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SANITATION MARKETING FOR MANAGERS

GUIDANCE AND TOOLS FOR PROGRAM DEVELOPMENT

JULY 2010

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These materials have been used and adapted intermittently over the last seven years to develop sanitation marketing strategies and programs in three different settings in three African countries: improved household latrines for small towns in Ghana, improved household latrines and pit emptying services in unplanned areas of Dar es Salaam, and improved household latrines in rural Uganda. Early versions of the approach and tools were field-tested in Tororo District, Uganda, with funding from USAID HIP and implementation support from PLAN Uganda, the Uganda Water and Sanitation NGO Network (UWASNET), and the Uganda National Sanitation Working Group. The field team in charge of testing and refining the tools was directed by Teresa Nannozi; Sam Watasa served as the sanitation marketing advisor. They and Morris Israel contributed to the preparation of this guidance manual.

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ACRONYMS AND ABBREVIATIONS

CBO	Community-Based Organization
CLTS	Community-Led Total Sanitation
DA	District Assembly
DCC	Direct Consumer Contact
FGD	Field Group Discussion
HA	Health Assistants (Uganda)
HH	Household
HIP	Hygiene Improvement Project (USAID)
IDE	International Development Enterprise
IDI	In-Depth Interview
IRC	International Rescue Committee
MOU	Memorandum of Understanding
NGO	Nongovernmental Organization
NSWG	National Sanitation Working Group (Uganda)
O&M	Operation and Maintenance
PHAST	Participatory Hygiene and Sanitation Transformation
SanMark	Sanitation Marketing
SanPlat	Sanitation Platform
S&L	Savings and Loan
SOW	Scope of Work
TOR	Terms of Reference
TSSM	Total Sanitation and Sanitation Marketing Project
USAID	United States Agency for International Development
UWASNET	Uganda Water and Sanitation NGO Network
VHT	Village Health Team (Uganda)
VIP	Ventilated Improved Pit
WC	Water Closet
WSP	Water and Sanitation Program of the World Bank

INTRODUCTION

Lack of adequate sanitation continues to be an enormous human health and environmental problem in the developing world. Tackling this lagging global problem requires new and innovative approaches, ones that move beyond many of the myths or misconceptions that have undermined past approaches (see Box 1). 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. It does so by developing the sanitation marketplace to better serve the needs of low-income households[1]. Public funds are used, not to provide latrines directly, but to strengthen the supply and demand sides of the sanitation market. Activities support both the expansion of private sector provision of improved sanitation products and services and demand promotion and marketing activities to encourage poorer households to purchase these products and services. The sanitation marketing approach itself is described more fully in the next chapter.

Objectives of the Manual

This manual provides guidance and tools for designing a sanitation marketing program. It guides professionals in the fields of sanitation and marketing to complete two important and necessary steps: (1) to comprehensively assess the current market for sanitation products and services and (2) to use the results of this assessment to design a multi-pronged strategy to:

- Build the capacity of appropriate market actors to provide necessary sanitation market functions;
- Create and strengthen the incentives for these actors to participate in the market and to collaborate with one another;
- Permit actors to proactively take on functions from which they will benefit, e.g., financially, politically
- Develop appropriate products and services that respond to consumer preferences; and
- Create appropriate marketing messages and plans for promotion and communication to market the products and services to consumers.

The process is broken down into a series of well-defined activities that fully recognize the important roles and contributions of the key stakeholders: the ***household*** as the consumer; the ***private sector*** as producer, service provider, and marketer; and the ***public and NGO sector*** as promoter, educator, enabler, and regulator. Completion of the activities described in this manual will facilitate development of a sanitation marketing strategy and many of the necessary supporting materials and partnerships to launch an effective and scalable sanitation marketing program for a selected population in a targeted geographic area. The manual provides detailed guidance for designing and developing a program tailored to the local demand and supply situation of an initial target population, but with an eye on scaling-up the program strategy to reach populations with similar sanitation conditions across larger areas. It is not intended as a manual for operating and managing a sanitation marketing program by local government or project field staff.

[1] Cairncross 2004, Case for Sanitation Marketing, WSP Field Note.

BOX 1. Common Misconceptions Surrounding Household Sanitation Programs

MISCONCEPTION 1: Better Health (Reduced Illness) Will Motivate Households to Want and Pay for Latrines

***REALITY**:* Research from a range of countries increasingly suggests that health is not a key motivational driver for installing a household latrine. Households view latrine installation as a housing improvement, and key drivers for household latrines include factors such as increased convenience and cleanliness, status and pride, comfort, and safety (avoiding dangers such as snakes and the risk of sexual attack associated with open defecation and public latrines).

MISCONCEPTION 2: Without Subsidies Most People Will Not Adopt Improved Sanitation

***REALITY**:* People are buying latrines and in fact most latrines in the developing world have been installed by homeowners with no subsidy. An extremely poor minority may lack the ability to buy a latrine by themselves, but most, with the right choices, knowledge, and perhaps community support mechanisms, will pay for their own latrine.

MISCONCEPTION 3: Low Cost of Latrines Is the Most Important Latrine Attribute

***REALITY**:* There are always trade-offs in decision making, and it is increasingly clear that a cheap latrine that offers poor quality and none of the features the consumer wants will not sell. While favored features will vary across cultures, several attributes appear to be particularly important and, to many, worth paying more for—minimal sight and smell of feces, durability, ease of cleaning, operating performance, and safety for children.

MISCONCEPTION 4: High Cost Is Not the Only Barrier to Adoption of Improved Sanitation

***REALITY**:* The high cost of many existing latrine technologies is a barrier to installation, but it is not the only one. Others, such as lack of information on available latrine technologies and lack of alternative financing options, also act as a barrier to latrine adoption. In fact, more expensive latrines are bought by households when they provide an adequate level of satisfaction and when there are alternatives to paying a lump sum for the capital cost of the latrine. These alternatives involve mechanisms that allow homeowners to pay for their latrines over time (e.g., credit and savings mechanisms; installing the hardware in stages) or to reduce capital outlay (contributing do-it-yourself labor or materials, organizing bulk purchases of goods and services, accessing government support, modifying latrine designs).

MISCONCEPTION 5: Provision of Sanitation Hardware is Enough for Health Results

***REALITY**:* To have the desired health impacts latrine coverage must be high in a community and latrines must be maintained and used consistently. Using a marketing approach, people choose the type of sanitation they want and are more likely to value it, and thus more likely to use and maintain it.

MISCONCEPTION 6: Capacity for the Provision of Affordable Sanitation Options Exists

***REALITY**:* Supply-side service providers, such as masons and finance organizations, may exist in a given region, but they may not have the required skills to support appropriate sanitation solutions. Masons may be familiar with housing construction and drainage based on piped solutions, but not with improved latrine technologies. Similarly, finance organizations may provide loans for home improvements but may not allow for latrine construction. This capacity needs to be developed.

Sanitation marketing, as used in this manual, focuses specifically on improving formal and informal supply chains, products, and services to expand the delivery of affordable basic sanitation, coupled with the application of commercial marketing techniques to stimulate demand to increase the number of households investing their own resources to build and maintain an improved sanitation facility. There are many important elements of improving the overall sanitation situation, such as hand washing and other essential behavior modifications that, while absolutely necessary, are not covered in this manual. Numerous excellent resources are available to address these other elements and complement the focus of this manual.

Organization of the Manual

Following a brief overview of sanitation marketing in the next chapter, the activities for developing a sanitation marketing program are presented in four phases:

- **Phase I** **Getting Started**
- **Phase II** **Researching the Sanitation Market: Understanding Supply and Demand**
- **Phase III** **Bringing it All Together: From Research to Strategy Development**
- **Phase IV** **Preparing for Action: Developing Sanitation Marketing Materials**

Each phase is broken down into a series of activities with supporting tools, step-by-step instructions, and tips. Figure 1 presents this sequence of activities, along with the supporting tools. Outputs from one activity sometimes build on earlier results, so order can be important. Each activity is presented in a two- to four-page summary that explains "what" the activity involves; "why" it needs to be done; "how" the activity is be completed; "who" is best placed to conduct this activity, and "how long" the activity will take.

The activities and tools were field tested in small towns in Ghana and rural areas of Uganda[2]. Practical "pointers and pitfalls" collected from these experiences are provided for many of the activities. Text boxes also illustrate anticipated findings and outcomes. More extensive examples of activity outputs are provided in Annex B.

Scale and Scope of Sanitation Marketing Program Development

Development of a new sanitation marketing program, especially one aiming to reach rural populations and those in small towns or distinct geographic areas, requires preparatory research, planning, and partnership development at multiple levels, from national or regional to district (or municipal) and local, even if the program initially will be in just one or two districts. Engagement at both national and local levels is necessary because of the multiple scales over which the sanitation marketplace and private sector sanitation supply chains operate, and because of the need to stimulate household demand at scale using replicable structures and available media outlets. A national perspective also is valuable to ensure that sanitation marketing

[2] While the process, activities, and supporting tools presented in this manual reflect the outcome of the USAID/HIP experience from 2008–2010 in Uganda, the earliest versions of the rapid household sanitation assessment and in-depth consumer research activities and tools were developed and used by one of the authors in the 1990s in Benin (Jenkins 2004). Building on this experience in 2002 and 2003, new assessment, supply side, and communications-related activities and tools were designed and tested in two other settings in sub-Saharan Africa with support from the DFID Knowledge and Research program. In Ghana, they were applied to household sanitation in small towns working closely with TREND, the local Ghanaian partner organization, and in Dar es Salaam to latrine upgrading in unplanned areas, led by WaterAid Tanzania. This history of extensive testing in different country settings provides a rich illustration of how each activity can be used and the manual adapted to support sanitation marketing.

strategies and materials developed from the initial investments in market and consumer research are scalable and applicable to larger areas and populations.

FIGURE 1. PROCESS FLOWCHART FOR SANITATION MARKETING RESEARCH STEPS

Manual Section	Activity	Tools
Phase I: Getting Started	**Activity 1.** Assembling the Team	
	Activity 2. Kickoff Workshop	**Tool 1:** Exercise in Human Behavior
		Tool 2: An Exercise in Consumer Behavior
	Activity 3. Site/Policy/Population Desk Study and Analysis	**Tool 3:** Site/Population Desk and Field Study Topics
Phase II: Researching the Sanitation Market: Understanding Supply and Demand	**Activity 4**. Rapid Household Sanitation Situation Assessment	**Tool 4:** Transect Walk
		Tool 5: Rapid Household Sanitation Survey
	Activity 5. Rapid Sanitation Industry Visits	**Tool 6:** Sanitation Industry Visits
	Activity 6. In-Depth Consumer Research	**Tool 7:** In-Depth Consumer Interviews: Preparation, Conduct, Analysis, and Write-Up
		Tool 8: Latrine Inventory Data Sheet
		Tool 9: Sample In-Depth Interview Guide for Latrine Adopters
		Tool 10: Sample In-Depth Interview Guide for Latrine Nonadopters
		Tool 11: Sample Socioeconomic Profile Questionnaire
	Activity 7. In-Depth Latrine Provider Research	**Tool 12:** In-Depth Provider Interview Guide
		Tool 13: Provider Profile Information Sheet
	Activity 8. Communications Channels Study	**Tool 14:** Types of Communications Channels to Investigate
Phase III: Bringing it All Together: From Research to Strategy Development	**Activity 9.** Synthesizing Research Results	**Tool 15:** Topic Outline for Sanitation Marketing Strategy Development
	Activity 10. Strategy Development Workshop	**Tool 16:** Sample Agenda: Sanitation Marketing Strategy Development Workshop
Phase IV. Preparing for Action: Developing Sanitation Marketing Materials	**Activity 11.** Partnership Development	**Tool 17:** Partner Assessment and Development Guidance
	Activity 12. Product Prototype Design and Development	
	Activity 13. Communication Plan and Materials Development	

Sanitation marketing does not work well when hardware subsidies are part of government or donor policy, or where strong restrictions to low cost technologies are in place.

Marketing strategies and functions have important intrinsic economies of scale, making it inefficient from a cost and effort perspective to design and develop a program intended for just a few communities or a small target population. Many of the strategies for enhancing product and material supply chains, for developing and implementing effective communications materials to stimulate demand, and for creating the enabling environment for a functioning local sanitation industry are likely to involve partnerships and investment of effort at national and local levels.

As an example, consider the multiple scales at which the sanitation industry operates. Supply-side market research must track and understand how sanitation goods and services operate across national and local scales, including the formal and informal and public and private sectors. The manufacturers, importers, distributers, and retailer networks that provide and sell commercial construction materials (e.g., cement) and sanitary components, (e.g., pour flush pans) might span from national or even international levels, down to regional and local levels. Researching how service providers who build latrines operate their businesses and determining the availability, access, supply, and costs of materials like sand, gravel, and cement in target communities takes place at the local level—in markets that households currently use to procure these kinds of goods and services.

Additional Considerations

Ensuring Existence of a Supportive Enabling Environment and Winning Consensus

Before embarking on the activities presented in this manual, it is crucial to ensure that the national and pertinent subnational policy and social context is favorable to the sanitation marketing approach. For example, sanitation marketing does not work well when hardware subsidies are part of government and/or donor policy, or where strong restrictions to low cost technologies are in place. Thus, one important area to explore before committing resources to developing a sanitation marketing program is national policies and local practices regarding hardware subsidies for household sanitation and whether the current policy and financial environment is supportive of the small-scale private sector. These can have a significant impact on the ability of the private sector to compete in delivering sanitation goods and services to low income households. A Sanitation Marketing Opportunity Assessment is recommended to answer some of these fundamental questions and to begin the process of getting buy-in to and consensus for the sanitation marketing approach. An example of such an assessment that was prepared for Uganda is available at http://www.hip.watsan.net/page/3517.

Modifying the Process for Replication and Scale-up

When undertaken for the first time in a country, the initial effort and investment in the market research and strategy development outlined in this manual can be substantial and may require professional assistance for market research, consumer product development and testing, design of communications and information materials, and small-scale provider training and business development. However, results are likely to be broadly relevant in many other districts in the same region and elsewhere in the country sharing similar sanitation supply and demand characteristics. While the goal of this manual is to develop a large-scale

strategy, the initial implementation of that strategy needs to be tested and evaluated in a pilot district. Once that has occurred, and adjustments made, it can be rolled out across districts that share similar sanitation supply and demand characteristics. When considering expansion into areas within the country with different sanitation characteristics, the process must be repeated, but can be simplified and more rapidly implemented if the detailed results from the initial efforts are available. Additional thoughts on this are provided in the following chapter.

Professional Team

As indicated, this manual is directed at program managers affiliated with a national or international organization. The process presented herein requires the inputs of numerous local and national individuals and organizations, but we recommend that it be coordinated and managed by a dedicated professional (and team) that understands social and commercial marketing and has the necessary competencies to carry out (or contract out) the market and consumer research, engage necessary stakeholders, and lead the development and practical field-based planning of program strategy. This might be a team based within the government or an international NGO committed to implementing the sanitation marketing approach and supported by international or domestic technical consultancies as needed for expertise at critical points in the development process. Team composition is addressed further in Activity 1, but it is critical that the team contains a marketing specialist and has access to financial, engineering, governance, and communication expertise.

Ensuring the supply of sanitation products is as important as creating demand.

SANITATION MARKETING: A SUSTAINABLE APPROACH TO SANITATION PROGRAMMING

Sanitation marketing supports sustained improvements in sanitation coverage in developing countries by fostering both the supply and demand sides of the sanitation market. It is an approach that invests public funds to catalyze access to appropriate household sanitation products and services in the marketplace to address the unmet sanitation needs of low-income populations, while simultaneously motivating and developing demand for these products and services, without reliance on hardware subsidies. While the consumer is at the heart of the marketing process, motivating demand without ensuring that supply is able to respond to that demand will not bring results, nor will strengthening a supply chain and developing products that consumers do not know about and for which demand does not exist. A sanitation marketing program seeks to understand both the consumer (demand) and the supply of products and services in the marketplace, as well as the policy environment that affects both of these.

The rationale for the sanitation marketing approach is summarized in Box 2; but as with sanitation programming in general, there are common misconceptions about what sanitation marketing is and is not. Some of these are mentioned in Box 2a. Sanitation marketing builds from the knowledge that every day people in countries with inadequate sanitation seek out sanitation services and install facilities for their homes on their own, without a subsidy (Frias and Mukerjee 2005). Indeed, most improved sanitation in Africa and in other developing regions has been and continues to be supplied by the local marketplace, i.e., the collection of informal and formal small-scale service providers, retailers, and suppliers, including masons, pit diggers, and pit emptiers, as well as the wholesalers, importers, and manufacturers, who provide sanitation goods and services to private households. Sanitation marketing harnesses the potential of the existing sanitation marketplace to make it work better and more

BOX 2. Why Market Sanitation?

1. Marketing ensures that people can get what they want at a price they are willing to pay.
2. Marketing is financially sustainable, subsidy programs are not.
3. Marketing is cost-effective and can be taken to scale.
4. Direct provision of hardware is not enough; through market purchase, sanitation goes to those who are more likely to understand its purpose and will value, use, and maintain it.
5. The market already exists but may need targeted support to better serve the sanitation demand.

quickly and efficiently reach and serve the sanitation needs of low-income populations. It seeks to address some of the problems limiting the potential of the largely underdeveloped and neglected sanitation marketplace, where the informal sector makes an important contribution and where insufficient profit margins, low skills and knowledge, weak household demand, and lack of access to resources prevent innovation and expansion.

BOX 2a. Common Misconceptions about Sanitation Marketing

Misconception 1: Sanitation marketing is what we do to make sure that there is a sanitation supply that responds to the demand created by Community-Led Total Sanitation (CLTS).
We often hear of programs that are going to "do sanitation marketing" after a CLTS intervention—the program will ensure that appropriate inexpensive hardware options are available for purchase by households who want to stop practicing open defecation. But sanitation marketing programs are not just about the supply-side but address *both supply and demand*, linking the two through products that respond to consumer demands, needs, aspirations, and desires.

Misconception 2: Competent local NGOs have sufficient skills to design and implement sanitation marketing programs.
Marketing sanitation is inherently complex. The hardware requires a large capital investment from the consumer. It requires site-specific design and often skilled labor to install. There can be a myriad of sanitation solutions for a given household based on aesthetic, social, legal, cost, and technical criteria. More complicated than a program based around selling a low-cost product or consumable, sanitation marketing programs require marketing, engineering, financial, governance, and communication expertise that is not normally found in local NGOs. For the moment, the design and implementation of sanitation marketing programs require highly skilled practitioners.

Misconception 3: Sanitation marketing programs are about establishing set market models in appropriate demographics.
Experience has shown that sanitation markets evolve—interested persons and institutions that see opportunity for gain (financial, political, etc.) embrace the approach and take on market functions (e.g., marketing, promotion, sales, credit) within a particular geography or market segment. The sanitation marketing program helps strengthen capacities of the market actors and their relationships with one another. The market that eventually evolves—the actors and their respective roles and relationships—will ultimately depend on these relationships. There are no fixed models.

Misconception 4: Sanitation marketing programs do not engage significantly with governments but focus on building up the private sector.
Government is not only a regulator but needs to be a key player in catalyzing and legitimizing the sanitation market. Government programs can provide subsidies of cash and in-kind support that stimulate consumer activity and public works projects, which stimulate demand for household sanitation improvements. Local government planners can help households organize to obtain better terms for credit, materials, products, and services. Governments can take a lead role in information management—providing objective information to consumers, linking supply with demand, monitoring coverage, certifying providers. The role of government entities in a sanitation market is essential to its viability and sustainability.

The Four Ps of Marketing

Markets offer the consumer something they want and are prepared to make sacrifices for, either through expenditure of money, time, or effort. The heart of the marketing task is thus to understand what consumers want and then offer it to them in a way that will make it most attractive, desirable, and easy to acquire at a reasonable price. Marketing is neither advertising nor a communications program; it is a systematic and dynamic process to make strategic decisions about four components, or the four P's of the marketing mix—**Product**, **Place**, **Promotion,** and **Price**.

Product: Latrines for low-income populations traditionally have been designed by sanitary engineers with little, if any, involvement by the consumer in the design process. If a marketing approach to sanitation is to work—with latrines paid for, used, and maintained by households—sanitation facility designs must respond to what people want, not simply to what fits the environment or what engineers think they should have. Engaging and soliciting the inputs of consumers in the design of latrines, and in the services to be provided, e.g., pit emptying, is crucial to developing marketable products and services (See Figure 1a). Without good value-for-money products and services in the eyes of the consumer, sanitation marketing has little to offer. The design, testing, and development process for products and services is an important input to the marketing plan, and may require public subsidy. But for the approach to be sustainable, the final products and services themselves must be produced and delivered without subsidy by the private sector.

Flat Slab with footrests

Dome Slab with footrests

Flat Slab with raised seat

FIGURE 1a. EXAMPLES OF THREE CONSUMER DRIVEN DESIGNS FOR SANITATION PLATFORMS IN UGANDA

Price: Household sanitation is not cheap, and this may represent a major barrier to the acquisition of a latrine by the poor. However, consumers are often willing to pay more than the lowest cost option if a more expensive product provides them with more of the features they want and there are financing strategies available to make the capital cost affordable. The financial burden on the consumer can be reduced by:

- Cutting transaction costs—transporting materials, spending time and money on permits or connection fees, visiting numerous providers to obtain information all add to the overall cost.
- Spreading the capital cost out over time—savings and credit programs for home improvement allow households to structure payments to match their income stream; constructing the latrine in stages over time is another strategy to avoid having to come up with a lump sum.

- Paying in installments in which the local service provider or supplier assumes the credit risk.
- Contributing raw materials and labor (do-it-yourself)—many heads of household are accomplished builders and can take on a significant portion of local material collection and construction, reducing capital costs of the latrine.
- Organizing with other homeowners to reduce costs through economies of scale—groups of consumers can realize reductions in the cost of capital, materials, transport, products, etc. by bundling their purchases.
- Taking advantage of government development programs to leverage technical assistance or financial support—many countries have anti-poverty programs, local development budgets, etc. that can contribute resources to sanitation programs.
- Developing alternative latrine designs that reduce costs while still providing required levels of service and customer satisfaction.

Place: A frequent barrier to latrine installation is that consumers simply do not know where to get basic information about installing a latrine, different models and options that exist, how to access financing, where or how to find a mason to perform the service, and so forth. Similarly, the service providers and retailers need to know where to source their materials (e.g., cement, iron reinforcing bars), access financing should they need it, etc. Place is essentially about ensuring that all the materials, information, and services necessary for latrine construction can be easily accessed by households and other players in the sanitation supply chain. A robust supply chain is particularly important for reducing any additional costs involved in sourcing and maintaining a household latrine.

Promotion: This is about communicating information to the consumer to enhance awareness about latrine products and sales outlets and to increase desire for a latrine through the use of motivational messages and consumer information. Numerous communications channels can be used including mass media, print materials, events, and word of mouth. Increasingly, mobile cinema, street theater, door-to-door sales, leafleting campaigns, village information boards, as well as the targeting of influential community members to spread the message have been shown to be effective.

To attract attention to a new product or service sales methods such as mobile product displays and shows, demonstration days, discount coupons, and customer referral and adopter testimonials also may be important components of the promotional strategy. This may be especially true for household sanitation where new technologies and innovation need to be presented to many target households. For example, the concrete dome slab that requires no reinforcing steel may be new to many and may require "live demonstrations" to display its strength.

Two More Ps Make Six

To be successful a marketing plan must have the right products at the right prices that are easily available and accessible to target populations (place). Promotion makes the product known and desired and enhances both product awareness and demand. For sanitation marketing; however, a fifth and sixth P also need careful consideration: **Policy** and **Partners**.

Policy: A full appreciation and understanding of the policy environment is needed to ascertain whether it is conducive and supportive of sanitation marketing or whether it presents serious constraints to its effectiveness. Such an environment includes not only policy, but laws, bylaws, and cultural norms and customs. For example, national policy established in Uganda more than two decades ago requires that the minimum depth for a latrine pit be 15 feet. Yet new technologies, such as the ArborLoo latrine, which do not

require deep pits, can be used effectively but do not satisfy the requirements. Similarly, district bylaws require every household to have a latrine but do not specify the type or quality of latrine to be built, potentially resulting in the construction of poor quality latrines that are short-lived or will not be used. Policy change may not be within the scope of sanitation marketing, but certainly the program will need to be aware of the existing frameworks, ensure that products and designs promoted by the program are consistent with this framework, and be able to identify areas that require modification, where appropriate. The program will also look for opportunities to support government policies that improve information management, quality control, and certification of products and services.

Partners: Sanitation marketing is about partnerships. An essential element of sanitation marketing programs is the creation of new partnerships with formal and informal private sector suppliers, with NGOs and community-based organizations (CBOs) able and willing to collaborate in supporting and carrying out strategies, and of course, with national and local government supporters and champions of improved sanitation. Many of these actors may be taking on new and different roles and will need to be brought along and shown the benefits of involvement. The incentives that motivate these different actors to engage in partnerships or participate in the market must be well-understood by the program. Moreover, sanitation marketing in almost all cases will be implemented in areas with ongoing sanitation improvement programs run by public sector partners, NGOs, CBOs, or international donor agencies. It is important to be aware of these activities especially to determine which ones are likely to distort a sanitation marketing program (e.g., programs supporting subsidized products) and which can be built upon (e.g., CLTS program, sewerage projects). It is also important to understand how these public sector activities can help make sanitation more affordable to the poor (see Price above).

Actors and Functions in a Sanitation Market

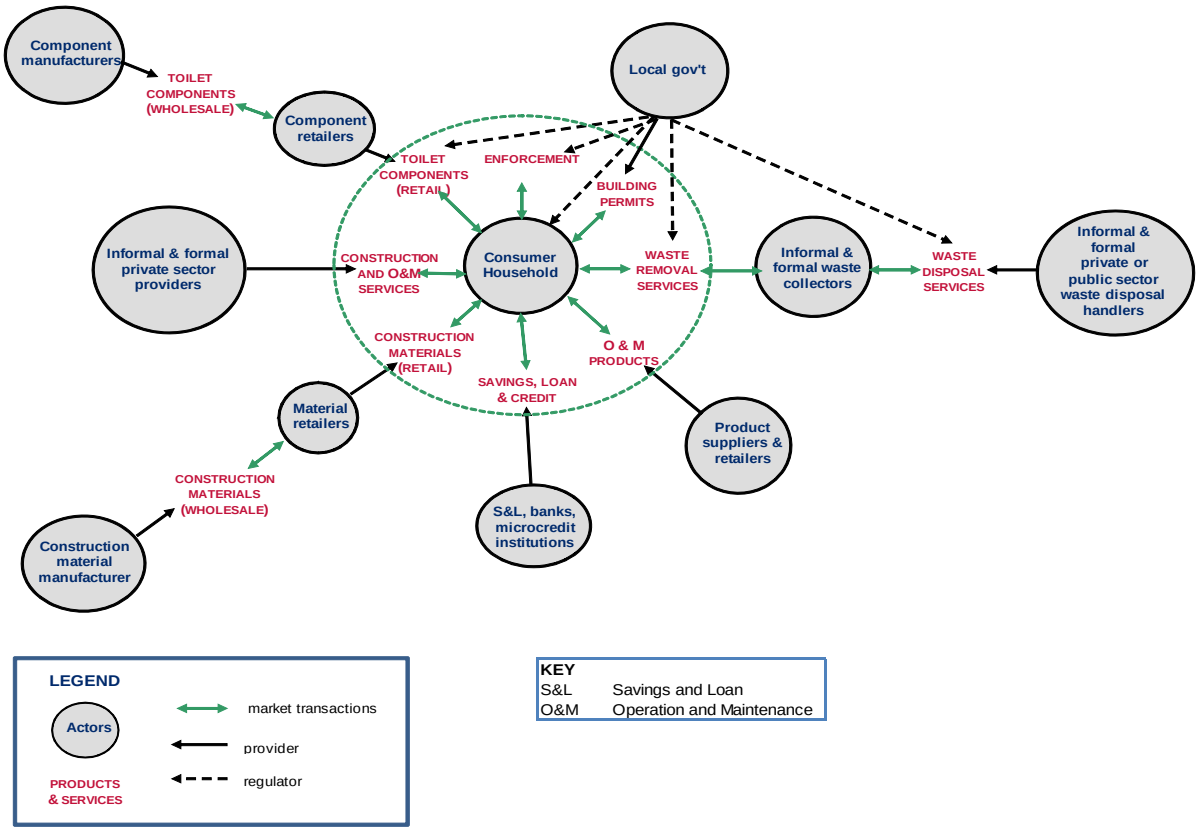
The sanitation market consists of numerous actors who provide necessary market functions motivated by their own self-interest in response to monetary, political, and other incentives. These functions include supply-side activities, demand-side activities, and regulatory and legal activities. There are functions that focus on stimulating and informing demand; that address supply of necessary materials, products, and services (including credit); and others that focus on the regulatory framework and enabling environment. These functions can be provided by different actors in different markets depending on many human, physical, cultural, and regulatory conditions. It is not unusual for a particular actor, having recognized the potential for significant gain from entering the market, to take leadership in marketing to consumers, building win-win relationships with other supply-side actors, and leveraging public resources. The functions in the table below are illustrative but cover the range that typically exists in a sanitation market.

SUPPLY-SIDE FUNCTIONS
• Develop an integrated product—financial, product, and service • Provide savings and finance • Provide raw materials • Provide products to consumer • Provide construction/ installation services • Provide maintenance services • Provide pit-emptying services • Provide products for maintenance, cleaning, and upkeep

DEMAND-SIDE FUNCTIONS
• Organize consumers to make bulk purchases • Develop and implement marketing programs targeting different market segments • Provide general interest information to the consumer • Develop and implement communication campaigns • Implement public works programs (that can stimulate demand for household sanitation) • Conduct mass communication and marketing • Engage in person-to-person promotion, marketing, sales
REGULATORY FUNCTIONS
• Certify providers of goods, products, and services • Develop and enforce building codes • Protect consumers • Set up and run monitoring • Provide objective information on regulations, products, services to consumers

The supply side and regulatory functions in the market are presented in a simplified form in the diagram below. The diagram is important because it captures the main actors in a market and the types of services they provide. However, the diagram cannot portray the complexity of the entire market dynamic. **That is, there is no "model" sanitation market where market functions are the "exclusive property" of certain actors.** How marketing and communication take place, how credit is accessed by households, how government programs support or hinder the market, which actor(s) takes the lead in marketing sanitation and generating sales are all variables that are worked out as the market establishes itself.

A Conceptual Framework—Sanitation Marketing Institutional Analysis



Sanitation Marketing and Other Approaches

Sanitation marketing complements approaches like CLTS and participatory hygiene and sanitation transformation (PHAST) by deepening the understanding of consumer demand for specific sanitation solutions, meeting that demand by addressing supply-side gaps, and marketing those sanitation solutions to consumers[3]. The advantage of expanding private sector sanitation supply chains and promoting market demand via a sanitation marketing program is that public funds need no longer be spent to subsidize or deliver hardware directly to households and that local market capacity to supply improved products and services created by the program can continue to deliver improved sanitation to households without ongoing external funding.

Two unique contributions of sanitation marketing are its central focus on partnering with the private sector to expand local access to improved sanitation options for low-income consumers and its use of commercial and social marketing expertise and techniques to promote and create household demand for improved sanitation. Sanitation marketing programs require upfront investments in supply chain, market, and consumer behavior research to design effective demand and supply expansion strategies for a given context, before program

[3] Pilot projects combining sanitation marketing with CLTS are underway in Indonesia and Tanzania (see See WSP Field Note on TSSM Project, June 2009). Benin has been operating a successful national program of rural sanitation and hygiene promotion that combines the sanitation marketing approach with elements of PHAST.

activities can be launched. While initially greater, these investments pay off because marketing strategies are readily and rapidly scaled up and reach larger populations at the same time through market-based and mass media mechanisms, in contrast to village-based small group approaches commonly used in CLTS and PHAST. The approach can be used to understand and address sanitation problems in many different contexts, including varied rural geographies as well as unplanned urban and small town settings. The differing needs of homogenous subgroups within a given setting, referred to as market segments in commercial marketing, can also be identified and directly addressed under a marketing approach.

Community-Led Total Sanitation and Marketing

Sanitation marketing and CLTS share a common philosophy of no product or hardware subsidy and both look to the marketplace to supply the products and services and to the household to choose and decide what kind of facility they want to build. CLTS focuses on triggering and motivating households within the communities, community by community, to stop open defecation using disgust, shame, and peer-pressure, and then encourages households to build any kind of latrine by any means available to them, even temporary, using any technology they want or can afford. On the other hand, sanitation marketing seeks to expand supply and market low-cost, high-quality latrine products and services to low-income households, ones that they want and will pay for, so as to increase household investment in a durable improved household facility. Because of the complementary nature of sanitation marketing and CLTS, and the fact that in many of the rural communities where CLTS is conducted there is no (or very limited) access to low cost improved sanitation products and services, several new projects in Africa and Asia are experimenting with implementing the two approaches in a coordinated program. CLTS activities are coordinated with sanitation marketing activities, in some instances, after first developing the products, services, and supply chains. Then CLTS is launched in communities in target markets, community by community, to trigger and stimulate interest in investing in improved sanitation. Marketing demand-stimulation activities can be incorporated into the CLTS package to inform households about the new products and services available on the market. Simultaneously, wide-scale marketing communications and sales promotion activities are undertaken in parallel within the same geographic areas, allowing the overall program to reach broad groups of people more rapidly in addition to those in CLTS communities.

A Note on Hardware Subsides and Marketing

The heavily subsidized latrine provision programs underway in many countries are not compatible with sanitation marketing. These subsidized household latrine construction activities undermine the development of a local sanitation industry and limit the effectiveness and success of sanitation marketing when they have operated or are planned for operation in the same communities where sanitation marketing is also implemented. Hardware subsidies in the form of promotional coupons, cash rebates, targeted vouchers, and other kinds of financial incentives for investing in a latrine can be used to accelerate uptake without undermining the private sector as long as the amounts are relatively small so as not to excessively distort demand. These kinds of financial incentive subsidies can be especially effective if they are carefully coordinated and their integrated elements designed to operate and support the overall sanitation marketing strategy.

Sanitation marketing programs require upfront investments in supply chain, market, and consumer behavior research.

Hygiene Behavior Change and Marketing

This manual focuses only on the household decision to invest in improved sanitation facilities, either for the first time or as an improved upgrade to a traditional unimproved facility, or in ongoing services such as improved pit emptying and disposal. It does not cover correct latrine usage, latrine maintenance, safe child fecal disposal, and hand washing with soap at key times, all of which are ongoing habitual practices and behaviors that may also need to be addressed in conjunction with household investment in an improved latrine. While these are of course also very important, they require other tools, partners, and program strategies beyond the scope of this document.

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ACTIVITIES AND TOOLS FOR DEVELOPING A SANITATION MARKETING PROGRAM:

TAKING YOU THROUGH THE STEPS

Sanitation Marketing Program Development

The development of a sanitation marketing program can be divided into four phases:

Phase I **Getting Started**
Phase II **Researching the Sanitation Market: Understanding Supply and Demand**
Phase III **Bringing it All Together: From Research to Strategy Development**
Phase IV **Preparing for Action: Developing Sanitation Marketing Materials**

PHASE I: Getting Started

The first step is to assemble the team that will take on the activities presented in this manual. It is important early on to develop a common understanding and vision within the team, achieve consensus among key stakeholders, and understand the context in which the project is going to operate. The following activities need to be completed:

- **Activity 1** **Assembling the Team**
- **Activity 2** **Kickoff Workshop**
- **Activity 3** **Site/Policy/Population Desk Study and Analysis**

PHASE II: Researching the Sanitation Market: Understanding Demand and Supply

Research is an essential element of developing a sanitation marketing program. Broadly speaking, three key areas need to be researched and understood: the consumer needs and preferences for sanitation solutions, the supply chains for sanitation-related products and services, and the policy and enabling environment within which all of this is occurring. Understanding these areas, and the "sub-areas," such as communication channels and availability and access to finance, will provide knowledge of the existing sanitation market and permit design of the right interventions to overcome barriers, develop marketable products and services, promote demand, and develop a thriving sanitation industry. Box 3 below presents some of the questions that need to be answered through the research activities. The research activities are broadly separated into two parts: first a rapid field study and then a more focused in-depth process. The specific research activities are:

- **Activity 4** **Rapid Household Sanitation Assessment**
- **Activity 5** **Rapid Sanitation Industry Visits**
- **Activity 6** **In-Depth Consumer Research**
- **Activity 7** **In-Depth Latrine Provider Research**
- **Activity 8** **Communication Channels Assessment**

This research process will provide a solid understanding of what creates and suppresses household demand for improved sanitation in the target area, the capacity of the private sector to supply sanitation products and services that people want and will pay for, and how both the consumer and suppliers access and transmit information. It will provide a basis for segmenting the market of potential new sanitation consumers according to the main motivations and constraints they face for installation of a home latrine; it will introduce likely partners for the sanitation marketing program.

Typically, industry engages *market research agencies* to examine demand for their products and services. Such agencies, while costly, specialize in answering the sorts of questions listed in Box 3 through an array of both qualitative and quantitative methods. Their specialized staff is highly skilled and experienced and has fewer

BOX 3. Some of What We Need to Know

Demand for Sanitation

1. Who makes decisions in the home about improving home sanitation (target audience)?
2. What defecation places and practices are people using now, including elderly, children, and ill/infirmed, including the types and styles of latrines and methods of pit emptying and fecal disposal? Are there any potentially risky practices?
3. What do we want those with poor facilities and practices to be doing (desired outcomes)?
4. Who are the households with unsafe sanitation facilities and practices (target groups), how many are they? How do they differ from those with safe and hygienic facilities and practices?
5. What factors motivate households to invest in the desired outcomes?
6. What factors constrain investment in household latrines, e.g., financial, competing household demands and priorities (barriers and constraints)?
7. How does the target audience communicate and/or find out about new ideas?
8. What do consumers know and like/dislike about currently available options for improving sanitation (and if relevant, for pit emptying and sludge disposal services)?

Supply of Products and Services

1. What sanitation-related products and services are available, where do they come from, and what do they cost? Who buys them?
2. Who provides these products and services now (importers, manufacturers, wholesalers, distributors, retailers, service providers)? How are these products and services marketed?
3. What skills do the current providers have or lack?
4. What operating constraints do these businesses now face?
5. What barriers would these businesses face in expanding to serve the new low-income markets of interest for sanitation marketing?
6. What opportunities do these businesses see in expanding to serve new low-income markets of interest? Do they have the capacity to expand?
7. What are the supply chains and prices for construction materials, components, and pit emptying services and how are these prices determined and set?
8. What payment and credit systems exist for the payment of products and services?
9. What formal and informal savings and loan systems are available for households to use for sanitation construction or for small-scale local businesses and independent service providers to expand/improve?

Sanitation Policy Environment

1. What legal requirements are there for household sanitation and how are these enforced?
2. Are permits needed for latrine construction? From where are such permits obtained?
3. Are there any regulations regarding types of sanitation technology, land tenure restrictions, or other laws that prevent households from installing a latrine?
4. Do building regulations rule out sanitation options that might be cheaper and more attractive to poorer households?
5. What regulations and public services exist regarding the disposal of fecal waste and how are they enforced and operated?

Sanitation Partnerships and Networks

1. Which institutions (government, NGOs) are involved directly in sanitation provision?
2. Who influences sanitation provision even when not directly involved?
3. Where are they located?
4. What is the nature and scope of their activities?
5. When are their respective activities implemented?
6. Do the identified partners play complementary, supplementary, or disruptive roles?

preconceived ideas than program staff who often buy into some of the misconceptions highlighted earlier in Box 1. While experience tells us that it may be worth apportioning a budget to use these highly qualified professionals to really understand the motivations for and constraints to installing household latrines, this manual provides guidance for undertaking this research "in-house."

Regular planning and review meetings should be part of the research process. In fact, after each research activity has started, the team should meet to discuss how it is progressing and review preliminary information as it is collected. It is very important that each team member read and review preliminary transcripts and other outputs from ongoing and completed activities before preparing and planning the next one in the sequence.

Working in Peru, a sanitation marketing team conducts in-depth consumer research, the single most important activity in this guide.

PHASE III: From Research to Strategy Development

The research and information gathering of the previous phase will generate a tremendous amount of information that needs to be carefully analyzed and synthesized. Having done so, the challenge then turns to crafting a strategy that responds to the findings, builds on existing markets, is tailored to the local realities, and ensures close collaboration with local latrine providers, retailers, and government personnel as program partners, supporters, and champions of the approach. The two activities are:

- **Activity 9 Synthesizing Research Results**
- **Activity 10 Strategy Development Workshop**

The sanitation marketing strategy should address the six P's discussed above:

- Develop the right range of ***products*** that respond to consumer preferences
- Provide guidance and recommendations for ***pricing*** the products, including financing options
- Ensure ***place*** where consumers will access the products, including appropriate supply and distribution chains, producers, and sales points for these products
- Prepare ***promotional*** materials that illustrate the consumer-perceived benefits of the products, including motivational messages to drive demand for household sanitation and an appropriate mix of communication channels to deliver messages
- Establish a ***partnership*** network to support the marketing effort
- Address the ***policy*** issues that influence the overall sanitation marketing environment

PHASE IV: From Strategy Design to Action Planning

The next step is to design and produce the materials necessary to implement the strategy and an action plan for launching the sanitation marketing program. These materials will vary according to the strategy but will typically include developing a Memorandum of Understanding with key partners to clarify roles and

responsibilities (i.e., with financial institutions, retailers, training institutes); product development and testing; development of communication and promotion messages and so forth. The three activities are:

- **Activity 11 Partnership Development**
- **Activity 12 Product Prototype Design and Development**
- **Activity 13 Communication Plan and Materials Development**

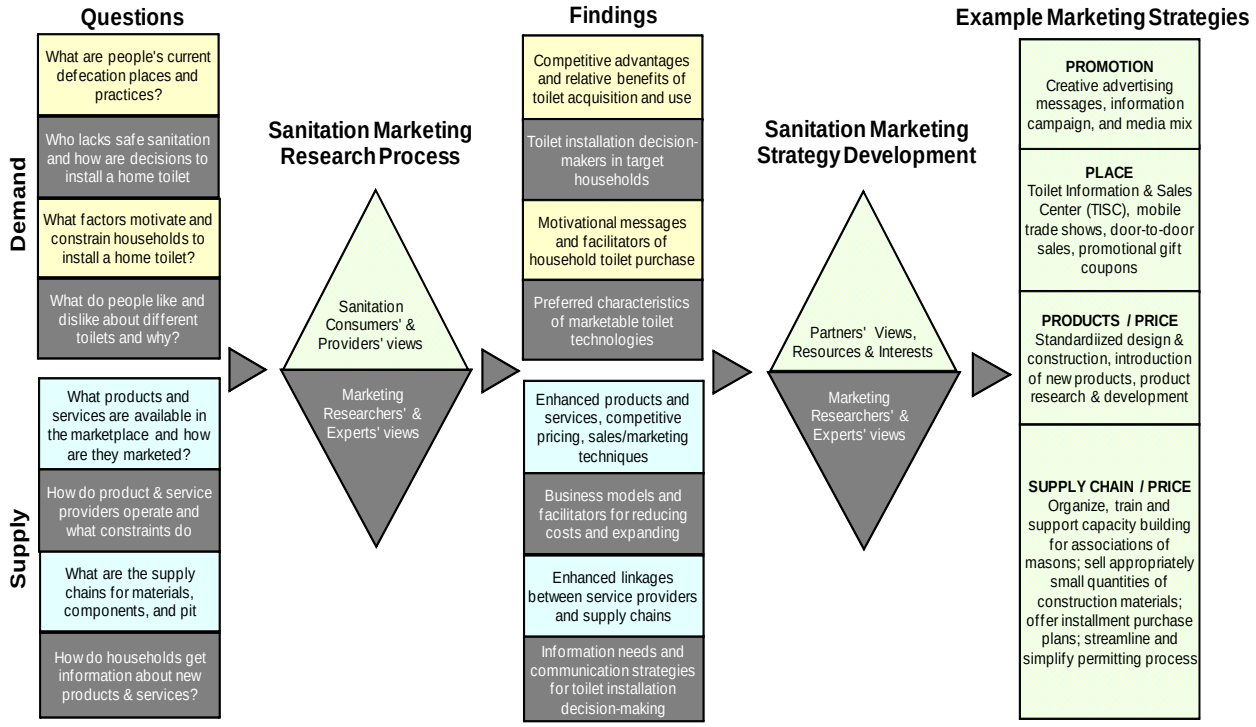
Launching the Sanitation Marketing Program

With the materials developed and partnerships in place, the sanitation marketing program is ready to be kicked off in the targeted geographic areas under the direction of a dedicated program field coordinator, giving adequate attention to systems for monitoring the quality and effectiveness[4] of program activities. After the program has been underway for at least one or two years, impacts of program activities on indicators of increasing household demand for and uptake of the sanitation improvements targeted by the plan should be evaluated. This can be done with the aid of a baseline and follow-up assessment of household coverage and demand, ideally by comparing the "before" and "after" conditions in a selection of intervention and control areas either through analysis of monitoring data and/or informal field investigations. The cycle can be repeated as needed after results are analyzed from the evaluation; some of the activities in Phases I–IV may need to be revisited to improve effectiveness and impacts.

Figure 2 summarizes the progression. The example interventions shown in Figure 2 (see next page) were the outcomes of applying the research process (shown in Figure 1) in Ghana to develop a small town sanitation marketing project.

[4] By "effectiveness" we mean the intermediate process indicators such as effectiveness of promotional materials in reaching target audiences and in changing product knowledge and awareness in sales and outlet points, for example.

FIGURE 2. SAMPLE STRATEGIES IN GHANA DEVELOPED AS A RESULT OF RESEARCH PROCESS IN PHASE I



Modifications to the Process

There are two situations when modifying the process outlined is recommended. When interest exists and sufficient resources are available to invest in developing a large-scale sanitation marketing program, we recommend budgeting to employ experienced market research professionals for the major data gathering tasks and reorganizing Activities 4-7 into two separate commissioned studies. The first is an assessment of household sanitation demand and the second is the sanitation industry supply chain. The demand assessment study would need to be designed to answer the major consumer and demand-side questions addressed in Activities 4 and 6, across the planned full-scale population. The recommended approach is to conduct a quantitative sanitation demand survey with a random sample of households in representative communities across the target area, in place of Activity 4, and combine the household survey with in-depth qualitative consumer investigation as described in Activity 6, using focus group discussions. The sanitation industry supply-side study should encompass the elements addressed in Activities 5 and 7, using a more systemic approach for sampling marketplace and supply chain actors to assess the current functioning of the sanitation supply chain across the varied areas, settlement types, and population groups under consideration. An example of this comes from Cambodia (see Box 4), which undertook near-national scale sanitation demand and supply studies to develop a rural sanitation marketing program covering several provinces in that country.

Modifications may also be warranted when the sanitation marketing process has already been undertaken in the country. When a sanitation marketing program developed from this guide has been successfully implemented or is underway elsewhere in the country, and the household sanitation infrastructure and situation in the new target area are similar, many of the research findings and the sanitation marketing program strategies and materials should be relevant and can therefore be adapted for use. When the

sanitation situation and population in the new target area might be different in important ways, the existing sanitation marketing program strategies and materials will need to be evaluated and modified as needed to suit the specific demand, supply, and enabling environment conditions of this new area. The process can be simplified and costs minimized by building on the information and understanding of the sanitation marketing demand and supply situation that is already available in the country. The first step under this scenario would be to obtain and carefully review the data and strategies from prior implementation and identify where conditions are similar or different. Next, review and modify Activities 3–8 and focus on confirming similarities and filling information gaps for those conditions that may be different. When conducting Activities 6 and 7, the circumstances may call for individual in-depth interviews. The discussions can be recrafted to verify whether the findings and insights from elsewhere are largely correct or need adjustments and to test the relevancy and transferability of marketing strategies and materials.

BOX 4. Modifying the Process: Sanitation Marketing Development in Cambodia

The Water and Sanitation Program (WSP) of the World Bank in Cambodia began supporting International Development Enterprise (IDE), an international NGO, in 2006, to develop the first-ever sanitation marketing program to address the very low access to basic sanitation among rural and peri-urban households. Given the economies of scale involved in conducting good quality market research on sanitation demand and supply, WSP and IDE organized the research and data gathering activities into two commissioned studies that would be relevant for broad areas of the country, and thus valuable to other local organizations and the government. It took a little more than one year to design, complete field work, analyze data, and write up the final study and findings reports. The demand study surveyed 939 households across 41 randomly selected villages in four provinces of the country, representing different levels of latrine adoption and other characteristics of interest, including a subset of CLTS villages. The sanitation supply chain study took a national perspective, interviewing 131 people and holding focus groups with suppliers and providers throughout the entire latrine products and services supply chain for rural and peri-urban household sanitation. A summary of the two studies and their implications for sanitation marketing is available from WSP (Salter 2008). The WSP contract with IDE Cambodia to undertake these two sanitation marketing studies and develop the initial sanitation marketing strategy was approximately $160,000 (from IDE's 2007 & 2008 Financial Accounting Report: http://www.ideorg.org/OurStory/IDE_FS_Final_5-12-09_doc.pdf)

PHASE I: GETTING STARTED

Activity 1 Assembling the Team

Activity 2 Kickoff Workshop

Activity 3 Site/Policy/Population Desk Study and Analysis

Activity 1
Assembling the Team

Phase I. Getting Started	**1. Assembling the Team**
	2. Kickoff Workshop
	3. Site/Policy/Population Desk Study and Analysis

Purpose

The objective of this activity is to bring together the people with the sets of skills needed to assess current sanitation and market conditions to design, develop, and implement a sanitation marketing program. At the end of the activity there will be a team of professionals with clearly defined roles and responsibilities with respect to designing the sanitation marketing program.

The Sanitation Marketing Team

The sanitation marketing team consists of three parts:

1. The core team funded by the implementing agency that is responsible for the overall program (guidance in this manual is largely geared at this group)
2. Consultant and/or contractors hired by the core team to carry out specific tasks or activities
3. Local partners and stakeholders that will contribute local knowledge and logistic support, such as community leaders, government representatives, health promoters/assistants, and field-based NGO staff. Their involvement also is important for sustainability and scale-up.

The sanitation marketing team should include three core staff that will be available and committed from half to full-time during the research (Phase II) and strategy development processes (Phase III and IV). This will depend on the mix of skills and experience available, the study area size, and the extent to which consultants and contractors will be used. The three core positions are:

1. **Manager**: to provide leadership and coordination; this person should have experience in sanitation programming and be familiar with the sanitation situation in the country. Business management and/or marketing experience are a plus.
2. **Social Scientist/Marketing Communications Specialist:** to lead, conduct, and synthesize market research with experience in conducting and analyzing qualitative research and using participatory approaches; this person could be a social scientist, e.g., anthropologist, sociologist, journalist, and need not have sanitation experience, but should have significant experience in implementing market studies and designing and implementing marketing campaigns.
3. **Technical Specialist**: to support with supply-side research and strategy development and to lead technical training and product development activities. This should be an innovative technical specialist (engineer) who can identify latrine technologies or attributes while remaining flexible enough to factor in consumer technology preferences as well as basic physical and public-health requirements.

Other useful expertise that may be sought by the team includes: (small) business development, microfinance, advertising/communications development, and training.

Some additional considerations for selecting the sanitation marketing team:

- Individuals should have enthusiasm for and understanding of the sanitation marketing concept as an approach to sanitation programming, with a willingness to be open to new ways of thinking about the sanitation problem. This might imply bringing in staff that have not worked in sanitation before and do not have any preconceived notions about what people should do, believe, or want and what solutions are best for them.
- Team members should have an aptitude for working with and in communities and be prepared to spend extended time in the field.
- Members should be fluent in the local language(s) and understand cultural nuances.
- Members should have marketing and market research experience.
- At least one member of the team must able to use Excel or another software program to enter and manage quantitative survey data and conduct simple statistical analyses of this data for some of the research tasks.

Activity 2
Kickoff Workshop

Phase I. Getting Started	1. Assembling the Team	
	2. Kickoff Workshop	Tool 1. Sample Workshop Agenda
		Tool 2. An Exercise in Consumer Behavior
	3. Site/Policy/Population Desk Study and Analysis	

Purpose

This kickoff workshop is a one-day team-building and visioning opportunity for the core implementation team and key local stakeholders who will be involved in supporting the field research activities to jointly develop an understanding of the project and sanitation marketing approach, generate enthusiasm, and begin to plan the research and strategy development processes.

How?

A sample agenda for the kickoff workshop is provided as **Tool 1**. The workshop should be facilitated by the sanitation marketing team leader or a hired facilitator. It is recommended that prior to the meeting participants review the materials cited below to gain a better understanding of what sanitation marketing is all about. These documents are relatively short, and advance reading will facilitate the consensus-building process and make the day flow more smoothly. These and other documents cited earlier can be readily downloaded from the WSP website: www.wsp.org.

- Cairncross, S. (2004) *The Case for Sanitation Marketing*. WSP/World Bank Field Note
- Jenkins, M. (2004) *Who Buys Latrines, Where and Why*. WSP/World Bank Field Note
- Frias, J. and N. Mukerjee (2005) *Private Sector Sanitation Delivery in Vietnam: Harnessing Market Power for Rural Sanitation*. WSP/World Bank Field Note

At the start of the meeting introduce the overall objectives of the project, introduce the sanitation marketing approach, discuss key information from the above readings, and brainstorm about the research process and what team members may or may not already know about the current sanitation situation and local market supply in the project area(s). In particular:

- Review the objectives of this manual and what it means to develop a sanitation market
- Review the key marketing concepts and in particular the six Ps: Product, Price, Place, Promotion, Policy, and Partners.
- Review the activities and tools so everyone has a sense of the steps required and what will be achieved; review activities as a group and make sure everyone understands definitions and terminology.
- Do the exercise on consumer behavior (**Tool 2**); if needed, break up into smaller groups for easy sharing and discussion before reporting back to the group.
- Brainstorm potential motivators for latrine construction and use in your project area.

- Brainstorm potential constraints to latrine construction (try to get beyond "poverty" and "lack of money" to factors you can intervene to change such as product and service provider availability, access to credit and materials, etc.).
- Make a list of currently used technologies, their costs, and potential benefits and draw-backs of each.
- Review the questions in Box 3 (see page 18) and check participants' understanding.

Workshop participants will be asked to brainstorm about constraints in their community to latrine building.

Based on an understanding of how long the research and strategy development process will take and the skills and resources necessary for each activity, begin to develop a project timeline and assign tasks. Time is allocated in the agenda for small group discussion of the activities to allow for feedback on the implementation plan. There also is time in the workshop to begin to generate work plans and assign roles and responsibilities.

Participants

If community-level facilitators/health promoters have already been identified to work in the communities, they should be invited to this workshop. Their insights will be invaluable and involving them at this early stage of the process provides the local support needed.

Duration

About two and a half days should be allocated for the workshop, one day for the workshop itself, plus preparation time and time to write up notes from the meeting and finish project planning activities.

Box 4a. Understanding Where We Are Going

1. Make sure that the participants understand and can name the key actors in the sanitation market—see diagram on page 46.
2. Make sure that participants understand that there are no set market "models." Markets evolve and depending on the personalities, the culture, the government, the economy, functions can be performed by different actors and the objective of household sales of sanitation still can be met.
3. Make sure to discuss the necessary market functions and which actors can potentially provide them—play around with different scenarios—e.g., market in which masons do the promotion and marketing; a market in which a hardware store is the main driver; market in which a credit provider is the key driver; a market in which the local government is driving the market.
4. Discuss the importance of incentive structures—why are the actors engaged in the market, why would they collaborate with one another, how can actors be compensated for their contributions (commissions, finder's fees, etc.).

Tool 1
Sample Kickoff Workshop Agenda

TIME/DAY	ACTIVITIES	RESPONSIBILITY
08.00 - 8.30	Registration of participants	
08.30 - 9.00	Welcoming Remarks and Introduction of Participants	
09.00 - 09.15	Review of Workshop Objectives and Agenda	
09.15 – 9.45	Presentation of Current Status of Sanitation in [Project Area], including Ongoing Sanitation Interventions	
9.45 - 10.15	**B R E A K**	
10.15 – 11.00	Introduction to Sanitation Marketing and Program Objectives	
11.00 -11.45	Exercise in Consumer Behavior (in Groups)	
11.45 – 12.30	Report back from Groups and Discussion	
12.30 -13.30	**L U N C H**	
13.30 -15.00	Presentation of the Activities and Tools	
15.00 -15.30	Discussion of Market Research & Research Process	
15.30 - 16.00	Open Discussion	
16.00 - 16.30	**B R E A K**	
16.30 - 17.30	Discussion of Tasks and Preparations for Research Wrap Up	

Tool 2
An Exercise in Consumer Behavior

Purpose

To encourage team members to think as consumers and develop the ability to put themselves into the shoes and minds of the consumers with whom they will interact.

Instructions

- This activity should take about an hour, depending on the number of groups that will need to report out.
- Depending on the number of participants, divide into smaller groups of 4-6 people to encourage discussion and exchange, assigning one person in each group to serve as moderator and raconteur.
- Ask everyone in the group (or in plenary) to reflect on a recent significant purchase they made that required them to spend some of their savings (i.e., most recent high involvement/investment purchase)
- Go around the room and note the purchase each person made.
- Ask each person to share with the group:
  - When they made the purchase and how long they had been thinking about making it
  - Why they made the purchase—keep asking them "why" each time they give an answer to probe for deep nonrational motivations
  - What information they needed in order to make decisions relating to the purchase (what type to buy, where to get it from, etc.)
  - What factors persuaded them to make their purchase from where they eventually bought it and to make this purchase over a different one
  - What made purchasing the product easy
  - What made purchasing the product difficult
  - How they overcome any difficulties
- As each person shares their experience, make a note on flip charts of the motivations, facilitators, and constraints to purchase, and about information channels used
- Now ask participants to imagine that they are a poor villager without a latrine and discuss the latrine purchase decision-making process. Identify the kinds of information about technologies and providers that consumer households might want or need to decide and where and whether these are currently available in the community. In particular, discuss the relative importance of technology awareness, motivations, and constraints and the relative importance of emotions over rational decision making when making a high investment purchase.

Activity 3
Site/Policy/Population Desk Study and Analysis

Phase I. Getting Started	1. Assembling the Team	
	2. Kickoff Workshop	
	3. Site/Policy/Population Desk Study and Analysis	**Tool 3. Site/Population Desk and Field Study Topics**

Purpose

The collection and synthesis of pre-existing secondary information about the project area and national context for sanitation, as applicable, including socioeconomic and sociocultural information, geologic conditions and sanitation technologies, current latrine coverage trends and latrine promotion programs and/or legislation, access to communications channels and/or microfinance, etc.

By the end of this activity you should be able to identify:

1. Preliminary opportunities and challenges for designing a sanitation marketing program in your area related to each of the six Ps
2. Key questions still to be answered in the data collection phase of research
3. Potential supporting partners and collaborative/partnership strategies for development to strengthen the program and enhance sustainability and replicability

Why?

The information gathered as part of this assessment will help the team understand the broad national and regional sanitation supply, demand, and investment context within which the program will operate; it will help identify and refine questions to be addressed in the research activities and establish what is known about baseline sanitation conditions—coverage; complementary or conflicting projects, programs, and policies; and existing and new technology options and resources. It can help identify potential partners likely to be involved or needed in the program (e.g., government, private sector, NGOs) and will help you to identify broad potential opportunities (e.g., building on existing programs or approaches, partnership with local radio stations or microfinance institutions) and/or threats (e.g., current or recent execution of hardware subsidies in project areas that will likely undermine sanitation demand, competition for government support from other interventions).

This research activity is essentially about gathering and synthesizing as much information as possible from existing documents and people currently working in your target area.

Socioeconomic, cultural, and latrine coverage information will provide context for understanding how target populations currently think and behave, while an understanding of currently available technologies and microcredit opportunities will provide initial insight into potential supply-chain strengths and weaknesses. Likewise, knowledge of the policy context and currently or recently implemented sanitation programs in the target area will inform the team of local legislation and activity that could enable or constrain sanitation marketing promotion efforts. Information on access to different communications channels will provide ideas regarding potential delivery mechanisms for promotion.

Methods

This research activity is essentially about gathering and synthesizing as much information as possible from existing documents and people currently working in your target area. Thus, you will want to network with stakeholders (government, private sector, NGOs) working in, or with experience of, your physical intervention area.

Particular sources of information for socioeconomic data may include but are not limited to:

- National Household Budget Surveys
- Demographic and Health Surveys
- National Statistical Abstracts
- National and District Development Plans
- Background to Budgets
- Census Data

Such sources may also provide estimates of current latrine coverage trends and/or access to and use of various communications channels, ranging from mass media to word of mouth.

National and district level sanitation policy and/or strategy documents (or water policy and/or strategy documents—there is often no separate sanitation policy) and NGO project reports may provide information about the policy environment and programmatic context in the target area. In reviewing strategy documents it can also be useful to refer to health policy documents to explore whether sanitation and/or hygiene are referenced and how you might (or might not) use government health personnel in the delivery of program strategy. Note that a sanitation marketing approach will be difficult in a policy environment that offers strong support for sanitation hardware subsidies or restricts low cost sanitation technology options.

You are using the situation analysis to begin to understand the target population and to collect background to help answer as many of the questions listed in Box 3 (see page 18) as possible.

Who?

Ideally, this activity should be implemented by a single person, someone who is good at reviewing and synthesizing written documents and who ideally already has good knowledge of and contacts with public, private, and NGO sector players. Other team members; however, may be mobilized to help gather reports.

Duration

Three to five weeks should be allocated, depending on how much is already known and/or how much information is currently available. A week or two should be set aside for office visits, another week or two for document review, and a week to write up a synthesis report.

POINTERS AND PITFALLS

1. Reliability of demographic data is always an issue and triangulating data before drawing any conclusions is a sound practice.
2. This study is useful in finalizing the design and emphasis of the field assessments and interviews—especially with respect to verifying to what extent plans and strategies are being implemented and regulations followed or enforced.

Tool 3
Site/Population Desk and Field Study Topics

Purpose

A list of suggested topics to cover in the situation analysis study. This list also can serve as the outline for the report.

Instructions

Documents, reports, studies, data, and expert opinion and information from government agencies, including census data, and from NGOs and other private sector and civic organizations are used to compile this background and baseline information. Whenever available, include quantitative information in the report.

1. **Project Area General Information**
   - Ethnic and religious groups, and distribution across project area
   - Political and administrative units and structures
   - Population demographics and growth
   - Geological considerations (for onsite sanitation systems)
   - Climate
   - Land tenure
   - Population economic activities, incomes, and poverty
   - Mass media access and circulation
2. **Statistics on Household Characteristics**
   - House type, ownership, and housing characteristics
   - Rate of construction of new houses, by type
   - Average household size and composition
   - Gender breakdown of household heads
   - Access to water supply
   - Sanitation facility access and coverage levels, disaggregated if possible by community, sub-area, and by household characteristics (e.g., income, gender of head, minority)
   - Savings rates and practices
   - Expenditures on durable goods, assets
   - Sources and uses of credit and loans
3. **Household Sanitation Facilities and Practices**
   - Types of installed facilities and practices
   - Conditions of access and ownership for various facilities (public and household)
   - Anal cleansing practices
   - Latrine construction processes and products used for different technologies
   - National and/or regional inventory of existing sanitation technologies, providers, material suppliers, and distribution networks
   - Pit emptying and disposal practices and services
   - Information about any sanitation construction subsidy programs, current or past
   - Any available cost information on construction, operation, pit emptying
   - Sanitation technologies used elsewhere in country (e.g., by other projects)

4. **Water Supply Conditions**
   - Sources of domestic water for various activities (e.g., drinking, washing)
   - Operating conditions and reliability of community supplies
   - Rate of water supply connections to houses
   - Costs of water supply by source type
5. **Community Characteristics**
   - Types of communities, composition, and typical examples
   - Ethnic and religious variations
   - Infrastructure conditions
   - Civic institutions
6. **Local Government Structure and Responsibilities**
   - Government sanitation policies that might affect household choice of latrine construction and operations
   - Development plans and budgets
   - Local sanitation policies, regulations, agencies, and enforcement practices
   - Municipal pit/tank sludge transport and disposal services, price structure, and access
   - House and latrine building regulations, permitting requirements, enforcement agency practices, and violation costs to household
7. **Credit Availability and Institutions**
   - Formal and informal sources of finance; inventory of microfinance institutions, village banking organizations, savings and loan associations and availability or disposition for sanitation lending
   - Who has access for what purposes
   - Conditions of credit
   - Scale and scope of operations
8. **Past and Planned Sanitation Programs, National and Local, or Development Programs that Might Include Sanitation**
   - Areas of intervention
   - Approaches
   - Use of construction subsidy or credit, how much
   - Technologies promoted
   - Construction training and supply chain activities
   - Lessons learned and outcomes achieved
9. **Public, NGO, and Private Sector-Related Organizations and Experiences in:**
   - Savings and credit
   - Sanitation product development and construction
   - Pit emptying and waste disposal services
   - Communications campaigns
   - Market research
   - Social marketing experience with other products/services

PHASE II: RESEARCHING THE SANITATION MARKET: UNDERSTANDING SUPPLY AND DEMAND

Activity 4 Rapid Household Sanitation Assessment

Activity 5 Rapid Sanitation Industry Visits

Activity 6 In-Depth Consumer Research

Activity 7 In-Depth Latrine Provider Research

Activity 8 Communication Channels Assessment

Activity 4
Rapid Household Sanitation Assessment

Phase II. Researching the Sanitation Market: Understanding Supply and Demand	**4. Rapid Household Sanitation Situation Assessment**	**Tool 4. Transect Walk** **Tool 5. Rapid Household Sanitation Question Guide**
	5. Rapid Sanitation Industry Visits	
	6. In-Depth Consumer Research	
	7. In-Depth Latrine Provider Research	
	8. Communication Channels Assessment	

Purpose

This activity will provide the sanitation marketing team with an initial understanding of defecation practices and places, existing latrine technologies and adoption rates, and basic geological, neighborhood, and housing characteristics that might influence households' sanitation choices. Also, this exploratory and rapid assessment will yield names and contact details of latrine service providers in target communities for the different technologies encountered.

Observing and learning firsthand what different people in different representative neighborhoods and communities are doing for their daily defecation practices and what sanitation technology choices they are making provide a critical foundation for the rest of the sanitation marketing research activities and program development. It allows the team to become familiar with the physical reality of the different places and the ways people defecate and manage excreta. The observations and outputs from this activity are crucial for adapting and refining the remainder of the activities and tools in this guide to the actual sanitation situation in the project area. The activity should also raise new questions about supply and demand behavior to pursue in the rest of the research.

Methods

The team will take transect walks through representative villages and neighborhoods, led by a local guide (see **Tool 4**). Representative communities and neighborhoods should reflect the range of major factors affecting household sanitation technologies and coverage levels in the project area identified from the situational assessment in Activity 3. Team members will note general observations of sanitary conditions and visit randomly selected households along the transect to conduct a rapid firsthand assessment of the sanitation facilities that exist (**Tool 5**). This assessment will provide the opportunity to gather quantitative information on the levels of latrine adoption by type in different neighborhoods, identify

Team members take a transect walk through a community in Uganda to identify the level of latrine adoption and the variety of latrines used.

open defecation places and practices, and conduct an inventory of the actual latrine technologies, design variants, and construction materials in use across the project area. While visiting the household, the names and contact details of the local provider who built each facility should also be collected, keeping special note of providers responsible for building improved facilities for future use in Activity 7.

If it is culturally acceptable to take pictures of household latrines, field staff should be equipped with cameras to help capture the range of different styles of latrines and construction materials currently used. These photos are essential for helping with material supply chain assessments and providing creative and technical inspiration when developing the sanitation product range. They also are helpful for developing costs when conducting in-depth interviews with providers (Activity 7), in mason training, or in consumer focus groups to develop insights on new or adapted latrine styles, attributes, and materials.

Consider constructing village maps that illustrate the position of households and latrines (both under construction and already in use). These maps can be used to monitor sanitation uptake and to motivate households to install home latrines through the visual representation of who has and does not have a latrine.

Who?

The team leader and all members of the core team should participate in the transect walks. One of the team members should have skills to input and compile the basic quantitative information collected during each transect walk using the rapid household sanitation assessment in each community (**Tool 5**), including latrine types and adoption rates using a spreadsheet program such as Excel.

Additional field assistants may be needed if the target area is geographically widespread or socioeconomically diverse and communities or neighborhoods are thought to differ in terms of their sanitation situation or technologies. If village health or sanitation

BOX 5. Findings from a Rapid Household Assessment in Uganda

1. Latrines are owned and used at household level, with the average household having about six people.
2. Out of 188 households surveyed, 151 had a latrine (80%). By national standards this is a fairly high level of latrine ownership. Of those that had a latrine, 39% are sharing their latrine between more than one household. Of those that do not have a latrine, 59% are of low socioeconomic status, suggesting that while poverty is an important factor in adoption of a latrine, it may not be the only one.
3. Of the 80% of households with latrines, only 7.3% were ventilated improved pit (VIP) latrines. The majority had traditional pit latrines made of local materials.
4. A majority of the 20% that did not have a latrine had one previously but it had either collapsed or filled up and they had been unable to replace it. This is due to two main factors:
   a. Environment: Most areas in the district have either sandy or rocky soils or are water-logged and termite-infested. This explains the short lifespan of latrines in the district as the traditional latrines easily collapse due to these factors
   b. Limited technological options: Many providers are only familiar with the traditional pit covered with logs
5. Most latrines have a short lifespan, between 1–3 years, and householders get frustrated when they have to replace them so frequently. It is expensive and time-wasting and quite often results in long periods of non-adoption.
6. The most widely used material for anal cleansing is leaves.

committees exist, the members can be paired with a team researcher and/or with local government health assistants (or equivalents) to serve as guides. This model has the added strength of contributing to partnership development and local ownership of the sanitation marketing program and may be useful for building sustainable longer term monitoring and evaluation of changes in sanitation adoption rates.

Duration

The duration of this activity will depend on how extensive and diverse an area the team is investigating and how many field staff and assistants are available to take part. The team should allow:

- One to three days for logistics and preparations, including selecting representative communities and neighborhoods and identifying and orienting local field assistants, as needed
- One day per community for field visits, unless communities are small and close together[5]. If the project area is large with diverse sanitation conditions, the team should identify smaller boundaries (neighborhoods) within the community and budget one day per representative community segment
- One to three days for compiling and analyzing the transect data and writing up the report

POINTERS AND PITFALLS

1. Confirm if this community has participated in other transect walks and make clear to community counterparts the purpose of this particular walk and its relationship (if any) to prior walks—i.e., CLTS or PHAST activities. Adjust the transect walk activities as necessary.
2. Be polite and respectful.
3. Use local guides on the transect walks who are recognized and trusted by the community.
4. Plan a whole day to complete the transect walk and debriefing meeting for each community.
5. Don't put off the debriefing meeting or you may lose important observations, and be sure to write down the discussion issues and new questions that emerge.
6. Don't delay compiling the rapid survey results and writing up the results. Get it done within a few days of completing all the transect walks.
7. Keep track of the location and names of interesting adopter and nonadopters for follow-up interviews in Activity 6: In-depth Qualitative Consumer Research.
8. When you ask to take a photo, explain how you want to document improvements and special latrine styles such as theirs for future product development.
9. While the head of household may be the decision-maker with respect to the allocation of family resources, the mother/wife may have influence in motivating the head of household to make a decision. This may be a culturally sensitive issue.

[5] If the team uses the rapid assessment, less than one-half day per village is needed. The idea is to get a range of different kinds of villages across the intervention areas/district, in terms of size, proximity/remoteness to road, occupational diversity, proximity/remoteness to district center (big town with most developed sanitation industry marketplace), ethnic group, and soil/geology conditions for latrine construction.

Tool 4
Transect Walk (Pair with Tool 5)

Purpose

To familiarize the research team with sanitation realities and technologies in use on the ground in target communities and raise team and partner awareness of the current sanitation situation.

Instructions

A transect walk involves walking through a community along a transect from one side to the other accompanied by a local community guide to collect community and household-level information outlined below and in **Tool 5**. Observation is the key technique used, though you are also encouraged to ask informal questions to gain understanding of the sanitation situation, practices, and technologies. This is only practical for a sample of representative communities or neighborhoods.

Arrangements and permission to visit selected communities and identify a guide need to be made ahead of time and it makes sense to combine the transect walk with the rapid household sanitation guide (Tool 5); thus, arrangements should be made for both activities together. Note also that a transect walk such as this could also be combined with a CLTS activity, as appropriate.

Conducting the Transect Walk

1. Meet with the team members the afternoon before the walk is to take place for 1–2 hours to discuss what they will be doing the next day, including taking them through the list of things to observe, ask, and record at visited houses (**Tool 5**).
2. Each research team member should be paired with a local guide and assigned a particular neighborhood or transect direction to survey (see instructions below).
3. Provide each pair paper and pens to take notes, record observations at each household visited (**Tool 5**), and draw a rough map of the transect walk, if desired. If possible, give each pair a camera to take photographs during the transect walk.
4. From a central point in the community/neighborhood, pick a direction (or multiple directions if multiple pairs are working within a single large community) with the local guide's help and draw an imaginary line that bisects the community from one side to the other (*the transect line*).
5. Walk away from the central point along the transect line, selecting every third or fourth house on one side of the street to visit and conduct the rapid household survey (**Tool 5**). If possible take a photograph of each household latrine you come across.
6. As well as visiting the selected households, take note of children's feces in yards, public facilities, open defecation areas, masons, and retail shops selling construction materials.
7. Once you have reached the end of the confines of the community and its open defecation zone (if there is one), return to the community center along the same transect line, this time visiting every third or fourth house on the other side of the road.
8. To help in locating open or public defecation places used by those lacking home latrines you will need to ask where these places are, and then visit them during or after the transect walk to note usage and conditions.
9. Take notes on your transect walk and indicate key landmarks and places where important observations were made on your rough map, if desired. (The picture below gives an example of a

map created by the sanitation marketing team in a village in Uganda, which illustrates all the households in the community with and without latrines, indicating open defecation areas).

10. If the village is small, the transect walk can be done with one pair of researchers, and it is possible to do two villages in a day. If villages are big, two pairs of researchers will be needed to do two perpendicular transects.
11. The general rule of thumb is to conduct transect walks in each different type of community you will be working in.
12. Regroup the research team over lunch and at the end of the day for debriefing meetings to compile and record the observational and survey information and share learning.
13. Finish the debriefing by brainstorming a list of issues and new questions that emerge from the team's observations.
14. Once the walk has been completed, the team manager should write up the collected observations, brainstorming issues and points, and important notes collected during the transect walk and debriefing. Every effort should be made to write these up in bullet or outline format within 24 hours of the walk, and preferably before going to another community.
15. As the team manager, it is also your responsibility to compile and draft a summary report of the results (from the multiple transect walks and compiled rapid household sanitation survey findings), including observations on the key outputs listed under Activity 3, in **Tool 5**, and shown below.

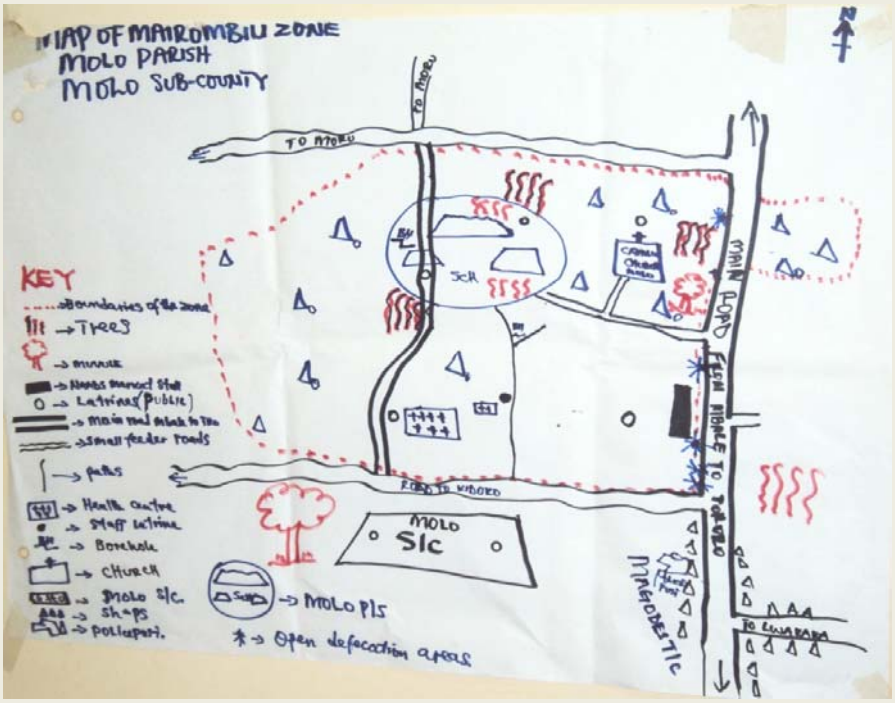


FIGURE 3. MAP OF MOLO PARISH IN MOLO SUBCOUNTY, TORORO DISTRICT IN UGANDA

Key Things to Observe or Ask People About and Map During the Walk

- **Housing Characteristics:**
  - Housing styles and construction features
  - Housing construction materials (provides insight into materials available for latrine construction)
  - Compound/household sizes (average number of households per compound, persons per household, etc.)
  - Space for latrine installations (or location of preexisting latrines)

- Type, availability, and distance to water supplies

- **Neighborhood Characteristics:**
  - Ethnic and/or religious make-up of the community (including any "residential zoning")
  - Socioeconomic status
  - Housing density and patterns
  - Geographical/geological features such as slope, propensity to flooding, position of rivers, soil/ground conditions
  - Availability and distance to public services, markets, transportation, etc.
  - Availability and distance to basic construction materials and masons

- **Sanitation Situation:**
  - Public defecation (both open defecation and public latrine) sites: where, used by whom, how often, and when?
  - Features of current defecation sites (e.g., heavy bush, riverine, cleanliness)
  - Attitudes toward defecation sites; probe particular concerns such as disgust and privacy and the opinions of women and children
  - Latrine ownership
  - Types of latrines, special features (e.g., hole opening size, superstructure/cabin, pit dimensions, pit lining, ventilation, seat), materials used
  - When was the latrine built? How long did it take to build?
  - Contact details for people who constructed the latrines
  - Anal cleansing methods and material disposal methods/places
  - Position of latrine in compound (location, elevation)
  - Hand washing facilities
  - Latrine cleaning and maintenance: who, how, how often (both public and private)

Tool 5
Rapid Household Sanitation Question Guide

Purpose

To provide insight into current defecation practice and latrine ownership and thus allow for the development of behavior change objectives for your sanitation marketing program and to identify basic characteristics of latrine adopters versus nonadopters (i.e., people with versus people without latrines).

Instructions

At each house visited during the transect walk (**Tool 4**), the team member or field worker should speak to the head of household, or person who has responsibility for sanitation expenditures, if possible, or if absent, another household member. Introduce yourself and explain that you are with "X organization" from "Y place" and have come to see the different types of latrines installed in the community to find ways to improve sanitation services to households in this area. If needed, explain that your organization is hoping to work with local latrine builders to improve sanitation technologies and thus you are visiting households to see and learn about the different defecation places and latrine technologies used. (If you are in an area with a history of latrine subsidy programs you may need to mention you will not be giving latrines away so as to manage expectations.)

Ask permission to ask a few short questions for no more than five minutes:

1. Do you have a latrine in your house? (record number)
2. If yes, ask to see the latrine. Observe construction materials and details and take a photo if permitted.
3. What type is it and when was it built? (record technology type, floor and wall construction material, pit depth, when built, and how long it took to build)
4. Ask for and record the name and contact details of the person who built the latrine (residence and cell phone number). Ask if several people were involved in the construction (for example, one for digging the pit, another for the superstructure and slab).
5. Is the latrine(s) functioning and in use? (record number functioning)
6. About how many household members live in this house?
7. Is this a nuclear family house, an extended family house, a mixed family-tenant house, or an "all tenant" (absentee landlord) house?
8. Does everyone who lives in this house use the latrine? (ask and record estimated number of users/facility)
9. Who does not use it? (note category of house member); any cultural/gender issues to take note of
10. If there is no latrine or it is not used, where do people go to defecate?

As latrine construction can take a long time (with pits perhaps being dug after one harvest when households have cash, slabs being added after the next, and superstructures after the third harvest), information should be gathered not just on completed latrines in use but also those currently under construction.

Record the above information for each household visited in a simple table grid, with columns for the different answers and a row for each house, in the order visited along the transect walk. Enter the table grid information into a centralized spreadsheet table in Excel for compiling the rapid survey data from each of the transect walks. Be sure to include additional columns in the Excel table to identify the transect location, neighborhood and community name, and the transect house number (in order visited). This way the survey

information from each transect can be examined with all the other transects and compared across neighborhoods, house type, socioeconomic status, and other technology attributes collected.

Once the data have been entered into a simple spreadsheet, a team member with quantitative data analysis experience and a clear understanding of the purpose of the survey should perform the analysis. From the Excel spreadsheet table, compile simple frequencies to determine percentage of houses with a latrine and percentage of each latrine technology in use (adoption rates) for all houses and by category of house and neighborhood/community. Pay attention to the earliest year that a latrine was constructed in each community, so that during in-depth Activity 6 effort can be made to compare consumer attitudes in communities with the earliest adopters to communities with only recent adoption. Likewise, it is useful to track down providers with long experience for Activity 7 that are more likely to be found in communities with older latrines.

POINTER: Keep a note of those households that were particularly willing to share information and opinion as it may be useful to return to them for the later in-depth consumer research (Activity 6).

BOX 6. Ghana Example Findings—Rapid Household Survey

1. About 30% of houses had a latrine of the following types: 30% bucket, 30% VIP, 30% simple pit, 10% water closet (i.e., pour flush)
2. Labor to empty bucket latrines was difficult to find, forcing many bucket owners to shut down their latrines and revert to using the public latrines.
3. In the dense Zongo (Muslim) area of town there were no household latrines. Sandier soils and a higher water table pose special problems. Houses had less space to build latrines and roads were too narrow for standard vehicles to enter into this neighborhood for emptying services.
4. Most houses were extended family or mixed family-tenant compounds with an average of four to five households per compound.
5. Seven public latrine facilities, all but one operated by the local unit administration, were used by 70% of households at 100 cedes (1.2 cents) per use. They offered very poor privacy, were poorly maintained (in most cases, filthy, and unbearably smelly).
6. Old newspaper is used for anal cleansing in non-Muslim areas and separately stored in old baskets.

Activity 5
Rapid Sanitation Industry Assessment

Phase II. Researching the Sanitation Market: Understanding Supply and Demand	4. Rapid Household Sanitation Situation Assessment	
	5. Rapid Sanitation Industry Visits	**Tool 6. Sanitation Industry Visits**
	6. In-depth Consumer Research	
	7. In-depth Latrine Provider Research	
	8. Communication Channels Assessment	

Purpose

This activity will provide the sanitation marketing team with a basic understanding of the key players and actors involved in the "sanitation industry," that is those involved in the provision of sanitation services and basic information about their operations. By sanitation industry we mean the system of private businesses and individuals (both formal and informal, big and small), local and national government operations, and even NGO projects that constitute the supply chains of materials, products, and services for household latrines. This may include pit/septic tank emptying services, sludge waste treatment and disposal services, building permits, latrine cleaning products or services, and home construction loans or any other inputs consumers purchase or use from outside the home to build, maintain, and operate their home latrines.

Before strategies can be developed to strengthen the sanitation marketplace, a clear picture of the existing sanitation industry should be formulated.

To develop effective local supply chains you need to build on what is currently in place and work hand-in-hand and partner with local actors to improve the supply and marketing of home sanitation products. Thus, it is important to know who the local sanitation industry players are, who they provide products and services to, where they get their materials and products from, and what prevents them from expanding their businesses.

Findings from this assessment will help focus and define the in-depth phase of the supply-side research (Activity 7) for a better understanding of how all these various players operate and fit together and what prevents them from providing greater levels of home sanitation and service. Only after the supply-side constraints are understood can one identify strategic support and actions that reduce these barriers and support businesses to expand into this new market.

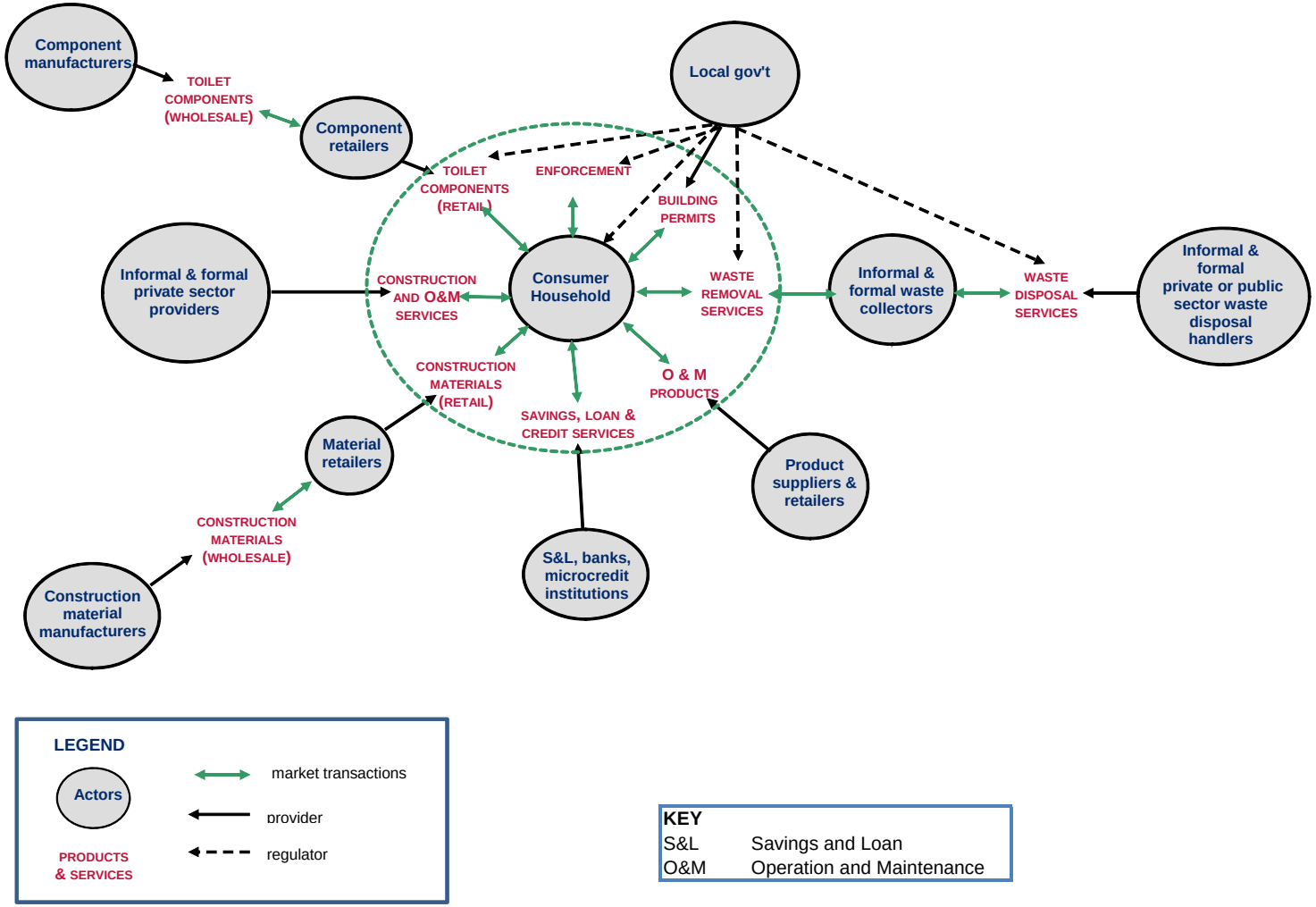
Methods

A conceptual framework of the sanitation industry is provided in the figure below. As noted, the objective of this activity is to identify each link or "transaction" and each group of actors and their activities that are part of the sanitation industry system in the project area, moving outwards from the inner circle of transactions

centered on the consumer to the end points. By visiting each actor and observing operations at each point in the system, one can document and understand what they do, how and where they operate their businesses, who their suppliers and customers are, and map out successive links in the supply chains and distribution networks to better identify constraints and opportunities for a market-based approach to improving the supply of sanitation products and services. Industry visits can be used to introduce the concept of sanitation provision as a business, to begin to identify potential partners for longer term implementation support, and to identify existing and potential incentives for these actors to participate in the sanitation market.

FIGURE 4. SUPPLY CHAIN LINKS

A Conceptual Framework - Sanitation Marketing Institutional Analysis



KEY

S&L	Savings and Loan
O&M	Operation and Maintenance

Local service and materials providers may have already been identified in the communities in which transect walks and the sanitation inventory were conducted (Activity 4, **Tools 4 and 5**). These persons can provide additional contacts for people involved in the sanitation industry, hopefully including some from outside the communities (e.g., wholesalers in the nearest town, masons in the next village). Other actors may also have been uncovered in the Situation Assessment (Activity 3). Compile a list of all these various players and start mapping out how they all interconnect and attempt to make as many *sanitation industry site visits* as possible and conduct interviews with a representative range of materials and services suppliers.

Who?

This work can be done by one member of the team who has extensive project development experience and skills in interviewing (informally) different kinds of people. The person should have a very good understanding of the sanitation marketing approach and the concepts and purpose of the research, in particular the potential roles that different private and public sector actors might play in sustainable sanitation provision. A background in business concepts and a good understanding of different sanitation technologies is also helpful.

Duration

This activity may take two weeks. The duration of the fieldwork may vary depending on the complexity of the sanitation industry, but sufficient interviews and visits can be completed in a one week period. Allow a week to collate findings and write a synthesis report.

Key Outputs

1. Inventory of actors, list of contacts, interview and site visit reports, synthesis report.
2. Geographic scale, scope, technologies, production equipment, customer base, transportation and transport methods, and profitability of each actor's operations in the sanitation industry system.
3. Important gaps in the various supply chains, range of products or services on the market, and unserved customer bases.
4. Opportunities and constraints faced by each actor, with ideas to enhance, expand, or reduce cost of production of sanitation products, materials, and services.
5. Preliminary assessment of key partners with interest and capacity to participate in a sanitation marketing program and ideas on possible roles and responsibilities in a sanitation marketing partnership.

BOX 7. Some Sample Findings from Ghana

1. Sludge tankers in Ghana for pit emptying tend to be very large and are designed for institutional customers and public latrine facilities, creating a big gap in pit emptying services for homeowners and forcing them to pay to mobilize a large tanker when they only need a small volume of sludge removed. Private tanker services exist in competition with municipal tanker services but tend only to be located in the major urban centers, leaving small towns unserved.
2. A new supplier of low cost manual flush pedestals was identified in the capital city in Ghana, as part of an NGO-sponsored program to diversify latrine products for low income consumers.
3. Opportunities for collaboration with the formal private sector were identified, e.g., with cement and hardware materials industry fabricators, importers, suppliers, distributors, and retailers.

POINTERS AND PITFALLS

1. Budget plenty of time in the field to chase down contacts, visit operation sites and the marketplace where goods and services are sold, and follow up with interviews where appropriate.
2. Profit margins will be an important issue for sustainable supply of products and services. If the opportunity presents, explore perceptions of the key factors affecting profit margins with actors in the sanitation industry who are supportive of a marketing approach. Are there ways for actors to collaborate to improve profits or sales volumes?
3. Share results with the full team and spend half a day discussing implications and planning for the more in-depth research that follows.

Tool 6
Sanitation Industry Visits

Purpose

The purpose of industry visits and interviews is to gain a greater understanding of how the local sanitation industry operates, who is involved, how materials and services reach consumers and how any legislation may facilitate or hinder this.

Instructions

Using the information gathered from the rapid sanitation assessment (**Tool 5**), develop an inventory of household sanitation providers who in turn will provide information on materials suppliers, latrine builders, slab casters, etc. Determine which supply chain members can be visited individually for interviews and those that can be interviewed using Focus Group Discussions (FGDs). The former will likely be large suppliers or producers of inputs (e.g., cement, steel bars) and wholesalers or retailers who cannot easily set aside their time for longer FGD sessions, while the latter are likely to be local area masons and excavators/diggers working individually or already in groups. These interviews tend to be relatively informal and unstructured, allowing one to explore the various avenues of discussion that arise. Nonetheless, below is a list of topic areas that ought to be explored. These will vary according to who is being interviewed (from masons and local cement sellers to marketing managers of cement wholesalers and district environmental health officers or equivalent) and might include, but not be limited, to:

- Market size, geographic location, and customer base characteristics
- How new customers are "found" and services/products marketed now
- Prices of products/materials on offer
- What percentage of core business is sanitation related and what percentage revenue comes from other activities
- Distribution channels
- Facilitators and constraints to market expansion
- Sources of raw materials
- Consumer demand for sanitation products and services, associated facilitators/barriers to adoption
- Any policy or legal impediments to conducting business or growing the market

When conducting the interviews the interviewers should:

1. Introduce themselves and the project they are working on, highlighting the project's interest in developing a local sustainable sanitation industry and thus helping industry players to generate and meet consumer demand.
2. Ensure they ask about other sanitation industry players they could meet with, taking note of all the names and full contact details.
3. Take written notes even when apparently obvious statements are made, it is surprising how much and how quickly information can be forgotten.
4. Finish the interview by thanking the informant and offering to keep him/her up to date with and involved in the project.

After the interviews you will need to:

1. Collate the results of the interviews to produce a conceptual map of all the key players in your local sanitation industry, their relationships with consumers and with one another, and highlight key areas of strength and weakness that need to be built upon in your marketing intervention.
2. Start to think about how these results compare to and complement those obtained in your Sanitation Situation Assessment.

Activity 6
In-Depth Consumer Research

Phase II. Researching the Sanitation Market: Understanding Supply and Demand	4. Rapid Household Sanitation Situation Assessment	
	5. Rapid Sanitation Industry Visits	
	6. In-depth Consumer Research	Tool 7. Preparation for In-Depth Consumer Interviews
		Tool 8. Latrine Inventory Data Collection Form
		Tool 9. Sample In-Depth Interview Guide for Latrine Adopters
		Tool 10. Sample In-Depth Interview Guide for Latrine Nonadopters
		Tool 11. Sample Socioeconomic Profile Questionnaire
	7. In-depth Latrine Provider Research	
	8. Communication Channels Assessment	

Purpose

The objective of this activity is to gain an in-depth understanding of motivations encouraging and constraints preventing household latrine installation; what different consumers know, like, and dislike about different home latrine designs and why; and insights on how to best communicate with people about the benefits of home sanitation and the choices available. The interviewers will carefully record what sanitation consumers believe, feel, value, and think about both their current defecation place and practice and about household latrines, including different existing designs, features, and types of technology.

Households, as consumers and daily users of sanitation facilities, are at the center of developing a sanitation marketing program. **In-depth consumer research really is the single most important activity in this guide,** and it is *absolutely* essential that this is conducted, and conducted well, so the team understands how to motivate and facilitate community members to adopt household sanitation using marketing strategies. The research will also clarify the kinds of facilities and features that people want in a good latrine design. This activity will provide in-depth answers to four key questions:

Households, as consumers and daily users of sanitation facilities, are at the center of developing a sanitation marketing program.

1. What are the benefits of and reasons for building or improving a household latrine, as perceived by different types [*segments*] of people in the project area, and what are the underlying values and situations associated with different benefits? [*Motivations and Drivers*]

2. What are the difficulties that people experience when deciding and planning to build or improve a household latrine and, once they are constructed, maintaining it (and how do they get around these)? [*Constraints/Barriers and Facilitators*]
3. What types of latrines do people know about and what aspects and features do they like and dislike about each? Why? [*Current Product Awareness and Preference*]
4. Where do people find out about and get trusted information on latrine designs, construction materials, and service providers? [*Communications*]

In-depth understanding and detailed contextual information for each of these topic questions, and whether the answers vary for different subgroups within the population, are essential for selecting and developing effective sanitation marketing strategies for the target area. Findings from this activity also provide important consumer perspectives regarding many of the supply-side questions about product availability and access; price; choice; and adoption constraints, including consumer views of local latrine service providers, access to construction materials, and local costs and expenditures for latrine construction. The analysis of the qualitative material collected from consumers in this activity will allow for the segmentation of households that tend to share particular motivational drivers, or which share particular kinds of constraints, as a subgroup, according to their common socioeconomic or demographic characteristics.

Methods

Two alternative methods are used to collect the views and opinions of sanitation consumers for small-scale projects: in-depth interviews (IDIs) with approximately 20 individual household heads, perhaps 10 with latrines (adopters) and 10 without latrines (nonadopters) (**Tools 7-11**), and focus group discussions (FGDs) with approximately four to eight small groups (**Tool C in Annex A**). It is difficult to specify here the sample size for each method, i.e., the number of households that should be interviewed or the number of focus group discussions that will be needed because the sample size is driven by a variety of local factors. For instance, for IDIs, the general rule of thumb is that you keep conducting interviews, seeking different types of people to interview (nonadopters who differ in terms of their current sanitation practice or adopters with different latrines, as well as their socioeconomic class and community type) until no new or very limited additional insights and information are being generated. For FGDs, separate groups of men and women and adopters and nonadopters are recommended, and consideration given to separate discussion groups for house owners/landlords vs. tenants, for different types of latrines (e.g., dry vs. wet sanitation, unimproved vs. improved), and for different types of community (e.g., large and close to roads and markets vs. small and isolated) if these different subgroups exist and are considered important foci of interest for the project.

Guidance on Deciding between IDIs and FGDs

Below are several things to consider when deciding between IDIs or FGDs for this activity:

- Individual interviews allow for greater in-depth probing than group discussions and produce information that can be readily used to identify different market segments, but they may take more time to complete and analyze when larger sample sizes are needed.
- IDIs are often more successful at getting reliable data when talking about topics that the interviewee considers "sensitive or personal." For instance, you are much more likely to learn about the true reasons behind why a family does not have a latrine or why they choose to defecate in the open when they are being spoken to individually, rather than in a group. This is true particularly if the group is made up of people in their community. "Public shame" associated with what they perceive to be less than ideal defecation practices is likely to lead them to "bend the truth" in a group setting.

- IDIs have the advantage that they can be conducted by a single hired qualitative research consultant, or by in-house staff with qualitative research experience. Someone with limited qualitative research experience may be suitable so long as that person is able to take good notes while simultaneously conducting the interview. If that is problematic, then a second person will need to take notes during the interview.
- IDIs are recommended over FGDs when sanitation marketing research is undertaken in the country for the first time and the initial scale and scope of investment is limited. IDIs provide richer information and insights for strategy development for both the initial project and future scale-up and expansion initiatives.
- Conducting FGDs sufficiently well to gain new in-depth primary understanding of household sanitation demand behavior typically requires a team of skilled and experienced individuals including an FGD facilitator(s) and note taker(s), careful note taking and analysis, and logistical planning to identify and recruit the right mixes of participants ahead of time; all things that professional market research firms are well equipped to do.
- One situation where it is appropriate to use nonprofessional facilitators to conduct FGDs, either in-house or hired consultants, is when good quality in-depth consumer research results are available from a prior sanitation marketing research initiative in the country. The purpose of this activity is largely to confirm consumer motivations, constraints, technology preferences, and household segments identified in the existing research are still relevant in the new setting. It is also appropriate when the team anticipates using insights from this activity to determine how best to modify and adapt the sanitation marketing strategies and materials of an existing program for the project area.

When the program area is geographically large with different population groups and diverse settings, the number of IDIs needed increases substantially, with 15-20 per province or distinct setting, making professionally conducted FGDs comparatively more efficient, time- and resource-wise. The latter situation is characteristic of a large regional or national-scale investment in sanitation marketing development in which a comprehensive study of household sanitation consumer demand behavior would need to be commissioned and undertaken by a professional market research firm, as discussed in the introduction to this manual.

For the recommended in-depth interview method for smaller-scale projects, we provide you with instructions (**Tool 7**), topic areas and sample questions for discussions with both adopters (**Tool 9**) and nonadopters (**Tool 10**), sample tools for documenting information on the construction and design of latrines encountered in the adopter interviews (**Tool 8**), and socioeconomic profiles of interviewees and their households (**Tool 11**). Supporting material for the focus group discussion method, including guidance and sample discussion guides are provided in Annex A.

Whether IDIs or FGDs are used, this activity should be undertaken in-house only after adequate thought, preparation, and with the help of skilled and experienced researchers in the chosen method and in qualitative data analysis. Annex A provides additional guidance for qualitative research probing and questioning techniques; guidance on qualitative research data analysis of IDI or FGD notes; and a suggested outline for reporting the results from this activity.

Who?

Conducting good qualitative research and doing the analysis of results is not an easy task, so it is essential that the interviewer has qualitative research experience with execution, analysis, and write-up, and strong listening and probing skills. If someone with these skills is not on the team, in most countries there are research consultants and professional *market research* companies that can be contracted to carry out this phase of the

research for you, though you will still need to supervise the work closely to ensure it is conducted to the standard you want.

Duration

This activity will take two to three months. When conducting in-depth qualitative research, it is essential that enough time is allocated to write up interview notes immediately after interviews (or FGDs) are conducted—two hours transcript time should be allowed per hour of interview and slightly more for FGDs. Thus, estimating that interviews will take one to one and a half hours each, a maximum of two interviews per researcher per day will be possible. Time also needs to be allocated to developing the interview guides, or customizing the sample guides provided in this document. The guides need to be vetted with colleagues, translated into local languages if the interviews will be done in local languages, and ideally pretested, though this rarely happens. Thus:

- Preparation, Orientation, and Training: 3-4 days
- Data Collection: 2 interviews a day per researcher
- Data Analysis: 1-2 weeks
- Report Writing: 2 weeks

Outputs

1. Full set of in-depth interview (or discussion group) notes
2. Set of thematic charts highlighting the range of reasons for and benefits of installing latrines (motivations), constraints to latrine adoption, liked and disliked features of open defecation, and each of the various latrine technologies known to respondents
3. Consumer research report highlighting study findings, identifying potential target population segments and making initial suggestions for the sanitation marketing strategy in terms of the P's of marketing (about 30 pages)

Annex B provides examples of some of these outputs from field work in Uganda and Ghana. Specifically, we include Profile Sheets, transcripts from IDIs with adopters and nonadopters, and the associated Thematic Data Analysis Chart and the Synthesis Thematic Data Analysis Charts.

POINTERS AND PITFALLS

1. Make sure that the key decision-maker in the household, not another adult, is the person interviewed. This typically is the household head.
2. Ensure that interviewees are contacted ahead of the interview to explain its purpose, seek permission, and arrange a convenient day and time, preferably at home particularly in the case of adopters, when they can talk (uninterrupted) for up to two hours.
3. It is best to be able to conduct the interview in the local language, without the services of an interpreter. If this is not possible, it is important to work with the interpreter ahead of the interview to acquaint him/her with the interview material, terminology, and the intent of the interview.
4. Remuneration is not encouraged though a small token of appreciation can be given, such as sending a photograph back and/or giving them a bar of soap for hand washing.
5. If possible, take photographs of latrines in adopter households. Where not possible, ensure that the latrine inventory provides as much detail about attributes such as shape of squat hole, presence of

foot slabs, etc. These will be invaluable in guiding the development of appropriate products, mason's training, and promotional materials.

6. Be ready to rephrase questions when the initial way they are asked is not understood or does not provoke much response.
7. Avoid **closed** questions, those that lead to yes/no or single word answers.
8. Avoid **leading** questions, those questions that lead the interviewee to give an expected answer.
9. **Probe** at appropriate times and, if necessary, repeatedly, to try to delve deeper behind the answers given through the use of questions starting with phrases such as*, can you explain further, what does that mean/do, I'm not sure I understand…*
10. *Never* assume the respondent will not know the answer to a question; they may surprise you, especially if a question they cannot at first answer is rephrased.
11. If no new information is being obtained in some areas (e.g., favored latrine attributes) but being gained in others (e.g., motivations for latrine construction), tailor remaining interviews to focus on the areas where more information is needed.
12. Write interview notes into a transcript-like report, or record full transcripts, on the same day as the interview to avoid forgetting details or confusing what people said.
13. During data analysis, be sure to chart the different responses and explanations given *even* the apparently obvious ones; it is easy to focus on the more exotic responses. It is critical to find the patterns in answers (either within a focus group discussion or across in-depth interviews) because these patterns, when taken as a whole, frequently lead to significant findings.
14. Ideally, interviews should be recorded, though the time required to transcribe the interview can be substantial. If this is not possible then two-person interview teams are recommended, one facilitating the discussion and taking notes, the other taking as full notes as possible (but discretely so as not to intimidate the interviewee). If a translator is required, then he/she should double up as note taker as the interview team should not exceed two.

Tool 7
In-Depth Consumer Interviews

Purpose

In-depth interviews are one of two tools frequently used in qualitative research (the other is focus group discussions). The advantage of in-depth interviews is that they provide fuller insights into people's thoughts, feelings, and preferences and that they are effective at getting reliable data when dealing with "sensitive/personal" subjects through the use of a flexible question guide.

Instructions

Interview Selection

The purpose of in-depth interviews is to gain a representative snapshot of motivations and constraints to latrine adoption, and to gain deep insights into what lies behind these motivations and constraints. Efforts should still be made to include a range of different types of people. Interviews should focus on heads of households or those responsible for making the decision to construct and invest in home sanitation, though you may wish to carry out a small subset of interviews with key influencers of these people (for example other potential users of the latrine, as well as those that may have responsibility for latrine maintenance). In particular it is important that you interview persons in:

- Households with existing latrines (ideally covering a range of different latrine types)—latrine adopters
- Households without latrines—nonadopters

Additionally you will want to make sure you cover a range of other attributes that may influence adoption tendencies and related motivations and constraints. For example:

- Households that constructed their own latrines vs. those that paid a service provider
- Households in areas with varying sanitation coverage rates in their community
- Female vs. male household heads; adult- vs. child-headed households

If time and budget allow, and/or you have a particular focus on vulnerable groups (e.g., minority ethnic groups, elderly, disabled), members of these groups ought to be included among the interviewees. However, these people are likely to be the hardest to reach in a sanitation marketing program, and it might be profitable to delay explicit attempts to reach these groups to later stages as the project evolves. Indeed, there may even be strong arguments to provide assistance, perhaps in the form of subsidies, to these households, but doing so at the start of the sanitation marketing program will undermine the very market you are trying to develop.

Efforts should be made to select interview respondents who are open and likely to share information and opinions freely with you. Hopefully, you (or members of your team) made note of which individuals would be willing to share information during the rapid assessment phase of activities so that you can contact them again. If such notes were not made, then work with local opinion leaders to identify individuals to interview. You do <u>not</u> need to attempt to interview people in every village you intend to target with your campaign—select a subsample of communities to conduct interviews in, perhaps starting with four individuals per community.

In qualitative research the sample size is usually estimated in advance of the research, but if new insights (e.g., information) continue to be gained once the original sample size is reached, then additional interviewees are selected in an iterative manner depending upon what information and insights are still missing. What is important is that you initiate your research with interviews of latrine adopters to enable you to develop a good understanding of the range of motivations, past influences, decision-making stages, and the difficulties involved in building latrines. Such knowledge provides you with a crucial context and a baseline for probing into motivations for and constraints to adoption among people currently lacking home sanitation.

Preparing for and Conducting the Interviews

1. Familiarize yourself with the tools and survey sheets provided and assess whether you have the capacity to carry out this stage of the research in-house or whether you need to commission it out.
2. If hiring out the research, it is recommended that you ask to see samples of people's past work during the application process so that you can use these to more accurately assess skill levels. Note that even if contracting out this phase of work, you will still need to supervise closely, working to train/orient the researchers and holding debriefing sessions with them after the initial few interviews to assess that the right areas are being explored with the appropriate level of depth.
3. The interviewers should read the introduction to this guide, or some of the reference materials, to fully understand the sanitation marketing approach. Spend some time discussing the objectives of this particular phase of activity and how it fits in with the other activities to guide strategy development.
4. Working with your research team, adapt and refine, as necessary, the latrine inventory sheet and interview discussion guides for adopters and nonadopters and make a note of the types of profiles of respondent you might want to speak to, building upon your results from the rapid assessment phase.

Interviewing latrine adopters will provide information on the motivations and constraints associated with the decision to build.

5. Go through the discussion guides, highlighting particular areas where in-depth probing is likely to be needed.
6. Practice and refine topic questions in role-play exercises.
7. Provide feedback on the role-play experience, discussing any difficulties and ways to overcome them in particular.
8. Set up your first few interviews, taking note of the selection criteria you developed (item 4).
9. Go to one of the communities that will not be sampled in the "research proper" and pilot/test the interview guidelines as if the research had been started—that is ensure that full interview notes are taken and transcripts written up (a full day is recommended for this activity).
10. Reconvene the next morning to evaluate the pilot experience and make final revisions to the interview guides, reflecting on the test experience with particular attention to successful questions that get conversation unstuck at key points.

Conducting the Interviews

11. Interviews should start with at least two to three heads of households that are adopters to gain an initial understanding of their motivations for latrine construction and technology choice, the barriers they encountered, and how they overcame them. You may even choose to complete all your interviews with latrine adopters before moving on to speak with nonadopters.
12. When conducting an interview with people who have latrines, ask to view the latrine and take the opportunity to complete the latrine inventory sheet before conducting the in-depth interview. A sample latrine inventory sheet is provided in **Tool 8.** This information is important for guiding the in-depth latrine provider research (Activity 7) and product range development.
13. Following these initial interviews, the research team should assess which kinds of adopters and then nonadopters to interview next, seeking the widest range of households in terms of factors such as defecation places and technologies used, ethnicity, lifestyle, natural environment, and/or income, being sure to cover a large a range of profiles in order to seek out key commonalities and differences across groups (as previously discussed and decided by the team).
14. Preferably the same day, or at least within 24 hours, the interview transcripts (taped or handwritten) need to be transcribed, seeking to capture the conversation verbatim, to the extent possible. Such prompt transcription ensures maximum recall of conversation details. If notes were taken, the interviewer and note taker need to work together to combine their notes and create a coherent record of the interview. If translations are necessary, these should also be done on the day of the interview.

Tool 8
Latrine Inventory Data Sheet

Purpose

This sheet must be filled out at the start of each adopter IDI to document the design style and features of each observed latrine as part of completing the interview. (This data sheet should be adapted to the local situation.)

General Information

1. Date:
2. Interviewer's name:
3. IDI identification number (matched with IDI transcript and socioeconomic profile):
4. Name of village/parish/ward:
5. Type of latrine (circle one):

Traditional Latrine, Mud Slab	1
Traditional Latrine, Full Cement Slab	2
Traditional Latrine, SanPlat	3
Ventilated Improved Pit (VIP)	4
Other, Describe: _____ _____	5

6. When was the latrine built? How long did it take to build? If under construction, when did construction begin? When is it expected to be finished?
7. Who built this latrine? (Do-it-yourself by owner, or built with skilled help/expertise)

Provide name, skill expertise, and residence of each skilled worker engaged to build this latrine:

Pit Digging	Name and Contact (physical address/tel no)	
Slab (and any pit lining)	Name and Contact (physical address/tel no)	
Superstructure	Name and Contact (physical address/tel no)	

8. Cost of building the latrine in the YEAR latrine was built (if possible, you should separate out cost paid for digging pit, lining pit [if appropriate], floor structures, superstructures; for materials, etc.… as recalled by interviewee):
9. Sources of materials used in latrine construction:
10. Current status/condition of latrine: (full use/operational? If not, describe problem):
11. Year first latrine built at this place:

Design Details: Below Ground

- Shape and dimensions/measurements of pit:
- Type of soil in which pit is dug (e.g., rocky, sandy):
- Is the pit lined? If so, fully or partially and using what material?

Unlined		
Partially Lined		Materials:
Fully lined		Depth of Lining:

- Depth to water table at site and in local area (indicate units):

Design Details: Ground Level Structures

- Indicate if latrine has a foundation collar under the floor structure and describe depth of collar and materials used to build the collar (*the collar refers to a foundation on the underside of the latrine slab that offers some additional reinforcement*):
- Shape and dimensions/measurements of latrine floor:
- Materials latrine floor is made of (including any special finish coating):
- Include how many cabins w/ separate drop holes are built over the pit:
- Describe drop hole design(s) (include raised collar around drop hole, shape and size of drop hole, raised footrests, urine separation, etc. and any differences in design, when more than one cabin exists):
- Does latrine drop hole(s) have a cover? (if yes, describe cover material and shape of cover and handle):

Design Details: Superstructure

- If more than one latrine cabin, describe any differences:
- Is there a separate bathing area or urinal? If so, note construction materials:

Separate bathing area	Yes/ No	Describe:
Separate urinal	Yes/ No	Describe:

- Describe superstructure features, dimensions, and constructions materials :

Walls	Yes/No	Materials:
Windows	Yes/No	Materials (if not filled say none):
Roof	Yes/No	Materials:
Door	Yes/No	Materials:
Lock on Door	Yes/No	-
Ventilation Pipe If yes, fly screen at top?	Yes/No Yes/No	Materials: Height: Diameter:

DESCRIBE ANY FINAL DESIGN FEATURES, DETAILS, AND BUILDING MATERIALS OF SPECIAL INTEREST IN THIS LATRINE:

(e.g., mirror, hand washing facilities, anal cleansing materials, innovative foot slabs, tiles…)

NOW CONTINUE WITH IN-DEPTH INTERVIEW

Tool 9
In-Depth Interview Guide for Latrine Adopters

Purpose

Below is an interview guide to be used in interviewing heads of households that have and are using a latrine.

Interview

Introductions

Hello my name is XXX and I am working with YYY to support the development of a local sanitation industry that we hope will make it more desirable and easier for members of your community to invest in a home latrine. Are you the head of this household or the person that makes decisions on large purchases? *[If no, ask to speak to the head of household or reschedule the interview if possible.]*

I understand that you already have a latrine and was hoping that you might have one to one and a half hours to spare to share with me your experiences with that latrine—what made you decide to build it, how you chose the design you have, any constraints you experienced in the purchase and construction process, and how you overcame them. Hopefully then we can learn from your experiences and opinions to help encourage higher sanitation coverage in this area without giving away latrine slabs that may not be used.

If you wish to remain anonymous this is not a problem as we will not be using your name in any report and will refer to you only as a number so as to hide your identity.

While we are not able to pay you for participating in this research, I have brought you some hand soap (for washing your hands after using the latrine) and if you like will take your photograph and make a copy for you.

If you are happy to take part, perhaps you could sign your name or make a cross below to show your willingness to be interviewed. Should you feel uncomfortable at any time you may stop the interview, though you should be aware that we are not here to make any judgment of you, rather to learn from you, your opinions, and experiences. There are no right or wrong answers.

Name:

Household Location:

Signature:

Ask to see the latrine and complete the latrine inventory before conducting the interview.

Note: While it is common practice to start interviews with the collection of sociodemographic information, we recommend you leave this until the end when people are more comfortable and thus more likely to feel at ease to share sensitive information such as household income or expenditure with you.

Topic and Question Guide

Note—as this interview is only semi-structured you do not need to cover topics or questions in the order listed here, rather this should be considered as a guide to what areas to discuss. Also you do not need to ask the questions in the way we state them so long as the meaning remains the same, just be careful not to rephrase questions in a manner that influences the response interviewees give you. Make sure that

the conversation is fluid and flows naturally. Sometimes it will not be necessary to ask all the questions listed here, but they give you an idea of the level of depth you need to explore.

1. **Technology Awareness and Choice**
   - What are the most important qualities in defining a good place to defecate?
   - Which types of latrines are you aware of (*if necessary ask them to describe them)*? Which have you seen and/or tried? Where? *Probe: you may list different latrines that have not been mentioned.*
   - Are these all available in this area? Why?
   - Of the types of latrines you know, which is your favorite? What makes you like this latrine best?
   - Which is your least favorite latrine? What do you dislike about this type of latrine?
   - What type of latrine do you have? (*If you saw the latrine prior to the interview, say "Let's talk about your latrine.*")
   - Why did you choose this particular style? From where or who did you get the ideas for constructing this type of latrine?
   - How did you decide on the superstructure? Why did you make it this way?
   - What things do you like the best about your latrine?
   - Why are these things important to you?
   - Are there things about your latrine that you dislike? Why?
   - If you could make some improvements to your latrine, what improvements would you make? Why?

2. **Motivations**
   - Did you make the decision to build the latrine alone or were others involved in the decision? How?
   - Who influenced your decision? In what way?
   - In the end, what was the main reason you built a latrine? Why is this important to you?
   - What other reasons influenced you to build a latrine? In what way?
   - In your opinion, what are the real advantages you experience having a household latrine? Why/How?
   - What about the advantages to other members of your household? Why? *[elderly, women, children]*
   - What about negative experiences, have you found any disadvantages or problems associated with having a home latrine?
   - Have other members of your household had problems with the latrine? *[elderly, children, women, disabled]*
   - How have you attempted to overcome the problems you or other household members have experienced with your latrine?
   - If you didn't have a latrine, where would members of your household defecate? Why?
   - How would this make you feel? Why?
   - What about other members of this community who do not have a latrine, what do they do?
   - What do you think are the negative things that they experience as a result?
   - Are there any bylaws relating to sanitation in this area? Do these influence people's decisions to build a latrine? In what way?

3. **Latrine Construction History**
   - Is it the first latrine to be built in this compound? If no, ask about history of previous latrines, whether they are still in use or whether the current one is a replacement; if so, what happened to the other one?
   - How did you decide where to place the latrine and dig the pit?
   - How deep is the pit and why?
   - How long did it take you to build?

4. Construction Process and Constraints

- Once you decided to construct a latrine was it easy or difficult?
- What factors made it easy?
- What factors made it difficult? [*ground, financing, finding someone to build]*
- Thinking of the specific difficulties you experienced, what ways did you find to overcome them? Did you receive any help when building your latrine? [*family, friends, NGOs, local government*]
- If yes, what kind of help? *[advice, financing]*
- How long did the process take, from deciding to build to completing the construction?
- What were the things determining this length of time? [*saving money, finding mason, materials, deciding style]*
- Why did you decide whether to construct yourself/get a mason?
- What are the advantages of doing it yourself?
- What are the disadvantages of doing it yourself?
- What are the advantages of employing someone? What are the disadvantages of employing someone?

If latrine was constructed by someone outside the household:

- How did you find someone and choose who to construct your latrine?
- Was their service good or bad? Please explain in what way.
- What about the construction materials, where did you get these from and how easy was it to get them?
- Did you have any access to credit to help you pay for the latrine construction?
- If no, if someone needed credit to help install a latrine could they get it? Where?

5. Latrine Use and Maintenance

- Are there any household members who do not use this latrine?
- If certain family members do not use latrine:
  - Where do they defecate? Why?
  - How does this make them feel? How does this make you feel?
- At what age do children start to use the latrine? Why?
- Where do the children defecate before they are old enough to use the latrine? What happens to the feces?
- Are there times when some people don't use the latrine? [*night-time, when working in the fields, elderly*]
- Who is responsible for keeping the latrine clean?
- How is the latrine cleaned and how often? [*cleaning implements, cleaning products*]
- Is keeping the latrine clean easy or difficult? What makes cleaning easy? What makes cleaning hard?
- Have there ever been times when your latrine was out of use? Why?
- What did/will you do when your latrine was/is out of use?
- What do you use for cleansing materials? What do you do with them?
- Do you ever drop anything in the latrine pit besides feces and urine?
- Has the latrine ever filled? What happens when it is full? Who/how is it emptied, or do you dig a new pit?
- Imagine that your household did not have a latrine or access to one, knowing what you know after your experience with a latrine, would you choose to build one again? Tell me more of your reasons.

6. Communications

- In this community how do people normally find out about events, news, new products, and/or ideas?
- What community groups exist, who are their members?
- Are their health or agriculture extensionists in your community?
- How often do you have community meetings? On what sort of topics? Who attends?
- How do people find out about mason's services at the moment? Are there any other ways you can think of that might be good to inform people of their services?

- How would you communicate to other people the importance of having a household latrine? Which channels of communication would you use? Why?

NOW PROGRESS TO FILL OUT SOCIOECONOMIC PROFILE

Tool 10
In-Depth Interview Guide for Nonadopters

Purpose

Below is an interview guide to be used in interviewing heads of households that do not have a latrine.

Interview

Introductions

Hello my name is XXX and I am working with YYY to support the development of a local sanitation industry that we hope will make it more desirable and easier for members of your community to invest in a home latrine. Are you the head of this household, the person that makes decisions on large purchases? [*If no, ask to speak to the head of household or reschedule the interview if possible.*]

Please note we are not talking about giving latrines away but rather helping communities to increase latrine coverage by themselves. In order to do this and to support the development of a local sanitation industry I would like to talk with you about defecation practices in this community, your experiences with latrines, your interest in having a household latrine, and factors motivating you and factors holding you back. I am not here to make a judgment or to test you, rather to learn from you and your experiences. Further when using the information from this interview we will not be naming you and I will not be making any report to the district authorities. You should feel free to be open and honest; I am on your side.

While we are not able to pay you for participating in this research, I have brought you some hand soap (for washing your hands after using the latrine) and if you like will take your photograph and make a copy for you.

If you are happy to take part, perhaps you could sign your name or make a cross below to show your willingness to be interviewed. Should you feel uncomfortable at any time you may stop the interview. There are no right or wrong answers.

Name:

Household Location:

Signature:

Note: While it is common practice to start interviews with the collection of sociodemographic information, we recommend you leave this until the end when people are more comfortable and thus more likely to feel at ease to share sensitive information such as household income or expenditure with you.

Topic and Question Guide

Note—as this interview is only semi-structured you do not need to cover topics or questions in the order listed here, rather this should be considered a tick list of areas to discuss. Also you do not need to ask the questions in the way we state them so long as the meaning remains the same; just be careful not to rephrase questions in a manner that influences the response interviewees give you. Make sure that the conversation is fluid and flows naturally. Sometimes it will not be necessary to ask all the questions listed here, but they give you an idea of the level of depth you need to explore.

1. **Intention to Install Home Sanitation**
   - Have you ever considered or even attempted to install a household latrine? Why? *For those who said no, probe beyond financial constraints, illustrating how these might be mitigated (e.g., saving).*

If yes:

- When did you first consider/attempt installing a latrine?
- What made you consider installing a latrine? *Probe for multiple reasons.*
- What prevented you from taking your plan forward up until now? *Probe for multiple reasons.*
- If you were to build a latrine now what type would you build? Why?
- What particular features would it have?
- Why are these features important to you?
- Would you consider a latrine without these features?
- Why? Under what circumstances?
- Thinking about the types of latrines you know, are there any problems with any of these that would inhibit you from installing them?
- Are you still considering/planning on building a latrine? Why?

If yes,

- When do you think you might do so?
- Which type of latrine will you build? Why?
- Do you know someone who can build your latrine?
- How did you find out about someone who can build your latrine?
- Do you anticipate having any problems with construction of your latrine? *Probes:*
  - *Finding construction materials and/or services*
  - *Land: high water table, collapsing soils, rocky ground*
  - *Termites*
  - *Financial*
  - *Siting of the latrine*
- Can you think of ways to overcome any of these to enable your plan to come to life? *[Note people may need time to think about this, so allow silence for thought.]*
- Are you aware of any potential sources of microcredit in this community? Or other help in financing a latrine?
- Might these be available to you to help with the construction of your latrine? Why?
- Might it also be possible to pay for a latrine in installments to make it easier to pay even if there is no credit? Why is this?
- What is the likelihood that if I come back in one year you will have a latrine?

2. **Community Sanitation Practices**
   - What are the most important qualities in defining a good place to defecate? Why? *Probe*
   - In this community, where do people defecate? Why?
   - Of these places which do you think are the best? Why?
   - Which do you think are the worst? Why?
   - What types of people have latrines? [*rich/poor, educated, relatives in town, other factors you think might be important]*
   - In what way are they different from those without latrines?
   - Why do you think they have latrines?

- Why do you think other members of your community do not have latrines? *Probe beyond financial constraints here. You might give an example of a poor household in the village that still has a latrine, or a richer household that does not.*

3. Current Defecation Practice

Now thinking about this household in particular:

- Where do members of this household defecate? Why? *Probe for reasons beyond cash constraints.*
- Do all household members use the same defecation place? Why? *[elderly, children, in-laws]*
- What about the children when they are in school?
- What are the main benefits you experience from this defecation place?
- What about the benefits to other household members?
- What do you like about your current place of defecation? *Probe for multiple reasons*
- What do you dislike about your current place of defecation? *Probe for multiple reasons*
- How do other members of this household feel about their current place of defecation? Now imagining you had a household latrine what would be the benefits of this over your current defecation practice?
- What about any disadvantages?

4. Awareness of Home Sanitation and Latrine Technologies

- What types of latrines are you aware of?
- Of these which types have you tried?
- Where did you try them?
- Of those latrines you have tried, which is your favorite? Why? *Probe for as many reasons as possible.*
- Of those latrines you have tried, which is your least favorite? Why? *Probe for multiple reasons.*

5. Anticipated Latrine Use and Maintenance

Only ask of those with intention to construct a latrine:

- When your latrine is constructed who will use it?
- Will any household members not be able to use it? Why? [*women, children, infants, elderly, disabled]*

If some will not use:

- What will those not using the latrine do?
- What about latrine maintenance, who will be responsible for this?

6. Communications

- How do people in your community find out about new ideas and/or products?
- What community groups are popular in this place?
- Which are attended by men and which by women? Why?
- Are there places that people go to relax or to catch up with others?
- Do any people listen to the radio, read newspapers? Who?
- Are there masons in this area? How do people hear about their services?
- Considering sanitation in particular, which are the best communication channels to use to reach people and promote home latrines in this place? Why?
- In this area, do you know of any local bylaws relating to sanitation? What are these and how effective are they? In what way?

NOW PROGRESS TO COMPLETE SOCIOECONOMIC PROFILE

Tool 11
Sample Socioeconomic Profile Questionnaire

Purpose

Brief questionnaire to be completed after interviewing heads of households.

Questionnaire

Date:

Interviewer's name:

Name of village/parish/ward:

Household ID: _____

Gender: Male/Female (circle appropriate answer)

Size of Household:

Total	
No. Adults	
No. Children (4–15 yrs)	
No. Infants (0–3 yrs)	

Head of Household and Wife/Mother's Education (if head of household is a woman, only complete Head of Household) [tick appropriate boxes]:

	Head of Household	Wife/Mother
None		
Some Primary		
Full Primary		
Some Secondary		
Full Secondary		
Higher		

Head of Household Occupation (tick appropriate box) ***adapt to context, should reflect type of work, labor, or service based*****:**

Household Income: _____ (weekly/monthly—circle appropriate answer)

Household Expenditure: _____ (weekly/monthly—circle appropriate answer)

Ethnicity: _____

Languages: _____

Religion: _____

Ownership of Goods (tick if household has) ***adapt to context, designed to reflect relative affluence*:**

Electricity	
Household water connection	
Kerosene lamp	
Radio	
Bicycle	
List other goods of note:	

Activity 7
In-Depth Latrine Provider Research

Phase II. Researching the Sanitation Market: Understanding Supply and Demand	4. Rapid Household Sanitation Situation Assessment	
	5. Rapid Sanitation Industry Visits	
	6. In-depth Consumer Research	
	7. In-depth Latrine Provider Research	**Tool 12. In-depth Latrine Provider Interview**
		Tool 13. Provider Profile Information Sheet
	8. Communication Channels Assessment	

Purpose

The objective of this activity is to gain a deeper appreciation and understanding of the local latrine providers' opinions, experiences, perceptions, and views about the existing demand for and supply of latrines in the local markets where they work, and the possibilities they see for selling more latrines, improving their businesses, and working collaboratively with other providers and with a marketing project to encourage more households to build latrines. This activity provides an important opportunity to assess the level of interest and discuss concrete ways to collaborate with local service providers in the design and implementation of a marketing program. It also yields critical information for developing the product range, supply chain, pricing, and selling strategies of the marketing program.

Masons, builders, and pit diggers who currently construct household latrines in the project area are a core group of partners for sanitation marketing. Thus, it is important to learn how these providers operate their latrine construction businesses now; to assess their level of training, the methods and skills used in building different types of latrines, and their business enterprise experience in areas like marketing, sales, and record keeping; to learn who their customers are and how they recruit new ones; to find out what they charge customers and why, how they collect payments, and how customers finance these payments; what constraints or difficulties they face in their work; where they get their construction/building materials; and finally to explore ideas about how to improve or expand their latrine building services and lower costs. Explore and make note of their interest in having a follow-up meeting to further explore and discuss collaboration and partnering, if that seems feasible.

Methods

As with Activity 6, two methods are used for collecting the needed information on provider perspectives: in-depth interviews and focus group discussions. Guidance for determining which method is most appropriate is presented in Activity 6 and is applicable here. IDIs should be conducted with about 10–15 providers, or more, depending on how much diversity in latrine building practices exists within the project area. A sample interview guide is provided as **Tool 12**. The lists of providers and latrine types and costs obtained from Activities 3, 4, and 6 are a starting point for recruiting provider participants and adapting the topic guides to the local context. Interviews are generally informal and relatively unstructured, providing an opportunity to probe in-depth any ideas or information that may unexpectedly arise during the discussion. It is still very

important to prepare for and conduct these interviews properly and professionally, despite their informal style.

Who?

While interview and analysis skills are needed to successfully carry out this activity, it can be done by engineering and other sanitation program staff on the team. Two people should work together to conduct the interviews, prepare the interview transcripts, analyze and write the report. During the interviews, one person should be the interviewer and the other the note taker. The staff members selected to do this activity should have some background or knowledge of low-cost latrine styles in existence in-country and elsewhere, of local informal sector construction methods and materials, and a keen interest in working with informal artisan providers. Ideally, the staff that conducts the interview should continue working with the latrine providers in the subsequent phase of developing and implementing the product supply and sales aspects of the marketing program.

Masons, builders, and pit diggers who currently construct household latrines in the project area are a core group of partners for sanitation marketing.

Duration

This activity will take three to four weeks to complete, depending on the number of latrine providers that are interviewed or the number of focus group discussions that are held.

- Preparation: 3-4 days
- Field work: 4-7 days (for IDIs max. 2-3 interviews/day; for FGDs 1 group/day suggested unless facilitators have experience and are able to quickly capture the relevant information from the first group before proceeding to the second)
- Transcripts write-up: 3-4 days
- Analysis and synthesis: 2-3 days
- Report writing: 3 days
- Total: 15-21 days

Topics that should be covered during the IDIs/FGDs with latrine providers include (see Tool 12 and Tool D in Annex A):

1. Types, skill levels, qualifications, level of education, and competencies of typical service providers involved in building latrines
2. Methods providers use to market their services and acquire new latrine customers
3. Difficulties faced in building latrines, operating their businesses, and ideas on how to improve or expand their business, lower costs to customers, and sell more latrines
4. Existing effects of local government policies, regulations, and programs on their latrine building services
5. Identification of each different type and style of latrine design that providers actually build now, and those styles and special features most commonly demanded/preferred by customers

6. Construction methods and tools, materials, and cost for each major style in #5; payment schedules and financing arrangements with customers
7. Business operations and technical skills of providers and areas where capacity building, support services, improved tools, and product development could improve supply
8. Providers' perceptions of level of demand for latrines; what customer preferences are for different types and why; and when, where, and why households do/do not decide to build a latrine at home (which types of customers build latrines and why do they want them)
9. Which providers (and locations) expressed interest in collaborating on a sanitation marketing program, and what is their motivation?
10. What important and notable differences were found regarding the answers to these questions by distinct area or location within the district?

Outputs

1. Transcripts with detailed notes from each interview or each discussion group
2. Provider profile information sheet filled out for each participant
3. Synthesis report addressing the outcomes listed above in-depth, including how the situation and outcomes vary or not across different parts of the target area

Annex B includes sample transcripts from IDIs with latrine providers in Uganda. A Focus Group Discussion guide for latrine providers is included in Annex A.

BOX 8. Highlights of Activity Findings from Ghana

- Some masons see latrine building as a secondary business interest, often because demand is so weak, they cannot make a living just from latrine building.
- Most providers ran informal businesses with almost no working capital. They were heavily constrained by the need to rent tools at high cost and of poor quality for pit digging, which increased the costs of construction. They suggested joining together as a cooperative of masons to get a capital loan to purchase better tools, which would allow them to dig pits more quickly and also reduce tool costs.
- Masons said that if they had photo albums and good illustrations of examples of different latrine designs to show potential customers, they could sell more latrines.
- Masons had a good understanding of why customers wanted latrines and some used these benefits to motivate new customers.

POINTERS AND PITFALLS

1. Select interviewees to ensure coverage of target intervention areas, giving preference to providers who are well respected and trusted in their communities, who have substantial years of experience building latrines in the area or elsewhere, who have knowledge of different styles and methods of building latrines, and who have good references from satisfied owners.
2. Get names of good latrine providers to interview based on positive recommendations from customers, from mason training programs, and from other providers.
3. Keep a list of the name, residence, contact information, years of experience building latrines, and rate

of latrine construction per year, parts of the district where they normally work, and most common type of built latrine of each provider. This will be helpful later to follow up with enthusiastic providers for collaboration during strategy development.

4. Use this opportunity to explore interest among providers in selling more latrines and in collaborating with a marketing project approach. Those who see latrine construction as a minor activity may have little interest, while others will see it as a good business expansion opportunity. Those with motivation will have good ideas on how to attract more customers.

Tool 12
In-Depth Provider Interview Guide

Purpose

Below is an interview guide to be used for interviewing providers of latrine services and materials.

Guide

Note: This is just a guide, and not a questionnaire, to what information you are seeking while conducting an in-depth interview with latrine service providers. You should review and adapt/adjust topic areas and details as needed, depending on outcomes from prior research activities. During the discussion interesting issues that are raised should be probed further. Keep a keen eye out for technical and consumer innovations in latrine design, materials, and other such details, that the provider may have developed through his work.

Introduction

My name is _____ and I work with/for XXX organization. We are working to support the development of a local sanitation industry that we hope will make it more desirable and easier for members of the community to invest in a home latrine. It is very important for us to fully understand how latrine services and materials are made available to households and how these businesses and services function.

Topics to be Covered

Date:

Interviewer's Name:

Name of provider:

Provider contact information (mobile number; address):

1. **Business description:**
   - Type of artisan: (e.g., mason (general), latrine (only), digger, etc.…)?
   - Part-time or full-time mason/artisan/digger?
   - Other occupation(s) and source(s) of income, if not full time?
   - Probe and ask for details on all aspects of his/her overall business operations, revenues, profits, services provided, construction methods and materials used, role of latrine service in overall business activities, etc. (*Be sensitive to people's reluctance to divulge financial information.)*

2. **Provide a brief biographical sketch of the service provider and his business history, including:**
   - Monthly and annual income
   - Number of and type of employees
   - Assets (tools) and other capital owned
   - Use of credit or loans
   - Interaction or engagement with local government
   - Types of clients and customers
   - Is business seasonal in some way, and if so, why? How do you manage this?
   - Do you have more business than you can handle, or would you like to expand your business? If so what ideas/plans for expansion?

3. **Qualifications and experience:**

Formal training (e.g., at vocational training institute):

- When trained
- Where and by whom
- Special certificates or qualifications

If not formally trained, how did you learn your trade? Where?

- Number of years worked
- Number of latrines built (approximately)
- Where have you built latrines?
- What towns/villages have you worked in?

4. **Latrine types and features built and breakdown of costs for each:**

All types of latrines built: (*adapt as needed to local context*)

- Water closet
- Lined/unlined pit (traditional) with wooden slab
- Lined/unlined pit with SanPlat
- Pit with dome slab
- VIP (find out more about design used, where learned)
- Urine diversion (find out more about design used, where learned)
- Others

Typical cost charged to customer for service, by major component:

- Rectangular pit, per foot/meter excavated
- Circular pit, per foot/meter excavated
- Pit lining, per foot/meter lined
- Septic tanks for water closet
- Slab floor, seat/hole feature
- Superstructure by type, style
- Finishes, such as tile, paint, surface cosmetics

Breakdown of typical costs for above component items, by inputs:
- Skilled labor
- Unskilled labor/help
- Materials
- Meals
- Others

5. **For each type of latrine built briefly describe main features**. Note any variation from typical latrine type and find out whose idea it was—mason or client. Determine reason for the variation, and any extra cost charged or required for such a variation, e.g., water closet with vent pipe—who suggested the vent pipe and why.

6. **What features/styles do clients prefer? Why? Who in the household asks for these? By component:**
   - Pit shape and depth preference, why?
   - Slab floor, materials, and size, why?
   - Seat/drophole size, features, why?
   - Superstructure dimensions, number of cabins, materials, features, aspects
   - Finishes, e.g., tile, paint, surface finishing/coating, why?
   - Other features?

7. **Who purchases materials:**
   - Where, when, and any problems associated with this?
   - What are the approximate costs?

8. **Where do you get your construction materials, such as concrete, steel, and sand?**
   - How do you pay for these purchases?
   - What is your relationship with materials providers?
   - How do the materials get from the provider to the construction site?

9. **Typical duration of construction for each type of latrine/service provided?**

10. **Problems encountered with latrine construction, such as:**
    - Lack of building permits, building code violations and fines
    - Other problems with authorities of any kind?
    - Soil problems, homeowners with limited space, water table problems?

11. **Operation and maintenance—do you know about the requirements for each type of latrine you have constructed; do you provide such information to beneficiaries?**

12. **Your perceptions/observations (discuss by type of latrine):**
    - Reasons, advantages, benefits for building different types of latrines
    - Barriers, problems, or difficulties people face in building latrines

13. **What is the typical profile of latrine customers and where are most of the customers located?**

14. **How do you identify new customers?**

15. **Payment terms (examples below; probe for details):**
    - Partial or full payment at different stages or work

- Credit—terms (what percentages are paid and when, at what level of construction, who decides on these terms, problems associated with these terms of payment)
- How do you negotiate price? What is the lowest, highest you have charged for your service?
- Are there any ways you make latrines cheaper for clients with less money?
- Any problems collecting payment?
- How do customers finance these payments?

16. **Marketing strategies—how do you find work:**
    - How do clients learn about your services?
    - Do you advertise in any way?
    - Do you ever go house-to-house to solicit new customers?
    - How do customers contact you?
    - Do you receive support from the district assembly, local government, ward, and parish?

17. **How many latrines do you build each month?**
    - How many more customers/latrines could you handle/construct each month?
    - Have you ever considered expanding your business by hiring helpers to work with you?
    - Is the work seasonal? How? (income, climate) Are there ways to generate work outside of the traditional season?
    - Would you like to have more latrine construction clients?
    - Which types of latrines would you prefer to build and why?

18. **What would help you improve your work as a latrine mason?**
    - What constraints or difficulties do service providers face in their work building latrines?

19. **Do any local or national government policies or regulations affect how you are able to run and operate your business now, or have they in the past?**

20. **What ideas do you have about how to improve or expand your latrine building services?**
    - How can you lower the cost to customers so more of them can afford to build a latrine?
    - How would building more latrines than you now do affect you and change the way you organize your work now?
    - How could you continue to build latrines during those times that people do not have the money to pay for them?

FILL IN PROVIDER PROFILE SHEET BEFORE LEAVING (Tool 13)

Tool 13
Provider Profile Information Sheet

1. Interview location: _____Date: _____
2. Duration: _____Interviewer(s): _____
3. Name of latrine service provider: _____
4. Residence location:_____
5. Does provider's own home have a latrine (y/n):_____If yes, type:_____
6. Contact details:_____
7. Sex/Age: _____Level of formal education: _____
8. Other training or certifications:_____
9. Years of latrine construction experience: _____
10. Latrine building business: (formal or informal sector)_____
    - Local service areas that provider works in: _____
    - Latrine building skills and services provided: _____
    - How latrine building skills/trade were learned/acquired: _____
    - Non-latrine skills and services provided: _____
    - Number of hired employees/assistants: _____
    - How much do you charge to construct a latrine (list types)?
    - How much does it cost you to construct a latrine (list by type)?
11. What types and styles of latrine designs do you build? (list all types and styles)

_____

_____

12. Most common ones built: _____
13. Number of latrines built in past 12 months: _____
14. Overview—type and level of interest in partnering to build/market latrines:

    _____

Activity 8
Communication Channels Assessment Study

Phase II. Researching the Sanitation Market: Understanding Supply and Demand	4. Rapid Household Sanitation Situation Assessment	
	5. Rapid Sanitation Industry Visits	
	6. In-depth Consumer Research	
	7. In-depth Latrine Provider Research	
	8. Communication Channels Assessment	**Tool 14. Types of Communication Channels to Investigate**

Purpose

The purpose of this activity is to identify and gather detailed information on potential channels and methods for communicating messages about building a home latrine and advertising sanitation products or services to the target consumers in preparation for designing a promotional campaign as part of the sanitation marketing program. This activity also begins to develop the eventual partnerships, arrangements, and collaborations with the organizations and individuals that will be useful in developing the communications strategy. The following will be identified and assessed:

1. Media outlets
2. Community-based and popular events that attract large segments of the population
3. Advertising methods and venues
4. Places where the target audience(s) frequently visits in the course of work, family affairs, or leisure activities

BOX 9. Sample Findings from Uganda

1. The majority of Tororo District residents are rural. The main languages spoken are Ateso and Japhadola, though English is also widely spoken.
2. The main channel of communication used and relied upon by respondents is oral communication, including social gatherings like Local Council (village) meetings, religious gatherings, development group meetings like savings and credit associations, farmers' clubs, women's groups, schools, grocery shops, drinking places, market days, immunization days, etc.
3. Village Information Centers facilitated by Africa 2000, an NGO, also provide potential for a districtwide network of centers with trained coordinators at the village level who are known to communities as sources of developmental/ market information and are centrally located to be easily accessible. This network is newly developing but has the potential to provide a sustainable channel of sanitation marketing information long after the project has ended.
4. Radio, especially the local FM station Rock Mambo, was also identified as a source of information by a significant number of the respondents. However, newspapers and television are not common references for information for the target group.
5. Masons have been found to be an innovative channel for marketing sanitation services, given their strategic location in the community and their business sense. They are well placed to negotiate with individual householders (and groups) to help them understand the product options available, pros and cons of each, and costs in a safe and low-pressure environment, and to make payment arrangements that are comfortable for different customers.

5. Sources of information consumers now use to find out about home construction and sanitation-related products and services.

BOX 10. Examples of Findings from a Communication Channels Assessment from the Small Towns Sanitation Marketing Field Research Phase in Ghana

A large portion of small town residents in Ghana go to church on Sunday, and then spend leisure time relaxing outside with friends. A mobile trade show of sanitation products and building information, with entertainment, set up on a rotating basis near each of the big churches in town, is an idea that emerged to directly reach a wide audience of households.

Radio was the only mass media outlet that reached a significant number of households in small towns. Newspapers were neither available nor read. And most people did not have a TV, though they might have occasion to watch it and hear about TV shows via word-of-mouth from those who do.

Mobile trucks with loudspeakers on market day, jingles on the radio and broadcast from these trucks, and free samples were effective ways to reach audiences about new products in past marketing campaigns.

Billboards, posters, and handout leaflets were advertising methods most suited to small towns in Ghana.

Methods

Network with and talk to community leaders and informed members of the community in each of the distinct geographic and administrative areas of the project to find out details of mass media usage, popular events, and places the target groups frequently visit, and advertising and development project communications patterns in their communities. Also, ask other social marketing or promotional and advertising campaign managers, based on their experiences, what kinds of channels have been cost-effective for reaching the target audiences and target geographic areas on a wide scale. A broad inventory of possible channels to explore is provided below as **Tool 14**. In each case, draw on the interview methods of Activities 6 and 7 to arrange and talk to the manager and some of the staff of the outlet/channel/place/event/location to find out about the audience characteristics and the size and frequency of contact with actual audiences of each potential channel of communication. It will be important to determine the "reach" for each of the communication channels, defined as the number or fraction of each segment of the target audience that can be reached through that channel of communication, and make a preliminary assessment of its effectiveness as a means for delivering sanitation-related messages at an affordable cost given the scale and scope of the program.

Who?

This work can be done by one person who is familiar with the communities, target population activities and habits, and communication methods that may have been used in other projects in the area or country. A background in journalism, mass communications, information-education-communications, or someone with media contacts would be the best person to do this job. An outside marketing agency could also be contracted to provide an assessment report.

At the end of this activity, the characteristics of each available channel of communication within the target population and geographic area will be better understood. The assessment will evaluate the most appropriate and effective channels for reaching the different audience segments in the target consumer groups and geographic areas of the project. Create a log sheet for each potential channel to be assessed, with space for

filling in detailed notes from each face-to-face meeting with the channel provider. These should be summarized in a comprehensive table within a synthesis report that provides the following outcomes:

1. A complete inventory of available communications channels for the sanitation marketing promotion and consumer education campaign activities with description of channel, audience characteristics, audience reach, schedule of contact, and information on channel cost.
2. A list of the organization/outlet name, person contacted and/or person able to make decisions on collaborating on message dissemination with the project, and contact details for each channel that has been assessed and included in #1, above.

Duration

This activity should take approximately one to two weeks, depending on the number of communication channels identified and the extent of the information gathering through interviews.

- Planning: 1 day
- Phone calls, field and office visits to collect information from channel providers: 3-5 days
- Synthesis and report writing: 2-4 days

POINTERS AND PITFALLS

1. Different population segments (e.g., men vs. women, high vs. low income, farmers vs. trades and service workers vs. professionals, young vs. middle age, parents vs. singles, etc.) use different communication channels to get information. Thus, it is important to keep in mind the different segments that make up your core target audience(s) when evaluating communication channels.

2. For a given channel, be sure to find out what type of people are exposed to or reached by this channel, and think about how effective it is at getting attention and transmitting new information or ideas.

3. All of the different places where people get advice and information about home construction and where they buy or collect construction materials are potential locations and sources that can be used as channels to transmit marketing information about latrine building products and services. These places and locations should be visited and contacted to see what kind of people visit these locations and whether the owners/managers would be interested and willing to act as a communications channel for campaign messages and consumer education materials or events that the project might want to develop.

Tool 14
Types of Communication Channels to Investigate

Purpose

Below is a broad list of categories of communication channels with some examples as a starting point for the communication channels assessment. At the end of this list are a few starter questions to keep in mind when evaluating the potential of each channel in the project area, and when conducting key informant interviews with communication channel managers and actors.

Categories

1. **Mass Media Outlets**
   - Radio
   - Daily or weekly newspapers
   - Television

2. **Direct Consumer Contact (DCC)**
   DCCs are organized events where you can directly interact with a key group of target consumers to communicate new messages and product/service related-information in a way that is fun and attractive. Think about existing events/activities where large numbers of people gather that could be used as a marketing opportunity.
   - Trade shows
   - Game or song competitions
   - Street theater
   - Demonstrations
   - Expositions
   - Trials or promotional giveaways
   - Guided tours

3. **Community or Popular Events**
   - Sports matches
   - Parents day at school
   - Video movie show nights
   - Concerts
   - Vaccination/baby wellness days
   - Town hall meetings

4. **Places Where Segments of the Population Frequently Visit on a Regular Basis**
   - Churches, mosques
   - Clinics
   - Marketplaces
   - Town center
   - Local businesses
   - Video centers
   - Public transportation stations and modes (taxis, buses, etc.)
   - Public latrines
   - Schools

5. **Advertising Methods**
   - Print media—leaflets, posters, billboards, brochures, t-shirts, bags, etc.
   - Print media at point of sale, e.g., hardware stores, financial institutions
   - Sound media—radio, mobile announcement systems, tapes

6. **Other Strategic Communications Methods**
   - Celebrity or influential spokespersons
   - Public relations methods
   - Logos and branding

Questions to answer when assessing and evaluating each channel:

1. What are the characteristics or type of people reached by this channel? (e.g., gender, socioeconomic, or demographic make-up)

2. Do they include decision-makers from your core target segments of households or any members of their households?

3. If so, how often and when are they exposed to this channel?

4. What fraction or how many people in your core audience groups are exposed to this channel ("reach")? (Try to get or make a preliminary "soft" estimate of channel reach when "hard" data is not available. Hard data on some mass media communications channels is available from the Demographic and Health Surveys.)

5. How effective would this channel be in capturing attention, interest, and recall for your promotional messages?

6. What are the costs associated with each communication channel, including things such as airtime and preparation costs (radio script, newspaper layout, etc.)?

PHASE III. BRINGING IT ALL TOGETHER: FROM RESEARCH TO STRATEGY DEVELOPMENT

Activity 9 Synthesizing Research Results

Activity 10 Strategy Development Workshop

Activity 9
Synthesizing Research Results

Phase III. Bringing it all Together: From Research to Strategy Development	**9. Synthesizing Research Results**	**Tool 15. Topic Outline for SanMark Strategy Development**
	10. Strategy Development Workshop	

Purpose

In this activity all of the data, information, findings, and insights gathered in Activities 3 through 8 will be reviewed, interpreted, and synthesized to assemble the important facts, clarify and reach consensus on the answers to critical questions, and develop the insights that the team will need to design the sanitation marketing program. This activity provides a critical transition point for the team and is an essential precondition for developing the program strategy. It should not to be taken lightly. This step is one of the most exciting and creative activities in the sanitation marketing program development process as it allows the research and development team to reflect back on the original set of questions provided in "Box 3: What We Need to Know" and answer them in-depth, as a group, working from the results and interconnected insights accumulated from the activities and data collected in Phase I and II.

At this phase of the sanitation marketing process the team will pull together all they have researched to date to generate creative ideas to expand both sanitation supply and uptake.

The aim of this activity is to stimulate deep and creative thinking about the different ways the existing supply chain of sanitation products and services could be developed and expanded to better serve the needs and desires for improved sanitation among the target segment, and how households could be motivated, informed, supported, and stimulated to take up and build improved sanitation more easily and quickly, with products that would deliver value for money in ways that matter to them.

At this point in the process, many different findings, ideas, and insights have been generated about what target households know, do now, feel, and want regarding existing sanitation practices, products and services, and the strengths and weaknesses of the existing sanitation supply chain and its ability to effectively deliver what households want, need, and can afford. It is now time to make sense of all of this new information by drawing it coherently together to develop strategic insights that the team will use to formulate possible opportunities and directions to pursue.

Methods

The recommended approach for synthesizing all of the gathered data and information from Activities 3 through 8 is a highly focused group work session involving the core sanitation marketing team with the lead researchers who conducted the field work for Activities 4, 5, 6, 7, and 8 and any key technical advisors of the

program. If the team does not have someone sufficiently knowledgeable or experienced in sanitation marketing strategy design and development to lead the work session, it is recommended that an experienced sanitation marketing expert consultant be engaged for this purpose. This activity should be undertaken only after all background research and reporting have been completed. It is important that all aspects and findings from the situational, demand-side, and supply-side assessments and investigations be reviewed together, clarified, and discussed. This takes time, thoughtful discussion, and verification of the consistency of findings from different activities.

During this session the group will review, debate, synthesize, generate insights, and identify as many opportunities as possible, working together by answering the questions listed in "Box 3: What We Need to Know," and organizing the answers and outputs along a set of strategic insights that will inform the marketing plan. A suggested outline of synthesis findings and insights is provided in **Tool 15**. Copies of all of the collected data, analyses, and results from Activities 3 through 8 should be gathered together and made available before the work session to the group, and to the outside expert called in to support this activity with sufficient time for participants to review the material in advance. The lead person for each activity should be prepared to present a brief summary of the key findings, organized in such a way as to provide preliminary insights into many of the relevant Box 3 questions. This allows for identification of possible contradictions, any remaining gaps in critical understanding, and information needs for follow-up work.

Represented in Figure 5 by the middle column, this activity takes the team from the phase of asking questions, gathering data, and investigating the sanitation market demand and supply (left-most column and diamond) through a phase of group reflection. The team will draw on what has been learned to lay a solid foundation for moving forward to develop the marketing strategy (right-most diamond and column in Figure 5) that will address the P's of the marketing mix: Product, Price, Promotion, Place, Partnerships, and Policy.

Who

- Core team members
- Lead researchers
- Key technical advisors
- Sanitation marketing expert facilitator (outside consultant, if needed)

Duration

- Organizational preparations for work session: half-day—program manager
- Individual advance review of findings, reports, materials from Activity 3-8 by each participant: 2 days per participant
- Work session: 2 full days, plus evenings for transcribing and expanding upon discussion findings, from flip chart note taking
- Revisions and finalization of the work session notes: 3 days for program manager
- Preparation of materials for strategy development workshop: 1 week

Resources

- Venue for work session, up to 5-7 people
- Flip charts and markers, big Post-It notes
- LCD projector for looking at pictures, results, data, and findings
- Computer for typing up notes
- Sanitation marketing expert as facilitator

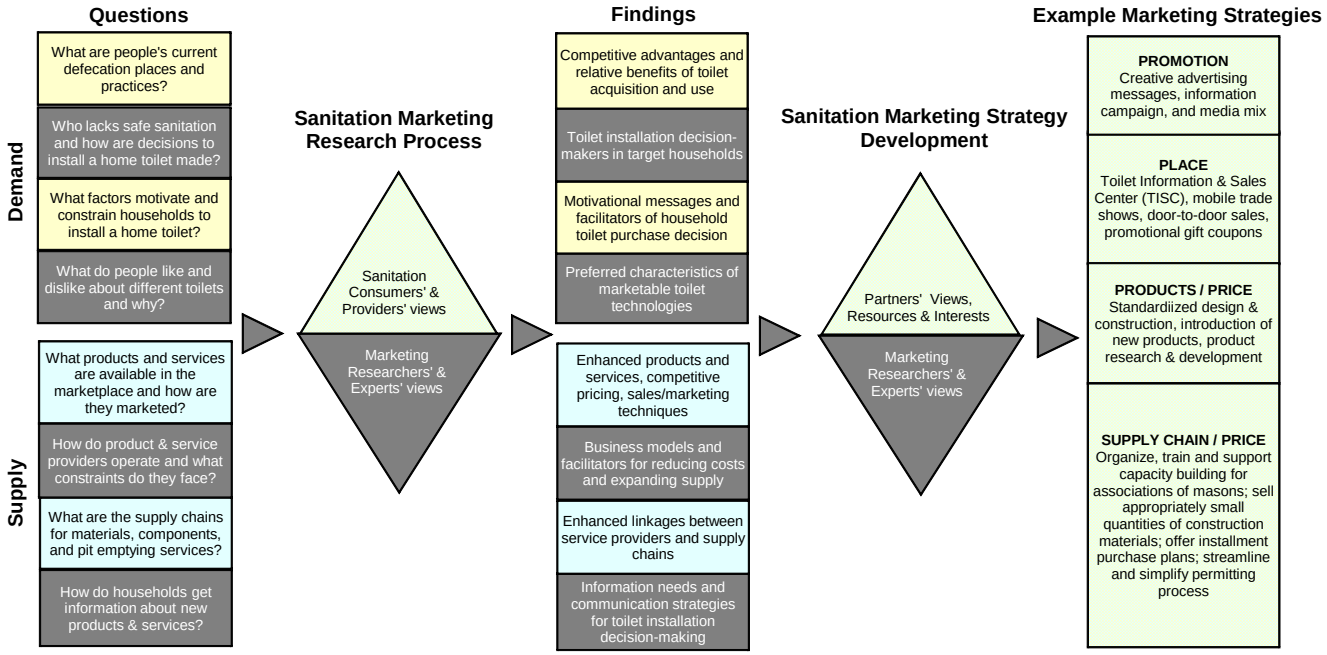
Outputs

- Report synthesizing the findings and identifying the emerging opportunities and directions for the sanitation marketing program's strategy. (See example of detailed notes from Uganda in Annex B.)
    - Map of actors, their current roles, potential roles, relationships with each other and consumers, incentives and potential incentives for their participation in a sanitation market
    - Key content of marketing messages
    - Best opportunities for reaching consumers through different communication channels
    - Strategies for creating affordable sanitation options—integrating credit, staged construction, organizing bulk sales, facilitating discounts, etc.
- List of and plan for gathering missing information to fill remaining informational gaps
- List of invitees for strategy development session

POINTERS AND PITFALLS

1. It is imperative that all the work session participants read ALL the necessary documents before the session because they cannot fully participate without having done so. Giving the participants the documents well in advance and checking in with them several days prior to the session to make sure they are reading them may improve the likelihood that they will arrive prepared.
2. Interruptions and gaps in the discussions can lead to missed opportunities to make important connections and linkages between the different findings that help to reveal key opportunities for linking the different proposed strategies for the marketing program into a coherent, coordinated whole.
3. Two full days should be set aside for the work session, which should be planned and organized in advance to be sure all key internal and external personnel are available and prepared to participate throughout its duration.
4. It may be preferable to organize the work session as a retreat somewhere physically isolated from the distractions and interruptions of daily routines at the office.
5. Flip charts should be used during the work session discussions to record the critical findings, answers, important details, insights, opportunities, and information gaps for each of the themes in the outline of topics provided in Tool 15.
6. At the end of each day, in the evening, the flip chart contents should be transcribed and discussion details filled in for greater clarity and comprehension to produce a set of detailed insights and notes, which can then be reviewed by the whole team, clarified, revised, and developed further as needed.

FIGURE 5. SAMPLE STRATEGIES IN GHANA DEVELOPED AS A RESULT OF RESEARCH PROCESS IN PHASE II



Tool 15
Topic Outline for Sanitation Marketing Strategy Development

Purpose

The outline below presents a framework for synthesizing the information collected during the research phase, gathering insights, and identifying emerging opportunities and remaining information gaps. It is structured roughly around the questions in Box 3 (see page 18).

Outline

I. What are People in the Project Area(s) Doing Now for Defecation and What Kinds of Sanitation Facilities do they Have?

1. Risky practices: percent of population, characteristics/insights (regarding socioeconomic, demographic, gender of household head, housing, type of settlement, location, geology, minority groups, etc.) about those practicing open defecation and other identified risky defecation practices.
2. Fixed household sanitation facilities (unimproved and improved): description of the design and construction method/features/materials for each typical type of sanitation facility in use and found in the study area, with percent of population and characteristics/insights (as above) about those with each kind.
3. If relevant to the study area (e.g., for urban slums), pit emptying practices may need to be examined and broken out in the same way here.
4. What do people with facilities pay now to have them built and to maintain them: cost breakdowns for materials, specialized components, skilled labor by section of the latrine, i.e., below ground, floor/squat/seat structure, superstructure (compare what households pay and what providers say they charge). What parts of the construction vary the most, the least, and what causes costs to vary?

Strategic Purpose: This information is critical for defining the size and characteristics of the different population segments in terms of their current sanitation situation and how we might want them to improve/change. This information provides the basis for selecting which sanitation segment and what sanitation facility improvement will be the focus of the sanitation marketing program, and the basis for making all subsequent strategic decisions about the program strategies. Generally, the marketing strategies used to address the needs of different sanitation population segments will be quite different in terms of the product, price, place, and promotion decisions and may require a different set of partners and perhaps policies. A marketing program cannot effectively implement many different strategies at the same time (too costly, confusing, and overwhelming), which would be needed to reach and address every sanitation segment. Thus, targeting just one or two segments with expansion of private sector supply chains and marketing techniques and strategies works best.

II. Consumer Knowledge and Perceptions of Existing (Known) Technologies

1. What are the sanitation facility types that people know about, how familiar is the population with each, and where have they learned about each; (be sure to include the local name or way households refer to a type of latrine, and key features/attributes/materials used to build it, along with the technical equivalent for the local labels).
2. For each of the known technologies, compile a list of all the perceived positive features and attributes and a list of all of the negative perceived features and attributes from the consumer's perspective. (Later on the positive and negative attributes and features from the perspective of local providers and the building process will be separately considered for those facilities that are built with paid skilled labor.
3. Overall preferred latrine design and desired features by households.

Targeting just one or two segments of the population with expansion of private sector supply chains and marketing techniques and strategies works best.

4. Where do households get each of the materials for building the different types of latrines, how do they organize the building (themselves and/or by hiring skilled labor for part), how do they find and choose a skilled mason/laborer, what problems do they encounter with procuring materials and skilled labor, what problems do they encounter with building?

Strategic Purpose: This section provides crucial insights and information for making decisions about sanitation improvements for the selected sanitation population segment(s) to be addressed by the marketing program, and what product(s) and design features, at what cost threshold (sufficiently below the current cost to build), are desired by the selective population segment(s). These insights will directly inform strategic decisions in the marketing plan related to Product and Price. They will also be important in considering strategies for improving the supply chains for the new products/product features selected for the marketing program.

III. Household Consumer Constraints Faced

This section provides insights regarding building, operating, maintaining, and using existing and improved sanitation facilities for those with no facility (building for the first time or rebuilding for lapsed owners), and for those with an unimproved facility (upgrading to improved).

1. Identify the constraints and barriers to sanitation facility improvement from the consumer research for each of the distinct sanitation population segments identified in section I, above.
2. Identify ways households have managed to overcome each of the constraints and barriers to building an improved facility; consider any differences in the ways that households with different

characteristics (according to the ones found to distinguish the sanitation population segments) have overcome the constraints.

3. How do households currently finance construction of sanitation facilities (and if relevant, pit emptying expenditures) and how do providers collect payment from them?

Strategic Purpose: to inform aspects involving the 6 Ps of the sanitation marketing strategy, but especially those related to promotion, place, and the development of the sanitation supply chain.

IV. Consumer Motivations for Sanitation

This section provides insights into consumer demand perspectives and consumer perspectives on products and services, and about the products, promotional strategies and messages, places and partners, and any policy issues the sanitation marketing program is going to pursue to successfully and effectively promote household demand and uptake of improved sanitation facilities via the marketplace.

1. What are the motivations/benefits of having a latrine or toilet facility of any kind (for switching from open defecation to having a permanent facility) as expressed by households themselves: identify those ideas espoused by both men and women, those specific to men (in their roles as men, fathers, husbands, or heads of the household), those specific to women (as women, mothers, wives), those specific to any other target subgroup of interest with particular distinct motivations or lack thereof.

2. What are the motivations/benefits of upgrading from a basic (traditional, unimproved, unhygienic facility) to an improved facility; identify the motivations and benefits espoused by both men and women, those specific to men, those specific to women, and those specific to any other subgroup.

3. If relevant to the program goals, what motivations have been investigated for switching from a risky pit emptying (or other maintenance/operating) practice, to an improved (safer) practice.

Strategic Purpose: This information will guide development of the communications messages for different groups and help inform the product design development work, so that new or adapted products have the necessary features to be able to reliably deliver the private benefits of improving sanitation in ways that matter to people.

V. Sanitation Building Products, Services, and Inputs Available—How and How Well the Sanitation Market Serves Target Groups Now

1. Describe how each household latrine building product and service is currently produced and supplied in the project area, according to suppliers. How do these products and services (and how they are supplied) compare to what is available elsewhere in the country?

2. Latrine models, designs, and products currently available on the market in the project area, including those supplied to schools, clinics, and institutions as well as to wealthier households and in towns: who provides them; where are they available; design and building standards and practices; innovative features; costs by component; sizes and types of suppliers; their business operations and constraints faced now; current constraints observed and raised by suppliers in expanding services and reducing costs to supply low income target populations for the consumers' preferred/desired product design.

3. How do the suppliers market their products to consumers now?

4. How do builders market their services to get new customers now?

5. What are the supply chains and retail points for construction materials needed to build improved sanitation facilities? Including cement, sand, gravel, rebar, roofing, superstructure, specialized sanitation inputs (pour flush pan, concrete pit rings, vent pipe, piping, etc.).

6. Summarize the identified supply-side industry limitations and constraints that prevent the market from better serving the needs of the low-income population segments identified as needing sanitation improvements in the project area. Consider the following to develop key insights about the marketplace for development of strategies:
   - Range and qualities of products on offer
   - Access to retail outlets and suppliers of materials and inputs including transport issues
   - Knowledge, practices, and skill level of service providers, product producers, and builders
   - Costs, quality, and methods of production
   - Methods and materials used in marketing and promotion of services and products to new consumers

Strategic Purpose: This information lays the foundation for the strategies that will be needed to catalyze the expansion of the sanitation products and services supply chains to better serve the selected target sanitation population segment for the program.

VI. Emerging Opportunities and Directions for the Sanitation Marketing Program

This is an opportunity to brainstorm and think creatively about the possible directions that the sanitation marketing program could take to support improved access to basic sanitation.

1. Selection of the sanitation population segment and sanitation facility improvement objectives to focus on when developing the sanitation marketing program strategies with justification for choice (emerging from section I and II findings).

2. List of all of the opportunities for improving facility products and design features to better meet the preferred design and desired features of the selected segment and deliver desired benefits that motivate uptake of sanitation improvements (emerging from section II and IV findings).

3. Identify ways to reduce costs for the preferred/desired product and features (emerging from section II, III, and V findings).

4. Opportunities for each of the remaining marketing mix P's:
   - Communications, marketing, and promotional opportunities and channels for reaching target groups, and informing, educating, motivating, and supporting them and their households to acquire new sanitation products and services
   - Overcoming financing constraints faced by households
   - Expansion of supply chains and information about new products so they reach target households
   - Improvements in quality and ways to reduce costs of new products to increase the value for money ratio
   - Reductions to the costs and transaction costs faced by households currently in acquiring improved sanitation

5. Ideas and opportunities for supply chain development and improvements that will catalyze expansion and enhance the capacity of producers, supply chains, service providers, and retailers to better serve and deliver desired sanitation products to target households (emerging from section V findings).

6. Potential partners available to support each of the marketing mix strategies in the project area and what roles, resources, and inputs they could offer in implementing the strategies.

7. What existing policies or policy/regulatory issues or areas exist that might affect the success or effectiveness of the sanitation marketing program identified so far.

VII. Informational Gaps in Need of Further Investigation and Confirmation

During the course of the work session discussions, there likely will be numerous unanswered questions emerging from contradictions in findings from different data gathering activities and sources or from insufficient information.

1. Record these on a flip chart as they are identified in the discussions.

2. Organize these gaps in terms of supply, demand, or strategy development component (one of the P's) and identify who will gather the missing information, how, and where.

3. Be sure to leave some time before the work session ends to plan out the steps and work to prioritize the gathering of this missing information.

Activity 10
Strategy Development Workshop

Phase III. Bringing it all Together: From Research to Strategy Development	**9. Synthesizing Research Results**	
	10. Strategy Development Workshop	**Tool 16. Sample Agenda: Sanitation Marketing Strategy Development Workshop**

Purpose

The outcome of the strategy development exercise defines and determines which activities and sequence will guide the sanitation marketing program. The strategy will also identify and allocate roles to different stakeholders in a coherent way, making the process as participatory as possible to enable buy-in from those stakeholders. In this activity, likely stakeholders that may influence the direction, activities, or outcome of the sanitation marketing program are consulted. The strategy development process is important because it will enable you to cross-check your findings and draft strategy recommendations and provide an opportunity for discussions, feedback, and buy-in from stakeholders. It also reinforces other ongoing and future partnership development activities and paves the way for smooth program implementation. This activity will enhance collaborations with the organizations and individuals that participate and who will be useful in supporting the implementation plans.

As part of a sanitation marketing initiative in Madagascar, hygiene-related literature is displayed along with improved concrete latrine slabs at a mason's shop.

During the partnership development activity you will identify and map some of the core partners that will be invited to the strategy development workshop. The stakeholders you invite will likely be comprised of 1) the sanitation marketing core team, 2) policy makers and influencers, 3) political leaders, 4) supply chain members, and 5) district health officials.

Methods

The climax of strategy development will take place during the workshop. Prepare a list of invitees well in advance and the background documents for the participants. Such documents and reports will include in-depth consumer and supply research reports, communication channels assessment reports, and any other reports that provide background for your draft strategy. The invitations should be circulated at least two weeks prior to the workshop; a combination of delivery methods is recommended—electronic mail, hard copy deliveries, and follow-up with phone calls. In addition prepare the necessary materials you will need during the workshop.

Who?

This work will be directed by the sanitation marketing team leader who is most familiar with the preliminary activities and steps of the program.

Duration

Approximately one week should be allocated to plan and host the workshop.

- Planning and preparation: 3 days
- Workshop duration: 2 days
- Workshop report writing: 2 days

Outputs

By the end of this activity, you should have defined your strategic objectives, specifying which target segment you will focus on and how you will ensure that you get maximum value for the resources you invest. You will also have clear implementation plans for supply chain development, product development, communication and promotion, partnership development, and budget estimates. The outputs will include the following:

1. A strategy development workshop report
2. A comprehensive list of participants, their physical, postal, and e-mail addresses

POINTERS AND PITFALLS

1. Do not assume participation until you have secured confirmation. Even then you will need to follow up with reminders by phone and e-mail.
2. Provide as much information as possible to participants' queries.
3. Ensure that participants receive all the necessary materials prior to the meeting with adequate time for them to review. Contact participants prior to the meeting to "check in" on their review process and encourage them to read all documents by the start of the meeting.

Tool 16
Sample Agenda: Sanitation Marketing Strategy Development Workshop

TIME	ITEM	RESPONSIBLE
DAY ONE		
08.00 – 08.30	Arrival & Registration	
08.30 – 09.00	Welcome Remarks and Presentation of Participants	
08.30 – 09.00	Official Opening	Local Official
09.00 – 09.30	Overview of Sanitation Marketing Program and Review of Activities to Date	
09.30 – 10.30	Presentation and Discussion of Research Findings: Demand Side	
10.30 – 11.00	**BREAK**	
11.00 – 12.00	Presentation and Discussion of Research Findings: Supply Side	
12.00 – 12.30	Presentation and Discussion of Research Findings: Communication Channels	
12.30 – 13.00	Presentation and Discussion of Research Findings: Enabling Environment	
13.00 – 14.00	**LUNCH**	
14.00 – 15.00	Open Discussion: Emerging Issues, Gaps in Knowledge	
15.00 – 15.30	Group Discussions: Strategic Direction	
15.30 – 16.00	**BREAK**	
16.00 – 17.00	Initial Presentation of Sanitation Marketing Strategy Elements	
17.00 – 17.30	DAY ONE Wrap-Up	
DAY TWO		
08.30 – 09.00	Review of Day One	
09.00 – 10.00	Discussion of Partners	

10:00 – 11:00	Discussion of Communication and Promotion Strategies	
11.00 – 11.30	**BREAK**	
11:30 – 13:00	Continued Discussion of Strategic Elements	
13:00 – 14:00	**LUNCH**	
14.00 – 16.00	Action Planning	
16.00	Adjourn/Celebrate	

PHASE IV. PREPARING FOR ACTION: DEVELOPING SANITATION MARKETING MATERIALS

Activity 11 Partnership Development

Activity 12 Product Prototype Design and Development

Activity 13 Communication Plan and Materials Development

Activity 11
Partnership Development

Phase IV. Preparing for Action: Developing Sanitation Marketing Material	**11. Partnership Development**	**Tool 17: Partner Assessment and Development Guidance**
	12. Product Prototype Design and Development	
	13. Communication Plan and Materials Development	

Purpose

Partnership development is an integral aspect of sanitation marketing; it is presented here as a separate activity, but in reality it runs through everything that's been discussed to this point. In this activity, critical partners are identified. You will identify, map, and assess which partners are: 1) providing services related to what your program intends to offer, 2) undertaking activities complementary to those in your program, 3) undertaking activities consistent or inconsistent with your program, 4) located in a strategic position/place that may affect your program positively or negatively. For each partner you will need to determine how they interact and work within the community where you plan to implement your program and what implications this may have on the success or otherwise of your implementation activities. You can then map out the scope and level of partnership that will be appropriate for the success of your program.

This information will be needed when choosing the best partnership development for activities and the methods you will use to build useful win-win relationships to reinforce and complement your own program. This will also assist you in making decisions on the best form of communication to reach and work with your partners. This activity will guide you to harness the opportunity of diversity that different partners and activities make possible and will in addition guide the capacity assessment/building activities necessary for the partners to play their roles more effectively.

Methods

Network and talk to CBOs and institutions or organizations that regularly interface with potential partners in each of the geographic and administrative areas of your project. Design an activity where you will visit the potential partners and introduce your program explaining your objectives and the importance of the partnership. Assess what benefits and advantages the organization or individual will bring to the partnership in terms of short-term and long-term gains, and direct and indirect benefits. The following questions can be used to help identify potential partners:

1. **Product**: Which partners are involved in producing products similar to those you intend to promote? These may be competing with or complementary to your program. You will need to thoroughly understand the nature of their products and identify unique attributes that you can either build on or differentiate from to be competitive. Where they are complementary, you will explore avenues for an active partnership by establishing unique roles.

2. **Place**: Which partners are involved in distribution of products or components or are responsible for determining the distribution channels you may use? It is likely that you will have identified some of these during Activity 5, but the list may not be comprehensive, making it necessary to go over it

again.

3. **Promotion**: As part of Activity 8, you identified some of the potential communication partners. There are other partners that may not belong to the mainstream formal and informal channels that will be useful for your communication activities.

4. **Price**: Pricing appears a straightforward issue determined by the cost of materials, labor, and reasonable margins. However, a number of other factors influence pricing. It is the potential partners or competitors that may be responsible for such factors, so it is necessary to identify and isolate roles. Some of these may include organizations providing subsidized products, etc.

Visit the potential partners and introduce your program explaining your objectives and the importance of the partnership.

5. **Policy**: Influencing policy decisions and direction is an important part of your program and you will need to know who and how they are either involved or influence directly or indirectly the policy elements that have implications for the design and implementation of your program. This way you will find appropriate ways of engaging with such partners with a view to making them positively inclined to your own program objectives and activities.

It is important to note that partnership development is a continuous activity as new organizations emerge, others end their activities, and others alter their programming emphases.

Who?

This work can be done by two people who are most familiar with the program and who will likely be the manager and other knowledgeable member of the core team/staff.

Duration

This is a continuous activity taking place throughout your program and will be allocated time on a need-to-do basis. Regular interaction with partners is important but should not be too frequent as to interfere with the partners' course of work.

Outputs

At the end of this activity, you should have a database of existing and potential partners and the scope of their activities and areas. Some of the partners may need to be approached to formalize the partnership in which case you will explore entering into a memorandum of understanding spelling out what roles are expected of each of you during the program. In many cases you will find that partners whose roles are complementary will embrace your program and integrate easily while retaining their core activities.

POINTERS AND PITFALLS

1. Different partners use different bureaucratic processes for communication. Avoid the temptation of using the same means of communication for all the different partner contacts, appointments, and interactions you make. Government partners tend to be more formal and official and will in most cases require formal written communication while NGOs are less formal and other means of communication may suffice. In both cases you should always keep a record of your meetings, and it is advised that you type out the record and share it with the partner you meet.
2. If a workshop is chosen as one of the partnership development activities, it should be planned to allow your partners sufficient time to adjust their timetables and work schedules. Short notices for workshops are likely to be viewed as stampeding (your partners), which may have negative consequences like poor attendance or low level representation.
3. Prepare a one- to two-page summary of the project and implementation strategy plan to share with the partner.

BOX 11. Selected Findings from Tororo, Uganda

Initially the key partners were expected to be the Tororo District local government, Plan Tororo (NGO), and the private sector (largely latrine builders and materials suppliers). However, in the course of implementation new partners emerged including the following:

- Technical training institutes: training of masons
- Financial services providers: savings and credit mobilization
- Other NGOs: promotion, integration of market-led approach into their own programs

Some of the new partners had potentially critical roles in the implementation process.

Technical Training Institutions: Initially these were not identified as critical partners, but they became crucial after research findings revealed that the latrine design preferred by the target group could only be built by trained masons who currently lacked the necessary skills. When approached, technical training institutes were highly enthusiastic about the program and recommended that a Mason's Training Manual for Improved Latrine Construction be made part of their building and construction curriculum. The partnership with technical training institutes later became one of the important interventions as it guaranteed continuous supply of trained service providers at no additional cost. The institutes also promised an opportunity to extend to other areas of the country since they trained students from many other districts.

Village Information Centers: During the partnership development process, the sanitation marketing team realized that some trained masons had posted their telephone numbers on a notice board at a grocery shop in one local trading center. The grocery shop owner was one of a growing network of Village Information Centers used as exchange points for information about development activities, market information on goods/ services, commodity prices, etc. A discussion with Africa 2000, the NGO facilitating this network of Village Information Centers, revealed that this avenue had a potential to facilitate the marketing of masonry services and other activities related to the program.

Tool 17
Partner Assessment and Development Guidance

Purpose

This tool provides guidance for identifying and selecting partners for a sanitation marketing program. It provides some selection criteria and an indication of the types of roles or functions that partners can have.

Guidance for Selecting Partners

Before approaching a group to be a possible program partner, investigate and think carefully about what strategic role they would provide and what resources they could bring to the program, for instance. Sometimes when partnering with the private sector, a company or business may not be willing to participate if another competitor is also a partner and involved.

Partners can help to expand and enhance the reach and effectiveness of the program in terms of communicating with the target groups via multiple channels, and in terms of increasing access to information, products, and services that are needed to decide and build the improved latrines. Individual champions and groups, which might be especially influential to the target population for changing behavior, creating confidence, and promoting the uptake of improved sanitation, can provide valuable support for demand promotion, consumer information, and educational communications strategies.

Assessment Criteria

Consider the following criteria in assessing and exploring whether a group would be a good partner for the program. A visit and discussion with group leaders is likely to be necessary to evaluate these criteria:

- Does it provide access to members of the sanitation marketing program's target group(s), and if so to how many and where?
- Does it have credibility or influence with the target group?
- Does it have resources (e.g., financial, staff, facilities) and/or skills/knowledge (e.g., advertising, media connections, finance & microcredit, small business development), or networks and structures that it would be willing to make available to the program?
- Does it already have a relationship with your organization related to sanitation?
- Is it supportive and enthusiastic about the sanitation marketing approach and its strategies?

Ways Different Kinds of Partners Can Support the Program

Some important ways groups can serve as partners and participate in enhancing the implementation of the sanitation marketing program include:

- Distributing sanitation marketing program communications and advertising materials to their customers, clients, participants and/or posting program promotional materials at their facilities
- Referring members of the target audience to your program
- Including sanitation marketing messages in their own materials, or adapting the sanitation marketing program materials to include their contact information
- Offering the use of their staff or their volunteers
- Providing a well-known spokesperson for the sanitation marketing program
- Being involved in media interviews and press conferences
- Assisting in monitoring and/or evaluation activities

- Providing financial support or in-kind contributions, such as printing, use of facilities, grounds, storage space, media time, personnel, etc.
- Providing technical expertise, trainers, venues, and related inputs for the training and certification of service providers of the new latrine design

There are several ways for retail outlets in the program area to support the program:

- Stocking and selling products and materials in appropriate sizes/quantities at reasonable prices, which are needed for construction of the new latrine product designs
- Posting program materials about latrine design and construction and providing accurate latrine design and construction information to customers based on training provided by the program
- Referring customers to program-trained and certified masons for latrine building assistance
- Offering buy-on-credit schemes for latrine construction materials to customers
- Monitoring customer visits/inquiries, purchases, and mason referrals related to the new models of latrines being promoted by the program and helping the program track changes in household demand and purchase behavior

Look for partnerships that provide technical expertise and training opportunities to expand the reach of new latrine design, like this Technical Training Institute in Tororo District, Uganda.

Among the more important relationships needing to be developed is with the local private sector latrine providers to forge a mutually beneficial and sustainable collaboration to sell, price, and construct more latrines that customers will want and pay for. Franchise agreements, quality guarantees, standardization of designs and construction methods, training and support services, and collaborative agreements to exchange resources and inputs between the program and providers are examples of ways to structure a relationship with providers to improve the supply and lower costs of latrines as part of a marketing plan.

Steps for Assessing Partners and Developing Partnerships

1. After considering and discussing the above ideas of how partners can enhance the program, make a list of the groups, organizations, individuals, and private sector companies and businesses, large and small, that might contribute valuable inputs and support for the implementation of the program and that are likely to meet some of the criteria indicated above.
2. Include organizations or groups that are currently addressing the savings and loan needs of low-income and poor segments of the target population that might be open to creating social loan products for household latrine construction or small enterprise loans for small-scale latrine product and service provider businesses.
3. For each group, identify the program strategy elements and specific implementation activities and tasks that the group would seem best suited to support and carry out, and identify, if known, which geographic areas, types of resources, and inputs they would provide to the program from among the examples and aspects detailed above. Then rank each group from highest potential and value as a partner to the program.

4. For each group or individual, try to identify the possible benefits and value they would gain from partnering with the sanitation marketing program. There would need to be sufficient gains for any group to be willing to put in resources and partner with the program. Understanding these ahead of time will allow the team to be better prepared when exploring each group's interest and willingness to partner and provide inputs to the partnership.
5. Starting with the higher ranked groups in terms of potential from step 3, make contact with the group or individual and arrange for a visit to present the sanitation marketing program, identify potential levels of interest, and explore possible roles, activities, and resources the group might provide in partnering with the sanitation marketing program. If positive interest is found, agree on next steps on both sides to more fully explore or develop the partnership and what level of agreement, from informal to formal might be needed by the group to be a sanitation marketing program partner and support specific activities and inputs.
6. After each meeting write up the key points discussed about potential roles, resources, and responsibilities the group or individual would provide to the program and what it in turn would expect or need from the program in terms of partnering benefits or support. Include the agreed upon next steps of each party and assign responsibility and dates to a member of the sanitation marketing team to follow up on next steps in developing the partnership.

Activity 12
Product and Prototype Design and Development

Phase IV. Preparing for Action: Developing Sanitation Marketing Material	11. Partnership Development
	12. Product Prototype Design and Development
	13. Communication Plan and Materials Development

Purpose

The goals of this activity are to:

1. Turn insights and opportunities emerging from the household research (Activities 4 and 6) about the selected target population (their aspirations, desires, and preferences for latrines, styles and features and the problems they experience with existing models) into a wide range of potential latrine designs and features for prototype development and testing.

2. Test and build prototypes with target providers and consumers to learn more about the latrine design solutions from goal 1 in order to reduce the range of proposed designs to those with the greatest potential.

3. Through the building and testing of prototypes with providers and consumers, continually seek to find ways to reduce costs and develop standardized easy-to-build models that will deliver consumer value and quality at or below the price threshold target households are likely to be able and willing to pay.

4. By working with typical local providers proposed for the sanitation marketing program to build and test prototypes, skill levels and training needs can be readily assessed and important inputs for the provider training program identified and developed as part of this activity.

Methods

Key steps in the process are:

- Draw on research findings (insights and opportunities) using the guidance shown in the accompanying box to propose initial design alternatives for different components of the latrine:
  - Standard models
  - If these situations exist and resources permit, propose modifications for:
    - rocky soil
    - sandy soil
    - water logging
- Build prototypes in real-life field conditions using identified target providers, e.g., pit diggers, traditional informal sector superstructure providers, latrine brick/concrete masons; locate prototypes as close to target consumer market as possible
- Test and adapt construction process with target providers, especially "latrine masons," using local tools, equipment, and the existing skill set of these target providers and locally available materials
- Test prototype designs and different design features with household heads and especially women/mothers; ask about child usage needs and seek to understand the importance of different

proposed features to reduce costs or increase uptake (see guidance on organizing and conducting product prototype consumer testing). A discussion guide for a product testing focus group is provided as Tool E in Annex A.

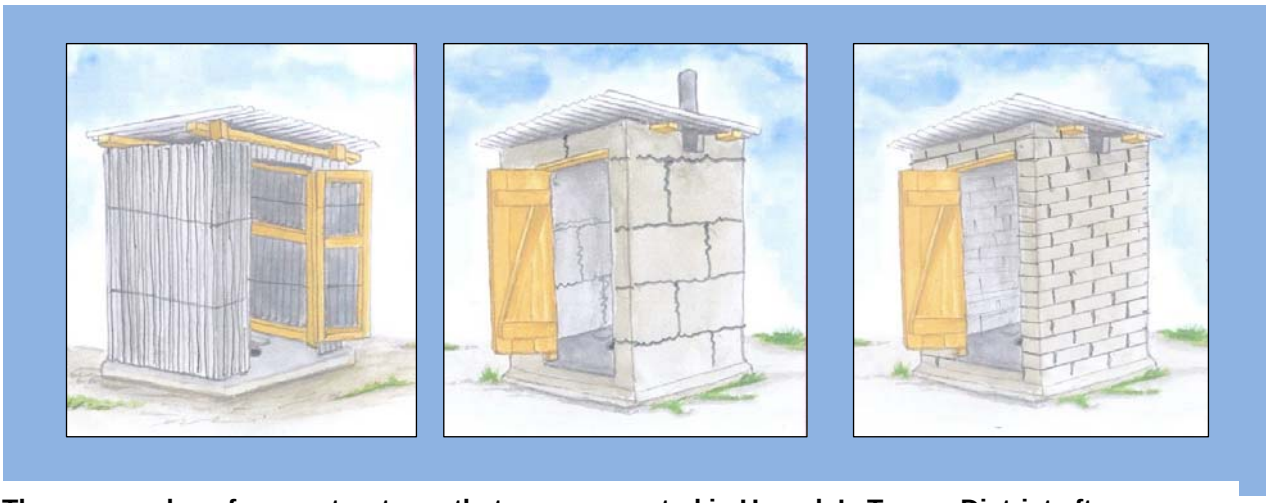
- Adapt and refine designs based on testing results and experiences, eliminating clearly inferior solutions from the consumers' perspective
- Finalize product design options broken down by component, including:
  - Technical standards and drawings
  - New tools, equipment, and molds/forms required to produce designs
  - Material bills (including skilled mason labor input) and initial costing estimate if locally procured by household
  - Standardized construction process and steps required to build, including requirements and safeguards for quality control and quality assurance

Recommended references and background to consult in preparing to conduct this activity include:
1. IDE YouTube video of the new latrine product designed and developed in Cambodia: (http://www.youtube.com/watch?v=zloOePIhQzc)

2. IDEO's Human Centered Design toolkit for NGOs and development organizations: (http://www.ideo.com/work/item/ide-and-gates-foundation-human-centered-design-toolkit/)

3. Low-cost latrine technology reference materials and databases, such as:

- WaterAid toilet technology flipbook: http://www.wateraid.org/international/what_we_do/sustainable_technologies/7537.asp
- WHO Guide to Development of On-Site Sanitation: http://www.who.int/water_sanitation_health/hygiene/envsan/onsitesan/en/index.html



Three examples of superstructures that were promoted in Uganda's Tororo District after product development and testing.

Who?

This activity should be led by a design engineer with hands-on construction knowledge and experience. The engineer should work closely with and be supported by a team member who has been intimately engaged in the consumer research process (Activities 4 and 6) with deep insights and empathic understanding of the needs and situation of the target households with regard to desires for latrines and constraints to adopting

and building. Other stakeholders with relevant expertise and experience with the target population, as well as members of target communities, can also be brought into the brainstorming, prototype testing, and refinement process.

Space for construction, materials, and labor to build prototypes will need to be budgeted as well. Taking photographs of prototypes as they evolve and the various key construction processes and steps is critical.

Duration

Budget at least three months for completing all of the field work for this activity and at least another month for writing up and finalizing all of the specifications for the designs of the emerging final product to be marketed. Once defined, time also needs to be allocated to identify provider training needs and develop the training guides.

BOX 12. Guidance for Brainstorming Ideas for Latrine Designs and Features to Test Through Prototyping and Feedback from Consumers and Providers

Conceptual approaches to developing new more desirable latrine designs for households:

- Introduce new designs from elsewhere: search through low-cost latrine/toilet technology databases and literature and consult with sanitation experts to identify design features of existing technologies that could meet consumer desirability criteria
- Add new features to existing designs: how can we build on existing designs with new or changed features to better meet consumer desires and needs?
- Adapt existing products: build on what is working already to improve existing local products that people know that have some but not all of the features consumers desire. Often, one of the key negative characteristics of positively viewed latrine designs is their high cost and high technical complexity to build.
- Use the three building blocks of reducing costs:
  - Miniaturization: are large pits or large cabins necessary? Is the current thickness of concrete and amount of cement necessary or can it be reduced?
  - Affordability: to the rural poor price is always important. Are expensive concrete slabs absolutely necessary? Are there cheaper alternatives?
  - Expandable: this enables households to build latrines in small affordable sections. House building processes in developing countries are incremental (i.e. ,the owner first saves to buy the land, then saves to pay for the cement for the foundations, then for the bricks, etc.). It is not all done at once, and the house building is matched with the family income flows, eliminating the need for banking services.

Practical steps to making a latrine design effective and cheap

1. Analyze what the technology does
2. Set specific cost targets
3. Identify key contributors to cost; analyze each component and rank them
4. Design around each of the key contributors to cost before finding acceptable tradeoffs These include:
   - Capital for labor—rural poor usually have lots of time, but no cash
   - Quality vs. affordability—if it's really cheap then a design life of a few years could be acceptable
5. Make changes based on field test experience
6. Always field test if you move to a new location

Activity 13
Communication Plan and Materials Development

Phase IV. Preparing for Action: Developing Sanitation Marketing Material	11. Partnership Development
	12. Product Prototype Design and Development
	13. Communication Plan and Materials Development

Purpose

In this activity your team will take the findings from the research activities and outputs of the Strategy Development Workshop to:

- Develop effective promotional messages for encouraging the selected behavior change
- Develop the appropriate "communications mix," that is select the most appropriate mix of communications channels to deliver motivational messages
- Develop and test a range of communications materials to promote the desired behavior change
- Develop consumer education materials to increase awareness and understanding of any new product or service offerings you will be introducing to facilitate consumer decision-making.

Your research has allowed you to understand sanitation attitudes and behaviors in your area; now you need to change these in order to drive/promote latrine uptake and/or upgrading. The purpose of your promotional campaign is to increase the desire for home sanitation and raise awareness of any new latrine technologies or services you are offering.

Methods

Five key activity steps and associated *tools* are highlighted below:

1. Segment selection and determining behavior change objectives
2. Motivation selection and promotional message development
3. Communications channel mix development
4. Identification and outlining content of necessary consumer education materials
5. Materials development and testing

Segment Selection and Determining Behavior Change Objectives

A key feature of successful marketing is the selection of a clear and specific behavior change objective against which the success of your campaign will be measured. In Tororo, Uganda, the research activities revealed two clear population segments for whom different behavior change objectives are appropriate:

Population Segment	Possible Individual Behavior Change Objectives
Households with no latrine	Latrine Adoption
Households with basic latrine	Latrine Improvement and Upgrading

A different campaign will be necessary to promote each of these behavior change objectives (privacy, for example, may be an effective behavior change benefit to promote latrine adoption but is unlikely to raise desire to make latrine improvements). Thus you must either develop two separate campaigns or more sensibly, given likely budget, capacity, and time constraints, select one population segment for targeting your marketing campaign.

Two methods of segment selection are possible and your team will have to make a strategic decision with regards to which approach to take:

1. Needs-based: selection on the basis of public health need/risk, whereby the health risk of open defecation might be defined as greater than that of reliance on a basic but functional latrine, leading to the targeting of households without latrines irrespective of the percentage of households lacking sanitation

2. Reach-based: selection on the basis of the size of the population segments whereby the largest population segment is selected in order that the campaign target as large a number of households/people as possible

Motivations Selection and Promotional Message Development

Now, knowing your target audience and behavior change objectives, it is necessary to return to the in-depth qualitative research report to re-identify the most salient motivation(s) driving your chosen target behavior among your selected population.

However, especially if you are developing your communication material designs in-house, simply identifying the motivations is not enough. You must turn these into highly persuasive messages that can then be used to develop your communications materials. For this you should return to the research reports to explore how these motivations are being expressed by your target audience.

Communication Channels Mix Development

This stage is about deciding which methods you will use to effectively get your promotional messages to your target audience. You will need to return to the Communication Channels Assessment (Activity 8) to explore the range and reach of channels available and balance this with the relative effectiveness of each of these given both consumer attitudes toward them (as identified in Activity 6) and the *fit* between each communication channel and the desired behavior change and/or identified promotional message(s). In some cases you may find that while a communications channel reaches many people it is not appropriate for promoting latrine adoption or improvement. In such cases we say there is poor *fit* between the communications channel and the desired behavior change (for example it is unlikely you would use cigarette manufacturers or sellers to deliver anti-smoking messages).

Activity steps:

1. Considering the above, create a list of the most promising communications channels for use in your campaign. Make note of necessary/desirable materials that need to be developed to support promotion through each channel.

2. Given your budget, consider how many of your target audience(s) you could reach with each channel (bearing in mind the cost of associated materials development and message delivery)
3. Brainstorm the potential *effectiveness* of each channel (and if possible combination of channels) in terms of its ability to deliver your promotional message(s) persuasively enough to impact your behavior change objective(s).
4. Now you will need to make a trade off as it is unlikely that you either have the budget or time to use all the available communication channels. Balancing the *reach* and *effectiveness* of the channels, select the potentially most impacting mix of communication channels to deliver your campaign.
5. Make a list of the necessary materials you will need to develop to execute your communications campaign.

Identifying and Outlining Content of Necessary Consumer Education Materials

Irrespective of what your behavior change objectives are, there will doubtless be a need to develop materials that communicate to consumers the benefits (and potentially pitfalls) of the various latrine technology choices you are offering. While the range of educational products may vary (from consumer catalogues for use by service providers to sets of educational image cards for use by community-based latrine promoters) you will need to collate, from your research findings and engineering know-how, the following for each latrine technology under offer:

Note: This step is most effective if completed AFTER Sanitation Product Development and Testing (Activity 12) is finalized as this activity will inform you of:

- *What your product range for promotion is*
- *Who the service providers will be*
- *Where service providers (and materials) can be contacted and acquired*

- Basic image of the technology including underground, slab, and superstructure components
- Basic technical/functional information including:
  - Suitability for different geographies (e.g., high water table, rocky land, collapsing soils, termite prone areas)
  - Necessary materials and associated costs
  - Maximum recommended number of users
  - Use instructions
  - Operation and maintenance instructions
- A listing of the key consumer-perceived benefits (e.g., easy to clean, durable, minimizes smell, child-friendly)
- A listing of the key consumer-perceived drawbacks (e.g., high cost, temporary)

In addition to compiling this list for each technology, we recommend that you repeat the above exercise for the different superstructure options that will be under offer, given the role of superstructure in providing many consumer-perceived sanitation benefits such as privacy, shelter, and/or ventilation.

All these details can then be taken forward into the materials development and testing phase.

Materials Development and Testing

This is the stage where you will need to work with a local animator or artist to develop the necessary communication materials to aid promotion and consumer education materials to facilitate technology choice and access to the service/technology. Examples include a set of motivational and latrine image cards to aid community-based promotion activities or a script for a radio commercial, drama, or skit.

Key steps at this stage are:

1. Work with your animator/artist to develop a range of image-based depictions of your key promotional messages and the latrine technologies on offer; on the back of each write/type out the potential promotional message associated with the image
2. Gather groups of six to 10 people from a few select communities and conduct FGDs or IDIs to explore:
    a. Understanding of both promotional messages and latrine technologies without words
    b. Salience of each message being depicted by images without words
    c. Understanding and salience of each message when accompanied by the promotional message
    d. Likes about each image/message
    e. Dislikes about the image/message
3. Consolidate the findings from the various focus groups or in-depth interviews and adapt images accordingly
4. If using radio commercials or other script-based activities, such as skits, develop these and repeat steps under #2 (with appropriate modifications to a nonpictorially-based medium) and #3.
5. Produce and disseminate materials

Who?

This activity is lead by the team leader but with involvement from the whole core team to encourage creative thinking, particularly in message development.

Items 1 to 4, above, should be conducted by the core program team with some stakeholder involvement to ensure maximum creativity and that consensus is reached.

An **external marketing communications or advertising agency** can be commissioned to develop your potential messages into highly persuasive communications materials (Activity 5), perhaps as part of a broader marketing contract, but this can be expensive. Your job then would be to write a *Communications Brief* and supervise the development of a communications plan and associated materials. However, as this route can be expensive, many program managers will choose to conduct this activity in-house. Then the key external services you will be bringing in will be a skilled focus group or in-depth interview facilitator to conduct message and/or material testing activities and a strong **animator or artist** who will be responsible for turning your motivational messages into a set of attractive images. Depending on the communication channels mix, the print materials produced by the animator/artist can be used as posters, in leaflets, and as aids for community sensitization activities. You may also wish to work with a story teller to develop persuasive stories and/or skits for radio or community events.

POINTERS AND PITFALLS

1. Communications Mix: The key challenge here is to balance the *reach* (that is the number of people your messages will reach via a communications channel) and *effectiveness* (that is how persuasive the message delivery via a communications channel will be). For example, you may be able to reach huge numbers of people, even those beyond your target audience, via the radio, but this is no good if radios are only played in the background with people focusing on other tasks rather than actively listening to them. On the other hand, having a local celebrity going house to house might be extremely effective in persuading individuals to install a home latrine, but the cost and time involved in supporting this communications method will be prohibitive, resulting in the program's ability to reach only a very few households.

2. Matching Messages and Communications Channels: It is important that you consider your communication message and channel selection simultaneously, as the credibility of a message may depend upon who is delivering it and vice versa.

3. Power of Images Over Words: Particularly in those areas where illiteracy levels or language diversity is high, but indeed everywhere, images can transmit a stronger sense of meaning or persuasion than words. Thus, in the case of any printed materials it is extremely important that the images transmit the central meaning of the message in the absence of any additional type.

4. Materials Testing: It can be tempting to skip this activity stage particularly if materials look attractive and sophisticated to the project team. However, even the most minor details such as the attire worn by people in images can limit the appeal and/or effectiveness of materials. For example, if people displayed are dressed too smartly, poorer people may perceive the message to be irrelevant to them or the advertised product out of their reach.

ANNEX A. ADDITIONAL TOOLS FOR INTERVIEWERS AND FGDs

Tool A. In-Depth Consumer Interviews: Data Analysis and Write Up

Tool B. Introduction to Probing

Tool C. Focus Group Discussion Guide for Latrine Nonadopters

Tool D. Focus Group Discussion Guide for Latrine Providers

Tool E. Focus Group Discussion Guide for New Product Testing

Tool A
In-Depth Consumer Interviews: Data Analysis and Write Up

Purpose

This tool provides guidance for analyzing the data collected during the research activities and on how to best present the findings in a summary report.

Data Analysis

There are many different approaches to data analysis, but to keep things simple and focused on the information of interest, we suggest a form of simplified *thematic analysis*. This involves the identification and tabulation of key themes coming out of individual transcripts, which can then be synthesized into single tables where potential relationships between themes and interviewee attributes can be explored.

For this analysis we recommend the following steps:

1. ***Familiarization with the data***: This is particularly important if the person conducting the analysis is different from those who conducted the interviews. You should read through at least a sub-sample of the interview transcripts to become familiar with the data and formulate initial ideas regarding important themes arising from the interviews—reasons for and constraints to construction and what makes them important; what are the attributes of a good defecation place and of a bad one; why are these considered good and/or bad; which channels of communication are people talking about; and which do they use and/or trust, etc.

2. ***Developing an initial thematic framework:*** From the rapid research stage findings and your reading of the transcripts you will have started to identify important themes in what people are saying. These need to be developed into a logical framework so the relationships between themes can be understood. Major themes would include (but not necessarily be limited to):
   a. Reasons for constructing a latrine
   b. Constraints to constructing a latrine
   c. Types of latrine and/or defecation place known and experienced
   d. Favored attributes of a good latrine and/or defecation place
   e. Disliked attributes of a bad latrine and/or defecation place
   f. Communication channels—exposure and trust

3. ***Charting:*** This involves taking the headings from your thematic framework to create charts where data from individual transcripts can be entered to summarize key ideas during the analysis process. We recommend the use of a spreadsheet (e.g., Excel) for this as it is easier to move columns and rows around than with a word processing program. You may use a single chart to gather data on reasons for constructing a latrine, another for construction constraints, etc. Alternatively, you might squeeze the data into a single table as illustrated in Table A1.

   Ensure you capture *why* things are important within the chart, not just simply *what* things are important to allow for a greater depth of understanding. In the case of latrine adopters you will also want to create an Excel sheet/table for entering the latrine information gathered from the latrine inventory exercise.

TABLE A1. SAMPLE THEMATIC FRAMEWORK CHART IN THE PROCESS OF BEING FILLED IN DURING OR POST DATA CODING

House ID No.	Reasons to Build	Constraints to Building	Latrines and Attributes	Communication Channels
1—latrine adopter, male, prim school ed., farmer	**Privacy** "There is no risk of my neighbor seeing my manhood" line 15 **Comfort** "You should be able to relax when you go to relieve yourself" line 16 **Health** "Bad smells from the public latrine gave me colds" line 7 "my wife and child fell sick when using the public latrine" line 8 **Etc.**	**Privacy** "Before there was more brush, so it was easier to defecate in peace" line 16 **Costs** "We started with a wooden slab as this did not cost" line 23 "saving for the slab was difficult, other things would arise to spend the money on" line 26 **Permits** "I was told I needed a permit to build, but knew nothing of how to get one" line 4 **Etc.**	**Pit Latrine, Wood Slab** ***positive:*** "It is what people here have" line 23 "can construct with little help" line 24 ***negative:*** "The termites eat the wood and make it unsafe, especially for the children" line 25 **Pit Latrine, SanPlat** ***positive*:** "Now the slab is safe and easier to clean" line 28 **WC** ***positive:*** "I am told there is no smell and you can sit in comfort" line 31 **Etc.**	**Word of Mouth** "I heard of the mason from my neighbor who built his latrine first" line 104 "While I have never seen the WC I have heard about it from those who have relatives in the city" line 78 **Marketplace** "On market day many people gather there" line 117 **Church** "At church they have told us things such as we should drink clear water and wash our hands with soap, but it is not clear why" line 119 **Etc.**
2—latrine adopter, male **etc.**				

4. ***Data Coding:*** This is essentially where you apply the thematic framework to the data, highlighting each piece of data that addresses one of your themes and assigning it to a "code" under which all references (by any respondent) to a common sub-theme are gathered (for example there are multiple reasons people might choose to build a latrine, each of these reasons would represent a code under the theme of "reasons for constructing a latrine). These highlighted segments of data should then be entered within your charts as illustrated in table A1—note that the quotes have been copied verbatim and a line reference to each provided in the table to allow you to return to explore the context of the quote at a later time. Repeat this step for each of your transcripts until data has been extracted from them all, remembering that you may well find new codes arising as you go along.

5. ***Recoding:*** As you introduce new codes throughout the coding process, it is good practice (if you have time) to go through the transcripts a second time seeking out references to the more recently added codes to ensure that they are fairly represented.

6. ***Data Synthesis:*** Now that you have extracted the key information from each transcript, you want to synthesize the data to summarize the common codes and themes arising across the data set. You will have started to notice relationships between some of the different codes and/or between respondent profiles and responses they were giving. These should help guide you in thinking about how best to synthesize the data. However, at a minimum you want to create four tables:
    a. Synthesis table displaying the reasons given for constructing a latrine (*motivations).*
    b. Synthesis table displaying the constraints faced in constructing a latrine *(barriers).*
    c. Synthesis table displaying the latrine technologies and defecation places known and what people like and dislike about them (*product preference)*
    d. Synthesis table displaying all the communications channels discussed.

    Try to maintain the detail of where each reason originated so that you can explore how factors such as gender, ethnicity, adoption status, and geographic location influenced the answers given and start to identify some clear population "*segments"* based upon people's needs and wants.

7. ***Data Mapping and Interpretation:*** Now that you have extracted most of the relevant data from your transcripts, it is time to start exploring it in more depth and looking for patterns in order to discriminate across population "*segments,"* that is different groups of people sharing similar characteristics, whether those are based on factors such as gender, age, ethnicity, locality, access to communications channels, or more psychological factors such as what motivates their desire to (or not to) have a latrine. There are many ways to do this, but we suggest you use a pile-sorting method, whereby you separate your individual interview charts into piles representing certain characteristics and then look for commonalities among the pile. For example, you might create a pile of transcripts belonging to women and another for men, seeking to highlight similarities and differences across the two groups. You can then produce a synthesis chart for each of the groups. Alternatively, you might pile all those who cited one particular motivation/constraint/favored latrine attribute and seek other commonalities among them.

Once you have completed this analysis you are ready to move on to completing your report.

Writing up Consumer Research Report

Below is a sample report layout to consider using and a few pointers based upon past experiences with this activity. Further, given you have illustrative quotes within all your thematic charts it is not necessary to include lots of quotes within the report, though a few particularly salient ones might bring the content to life.

Report Structure

1. Summary (max 2 pages): Summarize the process you went through and the key findings in terms of the most cited reasons for constructing a latrine, constraints to construction, favored latrine technologies, and range of communication channels under use.
2. Introduction (max 1 page): Background, why research was commissioned, and where intervention is to take place
3. Methods (max 2 pages): This should include a summary of the sample selection process, data collection, and data analysis methods. *Note that the analysis section of consumer research reports is often poorly written making it difficult to assess the reliability of the data interpretation. Full data analysis description is critical.*
4. Results (max 15 pages): This part of the report tends to be hardest both to structure and to keep to the point so we suggest the following subsections are used; use of bullet points is encouraged:
    a. Sample description (background characteristics of respondents)

   b. Description of current defecation places and latrines in use—who has them, prices paid
   c. Reasons for constructing latrines (motivations)—overall, differences between adopters and nonadopters, differences across other groups as observed in your analysis
   d. Constraints to latrine construction—overall, real constraints experienced by those with latrines and/or those who have tried or started to construct latrines, constraints perceived by nonadopters, differences across groups as observed in your analysis
   e. Overcoming constraints to latrine construction—ways in which adopters overcame construction constraints and/or nonadopters think they could overcome some of the constraints they fear they will face in construction
   f. Latrine technologies—awareness, experience, and preference; attributes of a good latrine or defecation place and attributes of a bad latrine or defecation place. *Note it is important to separate out likes/dislikes of technologies and preference for own home, as often the latter entails compromise. For example, in Ghana those who know the WC frequently say it is their favorite latrine yet they do not want/cannot have it in their own homes because they do not have a household water connection.*
   g. Communication channels—general exposure to different communication channels; most trusted communications channels; channels used by adopters when deciding to construct a latrine or choosing a technology and/or service provider; channels that people currently hear about a mason's services; and channels people think would be good
5. Conclusions (max 3 pages): Prioritize the most important findings from the analysis. While it is useful to know the full range of reasons given for constructing a home latrine, for example, to develop an effective marketing strategy we need to know which of these were the most important (e.g., stated the most emphatically or frequently). You must also identify the key population *segments* according to their sanitation needs, motivations, and/or constraints to inform initial strategy recommendations.
6. Strategy Recommendations (max 7 pages): The results of the consumer research are interesting but fairly useless without interpretation—what do your findings mean in terms of sanitation marketing strategy design and implementation? Key questions to explore include:
   a. Which population *segment(s)* should the program target?
   b. Which is more important in constraining home sanitation adoption among the recommended population segment(s)—lack of desire to build a latrine or physical factors constraining adoption?
   c. What will motivate these people to adopt home sanitation? (*i.e., What should the main communications message(s) be?) [Promotion]*
   d. Which communication channels will be most effective in delivering these messages to them? (*i.e., communication channels mix*) *[Promotion]*
   e. What constraints do we need to overcome to make sanitation adoption easier? (*i.e., What do we need to do to make it easier to build a household latrine?)[Place, Price, Product]*
   f. Insights into how to overcome physical constraints to sanitation adoption? *[Place, Price, Product]*
   g. Any other insights? (e.g., optimal times to launch program, things to avoid)
7. Annexes: These should include—
   a. In-depth interview guides used
   b. Respondent profiles (tabulated)
   c. Synthesis response charts produced in data analysis if not included in the main body of the report
   d. List of masons and service providers used by households with latrines and associated costs

A separate folder should then also be submitted with the report containing the full transcripts from each interview and the response charts for each individual respondent produced in data analysis.

Tool B
Introduction to Probing

Purpose

Probing is about continually asking follow-up questions to gain a deeper or more detailed understanding of a respondent's initial answer. It enables us to go beyond an understanding of likes and dislikes to comprehend the *values* behind these, to understand *what* causes these likes and dislikes and *why* they are important to the respondent. To develop a persuasive marketing strategy with highly appealing promotional messages, we need to know, for example, not just that a person does not like a latrine that smells, but why this is important—what are the *consequences* of bad odor, and what features/attributes prevent a latrine from smelling.

Instructions

There are many different methods to probe deep beneath the surface:

1. **The Basic Probe:** Quite simply repeating the question to the respondent to help his/her understanding, possibly rephrasing it to make it clearer
2. **The Explanatory Probe:** Sometimes the meaning of a response is not clear so you will want to ask for clarification by asking, "Can you explain that?" or to give an example of what he/she means, "Perhaps you could share an example of this?"
3. **The Focus Probe:** Often a respondent will give many ideas within a single reply and you will want to focus on the various ideas mentioned by asking such things as, "You mentioned…what do you mean/why is this so/why is this important?" You might even notice that the respondent's mood or expression changed when he/she mentioned a particular thing and to understand this you might say something like "You smiled when you said…why?"
4. **The Silent Probe:** Silence can be a very powerful interview tool. It is all too easy to feel tempted to fill it, but you should always give the respondent time to think about his/her answer. Giving the respondent time to think and waiting for him/her to break the silence encourages the respondent to think further about the question asked or the reasons behind what he/she has just said.
5. **The Suggestive Probe:** Here you might give an example or suggestion to think about, for example, "In Mbale District people find termites to be a problem, I'm not sure if this is also true here?"
6. **The Reflective Probe:** Sometimes rephrasing a statement to clarify you heard the respondent correctly helps him/her to think about and/expand or clarify what was said. For example, "So you are saying that…" or "Just to clarify I heard correctly…"
7. **The Causal Probe:** Often we want to know the consequences of an action or attribute, for example what happens when the latrine smells bad or if a person does not clean a latrine. Thus you might ask such questions as "And why is that important?" or "What happens if the termites eat the wood?"
8. **The Comparative Probe:** It can be difficult to think about why you like a particular product or brand best when considering it on its own. Therefore, it can be useful to ask a respondent to compare one type of latrine to another and ask why one is better/worse or different from the other. For example, "So comparing a wooden slab to a cement one, what makes the cement one better?" This method can be extended to compare a whole range of products/people or attributes through ranking—that is asking people to place them in order of preference and then explain why they have placed the things in that order.

Tool C
Focus Group Discussion Guide for Latrine Nonadopters

Purpose

A sample guide for focus group discussions with household heads/decision-makers that do not have latrines installed in their homes.

Introduction

"Thank you for attending the session, my name is _____, and my colleague is _____. We are here on behalf of an agency that conducts research on consumer behavior. We are here today to talk about sanitation and understand how people live and conduct their daily activities in your community. The information we get from you will be kept confidential. I will be asking the questions and my colleague will be taking notes. We will also be recording using an audio and video recorder, and there will be other people next door observing the proceedings.

Feel free to tell me when you do not want any part of the discussion recorded. I would like everyone to contribute to the discussion, so please try to give others a chance to also make contributions. If you have any questions, please feel free to ask me now.

Please introduce yourself and what you do so that we can take note of those who are present out of the people who were invited.

Thank you all very much for coming today. I would like to start with an exploration of living conditions."

Icebreaker Questions

In the place that you live, what are the main issues that affect you as far as the living conditions are concerned?

If you were to win bingo (the lottery), what would you do with the money?

Awareness (Knowledge and Exposure to Household Latrines)

1. What types of latrines do you know of? Please describe them.
2. What are the key differences between/among the latrines you have just described?
   - How did you come to know about these latrines?
   - Where did you see them?
   - Do you know any other types of latrines that are found in your area?
   - Who owns these latrines? Who are the owners? (relatives, neighbors, or customers?)
3. Can you explain more about latrine usage or other places where people can go and defecate in your community?
4. Can you describe the types of latrines that you have used? Where?
5. What type of latrine (defecation place) do you normally use?
   - Where is this latrine (place)?
   - What did you like about this latrine (place)?

- What did you dislike about this latrine (place)?

Current Defecation Practices

6. What are all the possible places in your area or in the neighborhood for one to defecate? (Ask them to identify all possible alternative places for the adult members of the household to use.)

7. For other residents in your community who do not have household latrines, where do they go? (describe use patterns and place)
   - Day or night?
   - Distance from the house?
   - What is the situation in the area?
   - Attributes/things that make you to decide to use that place?

8. In looking for or choosing a place to defecate, what qualities or aspects of the place or situation do you consider? What qualities are most important to you? (see list of possible qualities below to use as prompts)
   - Distance?
   - Concern for safety/ the presence of insects, animals, or other pests?
   - Risk of any dangers?
   - Privacy? Presence of houses nearby? Presence of people nearby?
   - Weather—whether it is raining or hot sunny, cold?
   - Condition of the path/route to the site?
   - Smell?
   - Usage of the site/place by others before, after me, or at the same time (which others? anyone? other men, other women, certain members of the family)?
   - Availability of materials for anal cleansing?
   - Time of day or night?
   - Cleanliness of the site?

9. In this area, are there places known and maintained by people for defecating?
   - How are these places maintained or cleaned up?

10. Have there ever been problems with these public places to defecate?
    - Are there places that were used in the past for defecation that are no longer used?
    - In your opinion, do you find anything bothersome or inconvenient with using these other places to defecate?

11. How do you and your family manage without a latrine?

12. Where do you go and defecate? Other alternative places?

13. What about other members of your family?

14. What is the distance from your house?

15. Do you use the same place and facility during the day or night?

16. What are the real advantages for you in using these places to defecate? What about for other members of your family?

17. What problems/inconveniences for you personally do you find from using these places?

18. What problems does your family face by using these places?

19. Are there things that you are dissatisfied with regarding your defecation place and its usage, operation, or performance that you would like or wish to change?

20. Do you find any inconveniences or anything bothersome with using these places for defecating that might influence you to want to build a latrine? (Rank these in terms of most important problem, second most, and third most.)

21. Among the other alternative defecation places to the one you use now, which ones would you prefer? Why? What is your second preference and third?

Expectations for Latrine Construction

22. Have you ever thought of building your own household latrine?
    - When did you think or try?
    - What got you wanting or thinking about having your own latrine?
    - What stopped you from building your own latrine?
    - If you would have to build your own latrine, what attributes would you choose for it? What type of latrine would you build? Describe.
    - Why are these attributes or this type of latrine most important to you?

23. In your opinion, what are real advantages or reasons for you to have a household latrine?
    - What are the most important advantages/reasons?
    - What are the least important advantages/reasons?
    - Have you found any disadvantages, inconveniences, or problems that might occur with having a household latrine?

24. For those who have never thought of it before, why?

25. What type of latrine is more popular in this area?
    - Why do you think this is the most popular type of latrine?
    - In your opinion, what problems/inconveniences with these types of latrines would make you not build either of them regarding usage, performance, and operation?

26. Do you expect to have any problems in building your latrine?
    - Technical problems, materials, high water table, rocks?
    - Space, neighbors?
    - Building permit from street government or other inconveniences?
    - Usage, cleaning, desludging/emptying?
    - Problems with family members/tenants in providing cash contributions?

27. Have you ever done any maintenance to your house since it was first built?

- If yes, how did you pay?
- If no, how did you pay for the costs of building your house?
- Where or how do people get loans for building or maintaining their houses?

28. If you were supposed to build your latrine after one year, how would you pay for the costs?
    - Do you know any ways of getting a loan? Where and how?
    - Is there any assistance from government for building a latrine?
    - Have you ever consulted the government? What happened?

29. If you build your own latrine who will use it?
    - Children, neighbors, tenant? Why?

30. Do you have any expectations to build your latrine next year?
    - If I visit you this day next year, will you have started to build your latrine?
    - What major problem will have been resolved by building your own latrine?
    - Why is it important to solve this problem?

31. Do you know a mason or anyone who can build a latrine? How do you know him?

32. In many places, people can be divided into groups according to what they have (e.g., rich, poor, etc.):
    - What groups would you place different people in your area?
    - In your opinion, what percentage of people is in each group?

33. In your community, how do people perceive those who have latrines in their houses?

Communication Channels

34. How do you get information on new products in this area? (e.g., soap, beer, etc.)
    - What percentage of houses have radios in this area?
    - What radio stations are popular?
    - What programs are popular?
    - When are the broadcasts?

35. How many of you have a TV? Are there many houses with a TV here?
    - Which station do you get clearly in your area?
    - What time do most people watch TV?

36. What newspaper is popular?

37. Where do men, women, youth, and children gather in good numbers? (e.g., hospital, football matches, cinema, bar, market, etc.)
    - Days, time?

38. If there was a place where you could go and get information and advice on building latrines, would you be inclined to go there?

39. What types of things, information, or advice would you expect and like to find there?
    - What should this place contain to assist you in making decisions on a latrine for your house?

40. How should such an information center be organized?
    - What will be the best way of attracting people to visit this center?
    - Where do you think the center should be located? Should it be permanent or mobile?

Tool D
Focus Group Discussion Guide for Latrine Providers

Purpose

This tool provides a script for the focus group discussion leader to use in conducting a FGD with latrine providers.

Introduction

"Thank you for attending the session, my name is _____, and my colleague is _____. We are here on behalf of an agency that conducts research on consumer behavior. We are here today to talk about sanitation and understand how people live and conduct their daily activities in your community. The information we get from you will be kept confidential. I will be asking the questions and my colleague will be taking notes. We will also be recording using an audio and video recorder, and there will be other people next door observing the proceedings.

Feel free to tell me when you do not want any part of the discussion recorded. I would like everyone to contribute to the discussion, so please try to give others a chance to also make contributions. If you have any questions, please feel free to ask me now.

Please introduce yourself and what you do so that we can take note of those who are present out of the people who were invited.

Thank you all very much for coming today. I would like to start with an exploration of living conditions."

Icebreaker

1. Please introduce yourself and tell us what you do so that we can take note of those who are present out of the people who were invited.
2. In the place that you live, what are the main issues that affect you as far as the living conditions are concerned?
3. If you were to win at bingo, what will you do with the money?

Awareness (Knowledge and Exposure to Household Latrines)

4. What types of latrines do you know of? Please mention and describe them.
5. What are the key differences among the latrines you have just described?
   - How did you come to know about these latrines?
   - Where did you see them?
   - Do you know other types of latrines that are found in your area?
   - How many?
   - Who owns them?
   - Who are they? (relatives, neighbors or customers)
6. Please tell me about the latrine situation in places where people defecate in your area?
   - Is there a specific place in your area where people can go? (Ask them to mention the areas where adults in the household can go.)

7. For other residents in the area who do not have household latrines, where do they go?
   - Day or night?
   - Alternative places?
   - Distance from the house?
   - Situation in the area?
   - Attributes/things that make them to decide to use that place?

Latrine-Building Skills

8. How did you acquire the skills to build a latrine?
9. How long have you been building latrines?
10. What is the average income you get per month by building latrines?
11. Do you have others sources of income or are you only depending on building latrines?
12. What types of latrines have you built?
13. Which one do you build regularly in your area? Why?
14. Which things did you like in building these latrines?
15. Which things did you dislike in building these latrines?
16. What materials do you use in building different parts of the latrine? (What materials have been used for the pit lining, squatting plate, and the superstructure)?
17. Who is making decisions to build a latrine?
    - Who was involved in making this decision?
    - Who is making decisions on the design of the latrine?
    - What is really pushing people to decide to build their own latrines?
18. What problems do you encounter when building the latrines?
    - Technical problems, materials, high water table, rocks?
    - Space, neighbors?
    - Building permit from street government or other inconveniences?
    - Usage, cleaning, emptying?
    - Problems with family members/tenants in providing cash contributions?
19. How much does it cost to build a latrine? (probe the type of latrine)
    - Cost of equipment, materials, and labor?
    - Who is paying the cost?
    - How is the cost paid? (one time or in installments?)
    - How would you have changed the construction and style of your latrine to reduce the cost?
20. How do you get customers?
    - How do they know about your business?
    - Do you experience any problems in your business?
    - How do you solve them?

Indicators of Wealth

21. In many places, people can be divided into groups according to what they have (e.g. rich, poor, etc.)
    - What groups would you place different people in your area in?
    - In your opinion, what percentage of people is in each group?
22. What indicators do you use in your area to differentiate these groups? (rich, middle income, and the poor—use flip chart)
    - What percentage of people falls in these groups here?

Communication Channels

23. How do you get information on new products in this area? (e.g., soap, beer, etc.)
24. What percentage of houses has radios in this area?
25. What radio stations are popular?
    - What programs are popular?
    - What times are they broadcast?
26. How many of you have a TV? Are there many houses with TVs here?
    - Which station do you get clearly in your area?
    - What time do most people watch the TV?
27. How many of you can read?
28. Where do men, women, youth and children gather in good numbers? (e.g., hospital, football matches, cinema, bar, market, etc.)
    - Days, time

Testing the Concept of Information/Trade Center for Latrines

29. If there is to be a place where you can go and get information on the things listed below, would you be inclined to go there?
    - Various types of latrines and their prices?
    - Advice on the latrines that could be suitable for your individual situation?
    - Contact information on masons who can build the latrines?
30. What should this place contain to assist you in making a decision on a latrine for your house?
31. What will be the best way of attracting people to visit this center?
32. Where do you think the center should be located?
33. Should it be permanent or mobile?

Close the section by thanking everyone who participated in the discussion for their very useful contributions.

Tool E
Focus Group Discussion Guide for New Product Testing

Objectives

- Find out what key information people want to know when considering whether to install a latrine at home and which type.
- Introduce respondents to a new latrine technology.
- Explore attitudes towards this new technology.
- Compare ratings of this technology with ratings of already available latrines.

Moderator's Instructions

1. New latrine technologies should not be introduced to the group immediately. First respondents should introduce themselves and discuss their informational needs when considering installing a latrine and which type of latrine to build.

2. Each group of respondents should be shown only one new technology, as introducing more than one new latrine confuses respondents who are unable to make sensible comparisons between them.

3. All respondents should be encouraged, but not forced, to participate freely in discussions. As moderator, your role is to lead the direction of the discussion, but as far as possible take a back seat and allow respondents to carry on the conversation by themselves. You are to be the facilitator rather than interviewer and to probe and keep asking "why" when interesting answers are given.

4. At the start introduce yourself and the purpose of the discussions, making it clear that you are interested in their thoughts and experiences, that there are no "right" or "wrong" answers. Explain that notes will be taken [and tape-recorded], but all information imparted is confidential and their identity will not be shared outside the group. Ask respondents to introduce themselves too, sharing their name, where they live, how many children they have, their work, and whether they have a latrine at home or not.

Introductions

"Hello, I'm _____ and I work with _____. I've come here today to share something new with you. Recently we have been investigating the latrine options in XX and found that many of you are unhappy with the options available for you to install in your homes. Thus, we have found some new latrines for you to test. Today I would like to share one of these with you and see what you think about it compared to the technologies you know, and what you think other members of your community will think. I would like to take some notes so that my colleagues can learn from you, but don't worry you will remain anonymous and anything you say is strictly confidential. There are no right or wrong answers; I am interested in learning about *your* opinions of the new latrine and whether you would consider installing it at your home.

"Before we start, let's introduce and share a little about ourselves with each other. As I said I'm _____ and I'm working with _____. *Share a little about yourself.*

This is _____, a local mason. He is especially keen to learn from you so that he can build you the best latrines possible. _____, do you want to start by introducing yourself, then we'll go round the group."

Discussion Guide

1. Before we show you the new latrine, let's discuss whether any of you are considering installing a new household latrine.

   (*Have a short discussion on*:)

- Motivations for household sanitation
- Barriers to installing household sanitation
- Which latrines currently available are the best? Why? What features do they have that make them the best?

2. Imagine that you've decided to install a household latrine:
   - Who would they ask for help deciding which latrine to install?
   - What information would you want/need to find out to determine which latrine best meets your needs?
3. (*Show the respondents the new latrine technology and give them some time to explore it.*)
   - What are your initial impressions of this latrine?
   - Likes, dislikes—why?
   - How does it work? Why do you think this?
   - Would you have this latrine in your house?
4. *Following initial discussions, ask the mason to explain the latrine, its features, costs, and how it operates, in detail. Encourage more discussion and take down carefully all the questions people ask about the new latrine and their reactions to the answers.*
5. How does this technology compare to other latrine technologies you have experienced? (*If possible encourage participants to rank the new technology among all the latrine types they already know.*)
6. Do you think other people in your community will like it? Why? Why not?
7. Would you buy this latrine? Why? Why not?
8. Thank you. Is there anything else you have to say or any questions you want to ask?

ANNEX B. ILLUSTRATIVE ACTIVITY OUTPUTS

Activity 6: In-Depth Consumer Research

B.1 Ghana Example

B.1.1 Ghana IDI Profile Sheet

B.1.2 Ghana Main Transcript of In-Depth Interview

B.1.3 Ghana Sample Thematic Chart

B.1.4 Sample Data Synthesis Tables from Nkawie, Ghana

B.2 Uganda Example

B.2.1 Socioeconomic Profile

B.2.2 Uganda Transcript with Nonadopter

B.2.3 Uganda Transcript with Adopter

B.2.4 Uganda Matrix of Drivers/Motivations and Constraints

Activity 7: In-Depth Provider Interviews

B.3.1 Uganda Example—Latrine Builder in Kwapa II

B.3.2 Uganda Example—Latrine Builder in Molo

B.3.3 Producer's Perspective Interview

Activity 9: Notes from Reviewing Research Results in Uganda

Activity 6: In-Depth Consumer Research

Interview Transcript and Associated Data Extraction Chart from Thematic Analysis

Here we attach an example of a good (but not perfect) interview conducted in the outskirts of a small town in Ghana. Following the transcript is the very simple data extraction chart that was developed during the thematic analysis—you might want to maintain a little more detail in yours and should also include references back to the transcripts so that you can easily return to the point where the data was extracted from. In the next annex, you will find further sample synthesis charts that collate the main themes coming out of all the transcripts arising from the research in Nkawie.

Key things that were important in attaining a transcript of this analysis:

- Providing a strong and detailed in-depth interview guide
- Training in how to probe and ensuring the use of lots of *probing* (that is following up responses with questions that begin with such words as *why*, *how, what*, e.g., why is a smooth slab important to you, what might happen if the latrine smells bad, how did this make it difficult for you?)
- Positioning the interviewee as the *expert*, making sure he or she knows that there are no right or wrong answers and that the interviewer is interested in the interviewee's personal experiences and opinions
- Using open-ended, not leading or closed questions (i.e., not asking questions that direct the respondent to a particular answer or to a yes/no response, but rather questions that encourage him/her to think about his/her opinion/belief)
- Taking full notes and transcribing them immediately after the interview

B.1 Ghana Example

B.1.1 Ghana IDI Profile Sheet

1. NAME OF UNIT AREA:	Nkorang	**5. HOUSE NUMBER:**	Nk 44
2. DATE:	04/04/02	**6. DURATION:**	Three hours
3. LATRINE (Y/N):	Yes	**7. INTERVIEWER:**	xxx
4. Interviewee's NAME:	XXX	**8. INTERVIEWEE'S AGE/SEX:**	33/Male

9. EDUCATION:	**0–5 YRS**		**6–12 YRS**		**> 12 YRS**	X

10. NEAREST PUBLIC LATRINE (Describe):	Traditional public latrine

DISTANCE TO PUBLIC LATRINE (paces/time):	200 meters/About four minutes walk

11. OCCUPATION (give details, including other categories)	Farmer: cultivates food crops like maize, cassava, pepper
	Livestock

12. COMPOSITION OF DM'S HOUSEHOLD

NO. OF CHILDREN <12 years old	2
TOTAL NUMBER OF CHILDREN	12

13. RESIDENCE HISTORY:

Original owner		**Inherited owner**	X	***Caretaker***		***Tenant***	

14. RELIGIOUS AFFILIATION

Christian:	X	**Moslem:**		**Other (specify)**	

15. INVOLVEMENT IN COMMUNITY/ RELIGIOUS/ POLITICAL ORGANIZATION

Member of community organization:	Unit committee
Member of religious organization	Baptist Church
Member of political organization	N/A

16. ETHNICITY

Natives	X	***Settlers***		***Others***	

17. HAVE YOU SEEN A HOUSEHOLD LATRINE? (Y/N)	Yes
WHAT TYPE:	VIP, bucket/ pan latrine, and traditional pit latrine
WHEN?	Over twelve years ago
WHERE?	Nkawie
HAVE YOU EVER USED ONE?	Yes

18. MASON/DIGGER

MASON'S NAME:	XXX
DIGGERS' NAME:	N/A
LOCATION:	Nkawie

19. WEALTH (LIST ITEMS):

House, set of furniture, and room divider

20. BRIEF DESCRIPTION OF THE HOUSE:

A brick house with a large compound near the main road. House is roofed with corrugated iron sheet, well ventilated, and plastered.

21. DISCUSSION—who do you interact with:

Family members

22. End judgment: The decision to build a latrine was taken by the interviewee.

B.1.2 Ghana Main Transcript of In-Depth Interview

Introduction

- Whether you have diarrhea or constipation it is nature's way of indicating that there is something awfully wrong with the tummy, which I can describe as the central distribution point for everything that enters the body. Nature has been always kind to us. To ensure that we always have good health she always enriches the body with what she considers to be good and asks us to dispose of what she has rejected as bad for our survival. This comes out of our system as feces, which must be disposed of properly else we will fall sick and die, sometimes prematurely I do not want this to happen to me at the moment.
- My children are too young to be left alone without a father's care and good upbringing. Yes though their mother can take care of them I don't think it will be the same if she got married to a man who will not treat my children kindly That is where I have a problem dying early.
- I find it therefore essential to choose a location where I can dispose of my feces with the least danger to my life and that of my neighbors, there are several places open to me to defecate but it is important to choose the most convenient place.
- I can use the bush if I choose to. But such a place is too risky. I will have poisonous reptiles and insects to contend with. The highly poisonous snake, *akwatia,* the tarantula, and the scorpion all lie in wait to pounce on you if you tread on them. Once I lost a farm hand when a snake bit him in the testicles while defecating.
- I can use the riverside. Not only is it a taboo to indulge in this practice I still believe that if I did defecate along the riverside, the river god would suddenly appear to me and inflict me with an incurable disease.
- I can use the "wrap and throw" act by defecating into a cement paper and throwing it onto my neighbor's compound but that would be putting the life of my neighbor at risk. If the smelly "parcel" is not discovered in time by my neighbor and disposed of the flies will settle on it and pollute their food later and make them contract cholera or diarrhea.
- I can use the chamber pot at the risk of forever filling the bedroom with foul smell, which could be deleterious to the health of the family

Where I Defecate at the Moment

- Using a latrine is the only means of getting round these problems. This is the reason why I have built my own household latrine. It is the traditional type of latrine popularly called *wheetum,* an akan word used to describe the rate at which a discharged feces falls from a long height and distance to land into the pit with a thud.
- It is five years old.
- I chose this type of latrine for several reasons chiefly economic. I am a middle scale farmer cultivating plantain, cocoyam, corn, pepper, and livestock on a rather small scale to feed the family and sell a small portion for my livelihood. The financial returns are so low that I cannot afford any expensive latrine.
- Before I built the latrine, I used to join other members of the community to use the community's communal latrine. I had no problem walking to the place because it was located only 35 meters from my house. It was and is still clean and did not pose any health risks. This is because I used to help in mobilizing community members to sweep and weed the place every Saturday morning before going to the farm.
- But later I discovered that the whole structure, which was built of mud, was developing dangerous structural defects and cracks, which I found too risky for me and other family members especially the

children. The wooden footrests got rotten and weak. Two children nearly lost their lives when the wooden footrests twice gave way.

- I always had problems sharing the latrine with children. This is because I am very much respected in the community. I am a member of the community development committee and also serve on the village sanitation committee. Because of this every member of the community holds me in high esteem.
- I even serve on the community's school disciplinary committee. All these make me a respected individual in the community and to expose myself and my manhood in public under the full gaze of children was too much that I could bear. In short the latrine lacked that privacy that could save me from the full glare of children.
- It did not offer proper shelter. At one stage the roof had become leaky and I often got drenched with the rain when I used it on a rainy day. Part of the roof once got blown off by a heavy storm, which swept through the community. After that one could not use the latrine on a hot day. Both rain and heat gave me great discomfort.
- Although the community's population was less than 300, in the morning there was always a long queue of people wanting to use the latrine. I found it rather inconvenient joining the queue because I was in a hurry in the morning to go to the farm and start weeding before the sun got too hot for me to do any meaningful work.
- My wife had a mortal fear of the latrine and the lives of the children as the latrine gradually fell into disrepair. She thought there could be an accident one-day—one of the children could slip and fall into the pit because of the rotten footrests.
- Aware of the danger the children refused to use the latrine. The maggots, which often invaded the latrine in their hundreds, also gave them the creeps. What was more there was the story that went round that the latrine is inhabited by a devil that manifests itself in the night in the form of a child but who could also grow into a giant at will. The children as a result of this were refusing to use the latrine. Sometimes they kept the feces for a long time in their tummies and developed stomach pains, which meant seeing the doctor for a cure. Subsequently, I always end up buying them drugs, which the family could ill afford, because I do not earn enough.
- I was visiting the latrine once in the morning and evening. But I used to skip the morning session if there was a long queue. This was to enable me to start working early in the morning so that I could escape the heat of the sun, which could have a debilitating effect on me.
- When that happened I kept discharging gas all the time. Once unaware that my wife and one of the children were very near me I gave quite an explosive boom that sent them both reeling with laughter. I became so embarrassed and for days I was not myself any more. You know I have an image problem. It is a trait I inherited from my father. Things that I do and are frowned upon by my close associates and family members always impact negatively on my emotions and get me embarrassed.
- But when the urge became too intense I used to defecate in the farm and bury the feces in a hole. One of my farm hands caught me in the act one day and despite his effusive apologies, I became very much embarrassed. Again. Since these two incidents I have been circumspect.
- Nothing so much embarrasses us as when we are forced to show our visitors where to defecate when they are our guests and they feel the urge. When I lost an uncle and I had visitors from Kumasi, I had to send them to XX Peprah a neighbor who uses a water closet and pleaded with him to allow my visitors to use the latrine. He was generous enough to agree. It was then I got to know the usefulness of a household latrine. His generosity bolstered my desire to have a household latrine.
- Almost all my sympathizers stayed a little longer to allow me to entertain them well. At the end of it all I had a better funeral donation than if they had left early if they were to have gone to the public latrine, which was in a poor condition at that time.

- The community currently has renovated the public latrine; it has new firm structures, new corrugated iron sheets, and new wooden footrests. Various groups—women's groups, school children, and youth groups—take turns to clean sweep and weed the place every other day.
- Now I have asked my children to use the public latrine during daytime and stop using the household latrine to ensure that the pit does not get filled too early.

Types of Latrines I Know

- Before I built my latrine I had seen a number of household latrines.
- I know the VIP latrine. In some respects it looks like the traditional pit latrine I am currently using. A VIP has a pit and a squat hole just like mine. Unlike mine, however, it has a vents pipe, footrests, and can be fitted with a seat if you decide to do so. I used one six years ago at Nkawie when I attended a meeting at the place.
- I have also seen and used the VIP at Nkorang. As for that one, it looks like a plush hotel bedroom. It has a water container, which you can use to flush out the feces. It does not smell and does not attract any flies if you clean, sweep, and wipe the place always. It has a seat and the latrine is so well ventilated that as you sit and defecate, the air in the room can send you sleeping comfortably. This is what nearly happened to me when I first used one.
- I have also seen the bucket latrine. Most people think it is not good but I hold a contrary view. You can easily keep the place clean if you sweep it. You can change the bucket as often as possible. Unlike the pit latrines it can easily be dislodged. The only problem about it is that labor used to dislodge it at the moment is scarcely available and when it is available it is expensive. I hear one has to pay between 20–30,000 cedis to have it dislodged.

My Latrine Has Changed My Life

- Some people ridiculed me because my latrine was of the old type, which had gone out of fashion, and that I should think of building a new modern one like the VIP or the WC, they said, especially when my nearest neighbor had a WC. But I told them that looking at my economic situation I was cutting my coat according to my kente cloth. Others said that the cost of cement was just too high for me to purchase it. But the will to build it after seeing my neighbor using a household latrine became stronger and made me save some money to meet the cost of materials. I also postponed buying my bicycle and woolen carpet to be able to build a latrine.
- Soon I enjoyed the pride of ownership. Any time there was an important event in the community such as funerals, and get-togethers when people came from outside, I was approached for the possible use of my latrine by visitors. I always obliged as long as there were not too many of them. I had to exercise this control so that the pit does not fill fast. This has greatly enhanced my personality because whenever the community is planning an event they always made sure I was invited.
- People have also sought my advice on how I was able to build my latrine and I have given it freely because I want to let people know how enjoyable it is to have a household latrine.
- My children use the public latrine during the day, because I do not want the pit to fill quickly so that I can enjoy the latrine for a long, long time, but in the night they use the household latrine. This helps them to defecate freely and peacefully without the fear of evil spirits and goblins.

How I Built My Latrine

- I took the decision to build the latrine all on my own. Of course I discussed my idea with my wife and some relatives who encouraged me to do it. They all saw the condition in which the public latrine was in,

especially the danger it posed to my children. It had taken me two years to decide but financial constraints held me back.

- Because of this, I decided to build a latrine based on the traditional pattern. That way, I knew, I could build a latrine the cost of which would be within my means.
- I consulted two of my friends who were diggers, XX and YY, who are also masons and entered into an agreement to pay their charges/fees by a monthly installment of 20, 000 cedis until the whole amount was paid. Because they were my friends, work proceeded on a slow pace since sometimes they would stop the work to attend to the work of other clients who paid quick and good money. I watched how they dug and soon mastered the art. So that any time they were not around I continued from where they always left off.
- When the pit was done, I knew that half the battle had been won. I suspended the work for sometime whilst I tried to build up a capital to enable me to buy cement for covering the pit and provide a small squat hole.
- After two years of fund mobilization through the sale of my farm products I managed to raise enough capital to purchase cement to complete the work.
- In all it took me about three years to build the latrine at a cost of about 200,000 cedis
- Surely, I could have used less time for the work but sometimes I had to use part of the money saved to pay for my children's school fees.
- My intention now is to try to renovate the latrine to bring it up to modern standards. This is because I have discovered the latrine is emitting some bad odor. I have also seen one or two maggots climbing out of the squat hole. I mean to take my cue from these developments and start thinking of saving money to turn the latrine into a VIP latrine. I know the changeover would not be easy but I have started building some capital from the sale of my farm products to undertake the work I hope in a year's time I would have affected the changeover.

On the next page you will find a sample thematic chart created through the analysis of this transcript. This gives you a sample output from the individual transcript analysis exercise, but remember the reasons people give for and constraints to latrine construction and their favored latrine attributes may be different in your study. This table should thus not be taken to provide the codes for your study.

B.1.3 Ghana Sample Thematic Chart

Respondent ID	DRIVERS/ REASONS TO CONSTRUCT A LATRINE	CONSTRAINTS	LATRINES KNOWN AND ATTRIBUTES
NK 44 [latrine adopter; male; farmer]	**SECURITY** ▪ It is not safe to use the bush because poisonous snakes could bite him ▪ Fear of his wife and children slipping and falling into pit and dying **SAFETY** ▪ It's risky (structural defects) to use the traditional pit latrine (PL) ▪ It sometimes leaks **PRIVACY** ▪ I feel bad when I use the latrine together with the children **INCONVENIENCE** ▪ I find it difficult to join long queue to visit the latrine because I can't do anything at work **HEALTH** ▪ Puts himself and children exposed to health risks if he uses the chamber pot ▪ Developing stomach ache for holding the feces in for a long time **DISCOMFORT** ▪ It is not properly sheltered (getting wet when it is raining and heat from the sun in the afternoon) **CLEANLINESS/DISGUST** ▪ The public latrine has got a lot of maggots **EMBARRASSMENT** ▪ I feel embarrassed when I take my visitors to the public latrine ▪ Discharging gases in the midst of my family **ECONOMIC LOSS** ▪ Useful economic time is wasted taking children and/or wife to the hospital for treatment of diseases contracted from the PL ▪ Huge sums of money used to buy drugs **OTHERS** ▪ It is a taboo to defecate along riverbanks	**FINANCING** ▪ I had financial problems with raising money **COMPETING PRIORITIES** ▪ Money saved for latrine construction was used to pay for children's school fees.	**PIT LATRINE** **POSITIVE** ▪ It is economical to build **NEGATIVE** ▪ Develops structural defects (cracks)—risky to use **VIP** ▪ Can be fitted with a seat ▪ Well ventilated **BUCKET LATRINE** **POSITIVE** ▪ Can change bucket as often as possible ▪ Easy to dispose of night soil **NEGATIVE** ▪ Difficulty getting people to dispose/empty buckets; when they are available it is very expensive

B.1.4 Sample Data Synthesis Tables from Nkawie, Ghana

1. CONSTRAINTS TO LATRINE ADOPTION: output from compiling and synthesizing the constraints mentioned in each IDI transcript [Importance of capturing sufficient details of problems/challenges that emerge, as well as documenting ways some individuals were able to overcome, or where the issue was not a problem at all]	
Subsidy (District Assembly)	▪ Much ignorance of DA subsidy ▪ Couldn't get it because didn't meet "requirements" ▪ Must build to some point to get subsidy ▪ No interviewees got it; women tried to get it, build it anyway, never succeeded ▪ Area council member (not interviewed) built latrine in road, only one who got subsidy ▪ Delay in DA's commitment (materials provision)/subsidy for latrine
Permit approval—land survey	▪ Perceived as a barrier, can come and "stop work" ▪ Costs money to get permits officially, and to "grease" the wheels ▪ DA prevents the use of space for latrine construction ▪ Delays in approval of site for latrine construction
Large compound setting	▪ Need for more than 1 latrine to accommodate all the residents ▪ Size of house, number of occupants too much for 1 latrine ▪ 1 latrine is not enough and 2 cost a lot of money
Space	▪ House is complete, no place for latrine ▪ No problem for space (others) ▪ Space is not a problem for many houses (for 1 latrine, but not for re-siting) – Space is allocated for latrines; multiple bathrooms exist
Materials, labor, technical complexity	▪ All materials were brought from Kumasi or Accra ▪ Important to use cement, feces rot timbers and floor will cave in ▪ Must have a pipe ▪ Doesn't know who can build a latrine ▪ Masons and diggers known to some interviewees ▪ Concerns about reliability, quality assurance of masons ▪ Who is CWSA "certified" or not? Don't know [Community Water & Sanitation Agency] ▪ Who actually builds latrines? ▪ Difficulty getting iron rods especially, also other materials in Nkawie, had to wait or go further away to Kumasi ▪ Information circulation about masons, techniques, etc. among network of adopters ▪ Information also from outside visits to other places ▪ Compile list of masons from interviews ▪ Materials are not a problem, they are readily available ▪ Problems with access/transport of materials
Intra-family relations (extended family)	▪ Can't ask my mother for money, she lives with us, but all have to contribute ▪ Significant dynamics to build a toilet with pit big enough for everyone, all must contribute to cost, not all agree ▪ Need approval for picking/using compound space for a toilet ▪ Conflict over where to site latrine (case of uncle returning and having new latrine destroyed because he didn't like the site, next to kitchen) ▪ How to distribute cleaning for a shared toilet, conflicts (nonadopters) ▪ No support from family members to build a latrine

1. CONSTRAINTS TO LATRINE ADOPTION: output from compiling and synthesizing the constraints mentioned in each IDI transcript [Importance of capturing sufficient details of problems/challenges that emerge, as well as documenting ways some individuals were able to overcome, or where the issue was not a problem at all]	
Water table, water supply contamination, soil stability	▪ Area council says can't dig pit because it will contaminate their water supply—a hand dug well nearby that is the public well ▪ Water table is near, soil is unstable, pit will collapse (Zongo area—N.K.Z) ▪ Some parts of Nkawie have high water table (Zongo) ▪ (Source producers) higher cost and more wear on tools, + special tools needed, because of hard rock in soil (Toase)
Operation and performance of latrines	▪ Wooden footrest, floor, box is simple to use (likes it—probe "simple"?) ▪ Bucket latrine problems: no people to take away waste, fills in a few days, then smells if no one comes to empty ▪ Pit latrine O&M—things people put in pit regularly to maintain – Carbide: drop stone in pit, dissolves, end of every month; buys carbide at 2000/piece-rock, uses this for 2 doses, once a month; saw white man use carbide, that's why she does it; reduces volume – Izal and Detol: a commercial disinfectant, drives away flies, smell, reduces volume of sludge in pit – Akadaa nyame "child god": buy from roving door-to-door seller, reduces volume (a liquid put in pit, may come in powder that is mixed with water to make the liquid or as liquid) ▪ Ex-adopter of pit: has used these products for 1–2 years then no more effect, pit is now full, and closed ▪ Duration of pits, most of interviewees' pits are 1–4 years old, some as old as 50 years (low usage) ▪ Concern about duration of pit, control use so it won't fill up too fast ▪ Pit owners generally optimistic pit will last 10 years or more ▪ How to desludge a pit—only one person suggested he has thought of how—put a hole in back of pit for desludging hose to go into ▪ Negative of WC—when splash of flush leaves feces on sides of bowl it is "not good to see" ▪ Ex-adopters, mostly of bucket latrine technology ▪ Cockroaches ▪ Latrine smells so can't possibly have it in a house (smell drive - related) ▪ WC's have problem of water cost to operate ▪ Bucket – Difficulty of getting conservancy labor – Regulation by the DA – Difficulty with final disposal of sludge ▪ Difficulty in emptying pits
Cost and financing	▪ Range of costs expressed by interviewees: 500K to 5 M, depending on technology type in many cases ▪ Nonadopters' perception of costs: some no idea, others' estimates based on technology were reasonable ▪ Pit depth affects cost—an adopter had to reduce desired depth because of financial constraint ▪ Bucket is cheaper, can afford to install it now, this is the main preferable thing about bucket compared to other household latrines ▪ One adopter took 5 years to mobilize funds to build the latrine, which is two years old ▪ Prefer WC but because of cost will go for a "pipe" latrine (VIP style) ▪ Lack of savings is problem, had money for latrine but illness wiped out these savings ▪ Another case, funeral for mother wiped out savings for latrine ▪ One adopter got a loan for 200K from cocoa marketing board, which was repaid in two installments after each cocoa harvest (2 years) ▪ Children abroad or away send all the money, materials "home" to build the latrine

1. CONSTRAINTS TO LATRINE ADOPTION: output from compiling and synthesizing the constraints mentioned in each IDI transcript [Importance of capturing sufficient details of problems/challenges that emerge, as well as documenting ways some individuals were able to overcome, or where the issue was not a problem at all]	
	▪ Instant cost is high (initial cost)—causes big delay in construction when paying in installments ▪ High cost and affordability ▪ Ability to save money (competing daily demands on limited income) ▪ Mode of payment/ terms of credit severe (no flexibility in schedule of repayment, big risk of losing property) ▪ Absence of credit facilities ▪ Lack of knowledge about sources of funding (e.g., DA subsidy) ▪ Zongo people are poor and have no resources for latrines ▪ Borrowing for latrine construction does not work
Tenant—Landlord dynamics	▪ Tenant says he can't make this decision, only landlord makes these kinds of decisions ▪ Another tenant says he is in process of talking to landlord's son to get together and resolve the lack of house toilet ▪ Turnover of tenants interferes with ability to collect and save money for building a latrine for the house, time it takes to collect all the money, some tenants leave and want money back ▪ Problem of sharing the responsibility and costs of maintenance ▪ Tenants unwilling to contribute due to the pit latrine alternative
Decision-making dynamics	▪ Emigrants with money make unique decision from afar (absentee owner) ▪ Landlord/household head decides to build a latrine, – for self – for all • family members • tenants – Collective decision-making • extended family • tenants – landlords ▪ Operation of pans: recurrent cost; equity, sharing costs of house latrine
Ex-adopters	▪ Many pan users stopped due to lack of conservancy labor
Competing priorities	▪ School fees have higher priority ▪ Completion of houses
Satisfaction with pit latrine	▪ Adequate cleaning/maintenance of pit latrine, no smell, no problem with pit latrine
Lack of awareness	▪ Limited knowledge of technological options/latrine designs
Habit/Beliefs	▪ Don't want household latrine because it is unclean

2. LATRINES KNOWN and LIKED/DISLIKED ATTRIBUTES: Output from Synthesizing Responses from All IDIs		
Latrine Type	**Positive**	**Negative**
Water Closet (WC)	▪ Gets rid of feces (easy to flush feces quick) ▪ One can sleep in the WC because it is neat and the feces easily flush away ▪ Does not need frequent desludging as does the bucket latrine ▪ Does not pose any health threat ▪ Easy to flush and to maintain (easy to clean) ▪ Neat and does not produce any bad smell ▪ It offers some privacy (because less people using it, (mostly located inside the house and is inaccessible to other people in the compound) ▪ Comfortable seat ▪ Does not require any container to drop the cleansing material in because of the use of toilet roll ▪ Safe to use in terms of structure of the facility ▪ Wide scope to make the place beautiful (such as putting tiles, etc.) ▪ It is a high status symbol to own a WC ▪ Not easily accessible to pests (rodents/maggots, etc.) ▪ It can easily be used by children without fear of falling in ▪ Easy access for dislodging	▪ Relatively high cost of operation especially paying water bills and desludging septic tanks ▪ High water consumption ▪ High cost of emptying septic tank ▪ Increases the water bill (due to increased use of water for flushing ▪ Needs constant water to function well ▪ High construction (installation) cost ▪ Needs space for septic tank ▪ Difficulty to get vacuum tankers around Nkawie for desludging
Ventilated Improved Pit (VIP)	▪ Can be provided with seat to sit and defecate comfortably ▪ The latrine has a reinforced cover slab with a seat ▪ With proper maintenance it will last for a very long time. ▪ Relatively lower operational costs compared with the WC ▪ Not expensive to build compared with the WC ▪ Well ventilated and does not give bad smell if properly operated ▪ Neat and hygienic ▪ It is easy to maintain and clean due to cement slab ▪ It is not water dependent ▪ Convenient to use by the old in the house when installed with a seat ▪ Good protection from rain and sun because of corrugated roofing sheet ▪ No odor due to the presence of vent pipe ▪ Convenient to use in the night ▪ Provides privacy ▪ It does not produce too much heat	▪ Difficult to desludge when full ▪ Smells bad sometimes ▪ Sometimes attracts flies, cockroaches, mice, rats, and maggots ▪ Requires a deep pit to make it last longer

2. LATRINES KNOWN and LIKED/DISLIKED ATTRIBUTES: Output from Synthesizing Responses from All IDIs		
Latrine Type	**Positive**	**Negative**
Traditional Pit Latrine	▪ It is economical to build; easy to construct ▪ Cheaper than others ▪ Seats/plastic covers could be installed to make it comfortable ▪ Gives privacy ▪ It is durable if pit is dug deep	▪ Smells bad ▪ Has cracks over time ▪ Very dirty and harbors flies and maggots ▪ It attracts cockroaches, flies, maggots, etc. ▪ It is unsafe for children because they could fall in ▪ It can smell bad and has poor ventilation ▪ Wood log can easily get rotten and collapse ▪ Requires a deep pit so that it does not fill up quickly ▪ Difficulty in emptying pit ▪ More difficult to keep clean due to mud floor
Bucket Latrine	▪ Cheaper to install than the others ▪ It is in the house hence it is easy to be reached ▪ Can change bucket as often as possible ▪ Relatively easier to dispose of night soil ▪ It looks good as long as the place is swept and scrubbed ▪ It has a seat on which one can sit and defecate comfortably ▪ It can be upgraded to a pit latrine	▪ Few conservancy laborers to empty pit when full and when they are available their charges are quite high ▪ When the bucket is full it gives a severe bad smell ▪ When bucket is not positioned well feces will drop on the floor breeding flies and mosquitoes ▪ When the bucket is full, it is difficult to get somebody to empty it ▪ It smells very bad. ▪ High possibility of people defecating on the bare floor for loss of bucket ▪ Feces, maggots, and cleansing material too visible while defecating ▪ Often, there is invasion of pests (cockroaches, soldier ants, mice, flies, maggots, etc.)
Open Defecation		▪ Exposed to dangerous animals ▪ Rapists could take advantage on females in the bush

B.2 Uganda Example

B.2.1 Socioeconomic Profile

	Household ID	
	Parish	Molo
	Village	Mairo Mbili
	AGE (years)	53
	M / F	M
Size H/hold	**Total**	10
Size H/hold	**No. Adults**	1
Size H/hold	**No. Child (4–15 yrs)**	9
Size H/hold	**No. Infants (0–3 yrs)**	
Education	**Head of HH**	Tertiary
Education	**Mother**	Some Primary
	Occupation Head H/hold	Teacher
H/hold Income	**USH**	
H/hold Income	**Weekly or Monthly?**	200,000/= (monthly)
H/hold Expenditure	**USH**	
H/hold Expenditure	**Weekly or Monthly?**	300,000/= (monthly)
	Ethnicity	Itesot
	Languages	Ateso
	Religion	Catholic
	Year of Marriage	1976
	Electricity (Y/N)	N
	HH Water Connection (Y/N)	N
	Kerosene Lamp (Y/N)	Y (1)
	Radio (Y/N)	Y (1)
	Bicycle (Y/N)	Y (1)

B.2.2 Uganda Transcript with Nonadopter

In-depth Interview with Resident of Pambaya Village, Paya Subcounty

What a Latrine Should Be Like

M: In your opinion how should a place where a person can go to ease himself look like? What should it have?

R: It should be well built. It should have a foundation. It should be about 15 feet deep. It should be built with bricks and it should have a strong floor constructed using metallic bars. It should have a jerry can of water with ventilators.

M: Why are these things important? For instance you said a latrine should be deep enough. What is good about that?

R: The reason why a latrine should be deep is that it can prevent the spread of diseases. The bad smell that comes out of the toilet can cause diseases such as diarrhea. There will always be diseases in that home. That is why there is need to dig a very deep pit and maintain it very well.

M: You said the latrine floor should be strong. Why is that important?

R: If a latrine floor is made very strong, it can last for a long time. Then you don't have to bother digging and constructing another latrine after only a short period of time.

M: You also talked of a ventilator why is that important?

R: The air that comes out of the latrine is bad and the air that comes into the latrine should be fresh.

M: What is the problem with that bad air?

R: Sometimes that bad air can make the stomach swell. Sometimes that bad smell can bring problems to the body because that kind of smell is not good if it enters a person's body. That kind of air should be consumed by plants but not human beings.

M: You also talked about water for washing hands after visiting the latrine. Why is that important?

R: If a person has helped himself and washed hands properly using soap, the hands remain clean. So from there that person can go and eat food when the hands are clean without any germs that cause diseases. Because the things he has been touching are very bad.

Where People Are Defecating Now

M: In this area where do people go to ease themselves?

R: In this center of ours we have one problem. The problem we have is that we cannot dig pits because of the rocks we have here. You can only dig up to 4 ft and then you reach the rocks. If you don't plan properly here you cannot dig a pit of 25 ft as I had made.

M: What did you do to go that deep?

R: The plan I used here, I gathered logs, and then I organized people to set fire on the rocks. I applied the fire for over 30 days and after which they managed to break the rock. That rock was 19 ft.

M: Where do people in this trading center go to help themselves?

R: Most of these people go to the bush. There are no latrines because of the rock.

M: Is there anything good about the bush where you say most people go ease themselves?

R: There is nothing good about that instead we get diseases such as diarrhea, vomiting, and fever. We get malaria all the time.

M: Are there any other problems you face with going to the bush?

R: You can go to the bush and you are bitten by snakes. You can also be pierced by something sharp. Somebody can even ambush you from there and he cuts you with a panga. Those are some of the problems we meet in the bush there.

Why Have a Latrine?

M: You said some people go to the latrine. Why do you think going to the latrine is helpful?

R: The advantage of having a latrine at home is that it reduces the disease burden. In addition such a home is clean because everything around that home is clean. The food that we eat has to come when it is time for it to come out. It is very unpleasant to see it with your eyes. So the solution is to have a latrine at home.

M: So what is the most important reason why you decided to have a home latrine?

R: It prevents the spread of diseases.

M: What type of people have latrines and who do not have latrines?

R: Both the rich and the poor have or don't have latrines. They say that if I spend my money there what am I going to gain? As you know in this Uganda of ours we are poor. So if somebody gets 50,000 shs he will say this money of mine will help me instead of investing it. It can help to solve some of my immediate problems. For example, if a child falls sick or dies you cannot compare it with that 50,000shs.

M: Now, these people who have latrines who are they?

R: Those who have are the ones who are ready to sacrifice. Somebody just says let me do this thing. Such a person appreciates the importance of having a latrine at home. They are aware that if you don't do something to prevent it you can get a serious problem.

M: If you look at a home with a latrine and then without one is there any difference between the two?

R: There is a big difference because if you look at a home with a latrine and one without you will find that in the one without people are always sick. There can be sickness even in a home with a latrine but not to the extent of that without a latrine.

M: What type of diseases are those?

R: Malaria, diarrhea, and vomiting.

M: What other differences do you see?

R: A home with a latrine is very clean. You can eat anything without fearing that you can contract a disease. But in a home without a latrine eating something or even mere drinking water you can fear. You will find flies all over. A lot of dirt will be there. Such a home will never be clean.

R: People associate a homes with a latrine with people who understand, who are informed, and who are clean. If a visitor comes, the visitor has some where to go because a visitor cannot come and then you direct him or her to go and ease himself elsewhere.

M: What do you say is the major reason people don't have latrines in their homes?

R: The main problem in this center of ours is the rock.

M: Now looking at your home here where do you usually go to ease yourselves?

R: Me I had a latrine that we were using but it collapsed. So I had intended that I use that one as I construct a more permanent one. But I got some problems that kept me out of home for some time. Around July this year I was arrested and taken to prison. I have just recently come back. When I came I found the latrine had collapsed. I have not spent much time here at home.

The Type of Latrine I Have

M: What type of latrine did you have?

R: It was that of mud and grass-thatched. The remaining walls are over there you can see.

M: How deep was it?

R: It was seven and a half feet deep.

M: In which year did you construct it?

R: I built it in 2005.

M: What happened to it? Why did it collapse?

R: What made it fall was lack of grass. The wind blew off the roof and rain destroyed the wall.

Trouble with Lack of Latrine

M: Where do you and your family currently go to ease yourselves?

R: We go to the bush.

M: Is there anything good you find about going to the bush?

R: There is nothing good about going to the bush instead we get diseases there.

M: How do you feel about going to help yourselves in the bush?

R: We face a lot of problems. Even recently I lost a child as a result of lack of a latrine here at home. The child developed diarrhea and vomiting. It started around 6 am in the morning. At about 5 pm in the evening the child had died.

M: Sorry, what other problems do you experience as a result of lack of a latrine here at home?

R: I have wounds all over my legs due to injury I get from the bush. I always get worried whether I will come back safely or not. When I go there I can't tell whose land I am going to. If the owner of the land finds you it can be a problem.

M: What happens if you receive a visitor?

R: If a visitor comes I can just move with him. If he asks me for where to ease himself I can tell him that you come and we take a walk this way. But I am struggling to put up a latrine.

M: How do you and your people feel about going to the bush?

R: I feel very bad to find that I don't have a latrine. I really feel bad because when I go to the bush I meet many difficulties. So I have to do everything possible to make sure I build a latrine.

M: What of others in this area who go to the bush, what do you think they feel about it?

R: They feel bad and they even know that they have problems.

M: Imagine that you had your own latrine how would it benefit you instead of going to the bush?

R: If I had my own latrine here at home my children would feel very well. If I got a visitor I would not feel shy. I would welcome the visitor with all my heart. I would know that after he has eaten he will have somewhere to go to ease himself. Thirdly, if I had my own latrine at home here my children would not get diseases any how like now.

M: Are there any problems or negative things that having a latrine at home can bring?

R: There is no problem that a latrine can bring because if you have a latrine the home will instead be clean. There will be no diseases. There is really nothing bad with having a latrine at home. At my home here if there is a latrine I feel very good.

Different Types of Latrines

M: What are the different types of latrines you have ever seen or used?

R: As I said, I had a latrine that I constructed myself. I constructed the floor using mud. I roofed with grass and even installed a door. I put water there for washing hands. But the problem with such toilets is that the wood can rot and when someone goes there, it can give way and sink.

M: Any types of latrine that you know?

R: The other type of latrine that I know is the one I was planning to construct. You have to dig it very deep as I had made. Then bring metallic bars, cement, and bricks. You start with the foundation down, then build up the wall with bricks and roof it using timber and iron sheets. Then install a proper door.

M: Is there any other type of latrine that you know?

R: There is a type I have ever seen in the hospital that uses water, after you have used it you simply flush the water and feces go. That is also another type of latrine that I know. There is someone in Kachonga who has a latrine that is very different from others I have ever seen. He just sits on it and after helping himself then he flushes water. He does not even use toilet paper to clean himself. That water that he flushes also cleans him. I saw that type of latrine in his house just there in Kachonga.

M: Of all the different types of latrines you have talked about which one would you prefer most?

R: The one I would prefer to have if God can help me is that one of iron sheets I talked about. It lasts long. If you construct the floor very well with slabs, bricks and you cover with iron sheets that kind of latrine can stay for a very long time.

M: Apart from the fact that it lasts for a long time, what else do you like about that type of latrine?

R: If you have that kind of latrine you will not have diseases affecting your people at home.

M: Any other thing you like about that type of latrine?

R: That kind of latrine doesn't smell bad. The cemented floor can be washed any time and therefore it cannot smell bad. Even germs cannot enter such a latrine anyhow.

M: Do you think washing such a latrine is very easy?

R: It is very easy.

M: Why do you say it is very easy?

R: For example if a child urinates or defecates on the floor you simply need to pour water, get a broom, and wash. Everything will just flow into the pit.

M: When a latrine is roofed with iron sheets what are the advantages over a grass thatched one?

R: It lasts longer because rain cannot easily spoil the walls. The wind cannot easily blow off the roof as is the case with a grass roof.

M: Why don't you prefer the type with mud and grass?

R: The reason I don't I like that type of latrine is that rain can blow off the roof any time. I will continue referring to that one of mine as an example. The wind removed part of the grass and it rained on the floor and the logs got rotten. I realized that it was about to cause us problems like a child sinking into the pit.

M: You said you have dug a very deep pit, what is stopping you from continuing with the construction?

R: Because I was arrested and put in prison like I said.

Constraints I Face Acquiring a Latrine

M: Do you still plan to continue with the construction of that latrine?

R: No, I don't plan to continue with the construction because it is very near the house. It is too close. But I don't know whether you people can advise me to continue. I can construct it very well and install a pipe. It is very deep, 25 feet.

M: Are there any constraints that you envisage facing if you decide to continue with the construction?

R: The problem I am facing now is lack money that I can use to construct the latrine. I am a farmer, I grow rice. I intend to get money after selling rice and use it to construct that latrine. It is money that am lacking now.

M: How would the money help you? What would you buy with the money?

R: If I had money I would have finished constructing that latrine. You would have found the latrine already completed. The money would have helped me buy the materials that are needed here, like cement, metallic bars, iron sheet, nails, and paying the mason.

M: Do you know somebody who can construct that latrine for you?

R: I have a mason who can construct for me that latrine if I had the money. I know him as a person who knows what to do. He is a person of this very village. He even undertook a course in construction.

M: What is his name?

R: He is Okello. He knows his work very well.

M: So you are expecting some money and then you start the construction?

R: I am waiting for the rice to get ready around December, harvest, get money, and start the construction.

M: How soon do you think you will be able to complete the latrine?

R: If you come back around April next year I am sure that you will find I have completed the construction very well.

M: In this area is there somewhere one can borrow some money or materials to construct a latrine?

R: Like us farmers we don't have anywhere we can borrow money even when we would pay with some interest. That is not there in this village.

M: But is there somewhere you can get some materials like cement or iron sheets and you pay in installments?

R: That is not there in this village of ours. In this area we have Indians who sell such materials and you know Indians don't know us. They would to know what kind of person you are and where you come from. If we

had our own people, with such big businesses we could benefit from such arrangements. Because if someone knows you he can give you something when he knows where you come from.

M: Where are the Indians based?

R: They are in Busolwe town. They are the ones who sell such materials.

Use and Maintenance of Latrine

M: If you complete that latrine of yours, who will use it?

R: That will be my family members who will use it. It will be my children who will use that latrine.

M: Do you think even the young ones will use it?

R: The older children will enter but these other young ones cannot use it. The young ones like that one will not manage to use it.

M: Where will they go to defecate?

R: The mother will escort him and he defecates outside the latrine. After which she will remove it and throw into the latrine.

M: Will you allow other people like the neighbors to use your latrine?

R: No I will not accept that.

M: Why will you not allow them to use?

R: Because when I allow them to use that latrine they will not construct theirs.

M: Who will ensure that the latrine is clean all the time?

R: We are two, myself the head of the family and my wife. We are the ones to keep the latrine clean.

M: What will you use to clean the latrine?

R: I wash it with water and soap so that it can remain clean. I will also paint it on a regular basis.

Communication Channels Used

M: In this area, how do people get to know of new things that have happened or something that has happened elsewhere?

R: Mostly the news we get here is through the radio. Most people have radios.

M: Which radio stations do they usually listen to?

R: We listen to Rock Mambo and Open Gate. Those are the two radio stations that we listen to in this area.

M: What programs do you usually listen to on Rock Mambo and Open Gate?

R: We usually listen to news programs and messages about home sanitation.

M: For example, what do such messages say?

R: They say it is important for a home to be clean. A home should have a latrine and a pit for putting garbage.

M: Do some people read newspapers in this village?

R: No, newspapers we don't have here. That one we don't have it here.

M: What kind of community meetings do people attend here?

R: Such meetings are there but they take long to take place.

M: What kind of meetings are those?

R: The kind of meetings that usually take place here concern good sanitation practices. In some case when there is a particular problem, the subcounty authorities can convene a meeting to address such a problem. Some meetings concern the development of the area while others are for security purposes.

M: What kind of groups do you have in this area?

R: We have a music and drama group for women in Paragang. I don't know the name of the group, but sometimes they also cultivate crops such as groundnuts. We also have NAADS group.

M: What do they do?

R: They keep poultry and they also cultivate different crops such as cassava and pineapples.

M: Among these groups you have talked about is there any that is involved in sanitation related activities?

R: Like this women's music group, in some of their songs I have heard them sing about a clean home and discipline or good behaviors in a home.

M: Among these groups, if someone is lacking a latrine can they assist such a person in any way to construct a latrine at home?

R: No, I have never seen anything like that in those groups and I don't think they can do something like that.

M: How do people in this area get to know about the services of these people who dig and build latrines for others?

R: These people are known. For example like for me who usually goes out like to town I can find such a person digging a latrine pit for someone and then tell such a person that I have the same kind of work. Can you come and help me also? And he says I can come and dig for you. Then another person can also find him digging and take him to his home. So they are usually found from where they are doing their work.

M: Is there any other way through which these people are found? Don't they move by themselves and tell people about their work?

R: No they don't do that. You can just find them from where they are working.

M: Is there any better way you think these people's services can be known to the community?

R: I would suggest this: if possible the government can take these people to the radio and announce their names, the kind of work they do, and where they come from. In this way they would be known better instead of just finding them from where they work. Like for me I may need somebody who can dig a latrine but I may not know that he can do that kind of work.

M: We have talked a lot about the benefits of having a home latrine. If you are given a chance to pass on such an important message to your community, what appropriate channel would you use to pass on that message?

R: The method I can use is the radio. I can talk on the radio and tell them about the problems I have encountered and my current situation.

Secondly, I can ask the LC 1 chairman to mobilize for me the people even if they come like five to 10 people I will talk to them. You know these people will only come in large numbers for meetings where money is involved. But like for these ones to do with sanitation they don't come. So, even if they are five or 10 I will give them the message and they will also pass on the message to others.

Governance Arrangements

M: In this center how do you govern yourselves?

R: We don't have any organized system of leadership. The system collapsed. We used to have a board for the center but it collapsed. Instead we have zonal Local Council leaders. In the past when we had the board we had latrines. If you come here that time you would find almost every home here with a latrine.

M: What happened to that board?

R: There were conflicts between the LC1 chairmen and the board over tax dues especially that coming from the slaughtering of animals. Each side wanted to take the money.

M: When the board was there what laws related to sanitation were there?

R: If you had no latrine they would not allow you to open your door to sell anything. That law was there. Like me with such a family they would have chased me long ago.

M: Do you know of any law in this area that is related to good sanitation practices?

R: Right now what they are saying is that if you don't have a latrine you need to construct one because without latrines they will not construct for us a bore hole. To me that kind of message is not enough to encourage people to construct latrines. That alone will not make someone pay his 50,000 shillings to dig a larine pit. In the past almost every home here had a latrine. This place was very clean. But as for now as you can see there are very few latrines.

B.2.3 Uganda Transcript with Adopter

(In-depth Interview from Kwapa II Village, Kwapa Subcounty)

What a Desirable Latrine Should be Like

M: What are the important qualities a place a person can go to ease himself should have?

R: One is that it should be private such that when you are inside there, nobody should see you.

M: How is that important?

R: So that the person inside is not disturbed, he does not expose himself.

M: Any other qualities?

R: It must have a washing facility like a jerry can with stands and soap. Two, if possible, it can have a ventilation outlet like that of a VIP latrine. It can even be improved in these mud latrines by having some opening on the walls to allow the air to come out and allow oxygen inside so that you do not feel uncomfortable when you are inside there. The floor must be well organized so that when you are helping yourself urine must not be splashed in the whole floor. It should be slanting in a way that urine can flow into the pit.

You can also put some steps such that when you are squatting you can have [a place] to step. The hole should be so large that can scare the children.

M: When you talk about a washing facility, why is that important?

R: When somebody could be having diarrhea and he doesn't wash. He can handle a toilet paper and when he cleans, you want or you don't want some remains will be on your finger, so you have to wash. You can rush from there and pick a mango then you end up getting direct germs.

M: You also talked about the VIP latrine that it has a pipe, what is the importance of the pipe?

R: To allow the carbon dioxide and it also kills the flies. You find that the flies find it difficult to get out.

M: Then I am interested in the floor when you said that it must be organized, maybe you can explain a little more?

R: You see you must make the floor raised so that when you are squatting and urinating, urine comes back to the pit. You see when urine collects in this rammed thing it looks as if it is mud whereby it is easy to attract some smell unlike the cemented one where the smell disappears.

M: What types of latrines are you aware of/ have you seen or have you even tried?

R: In the village here we have only this type of mine but when you go to a place like in town there is one where you can even sit but they are all called toilets.

M: But the ones in the village are they all the same are they different in terms of design or materials used for construction?

R: Yes I can talk about design. There are some people who build a round house others build a large hole such that when someone is coming from the other side he can just see you. But now some of us make like a bedroom. You go inside and then turn like you saw mine. So you hide there. So it is even useless to have a door. Others are rectangle others are round. Some put doors while others put a mat. Most people find it very difficult to buy iron sheets so they use mud and have simple walls. Then they buy second-hand iron sheets. And some use bricks and cement and even the floor they have to plaster it using cement.

M: Of the different types of latrines we have talked about, which one would be your most favorite latrine?

R: Me if God willing and I get some money, I also wish to have one with bricks, cement, and iron bars. And I also buy the VIP and put it there.

M: What makes that type of latrine the best for you?

R: One, it's easy to mop it. Two, if you have sunk it deeply and where you have sunk the pit the water level is very far, and even the soil there is good it can over last. Unlike this one of the logs, the logs can rot and within three to four years, it sinks. For example, what happened here recently a woman sunk inside with the latrine. The thing was weak and she sunk inside. People went and rescued her.

M: What exactly do you mean by a strong latrine?

R: To me a strong latrine where if you go there and even the children you can be sure that you are safe and you will not have an accident. The latrine is strong and even if children go there you can be sure that there will be no accident. And also when it over lasts and when it is well organized.

M: You also talked about a cemented latrine being easy to mop. Why is this important?

R: You find that when it's clean, when people see it they get satisfied. With well organized and cemented floor, you get your omo and brush and you clean it well.

M: What is the importance of having a clean latrine, it is easy to clean alright but what is the importance of having a clean latrine?

R: It doesn't have the germs, it doesn't have the flies and of course the bacteria.

M: Among the different types of latrines we have talked about which one is your least favorite?

R: Me the one I would have last is the one with a rammed floor. That would be my worst.

M: Why do you dislike that type of latrine?

R: That one with a rammed floor, of course you have to floor with marrum. You find that as you continue sweeping, the soil gets off and the logs are exposed outside. Definitely it will cause a problem whereby if it is raining, the walls since that soils absorbs water, with time it will rot. After rotting it will sink. Secondly, when people are urinating that place the front part of it becomes muddy and too smelly which brings germs.

The Latrine I Use Now

M: Why did you choose that particular style of latrine?

R: I would say that when I grew up I found my Mzee with the same style of latrine. He told us that if you want to be comfortable, you must design a latrine that is like a bedroom and I have seen that it is very good to have it because when you are inside you feel comfortable. In fact you are just private.

M: Apart from the advice from Mzee did you get any idea from somewhere else about constructing this particular type of latrine?

R: Of the places I have visited, very few people have the idea.

M: Apart from dividing it like a bedroom what other things do you like about your latrine?

R: I like it because when you build like that you leave some space on the wall for air to come out.

M: Are there any things about your latrine that you dislike?

R: In fact the floor is not all that proper. Two, the way the floor was made it is not balancing. Because I made it myself I did not have that skill. I was doing rough, rough.

M: If it is not balancing what is the problem?

R: The problem is that urine does not flow directly. At times it passes out.

M: If you were to make some improvements to your latrine what improvements would you make?

R: I would level the floor, buy a slab which has an organized pit and fix it properly. I would smear with sand also.

M: Is this the first toilet you built on this compound?

R: This is the fourth. The first one was just built for me by my Mzee.

M: What type?

R: It was also grass thatched, with mud wall and mud floor.

M: Which year was that?

R: That was 1991. I was in S2. The second one I built in 1996. That was when I married and it was only about 6 feet deep. My dad did not want to share a latrine with me. So they hurriedly built it for me. Then in 2000 I sank another one it was only about ten feet. The third one I built I used the same roof. Then this one I built in 2006. It is about 15 feet. It will last for long.

M: So why did you make it 15 feet?

R: I wanted it to last long. With the small family I have now it will last for long.

M: And why couldn't you make it beyond 15 feet?

R: The one I had was getting filled up so I hurried with this one. I didn't want it to get it filled so that the flies would be everywhere. So I hurried with this one.

M: When you decided to construct this latrine, did you take the decision alone or there were other people involved?

R: I always share with madam. The first latrine I built in this compound it was Mzee who built it for me. He sunk the pit. He did not want me to share with him. Because he has friends, he said no. The second, third, and fourth I made it myself.

M: How did your madam influence your decision to have a latrine?

R: Yes like the third latrine that I made she was the one who smeared, made it clean, and whatever.

M: What are the good things about having your own latrine at home?

R: One, it is very difficult to find another place, say a neighbor's place. Now it is very easy for me to ease myself. Secondly, when visitors come I feel very comfortable and not scared. If you don't have a latrine and visitors come there you will be very demoralized and you look very small. So you feel very comfortable and you feel that you are a man at home. Even outside there you walk like other men walk.

M: So those without a latrine outside there …….?

R: Yeah like for us who drink if you don't have a latrine you don't talk because you are already feeling small among the people who are there. So you have a free mind even outside.

M: What are the other benefits of having a home latrine, not only to you but also the other family members?

R: Secondly, there are no flies, in fact the home is not exposed to bad smell and there are no diseases like diarrhea. In fact the home is clean.

M: Any advantages to the children?

R: When I have a latrine at home it means my children do not go out to find somewhere else to defecate. Even then if they go out they know how to use the latrine.

M: Have there been any negative experiences or disadvantages you have found about having a latrine at home?

R: With having a latrine there is nothing I have experienced that is bad. Like the woman who sank in the latrine. She had gone from her home to a neighbor's latrine and the thing disappointed her. There are some people who think about cultural things that does not happen here. So I have never experienced anything bad about having a home latrine. Having a latrine is so good. It teaches children good hygiene.

M: If you did not have a latrine where would members of your household go?

R: At the moments I find it difficult to go to the neighbor. As I am working, maybe I can go to school. But members here maybe they can go to my cousin's place up here.

Otherwise when my latrine collapses I can work very fast within a week to construct even a temporary one when I am organizing a better one.

M: How would they feel themselves when the latrine is out of use?

R: They would feel very uncomfortable. My children would always ask Daddy when we go there and find the owner of the latrine is there you feel very small. Or when he finds you inside you hurry very fast in order to leave him help himself.

M: Are there some members of this community who still do not have latrines?

R: I don't quite know especially up there but down here we are all covered. There are about three up there. There is someone down here his latrine collapsed due to heavy rain. He had used mud and wood. Due to heavy rain the other day it fell. He is still sharing with one of the cousins. But he is building another one.

M: So they share with others, what do others do?

R: Some of them who have cassava gardens go to the cassava gardens, which are very bushy.

M: How do they feel themselves about that? What are the negative experiences they go through as a result of not having a latrine?

R. One they fear when they meet somebody when going there. Two, they do not know that they are spreading diseases. Because flies will come into contact with that but for him he doesn't know. And it also makes the place stinky. Especially the neighboring places when you pass by you find that the place is stinky.

M: Do you think they themselves also feel bad?

R: I don't think so because they take it as a normal thing. They have not learned why it is good to have a latrine. I know that when people come to sensitize them they will know the importance of having a latrine.

Constructing the Latrine

M: When you decided to construct this latrine was it difficult or easy to construct?

R: It was difficult because I had to hire someone to dig it. Here when you dig only two to three feet you can at times reach somewhere and you get a stone.

M: Did you find a stone in that one?

R: About 12 feet down we found a stones. And you find that to penetrate the stone it took people about five days. And also if you are a man who drinks it also weakens you.

M. And how much were you paying that person?

R: By that time in 2006 it was 2,000 per foot but now they have raised it to 3,000 depending on the place where you are going to dig it.

M: What is your comment on the people who dug for you this latrine, did they for example do for you a good job?

R: They did a good job, though one disappeared at twelve feet, but me I appreciate they did a good job.

M: Can somebody here borrow money in order to construct a latrine?

R: Money, they don't lend money here but somebody can lend labor. But it depends on the terms you talk with the person. There are some people who pay when they get money. Like me they lend me because when I get money I pay.

M: You may need to construct a latrine but for some reason you don't have money, can you borrow from somewhere? Is there anywhere you can have access to credit?

R: To borrow money? No.

Children and Latrine Use

M: Now going back to this latrine of yours are there any of your household members who do not use it?

R: They all use because the child who is the youngest is about four years.

M: So the one of four can enter and use it?

R: Yes that one goes to the grandfather's latrine. The grandfather's latrine has got a slab with a small hole.

M: At what age did that child start using a latrine?

R: He started using only in May when he was approaching four years. But now these young ones I do not know who told them about a latrine. You could find that they dig a hole and the put mabati on top. They go and defecate there and cover with that mabati.

M: So they have their own latrine?

R: Yes about one foot like that. Yes that is what they use when they are still three or two years. But now they are all grown up. Otherwise they used to make theirs outside the main latrine.

M: Now are there sometimes in the day or night when some members of the family do not use the latrine?

R: Now, that one if someone has gone say to dig inside the swamp there you cannot ran back home you defecate in the swamp. But at night people sleep in their own huts. But I have never smelt anything bad in my compound. That means they always go there.

Keeping the Latrine Clean

M: Who is responsible for keeping the latrine clean?

R: Both us including the children. Always I instruct them to clean. With smearing always the madam does. Even me I always smear with cow dung. If she is busy I go and smear. I don't want these children to smear because of diseases people normally get.

M: How often do you clean the latrine?

R: With cleaning I usually clean after two days. With smearing it takes me a month.

M. What do you use for cleaning the latrine?

R: I use a broom, I usually use a broom for sweeping and cow dung for smearing.

M: What is good about cow dung, why do use it for smearing?

R: It is a local material that we use. It makes the place approachable and beautiful. If you use cow dung in the toilet it makes it nice to enter. There is no dust and even the smell you feel like staying inside because it has removed the stinking which is there. It is used even in the houses.

M: From your own experience would you say keeping a latrine clean is easy or difficult?

R. It is easy, very easy.

M: Why do you say that?

R: It does not take you even 30 minutes to make it clean. If you go there and find it dirty and you want to clean yourself. The broom is there you get it and sweep it first. When you remove the dust you find that even the flies will not be very many there. And what I was forgetting to tell you is that when I find it dirty sometimes I do smoke it. Smoking destroys the flies and smell that is on top, maggots that could have come up it destroys them.

M: So where do you put the fire?

R: You get some little grass then you burn it.

Communication Channels Used and Trusted

M: In this area how do people usually find out about new events, about new products, new ideas, and news?

R: It depends. Like me if it is news I have a radio.

M: Which radio station do you usually listen to?

R: I always like three stations, UBC, Capital, and Rock Mambo. At 6 am when I want to get news I put on Voice of America.

M: Is that true for other members of the community do they also listen to the radio always?

R: Most people have small radios. Secondly they get information from the district and the subcounty. For who goes out like when I pass the subcounty I go to the notice board. I get information concerning health, concerning anything. If there are visitors they come into the community and people even get information.

M: How would you pass on information to the community about the importance of having a home latrine?

R: I would ask the secretary of information for the zone to gather the community members and then I pass on the information. You know people will [listen to] the information if you talk to them directly. But if you write there are many people who do not know how to read and even if they read they cannot digest properly and analyze such things. So you would rather gather them in one place and talk to them.

M: Do you think visiting their homes would work?

R: When you visit their homes, you will only get women. It is very difficult to get men at home.

M: How do people find out about the services of these people who dig and construct latrines? How do people come to know about their services?

R: That one there like for us who go out there you can be discussing and you just say that you want to dig or construct a latrine and people say so and so knows how to dig he can make a straight edge. Then you talk to that person and he comes. You talk to him direct and he says he can do it.

M: Do you think there would be a better way of informing the community about the services of these people?

R: The problem is that they are very few. I may be here but I don't know that you actually want a latrine. Unlike somebody comes to you and says that I want to sink a latrine. Do you know who can do that work better? That is when you can tell him that go to such a person he can do that work for you. Some people can

think that you are just minimizing him that he is a person who digs latrines. So it is good to talk privately to him. Now the person he has worked for can tell you that man does good work.

M: Maybe going back a little, you said your favorite latrine would be that of bricks, cemented, and with a pipe. What is the main reason you do not have that type of latrine?

R: The reason is finance, money to put up a better one of that type.

M: If you had the finance you would have that type?

R: Yeah.

M: Just one thing more, what community groups or associations exist in this area?

R: That is challenging because some four years back, there was a women's group here. And then some years back when I was still young we had a youth group. But now most people of my age group are no longer in the village. They are in Kampala, Mbale, and so on. They are now well positioned. Others have died. So at the moment I have not discovered any group. But it could be there. For the women I don't know whether it could still be there.

B.2.4 Uganda—Matrix of Drivers/Motivations and Constraints

Perceived Qualities of a Good Latrine
• *It should be deep enough (pit of 10–15 feet)* • *Permanent cemented concrete floor and foundation* • *Slab design should be slanted so that urine flows to the drop hole to keep it dry* • *Elevated footrests* • *A wall constructed of baked brick* • *Iron sheet roof protects wall, floor, and logs against rain/sunshine damage and makes user comfortable* • *It should be durable* • *A lockable door for privacy* • *Adequate ventilation* • *A drop hole cover* • *Toilet paper/materials for cleaning* • *A broom for cleaning and a hoe for removing children's feces* • *Water and soap for hand washing after use* • *It should have a clear access path* • *Located far away from any water source and a good distance from the main living house*
Motivations to Construct a Good Latrine
• *Reduces incidences of family ill health by avoiding diseases like cholera, diarrhea, dysentery, intestinal worms* • *Avoids air pollution through foul smell from feces scattered anyhow* • *Reduces family medical expenses and attendant travel costs arising from frequent visits to medical facilities* • *Increases man hours for income-generating activities* • *Enhances status in the society – self esteem*
Motivations to Upgrade a Latrine
• *Durability, which provides long-term savings as the same latrine can serve a long time* • *Comfort for user* • *Easy to clean and maintain, e.g., a cement floor can be washed with water and soap, but not a mud floor* • *Availability of construction materials, e.g., thatching grass is in short supply, but iron sheets available* • *Ease of hand washing with water and soap located near the latrine* • *Easy to keep clean with floor design inclined to allow urine released during defecation to flow into the pit* • *Better designed drop hole suits tight fitting cover* • *Comfort linked to privacy from a good superstructure and "bedroom" type of compartment* • *Smoking out latrine does not result in roof fires with iron sheets* • *A clean latrine ensures enjoyment of an environment devoid of bad smells and flies* • *Proper ventilation provided through a vent pipe*
Constraints to Construct a Good Latrine
• *Low income that makes building materials such as wire mesh, iron bars, aggregate stones, sand, cement, bricks, iron sheets, among others, perceived as unaffordable* • *Nonavailability/ inaccessibility of cheap and affordable latrine designs* • *The rocky texture of the terrain makes it difficult to sink deep pits* • *Sandy nature of the terrain makes the latrines easily collapse*

- *Cost and scarcity of thatching grass, which is the most common material for roofing*
- *Termites that destroy the latrine floor, walls, and roof*
- *Heavy rainstorms and strong winds cause structures to collapse*

Latrine Types Known and Experienced

- *Traditional latrines with floor constructed with logs and mud, mud and wattle walls, roofed with poles, and thatched with grass*
- *Traditional latrines with floor constructed using logs and mud, walls covered with grass or dry banana leaves, and roofed with poles and thatched with grass/ banana leaves/ banana fibers*
- *Traditional latrines with walls made of wattle and mud but roofed with corrugated iron sheets*
- *Latrines with concrete floor built of iron bars, wire mesh, cement, and aggregates; brick and cement walls; roofed with timber or poles and corrugated iron sheets*
- *VIP latrines with the above characteristics, with a pipe and vents to allow air in and out*
- *Water closets that use water to flush*

Most Preferred Latrine Type/Reasons for the Preference

Water Closet

- *Most comfortable when defecating*
- *Water is inside for flushing and washing, you do everything from inside*
- *Easy to keep clean*
- *Long lasting*

Latrine with cemented floor, brick walls, and iron sheets

- *Easy to keep clean*
- *Lasts long/ strong*
- *Cannot easily sink and therefore less prone to accidents*
- *Does not smell*
- *Easy to keep dry*
- *Prestigious and makes the home look beautiful*

Least Preferred Latrine Type/ Reasons

Traditional latrine

- *Not long-lasting because the materials used for construction are temporal and easily destroyed especially by rain and termites*
- *Fills up easily because it is not deep enough*
- *Prone to snakes*
- *Logs used for making the floor easily rot and then floor sinks*

Characteristics of a Bad Latrine

- *Bad smell*
- *Temporary structures susceptible to destruction by termites, heavy rains, and wind*
- *Lack of privacy due to absence of a lockable door and walls*
- *Lack of water for washing hands after a visit to the latrine*
- *Difficult to keep the floor clean and dry*
- *Poor ventilation*
- *Flies in the latrine*
- *Lack of drop hole cover*

Activity 7: In-Depth Provider Interviews

B.3.1 Uganda Example—Latrine Builder in Kwapa II

Provider Profile Information

Date:	XX
Interviewer:	XX
Provider:	Builder of latrines in Kwapa II
Translator:	XX, Department of Health

He builds latrines (traditional pit latrines with mud floors, mud and wattle walls, and thatched roofs) from the pit to the roof or any combination desired by the client. He also builds traditional mud houses with thatched roofs as the latrine business doesn't keep him busy throughout the year. All of his clients are from the same village, within a 1 km radius of his home.

He charges his clients 1,000 Uganda shillings per foot of depth, for a 4' x 6' pit, which is much less than other pit diggers in the region. He also seems to have a hard time collecting full payment for his work. He usually requests a down payment of half of what he expects the cost for the pit digging to be. He also works sometimes for the other latrine builder in the village, Okadapao, as a digging subcontractor.

Learning the latrine trade from his father, he has no formal training experience. He has been building latrines for the past four years, with previous experience working at a lumber mill in Tororo. He can't remember how many latrines he has built, but estimates that he has built four latrines per year for the last four years.

The average depth for his latrines is around 20 feet. At 1,000 shillings per foot of depth he normally gets 20,000 shillings for the pit. He charges around 20,000 to 30,000 shillings (depending on the negotiating skills of the client) to build the mud floor, and mud and wattle walls with thatched roof. So, if he gets paid for all work done, he can expect to earn around 40,000 to 50,000 shillings per latrine. Material costs are usually paid for by the client.

The only type of latrine that he knows how to build is the traditional pit latrine with unlined pit, using a floor built with large logs covered in mud. He sometimes builds a double cabin latrine. One of his latrines uses the spiral floor plan, similar to the Blair VIP latrine program in Zimbabwe, eliminating the need for a door. The drawbacks to this design are that the floor only lasts up to two years before the logs rot or are attacked by termites, a process that is accelerated if the roof is leaking, allowing the floor to frequently turn to mud.

Most people in Kwapa II now have latrines, due to local government pressure to obey laws requiring latrines for each household. This limits somewhat the demand for latrines, however, the fact that the latrine style used has between a two and five year lifespan, most villagers will potentially be repeat customers. All of the villagers seem to only know this type of latrine.

He doesn't do any marketing, waiting for customers to come to him. People interested in using him know him and where he lives. He has not thought about hiring other laborers to allow him to build more latrines as the latrine demand in the village seems to be only about 12 per year between him and one other latrine provider.

B.3.2 Uganda Example—Latrine Builder in Molo

Provider Profile Information

Date:	XX
Interviewer:	XX
Provider:	Builder of latrines in Molo
Translator:	XX Village Health Team

He has been building latrines in Molo for the past eight years. Having learned the trade from friends, he builds from eight to 10 latrines per year, as well as building houses. Like all of the other latrine providers we spoke with, he considers this to be a part time business to complement his house building.

Building mostly simple pit latrines, he also uses the mud and log floors with mud walls and thatched roof. However, he sometimes gets requests for concrete floors. He has worker/colleagues who are masons that can cast concrete floors as well as lay fired brick. As there are approximately 15 latrine providers in the area, he sometimes goes as far as 10–15 miles to build a latrine.

He teams up with some of his friends to build latrines, with the one who secures the contract acting as the contractor. So sometimes he makes most of the money and other times very little.

Like all others we spoke with, he says that he often has people who cannot or won't pay after the work is completed. He estimates that half of his clients do not pay the balance. He also charges 4,000 shillings per foot of pit depth using a 3' x 4' pit, and 8,000 shillings per foot depth for digging in rocky soils. When the pit is dug, he then charges 20,000 for the floor construction, 10,000 for the walls and 10,000 for the roof, assuming the client provides all materials. The client usually incurs the following expenses for materials:

1.	logs	20,000
2.	wood for walls	30,000
3.	wood for roof	5,000
4.	grass for thatching	5,000
5.	nails	2,000
6.	door	5,000
7.	labor	100,000
Total		**167,000 shillings**

He did not feel that he has any constraints other than the competition in the area and the problem of people not paying their final balances. He and his team seem to have a good grasp of the work, showing me a latrine in progress that had four layers of brick around the opening of a pit to protect it from falling in. They would like to encourage villagers to adopt this idea as well as using concrete slabs, though at 35,000 shillings for a single slab, he is not sure if people will be willing to invest in the improved design.

B.3.3 Producer's Perspective Interview

His name is XX. He was born at Nkawie 30 years ago. Young and strong and healthy he has all the physical capabilities of a latrine digger. No doubt he has chosen the trade of his uncle—building latrines for his communities and beyond their confines. Unfortunately for XX, after he obtained the middle school certificate he was unable to pursue any further education because of financial constraints. To avoid the frustration of staying home and idling away his time, he decided to join his uncle, a master latrine craftsman to construct latrines.

His ability to dig pits did not come easily. For sometime time XX had been digging for gold as he joined a team of illegal surface miners to dig for the mineral in several mining areas throughout the country. No doubt at the ripe age of 30 and with 10 years of experience as a latrine digger he has been able to dig 30 latrines of various types, shapes, and sizes.

As a full time latrine digger he earns three million cedis a month. This happens when the demand for latrines is upbeat. When the demand takes a dip, the figure could at times plummet to one million cedis a month. But he does not get worried. He accepts those times as the vicissitudes of his trade.

XX wears two caps—the cap of a master digger, employing four or five expert diggers to dig and construct a latrine most of the time on his own or as a team member in his uncle's latrine construction enterprise. Either way he earns enough to keep body and soul together. The uncle works in Kumasi where he runs a latrine construction company. He has not formed a licensed organization for the construction of latrines. Like many such enterprises in his community his activities is based on the demand approach—where this means that you perform the job as and when it is available. He does not pay any taxes.

(I traced the uncle to Kumasi and found the man bristling with knowledge and ideas on low cost community latrines.)

XX took his training in digestible quantities. His uncle first started him off on how to make a culvert, lift it by means of a chain, and lower it accurately into a dug out pit. The uncle followed this session up with training in the techniques of sealing and impacting the sides of the pit with cement to stop water seeping into the pit. He rounded his training program up by providing him with skills in taking accurate measurements and perhaps more importantly on how to cover and seal the pit for safety and security—two features he described as extremely important in latrine construction.

Thus, XX, after three years apprenticeship with his uncle, managed to stand on his own feet. Today XX has to his credit 30 different kinds of latrines, which he has single-handedly built for his large clientele. These latrines are found not only at Nkawie where he lives but also at Tanoso, Breman, Adoato, and Bantama all within the precincts of Kumasi.

He has specialized in the construction of three types of latrines—the water closet, the VIP, and the "improved" traditional pit latrine types. He knows all about the bucket latrines, but it is one latrine that does not interest him because of desludging problems associated with difficulties in getting human labor to empty the buckets when they are full. Hear XX talk about his work as a latrine builder

His New Type of Community-Based Affordable Water Closet

"I can construct a water closet. In fact that type of latrine is currently my specialty because of its high demand not only in the urban areas but also its high potential in the communities. To satisfy the demands of the communities and make the system available I have devised with the assistance of my uncle my own type of WC. The type, I think it is cost effective.

"It has a bowl and cistern, which are installed in the latrine. Outside the latrine, I provide (by digging) two or three pits whose depth range between 15 and 40 feet (depending on the client's preference) and connect PVC pipes from the bowls to each of the pits.

"The first pit, which is sealed at the bottom, collects the sludge and the urine. The urine then transfers itself to the second chamber (pit), which serves as a soakaway because the bottom is unsealed and is packed with pebbles.

"It is only the sludge, which is removed, and this takes place once in three years depending on the number of people using it because of the absence of urine, which the second chamber has already absorbed.

"One can even have a third chamber serving as an egress through which the urine could be discharged as clean water through a pipe and thrown outside. The water source to fill the cistern is from a constructed well [very easily done at Nkawie where the water table is high].

"The difference between this type of latrine and the conventional one is this. While the pit of the conventional one fills up within a short time and costs money to desludge, the second one takes quite a longer time to desludge because of the absence of urine and water from the sludge in the first pit. This to me makes it cost effective and can easily satisfy the demands of communities who are always asking for WCs."

Traditional "Improved" Latrines

XX says these are of two types—rectangular and circular pit latrines. For each he digs a pit and it is always straight in either case. The depth ranges from 10 to 30 feet depending on the customer's specification.

Depending also on the means of his customer, the pit could be lined or unlined. In addition, whether the pit is lined or unlined depends on the nature of the soil and the location of the latrine. If the place is water-logged, XX never dis-recommends the site but goes ahead to build the latrine on condition that the pit he digs is packed with what he calls culverts [but in engineering parlance it is called casing].

He digs the pit, up to the required depth, fills it with the required number of culverts, fills and impacts the sides with cement to prevent water seeping into the pit. He then seals the pit with iron rods cut into various sizes and shapes, depending on whether the pit is round and or rectangular and seals it with cement. Of course he always makes sure there is a squat hole.

After this XX's work stops. He turns over the rest of the work to the mason and the plumber to fix the vent pipes and build the superstructure if the customer so demands for he is neither a mason nor a plumber. He is now learning to be both in order to be able to earn more money.

Latrine Cost

XX bases the cost of a latrine on several factors. These include:

- The stipulated depth of the pit recommended by the client
- The number of culverts he uses
- The number of his working tools that he has to hire for the job
- The amount charged by both the skilled or unskilled labor he hires for a day
- His meals
- Payment by installments

The Pit

XX thinks digging the pit is the most serious feature of latrine construction in terms of personal risk. He says at a depth of 30 feet you easily feel dizzy and face the danger of slipping and falling to your death. That is why he charges a lot of money, thus swelling up the final price of the latrine. He quotes the following charges for each latrine pit depth:

- 10' – 500,000 cedis
- 20' – 1,000,000 cedis
- 25' – 1.7 million cedis
- 30' – 2 million

Other factors that are considered in arriving at an equitable price for any one type of latrine are the number of culverts used for a particular latrine and also the location of the latrine.

According to XX, he sells one culvert he makes for 180,000 cedis. If the client provides the culvert himself, he fixes it, and charges 80,000 cedis as workmanship. He provided the following figures for fixing the prices of a latrine for which culverts are needed:

- 6' latrine fixed with 2 culverts costs 600,000 cedis
- 12' latrine fixed with 4 culverts costs 1,200,000 cedis
- A latrine fixed with 3 culvert costs 1,000,000 cedis

He adds that when the land is soft and he has to dig 20' to build a round traditional latrine he charges 1 million cedis, but where the land is hard needing real manpower to cut through hard rock while excavating the pit he charges 2,000,000 cedis. Inclusive in the charges is the provision of a seat, soakaways, and the provision of septic tanks for the WC where it is required.

He uses simple tools for his trade. These include the following:

- Mattocks
- Chisel and hammer
- Axes
- Wheelbarrows
- Cutter (popularly called balla for fashioning out the culverts)
- Chippings
- Dirty oil to grease the cutter
- Hammer and chisel to cut through hard rocks

In terms of human labor he uses both skilled labor and unskilled labor. The unskilled ones scoop out the earth from the pit after it has been dug while the skilled ones contribute immensely to correct specifications. The unskilled ones are normally paid 2,500 cedis a day while the skilled ones receive 30,000 cedis per day.

Sometimes he has problems acquiring tools. When that happens he hired those that he does not have and adds the cost of the hiring to the final price of the latrine.

He has three types of clientele. These are the rich—mainly European returnees who immediately go in for WC latrines, with tiles on the floor and the walls. Others go in for the improved traditional VIP for their old relatives. These people ensure that the latrine is painted, tiled, and provided with a good seat fixed with a plastic cover. They would always want to leave a high profile name behind.

There is also the middle class type who go in for a simple latrine—sometimes lined or unlined dug to an appreciable depth.

There is also the poor who cannot afford the culvert and the cement slab and have to do with planks to seal the mouth of the pit. For safety the end of the planks are held to the ground with mortar.

Of his clients and advertising himself he put his approach succinctly—a good wine needs no bush. Most of his clients see what he has produced and contact him for a latrine. Other clients pass his efficiency and competency to potential clients. Others come to him because of his qualities as a tolerant, patient, understanding, and respectable man. He often does house to house advertisement when the business takes a dip.

One other quality, which also draws a number of customers to him, is his negotiating skills. Those who offer ready payment for the job he takes only one-third and waits until the work is finished before taking the remainder; sometimes after the work is done.

Those who cannot pay he grants them. He funds the project up front by borrowing to do the work. Later they settle their debt by paying 1 percent in the first month, 2 percent in the second month in a progression until the final debt is settled in six months. He adds a little interest for locking up his capital for the work.

XX says constructing a latrine is beset with a lot of problems. First there is the soil to contend with. If it is waterlogged it takes time to do the work efficiently. Even where the earth is dry there are hard rocks buried underneath that one has to cut through using chisel and hammer—a rather difficult and energy sapping job to perform. Sometimes when the going becomes too tough you turn to the client for more money. Some oblige, others stubbornly stick to the agreement—either way the work continues.

Sometimes XX wishes he could get help from the District Assembly to purchase good tools for his work, but despite his appeals has not made any headway.

XX cares about the durability of his latrines. That is why after the work is completed he advises his clients to sweep the latrine as often as possible. He also advises periodic dislodging of the latrine and says where this is not possible drugs should be used to lower the level of the sludge in the pit.

He thinks most people want household latrines because of the insanitary conditions one finds in latrines, but the question of affordability always puts them off. After all who wants to walk long distances during the day and the night, in rain and sometimes under the blistering sun to pay money to shit? Others want to have latrines but they are constrained by space in the house.

This is why I want to expand my business and advertise myself to be able to promote the value of household latrines. In fact in cases where customers have asked for a latrine and I identify that they cannot afford, I use to advise on how best they can cut down on expenses by designing an affordable latrine for them. These include doing away with long pit and the use of culverts.

The most amazing thing about XX is that he himself has no household latrine, He explains that there is no space in the house to build one.

Activity 9: Notes from Reviewing Research Results in Uganda

Emerging Findings, Opportunities, and Gaps for TORORO SANMARK PILOT

Analysis of SANMARK Field Assessment Activities to Date

ALL DAY SANMARK TEAM WORK SESSION—Nov. 2008

Kampala

Draft

Led by: XXXX
Participants: XXXX

WHAT ARE PEOPLE DOING NOW FOR DEFECATION/SANITATION?

1. Less than 20% of households are practicing open defecation
   a) Because they do not have a functioning latrine facility
   b) All (according to ID consumer interviews) have had a traditional latrine in the past and used it, but facility is not longer usable/operational, due to falling into disrepair, or was very temporary in the first place, and difficult for the household to keep it up
   c) Women-headed households (who appear to be widows mostly) may fall more often into this segment of open defecators
   d) Found across all socioeconomic classes, but predominantly are in the lower income and lower education group/class

2. More than 80% of households have a latrine facility, either owned or shared with another household
   a) Household latrine designs/styles found
      i) Over 95% (perhaps even more) are traditional latrine style
      ii) Less than 5% (perhaps a lot less) are "permanent" or "cement" latrine style, meaning with concrete floor
      iii) Observations about the different styles and features found:
         (1) No vent pipe observed among 16 adopters interviewed (see latrine design inventories)
         (2) Only one with concrete slab floor, among 16 observed in interviews (see latrine design inventories and interviews—Emojong, location Molo Parish—Village Mayo Mbili, built in 2006 using precast slab from Tororo town smaller scale casting yard, no vent pipe)
         (3) Provider in-depth research identified concrete slabs, with brick foundation, mostly used by institutional and nonhousehold applications with a limited number used by salaried and high SE households with base in Kampala or city elsewhere; Gap: we need to track down the masons/providers who build these types of latrines for institutional and nonhousehold private sector users
         (4) School teachers and nurses are provided housing, and there might be more chance the latrines that come with these houses (often rented for them by school or clinic) have concrete or are more permanent… need to explore)
            (a) All pits are rectangular, no round pits observed

(5) Pits with brick foundation identified by researcher, but very rare, Emojong case. Also reference in consumer interviews to using brick foundation in sandy soils
(6) Only three of 16 adopter latrines in interviews had brick superstructures, either unbaked (most common) or backed brick
(7) Round superstructures found in 6–10 of adopter latrines in interviews (need to check exact #); round identified by consumers w/ round cabin as preferred because
    (a) Use less material
    (b) Grass roof style on round hut leaks less and lasts longer
    (c) Building also lasts longer (no weak corners)
    (d) Matches shape of main house
(8) Rectangular or square superstructure more common than round… perhaps need to look at transcripts to explore more why… for input to message images and eventual SanMark option designs and catalogue

3. <u>What are people paying for their latrines now?</u>
   a) Consumers say about 55,000 USH cash expenditure for a traditional latrine, but much of the materials and labor are provided w/o cash exchange (through barter or through mutual support—see Consumer research report)
   b) Interviewed traditional latrine providers (based on 2 villages interviewed) say the cash equivalent cost of building a traditional latrine ranges from 90,000 USH to 160,000 USH if all materials and labor were to be purchased (see supply-side report)
      i) Features included in this price range:
         (1) Pit of ?? feet depth
         (2) No pit foundation
         (3) Log-mud floor, simple small drop hole in floor
         (4) mud-piling wall
         (5) grass & pole roof
         (6) no door
         (7) no drop hole cover
      ii) Variation is function of difficulty digging pit in rock, which greatly raises price of digging the pit, and price charged by digger ,which also seems to vary a bit.

CONSUMER PERCEPTIONS OF EXISTING/KNOWN TECHNOLOGIES

1. <u>Positive and Negative Attributes of Traditional Latrines</u>
   a) Positive
      i) Cheap/affordable—because can use local materials to construct; e.g., logs are mostly or often free (some are for sale)
   b) Negative
      i) Logs rot (from rain and urine soaked mud floors) and get damaged by termites
      ii) Materials (esp. grass roof and log-mud floor) not durable against rain and wind
      iii) Pits not deep enough, cause smells and flies
      iv) Not easy to keep clean and dry; urine makes soil damp, and this attracts pests, maggots as a breeding ground in the floor
      v) Cleaning and maintaining floor takes regular effort; must replaster every 1–2 months with mixture of cow dung and soil/sand

vi) Snakes and wasps live and hide in latrine; specifically snakes and other unpleasant/dangerous creatures make their home in mud floor and mud/wattle walls and wasps in grass roof (with cement floor there less risk of snakes in the latrine and with iron roof, of wasps)

vii) Lower status, having grass roof, compared to higher status from having permanent latrine with ["modern"? wealth-displaying durable materials] like cement, tin roof, and brick (unbaked) walls. NB. People do not smear or mortar the exterior of brick walls, whether unbaked or baked they like to leave the bricks exposed, as they like the way it looks, and shows [others can see they have the means to build with?] the brick.

viii) Collapsing floors from mostly rain coming in from the grass roof, rotting out the logs—leads to real accidents [one recently reported in an interview] of people falling into the latrine while defecating that are frightening (POTENTIAL motivator for upgrading to concrete floor)

ix) When using smoke to get rid of or smoke out smells and pests in the pit, which is a common technique, there is a real risk of the grass roof catching fire—this is known to happen. [another motivator for improved floor or roof]

x) Grass roofs can be and are vandalized, esp. during white ant season, when people grab the grass to light fires and torches (2x/yr); requiring constant maintenance (motivator message for improved tin roof)

2. <u>Positive and Negative Attributes of "Permanent" ["Cement" or "Brick"] Latrines</u>

a) Positive:

i) Durability

ii) Easy to keep clean and dry (cement floor) => less diseases, healthier family, less expenses

iii) Deep pit (10–15 feet) means no smell and no flies, which also lead to better health and less disease. Note that cholera is a regular problem and fear with a very recent local outbreak. (motivator b. & c. esp. for women, but also men)

iv) Floor doesn't collapse, so no accidents, which are especially risky from log/mud floors in the rainy season, such that one often can't let children go into the traditional latrine without worrying during this season

v) Motivator= prestigious, status symbol, and improves self esteem (motivator for men, in particular)

vi) Motivator = can be proud before guests and visitors

vii) Motivator = get talked about and socially noticed at drinking places, especially among your peer "drinking group" for example, if you don't have a latrine you cannot speak among men: "How can you talk among men, you don't have a latrine"

viii) Motivator = permanent latrine saves time and money and effort because you no longer have to constantly work and expend effort and $$ on repairing and fixing the traditional latrine which requires so much continual maintenance and rebuilding; this means you have more money and time for other important family needs (said by male head of household responsibilities = MOTIVATOR in role as father and head of family)

b) Positive:

i) Expensive, because price of cement and also roof iron sheets has gone up so much and become so expensive. However, it was noted that no one interviewed had any idea of the cost of building a permanent latrine.

ii) Availability of nonlocal materials locally is variable (i.e., cement and roofing and rebar) across parishes, i.e., Pampaya (nearest center of supply is Busolwe in Butare District) and Ilyowa have

no availability at all; other parishes do have local retail suppliers in the parish, such as in Mukuju and Kwapa where locally cement and iron sheets can be found and purchased.

iii) NOTE: Lack of masons to work with brick and cement/concrete to build a permanent latrine was not perceived as a problem or considered a constraint, as all indicated that people with these kinds of skills could be found in their areas as these are the ones who build brick houses

3. Knowledge and experience with VIP (vent pipe) and WC styles very very limited and none observed in in-depth adopter latrine design inventory

4. Overall preferred type of latrine was for the "permanent" one, as noted in #2, the list of desired design features given in consumer research report summary

NOTES on consumer reporting of material supply sources from—IDIs

- Iron bars for reinforcement rare to find outside of Tororo town
- Cement esp., and iron sheets can be found it outlying commercial centers in the district, for example in Mukuju and Kwapa (we need to trace the supply chain)
- Iron sheets usually available at same retain outlets (outside of Tororo town) as cement
- Sand available "everywhere" locally, but we do not know if the quality [and cleanliness/lack of dirt] would be adequate for concrete and cement mortar, but apparently this is the sand used for local house building with brick, cement mortar, and concrete foundation floors for houses in outlying areas.
- Gravel also available, by breaking up local rocks (these are white quartz like and very hard; they heat them and then break them into gravels); is this gravel of the correct size and properties for making slabs and concrete? Apparently it is used to build permanent brick style houses…and could possibly be broken up into the appropriate size for a standardized precast dome or rectangular slab.

HOUSEHOLD CONSUMER CONSTRAINTS FACED regarding Home Sanitation

1. By those +80% who have a traditional latrine (>95% of adopters):
   a) Termites that rot out logs in log floors; local solutions to overcoming this constraint: pesticides on termite mound; find and remove queen from mound
   b) Rocky soils, especially in some parts of the district, which appear to play an important role in nonadopting in Pambaya; people dig very shallow latrines, which then become unusable so they fall into "nonadoption"; local solution to deal with digging in very rocky soils is to hire experts for rocky soils who have the tools needed to dig [follow up to find out and talk with diggers in rocky soil areas, what tools, and challenges]
   c) Low priority also explains some of the remaining adoption issues
   d) Sandy soils; some people use brick foundation lining on upper part of pit in this case
   e) Grass getting scarce for roofing; spear grass is the traditional and preferred roofing grass for homes and latrines but is rapidly disappearing; people are switching to more abundant swamp grass, but it doesn't last as long, is softer and not as strong; others with access to banana trees using banana leaves for roof and walls, but bananas are pretty rare
   f) Don't know actual cost of building a permanent latrine—only know cement and roofing sheets have become expensive
   g) No financing for improved/permanent latrines:
      i) no credit facilities in communities

ii) people borrow from private individuals
iii) people sell livestock to pay to build latrine
iv) people get labor help from friends (self-help drinking group members) and family to reduce cost
v) savings groups such as SACCO (Savings and Credit Coops, which are regulated under gov't policy for SACCOs) exist in villages but are limited to microenterprise income generating loans only by law; members use for agriculture, livestock, or businesses

h) NB. Community Vision (village savings program) is not a SACCO and so has much more flexibility to do latrine or any kinds of loans to its members—see microfinance institutions and channels partnership assessment report of Nov 7 visits to Tororo.

2. Those <20% who do not have a facility ("Nonadopters"):

(Not yet fully analyzed from interviews)

a) Appears possibly to be greater % of nonadopters who are women-headed households (widows); this needs further investigation to verify, but according to the in-depth interviews, four nonadopters or the five women heads who were interviewed were widow nonadopters, compared to 10 nonadopters out of 25 men heads who were interviewed
b) Nonadopters in most cases at one time or another had a traditional latrine, but it no longer functioned for a variety of reasons; abandonment appeared to relate to things like collapse, full pit, and disrepair, with full pit related to shallow initial pits in rocky soil areas where it was esp. difficult and costly to dig to more typical pit depths, and the problems with continual maintenance esp. for widows. These trends in characteristics of nonadopters would need to be more fully explored, if this segment were chosen as the primary strategic target for SanMark programming, as their needs and situations may be considerably different in terms of sanitation improvement than the above 80%+ majority who have a functioning if very basic and sometimes very poor quality traditional latrine now in use.

MOTIVATIONS FOR SANITATION (in-depth interviews)

1. For having a latrine (any kind) (for adoption)

(Not in order of frequency or importance)

a) For both men and women:
   i) Avoid dew when walking out to open defecation places because contact of dew with feet/legs causes you to get "Waga" infection on feet, which causes itching and swelling legs (Both Male and Female)
   ii) Healthy family, safe from diseases from exposure to feces in the bush (smell a part of this), such as cholera, dysentery, malaria, diarrhea; these translate into less disease, and less medical expense
   iii) Pleasant home environment free form bad feces smells and flies, from children's feces around home, especially when eating and wind comes up
   iv) Lack of "bush" for visual screening during open defecation, an increasing problem sited in many villages that can lead to:
      (1) Risk of people seeing you while defecating
         (a) There may be a particular concern for a woman [ones wife?] who is seen by a "strange" man—this is almost analogous to one of the very effective Benin motivational images on the inconveniences of open defecation.

(b) Open defecation tends to occur near swamp areas where there is more abundant bush to provide cover, and along rail lines [why rail lines, no cover? Or is there good bush that grows along rail lines?]

(2) Getting in trouble with the owner of the land that you use

(3) Can no longer use/borrow neighbor's latrine…. Get chased away or refused…. Open for short term temporary need it is possible to use neighbor, but not extended use

b) For women specifically:

i) With latrine children no longer have to go out into the bush to defecate where they can get harmed or in trouble via the following (this allows mother to not worry about the children and better protect them):

(1) infections

(2) hurt from thorns and snakes

(3) harassed by or in trouble with neighbors when they are out there, and out of view

c) For men specifically:

i) Status and self-esteem in front of peer groups and village (see "Drinking Groups")

(1) Without a latrine you have no right as a man/head of household to speak among men

(2) Status and pride increases if you can build a latrine with permanent materials, which display and confer greater status

ii) Avoid fines and jail due to enforcement of latrine building bylaws

iii) For visitors and ceremonies (hospitality and status)

(1) A burial ceremony provides a trigger to build or improve a latrine for this motivation

(2) Other occasions for the arrival of "visitors"

2. <u>For Improving a Traditional Latrine (building a "permanent" latrine)</u>

a) For men, as fathers and head of household:

i) Don't have to keep spending $$/effort/time to repair and maintain, and have more money and time to spend on important family needs; safes resources to enable taking better care of family

b) For both (need to investigate further in analysis of transcripts)

i) Floor easier to keep clean and dry (cement/concrete floor), which means less maggots, cockroaches, and other pests that breed in wet/damp urine or rain soaked mud floor (this may be both men and women, because men usually are the ones who maintain and replaster the mud floors of latrines and keep them clean)

ii) No smells and flies due to deep hole (with permanent cement latrine, it is worthwhile now to dig a long-lasting deep pit)

iii) Less risk of snakes and wasps

iv) Safe from collapse and accidents falling into the pit

v) More prestigious, higher status, and beautiful—pride and self-esteem

LATRINE BUILDING SERVICES, PRODUCTS, AND INPUTS AVAILABLE
(And how marketed now—supply & provider side research)

1. <u>Latrine building services that exist in district</u>

a) Pit diggers (only for rectangular pits; however well diggers do round pits in district)

b) Log mud floor constructors

c) Traditional house builders, who build log floors and superstructure walls of wattle/mud or of mud,

d) Traditional carpenters, who build the roof and door, also drop hole covers
e) Concrete slab and pit foundation brick work builders = have only talked to one, are not sure how rare or abundant providers with these skills are in the district and parishes where we are targeting

2. Latrine products
   a) Precast concrete slabs, available from at least two private sector providers in Tororo Town and experimentally by Plan:
      i) Sure industries (see supply-side research notes; he will add the details; they sell on-site readymade, three sizes of slab, style has key hole shaped drop hole, slopping to hole for urine drainable, raised footrests, no cover provided, and some slabs have vent hole for pipe; sizes : 2 x 2 ft @ 30,000 USH, 1 m (or 3 ft?) x 1 m @ 60,000; and double cabin size of 6 ft x 3 ft @ 130,000; customers nearly all institutional buyers of these slabs; relatively new; large scale casting yard with many other higher value products sold like ring culverts for road construction
      ii) Smaller outfit that has been making slabs for longer, but at smaller scale and not always ready made, often makes based on order
      iii) Finally, Plan did experiment in making and selling precast concrete slabs at two locations, one in Kisoko, and one in Kwapa; they trained Health Assistants (HAs) and Village Health Teams (VHTs) to make the slabs and then sold them at cost (50,000 USH) -> NEED follow-up information on how this worked, re: transport from site to homes, what people liked/disliked about the slabs; who bought them, etc., and what size/design and how they fit over holes and if brick lining and trained masons were used

3. Marketing of Services Now:
   a) Latrine provider services marketed exclusively by word of mouth, and by passersby who happen to observe a work site in progress

4. Latrine Designs Being Built and on Offer Now:
   a) "Traditional" ["Basic" or "Ordinary"] Latrine
      i) Unimproved pit (no brick foundation at top, except in rare cases identified in ID consumer interviews, where sandy soil in upper layer is found)
      ii) Log and mud floor
      iii) Drop hole typically about 6 inches x 6 inches square
         (1) NB. We observed one of these drop holes fitted with an old cut up plastic container to protect the edges and surrounding area from urine, an identified key problem for households in maintaining the log-mud slab and keeping it dry and free of maggots/insects and other breeding pests.
         (2) No footrests observed, but flat stones might be used in some cases
         (3) Generally no hole covers observed—need to check w/ consumer and analyze household quantitative assessment data
         (4) No seats over drop hole ever observed, nor the kinds of raised collars w/ sloped drainage surrounding and draining into a small drop hole used in Benin
      iv) Superstructure alternatives observed, increasing quality and permanence:
         (1) Banana leaves
         (2) Wattle and mud (requires wood poles that attract termites)

(3) Piled mud (layers piled up by hand, allowed to dry between laying of each layer; this is considered a newish technique locally, as an anti-termite improvement over wattle and mud because there is no wood to attract the termites)

v) Roofing alternatives observed:

(1) Grass and poles (grass roof on circular latrines more durable and better for protecting log-mud floor against rain, apparently according to consumers)

(2) Banana leaves and fibers and poles

(3) Iron sheet and poles -> was this ever observed on a log-mud floor latrine? I suspect not, and there may be some perceptual resistance by consumers due to the incongruity…

b) "Permanent," "Cement," "Improved" Latrine

i) Only one observed among ID interviewed adopters

ii) Tends to be found only among those with outside experiences, or in institutional settings

iii) Pit features—brick foundation in pit, of about 2 to 3 feet of depth, penetrating into the pit and extending above grade by a small amount

iv) Floor—reinforced concrete floor over pit

(1) Cast in place (one observed in provider interviews)

(2) Precast slab from three identified sources in Tororo, possibly more, needs more investigation

v) Superstructures:

(1) Unbaked brick and mud mortar (how many times was this seen… would this ever be paired with a log-mud floor?)

(2) Baked brick and cement mortar (only used with a cement floor, would never be paired with a log-mud floor) (observed only one among all of the in-depth interview adopter latrine designs; who had a precast cement slab floor, but no vent pipe)

(3) Piled mud could be used w/ a cement floor—was this observed? Needs investigation.

vi) Roofing:

(1) Iron sheet, (in piled mud walls, use barbed wire to attach roofing poles)

c) "VIP" latrine, with pipe ventilation

i) None observed in ID consumer interviews and latrine design inventory

ii) Suspect these are only found among institutional latrines:

(1) Sure Industries makes precast slabs w/ and w/o hole in slab for a vent pipe, and they have essentially only institutional customers

(2) Needs further investigation

(3) Consumer preference DID not mention a VENT PIPE as a desired design feature, but did mention "good ventilation" as an important attribute of a good latrine

iii) Vent pipes and caps specifically for latrines stocked and sold in one supply shop in Tororo Town, 6 inch diameter, 13,000 USH

MATERIAL SUPPLY CHAINS & OUTLETS

(Limited info to date, several major gaps to be filled)

1. <u>Cement</u>

a) Exists in Tororo Town (see one identified formal outlet in supply-side report)

i) Which cement brands are sold/available?

(1) Tororo cement

(2) Others?….

b) What is supply chain beyond Tororo Town? How does it work? Who are the actors? What constraints /bottlenecks? Where are the functioning or potentially functional retail points outside town? What is the potential for collaboration with these?

2. Sand and Gravel supplies
   a) Commercial quality of sand available from Malaba or Peta, both about 6 km from Tororo Town near border
      i) Requires large bulk purchase and vehicle transport
   b) Commercial high quality gravel, available from two sources in Mbale, XX km from Tororo Town
      i) Requires large bulk purchase and vehicle transport
   c) Locally available noncommercial quality/sources of sand and gravel all over the district (according to consumer interviews—see above notes from Consumer Interviews) that are used for building improved baked brick houses/structures, in small quantities
      i) Major gap in mapping sources, availability, minimum quantities, and costs to households wanting to purchase or acquire small quantities
      ii) Need to examine quality and application for concrete slab construction

SUPPLY-SIDE/INDUSTRY CONSTRAINTS

1. Extremely limited design/product range
   a) On offer/available now to rural households is essentially only the traditional latrine
   b) A very limited number of precast slab providers in Tororo Town itself but not marketed or targeted to rural households

2. Transportation of centralized precast slabs
   a) Precast concrete slabs produced at centralized casting yards and transported from yard to site of rural household latrine a major constraint
   b) What was Plan's experience?
   c) Sure Industries has no private customers who buy precast concrete slabs, all are institutional buyers who purchase in quantity at the yard
   d) Smaller-scale and older precast concrete slab yard operating longer than Sure Industries nearby has sold to privates in the past
   e) Important need to pursue and document and evaluate fully transport issues and options for households to purchase and transport from a centralized casting yard, i.e., by bicycle or other low-cost small scale means

3. Transportation of input materials
   a) Potential difficulties for commercial input materials from existing retail supply sources to households, e.g., cement, roofing in some parts of district
   b) More supply-side research needed to trace apparent supply chains and outlets operating outside Tororo Town that exist according to consumer in-depth interviews.
   c) What about transport of small quantities of local sources of noncommercial sand? gravel?

4. Knowledge and skills in precasting concrete slabs
   a) Almost no one appears to know how to cast slabs outside Tororo Town

b) Or if these skills and experience exist in areas outside Tororo Town, no one is currently running precast yards outside Tororo Town (apart from Plan's 2007/08 experiment with training and supporting HA's and VHTs to do this).

5. Precasting concrete slabs on site
   a) No one precasting slabs on site identified so far, but not adequately investigated

6. Casting concrete slabs "in place"
   a) Only one provider identified who casts concrete floor IN PLACE over the hole, so far, out of four interviews (in just two villages) with traditional latrine providers
   b) This is a much more expensive and awkward/difficult process but is likely to be more commonly known/done in developed towns in Uganda with permanent/cement brick houses as the way to constructing a concrete slab over pit floors
   c) Anyone with these skills and experience is much more easily trained to precast on site and already would have some basic concrete and brick masonry skills
   d) NOTE: Kampala does have a precast concrete slab industry and retail outlets with a number of competing providers and casting yards

7. Level of involvement/business interest by existing providers
   a) Latrine provision currently a sideline business for most providers because of the very limited seasonal nature of the demand—constrained by availability of household cash income all at harvest time, then nothing rest of the year

8. Low level of concrete skills and likewise of brick masonry work
   a) Observed among just one person and found so far out of two villages but also found in Tororo at the Sure Industries:
      i) One doing concrete slab in place over pit latrine and none among those who only do/provide the traditional log-mud floor latrine design
      ii) Workers at Sure Industries in town were building a brick lined foundation pit over which precast concrete slab was to be placed

SANMARK STRATEGY—EMERGING OPPORTUNITIES AND DIRECTIONS TO INVESTIGATE

1. Round hand dug wells exist in Tororo District
   a) Opportunity for introducing DOME slab model
   b) Verify capacity and experience digging round pits is there
   c) Find out if latrine pit diggers are also round well diggers, or if well diggers have ever or are willing to dig latrine pits or to teach traditional latrine diggers how to dig round pits

2. Iron sheet roof vs. grass roof as improvement on a traditional log-mud floor latrine
   a) Cost/benefits information for consumer in making roofing choice
   b) Esp. given increasing difficulties with obtaining higher quality spear grass, frequency of need to repair roof, and negative impacts of rain leakage on durability and repair maintenance of log-mud floors

c) Implies willingness of consumer to put an iron sheet roof on a traditional latrine, and perhaps include upgrade to piled mud walls -> this was observed elsewhere in Uganda, in Luwero District, so seems like consumers would not be resistant if benefits exceed cost

3. Improving durability of log-mud floors
   a) Any low cost feasible way to treat logs for termites or against rot so that they last longer?

4. Sand and gravel appears to be available everywhere with ease, locally
   a) Need to investigate local sand sources and quality (cleanliness and grain material) across parishes and experiment with concrete slab; and costs/transport for quantities required for slab, for households
   b) Need to investigate local gravel sources and quality (size and stone material) across parishes and experiment with use for concrete slab; and costs/transport for quantities required for slab, for households

5. Pambaya Tech School "Barinyanga" in Paya Parish
   a) Operating for 10 years, training masons to build w/ brick and cement and concrete; masons trained at the school can be found working throughout the district, according to interviews
   b) Find out methods and instructions they give to trained masons that would be relevant and applicable for new latrine building designs we may want to introduce
   c) Explore use by SanMark of instructors/school for latrine building training or local informal providers
   d) Explore introducing SanMark improved latrine designs into mason training curriculum

**** COMMUNICATIONS, ADVERTISING, PROMOTION, AND OUTREACH OPPORTUNITIES, ALSO MAYBE FINANCING**

1. UWESO (Uganda Women's Efforts to Save Orphans)
   a) Active in Tororo District in rural areas (group identified in interviews)
   b) Has MFI component to explore
   c) Forms cooperative groups (women or men or both?) to do agriculture and livestock rearing together, pooling labor, esp. HIV/AIDS affected households, child headed, etc. for livelihood survival
   d) Potential channel for SanMark communications, sensitization and consumer education on latrines?
   e) Possible channel for finance of latrine building from group savings or income—to explore?
   f) Could be specific network channel for reaching and targeting women and women-headed households?

2. NAADs (National Agricultural Advisory Services)
   a) Widely and extensively present in rural areas with physical offices and group formation activities (group/organization identified in interviews)
   b) They construct market stalls [for sale of ag products?]
   c) NAADs provide seed and other ag inputs for sale to member groups, and ag extension information
   d) Local groups of mixed men and women formed, provide potentially very good channel through which outreach promotion/latrine education could be done

e) Possible finance credit channel? Need to explore further, but thought to be unlikely as all credit resource could be restricted to ag inputs only

3. Local Radio
   a) Excellent communications channel for reaching rural target population (identified in interviews)
   b) Stations:
      i) Rock Mambo—most widely listened to, local, broadcasts from Tororo Town
      ii) Open Gate—local, broadcasts from Mbale town
      iii) UBC—national, but with local area programming reached in Tororo, broadcast from Butebo
   c) Listening time is evening, often together in village center where people gather to socialize almost every evening, but especially Sat., Sun., Celebrations, Burial/Deaths, and market days

4. Men's "Drinking Groups"
   a) Probably the most widely present across at least half of all villages, with often several per village, men only (identified in interviews)
   b) Organized as mutual support/aid societies, of homogenous socioeconomic groups, fully segmented by SE status, which do the following and have common values/purpose:
      i) Loan each other money
      ii) Provide social mutual support in times of need, including work parties to build things like latrines (explains phenomenon of latrines costing relatively less cash compared to what latrine providers say, by getting logs free and labor to build parts of the latrine free from "family and friends")
      iii) Gather to celebrate important big holidays and celebration days together (e.g., independence day, Christmas, new years, etc.)
      iv) Each group has its one unique self-identifying name
      v) Meet to drink local brew at drinking spots in/around village almost every evening together
      vi) May cut across villages, if one's SE status is rarer and so requires finding/bringing together like-status members from across a larger geographic area
      vii) Have special meeting days to discuss development issues (not just drinking gatherings)
   c) Potentially an ideal channel for more intimate/participatory face-to-face communication exchange with male heads of household
   d) Some attention and local knowledge needed in how groups would be selected and targeted for sensitization sessions by local VHTs and HAs or other frontline mobilizers/communicators.
   e) Potential opportunity for mobilizing savings, borrowing, and mutual support labor for building improved latrine in stages

5. "Women's Christmas &/or New Years [Savings] Groups"
   a) Similar phenomena across rural villages in Tororo as men's Drinking Groups
   b) Characterized by segmentation along SE class (identified in interviews)
   c) Each has its own unique group name
   d) Purpose and functions:
      i) Collects money from members and uses it to provide loans and borrowing to each other, not just at Christmas and New Years, but these two events are important celebratory events that money is often used for, it seems
      ii) Provide mutual support in times of need

e) Potentially an ideal and best channel for more intimate/participatory face-to-face communication exchange with male heads of households
f) Potential opportunity for mobilizing savings and borrowing for building improved latrine in stages

6. Evening Social Gathering Activity/Place
   a) Exists and occurs in every village (identified in interviews)
   b) Listen to radio at these places
   c) Most attendance on Sat., Sun., Market Day, and the day of a death in the village
   d) Opportunity for quick short announcements, advert handbills, placing of posters, and radio spots or programming
   e) Probably not good for longer educational session

7. Regular [monthly?] LC meetings
   a) Opportunity for SanMark certified trained masons to advertise their new services and designs at LC meetings

8. Marketing Latrine Trigger Opportunities
   a) Moments when people specifically want to build a latrine (identified in interviews)
   b) Times and circumstances that trigger latrine building by people in Tororo District are:
      i) Young man getting ready to marry, builds his own first latrine in preparation for married life, as it is no longer appropriate for him (and bride who will move into the compound) to use his parent's latrine, which he has been using all along
      ii) When preparing for the arrival of visitors, which generally occurs for burial ceremonies after a death in the family, or for other important celebrations, people need and are looking to build/improve/repair their latrine
   c) These provide trained masons with opportunities for marketing/promotion that targets clients by seeking out such people via social networks and word of mouth in their villages

9. Existing Interior Retail Outlets and Supply Chains
   a) Those small stores that exist in the interior of Tororo District, e.g., for goods, including any hardware and construction materials
   b) Need to be pursued in depth, and map how far the furthest of these supply chains and their retail outlets extend, both in the formal and informal sector
   c) Potential partnership for extending and improving supply chain for construction materials
   d) Potential partnership/mutual collaboration for advertising SanMark certified mason services, new latrine designs information/posters with material bills and costing
   e) Any other retail outlets in remote interior, nearest to our target consumers in each parish that we could support or expand to move latrine building input materials, perhaps as "kits" (i.e., in correct size and quantities) for design options
   f) Branding of these partnering outlets, an option to explore

INFORMATION GAPS AND QUESTIONS TO BE FILLED

1. How many households have a concrete/cement slab?
   a) Quantitative household assessment did not distinguish this clearly
   b) On the paper survey forms there is a place for notes where the VHTs were to note this kind of thing, and some of the notes do say cement slab
   c) Need to go back and review and record the range of information in the written notes on the filled paper HH quantitative assessment survey forms, to see how often and where cement slab is noted, and if there are other useful comments or information about latrine styles and designs or materials, esp. looking for "positive defiant behavior"
   d) The households noted to have a concrete slab latrine floor should be inventoried from the paper surveys and followed up to track down more information about the kind of concrete slab (cast in place, precast on site, or precast remotely and transported) and the source/builder, for both the assessment of provider skills and the consumer motivation/experiences/satisfaction /dissatisfaction/costs and constraints/feasibility of building existing concrete slabs

2. Need to map areas where soils are difficult for pit digging and prone to pit collapse across the whole district, and more precisely across parishes and then across villages within parishes
   a) Separate mapping of soil conditions needed for:
      i) Very difficult rocky soils areas
      ii) Very difficult sandy soil areas
      iii) Where are the specific areas where brick foundation lining is used now because of sandy soils
      iv) Water logging (high water table areas)
   b) Is there a correlation between lower coverage villages and parishes of the district with these more difficult soil condition areas? Is this a major contributing constraint factor for many of the remaining <20% who do not have a functioning latrine facility?

3. What fraction of Tororo District households are women headed?

4. Are there any other people/providers with skills and knowledge to make precast slabs in the district, either now or in past, besides the two in Tororo Town?
   a) The Pambaya Technical School for masonry might know
   b) Talk to institutional facilities who have a concrete slab latrine or who have a brick/mortar building with concrete slab floors to identify and pursue local concrete and brick masons and see if any ever also build latrine slab floors
   c) Some indication there may be or have been providers with such skills in Kwapa and or in Mukuju central

5. Map out cement supply chain (from producer via distributors to retailers) in the district, for all of the different brands of cement, including extensions outside Tororo town
   a) How far outside of Tororo Town do these extend across the district, how do they function?
   b) Include both formal and informal outlets across the district and even outside, that are the nearest points of sale to our target zones/areas
   c) Find out volume and frequency of sales, transport, and business operations, inventory and stockage capability, credit or cash operations only, brand exclusivity restrictions, etc.?

6. Prices for locally available noncommercial (nonindustrial) sand and gravel used across the district for household and small scale construction?

7. Map out actors and extent of supply chain for roofing sheets inside and outside of Tororo Town and access across project communities (see details for cement brands and supply chains)

   a) Explore and track down local masons, including informally trained, who are known to lay brick/mortar, mix or use concrete, or work with re-enforced concrete
   b) Apparently these types of masons are noted by households to be found anywhere in the district
   c) Explore interest and potential to work with these masons to develop and deliver supply of permanent or improved latrine designs for SanMark.
   d) Pursue availability of masonry skills and providers in each of the nine parishes and investigate what they do now. Any latrine building now at all? Any interest in it as value added activity?

8. Pursue further across the project parishes if there are other traditional latrine providers that have some rudimentary masonry and concrete skills such as those of Stephen, who was found to have these

9. Go to Parish Development Committee in each project parish and inventory active groups and organizations working with each parish, as possible and potential communications and promotion channels

10. Extent scale and scope of NAAD and UWESCO presence and networks in the district
    a) Map out which parishes (report indicates NAAD in Mukuju, Molo, and Kwapa subcounties, at least)
    b) Potential partnering and collaboration interest as network channel available to use for communications and outreach, and possibly savings/loan financing

11. Who are "nonadopters" and what specific kinds of constraints do they face?
    a) Need more information and depth in understanding this smaller minority group in Tororo District
    b) What is fraction who never built any facility before? Appears to be 0%, from in-depth interview sample of 14 nonadopters
    c) What fraction have temporarily abandoned latrine use? Appears to be all from in-depth interview. Need to better characterize special problems and needs of abandonment households.

12. What specialized tools are now used for digging in rocky soil?
    a) What is access and availability of these?
    b) Are good, adequate tools a constraint for rocky soil pit digging now?
    c) Would better access or better tools or techniques help to reduce the high cost of pit digging in rocky soils?

13. Is there something cost-effective and affordable to treat logs against termites and rot that could be tested and introduced to extend the life of traditional log-mud floors?

14. What kinds and sources of logs are now used? What is access and availability of "best" logs?

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