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FOREWORD

The National Sanitation Policy (NSP), 2008 addresses a subject that intimately affects every person in Malawi, regardless of age and status in society. This Policy recognises the cross cutting nature of sanitation, and that it is not simply a matter of Government providing toilets and the other associated facilities to all within the country. The Policy further recognizes that there is no single solution that will fit all the situations and that everyone in society has a role to play. Cognisant of these facts, the Government acknowledges that for it to effectively satisfy the needs of the various segments of the society, there will be need to adopt different approaches to providing sanitation and hygiene promotion services. There will also be need for a well coordinated approach and ensure that every initiative is being undertaken in line with the NSP.

To effectively guide the various players working within the sanitation sub-sector, the Government recognized the need to develop different approaches to providing sanitation and hygiene promotion initiatives and programmes. These various strategies do, among others include the Participatory Hygiene and Sanitation Transformation (PHAST), Community Led Total Sanitation (CLTS), and of late, Sanitation Marketing and Hygiene Promotion (SMHP). The NSP, together with this strategy, aim at embracing the Government's overall development objectives of poverty reduction and enhancing the country's economic prosperity. These also endeavour to enable Malawi, to conform to the Regional and International trends and the requirements of international protocols to which the Government Malawi is a signatory.

The Government therefore calls upon all stakeholders to embrace this strategy and its guidelines when implementing any sanitation and hygiene promotion initiatives. Lastly but not least, the Government of Malawi would like to sincerely thank the consultants who developed this strategy, all the stakeholders who responded to the various requests in carrying out the Market Analysis Research, and above all Barbara Kazimbaye-Senkwe of WSP for guiding and facilitating the preparation of the Strategy. All your efforts and contribution have not been in vain



Richie Muheya (MP)

MINISTER OF IRRIGATION AND WATER DEVELOPMENT

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ACRONYMS

AIM	Ability, Influence, Motivation
CA	City Assembly
CCODE	Centre for Community Organization and Development
CIMCI	Community Integrated Management of Childhood Illnesses
CLTS	Community-Led Total Sanitation
DCC	Direct Consumer Contact
DHS	Demographic Health Survey
EIB	European Investment Bank
EU	European Union
GoM	Government of Malawi
HSAs	Health Surveillance Assistants
HHCs	Health and Hygiene Committees
HOAs	Homeowner Associations
IHS2	Integrated Household Survey 2
IPC	Interpersonal Communication
ISAs	Informal Settlement Areas
JMP	Joint Monitoring Programme
LGA	Local Government Act
LIAs	Low-Income Areas
MGCD	Ministry of Gender, Child Welfare and Community Development
MoIWD	Ministry of Irrigation and Water Development
MK	Malawian Kwacha
MOH	Ministry of Health and Population
MoLG	Ministry of Local Government and Rural Development
MPs	Members of Parliament
NGO	Non-Governmental Organization
NSP	National Sanitation Policy
NWDP	National Water Development Programme
PHA	Public Health Act
PHAST	Participatory Hygiene and Sanitation Transformation

PSI	Population Services International
SWAp	Sector-Wide Approach
THAs	Traditional Housing Areas
TOT	Training of Trainers
TPLs	Traditional Pit Latrines
UNICEF	United Nations Children's Fund
USD	United States Dollar
UWSS	Urban Water Supply and Sanitation
WATSAN	Water and Sanitation
WB	World Bank
WHO	World Health Organization
WMS	Welfare Monitoring Survey
WSP	Water and Sanitation Programme
WUAs	Water Users Associations

1. INTRODUCTION

Sanitation marketing creates a demand for a sanitation products, services, or practices to facilitate the ownership of and access to, improved sanitation, and adoption of safe hygiene practices. Provision of hardware alone is not enough. Sanitation marketing ensures that the hardware, the appropriate media mix, and the required enabling environment are all in place. It identifies where people are on the sanitation ladder and ensures upward movement by providing multiple options.

This sanitation marketing strategy provides a guideline required for sustainable implementation of any sanitation and hygiene promotion activities in Malawi; particularly in the cities of Lilongwe and Blantyre. This project specific strategy guideline will be used for the implementation of any sanitation and hygiene promotion initiatives within a three year project period from October 2009 to September 2012.

The strategy will ensure synchronization of all key sanitation and hygiene promotion activities to be carried out in the two cities to ensure that there is optimization of use of resources and efforts. It is expected that the Ministry of Irrigation and Water Development (MoIWD); through Lilongwe Water Board (LWB) and Blantyre Water Board (BWB), will implement the strategy in collaboration with various stakeholders. The two City Assemblies of Lilongwe and Blantyre, as landlords, will be expected to be the key stakeholders during the project implementation.

The Sanitation Marketing and Hygiene Promotion Strategy project is designed for Low Income Areas (LIAs)¹ that fall under the jurisdiction of the two City Assemblies. This strategy will be implemented within the minimum standards and prescriptions as set out in the National Sanitation Policy (2008).

¹ Low Income Areas in this context refers to Informal Settlements and Traditional Housing

2. STRATEGY OVERVIEW

This strategy provides a range of activities, which are evidence-based and consumer-oriented. While all activities, need not to be completed at the same time, the more comprehensive the implementation of the strategy, the more likely that the project will achieve the desired outcome and impact. If implementers intend to make any subsequent changes, it is essential that they refer to the “Lilongwe and Blantyre LIA Sanitation Marketing and Hygiene Promotion Strategy ‘Market Analysis Report’,” (November 2007) which contains field research findings to ensure that any decisions made continue to be evidence-based and consumer-oriented.

2.1 STRATEGY VISION

Sanitation and safe hygiene for all in low income areas of Lilongwe and Blantyre Cities by the year 2025.

2.2 STRATEGY GOAL

To improve sanitation and hygiene practices for household members in low income areas in Lilongwe and Blantyre cities.

2.3 OVERALL OBJECTIVE

To improve sanitation and hygiene practices for 400,000 household members in low income areas in Lilongwe and Blantyre by 2012.

2.3.1 Specific Objectives

1. To increase the percentage of household members consistently washing their hands with soap from a reported 20% to the targeted 45% by 2012:
 - (a) before eating from a reported 11% to targeted 30%;
 - (b) after using the latrine from a reported 18% to the targeted 30%;
2. To increase the percentage of households:
 - (a) using an improved latrine from an observed 6% to the targeted 30%;
 - (b) properly maintaining the latrine from an observed 5% to the targeted 30%;
3. To build and strengthen local capacity to develop, maintain and use improved latrines;
4. To develop an integrated communication campaign to reach out the 400,000 beneficiaries by 2012.

2.4 TARGET AUDIENCES

The strategy seeks to reach out to the following target audiences:

- Landlords/owners in LIAs (mothers and fathers);
- Mother tenants in LIAs;
- Father tenants in LIAs.

2.5 DESIRED PRACTICES

The desired practices which the strategy endeavours to achieve are:

- Use and maintain an improved pit latrine:
 - Replace sticks, mud floors, or old bad slabs with a quality slab,
 - Fit a latrine door,
 - Build stable walls,
 - Line the pit,
 - Use biodegradable materials for bodily cleaning,
 - Recycle the waste,
 - Carry out pit emptying using qualified service providers,
 - Chemically treat pit latrine when full,
 - Clean the latrine daily with soap and water,
 - Use a squat hole cover.
- Wash hands with soap and clean water before cooking and eating, after using the latrine and changing baby's nappies:
 - Have a hand washing facility placed near the eating area;
 - Keep clean water near the hand washing area;
 - Use a hand washing facility placed near the latrine;
 - Use soap for hand washing.
- Safely store and use drinking water.

2.6 STRATEGY PRINCIPLES

The strategy principles for sanitation marketing ensure that people choose what they want and are willing to pay for, what is financially sustainable; and what is cost-effective and that which can be easily scaled-up.

Therefore, successful marketing is based on the following principles:

- Understanding what people want and are willing to pay for, use and maintain,
- Detailing which sanitation technologies are locally available, appropriate and sustainable, and

- Understanding this demand and how it can be encouraged and taken up the sanitation ladder.

Sanitation marketing entails a six-step process as follows:

- i. ***Gain consensus*** – this requires a policy that establishes minimum standards, a policy on subsidies, and generally identifies a person to champion and make sure things happen.
- ii. ***Learn about the market*** – this entails research of the consumers, the markets, market segments and product availability.
- iii. ***Overcome barriers and promote demand*** – this requires a supportive environment; appropriate policy and regulations; solid, well-targeted advertising and campaigns; and the development of small manageable steps to achieve behavioural outcomes.
- iv. ***Develop the right products*** – this means affordable, appropriate, and bottom-up products with government investment in new products as needed; products that are designed to a target price and market niche first, then examine technical specifications.
- v. ***Develop a thriving industry*** – consumer demand creates the “pull,” now it is necessary to create the push, i.e. capacity-building through training, credit and other services for small businesses, continued research to monitor the evolving market, monitoring to ensure public-sector interests of serving the under/un served and private-sector interests of greater financial gains.
- vi. ***Regulate waste transportation and final disposal*** – this ensures sustainability by asking appropriate, and thought provoking questions to explore e.g. if beneficiaries can dig a new hole when the present pit is full; what is the lifetime of a pit; is there a safe/hygienic pit emptying method; are there emptying services which can extend the life of the household investment; are there public subsidies and regulations outside the home?

2.6.1 Role of the Government and Public-Sector

Solid government and public-sector involvement in sanitation marketing and hygiene promotion is essential for the success of the marketing effort. The public-sector:

<p><i>Must:</i></p> <ul style="list-style-type: none"> • understand existing demands and limits, • overcome limits and promote demand, • stimulate development of right products to meet demand, 	<p><i>Must talk to:</i></p> <ul style="list-style-type: none"> • consumers, • manufacturers, builders, etc. of sanitation facilities, • Providers of supply services, e.g. pit
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<ul style="list-style-type: none"> • facilitate development of sanitation industry, • regulate and coordinate transportation and final disposal of wastes, 	<p>emptying, septic tanks, etc.,</p> <ul style="list-style-type: none"> • Other public ministries/departments, e.g. Ministries/departments responsible for urban land tenure, environment, small business development.
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2.6.2 Role of Private-Sector

Furthermore, significant involvement of the private/commercial-sector is required if any marketing and promotion are to succeed. The private/commercial-sector:

<p>Must:</p> <ul style="list-style-type: none"> • understand the market and their customers, • be competitive • ensure quality of their products to meet expectations, • have business skills to manage and invest in the future, • meet and grow with the demand as it expands, • provide appropriate, needed products and services, 	<p>Must seek to:</p> <ul style="list-style-type: none"> • gain new customers, • expand customer-base, • Work collaboratively with government and the public-sector.
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2.6.3 Promoting Hygiene

Hygiene promotion is advancing three inter-related and inter-connected domains: hand washing with soap; safe disposal of faeces; and safe storage and use of drinking water. While research shows that any one of these domain can reduce diarrhoea disease in children under the age of five by 32% to 45%², research has also shown that advocating the use of a combination of these domains increases the likelihood of behaviour change and sustained practices³.

Hygiene promotion seeks to encourage specific behavioural practices in each domain:

- Hand washing with soap – wash hands with soap at critical times (five recommended critical times by the World Health Organization (WHO) include after defecation, after handling child’s faeces, before eating, before preparing food, and before feeding a child).

² Curtis, et. al., “Saving Lives,” 2004.

³ EHP II, “Changing Hygiene Behaviours,” 2002.

- Safe disposal of faeces - use a proper disposal facility and keep it clean from odour, flies, and faeces/urine.
- Safe storage and use of drinking water – cover drinking water from source to house, cover drinking water in the house, keep it out of reach of children under the age of five, and remove water with a long-handled cup/scoop and pour it out.

Understanding Marketing and Promotion

This strategy will answer the following nine, key “P” questions to determine for whom, by whom, how, what, when, where, and why activities will take place.

- i. ***People*** - To achieve the strategy goals and objectives, with whom should the products, services, and practices be encouraged?
- I. ***Practice*** - What feasible consumer practices should be encouraged?
- II. ***Product*** - What products and services are needed to enable these practices?
- III. ***Providers*** - By who should the products, services, and practices be promoted and supplied?
- IV. ***Persuasion*** - What appeals/triggers/drivers should be accentuated?
- V. ***Packaging*** - What product and service qualities should be emphasized?
- VI. ***Price*** - What prices should be established for the required products and services?
- VII. ***Place*** - Where should these products, services, and practices be made available?
- VIII. ***Promotion*** - How can these products, services, and/or practices be encouraged?

3. THE STRATEGY AT A GLANCE

3.1 KEY INTERVENTION AREAS

It is essential to ensure that all the needed elements are in place to enable consumers to adopt and practice promoted behaviours. Figure 1 delineates the overarching intervention areas required for an effective strategy to bring about sustained change. Key activities to be carried out in order to achieve the objectives stated above will revolve around these key intervention areas:

Figure 1: Strategy Intervention Areas



Intervention Area Specifics

3.1.1 Provision of Infrastructure, Products and Service Improvements

Infrastructure specifies what needs to be built to enable the desired practices e.g. build safe water points, construct latrines, etc. *Products* list items or hardware necessary and other materials to effectively practice the healthy behaviour, e.g. soap, water storage containers, hand washing facilities, etc. *Service Improvements* recommend possible changes to present services that will facilitate the adoption and sustained practice of health behaviours, e.g. open new local markets with slabs, and provide emptying services in hard-to-reach locations

3.1.2 Hygiene Promotion

Communication Activities detail specific materials that can be developed to encourage the behaviour change and activities during which these materials can be used, e.g. brochures, videos, etc.

Training delineates possible training audiences, training needs, and training content, e.g. workshop to train youth on mobilization techniques, train non-government organization (NGO) workers in proper hand washing, etc.

Social Marketing brings mass media and direct consumer contact methods, e.g. road shows, into an effective promotional mix.

Mobilization proposes additional activities that can take place within the community to encourage the healthy behaviour change and help to sustain its practice, e.g. Hygiene Day, social marketing of water purification tablets, etc.

Training and mobilization interventions are usually used in conjunction with communication and social marketing activities and tools.

3.1.3 Enabling Environment

Policies and direction suggest ways that the government can create a more favourable environment in which to practice the desired healthy behaviours, e.g. inclusion of hygiene messages into ongoing programming, hygiene line item in national, provincial, and district health budgets, etc.

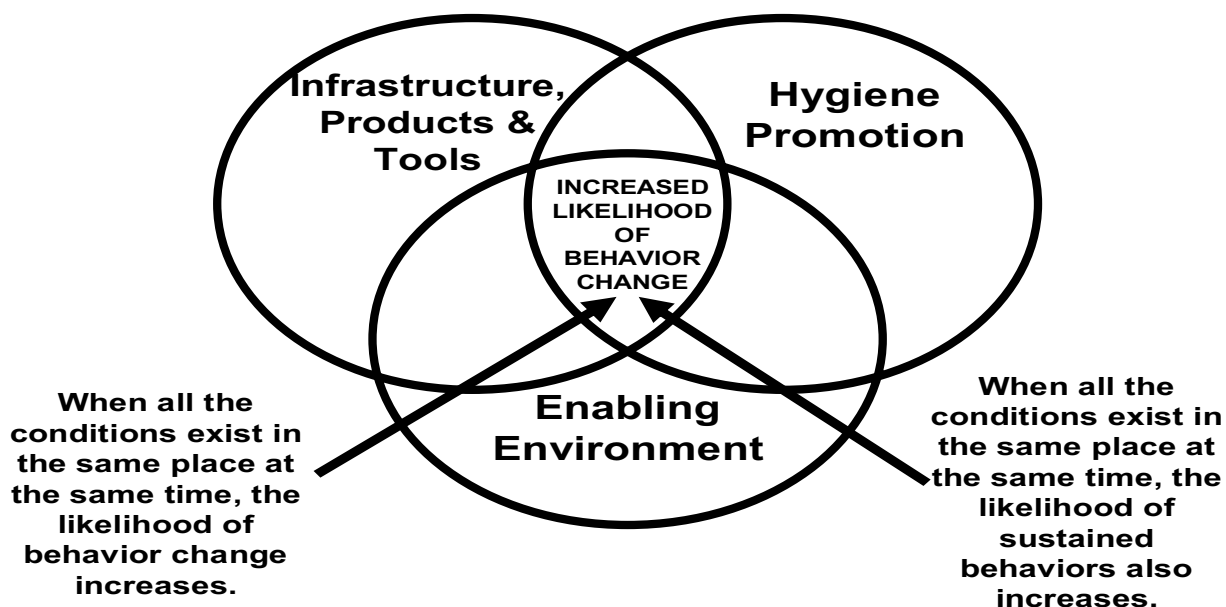
Institutional arrangements and implementation capacity provide guidance on the systems and organizational structures needed as well as capacity building required to support an effort, e.g. hygiene management committee, community water committees, “threshold” assurance, etc.

Financing itemizes options and choices for financing the necessary elements, e.g. use of existing credit unions for investment capital needs, voucher system for latrines, soap coupons, grants for NGO communication activities, etc.

3.2 BEHAVIOR CHANGE

The ultimate goal of any sanitation and hygiene strategy is to affect change in health conditions and the behaviours that improve those conditions within the communities and households. While any one of the above strategy intervention areas (Figure 1) can encourage healthy practices, all used together effectively increase the likelihood that the practice will be adopted and that it can be sustained. Figure 2 illustrate how, if the main intervention areas and their respective activities happen in the same places at the same time, can increase the likelihood of behaviour change.

Figure 2: Increasing the Likelihood of Behaviour Change



3.3 THE KEY ACTIVITIES

Based on the information provided above in 3.1 and 3.2 the key activities (representing strategies) to be carried out in order to achieve the goals and objectives of the strategy and stakeholders to be involved in provision of such activities are summarized in the table below:

Table 1: Key Activities

KEY ACTIVITIES		
INFRASTRUCTURE, PRODUCTS, AND SERVICE IMPROVEMENTS	HYGIENE PROMOTION	ENABLING ENVIRONMENT
Re-invigorate franchised, self-sufficient, commercially-run, standardized “sani-centres”	Develop an appropriate unifying communication campaign with logo, tagline, song (using local artist) and list of needed materials, e.g. “ <i>Respect begins at home. Make hygiene your priority.</i> ”	Create stakeholder technical committee comprising members from MoIWD, City Assemblies, Water Boards, District Health Offices, and NGOs, CBOs, the community, HHCS to discuss and solve situations specific challenges, e.g. monitor progress, working through the NWDP II Task Force
ACTIVITIES OUTLINE		
INFRASTRUCTURE, PRODUCTS, AND SERVICE IMPROVEMENTS		
Sanitation		
<ul style="list-style-type: none"> • Create at least one (1) production mall in each city. • Invest in and provide limited appropriate latrine technologies where physical conditions require latrines that the population will be unable to afford. • Manufacture 75,000 slabs. • Design and produce “make your own latrine cover” kits. • Produce wooden latrine doors. • Provide transportation for purchased products. • Design and produce homeowner self-installation latrine kits. • Investigate and invest in new, durable, portable pit latrine emptying equipment. • Investigate and promote environmentally-friendly, chemical pit treatments. • Promote and, when required, provide pit lining to high density areas requiring pit emptying. 		<ul style="list-style-type: none"> • Produce water-economizing HW dispenser • Design and produce “make your own HW water dispenser” kit
Providers to involve: MoIWD, MoLG, Small-scale slab casters, Large- and small-scale, Emptying firms, Latrine builders, Plastic manufacturers, Soap Manufacturers, NGOs and CBOs		

HYGIENE PROMOTION			
Communication	Training	Mobilization	
<ul style="list-style-type: none"> Develop a 3-year communication plan including media plan Consider a local “song” competition to develop the campaign theme song Develop mass media Develop print materials Develop IPC; Develop “Hygiene Bucket” Design traditional education materials: Develop direct consumer contact programmes 	<ul style="list-style-type: none"> Develop a 3-year training plan Create a cadre of trainers and train providers on needed hardware and software topics Provide quarterly community training on latrine installation Develop training materials and handouts for all training activities 	<ul style="list-style-type: none"> Develop a 3-year mobilization plan Consider introducing Community-led Total Sanitation into selected LIAs Consider utilizing PHAST in selected LIAs Strengthen existing/Create Homeowner Associations in LIAs Strengthen existing health and hygiene committees Hold quarterly hygiene forums at city - and community- levels Hold “National Hygiene Week” focused on households Organize hygiene competitions 	<p>Providers to involve: MoH, MoF, City Assemblies, Media (community), Donors, NGOs, CBOs, Faith Based Organisations (FBOs), HHCs, Teachers & students</p> <p>Providers to involve: MoIWD, MoH, MWCA, MoLG, City Assemblies, NGOs, CBOs, Service & product providers</p>
ENABLING ENVIRONMENT			
Financing Mechanisms	Institutional Arrangements	Policy	Implementation Capacity
<ul style="list-style-type: none"> Develop voucher programme for purchase of selected products Develop guidelines for targeted subsidies 	<ul style="list-style-type: none"> Facilitate dissemination of quarterly “State of Respect” updates Facilitate the registration of 	<ul style="list-style-type: none"> Understand and apply existing city by-laws for sanitation in LIAs and 	<ul style="list-style-type: none"> Assign city- and community-level staff to ensure quality control of installation and product

<ul style="list-style-type: none"> • Agree upon & set yearly price freezes • Lobby for sanitation funding • Strengthen use of existing credit unions & local opportunity banks • Organize “land for lease” for small-scale businesses • Examine the possibilities of large-scale commercial-sector investments in pit emptying equipment • Develop a grants programme to channel implementation funds 	<p>trained, certified technical service providers</p> <ul style="list-style-type: none"> • Strengthen link between MoIWD Water Boards and City Assemblies • Clearly define roles and responsibilities of all sanitation and hygiene stakeholders • Monitor and evaluate progress 	<p>propose amendments as needed</p> <ul style="list-style-type: none"> • Investigate the possibility of tax breaks for sanitation and hygiene providers • Develop advocacy awareness campaign and dialogue among stakeholders • Using National Sanitation Policy, inform on quality standards for products and services and subsidies policy 	<p>manufacturing</p> <ul style="list-style-type: none"> • Conduct quarterly community sanitation inspections • Provide monthly free advice to communities • Conduct training noted under Hygiene Promotion • Assist in the development of three-year business plans with “Sani-Centre” managers
<p>Providers to involve: MoIWD, MoF, Water Boards, City Assemblies, Donors, NGOs, CBOs & Private-Sector</p>	<p>Providers to involve: MoIWD, MoH, MoF, MoLG, Water Boards, City Assemblies, Donors, Councillors & MPs, NGOs & CBOs, and Private-Sector</p>	<p>Providers to involve: MoIWD, MoF, MoLG, MoEDP, Water Boards, City Assemblies, Donors, Councillors & MPs, NGOs & CBOs, and Private-Sector</p>	<p>Providers to involve: MoIWD, MoH, Water Boards, City Assemblies, NGOs, CBOs and Artisans</p>

4. THE MARKETING PLAN

The sanitation marketing strategy is basically about adopting the concepts of commercial marketing activities and it is therefore important to define the strategy in terms of how it fits in the marketing plan with respect to sanitation and hygiene activities to be carried out.

Marketing Mix

“Sacrifice is Essential to Focus and Focus is Essential to Impact!!!”

This strategy cannot be all things to all people. If it is to have an impact on behaviour and ultimately on the reduction of diarrhoea diseases and improvement of sanitation and hygiene, it must stay focused on targeted, segmented consumers; on specific providers and especially focusing on a key concept, promise and messages. This means that, while there might be many things that could be done, this strategy will focus on what research has shown to be the priorities and the essentials to bring about sustained changes over the next three years. It is with this in mind, that the following “Ps” are proposed:

4.1 PEOPLE – CONSUMERS/PRIMARY TARGET AUDIENCE

To achieve the strategy goals and objectives, with whom should the products, services, and practices be encouraged?

Target Consumers:
1. Landlords/owners in LIAs (mothers and fathers)
2. Mother tenants in LIAs
3. Father tenants in LIAs

4.2 PRACTICE

What feasible consumer practices should be encouraged?

“What” indicates the practice being encouraged and “how” indicates doable steps to help consumers achieve the practice. Consumers do not need to perform all steps to achieve the practice. This offers options that will help them improve their sanitation and hygiene conditions and allow them to pick those that best suit their budgets and lifestyles, taking a new step as one step has been managed.

Sanitation
<i>WHAT:</i> Use and maintain a safe latrine
<i>HOW:</i> <ul style="list-style-type: none"> • Replace sticks, mud floors, or old bad slabs with a quality slab • Install a latrine door • Install stable walls • Line the pit • Use biodegradable materials for bodily cleaning • Recycle the waste • Call qualified providers for pit emptying help • Chemically treat pit latrine when full • Clean the latrine daily with soap and water • Make a latrine cover
Hand Washing
<i>WHAT:</i> Wash your hands with soap and clean water before eating and after using the latrine
<i>HOW:</i> <ul style="list-style-type: none"> • Make a simple hand washing station and place near the eating area. • Make a simple hand washing station and place near latrine. • Purchase a simple hand washing station. • Purchase soap for hand washing. • Keep clean water near the hand washing area.

4.3 PRODUCT

What products and services are needed to enable these practices?

It was agreed that all products must be environmentally-friendly, affordable, innovative, and user-friendly.

Needed Products might include:	Needed Services would include:
<ul style="list-style-type: none"> • Quality 4'x4' (1.2m x 1.2m) slab • Plastic hand washing station water-economizing dispenser • Wooden latrine door • Hand washing station kit • Self-installation pit latrine kit • Latrine cover kit 	<ul style="list-style-type: none"> • Pit lining • Pit emptying • Latrine construction • Chemical treatment

4.4 PEOPLE – PROVIDERS/SECONDARY TARGET AUDIENCE

By whom should the products, services, and practices be promoted and supplied?

Providers:	
<p><i>At the national-level:</i></p> <ul style="list-style-type: none"> • MoIWD • MoH • MoLG • MWCA • MoF • NGOs • Media <p><i>At the community-level:</i></p> <ul style="list-style-type: none"> • Village and Community Leaders • Media • HSAs and health workers • Health and hygiene committees • NGOs, CBOs, FBOs • Teachers and students 	<p><i>At the city-level:</i></p> <ul style="list-style-type: none"> • Lilongwe and Blantyre City Assemblies • Lilongwe and Blantyre Water Boards • Media • Slab makers • Latrine builders • Pit emptying services providers • Cement manufacturers • Plastic manufacturers • Sand suppliers • Brick suppliers • Soap manufacturers • Cloth manufacturers

4.5 PERSUASION

What appeals/triggers/drivers should be accentuated?

For Consumers:	For Providers:
<ul style="list-style-type: none"> • Respect • Dignity • Safety • Attractiveness • Empowerment 	<ul style="list-style-type: none"> • Stability • Profitability

4.6 PACKAGING

What product and service qualities should be emphasized?

For Consumers:	For Providers:
<ul style="list-style-type: none"> • Reusable • Easy to clean • Easy to install • Convenient • Effortless • Inexpensive 	<ul style="list-style-type: none"> • Easy to build • Reliable • Quality

4.7 PRICE

What prices should be established for the required products and services?

The following costs have been determined utilizing costs, perceived affordability, actual sanitation expenditures, and actual large purchase expenditures. Blantyre and Lilongwe prices are basically the same. They have not been distinguished by city as market research results did not show any significant differences between market prices or willingness and ability to pay for sanitation and hygiene products or services. These products and services will primarily be marketed to Landlords/Owners. Indicative prices for each product and service are as shown in Table 2, which follows.

Table 2: Indicative Prices for Products & Services

Product/Service	Recommended Pricing Ranges
<i>Products:</i>	
• Quality 4'x4' (1.2m x 1.2m) slab	K1500 -K2500
• Plastic hand washing station water-economizing dispenser	K 100
• Wooden latrine door	K 450-K 750
• Hand washing station kit	K 350-K 450
• Self-installation pit latrine kit	K 3000-K 4500
• Latrine cover kit	K 75
• Pit lining	K 1750-K 2000
• Pit emptying	K 1250-K 1750
• Chemical treatment	K 500-K 700
• Latrine construction	
○ Fully-built latrine	K 7500-K 9500
○ Partially-built latrine	K 3500-K 5500

4.8 PLACE

Where these products, services, and practices should be made available?

At LIAs kiosks, central market places, and at Sani-Centres.

4.9 PROMOTION

How can these products, services, and/or practices be encouraged?

Promotion and marketing activities have been provided in the strategy overview and strategy details. However, the strategy promotional activities strive to:

- Minimize subsidies and maximize sales,
- Encourage consumers and providers to invest in their own future, and
- Ensure required quality products and services are available and accessible to consumers through:
 - Enhanced sales and sales marketing
 - Availability of capital investment funding
 - Provision of limited, targeted “subsidies”, covering the software elements only.

Audience Commonalities and Differences

Given that there will be three distinct target audiences, it will be necessary to distinguish between the similarities and the differences so that when possible commonalities can be emphasized and differences can be appropriately addressed.

Appendix 2 provides an overview of the strategy elements that will require a different approach or consideration for each of the different strategy target audiences and the ones that can be thought of similarly in carrying out of strategy activities. The differences will need to be reflected in messaging, pricing, the creative briefs, etc. If the element will be used with the audience, the table indicates “Yes,” it is indicated in the specific cells, and “N/A” has been used when the element will not be promoted to/for this audience. Where the element will be promoted, but the information needed to promote it is different, it has been noted, for example pricing

5. ACTION PLAN

5.1 STAGES OF PROMOTION

It is necessary to establish where audiences stand on the behaviour change continuum – awareness, knowledge, encouragement, DO-ACTION, and evaluation and maintenance⁴. The strategy and the hygiene promotion activities are to be appropriately and successfully “phased.” Furthermore, it ensures the programme can include the most indicative objectives; choose the most appropriate and effective channels for each phase; detail the most influential and supportive providers; and utilize the most acceptable, understandable, and appropriate messages, text and images for each phase to move the target audiences from where they are now to ACTION and maintenance.

Figure 3 depicts where each of the four audiences are on the continuum and where the programme would like to move them to over the next three years. All audiences were found to be beyond the awareness stage, with existing accurate knowledge and a few minor informational knowledge needs.

Figure 3: Movement of Consumers through Stages

Awareness	Knowledge	Encouragement	ACTION (Practice)	Evaluation & Maintenance	Practices
	Landlords/Owners LIAAs (now)	Landlords/Owners LIAAs (Year 1)	Landlords/Owners LIAAs (Year 2)	Landlords/Owners LIAAs (Year 3)	Use a safe latrine
	Landlords/Owners LIAAs (now)	→	Landlords/Owners LIAAs (Year 1)	Landlords/Owners LIAAs (Year 2)	Wash hands and use a hygienic latrine
	Father Tenants	→	Father Tenants	Father Tenants LIAAs	Wash hands and use

⁴ Adaption of “Trans-theoretical Model” Prochaska and DiClemente, 1986.

Awareness	Knowledge	Encouragement	ACTION (Practice)	Evaluation & Maintenance	& Practices
	LIAs (now)		LIAs (Year 1)	(Year 2)	a hygienic latrine
	Mother Tenants LIAs (now)	→	Mother Tenants LIAs (Year 1)	Mother Tenants LIAs (Year 2)	Wash hands and use a hygienic latrine

It will be necessary to lay the product and services groundwork to enable landlords to adopt the latrine construction practice and steps recommended. Tenants, on the other hand, need only to get basic knowledge and encouragement to move to Action on hand washing and latrine cleaning and use.

5.2 INFRASTRUCTURE, PRODUCTS AND SERVICE IMPROVEMENT ACTIVITIES

Basic agreed upon principles to keep in mind when pursuing the infrastructure, product and service improvement activities include:

- Use only environmentally friendly building materials.
- Provide assistance on a specific, basic, targeted, criteria-based basis only.
- Be open to new ideas for sanitation products.
- Consider research and development for new, innovative sanitation equipment and products.

REINVIGORATE FRANCHISED, SELF-SUFFICIENT, COMMERCIALY-RUN, STANDARDIZED “SANI-CENTRES”

Sanitation:

- Create at least one (1) production mall in each city.
- Invest in and provide limited appropriate latrine technologies where physical conditions require latrines that the population will be unable to afford.
- Manufacture 75,000 slabs
- Design and produce “make your own latrine cover” kits.
- Produce wooden latrine doors.
- Provide transportation for purchased products.
- Design and produce homeowner self-installation latrine kits.
- Investigate and invest in new, durable, portable pit latrine emptying equipment.
- Investigate and promote in environmentally-friendly, chemical pit treatments.
- Promote and, when required, provide pit lining to high density areas requiring pit emptying.

Hand washing:

- Produce water-economizing HW dispenser
- Design and produce “make your own HW water dispenser” kit

5.2.1 Infrastructure

Three different types of infrastructure will be required for this strategy and programme to succeed. These infrastructural needs comprise: reinvigoration of Sani-Centres, creation of a Production Mall, and provision of appropriate technologies.

These infrastructure needs will need time to start up and do not need to be in place before other activities take place.

5.2.2 Sani-Centres

A Sani-Centre is a place where consumers can come to view sanitation options, purchase products, contact suppliers, and obtain sanitation and hygiene information. These centres should be located in central places close to or in LIAs. Based on research of unsuccessful, urban-based Sani-Centres the proposed franchising, i.e. authorized permission to represent the programme and provide services and products, requires that these centres have the elements for success that did not exist in the previously organized centres. They will need to be designed to be self-sufficient and commercial, growing as the market demand grows, starting with slabs and moving to other products and services

as the consumers demand more. Managers of centres will be required to attend and successfully complete training and refresher courses (more specifics on training included in Hygiene Promotion section); to freeze prices (see section on Financing) for products as per the strategy recommendations; and organize at least one social responsibility programme per year to the communities in which they are located (see more in the section on Enabling Environment and Hygiene Promotion). Managers and their staff, if any, will need to be accredited and certified to provide the required quality sanitation and hygiene products and services and their centres will need to be advertised as part of the programme's communication activities. Before any centre opens, all elements will need to be in place, even if the centre just intends to sell slab as a starting point. They will be encouraged to diversify based on consumer demand and market growth.

Given that, at present, previous urban "Sani-Centres" are associated with failure and corruption⁵ the programme should consider renaming them and request that the MoIWD should consider a name for these centres that is consistent throughout the country and not associated with negative perceptions.

Franchising ensures accreditation providing to "franchisees" training, tools and carts for transport, facilitation and assistance with land lease as required, brand or logo for products and suppliers, demand-creation marketing and communications, on-going support and training, and facilitating city business registration. As well, franchising requires in return from "franchisees" that they maintain quality as per GoM policy standards and for standard quality slab with lid; organize and support one yearly social responsibility programme in at least one community; and regularly attend refresher certification. Franchised Sani-Centres would have their own stand-alone location for production, sales, and provision.

5.2.3 Production Mall

A production mall is a place where providers can make and sell their products and store equipment for their services as appropriate. Sani Centres Managers will become members of the production malls in their respective areas. The mall would enable providers to have a stable, permanent location in which to work and sell their products and services at the same time enjoying low-lease rates for a stable working location and

⁵ See Strategy Market Analysis Report, November 2007 for more on specifics on this.

facilitation with city business registration. Membership requires that providers be trained by the programme to get certified and update this certification yearly, as with franchising, as well as fix prices and maintain quality as per GOM policy. Members of the mall would not be required to support a social responsibility programme, nor would they have their own stand-alone structure. Members would be part of a larger structure containing many other similar providers and suppliers.

5.2.4 Provision of Selected, Targeted Services/Products

In some LIAs, especially in Blantyre where waterborne sanitation concerns are complicated by a mixture of flat areas, surging hill terrain, and numerous steep slopes; high water tables, extremely high density and limited space, inaccessibility by vehicle to latrine construction sites, and rocky and/or sandy soil affect not only a consumer's ability to select and construct appropriate latrine technology, but also significantly increases the price of the most appropriate technology, putting outside the consumer's budget under any circumstances. It is important that the programme take these cases into consideration, develop a criteria which would provide an appropriate technology to a deserving household. A line item has been provided for this provision in the Investment Plan.

5.3 PRODUCTS

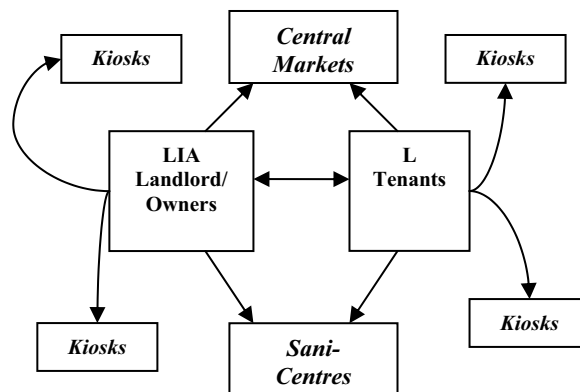
A stock of the needed products at these prices must be in place before promotion activities begin so that the audiences can easily adopt the practices as recommended at a price that is acceptable and affordable to them. To ensure the existence of all recommended products at the recommended prices, it will be necessary to work with local manufacturers of soap, plastic, etc. to develop the kits, agree upon quality standards, and train providers in provision of these products. The following products at these recommended prices will be required to enable the target audiences to practice the feasible behaviours. Prices should be tested during the first three months of marketing and adjusted accordingly.

Table 3: Products and Prices

Product	Recommended Pricing	
	Landlords/ Owners <i>LIAS</i>	Tenants/Fathers & Mothers <i>LIAs</i>
• Quality 4'x4' (1.2m x 1.2m) slab	K 2500	K 1500
• Plastic hand washing station water-economizing dispenser	K 100	K 100
• Wooden latrine door	K 750	N/A
• Hand washing station kit	K 450	K 350
• Self-installation pit latrine kit ⁶	K 4500	N/A
• Latrine cover kit	K 75	K 75

Furthermore, it is essential that these products be conveniently accessible (close by) and widely available (everywhere) to encourage first adoption and continued practice. Some products will be a “one-time” purchase; While other products will be needed on an ongoing basis, when the product is about to finish, e.g., cleaning supplies. Figure 4 demonstrates possible, appropriate product sales entry points for LIAs.

Figure 4: Product Sales Entry Points



5.4 SERVICE IMPROVEMENTS

To effectively and successfully proceed, four types of service improvements will be required: (1) pit emptying services, (2) chemical treatment services, (3) pit lining services, and (4) latrine construction services. To get each of these services in place, more investigation will be required. It will be necessary to map all present providers of these

⁶ Kit to include slab with cover, door, lining materials, nails, and instructions.

services; assess interest and ability to invest, even at a small-scale in these services; develop funding schemes (see section on Financing for more) for additional needed capital investments and initial operating costs; and identify possible trainers (see section on Training for more specifics). As well, service improvements will require equipment upgrades, including portable pit emptying equipment, as well as required products and materials/supplies for service provision.

The following services need to be provided at these recommended prices as shown in table 4 below. As with products, there shall be need to have a price freeze on services until market demand increases. As well prices shall be tested an agreed specific period and where need be adjusted accordingly. Improved services and quality assurance shall need to be in place before promotion activities begin so that the audiences can easily adopt the practices as recommended at a price that is acceptable and affordable to them. All of the providers of these services will be required to attend and successfully complete training and regular refresher courses on quality service provision, quality production, and business management (see more on this in Training Section).

Table 4: Services and Prices

Service	Recommended Pricing	
	<i>Landlords/Owners LIAs</i>	<i>Tenants/Fathers & Mothers LIAs</i>
• Pit lining	K 2000	N/A
• Pit emptying	K 1750	N/A
• Chemical treatment	N/A	N/A
• Latrine construction	N/A	-
• Fully-built latrine ⁷	K 9500	N/A
• Partially-built latrine ⁸	K 5500	N/A

⁷ Fully-built latrine includes skilled labor and ALL supplies and materials provided by the builder, includes slab and pit lining.

⁸ Partially-built latrine includes some skilled labor and some supplies and materials provided by the builder, including slab and lining materials; the rest will be provided by the landlord/owner. Research showed that owners, if they do provide something, they dig the pit, but they don't line it, they provide some bricks, nails and grass for the roof.

5.4.1 Pit Emptying Services

These services will require portable pit emptying equipment. Where need be, new equipment will need to be obtained and providers would need to be trained in their use. The Investment Plan has made provisions for the purchase of three machines for both Lilongwe and Blantyre. Furthermore, pit emptying services will require that disposal facilities are accessible, utilizing as much as possible the already existing City Assembly facilities. During the first year, there shall be need to develop a plan to construct additional waste disposal facilities as required for pit emptying.

5.4.2 Pit Lining Services

These services could be a stand-alone business, i.e. not provided as part of another service, or it could be incorporated into Latrine Construction services. How it is handled shall be the choice of the provider, but providers shall be trained in proper pit lining. As well, provision of pit lining in selected cases, as with appropriate latrine technology provision, shall be considered based on criteria and budget availability.

5.4.3 Chemical Treatment Services

While chemical treatment can be done by homeowners and landlords, to ensure that chemical treatment is environmentally-friendly and in keeping with the principles listed above, it is recommended that chemical treatment services be generated. These services could be an additional service provided by any of the above providers to ensure that it is both profitable and sustainable or could be organized as a stand-alone business service.

5.5 COMMUNICATION

While positioning and channelling for audiences will be different, the communication activities will need to be a parallel, concurrent, intertwined effort that is mutually reinforcing, but personalized to the needs of all audiences. Other materials will need to be delineated and detailed for providers and will be developed in conjunction with and for use with the audience materials.

Develop an appropriate unifying communication campaign with logo, tagline, song (using local artist) and list of needed materials, e.g. *“Respect begins at home. Make hygiene your priority.”*

- Develop a 3-year communication plan including media plan
- Consider a local “song” competition to develop the campaign theme song
- Develop a mass media campaign:
 - Radio spots
 - Radio drama
 - Housing painting
- Develop print materials:
 - Informational leaflets
 - Memory danglers
 - Games
 - Activity books
 - T-shirts
 - Certification signs and badges
 - A4 posters
 - Product pocket cards
- Develop IPC:
 - Home visits
 - Role modelling
 - Demonstration
 - Peer education role plays
 - Group discussion guides
 - Develop “Hygiene Bucket” kit, inc. flipchart, products, pocket cards
- Design traditional education materials:
 - Life-size puppets and skits
 - Drama
- Develop direct consumer contact (DCC) programmes:
 - Road shows
 - Sales/provision point promotional packets

5.5.1 Communication Plans

Communication plans will need to be developed for each of the four consumer audiences.

Table 5 shows a sample for Landlord/Owners in LIAs that can be used as a model for developing the other three plans.

Table 5: Proposed Communication Plan for Landlords/Owners LIAs

KEY PRACTICES (On What) AUDIENCE	SENDER (By Whom)	CHANNEL (With What)	VENUES (Where)
<ul style="list-style-type: none"> • Use and maintain a safe latrine • Replace sticks, mud floors, or old bad slabs with a quality slab • Install a latrine door • Install stable walls • Line the pit • Use biodegradable materials for bodily cleaning • Recycle the waste • Call qualified providers for pit emptying help • Chemically treat pit latrine when full • Clean the latrine daily with soap and water • Make a latrine cover 	HSAs HOA members Village Leaders Hygiene Promoters Peer Landlords Community Media	2 radio spots (1 on safety, 1 on cleanliness) 1 memory dangler on cleaning or on covering 2 pocket cards 2 posters Home visits 2 informational leaflets 1 radio drama 1 road show with self-installation kit demonstration Community drama and song	At community events On community radio programme In the community At home At HOA/HHC meetings
<ul style="list-style-type: none"> • Wash your hands with soap and clean water before eating and after using the latrine • Make a simple hand washing station and place near the eating area • Make a simple hand washing station and place near latrine • Purchase a simple hand washing station • Purchase soap for hand washing 	HSAs HOA members Village Leaders Teachers Students Hygiene Promoters Community Media	1 school “take-home” activity 1 radio spot 1 poster 1 memory dangler on hand washing 1 road show with hand washing station kit demonstration 1 puppet show 1 painted house illustration	At home At community events In the community On the community radio

5.5.2 Overarching Theme (Key Concept and Promise)

One unifying overarching theme shall need to be developed to use with/on everything to be created, developed for all audiences, providers, and secondary target audiences.

An Advertising Agency (Ad-Agency) shall need to be hired to develop this overarching campaign theme. It shall ultimately be the responsibility of an Ad Agency contracted to develop two to three key concepts and key promise possibilities, pre-test them for acceptability, appropriateness, and understanding ability. Based on this criteria one would be chosen as a key concept/key promise combination to use on all media developed; however, basic principles shall need to be kept in mind at all times.

The key concept and key promise (the “what and why”) MUST be the same no matter the audience, no matter the water, sanitation and hygiene area, no matter the practices/behaviours being promoted. In the traditional sense of commercial marketing, the key concept and key promise correspond to a tagline and slogan.

In the end you will have ONE “what” and ONE “why” ONLY. This key concept and key promise will be used on every piece of non-print and print media messages/briefs developed as well as used regularly and repeatedly in any interpersonal and traditional media and mobilization efforts, as deemed appropriate. ***“Only ONE combination, everywhere, all the time!”*** is the phrase to keep in mind for this principle, something like: ***Respect begins at home! Make hygiene your priority!***⁹

5.5.3 Creative Briefs

Creative briefs will be required for each target audience and shall be developed by the implementing team using the market research. Each creative brief shall contain:

1. Behaviour objective (already defined).
2. Communication objectives.
3. Audience (already defined).
4. Key Promise and Message (tagline, etc. as mentioned above, suggestions already made).
5. Desired Action(s) (already detailed).
6. Channels and Media to Use (suggestions already made).
7. Main Support Points (information needed found in Market Analysis Report).

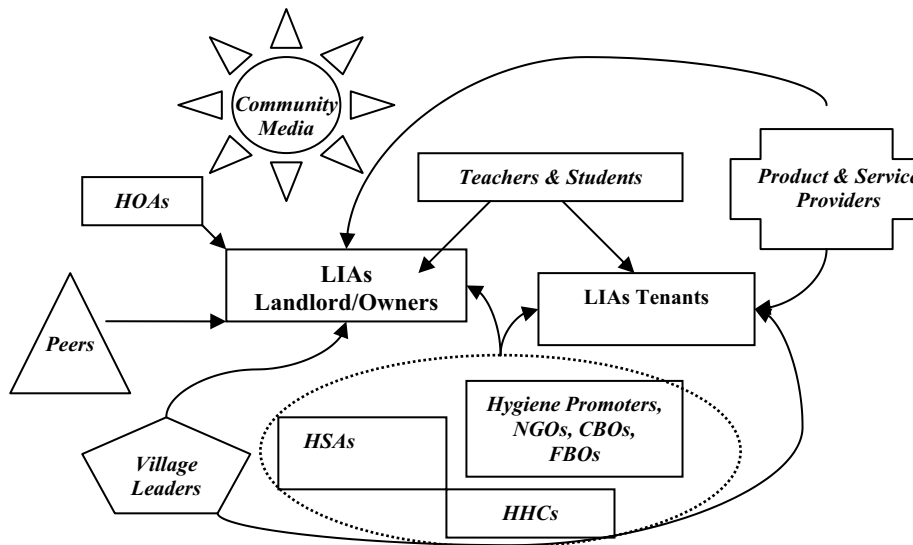
⁹ “Respect” identified in the Market Research for this strategy, November 2007.

8. Appeals and Attributes (information needed found in Market Analysis Report).
9. Motivators and Barriers (information needed found in Market Analysis Report).
10. Tone.
11. Content Considerations and Messaging.

5.5.4 Communication Entry Points

Figure 5 demonstrates existing and new potential communication entry points and how they work together to pass the needed information and messages to consumer audiences.

Figure 5: Communication Entry Points



5.5.5 Messaging

The different stages necessitate different message content needs. These needs and this message content should be reflected in the materials and activities at the appropriate, needed time in the process so that the primary target audiences moves effectively from one stage to the next. Different stages require different wording and language. Table 6 below demonstrates messaging considerations at the different stages. Messaging for the different stages should not be combined into the piece of media or material; it will only confuse the intended audience.

Table 6: Informational Needs of the Consumers

Stage	Purpose of Communication at this Stage	Messaging Considerations
1. Awareness	Bring issue to the audience's attention.	Keeping it short and sweet. Using only the essential to raise the issue. Appealing to a broader audience. Appealing to audience aspirations.
2. Knowledge	Provide specific information to educate audience on the issue.	Informing based on desired behaviour ONLY. Passive sentences OK. Appealing to a broader audience
3. Encouragement	Appeal to audience's aspirations to encourage the desired behaviour. Give action-oriented message – what is behaviour to practice. Provide skills to practice desired behaviour.	Using proper appeal(s) as identified in research. Personalizing the messages to the audience. Delineating clearly and simply steps to help perform behaviour. Answering most frequently asked questions and concerns. Appealing to audience aspirations.
4. ACTION	Repeat, repeat, and repeat desired action/feasible behaviour(s) through all avenues.	Orienting all messaging to Action ONLY Using active sentences only
5. Evaluation & Maintenance	Ask audience what they think of the behaviour, how they find practicing it, any impact that they find to practicing it. Appeal to audience's aspirations. Provide praise for practicing.	Overcoming of any new barriers. Using proper appeal to continue action. Congratulating and paying tribute to "good" behaviour. Presenting "performance" to larger community for broader recognition.

5.5.6 Hygiene Promotion Package

To select the appropriate media mix, media was filtered based on a cross-referencing of appropriate media choices by audience, by audience stages and linked to the behaviours to be encouraged.¹⁰ Further selection criteria of media formats was applied which included: reach-percentage of the mothers that it can reach, appropriateness for the behaviours and content, frequency of contact with the message it can provide, credibility with mothers, relative cost per person, human resource capacity to develop, produce, and distribute it, and financial resource capacity to develop, produce, and distribute it. Table 7 illustrates the general media mix recommended for consumers and for providers. This table is not exclusive, but this is the minimal package recommended to have the desired impact on behaviours. This mix is also reflected in the sample Communication Plan in Table 5.

Table 7: General Media Mix Recommended per Communication Entry Point

Media					
<i>Non-Print</i>	<i>Print</i>	<i>IPC</i>	<i>Traditional</i>	<i>Mobilization</i>	<i>DCC & Marketing</i>
Consumers:					
Radio spots Radio drama House illustrations (message painted on the side of a community house)	Informational leaflets Pocket cards Memory dangles A4 poster	Home visits Demonstrations	Life-size puppets Drama Song	Champion Household instructions for participation	Road shows Promotional packets
Providers: [no non-print media]					
Promoters, HSAs	Flipchart (A4 laminated, binder, page-removable)	Home visit checklist Demo guides	N/A	Champion Household checklist	N/A

¹⁰ Tables and tools used to determine appropriate mix available upon request.

Media					
<i>Non-Print</i>	<i>Print</i>	<i>IPC</i>	<i>Traditional</i>	<i>Mobilization</i>	<i>DCC & Marketing</i>
	T-Shirts	Role modelling			
NGOs, CBOs, FBOs	T-Shirts	N/A	Puppet show script and music Drama script	Champion Household checklist	Road show guidelines Scripts for road show shows
Village Leaders	T-Shirts	Group discussion guides Role modelling	N/A	Champion Household checklist	N/A
Product & Service Providers	T-Shirts Certification Signs & Badges	N/A	N/A	N/A	Road show guidelines Promotional packet instructions
Teachers & Students	Games Activity Books	N/A	N/A	N/A	N/A
Community Media	Press kits	N/A	N/A	N/A	N/A
HOAs	T-Shirts	N/A	N/A	Champion Household checklist	N/A
Peers	T-Shirts	Peer education role plays	N/A	Champion Household checklist	N/A

5.5.7 Media Development Considerations

When developing the media package, keep in mind the following:

- Develop appropriate content for all areas, i.e. locally-recognized, acceptable, understandable, translated when needed.
- Assure sustainability for continued media and materials airing and dissemination throughout the three-year period.
- Encourage local manufacturers, e.g. soap, plastic, to assist in the development of the DCC and marketing activities, such as develop road shows skits, etc.
- Develop a media plan comprising media priorities and rationale, media budget, production estimates, timing/distribution/airing, and print quantities (by language if appropriate).

5.6 TRAINING

Training activities will first need to create a cadre of trainers in the areas needed. These trainers can be pulled from any provider category as appropriate and desired. These trainers will then be available to train and certify providers on the needed hardware and software topics. All materials developed for the training should contain the overarching theme key concept and promise.

- Develop a 3-year training plan
- Create a cadre of trainers for and train providers in:
 - Business
 - Marketing
 - Quality assurance of installation & production
 - Latrine construction
 - Slab Casting
 - Peer Education
 - Hygiene promotion
 - CLTS
 - PHAST
- Provide quarterly community training on latrine installation
- Develop training materials and handouts for all training activities

5.6.1 Training Plan

Table 8 delineates a draft training plan showing the provider audiences to be trained, the training to be given, and number to be trained. This plan will need to be finalized along with a list of training materials needed – what is already available and what needs to be developed. Certification/accreditation criteria will also need to be detailed. Numbers provided here are “totals” and they will be split equally between Lilongwe and Blantyre. Training for the providers will need to cover detailed technical information, technical skills, and communication skills. The number of trainers listed under Trainers of Trainers (TOTs) indicates total number needed and will be appropriately spread out according to topics.

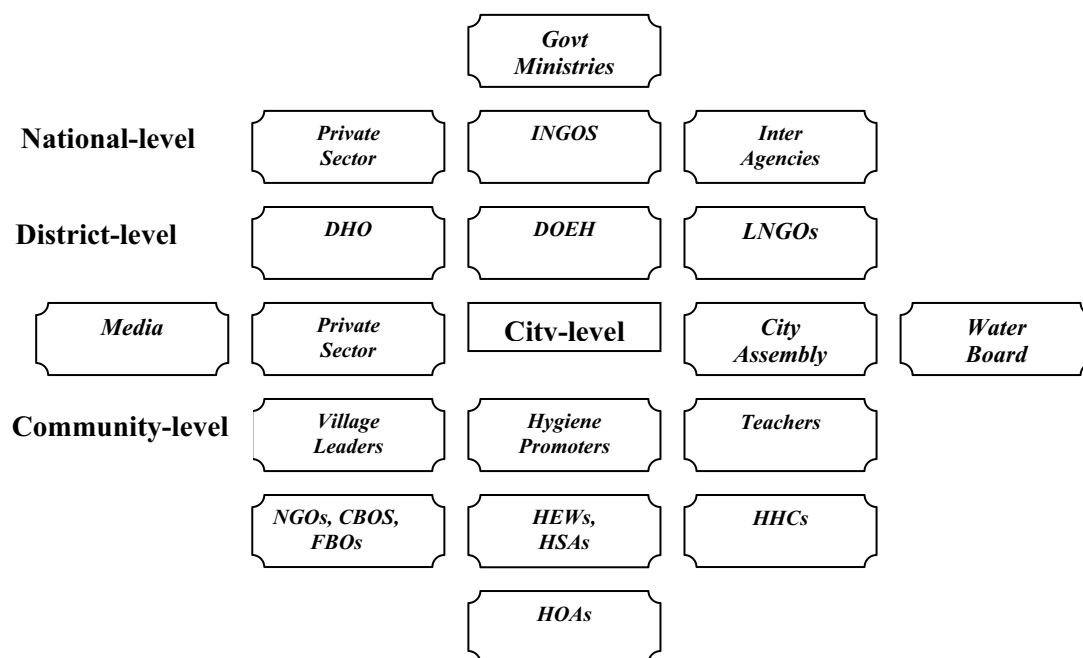
Table 8: Provider Training Plan

<i>Topics</i>	<i>Hygiene Promoters</i>	<i>HSAs</i>	<i>Village leaders</i>	<i>Landlords</i>	<i>Slab Casters</i>	<i>Latrine Builders</i>	<i>Pit Emptiers</i>	<i>Pit Liners</i>	<i>Chemical Treaters</i>	<i>HOA Members</i>	<i>HHCs</i>	<i>Community Media</i>	<i>City Assembly & Water Board</i>	<i>Staff</i>
TOT	4	4	4	4	4	4	4	4	4	4	4	4	4	4
Business	-	-	-	-	20	20	20	20	20	-	-	-	-	-
Marketing	-	-	-	-	20	20	20	20	20	-	-	6	6	-
Quality Control & Inspections	-	-	10	-	-	-	-	-	-	-	-	-	10	-
Quality installation & production	-	-	-	-	20	20	20	20	20	-	-	-	-	-
Latrine construction	-	-	-	-	-	20	-	20	-	-	-	-	-	-
Slab Casting	-	-	-	-	20	-	-	-	-	-	-	-	-	-
Peer Education	80	80	40	40	-	-	-	-	-	40	40	-	20	-
Hygiene promotion	80	80	-	-	-	-	-	-	-	-	40	-	20	-
CLTS	20	-	20	20	-	-	-	-	-	20	20	-	20	-
PHAST	20	-	20	20	-	-	-	-	-	20	20	-	20	-

5.6.2 Training Entry Points

Figure 6 demonstrates training entry points to consider.

Figure 6: Training Entry Points



5.7 SOCIAL AND COMMUNITY MOBILIZATION

Social and community mobilization is the final set of hygiene promotion activities that will ensure not only that the media package is effectively used and reinforced, but will also provide the interpersonal element needed to help consumers internalize the information and apply it in their daily lives. All activities and materials must reflect the overarching theme key concept and promise.

- Develop a 3-year mobilization plan
- Consider introducing Community-led Total Sanitation (CLTS) into selected LIAs
- Consider utilizing PHAST in selected LIAs
- Strengthen existing/Create Homeowner Associations in LIAs
- Strengthen existing health and hygiene committees (local structures) through training and materials
- Hold quarterly hygiene forums at city- and community-levels
- Hold “National Hygiene Week” focused on households not just streets
- Organize hygiene competitions with prizes and create “Hygiene Champions”:

 - Settlement
 - Community
 - Household

5.7.1 Community-Led Total Sanitation

Research showed that LIA community members feel powerless to control and/or improve their own sanitation and hygiene circumstances. Community-Led Total Sanitation (CLTS) is a grassroots approach to scaling up sanitation and attaining Open

Defecation Free (ODF) societies following a philosophy of participatory rural appraisal encouraging self-respect and empowerment. It is usually focused on “free from open defecation.” One main advantage of CLTS is that it “empowers” community members to take control of their own community and household sanitation and hygiene situations. The programme should consider training selected community members in the use of CLTS and utilizing CLTS in LIAs. CLTS creates demand for sanitation facilities to ensure open defecation free societies; hence this is one of the entry points for sanitation marketing. It is therefore appropriate to develop measures to meet the demand using sanitation marketing strategy.

5.7.2 PHAST

Research also showed that LIA community members feel that they are unable to participate in sanitation and hygiene community activities. Participatory Hygiene and Sanitation Transformation (PHAST) is designed to promote hygiene behaviours, sanitation improvements, and community management of water. One main advantage to PHAST is that it encourages community participation at all levels from all members. The programme should consider training selected community members in the use of PHAST and utilizing PHAST in LIAs. As well, the PHAST LIAs need to be linked into the Sani-Centres and other marketing activities to ensure that community members can act on recommendations and decisions made.

5.7.3 Associations and Committees

The programme would benefit by strengthening existing health and hygiene committees and where need be forming new ones in receptive communities. Homeowner Associations (HOAs) could be formed to act as sanitation and hygiene information sharing venues, community watchdogs for the installation of safe latrines and hygienically maintained latrines, and community support mechanisms for desired community sanitation and hygiene activities. HOAs would require detailed constitutions and executive committees to oversee work done. Furthermore, community leaders should be engaged and, if appropriate, organized to provide support for activities ongoing in their communities. Any existing clubs within the communities could be used to promote sanitation and hygiene activities. All groups and individuals involved would need to be supplied with training as needed and materials.

5.7.4 Competitions

The programme should consider organizing yearly competitions for settlements, communities, and households. Criteria for competing and for success would need to be

established. Clear prizes would need to be budgeted for and advertised. Prizes could include: for a winning settlement, a four-drop hole public latrine in the location of their choice; for a winning community, two new water kiosks; and for a winning household, a full VIP latrine with cleaning supplies for one year. Peer influence among landlords and village leaders was extremely high according to the market research. Competitions can be a positive way to make this peer influence work to improve sanitation and hygiene conditions.

5.8 FINANCING MECHANISM

The overarching funding principle is to minimize subsidies and maximize sales. To do this, it will be necessary to develop financing mechanisms that will enable providers to fund the needed capital investments and initial operating costs. It will also be essential to establish the recommended market prices (see section on Products) and freeze these prices until the market has been stabilized and consumers have begun to prioritize more of their disposable income to sanitation and hygiene.

- Develop voucher programme for purchase of selected products, e.g.:
 - water vouchers for slab purchases
 - slab voucher for month's "best household"
 - buy-one-get-one free (consumables)
 - free gift with purchase
 - free delivery
- Develop guidelines for targeted subsidies
- Agree upon & set yearly price freezes
- Lobby for sanitation funding
- Strengthen use of existing credit unions & local opportunity banks
- Organize "land for lease" for small-scale businesses
- Examine the possibilities of large-scale commercial-sector investments in pit emptying equipment
- Develop a grants programme to channel implementation funds (only as appropriate and per criteria) , e.g.:
 - City Assemblies
 - Successful CLTS LIAs
 - Small-scale sanitation and hygiene entrepreneurs
 - "Sani-Centres" managers
 - Sanitation and hygiene CBOs and NGOs

5.8.1 Lobbying

Experience has shown there is currently little funding towards supporting sanitation and hygiene promotional activities and programme. The programme should consider developing a lobbying group and strategies to work with Parliament and government agencies to advocate for increased funding to the Sanitation and Hygiene sector.

5.8.2 Directed Financing

To ensure sustainability, directed financing could include three methods already used in Malawi: (1) credit and loans, (2) leasing, and (3) small grants. Existing credit unions and local opportunity banks could be approached to develop a special programme to

provide credit to start-up entrepreneurs for capital investments and one year of operating costs. Leasing opportunities could be generated by government agencies with existing unused space or businesses with unused space to lease at a reduced, affordable monthly/yearly rate for providers offering them an option to open their business in a stable location. Small grants could be provided to the city assemblies, to LIAs adopting CLTS who have developed a cohesive community sanitation improvement plan, or to providers who need to purchase some of their service equipment. If small grants are to be used, clear selection criteria and funding limits would need to be set.

5.9 INSTITUTIONAL ARRANGEMENTS

To ensure MoIWD leadership, under the auspices of the present NWDP Task Force, all activities should be approved by and driven by this task force with assistance from all sanitation and hygiene stakeholders.

- Facilitate dissemination of quarterly “State of Respect” updates
- Facilitate the registration of trained, certified technical service providers
- Strengthen link between MIWD (with oversight responsibilities) Water Boards (with supervision responsibility) and City Assemblies (with responsibility to implement) through relevant training, regular meetings, and information sharing
- Clearly define roles and responsibilities of all sanitation and hygiene stakeholders
- Monitor and evaluate progress

5.9.1 Strengthening Linkages

The MoIWD should consider establishing MOUs with all stakeholders so that all agree on their roles and responsibilities as well as the value of the part they play in improving sanitation and hygiene in Lilongwe and Blantyre. Regular meetings, involvement in and attending appropriate training sessions, and informal information sharing could strengthen the linkages and coordination required to carry out this strategy.

5.9.2 Monitoring and Evaluation (M&E)

While the programme is strongly recommended to utilize participatory evaluation methods, it is equally recommended that outside evaluators be hired to assess impact, outcome and process of the programme, using the recommended M&E plan as their starting point. An agreed upon baseline for all indicators must also be established.

5.9.3 Provider Roles and Responsibilities

Table 9 depicts present provider roles and suggested some additional responsibilities to assure that strategy activities are effectively supervised and carried out. These are suggestions only. Based on discussions with stakeholders, key and supporting players have been identified - (K) indicates perceived key role and (S) indicates perceived support role.

Table 9: Provider Roles and Responsibilities

<i>Stakeholder</i>	<i>Present Role(s)</i>	<i>Suggested Responsibilities</i>	<i>Additional</i>
<i>Government</i>			
Ministry of Irrigation and Water Development - (K)	Provides oversight on irrigation and water programmes as well as provision of needed infrastructure	National policies /responsibility for coordinating sanitation and hygiene promotion at national level, participate in infrastructure, product, service improvement and enabling environment activities, oversee training process, including completion of training plan and establishment of certification criteria	
Lilongwe Water Board - (S)	Implements water kiosk programmes and piped water facilities as well as organizes water user associations	Water production, supply, management of onsite disposal and Sewage systems, assist in development of Year 1 Plan of Action, create technical committee	
Blantyre Water Board - (S)	Implements water kiosk programmes and piped water facilities as well as organizes water user associations	Water production, supply, management of onsite disposal and Sewage systems, assist in development of Year 1 Plan of Action, create technical committee	
Ministry of Local Government - (K)	Provide guidance to the City Assemblies	Participate in M&E process, assist with reinvigoration of Sani-Centres and development of production mall	
Lilongwe City Assembly - (K)	Oversees city sanitation and	Oversee on-site sanitation, participate in all hygiene,	

<i>Stakeholder</i>	<i>Present Role(s)</i>	<i>Suggested Responsibilities</i>	<i>Additional</i>
	sewerage activities	promotion and enabling environment activities, participate in M&E process, assist with competition activities	
Health Services Unit - (S)	Conducts prevention and education activities	Participate in hygiene promotion activities, take the lead on strengthening HHCs	
Engineering Services Unit - (S)	Plans, builds and maintains infrastructure	Participate in provision of appropriate technologies	
Blantyre City Assembly - (K)	Oversees city sanitation and sewerage activities	Oversee on-site sanitation, no sewage, participate in all hygiene promotion and enabling environment activities, participate in M&E process, assist with competition activities	
Ministry of Finance - (S)	Oversees GoM budgets	Assist with and guide “directed financing” efforts, including leasing, credit/loans, and small grants	
Ministry of Health and Population - (K)	Provides oversight on health and hygiene education as well as hygiene promotion programmes, rural sanitation	Participate in all hygiene promotion, institutional arrangement and implementation capacity activities	
Environmental Health Unit - (K)	Develops hygiene materials, works primarily in rural areas, conducts	Oversee environmentally-friendly adherence, participate in M&E process	

<i>Stakeholder</i>	<i>Present Role(s)</i>	<i>Suggested Responsibilities</i>	<i>Additional</i>
	small-scale urban community mobilization, uses PHAST		
Health Education Unit - (S)	Produces and distributes hygiene promotion materials	Participate in materials development, develop the media plan, prepare remaining communication plans, provide guidance on creative brief development	
District Environmental Health Office - (K)	Supports CA hygiene activities, especially during cholera outbreaks	Oversee environmentally-friendly adherence	
Health Surveillance Assistants - (K)	Conduct community hygiene promotion activities	Participate in training and mobilization activities	
Ministry of Women and Social Affairs - (S)	Trains extension workers in community mobilization activities, primarily for work in rural areas	Participate in HOA activities	
Community Development Committee - (S)	Promotes community activities	Participate in M&E process, assist with HOAs	
<i>International Non-governmental Organizations / Agencies</i>			
WaterAid - (K)	Supports sanitation efforts of local organizations	Assist in development of Year 1 Plan of Action, assist with development of criteria for targeted subsidies, provide advice	

<i>Stakeholder</i>	<i>Present Role(s)</i>	<i>Suggested Responsibilities</i>	<i>Additional</i>
			on “directed financing” activities
UNICEF - (S)	Supports sanitation efforts of local organizations, primarily school-based	Assist with reinvigoration of Sani-Centres and development of production mall	
Plan International - (S)	Implements sanitation and hygiene activities in urban LIAs, uses CLTS	Spearhead CLTS efforts	
Concern Universal - (S)	Implements sanitation and hygiene activities in rural areas	Spearhead PHAST efforts	
Water for People - (K)	Implements community-level sanitation and hygiene activities, uses PHAST	Assist with PHAST efforts, assist in development of Year 1 Plan of Action, guide M&E process, assist in oversight of campaign theme development, assist with funding lobbying	
<i>Local Non-governmental Organizations, Community- and Faith-based Organizations</i>			
Centre for Community Organizations and Development (CCODE) - (S)	Supports housing for the homeless, emphasizing sanitation facilities with houses built, promotes sky loo facilities	Assist with hygiene promotion activities and spearhead CLTS activities, assist with funding lobbying, guide price testing process	
Hygiene Village Project- (K)	Promoting Sanitation Marketing	Participate in hygiene promotion activities and assist with Sanitation Marketing	
Community leaders –(K)	Organize community meetings and provide needed information to community	Participate in organizing HOAs, training and mobilization activities, assist in strengthening HHCs, spearhead competition	

<i>Stakeholder</i>	<i>Present Role(s)</i>	<i>Suggested Responsibilities</i>	<i>Additional</i>
	members	activities	
<i>Private-Sector</i>			
Lilongwe Water User Associations - (S)	Manage water kiosks in LIAs	Assist with competition activities	
Blantyre Water User Associations - (S)	Manage water kiosks in LIAs	Assist with competition activities	
Slab dealers - (K)	Make sanitation platforms and sell on the roadside or at home	Participate in franchising, mall and/or Sani-Centres	
Malawi Housing Corporation - (S)	Builds and manages planned non-traditional housing in urban areas of Blantyre and Lilongwe	No additional role	
Private exhauster firms - (S)	Emptying of septic tanks	Participate in franchising, mall and/or Sani-Centres	
Contractors emptying pit latrines - (K)	These contractors needs to be mapped out, but there are probably a few already	Participate in franchising, mall and/or Sani-Centres	
Contractors operating public toilets - (S)	CA has contracted out the management of public toilets. This system seems to work and should be extended where there is a demand for these services	No additional role	

<i>Stakeholder</i>	<i>Present Role(s)</i>	<i>Suggested Responsibilities</i>	<i>Additional</i>
Soap, plastic manufacturers – (K)	Provide products for hygiene market	Participate in direct consumer contact activities	
Small scale private operators – (S)	Provide services to LIAs	Participate in franchising, mall and/or Sani-Centres	
Media –(S)	Airs public service announcements, airs health messages, provides coverage of health issues	Participate in communication and mobilization activities	

5.10 POLICY

A supporting policy will enable strategy activities to succeed and for a sanitation and hygiene programme to be sustained and replicated in other urban areas.

- Understand and apply existing city by-laws for sanitation in LIAs and amend/adjust as needed
- Investigate the possibility of tax breaks for sanitation and hygiene providers
- Develop advocacy awareness campaign and dialogue among stakeholders
- Using National Sanitation Policy, inform on:
 - Quality standards for products and services
 - Subsidies policy

It is important to understand what already exists, adapt and improve it, and inform all relevant players so that it can be enforced. Enforcement guidelines should be established and an agency (Malawi Water & Energy Regulatory Authority-MWERA) should be given responsibility for overseeing this enforcement. To the extent possible, at the community-level, consumers should be empowered and encouraged to regulate their own behaviours and environments.

5.10.1 Implementation Capacity

Strengthening the capacity of organizations and agencies to participate in sanitation and hygiene improvements will be essential as well to programme success. Capacity-building includes both skills needed and human resources required.

- Assign city- and community-level staff to ensure quality control of installation and product manufacturing
- Conduct quarterly community sanitation inspections
- Provide monthly free advice to communities
- Conduct training noted under Hygiene Promotion
- Assist in the development of three-year business plans with “Sani-Centre” managers

The section on Training has seen too much of the skills capacity-building and the section on Mobilization have increased the number of human resources available to the programme by tapping existing structures. Community quality assurance could be carried out to assess how well the capacity is being applied. These inspections could be conducted quarterly and would need to be assigned to specific agencies to carry out. Sani-Centre managers would also need to develop a three-year business plan.

6. MONITORING AND EVALUATION PLAN

The following provides a simple M&E plan based on the strategy goals, objectives, and activities. More indicators can be added on communication and training activities, etc. To make this eventual M&E effective, it will be necessary to establish an agreed upon baseline for each indicator listed here and new ones added. The Market Analysis Report provided for this strategy development provides much information that can be used as acceptable baseline, but this must be agreed upon by stakeholders and any baseline gaps need to be filled. As well, these indicators can be broken out by year so that benchmarks can be tracked during monitoring and interim evaluations.

Table 10: Suggested M&E Plan

<p><i>Strategy Objectives:</i></p> <ol style="list-style-type: none"> 1. By 2012, increase the percentage of household members consistently washing their hands with soap from a reported 20% to a targeted 45%: <ol style="list-style-type: none"> (a) before eating from a reported 11% to targeted 30%; (b) after using the latrine from a reported 18% to a targeted 30%; 2. By 2012, increase the percentage of households: <ol style="list-style-type: none"> (a) using a safe latrines from an observed 6% to a targeted 30%; (b) properly maintaining the latrine from an observed 5% to a targeted 30%;
<p><i>Key Feasible Behaviours to Promote and to Evaluate:</i></p> <p>Wash your hands with soap and water before eating and after using the latrine. Use and maintain a safe latrine.</p>
<p><i>Target Audiences:</i></p> <ol style="list-style-type: none"> 1. Landlords/owners in LIAs (mothers and fathers) 2. Mother tenants in LIAs 3. Father tenants in LIAs

<i>Evaluation</i>		
<i>Questions</i>	<i>Information Needed</i>	
What do you want to know about your key behaviours?	<i>Type of Information</i>	<i>Indicators</i>
	What type of information do you need to answer your questions?	What will indicate success?
IMPACT How have the practiced behaviours affected THE PROBLEM? <i>(reflection of goal)</i>	Prevalence rates of diseases	<ul style="list-style-type: none"> ➤ 5% reduction in diarrhoea disease in under five year olds in targeted areas ➤ 75,000 households with improved sanitation and hygiene
OUTCOME How well is the intended audience practicing the promoted behaviours? <i>(reflection of behavioural objectives)</i>	Observed behaviours	<ul style="list-style-type: none"> ➤ 45% of household members consistently washing hands with soap and clean water after using the latrine ➤ 30% of household members consistently washing hands with soap and clean water before eating ➤ 30% of latrines being properly maintained ➤ 30% of safe latrines being used

<p>PROCESS</p> <p>To what extent are the activities being carried out? <i>(reflection of doable steps and strategy activities)</i></p>	<p>Access to needed services,</p> <p>Access to needed materials, equipment, and products</p> <p>Completion of communication, training and other activities</p>	<ul style="list-style-type: none"> ➤ 25,000 households with at least one hand washing station ➤ 25,000 households with a latrine door ➤ 25,000 households with a quality slab ➤ 100 qualified sanitation and hygiene providers trained ➤ 25 sanitation and hygiene businesses facilitated ➤ 75,000 quality slabs produced ➤ 75% of the communication activities carried out on time and as planned
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7. INVESTMENT PLAN

7.1 INVESTMENT PLAN DETAILS

This investment plan details capital investment costs and recurring/operational costs for both Lilongwe and Blantyre. As well, the expenditures are broken down by year and by city. Table 11 provides broad line items that correspond to the Strategy at a glance. Necessary investment plan explanations are included in the next section.

Total cost: USD 4.775 million

[All costs listed in USD million]

Table 11: Draft 3-Year Investment Plan for Sanitation Marketing and Hygiene Promotion Strategy

	Capital Costs		Investment		Recurring Costs		Total Expenditures Per Year (including both Capital and Recurring)											
	Total	LL	BT	Total	LL	BT	2009/2010		2010/2011		2011/2012							
							Total	LL	BT	Total	LL	BT	Total	LL	BT			
INFRASTRUCTURE, PRODUCTS, AND SERVICE IMPROVEMENTS																		
Sanitation																		
Reinvigoration of Sani-Centres	0.28	0.14	0.14	0.1	0.15	0.15	0.3	0.15	0.15	0.1	0.05	0.05	0	0	0	0	0	0
Support for slab manufacturing	0.6	0.3	0.3	0.2	0.1	0.1	0.2	0.1	0.1	0.2	0.05	0.15	0.3	0.12	0.18			
Latrine emptying methods and products and access	0.31	0.08	0.23	0.4	0.1	0.3	0.4	0.1	0.3	0.2	0.05	0.15	0.1	0.025	0.075			
Pit lining in high density areas (primarily in Blantyre)	0.73	0.18	0.55	0.24	0.06	0.18	0.24	0.06	0.18	0.232	0.05	0.182	0.243	0.061	0.182			
Development of pit emptying through	0.2	0.05	0.15	0	0	0	0	0	0	0.125	0.05	0.075	0.1	0.025	0.075			

	Total Expenditures Per Year (including both Capital and Recurring)																	
	Capital Costs			Investment			Recurring Costs			2009/2010			2010/2011			2011/2012		
	Total	LL	BT	Total	LL	BT	Total	LL	BT	Total	LL	BT	Total	LL	BT			
private sector																		
Development of latrine self-installation kits	0.06	0.03	0.03	0	0.01	0.01	0.02	0.01	0.01	0.06	0.05	0.01	0.02	0.01	0.01	0.01	0.01	
Hand washing: Development of hand washing station kit	0.02	0.01	0.01				0	0	0	0.053	0.05	0.003	0	0	0	0	0	
HYGIENE PROMOTION	0.71	0.355	0.355	0.47	0.26	0.26	0.52	0.26	0.26	0.31	0.155	0.155	0.49	0.245	0.245	0.245	0.245	
Communication																		
Development of communication campaign and media package including hiring ad agency and initial printing of materials	0.06	0.03	0.03	0	0.03	0.03	0.06	0.03	0.03	0	0	0	0	0	0	0	0	
Airing and continued dissemination of media	0	0	0	0.3	0.05	0.05	0.1	0.05	0.05	0.1	0.05	0.05	0.1	0.05	0.05	0.05	0.05	
Development of DCC promotional kits and material, road shows	0.02	0.01	0.01	0.14	0.03	0.03	0.06	0.03	0.03	0.05	0.025	0.025	0.05	0.025	0.025	0.025	0.025	
Training	0						0			0			0.13	0.065	0.065	0.065	0.065	
Conducting of TOTs	0.15	0.075	0.075	0	0.05	0.05	0.1	0.05	0.05	0.05	0.025	0.025	0	0	0	0	0	
Conducting of technical, hardware training workshops, includes tools and materials needed	0.22	0.11	0.11	0.02	0.04	0.04	0.08	0.04	0.04	0.03	0.015	0.015	0.13	0.065	0.065	0.065	0.065	
Conducting of communication and software training workshops	0.02	0.01	0.01	0.01	0.01	0.01	0.02	0.01	0.01	0.01	0.005	0.005	0.01	0.005	0.005	0.005	0.005	
Mobilization	0						0			0			0			0	0	

	Capital Costs		Investment		Recurring Costs		Total Expenditures Per Year (including both Capital and Recurring)											
	Total	LL	BT	Total	BT	Total	2009/2010				2010/2011				2011/2012			
							Total	LL	BT	Total	LL	BT	Total	LL	BT			
							LL	BT	LL	BT	LL	BT	LL	BT				
Organization of HHCs and HOAs	0.14	0.07	0.07	0	0.07	0	0.06	0.03	0.03	0.04	0.02	0.02	0.04	0.02	0.02	0.04	0.02	0.02
Support for competitions, prizes and hygiene champions	0.1	0.05	0.05	0	0.05	0	0.04	0.02	0.02	0.03	0.015	0.015	0.03	0.015	0.015	0.03	0.015	0.015
ENABLING ENVIRONMENT	0.45	0.22	0.23	0.11	0.23	0.11	0.25	0.12	0.13	0.161	0.078	0.083	0.151	0.073	0.078			
Financing Mechanisms																		
Support for credit unions, local banks or leasing for manufacturers, owners, suppliers,	0.03	0.01	0.02	0	0.02	0	0.01	0	0.01	0.011	0.003	0.008	0.011	0.003	0.008	0.011	0.003	0.008
Small grant packages for implementation activities	0.3	0.15	0.15	0	0.15	0	0.1	0.05	0.05	0.1	0.05	0.05	0.1	0.05	0.05	0.1	0.05	0.05
Institutional Arrangements	0						0			0			0			0		
Funding for sector monitoring, management, administration, and M&E includes liaison with commercial sector	0	0	0	0.12	0	0.12	0.04	0.02	0.02	0.04	0.02	0.02	0.04	0.02	0.02	0.04	0.02	0.02
Implementation Capacity	0						0			0			0			0		
Provision professional assistance to key stakeholder to strengthen internal implementation capacities	0.08	0.04	0.04	0.01	0.04	0.01	0.06	0.03	0.03	0.01	0.005	0.005	0	0.005	0.005	0	0	0
Conduct of external evaluation	0.04	0.02	0.02	0	0.02	0	0.04	0.02	0.02	0	0	0	0	0	0	0	0	0
TOTAL	3.36	1.365	1.995	1.25	1.995	1.25	1.93	0.8	1.13	1.441	0.583	0.858	1.404	0.559	0.845			

7.2 INVESTMENT PLAN EXPLANATIONS

It has been assumed that the costs for most activities will be split equally between Lilongwe and Blantyre, except for the following activities:

- Development of pit emptying approaches,
- Support to lining of pits
- Support to emptying of pit latrines
- Support to access paths for pit emptying

For the activities listed above, the situation in Blantyre is more challenging than that in Lilongwe. Blantyre has rocky ground which makes it impossible to dig pits without pit lining; areas are very dense and it makes it difficult to move to the pits when full, thus, pits built will need to be emptied and thus lined; and access is particularly difficult in Blantyre, in areas like Ndirande, pit emptying will not be possible without some access being created. For these types of infrastructure and access activities, funding for Blantyre has been doubled.

Table 12: Investment Plan Explanations

<i>Sanitation Items</i>	<i>Line</i>	<i>Explanation</i>
Sani-Centres		Prepared a budget provision for 4 sani-centres per city with the cap-ex support for buildings/ shop, demonstration facilities (toilets) and partly stocking of products. Allocation per facility, USD 50,000 each
Slab manufacturing		Has assumed support of the magnitude of 10 per slab of about K 1500 for 20,000 slabs per year over the 3 year period.
Latrine emptying		Budgeting for capital costs (\$150-200,000) for one exhauster capable of emptying septic and pit latrines with 6-7 m ³ , plus two small hand drawn latrine emptying machines like "Vaccutug" costing about \$ 25,000 each. In addition, the cost here covers crew for running machines and testing access and potential for developing a regular service run by private sector. This cost also includes three kilometres of access paths for latrine emptying equipment, based on a cost of \$2000/per 100m. We expect to cover between 3 to 4 kilometre of access routes; costing about \$60,000 to \$100,000. Most of the pit emptying research it has

	<p>been assumed will be needed in Blantyre where the housing density and ground conditions are such that latrine emptying services would be needed.</p>
Pit lining	<p>Propose support for owners who need to build latrines requiring pit emptying. Such latrines require lining. It is assumed that about 25% of all latrines may need lining with a cost of about K 6000 (or \$50). For 5,000 latrines requiring support would require \$250,000. It is assumed that in the lowest and densest areas poorest areas, owners will not be able to afford such an expense thus a budgetary sum for lining for 5000 latrines have been proposed for each of the three years. It is assumed that 3/4 of the support for this will be required in Blantyre and 1/4 in Lilongwe</p>
Pit emptying	<p>A provisional sum has been set aside for pit emptying. It is assumed that pit emptying may cost between K2500 to K5000 per latrine for emptying depending on volume. This may be too much for many people in the lowest income high density areas where there is no alternative to have toilet service than emptying existing latrine. It is here budgeted for funding which the responsible agency for sanitation (City Assembly) may arrange a contract with a private contractor on an annual basis to provide a basis cost while the users themselves provides payment to cover part of the costs. The payment arrangement can also be organised through a voucher system.</p> <p>\$100,000 has been budgeted for the 2nd and 3rd year after the latrine emptying methods have been developed. For the budgeted amount it is expected that an exhauster would be fully contracted to operate in Lilongwe and one exhauster part time contracted to operate in Lilongwe for the proposed amount. For the proposed amount, covering support of K 2500 per latrine, about 5,000 latrines could be assisted for emptying annually. Only the owners incapable of paying the full amount for latrine emptying should be considered for support.</p>

Development of Self-Installation kits	Develop and prepare a kit to assist the many house-owners who construct their own toilets by providing labour and all material themselves. The idea is to provide construction guidelines on how to construct alternative types of latrines, key technical and hygienic issues for location and construction with or without lined pits. The kit could include documentation, some cement, a door or other elements which could be considered attractive to be packaged as a kit. This product needs to be developed first. \$20,000 has been budgeted for both preparing a kit and necessary documentation material plus some possible support for material support and assistance in promotion of the product.
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8. IMPLEMENTATION PLAN

Phasing of implementation of the plan is recommended on a yearly basis as it will facilitate implementation as well as M&E. Table 13 shows, in general, what types of activities should be conducted in what quarter of what year. Specifics will need to be worked out in a yearly Plan of Action for each of the three years. Adjustments should be made based on ongoing monitoring and yearly interim evaluations. As well phasing could take place by city and by areas within each city, e.g. work could begin in Blantyre only and in a selected number of LIAs, then work could move to Lilongwe as Blantyre continues work in new areas. However, even if phased by city, the preparation activities must be completed first.

Table 13: General Phased Implementation Plan

<i>Activities</i>	<i>2009/2010</i>				<i>2010/2011</i>				<i>2011/2012</i>			
	<i>Q1</i>	<i>Q2</i>	<i>Q3</i>	<i>Q4</i>	<i>Q1</i>	<i>Q2</i>	<i>Q3</i>	<i>Q4</i>	<i>Q1</i>	<i>Q2</i>	<i>Q3</i>	<i>Q4</i>
PREPARATION												
Organize communication work, includes hire Ad Agency, develop creative briefs, and complete plans	X	X										
Develop training plan and materials		X										
Create technical committee	X											
Develop mobilization plan		X										
Establish criteria for certification and targeted subsidies		X										

<i>Activities</i>	<i>2009/2010</i>				<i>2010/2011</i>				<i>2011/2012</i>			
	<i>Q1</i>	<i>Q2</i>	<i>Q3</i>	<i>Q4</i>	<i>Q1</i>	<i>Q2</i>	<i>Q3</i>	<i>Q4</i>	<i>Q1</i>	<i>Q2</i>	<i>Q3</i>	<i>Q4</i>
Determine financing mechanisms to use		X										
Conduct TOTs		X										
Conduct regular training workshops		X	X			X		X				
Produce products to market			X	X	X	X	X	X	X	X	X	X
ROLL-OUT												
Begin and continue media campaign and hygiene promotion activities			X	X	X	X	X	X	X	X	X	X
Carry out policy activities			X		X		X		X			
Open production mall				X								
Reinvigorate Sani-Centres							X	X	X	X	X	X
Investigate pit emptying possibilities & chemical treatment			X	X	X							
Carry out pit emptying & chemical						X	X	X	X	X	X	X

<i>Activities</i>	<i>2009/2010</i>				<i>2010/2011</i>				<i>2011/2012</i>			
	<i>Q1</i>	<i>Q2</i>	<i>Q3</i>	<i>Q4</i>	<i>Q1</i>	<i>Q2</i>	<i>Q3</i>	<i>Q4</i>	<i>Q1</i>	<i>Q2</i>	<i>Q3</i>	<i>Q4</i>
treatment												
Determine latrine provisions & provide appropriate designs			X	X			X	X		X	X	
EVALUATION												
Establish baseline			X	X								
Provide regular quality assurance visits				X		X		X		X		X
Conduct interim evaluation				X				X				
Make adjustments					X				X			
Conduct final evaluation											X	X

APPENDICES

Appendix 1: Consumer Analysis

This analysis reflects a synthesis of the market research findings¹¹ on landlord/owners and tenants in LIAs. The similarities were significant, with the only major difference being the role played in sanitation and hygiene on the plot and in the household, i.e. landlord/owner responsible for constructing of a safe latrine; all are responsible for maintaining a hygienic latrine and for washing hands with soap. This analysis was the basis for feasible practices to be promoted over three years and will be reflected in the products and services to be promoted, the strategy activities to be carried out, and the providers to be involved. It should be noted that “Safe Drinking Water” is not covered under this project, but is found under another component of NWDP II. With feasible practices determined, it is necessary to delineate additional steps that will enable audiences to perform these behaviours and to overcome key identified barriers. These small steps that can help audiences initiate, practice and maintain these behaviours

¹¹ Lilongwe and Blantyre LIA Sanitation Marketing and Hygiene Promotion Strategy Market Analysis Report, November 2007.

Consumer Behavioural Analysis

<i>Ideal Practices</i> ¹²	<i>Actual Practice</i>	<i>Opportunities</i>	<i>Constraints/Barriers</i>	<i>Feasible Practice and Double Steps to Consider over 3 years</i>
Sanitation				
Sub- & Super-Structure: <ul style="list-style-type: none"> • Pit that is 2m deep and lined with cement and bricks • Metal or wood door, or curved entry that provides privacy • Iron-sheeted roof • Stable walls • Slab that is 4x4 (1.2mx1.2m) with raised feet and a lid • Vented pipe 	<ul style="list-style-type: none"> ✓Mud or stick floors ✓Cloth or plastic walls ✓Unsecured mud bricks ✓No roofs or grass-thatched roofs ✓No doors (or plastic doors) ✓Pit unlined ✓Provide own labour to construct ✓“Shape” own 	<ul style="list-style-type: none"> - Knowledge about sanitation and link to diarrhoea diseases - Perceived value of sanitation and hygiene - Intention and willingness to contribute what can to improving sanitation - Importance of respect and its consumer defined characteristics of dignity, safety, and attractiveness - Reduced effort and use of funds with improved practices - Dissatisfaction with present 	<ul style="list-style-type: none"> - Lack of city and community leadership and responsibility for sanitation and hygiene - Source of water no always clean - Cost of ideal latrine is high - Limited space on plots - Lack of skills to “create” for themselves - Lack of appropriately price slab for LIAs - Lack of/insufficiency of some sanitation and 	<ul style="list-style-type: none"> ▪ Use and maintain a safe latrine: <ul style="list-style-type: none"> → Replace sticks, mud floors, or old bad slabs with a quality slab → Install a latrine door → Install stable walls → Line the pit → Use biodegradable materials for bodily cleaning → Recycle the waste → Call qualified providers for pit emptying help → Chemically treat pit

¹² Based on WHO standards and the pending Malawi National Sanitation Policy.

<i>Ideal Practices</i> ¹²	<i>Actual Practice</i>	<i>Opportunities</i>	<i>Constraints/Barriers</i>	<i>Feasible Practice and Double Steps to Consider over 3 years</i>
	mud slabs	sanitation and hygiene situation - Importance of attributes of reusable, safe, clean, odourless, and fly-free	hygiene products needed to improve - Increased use of water equals increased cost for water - No latrine building or slab casting skills - Cost and availability of disinfectant - Limited community support systems to improve - Minimal priority placed on sanitation at all levels - Challenging physical conditions - 68% must buy water (cost)	latrine when full → Clean the latrine daily with soap and water → Make a latrine cover
Maintenance:	✓“Never been full” never been emptied ✓When full, build a new one ✓Repair damaged walls and roof when possible	- Availability of water usually within 10 minutes from household - Range of willingness to pay for latrine - Range of affordability to pay for latrine - Expressed desire to “create” for themselves (self-sufficiency) - Consumers making large purchases and home improvements - Awareness that community		
• Empty when it is full				
• Reduce waste to extend life of latrine				
• Repair damaged walls or roof when needed				
Cleaning and Use:	✓No covers exist ✓Swept with broom only (occasionally)			
• Clean daily with water and disinfectant				

<i>Ideal Practices¹²</i>	<i>Actual Practice</i>	<i>Opportunities</i>	<i>Constraints/Barriers</i>	<i>Feasible Practice and Double Steps to Consider over 3 years</i>
<ul style="list-style-type: none"> Keep hole covered when not in use 	with water)	and household sanitation is poor		
Hand washing				
Maintain two hand washing stations ¹³ in the home – at latrine, and near eating area.	<ul style="list-style-type: none"> Most have no hand washing station When available, usually near cooking area 	<ul style="list-style-type: none"> Knowledge about hygiene and link to diarrhoea diseases Perceived value of sanitation and hygiene Willingness to be responsible for household Availability of soap in most households and in the marketplace Importance of respect and its consumer defined characteristic of attractiveness 	<ul style="list-style-type: none"> Some water sources unsuitable for washing hands Lack of skills to “create” for themselves Present limiting location of hand washing station near cooking area Lack of some products needed to improve (inconvenience) 	<ul style="list-style-type: none"> Wash your hands with soap and clean water before eating and after using the latrine: <ul style="list-style-type: none"> Make a simple hand washing station and place near the eating area Make a simple hand washing station and place near latrine Purchase a simple
Wash hands at five critical times – after using the latrine, before eating, before cooking, after cleaning the baby’s	<ul style="list-style-type: none"> Most hands wash with water only 			

¹³ Ideal functioning hand washing station should contain one bar of soap, one container to safely store soap, water in covered container that can be dispensed economically and without dirtying the remaining water.

<i>Ideal Practices</i> ¹²	<i>Actual Practice</i>	<i>Opportunities</i>	<i>Constraints/Barriers</i>	<i>Feasible Practice and Double Steps to Consider over 3 years</i>
bottom, and before feeding the children.		<ul style="list-style-type: none"> - Present availability in the household of many items needed to create a hand washing station (effortless and inexpensive) - Hand washing habit established 	<ul style="list-style-type: none"> - Limited support systems to improve - 68% must buy water (cost) 	<ul style="list-style-type: none"> hand washing station → Purchase soap for hand washing → Keep clean water near the hand washing area

Provider Implications

As with the consumer analysis, these defined provider implications are a synthesis pulled from the market research¹⁴ and represent the similarities between all types of providers. Again the similarities were significant; the differences were only based around the type of product or service provided and the technical skills required for each. As with the consumer analysis, the implications of the feasible behaviours on providers will be reflected in the strategy and subsequent strategy activities.

¹⁴ Lilongwe and Blantyre LIA Sanitation Marketing and Hygiene Promotion Strategy Market Analysis Report, November 2007.

Implications of Feasible Consumer Practices for Providers

<i>Consumer Feasible Practices and Doable Steps</i>	<i>Opportunities</i>	<i>Constraints/Barriers</i>	<i>Provider Implications</i>
<p>Sanitation</p> <ul style="list-style-type: none"> ▪ Use and maintain a safe latrine: <ul style="list-style-type: none"> → Replace sticks, mud floors, or old bad slabs with a quality slab → Install a latrine door → Install stable walls → Line the pit → Use biodegradable materials for bodily cleaning → Recycle the waste → Call qualified providers for pit emptying help → Chemically treat pit latrine when full → Clean the latrine daily with soap and water → Make a latrine cover 	<ul style="list-style-type: none"> - Intention and willingness to participate and meet increased demand - Willingness of large-scale firms to invest - Existence of community-based structures - Qualified contractors available 	<ul style="list-style-type: none"> - Capacity of small-scale providers limited - Cost of present slab too dear - Lack of business skills - Insufficient investment or working capital of small-scale providers - Lack of quality control mechanisms - Limited hygiene promotion staff available 	<ul style="list-style-type: none"> a. Quality training and certification will be required b. Start-up financial support might be needed c. Number of providers will need to be increased d. Promoters will need training and materials e. Community structures will need to be effectively tapped and used

Consumer Feasible Practices and Doable Steps	Opportunities	Constraints/Barriers	Provider Implications
<p>Hand washing</p> <ul style="list-style-type: none"> ▪ Wash your hands with soap and clean water before eating and after using the latrine: <ul style="list-style-type: none"> → Make a simple hand washing station and place near the eating area → Make a simple hand washing station and place near latrine → Purchase a simple hand washing station → Purchase soap for hand washing → Keep clean water near the hand washing area 	<ul style="list-style-type: none"> - Willingness to participate - Willingness to create consumer-demanded products - Existence of community-based structures - Existence of community-based personnel 	<ul style="list-style-type: none"> - Lack of needed products - Limited hygiene promotion staff available - Lack of sufficient training and materials for promotion 	<ul style="list-style-type: none"> → Training, development, and materials dissemination will be needed

Appendix 2- Strategy Distinctions by Audience

<i>Strategy Element</i>	<i>Landlords - Owners LIAs</i>	<i>Fathers LIAs</i>	<i>Mothers LIAs</i>
Desired Practices and Steps to Encourage:			
Use and maintain a safe latrine	Yes	Yes	Yes
▪ Replace sticks, mud floors, or old bad slabs with a quality slab	Yes	N/A	N/A
▪ Install a latrine door	Yes	N/A	N/A
▪ Install stable walls	Yes	N/A	N/A
▪ Line the pit	Yes	N/A	N/A
▪ Use biodegradable materials for bodily cleaning	Yes	Yes	Yes
▪ Recycle the waste	Yes	N/A	N/A
▪ Call qualified providers for pit emptying help	Yes	N/A	N/A
▪ Chemically treat pit latrine when full	Yes	N/A	N/A
▪ Clean the latrine daily with soap and water	Yes	Yes	Yes
▪ Make a latrine cover	Yes	Yes	Yes
Wash your hands with soap and clean water before eating and after using the latrine	Yes	Yes	Yes
▪ Make a simple hand washing station and place near the eating area	Yes	Yes	Yes
▪ Make a simple hand washing station and place near latrine	Yes	Yes	Yes
▪ Purchase a simple hand washing station	Yes	Yes	Yes
▪ Purchase soap for hand washing	Yes	Yes	Yes
▪ Keep clean water near the hand washing area	Yes	Yes	Yes
Needed Products:			
Quality 4x4 (1.2mx1.2m) slab	1950 MK	1500 MK	1500 MK
Plastic hand washing station water-economizing dispenser	100 MK	100 MK	100 MK
Wooden latrine door	450 MK	N/A	N/A

<i>Strategy Element</i>	<i>Landlords - Owners LIAs</i>	<i>FathersLIAs</i>	<i>Mothers LIAs</i>
Hand washing station kit	450 MK	450 MK	350 MK
Self-installation pit latrine kit	3000 MK	N/A	N/A
Latrine cover kit	75 MK	75 MK	75 MK
Needed Services:			
Pit lining	1750 MK	N/A	N/A
Pit emptying	1250 MK	N/A	N/A
Latrine construction	3500 MK to 7500 MK	N/A	N/A
Chemical treatment	N/A	N/A	N/A
Overarching Campaign Theme	Same	Same	Same
Appeals to be Emphasized	Same	Same	Same
Media to Develop and Use with:			
Radio spots	Yes	Yes	Yes
Radio drama	Yes	Yes	Yes
Housing painting	Yes	Yes	Yes
Informational leaflets	Yes	N/A	N/A
T-shirts	N/A	N/A	N/A
Certification signs and badges	N/A	N/A	N/A
A4 posters	N/A	N/A	N/A
Pocket cards	Yes	Yes	Yes
Memory Dangler	Yes	Yes	Yes
Games	N/A	N/A	N/A
Activity Book	N/A	N/A	N/A
Home visits	Yes	Yes	Yes
Role modelling	Yes	Yes	Yes
Peer education role plays	N/A	N/A	N/A
Demonstration	Yes	Yes	Yes
Group discussion guides	N/A	N/A	N/A
“Hygiene Bucket” kit, inc. flipchart, products,	N/A	N/A	N/A

<i>Strategy Element</i>	<i>Landlords - Owners LIAs</i>	<i>FathersLIAs</i>	<i>Mothers LIAs</i>
pocket cards			
Life-size puppets and skits	Yes	Yes	Yes
Songs	Yes	Yes	Yes
Drama	Yes	Yes	Yes
Road shows	Yes	Yes	Yes
Sales/provision point promotional packets	N/A	N/A	N/A
Receive Training in:			
Peer Education	Yes	N/A	N/A
Community-Led Total Sanitation	Yes	Yes	Yes
PHAST	N/A	Yes	Yes
Quarterly Latrine Installation	Yes	N/A	N/A
Mobilization:			
CLTS	Yes	Yes	Yes
PHAST	N/A	Yes	Yes
Homeowner Associations	Yes	N/A	N/A
Champion Competitions	Yes	Yes	Yes
Access to Financing Mechanisms:			
Vouchers	Yes	Yes	Yes
Grants	Yes	N/A	N/A
Implementation Capacity-Building:			
Monthly free sanitation and hygiene advice	Yes	Yes	Yes