Sanitation Marketing experiences at UNICEF: Beyond sani-marts and ODF

WaterAid Australia Sanitation Marketing Training
Nairobi, May 2013
Where is UNICEF regionally on SanMark?

- 4 countries implementing SanMark: Kenya, Ethiopia, Malawi and Zambia; several others contemplating SanMark – even non-obvious countries like Eritrea, South Sudan.

- Leveraging demand created by CATS and movement to improved latrines.

- Addressing critical issues of supply chain, equity, sustainability and of course toilets that will sell!
Why have we changed our traditional approach to upgrading latrines?

• **Price** - Sanicentres are expensive; reach is questionable.

• **Product** - No consideration of products that are desirable, in demand nor of prevailing practice (self-building); available materials.

• **Placement** - Not accessible to communities – transport, weight of products are issues. Often built before demand created.

• **Promotion** – latrine artisans are not necessarily businessman, training and capacity building needed.
What have we learned? Need to learn...

- **Placement** – how easy to transport, how accessible is the product?
- **Price** – consumers will often spend more than they indicate in WTP studies
- **Promotion** – viable business models? channels
Typology of UNICEF SanMark in ESAR

**CONTEMPLATING**
South Sudan/Eritrea/Rwanda
Will San Mark work in my country?

Reviewing an assessment tool and supporting/challenging factors for SanMark.

**PLANNING**
Ethiopia
Planning and preparing for SanMark.

Convincing government of the SanMark approach in the context of CATs.

Working in parallel with other agencies on SanMark.

**MARKET INSIGHTS**
Zambia/Kenya
Insights from a ‘deep dive’/market research.

Feasibility assessment.

Establishing design principles.

Large scale + equity.

**PRODUCT DEVELOPMENT**
Malawi
Situation analysis and preparing for SanMark.

3 TIPS on developing your SanMark program;

Developing no cement pit options.
Challenges & Opportunities

• Ensuring equity - strategies for reaching the poorest quintile
• Cross over learning from social policy mechanisms that work in other sectors.
• Improving capacity to implement market based approaches.
• Understanding sanitation marketing more comprehensively:
  – viable sanitation business models
  – Consumer-based approach to product design and marketing
  – Consumer segmentation
  – Harmonizing CATS approaches with the marketing approach
Currently

70% of rural household toilets collapse due to rot and termites, householders return to OD or informal sharing when their toilet collapses. Open defecation during rainy season increases the risk of diarrhoea and cholera outbreaks.

Additionally... children are afraid of using temporary toilets as they are unstable and risk falling into the pit.

National Strategy

NO subsidies for toilets. National ODF Policy and Strategy in place – ODF by 2015: CLTS, SanMark and mainstreaming sanitation into National Health Sector Strategy are the key pillars.
“I just want to take a rest from always digging a pit. Maybe I’m just lazy but it takes a lot of time and I have to borrow tools each time. But if you wait too long you feel like something is lacking in you”

Male interviewee, Nkhata Bay

“We are tired of rebuilding, we just dig and it collapses time and time again during the rainy season”

Female interviewee, Mangochi

“The wood rots and then I have to find time to collect wood. The strong wood is becoming harder to find and I have to travel a long way to collect it”

Male group discussion, Dowa
KEY ISSUES

• There is high awareness and demand for durable and safe toilets but current products and services do not match the preferences of potential customers. More than 70% of households build their own toilet but they are frustrated as they collapse within 6 – 12 months.

• The campaign should convince household heads that low-cost, durable and locally-available toilets do exist and create trust in the new designs.

• Customers need to be convinced that local businesses can provide the services to construct the low-cost, durable toilets.
Methodology

- FOAM
- Human Centred Design
- Business Model Canvas
• Adapted the program design caused by the devaluation of the Malawian Kwacha in May 2012

• Confirmed the use of cement in toilet designs would be cost-prohibitive for the majority of rural customers
PRODUCT

• Identified three design directions for low-cost, durable and locally available toilets for sandy and clay soil types

• Developed productive working relations with three district government staff to create locally-relevant and budgeted work-plans to implement HCD sessions

• Provided technical support with government staff to conduct three HCD sessions in each district

• Government staff in Mangochi and Salima continued the implementation of market research and HCD sessions after the Consultant’s technical support
PROMOTION

• A durable chimbudzi saves you time and money

• Never see your in-laws when open defecating

• Rest easy when you have visitors to your house

• Save money from cost of travel to collect ORS from Health Centre

• Keep your children safe and healthy with a durable chimbudzi

• Improve your comfort during the rainy season
PARTNERSHIPS

• FOCAL POINT - SMART CENTRE AT MZUZU UNIVERSITY ACTING AS ‘INFORMATION HUB’

• 3 NATIONAL WORKSHOPS - 9 DISTRICTS, 8 NGOS, 2 UNIVERSITIES AND 8 PRIVATE SECTOR TRAINED IN MARKET RESEARCH, HUMAN-CENTRED DESIGN & BUSINESS MODEL DEVELOPMENT

• ONE-TO-ONE SUPPORT: 4 DISTRICT GOVERNMENTS & 2 NGOS
Confirmed women with existing businesses offer the strongest potential as sanitation sales suppliers

Identified the importance of traditional and government recognition of sanitation suppliers to reduce incidence of copy-catting and poor quality control

Developed strong working relationship between UNICEF and Mzuzu University’s SMART Centre to train and accredit future sanitation suppliers
POLICY

• Provided tangible outcomes to ensure the ODF Taskforce’s coordination and engagement in rural sanitation marketing programs
STILL TO COME...

PHASE 4: BUSINESS MODEL MINI-PILOTS, TRAINING AND SUPPLY CHAIN DEVELOPMENT

PHASE 5: FINANCIAL MECHANISMS TO SUPPORT DEMAND AND/OR SUPPLY
TIP 1 - BE PREPARED TO TACKLE MISPERCEPTIONS

- WE ARE ALREADY DOING SANITATION MARKETING – WE TRAINED 50 MASONS TO BUILD DOME SLABS LAST YEAR NGO REPRESENTATIVE

- THIS IDEA IS A NON-STARTER, WE JUST WANT THE CEMENT SUBSIDY GROUP VILLAGE HEAD
TIP 2 - BUILD UNDERSTANDING BY DOING

• USE PROVEN TOOLS WITH LOCAL PARTNERS TO DEMONSTRATE THE POWER OF SOCIAL MARKETING APPROACHES

GREAT TOOLS

• SANITATION MARKETING FOR MANAGERS: GUIDANCE TOOLS FOR PROGRAM DEVELOPMENT (JENKINS 2010) – EXCELLENT TOOL FOR MARKET RESEARCH AND PROGRAM DEVELOPMENT

• SANIFOAM DEVINE (2010) – APPLIES VITAL MARKETING CONCEPTS – SEGMENTATION & OPPORTUNITY, ABILITY AND MOTIVATION

• HUMAN-CENTERED DESIGN TOOLKIT (IDEO 2009) – POWERFUL TOOL FOR CREATING LOW-COST, PRO-POOR PROTOTYPES AND PROGRAMS
TIP 3 – EMBED INTO DISTRICT GOVERNMENT PROGRAMS

- ENGAGE DISTRICT GOVERNMENT STAFF IN MARKET RESEARCH

- ALLOW EXPERIENCED DISTRICT GOVERNMENT STAFF TO SHARE WITH THEIR PEERS

- DISTRICT STAFF DEVELOPED SKILLS AND KNOWLEDGE IN SOCIAL MARKETING
TIP 4 – IDENTIFY A NATIONAL INFORMATION HUB

• MZUZU UNIVERSITY’S CENTRE OF EXCELLENCE AND SMART CENTRE

• FOCAL POINT FOR TRAINING AND SHARING INFORMATION
TIP 5 – CONCENTRATE YOUR GEOGRAPHIC FOCUS

• LAKESHORE AREAS

• SANDY SOILS – HIGH RISK OF PIT COLLAPSE

• ALLOWED FOR SHARING OF PRODUCT DESIGNS
Ahsante!