

# Session 8: Tips for Implementing & Monitoring Programs

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# Session Goals

- Understand basic indicators and monitoring tools to measure progress.
- Understand basic programming principles for planning and budgeting for SanMark.

**Step 1. Assessment and Planning** - Assess market and partnership conditions. Plan and budget for your program

**Step 2. Market Research** - Understand poor household and local businesses and supply chains

**Step 3. Product Design** - Design affordable, desirable sanitation product/service options

**Step 4. Test Supply-side Strategy**

Design & test supply chain & business models for product delivery

**Step 5. Test Demand Creation Strategy**

Design & test promotional & marketing materials/tools/activities

**Step 6. SanMark Program Implementation** - Piloting and roll out of SanMark supply expansion and demand creation activities

**Step 7. Monitoring** - Monitor for results and equity

# Monitoring

What are the key objectives  
of a SanMark program?

# WHAT will you measure?

- Demand-side indicators
- Supply-side indicators
- Enabling environment indicators

# Two key units of analysis...

- **Households/Communities:**
  - For core access and behavioural outcomes, e.g. changes in household improved latrine access, purchase, installation, and usage.
  - Will not usually require creating new frameworks
- **Businesses:**
  - To understand how the private sector is expanding supply/ responding to new demand
  - Helps us identify and address continued supply-side bottlenecks and understand market trends.
  - New dimension **requiring new frameworks and tools**

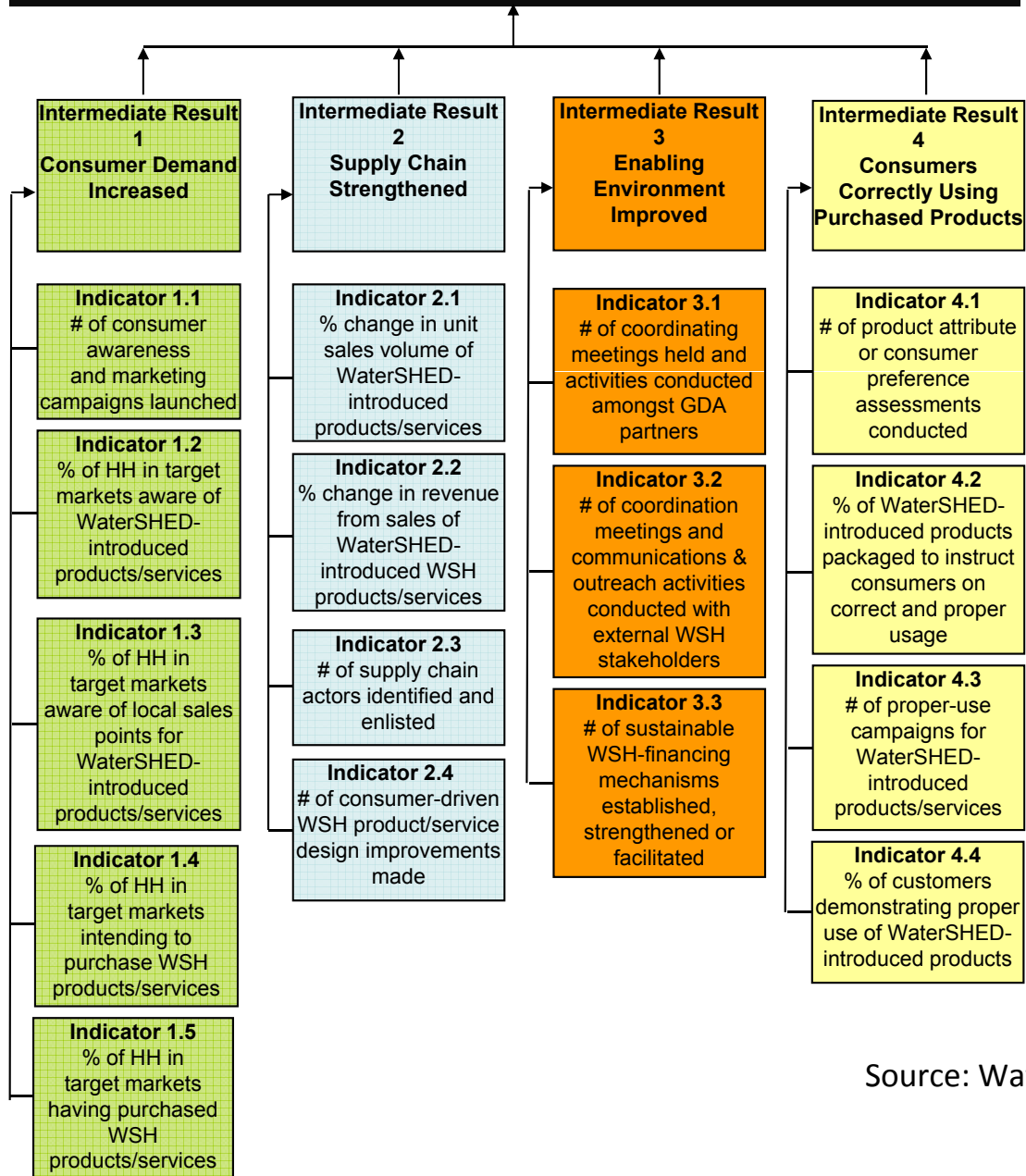
# ...and the Enabling Environment

- **Market Ecosystems:**

- Understand and monitor new roles and functions of market facilitators, in particular local government
- Helps us to assess scalability, sustainability of SanMark interventions and if external support can be phased out
- The market ecosystem is a sub-set of broader enabling environment for sanitation



**Strategic Objective: Sustained Uptake and Proper Use of Commercially-Delivered WSH Products and Services Increased Among Lower-Income Populations**



Source: WaterSHED Cambodia

# Core Program Outcomes

| Program Outcome  | Key Questions  | Example Indicators   |
|--|--|--|
| Increase in improved latrine uptake and usage among target populations | <p>How are SanMark interventions accelerating access to improved sanitation services?</p> <p>Who can access improved services? Are interventions increasing access and use for the poor and poorest?</p> | <ul style="list-style-type: none"><li>• % increase in improved latrine coverage</li><li>• % of households using improved sanitation facility</li><li>• % of identified poor households accessing an improved latrine (can be expressed as % of all new households with access, or % of all identified poor households)</li><li>• # of households accessing an improved latrine</li><li>• # of 100% improved coverage and usage communities</li></ul> |

# Demand-side Objectives

| Program Objective  | Key Questions  | Example Indicators   |
|--|--|--|
| Increase consumer demand for and investment in improved sanitation | <p>How are SanMark interventions increasing household awareness, intention and motivation to invest in sanitation improvements?</p> <p>How effective and sustainable are demand-creation and promotional activities?</p> <p>How are financial barriers to investment being addressed through the market and/or complimentary financing mechanisms?</p> | <ul style="list-style-type: none"><li>• % of HHs having purchased improved products/services</li><li>• % of HHs having fully installed new facilities</li><li>• % of HHs demonstrating proper use of new products/services</li><li>• % households recalling key behaviour change and product information messages (costs, sales points, etc.)</li><li>• % of HHs intending to purchase</li><li>• % of HHs satisfied with new latrine</li><li>• Average total HH investment in new latrine facilities, including products, services, transport</li><li>• # of new loans, average loan size and repayment rates</li><li>• # of poor HHs accessing improved products through alternative financing mechanisms</li></ul> |

# Supply-side Objectives

| Program Objective                                | Key Questions  | Example Indicators   |
|--|--|--|
| Improve supply of affordable, desirable products | <p>How are products and services improving to meet consumers needs?</p> <p>Are supply chain businesses increasing availability of products and services to underserved low-income populations?</p> <p>How financially sustainable and viable are new sanitation business activities? Will they continue?</p> <p>What are characteristics of high-performing businesses? What are incentives to enter and expand service provision?</p> | <ul style="list-style-type: none"><li>• # and type of consumer-driven design improvements to product offering</li><li>• % decrease in costs of new product/service offerings</li><li>• # of new latrine sales (cum, monthly)</li><li>• # of businesses offering new products/services</li><li>• Average # of villages reached</li><li>• Average % increase in latrine sales revenue per business</li><li>• Cash and resource investment in latrine-related business activities (equipment, vehicles, stock, staff)</li><li>• # of new loans, average loan size and repayment rates</li><li>• Multiplier effects: e.g. local economic returns from latrine sales revenue, # of new jobs created</li></ul> |

# Enabling Environment Objectives

| Program Objective   | Key Questions   | Example Indicators   |
|---|---|--|
| Increase ability to facilitate and regulate the sanitation market | <p>Is local government increasing capacity to monitor, facilitate and regulate new markets? Are necessary policies and resources in place?</p> <p>How are local government and other partners supporting businesses to expand services to low-income households?</p> <p>Is external technical support demand-driven? Is there an exit strategy?</p> | <ul style="list-style-type: none"><li>• Sanitation policy, strategy, ODF protocol identifying roles for private sector</li><li>• Quality and extent of market facilitation mechanisms in practice</li><li>• % local government budget allocated</li><li>• # districts/provinces requesting SanMark technical support</li><li>• # districts/provinces with guidelines for regulating quality standards and fair pricing</li><li>• Type, extent and quality of business development services</li><li>• # and type of exposure visits to demonstrate SanMark activities</li><li>• # of government staff trained to deliver SanMark market facilitation and monitoring</li></ul> |

# WaterSHED Cambodia

Name:

Address:

Phone:

| Customer Name | Village | District | Sales Agent Name | Date of Order | Slab Type | Rings | Total Cost | Delivery/ Pick Up Date |
|---------------|---------|----------|------------------|---------------|-----------|-------|------------|------------------------|
|               |         |          |                  |               |           |       |            |                        |
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## RECEIPT

Seller's name: .....  
 Village: .....  
 Commune: .....  
 District: .....  
 Contact: .....

N .....  
 Date: .....  
 Delivery date: .....

SELL TO

Buyer's name: .....  
 Village: .....  
 Commune: .....  
 District: .....  
 Contact: .....

Latrine materials:

| No. | Decription | Unit | Quatity | Unit price | Sub total |
|-----|------------|------|---------|------------|-----------|
| 1   |            |      |         |            |           |
| 2   |            |      |         |            |           |
| 3   |            |      |         |            |           |
| 4   |            |      |         |            |           |
| 5   |            |      |         |            |           |
| 6   |            |      |         |            |           |
| 7   |            |      |         |            |           |
| 8   |            |      |         |            |           |
| 9   |            |      |         |            |           |
| 10  |            |      |         |            |           |
| 11  |            |      |         |            |           |
| 12  |            |      |         |            |           |
| 13  |            |      |         |            |           |

|                      |  |
|----------------------|--|
| <b>Grand Total =</b> |  |
| <b>Deposit =</b>     |  |
| <b>Balance =</b>     |  |

*Note*

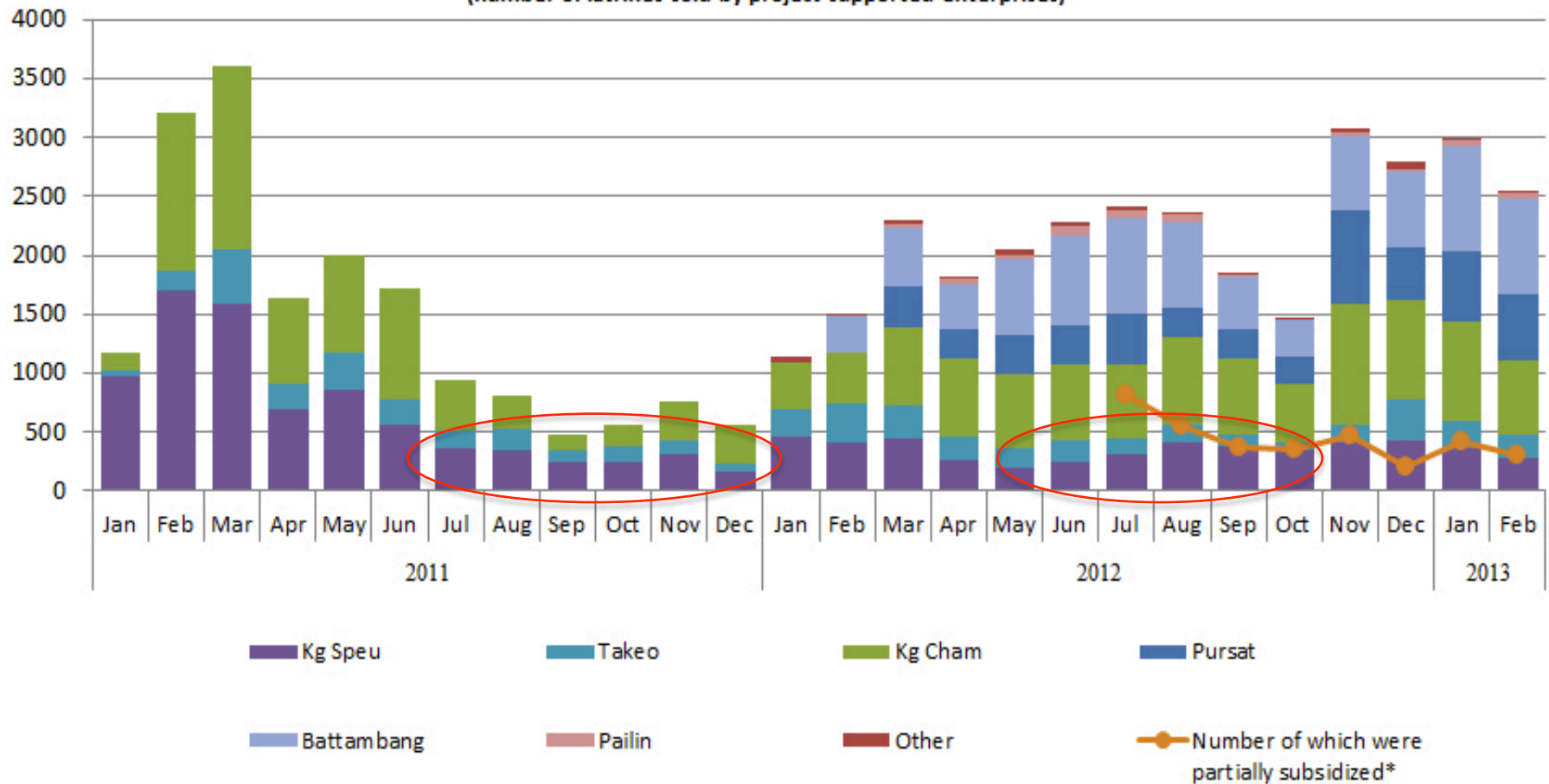
- Please check the products before accepting
- The received products cannot be changed or refunded
- The payment must be on the due to date
- The buyer cannot cancel the purchase order

Buyer's signature \_\_\_\_\_ Date: .....

Seller's signature \_\_\_\_\_ Name: .....

[www.watershedasia.org/sanitation-marketing/](http://www.watershedasia.org/sanitation-marketing/)

**Hands-Off Program Results by Province**  
(number of latrines sold by project-supported enterprises)



# Putting it all together: Tips and advice for planning the process



**Step 1. Assessment and Planning** - Assess market and partnership conditions. Plan and budget for your program

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# Tips for supply side engagement

# Phases 1: First Movers

- **Step 1: Identify existing potential businesses in the target area**
  - Collect basic data on each business, including contact details, location and existing products and services they offer.
  - If possible, develop a simple database and map.
  - Depending on the size of your target area, it should take about 1 month or less to collect the basic data you need.

# Phases 1: First Movers

- **Step 2: ‘Sell’ the sanitation business opportunity:**
  - Arrange meetings with the potential businesses to discuss the sanitation opportunity.
  - During the meeting, show the new products and present key data from your market research
  - Explain what support the SanMark program will provide to partner businesses, and clarify what the program will not provide.
  - One-on-one meetings are recommended for larger businesses, but a group meeting is suitable when working with masons.

# Phases 1: First Movers

- **Step 3: Start working with a small number of high-potential ‘first mover’ businesses:**
  - Select a small number of pilot businesses to work with
  - It could take 6 to 9 months to identify and support the first group of Phase 1 businesses.
  - During this time, the SanMark team will be learning and adapting their engagement and training approaches.

# Phases 2: Replication & Scale

- **Step 1: For smaller businesses, organize exposure tours to existing pilot businesses:**
  - During exposure visits, successful business owners can share how they got involved in the program, how many more latrines they can now produce and sell, key challenges and future plans.
  - Businesses considering an investment in a new latrine business line will want to know clearly ‘What is it in for me?’
  - A strong successful business is in the best position to ‘sell’ the business opportunity to others.

# Phases 2: Replication & Scale

- **Step 2: Provide opportunities for on-going business exchange and networking:**
  - Business owners often prefer talking to each other directly, to discuss specific technical and business management issues they face.
  - Bring program partner businesses together periodically to discuss common issues and problems.
  - Care should be taken to bring together businesses that are working in different areas and are not in direct competition with each other.

# Phases 2: Replication & Scale

- **Step 3: Provide opportunities for business-government networking:**
  - Forums that bring together businesses and local government officials are opportunities to talk about key issues such as quality standards and government sanitation goals. Such forums are an opportunity to reward partner programs with access and networking opportunities that can help them build their reputation.
  - Do not offer to pay for business partners to attend. But remember, for a business ‘time is money’ so be strategic about where, when and how you ask for their participation.



# Key Principles for Program Planning

# Principle 1: Address supply & demand together

## SanMark simultaneously addresses:

- weak household demand (WTP) for sanitation
- poor availability and access to affordable desirable sanitation products and services
- enabling environment for an efficient market

**Supply and demand strategies must be coordinated and coherent**

# Principle 2: Work at scale

- Enterprises will invest effort & resources only if they can grow their businesses by selling more products to more customers
- Sanitation supply chains are not just in local communities, we must look at upstream suppliers

**Take a national approach to market research**

# Principle 3: Get the product right – from the start

Latrines product design should:

- Create products that delivery value to households
- Able to be profitably produced and delivered
- Create **innovations** in how components are produced, packaged & distributed, and how enterprises organize their businesses

**Plan for product design and testing early in your SanMark program cycle**

# Principle 4: Make up-front investment in market research

- Program costs in market research, product R&D, strategy design and training are **frontloaded**
- Program costs reduce as latrine uptake grows
- It takes time for the market to take off

**Plan for up-front research and testing**

# Principle 5: Act as a catalyst

- SanMark nurtures an environment for enterprises to grow, but does not directly finance or run them
- Build on what's there, avoid 'creating' new enterprises
- Market catalyzing roles evolve and phase out over time

**Plan for an exit strategy**

# 5 Key tips for designing your program

# Tip 1: Plan for a time lag

- Market research and strategy design will take at least a year before launch
- Allow time for market penetration - sales will start slow, but grow exponentially
- Set MODEST SALES TARGETS at beginning

**The most effective programs will think beyond  
1-2 year funding cycles**



# Tip 2: Recruit the resources you need

SanMark requires interdisciplinary team with marketing, business development, advertising, product design skills: Engineers and public health experts are not enough

# most favorable

Favorable environments include areas where:

- Direct hardware subsidies not large part of policy
- Low cost technologies can be developed and made available
- Some basic market infrastructure / understanding
- Fecal sludge management is not the critical challenge

# Tip 4: Embrace profit and risk

- Analyze profits and margins
- Present a convincing case for business growth and profit to get buy-in
- Ensure enterprises take the risk & make the investment: they need skin in game
- Be prepared for some enterprises to fail

# Tip 5: Monitor, adapt and revise

- Monitor business sales and growth – focus on supply-side monitoring tools
- Monitor uptake to ensure strategies are reaching target populations – especially the poorest
- Allow for period of action research and testing in early ‘proof of concept’ phase