evolve, budgets expand, and cash constraints are reduced. This strategy is based on the assumption that households want to address sanitation needs in the same way they handle items such as home improvements. However, there is anecdotal evidence in Cambodia that households "hold off" for their preferred option. Any strategy must be informed by insights from research.

Access to financing must be built up at the same time as supply and demand. In IDE's pilot project in Vietnam, small suppliers were able to grow their business by providing informal credit to trusted households. In East Java, the more successful small businesses have tapped into local savings schemes (*arisans*) that organize bulk buying for their members. In Peru, WSP has brokered important relationships with banks and microfinance institutions that have developed financial products for hardware stores and their clients. Whether they involve linking suppliers and households to informal savings groups or advocating with microfinance institutes to develop products specific to the sanitation sector, financing options must be an integral part of a marketing strategy.

Repositioning lower-end options to be more aspirational can be successful if lower-cost models respond to the benefits sought at that price level. This can be achieved through promotion.

Conduct advocacy if non-market impediments are creating upward pressures on prices. If the supply chain and enabling environment analysis shows that the high price of materials is due to high import tariffs or other factors, advocacy can lessen or remove these impediments. Savings can be passed on to households, resulting in improved access to both supplies and products.

Building capacity to buy sanitation products in bulk can reduce unit costs. This has been done in India where purchases are pooled at the *Gram Panchayat* (district) level to purchase pans.

Targeted or "smart" subsidies. Some public health interventions have used subsidies to reach the poorest segments (for example, through the use of vouchers or behavioral outcomes) and can provide a useful model. The challenge is often to ensure that the subsidies reach those who are being targeted. Untargeted or supply-driven subsidies can potentially undermine market-based approaches.

Keep in Mind

Smart subsidies may have a role. The challenge is to develop them in a way that they effectively reach the targeted segments while not hampering market-based approaches.

3.4 Marketing Mix: Place

Key Principles

Points of sale must be easily accessible to customers. Front-line providers (suppliers that households go to early in the buying process) should be conveniently located and easily accessible. In Peru, WSP has worked with hardware stores as front-line providers for households interested in sanitation products (See Box 4).

Providers need to know how to build and offer safe sanitation products and services (including proper sludge disposal). They must also know how to maintain inventory and perform other basic business tasks. This training is standard practice in sanitation marketing efforts to date.

BOX 4: SANI-CENTRES IN NIGERIA

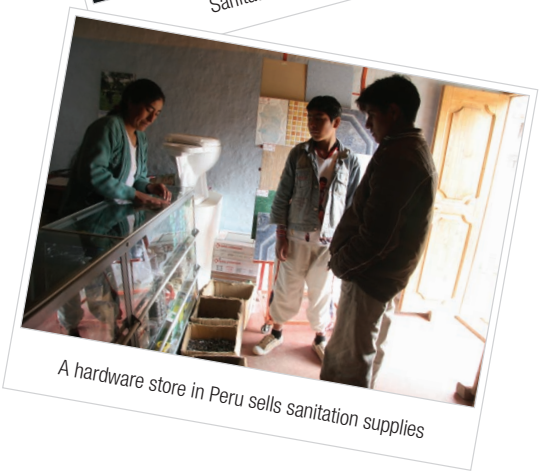
In Nigeria, WaterAid has promoted the establishment of a sani-centre in each project community to tackle transportation and market-access challenges faced by remote populations. WaterAid trains several community members as artisans to construct low-cost slabs and provides each community with seed money to build 20 to 30 slabs in each community. The goods supplied to each sani-centre are designated to be sold to community members at affordable prices, and any income generated used to replenish the stock of raw materials. However, evidence from the study to date suggests that the sani-centres are not effectively reaching the poor in these communities.

Source: Sustainability and Equity Aspects of Total Sanitation Programmes: A Study of Recent WaterAid-Supported Programmes in Three Countries. 2009. Available at http://www.communityledtotalsanitation.org/sites/communityledtotalsanitation.org/files/clts_synthesis_report.pdf

Keep in Mind

Make shopping for sanitation products as easy as possible for the consumer. Consumers should have easy access to knowledgeable, courteous, and customer-oriented suppliers of sanitation products.

Sanitation provider in Indonesia



A hardware store in Peru sells sanitation supplies

Sanitation suppliers must be courteous and customer-oriented. They should be able to discover customer needs and benefits sought, and match those with products and services, including financial ones. In Cambodia, suppliers often provide a warranty whereby they repair the latrine free of charge if it breaks due to faulty components (for example, a cracked ring in the pit leading to collapse). Providing a warranty enhances a supplier's reputation and can lead to other work or services.

Challenges

The distribution of sanitation products and services is often highly fragmented and in most countries is dominated by the informal sector. For example, in East Java alone, it is estimated that there are thousands of small providers, many of whom are masons.[37] Many masons do not have storefronts, resulting in fewer opportunities for point-of-sale branding (see Section 3.5, Promotion).

Sanitation is not a core business for many suppliers, which lessens their interest in capacity building and marketing initiatives. Given that most suppliers are small-scale and that sanitation is not their core business, it might be unrealistic to assume that capacity-building efforts will result in active promotion of safe sanitation. A case study conducted by WSP and IRC on the sustainability of an IDE rural sanitation project in Vietnam[38] revealed that few businesses actively promoted sanitation during and since the pilot, despite training received in this area. Most relied on their reputation and referrals.

Strategies

Fostering loose affiliations among suppliers can help create networks. For example, in East Java, the WSP has mentored an entrepreneur, Sumadi, who works closely with a cohort of masons and preferred wholesalers through whom he gets volume discounts. Networks let members grow their customer base and sanitation business through referrals. The IDE sanitation marketing pilot project in Vietnam encouraged suppliers to create networks and follow-up research showed these networks remained, and, in many cases, grew and prospered.[39] Networks can also be a more formal arrangement such an association, as in Uganda, for example, through the Association of Pit Emptiers.

Drawing on techniques used in the commercial and social marketing fields, franchising[40] is a potential business model for scaling up

[37] See *Opportunities to Improve Sanitation: Situation Assessment of Sanitation in Rural East Java, Indonesia,* available in the online resources.
[38] See *Case Study on Sustainability of Rural Sanitation Marketing in Vietnam,* available in the online resources.
[39] Ibid
[40] Franchising is a business model that involves creating a network of sales outlets (the franchisees) that are locally owned but act in coordinated manner with guidance from a central organization (the franchisor).

BOX 5: LESSONS LEARNED FROM THE ACCREDITATION PROGRAM AT THE INSTITUTE OF TECHNOLOGY OF SURABAYA (ITS)

- Avoid overly technical training content and emphasize practical information and skill-building. A field practicum is a good way to accomplish this.
- Focus training on product options that will be promoted through the demand creation efforts or that are commonly offered.
- Establish or integrate linkages with the sanitation marketing intervention (such as by using brand names or product catalogs).
- Be clear on participant eligibility selection criteria so that those chosen are more likely to be able to apply newly learned skills.
- Identify quality-assurance strategy during the development of the accreditation program (for example, how long accreditation will be good for, presence of national standards, clearly assigned responsibilities for monitoring these standards, renewal conditions, and whether and under what conditions accreditation can be revoked).

sanitation businesses. Through standardization of product range and quality, franchising offers potential economies of scale in promotion and training. WSP is testing elements of the franchising model in East Java, where efforts to replicate promising aspects of Sumadi's business model (notably linkages to microfinance institutions and informal savings groups, supply chain management, and the offering of standardized modular products) are underway with sixteen other small businesses. Franchising has challenges, including the need for an appropriate franchisor who can manage the franchisees. A recent study suggests that franchising has not yet proven itself as an effective way of reaching the poorest segments of the population.[41] However, variations on the franchising model such as micro-franchising, which aims to impact poverty by facilitating job creation and sale of products and services to the base of the pyramid may have promise.[42] Moreover, additional data is likely to be generated through members of SF4Health, a community of practice around social franchising for health (see www.sf4health.org).

An accreditation program through a regional or national organization or institute can potentially improve quality.[43] Accreditation has applications for scale and sustainability because capacity is built in institutions rather than by individuals—for example, through a training-of-trainers process that must be continuously managed. Accreditation ensures that national standards are being used, by building capacity in a "wholesale" context (institution) versus a retail one (individuals), and it opens up marketing and branding opportunities (see Section 3.5, Promotion) that have been used successfully in social and commercial marketing to reach scale. In East Java, WSP enlisted the Institute of Technology of Surabaya (ITS) to conduct a five-day training in improved sanitation and basic business skills. Some

Keep in Mind

When developing an accreditation system, try to avoid overly technical training content. It is better to emphasize practical information and skill building. A field practicum is a good way to accomplish this.

[41] Ashish Karamchandani, Michael Kubzansky, and Paul Frandano, *Emerging Markets Emerging Models,* Monitor Group, 2009

[42] *Franchising in Frontier Markets*, Dalberg Global Development Advisors, Dec. 2009; www.franchise.org/uploadedFiles/Franchise_Industry/Resources/Education_Foundation/Frontiers Markets_content_print_marks.pdf

[43] A complementary quality-assurance strategy is to strengthen the enabling environment so that standards (such as for quality of construction) are established, communicated, and monitored.

FIGURE 7: AQUAYA'S WATER BUSINESS KIT™ MODEL

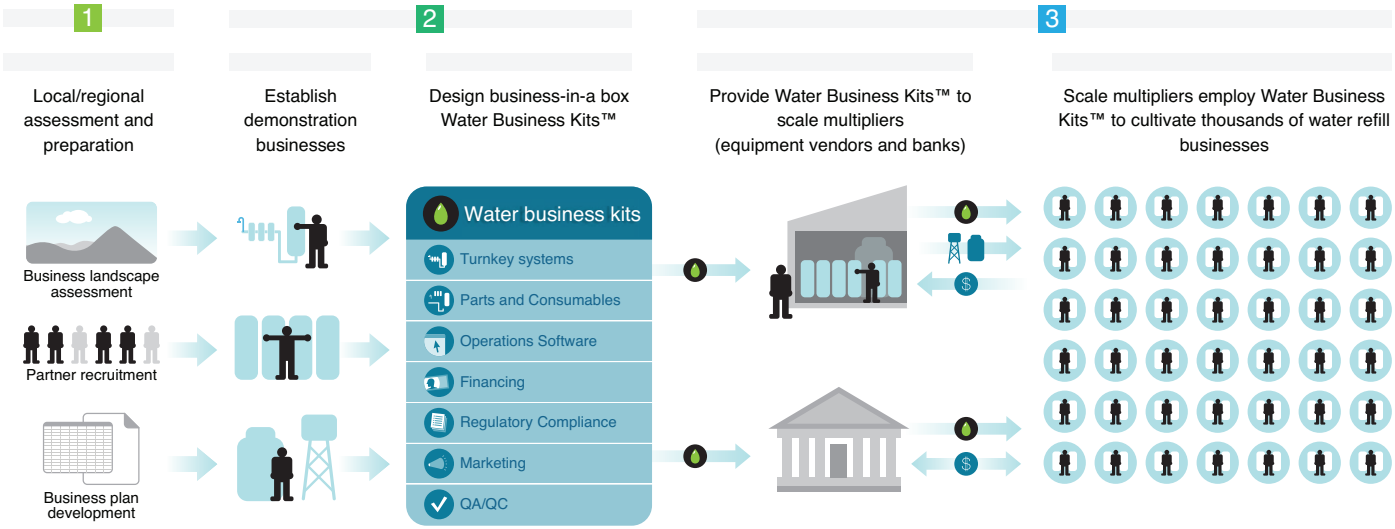


Illustration used by permission of Aquaya.

Keep in Mind

As sanitation marketing evolves, much of the learning underway is around how to strengthen supply at scale. Strategic options for place (distribution) are therefore likely to expand or evolve over time. The distribution strategy encompasses marketing and business and capacity development. Please contribute to the dialogue and keep us informed of your learning!

1,600 small providers (including masons and sanitarians) have become accredited through this program and are encouraged to use the *WC-ku sehat* (Safe Toilet) logo. Box 5 highlights the key lessons learned from this approach.

A variation on franchising is the concept of selling a turn-key-like "business-in-a-box" to prospective entrepreneurs. Aquaya has used this approach with its Water Business Kit Model™, creating an estimated 8,000 water businesses in Java (see Figure 7).

Depending on the results from the supply chain analysis, it might be possible to identify business anchors with a vested interest in developing a market for sanitation. These anchors or *aggregators* organize the entire supply chain, including masons and producers. A theoretical example of this approach is to award limited-time concessions to district-level hardware stores. These stores would receive technical assistance and market exclusivity, and would benefit from demand-creation campaigns for a fixed period. Implementing these types of approaches might require contracting or partnering with consulting firms or organizations that have experience in market transformation.

3.5 Marketing Mix: Promotion

Sanitation marketing uses two approaches to *promotion*, or communication:

- *Branded advertising and promotion* aims to create awareness of a particular product, point-of-sale, or brand. Branding is a way to standardize products, services, ideas, or behaviors and position them in an appropriate way. It can be used for various applications, such as identifying and marking open defecation villages, accrediting suppliers, creating an umbrella for a communication campaign (see Box 6), and naming products (sanitation

BOX 6: EXAMPLES OF SANITATION MARKETING BRANDING

Himachal Pradesh, India. Building on insights from research, WSP created a program logo and brand that supports the Total Sanitation Campaign (TSC) and conveys the message that residents can choose between an embarrassing practice (open defecation) and pride and dignity through the use of a toilet.

East Java, Indonesia. Signs designed for use by accredited providers prominently feature the WC-Ku Sehat slogan and 'thumbs-up' logo.

Tanzania. The distinctive Choo Bora logo and signature color was used to brand everything from clothing worn by masons and DCC facilitators to signs and umbrellas.

or financial). In sanitation marketing, the branded advertising and promotion approach is particularly useful for strengthening linkages between supply and demand.

- *Behavior change communication* (BCC) aims to motivate people to modify or adapt a desirable behavior.

These two approaches can work together. For example, a campaign to improve clean cook stoves could use BCC approaches to raise awareness of the dangers of inhaling the smoke from traditional cook stoves. A local business could capitalize on the increased demand generated through the BCC and promote a brand of improved cooking stoves. Social marketing organizations have used a dual approach utilizing both branded advertising and BCC in efforts to expand access to and use of products such as condoms, mosquito nets, and point-of-use water products at large scale**.**

Key Principles

Effective BCC builds on the findings and insights of formative research. Findings should include relevant behavioral determinants and the media habits of the target audience. Figure 8 illustrates how the Global Scaling Up Rural Sanitation Project went from formative research findings to communication objectives in Indonesia. Similarly, Tanzania developed the *Choo Bora* campaign based on formative research findings (see Box 7 on page 29).

Advertising agencies have a role. Government agencies such as the Information, Education, and Communication (IEC) units found in ministries of health do not always have the capacity or resources (such as staffing, equipment, or budget) necessary to develop large-scale BCC campaigns. In such cases, program managers should consider engaging an advertising agency. While mostly versed in branded advertising and communication for the commercial sector, advertising agencies have experience developing campaigns to reach a large audience and they are increasingly knowledgeable about BCC approaches, with experience developing social marketing campaigns for health products and other applications. WSP has engaged advertising agencies to develop materials for dissemination at local levels.

Integration across channels ensures that messages are consistent, reinforce one another, and result in repeat exposure. For example, the *Choo Bora* logo and slogan in Tanzania is integrated in the radio soap opera, radio commercials, direct community events, and training materials for masons and outreach workers so that all channels

FIGURE 8: FROM FORMATIVE RESEARCH FINDINGS TO COMMUNICATION PRODUCTS IN INDONESIA

Behavioral Determinants	Communication Objectives	Marketing Mix	Mechanism and Tools	
Ability/Affordability Perception that latrines are expensive	Knowledge about options to improve sanitation that are affordable	Formal and informal community compensates to provide information improved latrine options	Provide facilitators, sanitarians, natural leaders with informed choice catalog and flyers that stress low starting prices	
Opportunity/Social Norms Open defecation is a common and accepted practice	Open defecation is no longer acceptable	Promote feeling of embarrassment and fear of gossip	Support CLTS through integrated communication campaign featuring character of *Lik Telek*	

communicate the same message. Likewise, *Lik Telek* ("Uncle Shit" in Bahasa Indonesia) is a character that has been woven into various BCC materials in East Java.

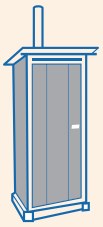
Mass media, *interpersonal communication* (IPC), and *direct consumer contact* (DCC) are three channels that are typically used to reach target audiences.

- *Mass media*, including print, radio, and television, can raise awareness at the institutional, community, and individual levels and is particularly appropriate if the campaign is aimed at improving knowledge around a particular issue. In addition to developing traditional spots, you can insert key messages into existing or planned programming such as dramas, soap operas, or talk shows. Newspapers can reach policymakers.
- *Interpersonal communication* (IPC) is often carried out by health extension workers (HEWs), community volunteers, or outreach workers. It is one of the few channels that allows for two-way communication with the household, in small group settings, or face-to-face, with opportunities to clarify and ask questions, and is suitable for building skills, and for joint problem-solving. Other media channels should be used to confirm and support information provided through IPC efforts.
- *Direct Consumer Contact (*DCC*)* involves community events that communicate key behavior change messages using entertainment-education approaches. These can be delivered through road shows or mobile video units.

Keep in Mind

Promotion includes behavior change communication as well as branded advertising and marketing approaches.

BOX 7: MARKETING STRATEGY IN TANZANIA

Campaign platform	The campaign targets rural heads of household and their families. Formative research revealed that the campaign needed to propose that good sanitation can be easily achieved and is not just for the wealthy, as many assumed. In addition, sanitation improvements needed to be linked with improvements in status, convenience, and safety—especially for children. This led to the development of a marketing campaign, *Choo Bora Chawezekana! Tumeamua Maendeleo Hadi Chooni* (roughly "A Good Toilet Is Possible! We've Taken Our Development All the Way into the Latrine"). Representatives of the target audience found the Swahili version to be nuanced and humorous while linking the desire to improve one's life to sanitation. *Choo Bora* messaging is integrated into all aspects of the intervention and the target audience encounters it through several junctures, including masons, community sanitation committees, mass media (radio), and Direct Consumer Contact (DCC).
Product 	Households are encouraged to make various upgrades with special attention on the *Sungura* slab. This 2-foot-by-2 foot concrete slab is a consumer favorite. It is smooth, washable, and safe for children; it has a drop hole in the middle; with a concrete cover that seals the hole, effectively containing the feces; and has raised footrests to ensure good aim, especially at night. The slab is especially useful for upgrading existing latrines, which is what most rural Tanzanian households need to do to realize the health and economic benefits of sanitation.
Price	A *Sungura* slab is approximately US$5 to purchase and US$4 to produce. In some areas, US$5 will include installation; in others, customers have to pay about US$1 extra.
Place	Because villages in Tanzania are separated by large distances, transportation is a major constraint. Sanitation goods and services are not readily or widely available. WSP trained approximately 470 masons residing in or around priority villages to produce and sell *Sungura* slabs. Masons purchase raw materials and manufacture them on-site near village centers, sometimes using makeshift workshops. Orders are taken directly from households. Access to capital is a continuing issue for masons who often cannot buy in bulk on their own. Masons often rely on the district government to lend them the molds needed for manufacturing.
Promotion	• *Mass media.* Produce was soap opera; five 15-minute episodes airing twice a week before the evening news on TBC Taifa (AM and FM frequencies); show is supported by spots, songs, and DJ mentions. • *Direct Consumer Contact* (DCC). Interactive roadshows promote sanitation upgrading in rural villages through entertainment, contests, and testimonials. • *Interpersonal Communications* (IPC). Initial community engagement comes through CLTS triggering in which the community decides how and when to improve their sanitation facilities; carried out by district or ward facilitators with coaching from resource agencies; "unbranded" and not explicitly linked to the *Choo Bora* campaign. • *Sanitation committees and masons.* Once the community triggers and establishes an action plan, a mason can begin promoting upgrades; a sanitation committee is formed to perform day-to-day promotion and monitoring. • *Promotional materials. Choo Bora* materials produced including such as calendars for offices and public places, T-shirts for sanitation committees, masons, champions, point-of-sale branding for masons, *kangas* (traditional cloth) for households, and notebooks and pens for local officials.

Within each channel there are a range of options to consider. Print materials are often appropriate for health workers, trained volunteers, and policymakers. Low-literary materials relying heavily on illustrations can provide useful reminders and reinforce messages conveyed through interpersonal communication or DCC. For example, counseling cards have pictures on the front to illustrate recommendations and questions on the back to facilitate discussions between the counselor and the families. These can also include suggestions for how to negotiate small improvements in sanitation practices; another option is community theater, which can be used to model desired behaviors and address common barriers to sanitation in an entertaining way, reaching families and influential community members, and loudspeaker announcements in the community.

In addition, specific a*dvocacy activities* can aim influencing decision-makers to focus more attention and resources on sanitation and hygiene improvement and carry out specific policy or institutional reforms, earmark specific budgets, etc. With all options, effectiveness rests on conveying key messages and issues and on stimulating discussion.

Centralizing the development of the communication messages yields economies of scale. It would be extremely expensive to develop communication messages and materials tailored to each segment of the target audience or every district or province where your target audience resides. Any country can have large populations with distinct linguistic or cultural characteristics that warrant the need to tailor messages. However, experience to date demonstrates that centralizing the development of communication messages produces economies of scale. Once these messages and materials are produced, they can be replicated and disseminated by lower tiers of government that allocate part of the sanitation budget to promotion. Note that centralization of messages can occur at different levels—national, regional, state, provincial, and so on, and does not preclude required adaptations (e.g., language).

Challenges

Advertising agency capacity can vary. Advertising agency capacity varies from country to country and even from year to year, especially given high staff turnover in this sector. Some agencies, especially in smaller countries, offer a full range of services from design to media buying. In larger countries, agencies often specialize in a key area such as media placement. Agencies can also vary in their understanding of BCC. Agencies with little experience will require a learning curve. Regardless of experience, program managers should plan the time and effort required to manage the ad agency (see Box 9, Section 5.6, Procurement) and review products against the brief.

Developing evidence-based communication products requires time, particularly if new formative research must be conducted first. This timing issue poses challenges, especially when integrating sanitation marketing and CLTS activities. In East Java, CLTS triggering had already occurred in many districts by the time

the communication materials were available. Development needs to begin early in the process.

Complete control of the implementation of the full communication strategy is not always possible at the program level. This is especially true in large scale projects targeting long-term sustainability, where the program often runs through local governments. In these cases, there may be trade-offs in terms of quality or level of intensity and adequate monitoring should be planned.

Strategies

Some overall strategic options to keep in mind are as follow:

Integrate sanitation marketing and CLTS. In Tanzania, the *Choo Bora* message ("A good toilet is possible—take development to your home") was used immediately after the CLTS triggering through all the BCC and sanitation marketing channels and materials. Greater integration is theoretically possible if the CLTS triggering also makes use of the drivers identified through the formative research.

Use centrally developed, locally implemented BCC materials. In East Java, WSP developed BCC materials based on findings from the formative research. Materials included an eight-minute video drama, radio spots, and posters. Templates and guidance on how to use these materials were then provided in a tools menu. Representatives of the 29 districts in which the program is being implemented were oriented on the materials and received training to develop a promotional budget and plan. Since the training in 2009, more than 15 districts have used the materials, benefiting from economies of scale. The WSP team in India is adopting this approach with the intention of conveying messages supporting other behaviors targeted through India's Total Sanitation Campaign (TSC), including improved solid waste management at the household level.

See Online

Marketing Mix: Product
www.wsp.org/sanmarketingtoolkit/product

Marketing Mix: Price
www.wsp.org/sanmarketingtoolkit/price

Marketing Mix: Place
www.wsp.org/sanmarketingtoolkit/place

Marketing Mix: Promotion
www.wsp.org/sanmarketingtoolkit/promotion

Below is a sample of resources available. Additional resources will be added on an ongoing basis.

Creative Brief for Advertising Agency (WSP)

Pre-testing Communication Materials (WSP)

Sample Communication Campaign Materials (WSP)

Output Based Aid for Sustainable Sanitation (WSP)

Making it Easy: Sanitation Marketing in Cambodia (WSP)

Sample Communication Campaign Materials (WSP)

Sanitation: A Good Deal for All (WSP)

The Story of Younis (WSP)

Inaugurating a Dream (WSP)

Let's Change Their Future (WSP)

Moving Households Up the Sanitation Ladder in Rural Tanzania (WSP)

Sanitassi-Sanitation Promotion-Septic Tank Cleaning (WSP)

Research and Metrics (PSI)

Sample Communication Campaign Materials (WSP)

Additional Reading

Qualitative Methods in Public Health—A Field Guide for Applied Research (2004), by Priscilla R. Ulin, Elizabeth T. Robinson, and Elizabeth E. Tolley

IV. Developing a Communication Campaign

Key Points

4.1 Developing a Creative Brief

- ✔ A creative brief sets out the plan for the communication campaign and serves as a reference document for both the program manager and the ad agency.
- ✔ The creative brief should summarize the campaign's purpose and objectives, describe the problem using supporting data, and identify the target audience.

4.2 Developing Communication Concepts

- ✔ Building on formative research, communication concepts provide guidance for how all other campaign elements will be executed.
- ✔ Be clear on the communication concept before moving on to execution of the concept into products such as a slogan or logo.

4.3 Testing Communication Concepts and Products

- ✔ Both the communication concepts and the products should be tested with the target audience, and the campaign strategies and objectives adjusted accordingly.

4.4 Production and Dissemination

- ✔ Production involves the final preparations of the materials.
- ✔ Dissemination occurs through various channels, including mass media, Direct Consumer Contact (DCC), Interpersonal Communication (IPC), and community events such as community theater.
- ✔ For the campaign to be successful, implementing partners and stakeholders must clearly understand the purpose and proper use of all communication materials.

Key Terms

For definitions of terms, see Appendix, p. 51

contact report
creative brief
entertainment-education

communication channels
communication concepts
counseling cards

acceptability
attractiveness
communication products
comprehension
identification
persuasion
pre-test

advocacy activities
broadcast-quality
casting
direct consumer contact (DCC)
interpersonal communication (IPC)
mass media
production
rough edits

Author's Note: Communication is such an important part of developing a sanitation marketing strategy that we have dedicated a section of this guide to providing additional details on how to develop a communication campaign with an advertising agency's assistance.

See Online
Developing a Communication Campaign
www.wsp.org/sanmarketingtoolkit/campaign

4.1 Developing a Creative Brief

The most critical early step is to develop a *creative brief* (also referred to as an *ad agency brief*, *communication brief*, or *brief*). The brief lays the foundation for the communication campaign's design and will serve as the main reference document for both the program manager and the advertising agency (akin to the research protocol). A good creative brief contains:

- *Agency objective*: This summarizes the overall purpose (such as to develop or broadcast a campaign).
- *Context and description of problem*: Relevant statistics/data (for instance, open defecation rates) and key insights from the formative research (when available) should be highlighted in this section as well as extracts of any government communication strategy.
- *Behavioral objectives supported by the communication campaign*: These should be consistent with goals identified in the marketing strategy (for example, improve sanitation facility).
- *Target audiences*: Who is being targeted by this campaign and what are their main characteristics. Gendered information should be included.
- *Communication objectives:* Informed by the formative research, these objectives represent how the target audiences will feel and what they will know or believe as a result of being exposed to this campaign. For example, if the formative research revealed that low awareness of toilet options is associated with unimproved sanitation, a communication objective could be to bolster awareness of particular options.

The brief should also specify considerations such as tone (dramatic, humorous, and so on), approach (such as entertainment-education), and collaboration with stakeholders.

Often the formative research study results are not available when procurement for the communication campaign is initiated. In this case, a draft brief can be included in the Terms of Reference and finalized later.

If the procurement is for the development of a campaign, bids should include draft concepts that can be used to gauge a firm's creative capacity and their understanding of the brief. Box 8 offers some tips for managing an advertising agency. Box 9 shows a sample creative brief for a very specific assignment in Tanzania.

BOX 8: SUCCESSFULLY MANAGING AN ADVERTISING AGENCY

- Invest the time needed to develop a solid creative brief.
- Once the contract is ready, do a full briefing with the ad agency to review the Terms of Reference and provide detailed comments on their proposal.
- Demand contact reports after each meeting that summarize discussion and agreements.
- Review all drafts against the creative brief.
- Request a full debriefing on the results of pretesting.

BOX 9: EXTRACT FROM CREATIVE BRIEF FOR A RADIO SOAP OPERA TO IMPROVE SANITATION

Agency Objective—Develop and produce five 15-minute episodes of a radio soap opera to encourage improved sanitation in rural areas of ten districts of Tanzania.

Behavioral Objective—Contribute to establishing continuous household improvement of the place of defecation.

Communication Objectives—Achieve the following based on the insights from formative research and workshops. The behavioral determinant targeted, based on the SaniFOAM framework, is indicated in parentheses. After the campaign, the target audience will:

- Understand that the true purpose of a toilet is to avoid contact of feces with people (Knowledge)
- Know that adding a simple inexpensive slab (*Sungura*) to your toilet can improve your community's and family's health (Knowledge)
- Believe that having a good toilet is possible (Belief)
- Know that all feces, even children's, are harmful to others and to the environment (Knowledge and Social Support)
- Know that it is no longer acceptable to have a basic latrine (Social Norms)
- Speak to a mason for more information (Intention)
- Re-examine their priorities for expenditures (Competing Priorities)
- Remember to wash hands with soap after using a latrine

Measurements for Success

- Thorough pretesting, including comprehension, attraction, persuasion, identification, and acceptability
- Number of audience members reached by the soap opera
- Level of exposure and retention measured through periodic surveys

Mandatories

- *An entertainment-education approach.* The soap opera must provoke discussion and interest, striking a balance between entertainment and content. Each episode must contain messages from the list provided. Messages should not be presented didactically ("you should . . .") but rather introduced naturally through characters, plot twists (outcome of a belief or behavior), or dialogue. The overall plot should progressively lead to the campaign's desired outcome (a safe, modern community) with some "hiccups" along the way.
- *Tone.* Captivating, combining elements of drama and humor.
- *Characters.* Appealing to rural households and reflecting relevant cultural values. At least one main character should be included to model the desired attitudes, beliefs, and behaviors. To maximize synergy with the Handwashing Project, character names and settings from the radio spots in development should be integrated into the soap opera.
- *Durability.* Because it is hoped that the soap opera will continue, it should reach some level of resolution or closure after five episodes while allowing follow-on developments in plot or character development.
- *Episode structure.* Each episode should begin with a quick 30-second summary of previous episodes to refresh audience's memory or bring new listeners up to speed. This summary should be easily removable if episodes are aired continuously (for example, through community-based CD players).

4.2 Developing Communication Concepts

Communication concepts represent broad directions for a given campaign and provide guidance for how each element will be executed. Concepts should build on insights from the formative research and serve as a platform or umbrella for all campaign elements. For example, the communication concept behind the sanitation marketing campaign in Tanzania, is about empowering households to change their sanitation status and propel them into taking action. *Choo Bora* is how this concept was executed.

A common mistake made by advertising agencies is to skip from the concept stage to a catchy visual/logo or slogan, which is an execution of the concept. Program managers should be clear on what the concept is before going to the execution step. Conversely, some agencies execute the concept directly. Once the advertising agency has been contracted, program managers should meet with the firm to go through the brief and review the draft concepts that were included in the bid so that they are clear on what changes need to be made in the next version. See Box 8 for additional tips on managing an advertising agency.

4.3 Testing Concepts and Communication Products

Testing with target audiences occurs at two stages: concept and product development. Either the advertising agency developing the campaign or an independent firm can conduct the testing. At the early stage, concepts are tested to see whether they resonate with the targets. Preliminary slogans, logos, or visuals are shared to facilitate testing and feedback is used to refine them. Later on, draft products that have been developed (for example, storyboards for a TV commercial, or a broad plot and character description for a video drama) are tested on several criteria, including the following:

- *Comprehension*. Do target audiences understand what is being shown or heard? What do they not understand? What changes would make materials more comprehensible?
- *Attractiveness*. Are materials appealing from a visual or auditory viewpoint? What would make them more attractive?
- *Acceptability*. What do audiences like or dislike about the materials and why?
- *Identification*. Do the target audiences personally feel concerned by the materials? If not, why and what changes would make them relate more to the materials?
- *Persuasion.* How convincing are the materials and why?

Final concept, campaign poster in Tanzania

Final concept, campaign logo in Indonesia

For example, the WSP team in East Java tested several versions of *Lik Telek* with both open defecators and users of unimproved facilities. The goal was to identify the most promising execution of the underlying concept and identify concrete ways to improve the draft products. Among other findings, the testing showed that participants interpreted the messages literally. As a result, the agency changed all figurative wording to increase comprehension.

Once pretest results are available, we recommend the following:

Review findings within the team and decide what needs to be addressed. Keep in mind that pretesting is not a democratic voting process. Too often materials are proclaimed to have "tested poorly" and are discarded or substantially modified without first identifying the issues. Suppose a campaign includes a video drama that aims to support the new social norms to be triggered through CLTS. One of the video drama protagonists is a "positive deviant" who will model the new behaviors and norms. One of the main findings of the pretest is that this character is not viewed as realistic. The ad agency might recommend removing the character; however, the program manager might argue that the whole point of the production is to portray new norms and hence the protagonist should be kept.

Meet with the ad agency to discuss ways to address these changes and remain involved in identifying possible solutions. Ad agencies can be defensive and resist revisions so continued dialogue is important. In the case of the hypothetical video drama mentioned above, the program manager and the ad agency can discuss how to make the protagonist more acceptable while retaining its function of positive role model. Review all changes made by the ad agency against the brief.

Consider a new round of pretesting if significant changes are made. However, the scope of research questions can be diminished (for example, perhaps attractiveness has been sufficiently covered).

4.4 Production and Dissemination

Production represents the final stages of getting the materials ready to use. For example, for a TV commercial this involves final copy writing, casting, shooting, editing, rendering, and duplicating onto broadcast-quality tapes. At this point, program managers might choose to stay involved for quality-control purposes. For audio-visual productions, this can be done by reviewing and signing off final copy and casting, attending shoots, and viewing rough edits. For printed materials, quality control can include proofreading as well as verifying that visual guidelines (such as brand or logo colors) are being followed.

After communication materials have been produced, they are ready to disseminate through various channels, including mass media and interpersonal communication (IPC). Program managers should orient implementing partners and stakeholders on all the campaign materials so that they are clear on their purpose and how they should be used. For example, in Indonesia, WSP oriented 29 districts from East Java on how to use the *Lik Telek* and other campaign materials to support the rural sanitation program. Similarly, in India, WSP oriented stakeholders from Himachal Pradesh on the purpose of the BCC materials to support TSC.

Dissemination should be monitored to track reach and impact. See Section 5.4, Monitoring, for additional information.

See Online

Developing a Communication Campaign

www.wsp.org/sanmarketingtoolkit/campaign

Below is a sample of available resources. Additional resources will be added on an ongoing basis.

Creative Brief for Advertising Agency (WSP)

Pre-testing Communication Materials (WSP)

Sample Communication Campaign Materials (WSP)

Sample Communication Campaign Materials (WSP)

Sample Communication Campaign Materials (WSP)

V. Implementation

Key Points

5.1 Roles of Multiple Sectors

- ✔ The nonprofit, public, and private sectors each have roles in establishing and maintaining a sanitation marketing program.

5.2 Suggested Staffing

- ✔ It is important to properly staff a sanitation program from the outset. Key positions are program manager; specialists in marketing, capacity building, and monitoring and evaluation; and district or regional coordinators.

5.3 Capacity Building

- ✔ As a complementary approach to CLTs, sanitation marketing requires its own resources and tools for scaling up.
- ✔ Key tasks in capacity building include establishing training standards, formulating a training strategy, recruiting skilled training partners, and developing training materials.

5.4 Monitoring

- ✔ Program managers should use various performance monitoring strategies to track progress against planned activities or outputs and intended outcomes, and adjust their implementation strategy as necessary.

5.5 Budgeting

- ✔ The budget for a sanitation marketing initiative must include costs for research, advertising agency, DCC activities, and capacity building, as well as related costs, such as microfinance or grant support through partner organizations.

5.6 Procurement

- ✔ Implementing a sanitation marketing program at scale requires sizable contracts for research, advertising, media placement, and capacity building.

5.7 Sequencing Activities

- ✔ A comprehensive sanitation marketing program will take about a year to progress from the planning and procurement phase to activity launch.
- ✔ WSP strongly recommends maximizing synergies between CLTs and sanitation marketing activities with communication platforms.
- ✔ Demand and supply strengthening activities must carefully sequenced to avoid shortfalls in which supplies do not match increasing demand.

Key Terms

For definitions of terms, see Appendix, p. 51

capacity-building specialist
district and regional coordinators
marketing specialist
monitoring and evaluation specialist
program manager

experiential learning cycle
training delivery
training design
training management
training strategy

communication channels
cost exposure survey
lot quality assurance sampling (LQAS)
media monitoring
message recall
performance monitoring
spot checks

5.1 Roles of Various Sectors

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

Nonprofit or public sector. The role of the nonprofit sector, such as the international development community, or the public sector, such as government agencies, is to design, coordinate, and monitor a sanitation marketing initiative at scale and engage the private sector where it has a comparative advantage. In country implementations, WSP led the development of the communication campaign and supply-strengthening strategy, with local governments implementing certain parts but these areas could also be filled by other organizations or a national-level government agency with the appropriate staff.

As sanitation programs grow further in scale, WSP anticipates that new counterparts within the various ministries might emerge, particularly for the program design phase. A centrally or provincially located counterpart might eventually lead or support the formative research process and another might lead or support the development of behavior change communication (BCC) strategy and campaign that will be implemented and budgeted through local governments. For example, the communications counterpart could be the Information, Education, and Communication (IEC) cell typically found in the Ministry of Health or the Department of Rural Health Care within the Ministry of Rural Development. Alternatively, the counterpart could be a working group, a cross-departmental committee or a task force. Program managers must determine early in the design phase where candidate counterparts are. Within a given country, it might be instructive to look at how other large-scale social marketing initiatives in such areas as HIV/AIDS, malaria, and family planning are managed.

The public sector should play a lead role in setting and monitoring standards (for example, safe disposal of the sludge removed from septic tanks) and providing the enabling environment for the sanitation business sector (for example, reduction of prohibitive tariffs on raw materials). Over time, the public sector will likely assume additional responsibilities, such as the design of the sanitation marketing program.

See Online

Implementation

www.wsp.org/sanmarketingtoolkit/implementation

Private sector. The private sector plays a range of critical roles in helping develop and implement a sanitation marketing initiative. There are two categories of private sector actors:

- those involved (usually on a contractual basis) in developing and implementing supporting activities such as conducting research, designing communication materials, and implementing capacity-building activities; and
- those who deliver services or products that directly contribute to improving rural sanitation (such as microfinance institutions or small-scale entrepreneurs who build latrines). Over time, associations, cooperatives or other types of networks could emerge as the business sector evolves.

Additionally, hybrid value chains involving social entrepreneurs may emerge.

5.2 Suggested Staffing

Several staff positions are vital to supporting a sanitation marketing program at scale:

- *Program manager*. The program manager oversees the day-to-day management of all the components in the framework described in Chapter 1.2. He or she is a sector professional who understands the problem's scale in the respective country, the political environment, the relevant private and public sector actors, and the funding structure for rural sanitation. This

person can work closely with government counterparts to help develop a strategic vision and concrete action plans to implement a large-scale rural sanitation program.

- *Marketing specialist*. WSP's experience shows that few sector professionals have a background in marketing or behavior change communication, so it is important to have a specialist on the team who can manage research and advertising agencies, interpret results from formative research, develop the marketing strategy and plan, and translate the strategy to support agencies such as capacity-building firms. This person should be recruited from the private sector or a nonprofit social marketing organization. Someone with broader communications experience such as corporate or public relations might not have the full skill set required.
- *Capacity-building specialist*. Similar to the marketing specialist, this person might lack experience in sanitation but have expertise in instructional design and training program development. This person can work with short-term consultants who are content specialists in areas such as small business management or latrine construction. This person will be in charge of developing and implementing the capacity-building strategy, and managing any contracted firm, NGO, technical institute, or university.
- *Monitoring and evaluation (M&E) specialist*. This person works with the team's other specialists to determine what critical information needs to be monitored to gauge whether the program is achieving its intended results at the output, intermediate result, and outcome levels. He or she will analyze existing systems used by the government to monitor sector performance, and develop and implement a monitoring plan that augments existing sources if required. The M&E specialist will identify the source of information, the frequency with which the data will be collected, and how the information will be used to make decisions. He or she will also provide the content necessary to build partners' capacity in M&E.
- *District or regional coordinators*. Unlike the specialists, these individuals will likely be located in the different districts or regions where implementation is taking place. These staff members play an instrumental role in coordinating capacity building and other activities in their respective geographic areas. They work closely with contracted firms to coordinate activities with local governments and service providers.

The exact team composition will vary according to the task at hand, and will include one or more staff members (program manager, marketing specialist, and so on) as well as relevant counterparts from the government or other partner organization.

5.3 Capacity Building

Significant progress has been achieved in developing training programs (and tools) for other approaches for scaling up rural sanitation such as Community-Led Total Sanitation (CLTS)[44]; however, sanitation marketing's recent emergence as a complementary approach to CLTS now requires specific efforts to develop its own tools and resources for scaling up. As previous chapters have noted, sanitation marketing is a new community of practice with many lessons learned and more to come. This chapter presents suggestions based on WSP's experience to date.

Standardize Training Approaches

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

- Define a common set of expectations based on best practices in training to achieve greater quality;
- Define the criteria against which training providers can be evaluated; and

[44] The Institute of Development Studies (IDS) has led documentation efforts for CLTS. Its manuals have been widely adapted and used in scaling up CLTS. See www.communityledtotalsanitation.org.

- Enable governments, international organizations, implementing partners, and training institutions to support effective training for scaling up rural sanitation.

Some tips to keep in mind when working with governments to develop the capacity-building strategy include:

- *Develop a training strategy at the program's outset.* This strategy should include a needs assessment, situation analysis, and plan. It is a comprehensive document that answers how, what, where, when, and why the training program will be designed and delivered.
- *Follow an established training methodology appropriate to the target audience(s).* The most widely used training methodology for scaling up rural sanitation is the *experiential learning cycle*, a methodology that builds on participants' knowledge and experience to increase information retention.
- *Identify quality training partners to help develop training materials, and deliver and manage trainings.* Using pre-established criteria for identifying training partners can assist in this process.
- *Develop high-quality training materials.* Materials should be easy to translate into local languages and culturally appropriate. They should include a facilitator guide, a participant manual, and training aids (such as flip charts or PowerPoint slides) for each presentation.
- *Develop a monitoring and evaluation program.* This program should include indicators to monitor training outcomes, a plan for collecting those indicators, and a vision for what to do with the collected data.
- *Identify training managers.* Put in place training management who will oversee administrative and logistical issues necessary for successful trainings.

CLTs triggering in Indonesia

Mason training in Tanzania

Formulate a Training Strategy

A training strategy is a comprehensive guide that outlines the steps and resources necessary to put a training program into action. Questions that the strategy seeks to answer include:

- What are the training needs with respect to sanitation marketing?
- What are the program's purpose and objectives?
- Who needs to be trained and what will they be trained to do?
- Who is responsible for what part of the program?
- Is the government providing resources?
- Is the private sector involved?
- What training partners are available to design trainings as well as conduct and manage them?
- Are there qualified training specialists?

Mason training in Indonesia

- What facilities are available for training delivery?
- Who will be invited to a given training?
- In what sequence will trainings be delivered and when?

Recruit Skilled Training Partners

Once a training strategy has been developed, or concurrent to its development, you will need to recruit qualified and skilled training partners to fill three distinct roles:

- *Training delivery* is the most common role associated with trainings. It requires specific skills such as strong facilitation, the ability to provide constructive feedback, and competence in managing groups. Many organizations and/or individuals perform this function. Some are polyvalent and can deliver trainings in several technical areas (latrine construction, business management, and so on), while others specialize in a given area. The Tanzania program hired two organizations, each responsible for implementing all technical aspects of the training program in separate regions. In WSP Indonesia's program, however, an institution implemented the mason training program while an NGO implemented the vendor/entrepreneur trainings.
- *Training design* is a specialized skill requiring information gathering, decision-making, design, and facilitation. In general, subject matter specialists (for example, sanitation technical experts) do not make good training designers because they tend to begin with training content instead of course design. This role requires knowledge of the training design process and recognition that training materials must include a facilitator guide, a participant manual, and training aids, such as presentation slides or flip charts. The WSP programs in India and Tanzania recruited separate firms/individuals with specific training design skills, whereas the program in Indonesia has a training specialist on staff whose responsibilities include training design.
- *Training management* includes all of the logistical requirements for running the trainings, such as venue, budget, and materials. Often, the same organization responsible for training delivery also performs the management function. In a scaling up program with trainings at cascading levels, procurement of an entity that can assure training management lifts a huge burden from program managers.

Although one person or organization might be able to undertake all three roles, these related but unique skill sets are often found in separate entities.

Develop Training Materials

Developing quality training materials requires both training design specialists and subject matter specialists (such as in marketing or latrine construction). The training design expert typically takes charge of designing the session outlines and details to be included in the facilitator guide. Subject matter specialists take charge of putting together technical handouts to be included in a participant manual. Given the repurposing of these materials for different target groups (for example, regional and local implementers), it is best to use simple language.

After the training materials have been drafted, we strongly recommend testing them before implementation.

Understand Training Participants

Understanding participants includes knowing their roles and goals. Questions to answer include:

- Whose capacity are you building? The government's? NGOs'? The private sector's?
- What are you training participants to do? Build latrines? Market latrines? Start-up businesses? Monitor a program?
- Do you need to train people to ensure the supply of sanitation goods or also to create demand through the use of BCC materials?

There are two broad categories of training participants:

- *Implementers* will actually implement components of the sanitation marketing program. The technical skills to implement these components require attention to both the supply and demand sides of the market equation. Masons/product manufacturers must be trained in building the latrine products (sanitation slabs, substructure components, and so on). In some cases, they also need to know how to market their products and/or how to monitor their progress. Retailers (also referred to as entrepreneurs or vendors) must know what products are available, where they can procure them, and how best to market them. They can benefit from

business management skills training and monitoring. They might also need assistance in developing seller collectives,[45] which can help promote their businesses. Program managers (such as district governments) need to know how to monitor progress and, in some cases, how to use sanitation budgets to implement BCC campaigns that have been centrally developed.

- *Trainers* will train the implementers. Trainers need both technical skills related to the above trainings (manufacturing, selling, marketing, managing businesses, running media campaigns, and so on) and specific facilitation skills that allow them to conduct high-quality trainings. These trainers must be recruited using pre-established criteria that include field experience in the subject matter they are training on. For example, a trainer who is to conduct a technical training on manufacturing latrine products must have field experience manufacturing those products.

Training Models

WSP has tested several training models in different contexts. In Indonesia, masons and retailers (or vendors and entrepreneurs) are separate target groups and follow separate trainings. In Tanzania, masons also serve as retailers, so one training covers both functions.

Although sanitation marketing and CLTS are a natural combination, the training of CLTS facilitators and sanitation marketing supply actors (masons, retailers, and so on) has typically been separate. Masons and CLTS facilitators may go to the same training site for an introductory session. They then separate for specific technical training content but come back together for field exercises and debriefing. During the field visit, CLTS facilitators stimulate demand and masons present technical options and take orders for follow-on visits.

It is expected that capacity-building models and approaches will evolve over the next years as the sanitation marketing programs scale further up and results become shared within the community of practice.

5.4 Monitoring

Performance monitoring allows program managers to track progress against planned activities or outputs (such as capacity building) and intended outcomes (such as cessation of open defecation and correct disposal of children's feces) so they can adjust their implementation strategy and plan. Key intermediate outcomes to monitor are changes in behavioral determinants such as improved access to sanitation suppliers. These will have been identified in the formative research phase.

The program manager can conduct performance monitoring through a range of data collection strategies and sources whose reliability and cost vary. These activities are similar to the primary and secondary research methods described in the formative research chapter (Chapter 2) and include:

- *Activity reports.* Implementing agencies, staff, or partners report back on key activities of interest to the program. Being self-reported, some spot checking might be required to verify their accuracy. It is generally easier to obtain data on a regular basis from agencies that have been contracted and report back on commitments/deliverables. Non-contracted partners might not have the necessary resources or incentives to do so.
- *National surveys* (for example, Multiple Indicator Cluster Surveys [MICS] and Demographic Health Surveys [DHS]).
- *National databases/Management of Information System (MIS).* WSP in India has drawn on data from the Total Sanitation Campaign (TSC) to follow progress on achieving open defecation-free communities and other indicators.
- *Ad hoc surveys.* Tracking surveys and the surveys described in formative research can be used to monitor population-based indicators.
- *Private sector data.* Data such as sales from sanitation providers could help the team monitor demand as well as supply strength. However, these data are more challenging to obtain: small providers might not keep records or maintain accurate ones; larger providers might not share them for competitive reasons.

Table 3 presents illustrative indicators of interest and possible data sources.

[45] Seller collectives bring together multiple retailers to work as teams and achieve economies of scale—for example, a marketing collective can pool resources to develop more marketing tools for less money.

TABLE 3: INDICATORS AND POSSIBLE DATA SOURCES

Indicator	Comments	Possible Data Sources
Number of people with effective access to improved sanitation facilities by 2015, as defined by the Joint Monitoring Program (JMP) on Water Supply and Sanitation (WSS) and national government standards[46]	This indicator uses JMP Question 6, "Type of sanitation facility used by household," as an indication of the household's access to adequate sanitation. JMP criteria for improved sanitation facilities are pour/flush, ventilated improved pit latrine, pit latrine with slab, or composting toilet.	Surveys
Percentage of households with children under 3 for whom the youngest child's feces are disposed of safely as defined by JMP	The indicator directly uses JMP Question 9: Disposal of child feces. The indicator aims to determine what was done with the feces of the youngest child in the household when he or she most recently passed a stool.	Surveys
Uptake/use of centrally developed materials by local governments or partners	Impact of communication campaign might be limited if budget or uptake for dissemination of materials at local level is low.	Budgets/actual expenditures, partner reports, surveys
Exposure to interventions	If target audience is not sufficiently exposed to the intervention, intermediate outcomes (such as changes in behavioral determinants) may not be achieved. It is therefore important to monitor exposure to the intervention, particularly when implementation is being led by local governments or some other non-contracted partner.	Surveys
Quality of supply/service delivery	Includes quality of toilets built, quality of service at point-of-sale, and so on	Mystery client surveys, observations, customer surveys, field supervision reports
Coverage of supply	A certain minimum standard of coverage could be established as a goal (for example, at least 90% of the communes have one accredited provider) and periodic surveys conducted to monitor coverage.	Lot quality assurance sampling (LQAS)
Behavior change	Effective use of toilets, maintenance (including cleaning) and handling of children's excreta should be monitored in addition to toilet construction.	Surveys, structured observations
Concentration index	Measures equity based on socioeconomic access of use of product (for example, improved facility) or adoption of a behavior (such as open defecation).[47]	Surveys
Changes in behavioral determinants	Monitors determinants identified as associated with behavior through the formative research (social norms, access to desirable products, and so on).	Surveys

[46] Quantitative and qualitative targets and timelines for performance indicators will be defined during the preparation process and will involve each country team. Additional, country-specific indicators might also be included and monitored at the country level.

[47] World Bank (n.d.) *Quantitative Techniques for Health Equity Analysis—Technical Note #7: The Concentration Index.* Retrieved November 2, 2007, from www1.worldbank.org/prem/poverty/health/wbact/ health_eq_tn07.pdf

The team can monitor dissemination of the communication component of the sanitation marketing initiative using several methods.

- Through *media monitoring*, third-party agencies can verify whether TV or radio spots are being aired according to plan and billboards maintained and functional. For example, in many countries, billboards are dismantled for the metal's scrap value or get damaged by severe winds.
- Front-line workers (such as health extension workers (HEWs) and sanitarians) carrying out IPC should submit *field reports* on their use of various materials (how many, where, and so on).
- When feasible, program managers should conduct their own *spot checks* during their supervision trips to the field or consider hiring a consultant to do so. The main purpose is to verify that the materials are being used as they were intended both in the short term and over time.
- Population-based surveys can be used to track the level of exposure to various communication channels and gauge message recall (the main messages taken away). Tracking surveys are quantitative surveys that collect cross-sectional data to enable the monitoring and evaluation of key population-based indicators from the results framework as well as variables that the program hopes to influence and improve.

Tracking surveys allow program managers to identify the behavioral determinants that are associated with key behaviors (such as open defecation or sharing) which, in turn, can be used to fine-tune their marketing strategy.

The data gathered through each round of the study can be presented in a set of standardized tables for segmenting populations, monitoring trends on key population and service delivery indicators, and evaluating program effectiveness. Externally, results can be used to meet stakeholder information needs in terms of intervention performance and advocacy, as appropriate. Furthermore, the surveys can include analyses that will allow program managers to not only monitor the reach of their activities among target groups but also evaluate the correlation between changes in SaniFOAM determinants and promoted behaviors with exposure specifically to program activities.

5.5. Budgeting

The cost of any sanitation marketing initiative will vary from country to country due to such factors as location of program sites and distances among them, transportation, and availability of support agencies. Traditionally, costs in African countries tend to be higher than those in South or Southeast Asia. Following are some costs to consider:

Research costs. Costs vary depending on sample size, geographic area to be covered, number of population segments of interest, and ease or difficulty of reaching the targets. Factors that will influence research costs include sample sizes, data-collection methods, timing, transportation costs, quality-control measures such as double data entry, the use of computer-assisted field-based data entry, and transcription when using qualitative methods. To make an informed estimate, program managers should talk with in-country colleagues to get a sense of unit costs for recent work.

Advertising agency costs. Your budget for communication may influence the amount and quality of attention from the ad agency. WSP has found that in some countries such as India and Indonesia, smaller agencies can be more affordable and motivated to do the work than larger multinational ones. When contracting an agency, be sure to confirm the staff that will be working on the program and require the agency to inform you of staff changes and to replace staff with professionals of equivalent experience.

Direct Consumer Contact (DCC) event costs. DCC events tend to be relatively expensive in terms of cost/exposure. However, these events can be powerful channels to reach remote areas underserved by mass media. DCC events provide value through their ability to involve local officials and service providers and interact with targeted communities through multiple media (audio-visual and promotional materials).

Capacity-building firm costs. These firms will make up a sizeable portion of any sanitation marketing budget because they provide intensive training—some centralized and

Keep in Mind

As a general rule of thumb, allow three to five months to procure a research, communications, or capacity-building firm.

some decentralized—requiring in-country travel. Labor and transportation costs will comprise most of the contract costs.

Based on the WSP's experience in several countries, Table 4 gives an overview of costs related to firms hired to implement a sanitation marketing initiative at scale. The numbers are illustrative to provide a sense of the resources it takes to work at scale. Working in partnership with governments and other international organizations, and tapping into the private sector's growing corporate responsibility funds are potential ways to distribute costs across various actors.

Other costs might need to be budgeted—for example, microfinance or grant support to small businesses or provided through partner organizations.

5.6. Procurement

Your organization will likely have its own procurement policies.. Before you move forward with procurement, you should conduct preliminary research on potential firms. You might be able to speak with various organizations to get a sense of prices for labor and transportation.

TABLE 4: RANGE OF COSTS (IN US DOLLARS, ROUNDED TO NEAREST US$100)

Budget Item	Tanzania (Target Audience 750,000)	Indonesia (Target Audience 1.4 million)	India (Target Audience 2.3 million)	Cambodia (Target Pop. 75,000)
Informal assessment by short-term consultant)	32 days	48 days	50 days	60 days
Formative consumer/household research (qualitative and quantitative)	$283,200	$101,400	$30,400 (one state)	$15,000
Marketing strategy development	Performed in-house by WSP	Performed in-house by WSP	$37,000	$22,900
Communication campaign development	$100,000	$97,000	$115,500	$7,600
Promotional items (e.g., t-shirts, posters)	$15,700	$20,300	N/A; done with state/district budgets	$35,500
Radio/TV air time	$66,800	$103,700*	N/A; done with state/district budgets	$1,000
Capacity building/training, including mason training, entrepreneurial skills, and advocacy/introduction of sanitation marketing to local governments	$82,100	$143,800	$77,000	$49,400
Direct consumer contact (DCC) events	$110,200	N/A	N/A	$86,900

*The figure includes cost for print advertising. This media value is part of the JPIP Sanitation Award campaign targeting district executives. Only a limited time airing of radio spots and TV drama is included as it is intended for local governments to fund dissemination of communication tools.

BOX 10: THE IMPORTANCE OF TOP-LINE RESULTS

A common practice in market research is to request that the consultant firm present top-line results before producing a report. Top-line results are the preliminary findings that can be quickly shared through a presentation format after the initial data analysis. Top-line results present the following advantages:

- They can be available shortly after data entry and sooner than a report.
- They provide critical information that can be fed into program design or support other decisions.
- They allow the program manager to request additional analyses and guide the final report writing.
- They allow a wider team to be exposed to the findings, including implementing agencies.

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

Countries where the advertising market is more mature might have advertising agencies that specialize in mass media planning and placement. Separating the media planning and buying and having firms compete on just those components can result in cost savings. In some instances, the more experienced ad agencies might be in a neighboring country. This is the case in Tanzania, where most advertising agencies have regional hubs in Kenya and maintain a small staff in satellite offices.

Once a firm is hired, expect a ramp-up or mobilization period. An option to consider is to contract firms for one year at a time, but include a clause in the RFP that allows the award of follow-on contracts without competition if the agency's performance is satisfactory. This strategy lets you maintain consistency, with an option to procure a different firm if the firm is underperforming.

Depending on capacity or availability of consultants and other considerations, program managers can opt to divide the scope of work between two consultants. For example, you can have an individual consultant develop the study proposal and perform the analysis and a firm carry out the fieldwork and enter the data. Request a presentation of top-line results in addition to a final report (see Box 10).

5.7 Sequencing Activities

Each program's marketing strategy and plan will determine the specific interventions that need to be developed. WSP's experience in the Global Scaling Up Rural Sanitation Project suggests that it will take at least 12 months to progress through the planning and procurement phase to the point of launching sanitation marketing activities. A shorter time frame might be possible if there are existing research and readily available competent firms that can help design and implement activities. However, to manage the expectations of staff, stakeholders, and donors, you should be realistic in your planning assumptions.

Table 5 shows a sample timeline of activities undertaken to reach initial implementation, based on WSP's experience. Not shown are activities related to monitoring and to strengthening the enabling environment that will sustain the sanitation marketing approach including identifying and working with a counterpart, and activities to developing the CLTS component. As such, this table reflects a project-like timeline within a larger program.

Experience shows that identifying and developing consumer-responsive products and distribution channels such as local retailers or masons might take longer than stimulating demand for sanitation facilities. WSP's experience has been that CLTS is a powerful mechanism to stop the practice of open defecation and create demand for

TABLE 5: SAMPLE PLANNING AND DEVELOPMENT TIMELINE

Phase	Activity	Months												
		1	2	3	4	5	6	7	8	9	10	11	12	13
Start Up	Hire key staff—marketing specialist; capacity building specialist; etc.													
	Do informal scoping of local research consultants/ advertising agencies and cost estimates													
Formative Research (demand and supply)	Procure research firm(s)													
	Firm mobilizes and conducts field research													
	Data analysis and reporting													
Marketing Strategy	Develop marketing strategy and plan (1)													
	Develop business capacity development strategy (2)													
	Develop mason/business training curriculum													
	Procure firm/consultant for business development													
	Conduct orientation and mobilization for firm													
	Implement capacity building development activities													
	Procure advertising and media placement agency													
	Agency develops creative concepts, test concepts, production, launch													
	Procure DCC firm													
	Firm develops DCC event content and field test													

(1)Note this phase could take longer. If supply side research indicates that there is a lack of affordable products then more time may be needed to work with the private sector to develop an affordable product that meets the needs of the consumer and is practical for the context. For example, the Easy Latrine in Cambodia was developed because low cost existing sanitation facilities were not durable during the rainy season; therefore, the project had to inject innovation into the market. (2) Experience to date shows that rural sanitation providers are a fragmented group that would benefit from capacity building on appropriate technologies and business skills. While the supply chain research will help refine the interventions, sector knowledge can be used to initiate the process as experience shows this process takes time to develop.

sanitation facilities. In addition, the CLTS approach tends to be more widely understood by stakeholders than the concept of sanitation marketing, which under the Global Scaling Up Rural Sanitation Project has led to demand-creation activities (using CLTS) being implemented before the Four Ps of the sanitation marketing strategy are fully developed.

Common questions being raised by sector professionals are, "How should CLTS and sanitation marketing activities be sequenced?" or, "If it takes at least 12 months to get to the point of launching sanitation marketing activities, should you wait to implement CLTS activities until the sanitation marketing activities are ready?" This guide does not recommend holding back specific interventions, but WSP strongly recommends maximizing synergies between CLTS and sanitation marketing activities with communication platforms. Moreover, data from the formative research studies in Indonesia[48] and Tanzania[49] suggest that the level of satisfaction with unimproved or shared facilities is relatively low; easy access to affordable and desirable improved facilities should ideally be in place by the time CLTS occurs lest demand is created without affordable, user-responsive products and services being readily available. It is critical for the program manager to undertake these discussions with government and support the decision-making and planning processes.

Based on our experience, we recommend to plan activities in an integrated manner from the beginning. The capacity-building plan for developing a cadre of CLTS facilitators at scale is no trivial task. You might be able to package the CLTS capacity building with the mason training in one contract. Again the point is to think of the activities as one integrated intervention in which the activities are rolled out as closely together as possible. This requires all members of the team including government partners of course[50] to work together from the inception to plan the activities in a joint manner even if there is different phasing. The more cohesive the planning, the easier it will be to communicate activities to stakeholders and the greater the opportunity for synergy among all components.

Factors such as baseline sanitation coverage prior to a program can influence the sequencing and even the relative weight of CLTS and sanitation marketing activities. In this area and others as noted, the sanitation marketing community of practice will have much to learn and share.

See Online

Implementation

www.wsp.org/sanmarketingtoolkit/implementation

Below is a list of sample resources. Additional resources will be added on an ongoing basis.

Terms of Reference: Consumer Research (WSP)

Terms of Reference: Marketing Coordinator (WSP)

Terms of Reference: Supply Chain Analysis (WSP)

[48] See *Understanding Sanitation Habits, A Qualitative Study in East Java Indonesia*; available in the online resources.
[49] See *Market Research Assessment in Rural Tanzania for New Approaches to Stimulate and Scale up Sanitation Demand and Supply*; available in the online resources.
[50] See Section 5.2 for more information on team composition.

Appendix: Glossary and Acronyms

acceptability	degree to which target audience likes or dislikes campaign materials
accreditation	process by which suppliers or other actors are trained, certified, and monitored to ensure they meet national standards
advocacy activities	activities designed to increase support of an idea or cause
affordability	ability to bear the cost of a product or service
ARI	Acute Respiratory Infection
at scale	thinking big from the beginning to plan interventions that can be replicated effectively and efficiently across an entire country
attractiveness	degree to which campaign materials are appealing to target audience
availability	supply of a product in a given market
backward research	a research approach in which the researcher starts with a clear idea of what decisions the data will support, and then designs and implements the research effort to obtain this supporting information
basic frequencies	common characteristics in a collection of data
BCC	behavior change communication
behavior change communication	strategic use of communication to promote positive health outcomes; based on proven theories and models of behavior change
behavioral terminant	factor that facilitates or inhibits a be **de**-havior among a target population; can be internal (beliefs about feces) or external (sanctions for open defecation)
brand	name, term, sign, symbol, or design used to identify the manufacturer or supplier of a product or service
branding	developing a name for a product that reflects its benefits and aspirations instead of its features or technology options; encourages customers to ask for a product by name
broadcast-quality	video or audio recording of a quality suitable for broadcasting
business aggregators	organize or manage entire supply chain
capacity-building specialist	manages the capacity-building process including needs assessment, development of strategies and plans, design and implementation of interventions to improve performance, and monitoring and evaluation
casting	selecting individuals for roles in a commercial or video drama
CLTS	Community-Led Total Sanitation
communication channels	strategies to communicate campaign messages and materials to target audience; options include mass media, interpersonal communications, and direct consumer contact events
communication concepts	broad directions for communication campaign, providing guidance for execution of each element; based on formative research
communication products	TV commercials, video dramas, flyers, billboards, etc., intended to convey a message
Community-Led Total Sanitation	methodology to mobilize communities to take action to eliminate open defecation and become open defecation free
comprehension	degree to which target audience understands messages communicated through campaign materials

contact report	a report that summarizes discussion and agreements that took place during a meeting
cost	amount of monetary or nonmonetary value used to produce or purchase a product or service
counseling cards	used to facilitate discussions between a counselor and target audience; typically include illustrations on one side and question prompts on the reverse
creative brief	reference document developed for ad agency that specifies target populations, behaviors, and communication objectives for campaign, based on formative research; lays the foundation for the design of the communication campaign; also known as ad agency brief, communications brief
DCC	direct consumer contact
demand responsive	product design that incorporates features and benefits desired by target population; formative research and demand-side analysis can be used to identify demands
DHS	Demographics and Health Surveys
direct consumer contact	community events that communicate key behavior change messages using entertainment-education approaches
district and regional coordinators	coordinates capacity building, promotion, and other activities within geographic area; works closely with contracted firms to coordinate activities with local governments and small-scale service providers
distribution	also referred to as place; movement of products to providers, making them available for purchase by consumers
dummy table	illustrative sample that show variable names and statistical measures; do not include data; also referred to as *mock table*
entertainment-education	an approach to presenting information that both entertains and conveys a message
experiential learning cycle	methodology that builds on the knowl edge and experience of participants to increase retention of information
exposure survey	population-based survey conducted to track the level of exposure to communication channels and gauge message recall; also known as *tracking survey*
fieldwork report	document summarizing fieldwork timing and implementation, highlighting any circumstances that could influence interpretation of results
fixed-point defecation	defecating in constructed toilets
focus group discussion	moderator guides a small group of participants through a series of topics; participants often share one or more characteristic such as age group, gender, or sanitation status
formative research	conducted during program development to assess current sanitation behaviors, behavioral determinants, and the types of sanitation products and services needed; may include a combination of quantitative, qualitative, primary, and secondary methods; findings should inform the intervention on a continuous basis
four Ps	core of marketing initiatives, includes product, price, place, and promotion; also known as *marketing mix*
franchising	standardize certain aspects of a business such as branding or price to create efficiencies and support scaling up
frontline provider	person offering supply of sanitation goods and/or services to households; also known as *supplier* or *point of sale*
HEW	health extension workers
higher-level goals	outcomes or intermediary outcomes
HWWS	Handwashing with Soap
IDE	International Development Enterprise
identification	degree to which target audiences feels the campaign is relevant to them
IEC	Information, Education, and Communication

in-depth interview (IDI)	one-on-one interview with key informant, stakeholder, or member of target population; useful to obtain sensitive, complex, or detailed information or when there is no benefit in having participants interact
interpersonal communication	two-way communication in small group settings or one-on-one during which a researcher can ask questions and clarify answers; suitable for skill building and for joint problem-solving
IPC	interpersonal communication
JMP	Joint Monitoring Program
key informant interview	qualitative research method used to collect information from decision makers, community leaders, technical experts, and others on topics such as target markets, competitors, and potential strategies
lot quality assurance sampling	research method in which small random samples of the target population are surveyed to provide information useful to local managers
LQAS	Lot Quality Assurance Sampling
marketing mix	core of marketing initiatives, includes product, price, place, and promotion; also known as the *Four Ps*
marketing plan	document detailing how marketing strategy will be implemented, by whom, when, and at what cost, within a one to two year timeframe; includes action plans, budget, research and monitoring plan; may include lower-level goals or outputs
marketing specialist	manages research and advertising agencies, interprets results from formative research, develops marketing strategy and plan, and translates the strategy to support agencies such as advertising and capacity-building firms
marketing strategy	a process through which an organization plans to achieve its overall marketing goals
market segmentation	a marketing approach that recognizes that markets are rarely homogenous; different segments of the population may have different needs, preferences, willingness to pay, and other factors
mass media	mode of communication that reaches a large audience (newspaper, TV, etc.)
MDG	Millennium Development Goals
media monitoring	use of a third-party agency to verify that TV or radio spots are being aired according to plan and billboards are maintained and functional
message recall	main messages remembered or taken away by target audience after exposure to communications campaign
MICS	Multiple Indicator Cluster Surveys
MIS	Management Information System
modularization	product design allowing for upgrades over time as customer needs and budget evolve
monitoring and evaluation specialist	determines information that needs to be monitored to gauge program achievement at output, intermediate, and outcome levels; assesses existing monitoring systems and develops and implements a plan to augment if required
NGO	nongovernmental organization
observation	nonparticipative study of houses, facilities, and community spaces to inform sanitation and hygiene practices
ODF	open defecation free
open defecation	defecating outside, usually in a natural environment
open defecation free	full sanitation coverage, with no open defecation occurring in the community
outcomes	likely or achieved short-term and medium-term effects of an intervention's outputs
outputs	products resulting from an intervention; can also include changes resulting from the intervention which are relevant to the achievement of outcomes
performance monitoring	systematic and periodic review of progress against outputs and intended

	outcomes; data is used to refine implementation strategy or activities
persuasion	degree to which campaign materials can convince, influence, or persuade the target audience
place	where a product or service is sold or obtained, and the means and channels through which it is distributed. Place is commonly referred to as *distribution*
pre-test	an initial test of a survey instrument; conducted with a small sample of the target population to ensure that the participants understand the questions, that the *skip patterns* work, and that the interview is not too long, etc.
pre-testing	test campaign elements with sample of target audience; factors to consider include *comprehension, attractiveness, acceptability, identification, and persuasion*
price	monetary or nonmonetary cost to target audience for a product or service
price elasticity	responsiveness of suppliers to changes in consumers' willingness to pay a certain amount for a product, and of consumers to changes in price
primary research data	data collected for the first time
product	a physical item or a service that meets a particular need within the target market; can also refer to a desired behavior
program manager	person responsible for managing and implementing rural sanitation program; may be affiliated with a government organization, bilateral or multilateral donor or national non-governmental organizations
promotion	persuasive communications designed and delivered to inspire target audience to action
qualitative research methods	approaches designed to gain an in--depth understanding of a given situation, behavior, attitudes, beliefs, etc.; includes *focus groups, in-depth interviews, key informant interviews, and informal assessments*
quantitative research methods	approaches designed to sample a large cross-section of the population; typically use a structured and standardized research instrument; includes intercept surveys
research objective	main reasons for doing a study; answers the question, "Why do this study?"
research purpose	main goals for a study; answers the questions, "How the results be used? What decisions will the results support?"
research question	specific questions the researcher seeks to answer
results framework	logic chain; shows how program goal or goals will be achieved; includes causal relationships and underlying assumptions
rough edits	preliminary or unfinished version of a communication product
SaniFOAM	a conceptual framework (Sanitation Focus, Opportunity, Ability, Motivation) designed to help program managers and implementers analyze sanitation behaviors to design effective sanitation programs
sanitation ladder	tool for tracking improvement in sanitation coverage in step-wise increments from open defecation to a safe, hygienic, and enclosed latrine
sanitation marketing	application of social marketing practices to scale up the demand and supply for improved sanitation, particularly among the poor
sanitation supplier	providers of materials for building latrines, such as hardware stores, as well as sanitation-related services, such as pit emptying
secondary research data	data collected for another purpose at an earlier point in time; also known as *secondary data* or *desk research*

skip pattern	survey research instrument design in which irrelevant or inappropriate questions are filtered and omitted
smart subsidies	subsidies that are targeted to a particular population
social drivers	pressures within a society, such as status, that motivate members of that society to act in a certain way
social marketing	process for creating, communicating, and delivering benefits that a target population desires in exchange for adopting behavior that profits society
social norms	implicit or explicit standards for behavior, set by and for members of a social group; includes descriptive norms, what is typically done in a setting, and injunctive norms, what is approved in a society
spot-check	unannounced or ad hoc supervision of a program activity; not formally scheduled
standardization	application of uniform specifications, criteria, methods, processes, or practices to product design, production, promotion, etc.
study protocol	reference document that includes the study background, purpose, research objectives and questions, and data collection methods; should discuss sample size and other technical details
technology options	parts of a product that are not visible; for example, what is below the ground (offset, lined pit), what is on the surface (a slab), and what is above the ground (the superstructure)
top-line results	preliminary results
training delivery	facilitation of training events based on a training design; requires strong communication and mentoring skills and the ability to guide learning as a process
training design	process by which instructional interventions are planned using experiential and participatory learning approaches; includes setting training objectives, designing training sessions, and development of training materials; also known as *training strategy*
training management	logistic components to support a training; includes venue, budget, staffing, transportation, schedule, materials, etc.
training strategy	process by which instructional interventions are planned using experiential and participatory learning approaches; includes setting training objectives, designing training sessions, and development of training materials; also known as *training design*
TSC	Total Sanitation Campaign
UNICEF	United Nations Children's Fund
WASH	Water, Sanitation, and Hygiene
WHO	World Health Organization
WSP	Water and Sanitation Program
WSS	Water Supply and Sanitation

By Jacqueline Devine and Craig Kullmann

Today, 2.6 billion people live without access to improved sanitation. Of these, 75 percent live in rural communities. To address this challenge, WSP is working with governments and local private sectors to build capacity and strengthen performance monitoring, policy, financing, and other components needed to develop and institutionalize large-scale, sustainable rural sanitation programs. With a focus on building a rigorous evidence base to support replication, WSP combines Community-Led Total Sanitation, behavior change communication, and sanitation marketing to generate sanitation demand and strengthen the supply of sanitation products and services, leading to improved health for people in rural areas. For more information, please visit http://www.wsp.org/scalingupsanitation.

This Toolkit is one in a series of knowledge products designed to showcase findings, assessments, and lessons learned through WSP's Scaling Up Rural Sanitation program. It is conceived as a work in progress to encourage the exchange of ideas about development issues. For more information please email Jacqueline Devine at wsp@worldbank.org or visit www.wsp.org.

WSP is a multi-donor partnership created in 1978 and administered by the World Bank to support poor people in obtaining affordable, safe, and sustainable access to water and sanitation services. WSP's donors include Australia, Austria, Canada, Denmark, Finland, France, the Bill & Melinda Gates Foundation, Ireland, Luxembourg, Netherlands, Norway, Sweden, Switzerland, United Kingdom, United States, and the World Bank.

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