

sustainable sanitation alliance

SuSanA factsheet

Public awareness raising and sanitation marketing

April 2012

1 Summary

This factsheet highlights the importance of public awareness raising and sanitation marketing to increase the efficiency and sustainability of sanitation improvements. It provides tools and best-practice examples for practitioners, researchers, policy-makers and those who understand the importance of sustainable sanitation and wish to disseminate up to date information.

Four key approaches to awareness raising include 1) raising overall public awareness; 2) professional marketing of sanitation to those lacking access; 3) stimulating private sector interest in the sanitation market and 4) advocating to decision makers in the public, private and civil sectors.

Most people who have access to functioning sanitation systems are not aware of the poor sanitation in vast regions of the world and fail to understand its significance in socio-economic development. Taboos surrounding the toilet and human excreta hinder global progress in this field. Therefore a stronger appreciation of the manifold society-wide benefits of sanitation and the challenges of achieving them are required in all countries.

This lack of knowledge combined with the toilet's "dirty image" results in the low priority that users and decision makers alike give to sanitation. To promote safe hygiene practices at the household and community level and to create sustained behavioural change, calls for professional marketing which is a common activity in the commercial sector.

An enabling environment requires political responsibility and the will to create a legal framework that furthers sanitation initiatives. Hence, lobbying policy makers with relevant facts and arguments can have significant impact. Only when they grasp the many cross-sectoral and economic gains which sanitation brings, will they allocate resources and create policies and strategies that strengthen public and private capacity to provide and manage sanitation services.

The twin fields of awareness raising and sanitation marketing lay the groundwork for successful advocacy and highlight business opportunities in sanitation. These approaches, moreover, make it possible to scale-up and increase the efficiency of current efforts towards improved sanitation for all.

Awareness raising aims to achieve the following:

- Create public and political awareness

- Initiate public and policy discussions
- Generate an enabling environment and policy changes that lead to action

Sanitation marketing aims to achieve the following:

- Tailor product design, availability and price to potential customers
- Use communication techniques and media appropriate to the customers' situation
- Engage people in emotional communication to create genuine demand and behaviour change
- Offer the target group a choice of products that are appealing, accessible and affordable
- Open the market to sanitation business opportunities (see Gröber et al. (2012) for details).



Figure 1: "Sanitation is Dignity" Campaign in Berlin, Germany, in 2005: The travelling exhibit and campaign asks passers-by to reflect what life would be like without a toilet (source: GTO, 2005).

2 Public awareness raising

Public awareness raising alerts the public to the issues and mobilises their support and action. It can be achieved in multiple ways: public events, workshops, exhibitions, demonstrations, radio and TV campaigns, print publications and the Internet. To maximise outreach, awareness raising activities may benefit from free publicity through media coverage.

Social media on the Internet such as the open discussion forum of SuSanA¹ can be used for low-budget awareness raising. Video clips² made available through YouTube as

¹ See: www.forum.susana.org

² For a list of relevant videos see: www.susana.org/lang-en/videos-and-photos/resource-material-video

well as messages spread by Twitter and Facebook have been used successfully in order to promote campaigns such as the “Talk Sh*t All Week” or the “World’s Longest Toilet Queue” in 2010 which then evolved into the “World Walks for Water” in 2011, and the “World Walks for Water and Sanitation” in 2012³. This joint campaign of End Water Poverty, Freshwater Action Network and WSSCC is second only to Global Handwashing Day in importance to the water and sanitation sector.

Focussing communication activities on relevant “world days” has been shown to be very effective. Sanitation awareness can use taboos surrounding toilet issues to its advantage. Word plays, cleverly packaged messages or unconventional images can provoke emotion and attention.

Since every person defecates, sanitation is never an abstract topic. The challenge is to draw attention to this “most usual thing” while taking care not to offend or disgust the target audience leading to a repulsive reaction. Messages with fascinating, unexpected facts can communicate this “dirty” topic in a pleasant manner.

The message and the communication channel must be tailored to the target audience. It is important to be alert to the many cultural factors that affect the success of communication activities with different populations.

Social mobilisation techniques must have rich appeal in order to increase public awareness of safe sanitation as a basic need for human development. Journalists, researchers, educators and other practitioners can influence the actions of individuals through contributions like petitions and volunteering. When there is broad understanding of the importance of sanitation, public pressure on decision makers can foster greater political will, prompt more investment, and reform policy in the sanitation sector. Well-targeted awareness campaigns may also stimulate the interest of the private market to invest in the sanitation sector.

3 Examples of public awareness raising

a) WASH United: Showing diarrhoea the red card

WASH United⁴ harnesses the power of sport and the role model status of sport stars to raise awareness of water, sanitation and hygiene and to catalyse social change. WASH United’s first campaign focused on the 2010 World Cup in South Africa and engaged football stars to (1) tackle taboos related to sanitation and create demand for sanitation services, (2) promote hand washing with soap, (3) advocate for safe drinking water and sanitation as a human right.

Through events like football tournaments, road shows, “World Toilet Cup” games, and public screenings of World Cup matches, WASH United engaged people on the ground. The combination of attractive football-based

events, the participation of international football superstars and active media engagement successfully opened up new channels for WASH issues. In both the North and the South, messages were picked up by mainstream television and radio and even in football magazines. WASH United has thus managed to reach more than 25 million people with crucial messages.

Together with WaterAid, WSSCC and other partners, WASH United is now adapting the football-based approach that has worked so well in Africa to the number one sport in South Asia: Cricket. Activities in South Asia will begin with an innovative large scale campaign in India leading up to the 2012 ICC Twenty20 World Cup⁵ in Sri Lanka.



Figure 2: Left: WASH United Champion Didier Drogba from Ivory Coast (FC Chelsea, London) on an awareness raising poster for Africa. Right: Indian cricket star Irfan Pathan on a poster for possible upcoming cricket-based activities (source: WASH United, 2011).

b) Sanitation is Dignity: Awareness raising campaign of the German Toilet Organization:

In 2005, the German Toilet Organization (GTO) created the “Sanitation is Dignity”⁶ campaign to raise awareness of people unaware of or unaffected by the sanitation crisis. GTO encourages the public to join the campaign and lend their voice to the cause.

As a part of the campaign, GTO developed a travelling exhibit entitled “Where would you hide?” for display in public places, at conferences or in government buildings. Life-size poster board cut-outs feature people crouching to defecate in public while trying to hide behind everyday objects such as flower pots or umbrellas in order to maintain their dignity. This captures the attention of passers-by while information panels and flyers provide the facts. A campaign toolkit was created to make outreach even more effective.

With the support of UN-Water, exhibit materials have been translated into all UN-languages and adapted to various cultural settings. Available for organisations to use at their

³ See: <http://toiletday.org/>, <http://worldtoiletqueue.org/eng/> and <http://www.worldwalksforwater.org/eng/>
⁴ www.wash-united.org

⁵ See: www.wash-united-cricket.org and <http://www.t20worldcup2012.com/index.html>
⁶ <http://www.sanitation-is-dignity.org/node/12>

own events, “Where would you hide?” so far has travelled to approximately 50 different locations and resulted in extensive coverage in local, national and international media.

The strength of this campaign is its strategy of playing with the taboo. It employs a well-conceived presentation to create a mix of surprise, humour and thoughtfulness to initiate discussion. The campaign continues to be available to other organizations through the GTO.

c) World Toilet Organization Activities

When Jack Sim founded the World Toilet Organization (WTO) in 2001, the name in itself proved to be a successful marketing tactic as it has the same acronym as the World Trade Organization. This cause smiles and makes the name hard to forget. Sim has continued to break taboos about toilets, using humour and passion in his countless speeches and media features.



Figure 3: Jack Sim from WTO calls himself “the toilet man” in a Time Magazine Hero of the Environment 2008 photo. He stresses that humour can be used as an effective entry point for discussing sanitation (source: WTO, 2008).

Every year the WTO organises the World Toilet Summit which is widely covered by the global media. Unlike sanitation conferences that focus on the Millennium Development Goals (MDGs) and lack of access to sanitation, the Summit addresses a wide range of toilet issues that affect industrialised countries and the developing world alike. The Summit was launched in Singapore in 2001 and has since travelled to Seoul, Taipei, Beijing, Belfast, Moscow, New Delhi, Macao, Singapore, Philadelphia and Hainan. The 2012 host is Durban, South Africa. Organisers work with the global media throughout the year, launching summits with special events, holding press conferences before and during summits, and accommodating major TV stations, radio, print publications, wire agencies, social media and various traditional media.

Sim and his WTO colleagues worked closely with the Vanguard documentary team from Current TV to film the “The World’s Toilet Crisis”⁷. The production team travelled to India, Singapore and Indonesia to understand why people do not use toilets and what is being done to end the practice of open defecation. The documentary is highly graphic and often difficult to watch but also very persuasive. When

⁷ http://current.com/shows/vanguard/92471289_the-worlds-toilet-crisis-vanguard-trailer.htm

human waste is not properly collected and treated but accumulates in streets, open fields and water, it is a human and health disaster. The film is an eye-opener for most people in industrialised countries. It has demonstrated that sanitation is a compelling media issue and the film continues to be used for educational programmes, public screenings, and political events.

d) World Toilet Day - 19 November

Celebrated on 19th November, World Toilet Day has played an increasingly important role in sanitation awareness raising. Launched in 2001 by the World Toilet Organization (WTO), it has caught the imagination of sanitation activists and the global media alike and has grown through self-generated and crowd-sourced awareness activities by a wide range of organisations worldwide. These have included demonstrations in Washington DC for “Sanitation as a Human Right”, press conferences organised by school children in Berlin, a minister cleaning market toilets in Sarawak, Malaysia; a sanitation concert in Moscow, stand-up comics in London and Singapore, Crisis Talks by End Water Poverty, the Golden Poo Awards and The Big Squat in universities worldwide.

The multi-national corporation Unilever partnered with WTO to celebrate World Toilet Day 2011 with the global roll-out of “Domestos Toilet Academies”, starting with a pilot in Vietnam⁸. These academies will offer month-long courses to toilet entrepreneurs and help provide sustainable solutions to sanitation that benefit communities and stimulate local economies.

e) The Drive to 2015

An example of awareness raising at the highest political level is the United Nations’ initiative “Sustainable Sanitation: The Five-Year-Drive to 2015”. On 20 December 2010, the UN General Assembly adopted a resolution calling upon the UN Member States to “redouble efforts to close the sanitation gap”.



Figure 4: Logo of the “Drive to 2015” campaign, launched in June 2011, which builds on the earlier logo of the International Year of Sanitation in 2008.

The resolution established a global push to mobilise political will and financial and technical resources towards the MDG sanitation goal. The resolution is notable for its call for the end to open defecation, the sanitation practice that most threatens public health as well as its broader consideration of the sanitation chain including waste water management. It

⁸ www.unilever.com/mediacentre/pressreleases/2011/UnileverandWorldToiletOrganizationpartnerfortheWorldsFirstToiletAcademy.aspx

also includes consideration of the entire sanitation chain, including wastewater management⁹.

UN Secretary-General Ban Ki-moon, along with the UNSGAB Chair, His Royal Highness, the Prince of Orange UNICEF Executive Director Anthony Lake, Ugandan Minister of Water & Environment the Hon. Maria Mutagamba and the Vice Chair of UNSGAB Uschi Eid, launched on 21 June 2011 the "Sustainable Sanitation: Five-Year Drive to 2015", a push to speed up progress on the Millennium Development Goal target of improving global sanitation by 2015. The Drive will include a broad advocacy campaign with a strong emphasis on ending open defecation and provide a comprehensive guide for planners on implementing this goal along with other advocacy material. A direct linkage is established with the Sanitation and Water for all initiative.

4 Sanitation Marketing

Sanitation marketing is a type of social marketing. Social marketing plans and implements programmes designed to bring about social change using concepts from commercial marketing¹⁰. It applies tools and techniques developed for commercial marketing to persuade people to adopt certain practices and behaviours that improve quality of life (UN-Habitat and Sulabh 2006). Sanitation marketing programmes often create favourable conditions for business opportunities.

Devine (2010) sees the potential of sanitation marketing to create demand and to scale-up supply for improved sanitation, mainly by demonstrating to people that a clean toilet and better hygiene practices will improve their quality of life. The objective of sanitation marketing is to empower potential customers to make conscious, informed choices. The approach assumes that poor people are not "beneficiaries" but rather potential customers of sanitation products and services. It fosters the development of private businesses that supply goods and services and helps the sanitation sector become financially and institutionally sustainable (Jenkins and Sugden, 2006).

Sanitation marketing focuses on toilet adoption as key to promoting safe and adequate sanitation. However, people may be unwilling to invest in household toilets due to institutional, financial, or socio-cultural reasons. Campaigns may be designed to change specific attitudes and behaviour so as to lead to improved health and hygiene, social and economic well-being and environmental performance (UN-Habitat and Sulabh, 2006). Human decision making is largely based on emotional rather than on rational factors. Campaigns promote attractive products, link products to social status, and create aspirations that result in strong social pressure to make sanitation access a highly desirable good. Products need to be emotionally appealing and at a price that the customer is willing to pay.

⁹ More information about the Sanitation Drive can be obtained at www.sanitationdrive2015.org.

¹⁰ Weinreich, N. K. What is social marketing? USA: www.social-marketing.com/WhatIs.html.

Although sanitation marketing is still considered an emerging field, it has made significant strides in the past few years. The Water Supply and Sanitation Collaborative Council's (WSSCC) Global Sanitation Fund is supporting sanitation marketing in countries where WSSCC works. The Water and Sanitation Programme (WSP) of the World Bank, has recently released a "Sanitation Marketing Toolkit"¹¹. Illustrated with examples from India, Indonesia, Tanzania and Peru, it offers practical guidance on rural sanitation programmes, including design, implementation monitoring, and scaling up.

The 2.5 billion people currently living without access to sanitation represent potential customers. With encouragement and assistance, the private sector can develop new local, regional and national businesses and create local jobs.

Box 1: Community-Led Total Sanitation (CLTS) and sanitation marketing

CLTS was introduced by Kamal Kar and the Village Education Resource Center (VERC), a partner of WaterAid in Bangladesh in 1999. During a facilitated triggering the community members analyse their sanitation situation and decide to take collective steps to make improvements and finally become open defecation free (ODF) and through their own efforts they build sanitation facilities without any hardware subsidies. CLTS is a bottom-up process towards behaviour change and sanitation adoption that is led by the community as an entity rather than on an individual household basis. The participatory approach plays on people's emotions such as pride and disgust, and "triggers the community's desire for change, propels them into action and encourage[s] innovation, mutual support and appropriate local solutions, thus leading to greater ownership and sustainability" (Kar and Milward, 2011).

CLTS has been successful in reducing open defecation, but the approach is criticised by some for the low quality standard of many of the constructed latrines. CLTS is mainly focused on the demand side and neglects the supply side of sanitation products and services. Sanitation marketing approaches aim to overcome the supply gap and offer possibilities to climb-up the sanitation ladder towards more improved sanitation. Sanitation marketing approaches might not be the appropriate initial step for people who still practice open defecation. Consequently there is now a growing interest in combining or integrating CLTS and sanitation marketing. Currently WSP is combining CLTS and sanitation marketing at scale in the Scaling Up Rural Sanitation programme (Devine and Kullmann, 2011).

Further information: Community-Led Total Sanitation (CLTS) Institute of Development Studies (IDS), Brighton, UK, <http://www.communityledtotalsanitation.org/>.

5 Examples of sanitation marketing programmes

a) Two examples from Cambodia: IDE's "Easy Latrine" and WTO's Sanishop

Only 18% of rural Cambodians have access to improved sanitation (WHO/UNICEF, 2010), and this lack of access contributes to the country's poor public health. Many villagers

¹¹ www.wsp.org/wsp/toolkit/toolkit-home

view purchasing sanitation equipment as an unnecessary luxury due to a lack of knowledge, combined with the expense and difficulty of installing traditional latrines (Heierli and Frias, 2007).

The “Easy Latrine” model is a well-designed, affordable product with an appropriate marketing strategy that raises awareness and encourages families to invest in a household toilet.

International Development Enterprises (IDE) started the project in Cambodia with one core assumption: people consider toilets a decidedly unpleasant topic that is more likely to induce uncomfortable giggles than provoke innovative thinking. The IDE Cambodia Country Team worked together with the design firm IDEO to design a low-cost, easy-to-install pour flush latrine system that villagers could build themselves using cheap, locally available materials. This has stimulated demand and strengthened the supply of latrines. Each toilet costs about EUR 24 and more than 3000 have already been purchased and installed by villagers (WSP, 2010)¹².

Thanks to its integration of product design, social strategy, and sustainability, “Easy Latrine” won the prestigious “Best in Show Award” at the 2010 IDEA Awards¹³ for international design excellence.

When people install their own latrines, they have a sense of ownership and pride. Therefore, the likelihood of proper use and maintenance of the facilities increases tremendously. The “Easy Latrine” model, however, does not yet offer a product range which allows people to choose on the basis of individual tastes and budgets. The introduction of additional options for customers will strengthen the programme.

A second example from Cambodia is **SaniShop** which is a low-cost micro-franchise, implemented by the World Toilet Organization (WTO) to train local entrepreneurs to become producers of sanitation products and sales agents. In operation since October 2008, this strategy complements the work of governmental agencies, local NGOs and international donors.



Figure 5: Logo of SaniShop

In Cambodia, WTO provided technical assistance and worked with small businesses to develop, manufacture and market latrines for sale in Kampong Speu Province. WTO lent its expertise in sanitation marketing, product research

¹² Exchange rate from March 2010: 1 USD was 0.74 EUR

¹³ IDE (2010) Flush with success: IDE wins top design award for innovative latrine in Cambodia, International Development Enterprises, Winnipeg, Canada, www.ide-canada.org/OurStory/News/2010-06-29-idea-award, <http://www.fastcodesign.com/idea-2010>

and development, quality assurance and private sector development. The business model involves simultaneous demand and supply side interventions; it stimulates demand for latrines among rural households while building and strengthening the capacity of the private sector in production, distribution and sales to adequately respond to that demand.

The social franchise business model is scalable, replicable and ensures good quality. In Kampong Speu Province, the target population is low income rural dwellers who have never owned toilets. Project partners carried out research to learn how much money the typical rural household was able and willing to pay. With this information, households without toilets had to be convinced that they needed a toilet and how they could own one.

The Sanishop model also provides business and technical skills training to local suppliers and masons and introduced a new actor into the supply chain - the *sales agent* who strengthens marketing activities and mobilises communities. WTO facilitated the adoption of a low cost latrine option modified from an award-winning design and a pricing structure that enables all supply chain actors to make money while keeping the product affordable for the customers.

On the demand side, WTO designed social and commercial marketing strategies that address behaviour change as well as consumer demand. The project devised a payment scheme that allows poorer households to buy components one at a time. Project support includes monthly sales agents meetings to monitor progress and share lessons learnt. Household expenditures on toilets were found to range from EUR 24-67 (with March 2010 exchange rate, 1 USD is 0.74 EUR). These expenditures included both the infrastructure (toilet) and the super structure (external shelter).

b) Global Scaling Up Handwashing Project by Water and Sanitation Programme (WSP)

According to the World Bank’s Water and Sanitation Programme (WSP), “marketing has been more successful than anything else in changing the behaviour of people when they can see direct personal benefits” (WSP, 2010).

A market-based approach to sanitation has four principal advantages over the traditional donor-based model in which latrines are given on a heavily subsidised basis or even for free:

- 1) Sanitation marketing helps achieve behavioural change. People willing to pay for a latrine will most likely use and maintain it.
- 2) Unsubsidised programmes based on sound business principles are financially sustainable and can be taken to scale.
- 3) Marketing focuses on both the hardware (the toilet) and the software (sanitation and hygiene education). This combination is likely to bring about public awareness and behavioural change that causes consumers to value, use, and maintain their latrines.
- 4) Compared with donor-based approaches, marketing is much more cost-effective and can be easily monitored (UN-Habitat and Sulabh, 2006).

The WSP handwashing project in Peru, for example, targets mothers of young children and aims to improve the health of populations at risk of diarrhoea and acute respiratory infections. Children under five represent the age group most affected by diarrhoeal diseases and respiratory infections, which lead to more than 4,000 child deaths a day (WHO, 2009).

6 Sanitation marketing: The six P's

Marketing experts traditionally work with four criteria: Product, Price, Place, and Promotion. Based on experience in the sanitation marketing sector additional P's such as People (Heierli and Frias, 2007) and Politics or Partnerships (e.g. Outlaw et al., 2007) have been introduced into the sanitation marketing mix. These factors need to be clearly understood in order to reach new customers and influence their actions effectively (see Kappauf (2011) for an example in rural Malawi).

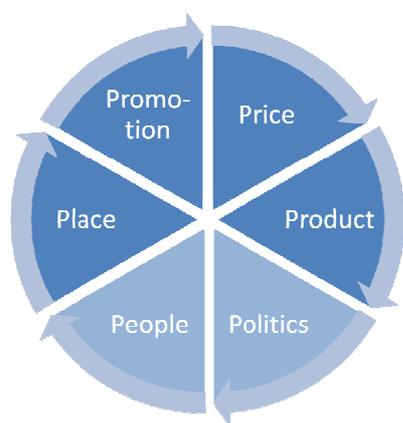


Figure 6: Sanitation marketing mix: The six P's. People and Politics are specific for sanitation marketing, whereas the other four P's are standard in all marketing activities (source: L. Kappauf, 2011).

Product: The product refers to the tangible or intangible product an organisation wants to promote. It can be a physical item, such as a household toilet, or a service, like installation or repair of facilities or pit-emptying. The product may also be intangible, such as evoking human desires and emotions and promoting behaviour change. A household toilet is hardware that embodies the “software” of emotional values and beliefs: pride, comfort and cleanliness, safety and modernity. Taken together, the hardware-plus-software “product package” needs to be something the customer would like to purchase.

The challenge for the social marketer is to show the target audience that they have a genuine problem, and that the product being offered provides a good solution. To be able to persuade people, the marketer has to conduct thorough research to understand customers' perception of the problem and the reasons that have kept them from finding a solution.

One key learning point for sanitation practitioners is that a range of products and services should be offered to respect the various wishes, needs and budgets of different

households. Jenkins and Sugden (2006) point out that “choice is the one thing that the poor lack, their behaviour being dictated by the circumstances in which they find themselves”. A broad sanitation product and service line helps to empower people regardless of their economic situation as they can choose a product according to their individual needs and tastes.

Price: The price to the consumer includes more than just the monetary costs - time, effort, amount of behavioural change that is needed, risk of social embarrassment or disapproval – are also costs for the customer to obtain the product. Price is crucial for the success of the product sale: If an individual perceives that costs outweigh the benefits and the perceived value of the offering is low, they will not buy it. In contrast, if the benefits are perceived as greater than their costs, chances of trial and adoption of the product is much greater.

Costs have to be sufficiently low – in relationship to the household income – and differentiated according to quality of materials used and workmanship. If sanitation marketing programmes aim to reach the poor, appropriate payment options for toilets, such as instalments have to be offered.

Place: Marketers talk of place when referring to the ways and means through which the product reaches the customer. This is both through physical distribution channels (e.g. manufacturers, warehouses, trucks, and retail outlets) or channels through which the consumers' perception can be changed (e.g. doctors' offices, village meetings, shopping malls, mass media, in-home demonstrations).

Successful sanitation marketing requires study of the activities and habits of target groups and their experiences and satisfaction with the existing delivery system. By understanding these patterns, marketers can find better ways to engage with their customers, and more efficient means to reach them.

Sanitation programme managers need to make sure that the supply chain of products, information and services is accessible to potentially every household. This can be a challenge especially in very rural settings where materials and trained workers such as masons are difficult to find.

Promotion: Promotion is an umbrella term for the integrated use of tools that help raise awareness for the product and create and sustain a demand for it. This includes advertising, public relations, personal selling, entertainment vehicles, mobile cinemas, radio shows, public service announcements, paid ads, coupons, media events, competitions, awards, street theatre, editorials, use of role models, “Toilet Ambassadors” and the like. The main goal of promotion activities is to disseminate product information that gets customers' attention and persuades people to buy the product.

Sanitation promotion needs to raise awareness of toilet products and their retailers and stimulate people's desire for a household toilet. If a promotion campaign is successful, households will be convinced that it is worth investing in a toilet and motivated to obtain one.

Promotion of improved sanitation and hygiene behaviour is not synonymous with sanitation marketing. Rather it is only one aspect of the complex marketing mix, although the most prominent and visible aspect.

People: The addition of “People” to the marketing mix refers to the social dimension of demand creation. It involves social norms, people’s aspirations and social mobilisation. By introducing this fifth P-factor, Heierli and Frias (2007) focus on “the paramount importance of community action, social pressure and government regulation and intervention”. This element must take all socio-cultural and religious implications into consideration.

Mosler (2011 and 2012) presents integrated research on a psychologically-based assessment that shows the complex factors determining human behaviour decisions and introduces a systematic approach to identifying these factors.

Politics: This sixth “P” highlights the importance which legislation and policies have on the context in which sanitation marketing is implemented (Outlaw et al., 2007). For example, it would be useful to have a political consensus to support sanitation improvements among government ministries involved with water, sanitation, health and education. Similarly, partnerships among decision makers in public, private and civil organisations create further synergies for all involved.

7 Conclusions and future challenges

A variety of innovative strategies for raising awareness of the sanitation situation and for marketing products and services have evolved in many parts of the world. At the same time, there are numerous challenges that need to be addressed.

There is a strong tendency in sanitation marketing project reports to highlight only solutions that work. It is unfortunate that these reports often lack self-criticism and failure analysis as this makes it difficult for outsiders to get objective information about programmes. For mutual exchange and strengthened ties among organisations, implementers should not hold back on sharing their learning curves and limitations (for example, this could be done via the open SuSanA discussion forum).

Another challenge on the political and institutional level is to reach consensus on effective sanitation marketing strategies and then base policy on successful practices. In urban areas especially, there is already a strong desire for household sanitation. Institutional, regulatory, and local governance issues, however, hinder the workings of the market so it rarely offers solutions appropriate to consumers’ demands (Jenkins and Sugden, 2006).

Sanitation marketers need to conduct extensive research on the preferences of target groups and work together with suppliers who will develop the right products for local requirements. Marketers need to transform low public enthusiasm due to negative perceptions and experiences

into positive awareness and market demand. This is time consuming and requires persistent effort.

Sanitation programmes and projects that operate in isolation fail to engage actors that are the closest to households such as local governments which may not be productively involved. Sometimes by-passed by current programmes is also the private sector, which may already be serving customers’ sanitation needs (Jenkins and Sugden, 2006). Therefore managers of sanitation projects need to collaborate closely with governmental agencies while engaging private markets in planning and in production of goods and services.

The sanitation sector must get a sound understanding of customer needs and ways a toilet can be made a desirable household good. “The challenge is to offer both the poor and the non-poor a range of desirable and affordable options while persuading them to change their priorities so that improved sanitation becomes an attractive ‘must have’ for every household” (UN-Habitat and Sulabh, 2006). By talking to both broad income groups, a thriving industry can be developed, when capacity is strengthened, training is built up, credit accumulates and additional services for small businesses are elaborated, truly sustainable sanitation solutions can be created.

Further areas of research and demonstration are required.

- So far, market-based approaches have shown some good results for segments of the population who can afford the products. However, there still remains a very poor part of the population – the bottom of the pyramid – who cannot afford most products offered. Therefore, it is necessary to reach them effectively.
- Evidence has shown that micro credit can be a dangerous tool; there is a need for further studies to ensure that its use in sanitation marketing avoids exploitation and further household indebtedness.
- Many sanitation systems are still often not technically and environmentally sustainable, e.g. because proper faecal sludge management for septic tanks and pit latrines is lacking.
- The phasing and junctures between CLTS (Community-Led Total Sanitation) programmes and introduction of the sanitation marketing approach also requires additional study.
- Finding market-driven motivations for treatment and reuse of human excreta by private operators in developing countries.

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