



Federal Democratic Republic of Ethiopia

Ministry of Health

**NATIONAL SANITATION MARKETING
GUIDELINE**

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Table of Contents

| | |
|--|-----|
| Preface | III |
| Acknowledgements..... | V |
| Acronyms | VI |
| Operational Definition of Terms | VII |
| 1. Introduction | 1 |
| 2. Rationale | 3 |
| 3. Scope..... | 3 |
| 4. Objective | 4 |
| 4.1 General Objectives..... | 4 |
| 4.2 Specific Objectives | 4 |
| 5. Strategic Approaches and Direction | 4 |
| 5.1 Strengthening an enabling environment for sanitation marketing program | 5 |
| 5.2 Create access for improved sanitation technology options | 6 |
| 5.3 Generating demand for improved sanitation technology options | 6 |
| 6. Supply chain development and business models | 7 |
| 6.1. Sanitation Businesses Models..... | 7 |
| 6.2 Capacity building through training..... | 8 |
| 6.3 Other capacity building methods..... | 11 |
| 6.4 Business and consumer financing..... | 12 |
| 6.5 Marketing Mix..... | 12 |
| 7. Partnerships, Roles and Responsibilities..... | 14 |
| 7.1. Government | 14 |
| 7.1.1. Health sector and WASH structures at Federal/Regional/Zonal levels | 14 |
| 7.1.2. Health sector and WASH structures at woreda level..... | 15 |
| 7.1.3. Health Center and Health Post | 16 |
| 7.1.4. Kebele Level | 16 |
| 7.1.5. Micro and Small Enterprise Development Agency at all levels | 17 |
| 7.1.6. Micro Finance Institutions at Regional/Zonal /Woreda Levels..... | 17 |
| 7.2. Development Partners at all levels | 18 |

| | |
|---|----|
| 7.3. Private sectors..... | 18 |
| 7.3.1. Private Limited Companies | 18 |
| 7.3.2. Local Producers | 19 |
| 7.3.3. CBOS..... | 19 |
| 7.4. Households | 19 |
| 8. Sustainability and Scale up..... | 20 |
| 9. Monitoring and evaluation | 21 |
| Annex 1 List of contributors to the Sanitation Marketing guidelines | 23 |
| Annex 2 Joint Monitoring Program data for Sanitation coverage in Ethiopia | 24 |
| Annex 3 Possible indicators for monitoring and evaluation of sanitation marketing | 25 |

Preface

The Government of Ethiopia believes in the promotion of improved sanitation to ensure sustained change in sanitation and hygiene facilities to meet national and global commitments. To this effect the Sanitation and Hygiene Strategy, Sanitation Protocol, Strategic Sanitation Action Plan (SSAP) and CLTSH Implementation guideline have been developed to facilitate changes in the sanitation and hygiene situation in Ethiopia. These developments have stimulated development partners' involvement and the use of one approach by all, where communities are involved to analyze existing sanitation and hygiene problems and find collective solutions to the problems related to sanitation and hygiene. Though the progress has been impressive, CLTSH requires further strengthening and expansion. In particular, one of the challenges is to ensure that the "post-triggering" phase of CLTSH receives sufficient attention. In addition to end Open Defecation and break the chain of disease transmission in the community, the type of sanitation and hygiene technology should be appropriate, replicable, and robust enough to ensure long service life, affordable and provide privacy and should be user friendly and hygienic. In order to address the deficiencies of basic latrine and support communities to improve and upgrade the sanitation facilities, introducing the principles and mechanisms of Sanitation Marketing is critical. This requires the developing of appropriate Sanitation Marketing business models, the establishment or support of the private sector to take up sanitation as a business and involvement and commitment of local authorities to support the need for improved sanitation technologies.

The Federal Ministry of Health found it necessary to take the present sanitation technology prevailing in the country to an improved level so that it will impact improvement in the control of diseases attributable to sanitation and hygiene. In order to facilitate changes in technology it was found to be important to develop a National Sanitation Marketing Guideline with its development partners and the private sector. The guideline is dynamic and will be improved to be more accommodating to include different business models. As a start the guideline will be used to design a viable business model or models and apply it in selected woredas supported by government or development partners an where more number of model families and ODF declared villages/Kebeles are available and support diffusing effect to the neighboring woredas and communities. The guideline also included methods of involving Micro and Small Enterprise Development Agencies (MSEDAs), Microfinance Institutions (MFIs) and TVETs in the woredas so that the enabling environment for the private sectors is identified and developed.

Therefore this guideline is intended to be used by all governmental and non-governmental organizations engaged in the Hygiene and Sanitation improvement activities in the country. The federal government also foresees that this guideline will enhance the private sector involvement in the sanitation business line.

Meseret Yetube

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The Federal Ministry of Health wishes to acknowledge many contributions made to this first National Sanitation Marketing Guideline. The overall effort was coordinated by the Federal Ministry of Health, Pastoralist Health Promotion and Disease Prevention Directorate. The members of the National Hygiene and Sanitation Task Force (NHSTF) were instrumental in moving the guideline forward, and the Ministry is grateful for their inputs. The Ministry also wishes to thank the Federal and Regional government, development partners such as WSP-AF, UNICEF and NGOs such as WASH Movement Ethiopia, PSI, iDE, Plan International and the private sector and individuals listed in annex I, who were involved and devoted their time and energy to prepare the guideline in this form which is considered the first in its kind in the country.

Acronyms

| | |
|---------|---|
| BCC | Behavior Change Communication |
| CBOs | Community Based Organizations |
| CLTS | Community Lead Total Sanitation |
| CLTSH | Community Led Total Sanitation and Hygiene |
| CSOs | Civil Society Organizations |
| EDHS | Ethiopian Demographic and Health Survey |
| FMoE | Federal Ministry of Education |
| FMoH | Federal Ministry of Health |
| FMoWE | Federal Ministry of Water and Energy |
| GoE | Government of Ethiopia |
| GSF | Global Sanitation Fund |
| GTP | Growth and Transformation Plan |
| HDAs | Health Development Armies |
| HEP | Health Extension Program |
| HEWs | Health Extension Workers |
| HHs | Households |
| HSDPIV | Health Sector Development Plan IV |
| IEC | Information, Education and Communication |
| iDE | International Development Enterprises |
| JMP | Joint Monitoring Program |
| MDG | Millennium Development Goal |
| M/F | Male to Female Ratio |
| MFIs | Micro Finance Institutions |
| MoU | Memorandum of Understanding |
| MSE | Micro and Small Enterprise |
| MSEDA | Micro and Small Enterprise Development Agency |
| NGO | Non-Governmental Organization |
| NHSS | National Hygiene and Sanitation Strategy |
| NHSSAP | National Hygiene and Sanitation Strategic Action Plan |
| PASDEP | Plan for Accelerated and Sustained Development to End Poverty |
| PHAST | Participatory Hygiene and Sanitation Transformation |
| RHBs | Regional Health Bureaus |
| PSI/E | Population Service International/Ethiopia |
| SanMart | Sanitation Market |
| TVETA | Technical, Vocational, Education and Training Agency |
| TVETC | Technical, Vocational, Education Training College |
| UAP | Universal Access Plan |
| UNICEF | United Nations Children Fund |
| WASH | Water, Sanitation and Hygiene |
| WIF | WASH Implementation Framework |
| WHO | World Health Organization |
| WoHO | Woreda Health Office |
| WSP AF | Water and Sanitation Program Africa |
| WVE | World Vision Ethiopia |
| ZHD | Zonal Health Department |

Operational Definition of Terms

| Terms | Definitions |
|---------------------------------|---|
| Behavioral Change Communication | Behavior Change Communication is a tool designed to motivate people to modify, change, or move to a different and desired lifestyle. |
| Brand | A trade name or mark which is a way of standardizing products and services. |
| Business Development Services | Non-financial services and products offered to entrepreneurs at various developmental stages to meet their business needs. These services are primarily aimed at skills development and transfer or an ad hoc business advice. |
| Business Incubation | Business incubation provide growth SMEs and start-ups with the ideal location to develop and grow their businesses, offering everything from virtual support, rent-a-desk through to state of the art laboratories and everything in between. They provide direct access to hands-on intensive business support, access to finance and expertise and to other entrepreneurs and suppliers to really help businesses and entrepreneurs to grow faster. |
| Business model | The rationale of how a business venture creates, delivers, and captures value economic, social, or other forms of value. |
| Commercial Marketing | The sale of products and services to end users and public and private companies, and governmental agencies. |
| Demand | Willingness and ability to purchase sanitation and related goods and services. |
| Development Partners | International, bilateral and non-government organizations that support the development of sanitation and hygiene. |
| Direct Consumer Contact | Direct Consumer Contact (DCC) is an organized event where you can directly interact with key group of target consumers to communicate key behavior change messages and product/service related-information using entertainment-education approaches. Examples are road shows, game or song competitions, street theatre, expositions, and guided tours. |
| Hand washing | A hygienic practice performed at all critical times (before food preparation, before eating, before feeding a child, after toilet use, after cleaning child bottom, after performing and cleaning job) to promote self |

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| | and family health. |
| Hygiene | Is associated with ensuring good health and cleanliness including hand washing with soap at critical times, food and water handling practices. |
| Improved sanitation | A sanitation system that is safe, clean and cleanable, sealed to discourage exposure to flies, other animals, and the environment that which promote dignity and privacy. |
| Interpersonal Communication | Interpersonal Communication (IPC) is often carried out by front line health workers (HEWs, HDAs, natural leaders). It allows for two-way communication, in small group settings, or face-to-face, with opportunities to clarify and ask questions. It is suitable for building skills and for joint problem-solving. |
| Marketing Mix | The set of controllable tactical marketing tools-product, price, place and promotion-that blends to create the response it wants in the target market. |
| Mason (Production Technician) | An individual or team with expertise in latrine installation. The main role of the mason is assisting the sanitation entrepreneur assistance during the production and installation of latrines. |
| MSEDA | A Government institution that is entrusted in organizing and supporting the creation of entrepreneurs. |
| One-Stop Shop Sanitation Business Model | A business that provides integrated sanitation products and services, including advice on the choice of sanitation facility, product types and prices that suit the geographical conditions and customer demand, construction materials and services, and a range of payment options. |
| Plastic san plat | A sanitary platform made of plastic. |
| Private Providers | Provider is a term used to describe a sanitation entrepreneur who is running a sanitation business. |
| Private sector | Encompasses all for-profit business organizations or individuals that are not owned or operated by the government. |
| Safe water | Drinking water that is free from harmful microorganisms, chemicals, excess mineral and other impurities that would expose consumers to adverse health problems. |
| SaniCenter | A center designated to manufacture and sell sanitation products and supplies. |

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| Sanitation | A discipline of public health which in this context deals with proper disposal of human excreta, hygiene and safe water management. |
| Sanitation Entrepreneur Training | Training to create sanitation providers who have the skills and knowledge to be able to create and meet demand for safe and affordable sanitation solutions. |
| Sanitation Marketing | Satisfying improved sanitation requirements (both demand and supply) through social and commercial marketing process as opposed to a welfare package. |
| Sanitation Supply Chain | The network created amongst different companies producing, handling and/or distributing sanitation related products. |
| San-plat | Short form for sanitary platform, which is a 60cm by 60cm concrete slab. |
| Social marketing | The application of marketing concepts and techniques to influence behavior among the target audience in order to benefit themselves and society. |
| Supply | Willingness and ability to offer sanitation goods and services for private providers. |
| Supply Chain | The network created amongst different companies producing, handling and/or distributing a specific product. |
| Unimproved sanitation | A fixed point of defecation system that does not fully satisfy most of the indicators for improved sanitation. |
| Whole System in the Room | A consensus building tool where all pertinent partners in the hygiene and sanitation sector from both private and public institution come together to brainstorm their past and present situation so that they can define their mission , vision and plan for the immediate and long term action to transform their existing conditions. |

1. Introduction

Ethiopia is located in the horn of Africa covering an area of around 1.1 million square kilometers. It has a population of more than 80 million of which more than 83% live in rural areas. Ethiopia has a federal Government structure composed of nine regional states and two city administrations. These regional states and city administrations are further divided into 801 Woredas (districts) and about 15,000 Kebeles (sub-districts). The Kebele, with an estimated population of 5,000 or about 1,000 households on average, is the smallest administrative unit at the bottom end of the overall administrative structure.

The organization and decision making processes in the development and implementation of sanitation related activities are shared between the (FFMOH), the Regional Health Bureaus (RHBs) and the Woreda Health Office (WoHO). The WoHOs have been entrusted with the pivotal roles of managing and coordinating the operation of the primary health care facilities where environmental sanitation consists 7 of the 16 packages/programs.

Sanitation coverage or the number of people using any type of sanitation system before the initiation of the Health Extension Program (HEP) and the deployment of the Health Extension Workers (HEW), was close to 20% and remained unchanged for many years at this figure (FMOH, GSF doc. 2011) whereas after the start of the HEP the national average of people using any type of sanitary facilities has reached 62% (EDHS, 2011). According to the JMP data of 2013 report improved sanitation in Ethiopia stands at 21 % and unimproved and shared systems are currently 34%.

The lack of improved sanitation and in many cases absence of any sanitation facility at all is exposing the population in general and children in particular to sanitation and hygiene related diseases.

Ethiopia's main health problems are said to be communicable diseases caused by poor sanitation and malnutrition, almost three quarters of health problems of children are communicable diseases that originate from the environment. According to the Ethiopia

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| Quick facts on Ethiopia | (EDHS) |
| Population..... | 84.7million |
| Infant mortality..... | 59/1000 |
| Child mortality..... | 31/1000 |
| <5 mortality..... | 88/1000 |
| Malnutrition prevalence % | (EDHS) |
| Underweight (M/F)..... | 31/27 |
| Stunting (M/F)..... | 46/43 |
| Access to water % | (JMP/NWI/EDHS) |
| National..... | 49/50/54 |
| Urban..... | 97/82/95 |
| Rural..... | 39/45/42 |
| Access to sanitation % (JMP/NWI/EDHS) | |
| National (imp/unimp/shared).... | 55/63/62 |
| Urban..... | 92/80/84 |
| Rural..... | 37/60/55 |
| Total improved national..... | 21/x/8 |
| Sources: JMP 2013, NWI 2011; EDHS 2011 | |

Demographic Health Survey of 2011, child mortality rate is 31 per 1000 live births, while 59 out of 1000 do not survive to celebrate their first birthday and 88 out of 1000 children die before their fifth birthday. A UNICEF report from 2012 states that Ethiopia is ranked 5th worldwide in terms of deaths among children under age 5, due to pneumonia and diarrhoea, accounting for 35%. This is resulting from poor sanitation and hygiene. The latest JMP data (2013) shows that 89% of Ethiopians has no access to improved sanitation, of which the main part lives in rural areas.

There is a strong momentum building behind improved hygiene and sanitation in Ethiopia with a growing recognition of the potential gains across many sectors e.g. health, education, and agriculture. Sanitation programs in Ethiopia are driven for change with the pivotal role through the Health Extension Program (HEP) with its emphasis on provision of preventive health care and designed to bring about promotion of health at a household level.

Taking the experience of the HEP, partner programs and efforts and experience and in order for the strategy to be effective, the Ministry of Health has designed an implementation guideline known as Community Led Total Sanitation and Hygiene (CLTSH) which will provide guidance on a systematic, coordinated, harmonized and structured approach to face the challenges of sanitation and hygiene behavior change and to enable households to end open defecation, adopt hand washing and safe water management practices.

The global experience indicate that countries that had similar problems in Asia, Latin America, Africa and others are now striving to establish sanitation marketing to encourage private sectors to take sanitation as a business, in order to increase the access to improved sanitation. Developing countries, such as Peru where sanitation marketing was established in pilot areas in 2007 indicated that the improved sanitation coverage in less than 3 years has gone up by 11%. (WSP Learning Note, June 2011). Sanitation marketing is an approach to increase sustainable access to improved household sanitation at scale and close the huge sanitation access gap in developing countries like Ethiopia.

Therefore, improving sanitation and hygiene products and services should be first and foremost facilitated by the government with the support of other organizations, through supporting improved access to the supply of appropriate, affordable, accessible and durable sanitation products and services and at the same time creating demand for these types of facilities.

2. Rationale

Over the past decades the Sanitation and Hygiene sector has shown steady progress as part of the overall improvement in the Health and WASH sectors. Following the initiation of the Health Extension Program and deployment of the Health Extension Workers, more focus has been given to improving the sanitation and hygiene conditions of the country.

Through the introduction and use of Community Led Total Sanitation and Hygiene (CLTSH) in Ethiopia significant numbers of households have gained access to self-constructed basic latrines. However, most of the self-constructed latrines fall short of fulfilling the minimum standard of improved sanitation and hygiene facilities, resulting in the need to initiate Sanitation Marketing. In view of this it is deemed imperative to develop guidelines on sanitation marketing. The guidelines will direct relevant stakeholders in the process of creating an enabling environment for sanitation marketing, where consumers have access to affordable and improved sanitation and hygiene products and services based on their needs and preferences, supplied by sustainable private sector.

Establishing a national guideline for sanitation marketing is important to promote improved latrine technology for up grading and new construction in order to meet the global and national commitments including the HSDP IV/SAP, UAP II and the MDG targets. In line with this, there is the need to harmonize and coordinate existing and future efforts of government, development partners, private sector, local producers and households to create access and improve uptake of an improved sanitation product and services sustainably, which is another aim of the guideline.

3. Scope

The scope of this guideline is mainly built on three elements:

1. To address issues with regards to creating, strengthening and sustaining the enabling environment for private providers of sanitation through ensuring harmonization and alignment of stakeholders' efforts to meet the demand and supply aspects of the market.
2. To support demand generation initiatives among the target audiences for improved sanitation technology options through integrated BCC campaign, branding products, marketing and using a mix of communication methods including interpersonal communication, mass media and direct consumer contact.

3. To provide guidance on improving access for improved sanitation technology options for constructing new facilities or upgrading existing ones, availing proper hand washing facilities and safe water chains through building capacity of private sector and business development service providers along the supply chain.

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

4. Objective

4.1 General Objectives

This guideline is aimed at designing the implementation, monitoring and evaluation of sanitation marketing and enhancing harmonization of demand and supply for improved sanitation and hygiene facilities in Ethiopia and creating a conducive enabling environment for the private sector to take sanitation as a business.

4.2 Specific Objectives

1. To give proper support in the establishment, coordination and promotion of sanitation marketing by the government and development partners.
2. To motivate private sectors to take up sanitation marketing as a profitable business.
3. To harmonize and put in place sanitation marketing implementation modalities using the marketing mix and other principles.
4. To formulate methods of capacity building related to sanitation marketing for small scale microenterprise and other private sectors to play an active role in the business.
5. To enable the communities and households to access simple and affordable improved sanitation technological options based on consumers' needs and preferences.

5. Strategic Approaches and Direction

The overall strategic approach for establishing viable sanitation marketing program is framed on three pillars which include strengthening enabling environment, creating access for improved sanitation product and services and generating demand for these products and services. Some of the actions to guide stakeholders identified under each of these pillars are given below. The roles and responsibilities for actual implementation are defined in chapter 7.

5.1 Strengthening an enabling environment for sanitation marketing program

The following actions are suggested for stakeholders to strengthen the enabling environment for sanitation marketing:

Advocacy, promotion and Awareness creation

- Evidence based advocacy for decision makers (multi stakeholders).
- Undertake the Whole System in the Room exercise to build consensus and align actions for scaling up improved sanitation.

System Strengthening, Integration, harmonization and alignment

- Establish understanding and a collaborative spirit among the local institutions such as MFI, MSE, TVET, Health and development partners, business development service providers and other support actors, and organize them in a multi stakeholder platform to create alignment for implementation of sanitation marketing.
- Capacity building for government and non-government organization and market actors.
- Integrate sanitation market activities in annual work plans of regional, zonal, woreda, and health facilities to facilitate achievement of HSDP IV target of improved sanitation.

Program Coordination and collaboration

- Strengthen inter-sectoral collaboration of all actors to support, facilitate, monitor and evaluate process and progress of sanitation marketing programs.
- Health sector at all levels will be responsible to enhance program coordination and collaboration for sanitation marketing, and should receive support of WASH structures at all levels.
- Develop and agree on working modalities among sanitation market actors.

Favorable conditions

Since sanitation marketing is a new approach, it is suggested to start at smaller scale in woredas with favorable conditions. After a trial process, the activities can be scaled up to neighboring woredas and areas with less favorable conditions. This is a non-exhaustive list of possible favorable conditions that can be taken into consideration:

- Majority of kebeles in the woreda is open defecation free.
- Model households graduated in the woreda is greater than 50%.

- Availability of micro and small enterprises development offices and other business development service providers within the woreda.
- Readiness of woreda administration and woreda health officials to take up sanitation marketing.
- Availability of local materials for construction such as sand, stone and others and relatively easy access to major roads and market centers.
- Hydro-geologic and soil conditions do not require excessively expensive or complex technologies.
- Existence of WASH program support by development partners.

5.2 Create access for improved sanitation technology options

The following actions are suggested for stakeholders to create access for improved sanitation products and services:

- Conduct market research to understand household consumers and supply chains.
- Design appropriate and affordable improved sanitation products and services, based on consumers' needs, preferences, interest, tastes. Ensure these products are tested for their appropriateness and safety before commercialization.
- Design and test for feasibility, scalability and sustainability of business models and supply chains for sanitation products and service delivery.
- Branding and promotion to create awareness of sanitation and hygiene products and services.
- Promote sanitation as a potentially profitable sector for the private sector to improve their interest and enhance their engagement and encourage development of new business models.
- Provide technical and financial support to improved sanitation product and service providers, through trainings, access to financial products and other capacity building activities.

5.3 Generating demand for improved sanitation technology options

The following actions are suggested for stakeholders to generate demand for improved sanitation products and services:

- Conduct formative research to understand consumer's motivations, interests, desires and challenges to install or upgrade to an improved latrine.

- Design, test and roll out evidence based Behavior Change Communication materials for promotional and marketing campaigns aiming for demand generation for improved sanitation options through health extension workers, development armies and other mechanisms, using communication methods such as interpersonal communication (ICP), mass media and direct consumer contact (DCC).
- Link CLTSH and sanitation marketing tools, methods and activities, to maximize community mobilization and demand creation.

The three pillars of sanitation marketing and its actual implementation can be summarized in a 7-step framework:

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| Step 1. Assessment and Planning Assess market and partnership conditions, initial planning | |
| Step 2. Market Research Understand household consumers behavior and local market providers, retailers and supply chains | |
| Step 3. Product Design Design affordable, desirable sanitation product/service options | |
| Step 4. Test Supply Side Strategy Design & test business models and supply chains for product delivery | Step 5. Test Demand Creation Strategy Design & test promotional & marketing materials/ tools/activities |
| Step 6. Sanitation Marketing Program Implementation Testing and roll out of Sanitation Marketing supply expansion and demand creation activities | |
| Step 7. Monitoring Monitor for results and equity | |

Figure 1: A framework for designing, implementing, monitoring and evaluating sanitation marketing programs

6. Supply chain development and business models

6.1. Sanitation Businesses Models

The guideline appreciates any business models designed to contribute positively for the development of new sanitation supply chains or upgrading of existing ones. The guideline will also encourage development of different business models which are appropriate, demand driven, sustainable, profitable and replicable. Therefore, types of business models can be small and micro enterprises which mainly build upon local based skill and technology options such as producing standard concrete sanitary platform. Alternatively, organizations interested to put their efforts on catalyzing businesses further up the supply chain (manufacturers) have also the

platform to design their business models. Supporting existing successful businesses with multiple revenue streams to experiment with a new sanitation related revenue stream is another business model. The business models can start at any entry point and take any form in the supply chain.

The form of the business is determined by private providers based on one’s own area of interest and preference to add value through manufacturing, selling, distribution, and provision of after-sales service. However, it has to be noted that any business model designed should be assessed for their potential commercial viability, feasibility, profitability, affordability and replicability.

6.2 Capacity building through training

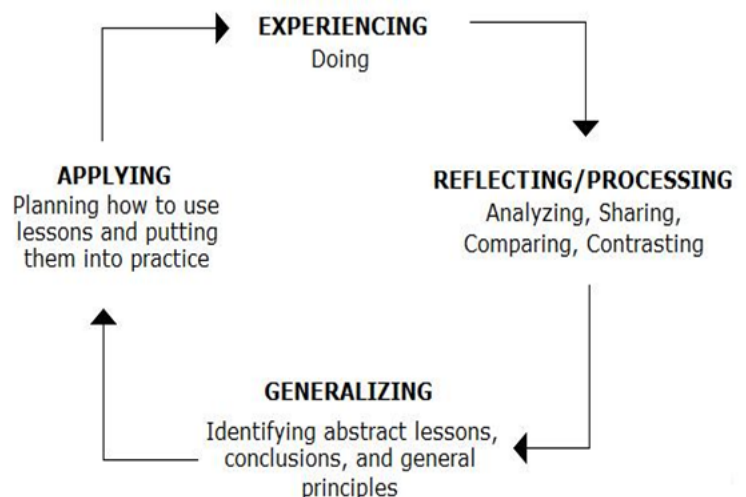
Capacity building is one of the important pillars to establish a sanitation marketing program. It is one aspect of introducing sanitation marketing as a business and also to enhance the private sector’s ability in promoting, developing and managing business, and skill building in the construction and producing of products and services. Capacity building through training is therefore a useful step in the process of establishing sanitation marketing for entrepreneurs, firms or other interested groups who would want to engage in to the sanitation business.

A set of modules is identified to carry out training on sanitation marketing, divided into 4 sections and 14 topics. The topics, learning objectives and targets for each section and topic is indicated below (see table 1).

Facilitators Guide

It is also imperative to have training facilitators such as capacity building firm or trained facilitators at different level where the action will start. Therefore, the facilitators guide, is a step-by-step procedural manual that describes each session and provides all relevant information such as introduction, purpose, objectives, activities, discussions, debriefing exercises, visual aids, preparation time, session duration, questions, review, useful reading or references etc.

The guide will be prepared to build the capacities of frontline health workers, entrepreneurs, private sector and



individual trainees in such a way that it will be introduced to sanitation marketing in a systematic and logical order. The guide is also prepared with the targets in mind and will follow inferential discussion techniques which are a methodology that employs assessment of the prior experiences of the trainees, and build up with focused knowledge and skills that enable the trainee to translate into actions the ultimate objectives of the training.

Participant Guide/ Manual/Hand book

A participant guide, manual or handbook should also be prepared. This is a collection of tools, handouts, worksheet and templates that participants will use during the training. A participant hand book which will also include steps, procedures, lists of materials, specifications, formats and other technical and administrative materials. The guide or manual will make private sectors to be self-sufficient and lead his business with efficiency. Such guidelines or manuals can be considered as reference materials for the private sector.

Visual Aids

Visual aids such as PowerPoint presentations or flip charts, films that show processes provide visual accompaniments to sessions. They can include technical content as well as group tasks and instructions. Visual aids should not replace training presentations but rather complement them.

Table 1: Sanitation marketing training modules overview

| | Topics | Learning objectives/Purpose | Target Groups | Who leads | Who supports |
|---------------------|---|---|--|---|--|
| Background/Basics | Basics in sanitation | <ul style="list-style-type: none"> To give the necessary information on the what, why and how of basics in sanitation so that the trainees will see the importance and potentials of working on sanitation facilities. | Frontline health workers (HAD, HEW, DAs etc), individuals, entrepreneurs, firms. | Capacity building institutions, MoH, RHB, WHB, etc. | Development partners (WSP, UNICEF, SNV, CMP, etc.) |
| | Sanitation as a business | <ul style="list-style-type: none"> To introduce elements of business theories as related to a new business venture such as sanitation marketing. | Individuals, entrepreneurs, firms. | Capacity building institutions, MoH, RHB, WHB, etc. | Development partners (WSP, UNICEF, SNV, CMP, etc.) |
| | Basics of sanitation marketing | <ul style="list-style-type: none"> The participants understand basic concepts of the sanitation marketing, Understand the role of the private sanitation provider in the development of rural sanitation supply The participants are able to analyze market segments and set sanitation supply targets The participants understand how sanitation entrepreneurs build and create business sanitation networks | Individuals, entrepreneurs, firms. | Capacity building institutions, MoH, RHB, WHB, etc. | Development partners (WSP, UNICEF, SNV, CMP, etc.) |
| Business management | Small business startup and management | <ul style="list-style-type: none"> Participants understand and develop skill in crafting business plan Participants understand their business structure Participants understand Business licensing and permits Participants understand business financing Participants understand basic in deciding and selecting business location | Potential entrepreneurs and any other sanitation supply chain actors | Capacity building institutions, MoH, RHB, WHB, etc. | Development partners (WSP, UNICEF, SNV, CMP, etc.) |
| | Simple Bookkeeping and Financial Management | <ul style="list-style-type: none"> The participants gain knowledge and skills in calculating cost of goods sold The participants gain knowledge and skills in calculating production capacity and planning monthly production volumes (sales projections) The participants gain knowledge and skills in calculating operating costs The participants gain knowledge and skills in calculating operating profit Participants gain knowledge and skill in managing inventory or stocks | Potential entrepreneurs and any other sanitation supply chain actors | Capacity building institutions, MoH, RHB, WHB, etc. | Development partners (WSP, UNICEF, SNV, CMP, etc.) |

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| Technical and Skill training | Introduction to Products and the Installation/ Production Process | <ul style="list-style-type: none"> To identify types of sanitation systems and components for the system that is marketable. To introduce to the private sector or producer on how to produce the components To introduce the private sector production techniques of concrete slab, water saving hand washing devices, basics of constructing an excreta disposal system e | Potential entrepreneurs and any other sanitation supply chain actors | Capacity building institutions, MoH, RHB, WHB, etc. | Development partners (WSP, UNICEF, SNV, CMP, etc.) |
| | Field Practice II: Latrine Production Practice | <ul style="list-style-type: none"> To expose firms, private sectors or individuals to a hands on practical training on latrine component production. The participants gain experience in producing healthy latrines after securing orders The participants learn lessons from the hands-on experience (healthy latrine production) | Potential entrepreneurs and any other sanitation supply chain actors | Capacity building institutions, MoH, RHB, WHB, etc. | Development partners (WSP, UNICEF, SNV, CMP, etc.) |
| Marketing and selling Skill | Communication and Product Presentation Techniques | <ul style="list-style-type: none"> Equip the participants with knowledge about communication and negotiation techniques Build the capacity and skills of the participants in communicating and negotiating Build the knowledge and skills of the participants about making interesting presentation materials Build the capacity of the participants in making sales presentations Build the self-confidence of the participants when making presentations/appearing in public | Potential entrepreneurs and any other sanitation supply chain actors | Capacity building institutions, MoH, RHB, WHB, etc. | Development partners (WSP, UNICEF, SNV, CMP, etc.) |
| | Sales Management and Selling Techniques | <ul style="list-style-type: none"> The participants gain knowledge and skills in mapping demand and identifying target market The participants gain knowledge and skills in managing demand using daily sales plans The participants gain knowledge and skills in managing | Potential entrepreneurs and any other sanitation supply chain actors | Capacity building institutions, MoH, RHB, WHB, etc. | Development partners (WSP, UNICEF, SNV, CMP, etc.) |

| | | | | | |
|--|---|---|--|---|--|
| | Preparation , field Practice and reflection: Selling Practice | <ul style="list-style-type: none"> • The participants gain experience in communicating with customers • The participants learn lessons from practical experience (selling products) • The participants gain knowledge and skills in making the necessary preparations before communicating with prospective customers • The participants understand the benefits of the selling practice and the lessons that will be learned • The participants can explain what they learned from the on-site selling practice • The participants can learn from the experiences of the other groups <p>The participants can make collective conclusions as new knowledge from the selling practice</p> | Potential entrepreneurs and any other sanitation supply chain actors | Capacity building institutions, MoH, RHB, WHB, etc. | Development partners (WSP, UNICEF, SNV, CMP, etc.) |
|--|---|---|--|---|--|

6.3 Other capacity building methods

The current involvement of the private sector in the sanitation supply chain in general can be considered as limited, unorganized and informal. Support to the private sector regarding the development of innovative business models is therefore imperative to improve availability of sanitation products and services options, and the service and distribution modalities. The private sector is the engine to establish a viable sanitation marketing program.

Some of the capacity building initiatives for improving the private sector should tailor towards provision of technical support in developing new sanitation technology options, upgrading existing technology options, testing and commercialization process. The following strategic actions have been identified as an important aspect of building capacity for private providers and other actors for improving their engagement in the sanitation business sector:

- Support promotion of sanitation sector as potentially profitable sector among private sectors to improve their interest for engagement of the private sector. This might in turn bring to the sector innovative business models.
- Support design and test new sanitation products and services or product refinements based on consumer needs, preferences and ability to pay.
- Support catalyses consumer market design a communications campaign and marketing plan targeting identified market segments.
- Support development and test sales and distribution mechanisms for new sanitation products and services.
- Provide technical assistance in identify and test appropriate financing mechanisms and consumer lending products to support uptake of improved sanitation products.
- Provide support through creating a business incubation environment in nurturing, instructive and supportive environment for entrepreneurs during the critical stages of starting up and growing a new business.
- Support the development of quality control procedures.

The private sector is encouraged to cover costs associated with the aforementioned strategic activities, however they can work in collaboration and partnership with government institutions, development partners, community based organizations, and any other interested parties on cost sharing basis.

6.4 Business and consumer financing

Sanitation product and service providers and households might need access to financial services to finance their sanitation business and needs respectively. Households might need credit to access and use sanitation products and services. Producers might need credit to buy raw materials for manufacturing sanitation products. Retailers might need working capital to increase their stock so as to accommodate demand. Hence, micro finance institutions are encouraged to offer loans to supply chain actors in the sanitation business and to households. Linkage between sanitation product and service providers and MFIs should be undertaken to create access to financing options for their sanitation business.

Development partners and Government may need to advocate the finance sector not only to mobilize resources for sanitation marketing but also to make available financial products for sanitation. In addition, development partners and Government are encouraged to support the MFIs in developing sanitation lending methods, tools and resource mobilization, and linking them with creditworthy clients.

6.5 Marketing Mix

Sanitation marketing strategic elements should be structured around the traditional 4Ps of marketing—product, place, promotion, and price—to build and promote a sustainable sanitation sector where demand meets supply.

Product

Designing improved sanitation products and services involves people, business and technology. The guideline ensures that every design is a tradeoff between desirability, viability and feasibility. Regarding desirability, households are looking for a product that is durable, affordable, convenient, and easy to clean and maintain. Traditionally, consumers have not been involved in the designing process. In sanitation marketing, they should be involved, so that sanitation facilities are designed based on their needs and requirements. Involvement of consumers can be done through market and formative research, and actual testing of prototypes via household and community visits to identify consumers preferences and willingness to pay, before up scaling of production. This process of consumer involved designing, prototyping, testing and up scaling might be time consuming, but if done in partnership and covering a large part or even the whole country, the final set of sanitation product and service designs could be used by all stakeholders interested in sanitation marketing. Looking at the viability of the design, cost-effectiveness and scalability of the

product need to be taken care of. Lowering the manufacturing cost is crucial, but without compromising the quality, in order to reach lower income households. Related to this, product standardization, modularization, branding and innovation are encouraged. A proper understanding of the supply chain will also help in this process. To ensure feasibility, products design should include technical experts and designers who understand different innovative latrine technology options linked to the Ethiopian context. In this process, easy installation needs to be considered as well, to avoid cost implications for providers, installers and households.

Place

Like any other business model, the nature of placement or distribution strategy will be determined by the characteristics of business models at hand. As the nature of the business model is left open to decide for the private providers this guideline has also left this providers to come up with innovative and appropriate strategies. However, it has to be noted that any strategy designed will be based on the basic principles placement. Therefore, it has to be designed in a way that ease burden for consumers in accessing the point of sale, in other words sales outlets need to be located conveniently. Entrepreneurs must also know how to manage inventory and perform other basic business tasks. Learning and adapting from proxy sector is another strategy to decide placement of offerings. Drawing on techniques used in the commercial and social marketing fields evidence shows that franchising is a potential placement strategy that could also be employed for sanitation business models.

Promotion and communication

Communication in sanitation marketing has two purposes: product promotion and demand creation. Product promotion is about communicating information to consumers to increase their awareness about available improved latrine products and services and sales outlets. Demand creation aims to increase the desire for an improved latrine or the use of related services, such as pit emptying. Promotion and communication can be done by providing information to consumers in an appealing way, such as using motivational and key messages that address emotional and economic benefits. In this process, a mix of communication methods such as interpersonal communication (IPC), mass media and direct consumer contact (DCC) can be used. Mass media can be used when sanitation marketing is targeting a larger area, while interpersonal communication has proven to be most effective in actual sales of improved sanitation products and services. Various communication channels, such as door-to-

door sales, street theatre, mobile product displays and road shows, leafleting campaigns and working closely with influential community members, health development army and early adopters, should be identified and based on a good understanding of consumer's motivation to buy or upgrade their latrine.

For effective promotion, it is recommended to develop a promotion and communication strategy, based on formative research and testing of promotional and marketing materials, tools and activities. The strategy should include the target groups, the relevant motivations and promotional key messages, the selected mix of communication methods and channels, the development of materials and organization of activities and a framework for M&E of promotion and communication activities.

Price

The pricing aspect of the marketing mix is an important aspect of any business model. Therefore, private providers are expected to come up with affordable options for sanitation products and services. The marketing segmentation will play a critical role what price ranges to charge for which segments of market. What price to charge for product or service is a result of many factors consumer willingness and ability to pay, costs, and what competitors are charging for similar products or services. Thus, private providers are encouraged to make their decisions based on the evidences and insight from consumer and market actors.

7. Partnerships, Roles and Responsibilities

All stakeholders involved in Sanitation Marketing have their own roles and responsibilities. Taking up these roles and responsibilities, and coordination and harmonization of efforts is crucial for successful implementation of sanitation marketing at all levels. This chapter highlights the suggested roles and responsibilities of various actors as follows:

7.1. Government

7.1.1. Health sector and WASH structures at Federal/Regional/Zonal levels

As the lead agency for environmental sanitation and hygiene, the health sector has the prime responsible and overall leadership in implementing and managing sanitation marketing, including safe water management, sanitation and hygiene. The existing WASH structures should provide their support and collaborate closely with the health sector. The main role at federal, regional and zonal levels is to create an enabling environment for sanitation marketing. The following responsibilities are identified:

- Coordinate relevant stakeholders and actors at federal, regional, zonal and woreda levels.
- Prepare and disseminate sanitation marketing guidelines, training materials and manuals and facilitate actual implementation of guidelines and the roll out of trainings.
- Create an enabling environment for scale up and sustainability of sanitation marketing.
- Solicit technical and financial support for Sanitation Marketing
- Promote and advocate sanitation marketing and the use of improved sanitation products and services, using different media outlets (both electronic and print media) and through organizing public annual events (Global Hand Washing Day, World Toilet Day, World Water Day, Ethiopian Hygiene and Sanitation Festival, EPHA, etc.)
- Jointly monitor and evaluate the progress of the regions /zones/woredas on a regular basis.
- Facilitate to prepare best experience sharing platforms within and out of the country/region/zone/woreda.
- Facilitate the design, prototyping and standardization of improved sanitation products and services that fit consumers' needs and requirements, with the support of development partners and in close collaboration with the private sector.
- Strengthen linkages between sanitation marketing supply chain development and water supply fast moving spare parts and other products.

7.1.2. Health sector and WASH structures at woreda level

Actual implementation of sanitation marketing takes place at the woreda and community level and is first and foremost the responsibility of the woreda health office, and should be fully supported by the woreda wash team. The following responsibilities are identified:

- Coordinate all stakeholders and actors at woreda and community levels.
- Facilitate and conduct capacity building activities and provide technical support, assisted by the region/zone.
- Ensure quality of the products and service provision in collaboration with the Food and Medicine Health Care Control Authority.
- Facilitate advocacy and promotion activities at woreda and community levels, and include sanitation marketing as a priority agenda for the woreda cabinet.
- Solicit technical and financial support to at the initial stage of implementation.

- Conduct joint follow up and supportive supervision activities, and undertake regular reporting, documentation and review activities on the progress of sanitation marketing in the woreda.
- Enhance and facilitate strengthening of linkages between sanitation product and service providers and microfinance institutions as well as kebeles/municipalities for arrangement of premises for production and selling sites.

7.1.3. Health Center and Health Post

Health Centers and Health Posts have an important and leading role to play in the actual implementation of sanitation marketing at their respective health service catchment areas. The following responsibilities are identified:

- Coordinate and take leadership in the implementation of sanitation marketing at their respective health service catchment areas.
- Be a role model for the community and HHs by improving institutional latrine and hygiene facilities in health centers and health posts.
- Encourage model households to be early adaptors of improved sanitation and hygiene.
- Promotion, demand creation and facilitation of access to improved sanitation and hygiene products and services at community level.
- Identify and record any challenge related to improved sanitation products and services among end users and facilitate linkages with the woreda for follow up.
- Follow up with HHs on proper utilization of improved sanitation and hygiene products.
- Register, document and report households having demand for improved sanitation and hygiene products and services and communicate this with the woreda.

7.1.4. Kebele Level

At kebele level, existing structures, such as HDAs, DAs, DTs, WASHCOs, Natural Leaders, Faith Based Organizations, Civil Society Organizations, Youth and Women Associations and others need to be involved in implementation of sanitation marketing. They can have the following responsibilities:

- Facilitate the promotion of improved sanitation and hygiene through HDA, DAs, Natural Leaders, school children and others who can reach and influence households.
- Facilitate annual public events like Global Hand Washing Days, World Toilet Days, World Water Days, school celebration days, etc. for promotion of improved sanitation and hygiene.

- Use mini media for message dissemination on branding of improved sanitation products and services in schools.
- Identify and record any challenge related to improved sanitation products and services among end users and facilitate linkages with the woreda for follow up.
- Facilitate the provision of working and selling premises for sanitation product and service providers.
- Facilitate linkages between sanitation product and service providers and households with demand for improved sanitation products and services.

7.1.5. Micro and Small Enterprise Development Agency at all levels

Micro and Small Enterprise Development Agencies are responsible for promoting sanitation marketing as a business with existing and new entrepreneurs and establish linkages with microfinance institutions. Specifically, Micro and Small Enterprise Development Agency are encouraged to:

- Promote the linkage between sanitation marketing and job creation and include sanitation marketing as one of the focus business areas for micro and small enterprises in the list of core businesses of micro and small enterprise development agencies.
- Facilitate the provision of basic training on entrepreneurship and business management and administration related to sanitation marketing.
- Facilitate and link sanitation product and service providers to access technical training and support from TVETs and to credit and saving services from microfinance institutions.
- Organize exhibitions, bazaars, road shows and other public annual events for the promotion of sanitation marketing products and services.
- Facilitate the provision of working and selling premises for micro and small enterprises.

7.1.6. Micro Finance Institutions at Regional/Zonal /Woreda Levels

Micro finance has been one of the most prominent instruments in the development programs and strategies used in the country. Microfinance institutions are responsible to create access to financial products for sanitation product and service providers and households. Specifically, Micro finance institutions have the responsibility to:

- Mobilize financial resources for saving and credit services for sanitation marketing, and promote and provide these to new and existing businesses that are interested to enter

into sanitation marketing, and to households who are interested in upgrading or installing an improved latrine.

- Support potential and deserving clients, both sanitation product and service providers and households with an interest in implementation of sanitation marketing, to fulfill the criteria to access these financial services.
- Conduct capacity building activities on financial management to sanitation product and service providers.
- Manage revolving funds provided to sanitation product and service providers and ensure that these should be used for sanitation marketing only.

7.2. Development Partners at all levels

Development Partners including Multi/Bi lateral organizations, INGOs, local NGOs and CSOs are important stakeholders in the provision of financial and technical support to strengthen sanitation marketing. Specifically, development partners are encouraged to:

- Ensure that sanitation marketing is acknowledged as a priority among key donors.
- Be involved in evidence based advocacy, learning and coordination.
- Conduct and disseminate market research and formative research to identify consumers' needs and supply chain development strategies.
- Assist in the mobilization of resources, including for saving and credit services to be provided to sanitation product and service providers and households.
- Support sanitation product and service providers on supply and demand creation, and to be involved in innovation of different sanitation technology supplies, based on consumers' needs and preferences.
- Jointly with the government monitor and evaluate the progress of sanitation marketing in the regions and woredas on a regular basis.
- Support undertaking of impact assessment on improved sanitation and identify the needs and gaps in order to strengthen the stakeholders involved in implementation of sanitation marketing.

7.3. Private sectors

7.3.1. Private Limited Companies

The private sector, including importers, industries, factories, wholesalers, retailers, distributors, etc. is responsible for production, transportation, distribution, retailing, and promotion of

improved sanitation products and provision of services. Specifically, the private sector is encouraged to:

- Brand and promote sanitation products, following standardization of improved sanitation products and services.
- Develop an effective supply chain for improved sanitation products and services.
- Innovate sanitation product types based on customer's preferences, demands and government standards.
- Use microenterprises and other outlets with an established credit system as partners for selling the products and sanitation marketing packages.

7.3.2. Local Producers

Local producers who are to be involved in sanitation marketing can come from a diversity of backgrounds, and include artisans, masons, potteries, black smiths, weavers, carpenters, hide producers and others that are interested or have a stake in sanitation marketing. They are encouraged to:

- Closely work with sanitation product and service providers, HEWs and HDAs to avail production and promotion of a standardized improved sanitation product or delivery of service.

7.3.3. CBOS

Community Based Organizations have an important and traditional role at kebele level in the following roles:

- Facilitate credit system for poor HHs amongst their members.
- Promotion for improved sanitation and hygiene demand creation amongst their members.
- Provide information to members about sanitation products.

7.4. Households

Households are the end users of improved sanitation products and services. This does not mean they do not have their responsibility in the process of sanitation marketing as well. Households are encouraged to:

- Promote improved sanitation and hygiene products and services to other households and peers.

- Take responsibility to properly utilize, operate and maintain their improved sanitation and hygiene facilities.
- Plan to save or arrange for credit services to procure improved sanitation products and services.

8. Sustainability and Scale up

Scaling up of sanitation marketing can be done once the sector is more comfortable with the approach and lessons learned have been incorporated. As mentioned in chapter 5, sanitation marketing can best start in areas with favorable conditions, it means that scaling up will go beyond these areas. Therefore, adjustments and innovations are likely to be necessary throughout the process, in order to deal with a less favorable context. For sustainability and scale up of sanitation marketing, the following actions can be considered:

- Improving sanitation and hygiene facilities through sanitation marketing should be owned by decision-makers at all levels, and an enabling environment for sanitation marketing and scaling up this approach should be created.
- Strong coordination and sharing of roles and responsibilities amongst stakeholders involved in sanitation marketing at all levels needs to be in place to avoid duplication and miscommunication.
- Sanitation marketing and CLTSH are complementary and can best be linked. Community triggering and post-triggering follow up is an important entry point for sanitation marketing and introducing improved sanitation products and services.
- The private sector should be fully engaged in the production, distribution/sale, transportation and promotion of products, and development of the supply chain.
- Products and services should continuously be evaluated and innovated, so that their design fits the context and meets specific desirability, viability and feasibility criteria of the region/woreda/kebele.
- Sanitation marketing needs to be carefully monitored and evaluated; this might include the establishment of a coordinated monitoring and evaluation system and conducting periodic reviews at all levels.

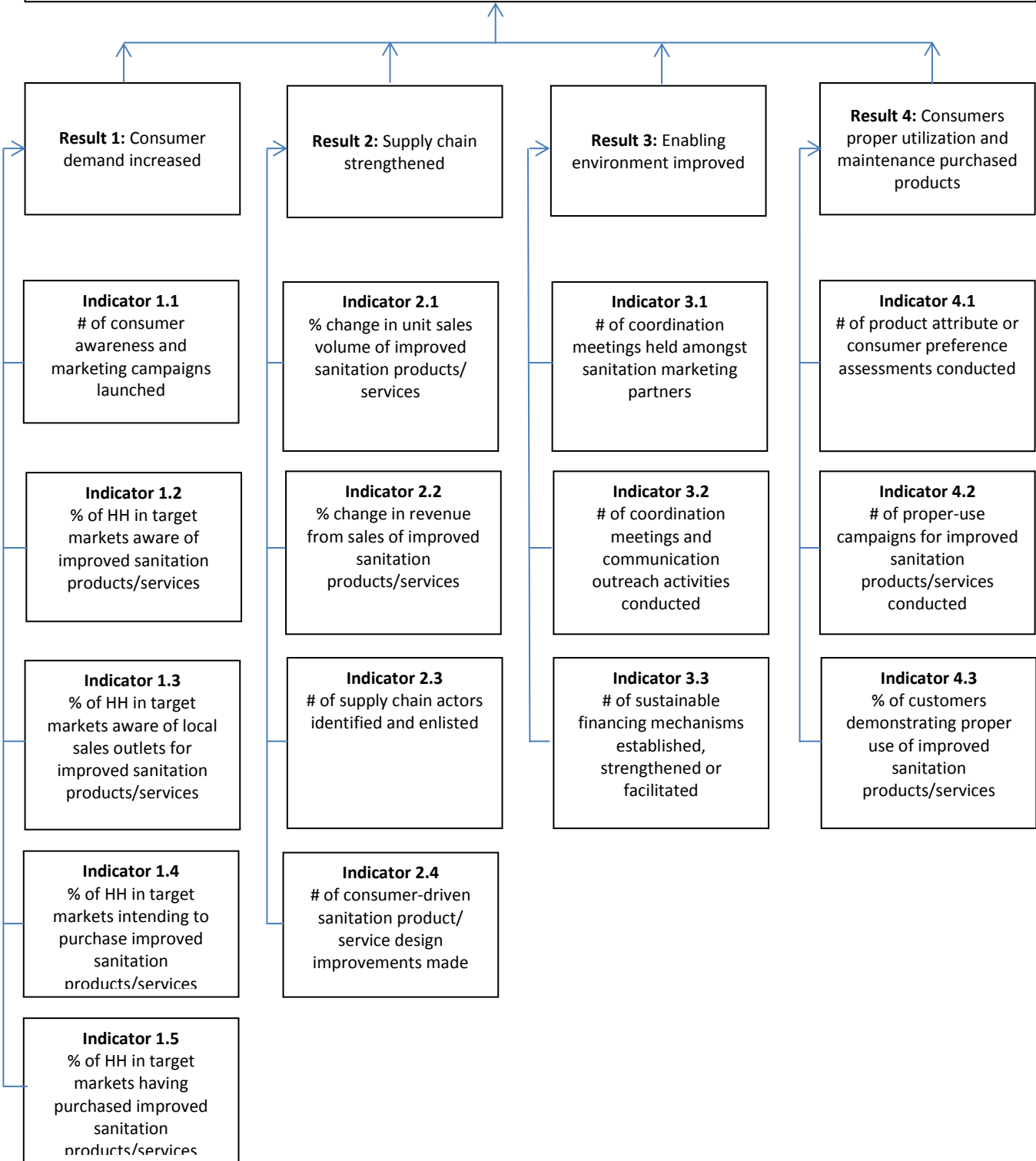
9. Monitoring and evaluation

Monitoring and evaluation in sanitation marketing aims to track the implementation progress in improving sanitation and hygiene facilities and at the same time identify challenges and possible solutions. It also includes the collection of lessons learned and best practices that will enable improving the sanitation marketing project or activity, such as supply chain development, product design, promotion and communication activities, improving the enabling environment etc. Some relevant activities are identified:

- Support the development of quality control and standardization procedures for existing and newly developed technology options.
- Conduct supportive supervision for private sanitation product and service providers and operators along with woreda healthy office.
- Conduct baseline, midterm, and end term evaluation on results and impact of sanitation marketing activities.

The following results framework can help conducting monitoring and evaluation. Additional list of indicators is included in Annex 3.

Strategic Objective: Sustained uptake and proper use of commercially-delivered improved sanitation products and services increased



Annex 1 List of contributors to the Sanitation Marketing guidelines

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Annex 2 Joint Monitoring Program data for Sanitation coverage in Ethiopia

| Year | Population (thousands) | URBAN | | | | RURAL | | | | TOTAL | | | |
|-------------|------------------------|----------|------------|---------------------|-----------------|----------|------------|---------------------|-----------------|----------|------------|---------------------|-----------------|
| | | Improved | Unimproved | | | Improved | Unimproved | | | Improved | Unimproved | | |
| | | | Shared | Unimproved facility | Open Defecation | | Shared | Unimproved facility | Open Defecation | | Shared | Unimproved facility | Open Defecation |
| 1990 | 48 292 | 19 | 28 | 12 | 41 | 0 | 0 | 0 | 100 | 2 | 4 | 1 | 93 |
| 2000 | 65 515 | 22 | 34 | 17 | 27 | 6 | 2 | 7 | 85 | 8 | 7 | 8 | 77 |
| 2011 | 84 734 | 27 | 42 | 23 | 8 | 19 | 6 | 22 | 53 | 21 | 12 | 22 | 45 |

Data source: JMP 2013

Annex 3 Possible indicators for monitoring and evaluation of sanitation marketing

Indicators for strengthening an enabling environment

- # target product profiles identifying key attributes of new sanitation products
- # curriculum for sanitation marketing training developed
- # multi stakeholder platform established
- # number of government front line staffs built their capacity
- # financial products developed and replicated
- # learning notes developed and distributed
- # experience sharing organized among woredas and regions

Indicators for strengthening demand creation

- # evidence based communication tools developed
- # of people reached by communication tools
- # of people with intention to purchase new product
- # of people who have upgraded latrines with new product

Indicators for strengthening supply chain

- # distribution mechanisms developed and tested
- # distributors (private providers) engaged
- # of units sold through new mechanisms
- # of clients linked to finance facilities
- # of consumers accessing financing schemes
- # technology demonstration center established and functioned