THE CRS GHANA MARKET BASED SANITATION (MBS) MODEL AND STRATEGY

INTEGRATED COMMUNITY WATER, SANITATION, AND HYGIENE IMPROVEMENT PROJECT (ICOWASH)

PROJECT LESSONS, CHALLENGES, AND SUSTAINABILITY MECHANISMS

SCAN ME

Developed by
Catholic Relief Services (CRS)
Ghana WASH Program
(ICOWASH PROJECT)

ABOUT US

Who We Are:

Catholic Relief Services (CRS) is a global humanitarian organization dedicated to helping the poor and vulnerable. Founded in 1943 by the Catholic Bishops of the United States, CRS works in over 100 countries and serves people based solely on need, regardless of their race, religion, or nationality. CRS Ghana is an integral part of this global network, with a strong presence in the country since 1958. Our mission is to support the most vulnerable communities in Ghana, enabling them to lead dignified lives and fostering long-term sustainable development.

Our Mission:

Our mission is rooted in the Catholic faith, promoting human dignity and social justice. We are committed to empowering the poor and marginalized, alleviating human suffering, and addressing the root causes of poverty and injustice in Ghana.

CRS Ghana focuses on five key areas:

Water, Sanitation, and Hygiene (WASH), improving health and nutrition, promoting sustainable agriculture and livelihoods, enhancing education and youth empowerment, and providing emergency response and recovery. Through these programs, CRS Ghana aims to improve the well-being of vulnerable communities, foster long-term development, and build resilience. By collaborating with local partners, government agencies, and international organizations, CRS Ghana ensures that its initiatives are effective, culturally appropriate, and sustainable.

Our work is guided by our core values of compassion, integrity, stewardship, and partnership.

ACKNOWLEDGEMENTS

Documentation of the Integrated Community Water, Sanitation, and Hygiene Improvement (ICOWASH) project experience and lessons into models and reference documents is a critical component of the design. The rationale was to capture elements of the ICOWASH experience and share them with sector stakeholders on national and international platforms to increase adoption, replication, and policy influence. As a result, inputs were solicited from many individuals and groups.

Catholic Relief Services (CRS) Ghana extends its deepest gratitude to the Leona M. and Harry B. Helmsley Charitable Trust (US-based Charity) for funding the implementation of the ICOWASH Project for seven years. Their funding enabled us to reach over 307,000 children and adults with safe water, sanitation, and hygiene services.

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TABLE OF CONTENT

TABLE OF CONTENT – Cont.

LIST OF FIGURES

LIST OF PICTURES

LIST OF TABLES

LIST OF ABBREVIATIONS

CHMT	-	Community Health Management Team
CRS	-	Catholic Relief Services
CWIT	-	Community WASH Improvement Team
HCF	-	HealthCare Facility
ICOWASH	-	Integrated Community Water, Sanitation and Hygiene
MMDA	-	Metropolitan, Municipal and District Assembly
SAG	-	Sanitation Advocacy Group
WASH	-	Water, Sanitation and Hygiene
WASHCARE	-	WASH in Healthcare Facilities
WinS	-	WASH in Schools
WSMT	-	Water and Sanitation Management Team

EXECUTIVE SUMMARY

In light of the global need for improved sanitation solutions and building upon the insights gathered from the ICOWASH Project, this document presents a comprehensive Market Based Sanitation (MBS) Model and Strategy. Our goal is to facilitate accessible, sustainable, and effective sanitation solutions through market-driven approaches, ensuring health and dignity for all.

Background and Relevance:

Sanitation is not just a matter of infrastructure; it is intertwined with health, dignity, and progress. The ICOWASH Project underscored the critical role of sanitation and demonstrated the potential of market-based solutions. Integrating lessons from this project, the MBS Model and Strategy is poised to address sanitation gaps by leveraging market dynamics and stakeholder collaboration.

Strategic Framework:

The MBS approach hinges on a detailed understanding of the current sanitation marketing state, recognizing the existing policy and regulatory context. Our core principles focus on inclusivity, sustainability, scalability, and adaptability, ensuring the MBS model

remains relevant across varied contexts. Key components include a robust enabling environment, effective service delivery, and a strong demand-supply linkage, enriched by supply chain facilitation and consistent capacity building.

Implementation Strategy:

Our roadmap for MBS deployment is systematic. Beginning with a needs assessment, we proceed to stakeholder mapping, objective setting, and the development of tailored marketing and financial strategies. Emphasizing the roles and responsibilities of stakeholders, from government agencies to community leaders, ensures a cohesive approach. Continuous training, coordinated implementation, and robust monitoring mechanisms bolster the strategy's effectiveness and ensure consistent learning.

Dissemination and Scale-Up:

To amplify the impact, a multi-pronged dissemination approach is adopted, leveraging workshops, public campaigns, educational tie-ups, and digital platforms. Sustainability is central to our strategy, emphasizing community ownership, private sector engagement, and financial sustainability. Recognizing the diverse needs of different

regions, we stress the importance of pilot testing, customization, and strategic resource allocation to facilitate successful

R**eplication and scale-up.**

In conclusion, the MBS Model and Strategy is a culmination of intensive research, field insights from the ICOWASH Project, and a forward-looking approach to sanitation challenges. Through market mechanisms, stakeholder collaboration, and a focus on sustainability, we aim to revolutionize sanitation solutions, ensuring they are not just accessible but also sustainable, dignified, and inclusive. This document serves as a guide, a blueprint, and a call to action for all stakeholders committed to a world where quality sanitation is a reality for all.

1.0 INTRODUCTION AND BACKGROUND

1.1 Background to the Model/ Strategy

Catholic Relieve Services (CRS), Ghana, implemented the Integrated Community Water, Sanitation and Hygiene Improvement (ICOWASH) Project in the West Mamprusi, Talensi and Mamprugu Moagduri districts in Northern Ghana with a grant of over US$ 13.1 million from the Leona M. and Harry B. Helmsley Charitable Trust (US-Based Charity). The ICOWASH interventions sought to address the WASH needs to improve the health of about 286 communities, 209 schools, and 50 HCFs, thereby improving the health conditions of 307,000 program participants.

ICOWASH adopted the Community Led Total Sanitation (CLTS) approach as its guiding framework, facilitating district-wide WASH coverage by synergizing with the efforts of other stakeholders. It underscored the importance of implementing interventions at both the household level and key institutions to ensure comprehensive coverage and maximize health benefits. Thus, under the ICOWASH Project, the CLTS approach was implemented in tandem with the

development of a sanitation marketplace for readily available sanitation services and materials to ensure all households had access to and used improved latrines.

Sanitation marketing uses commercial marketing principles to facilitate the supply of improved sanitation services and products to meet the demand created by the CLTS approach. This requires the participation of the private sector to ensure the scale and sustainability of household latrines through sanitation marketing. Under the ICOWASH Project, the core features of the sanitation marketing component involved, enhancing private sector involvement in product development, marketing and community access to WASH products and services etc.

The involvement of the private sector and businesses in product development, marketing, and after-sales services, ensured that the project-promoted sanitation and hygiene services was available to the beneficiary communities. This created a sustainable, self-driven system that extended far into the future, even after the project ends.

The Market Based Sanitation (MBS) Model/Strategy presented here

draws its foundations from the successful implementation and outcomes of the ICOWASH Project in the West Mamprusi, Talensi, and Mamprugu Moagduri Districts in Northern Ghana. In essence, the strategy evolved as a response to the sanitation challenges faced by communities in these districts. Through a meticulous analysis of the ICOWASH Project, it became evident that a market-based approach significantly enhances the sustainability and effectiveness of sanitation interventions.

Traditional sanitation interventions often take a supply-driven approach, addressing only the provision of infrastructure. However, the ICOWASH project demonstrated that a market-driven model is more sustainable, as it creates a demand for sanitation products and services, engages the private sector, and ensures community involvement. This MBS model/ strategy is an evolution of those principles, designed to cater to the dynamic market conditions while ensuring sustainable sanitation solutions.

1.2 Purpose and Scope of the MBS Model/Strategy

The primary purpose of the MBS model and strategy is to leverage market-based mechanisms to facilitate the development of sustainable sanitation and hygiene marketplaces. This will enhance households' access to a wide range of products and services, that are affordable, and of quality, at accessible delivery outlets and align with the broader objectives of public health, environmental protection, and community development.

The specific objectives for the MBS Model include:

- To provide a systematic approach to improving sanitation and hygiene practices in underserved communities.
- To address the lack of access to sanitation facilities and proper hygiene behaviours through market-driven solutions.
- To expand the distribution and service delivery outlets for sanitation products at district and sub-district levels.
- To create an enabling environment that stimulates both demand and private sector provision of quality sanitation and hygiene products and services that are affordable and make for a viable business for sanitation entrepreneurs.

The scope of the model encompasses geographical regions with sanitation challenges, primarily rural and underserved communities. It integrates aspects of private sector participation, supply chain facilitation, and a holistic approach to sanitation product and service delivery. Its scope extends from the inception of sanitation projects, market research and analysis, through to the end user's awareness and adoption, and a focus on after-sales services and sustainability.

The scope of this strategy encompasses various components including:

- The development of sanitation products and services that cater to varying consumer needs and preferences.
- Capacity building of local entrepreneurs and businesses to offer sanitation solutions.
- Advocacy and community engagement initiatives to raise awareness about sanitation and stimulate demand.
- Collaboration with financial institutions to offer affordable financing solutions for sanitation and facilitation of communal-level arrangements for financing.
- Integration with government policies, ensuring that market-driven solutions align with public policy and the overall welfare of communities.

Through a strategic alignment of all these elements, the model aims to create a self-sustaining ecosystem where sanitation products and services become integral parts of community life.

PICTURE 1: *Mobile Sales Vans Distributed to each ICOWASH Project Districts to support project implementation*

1.3 Target Audience of the MBS Model/ Strategy

The primary target audience for this Market-Based Sanitation (MBS) Model/Strategy includes NGOs, government agencies, community leaders, entrepreneurs, and local businesses involved in sanitation and hygiene initiatives. It is expected that this strategy will be consistently used by the Environmental Health and Sanitation Officers at the MMDA level, Program managers in NGOs and development partner organizations leading the implementation of sanitation marketing, and private sector and entrepreneurs seeking to explore the opportunities in MBS.

The MBS model and strategy cater to a diverse audience including the following:

- **Government Entities:** Assisting in policy formulation, public-private partnership models, and regulatory frameworks that favour market-based sanitation solutions. Also, facilitate coordination among actors and create supportive arrangements that encourage private sector involvement in the sanitation market. The model would help them to adapt the MBS approaches to their context to promote sanitation at all MMDA levels.

- **NGOs and Development Organizations:** Providing a blueprint for integrating market mechanisms in their sanitation-focused interventions. The model would help them understand the key components of a sanitation marketing program. It will help them provide strategic guidance, policy support and funding, and facilitate capacity-building efforts for market-based sanitation.
- **Local Entrepreneurs and Businesses:** Offering insights on product development, market segmentation, and business models tailored for the sanitation sector. This model would help these entrepreneurs and businesses to identify market opportunities and invest in market-driven sanitation enterprises.
- **Financial Institutions:** Highlighting the potential of sanitation as a viable sector for investment and lending. The model will help financial institutions to provide access to financing options for sanitation businesses and end-users.
- **Communities and End-users:** Raising awareness, ensuring community participation, and advocating for their rights to access quality sanitation. The model will help households demand and adopt appropriate sanitation solutions that promote proper hygiene and sanitation behaviours among communities.

1.4 How to use the Document

This document serves as a practical guide and reference material for implementing market-based sanitation interventions. Readers are encouraged to delve into the detailed sections that follow, exploring the notes on private sector engagement, supply chain facilitation, financing mechanisms, and monitoring and regulation. Each section offers actionable insights, best practices, and lessons derived from the ICOWASH Project. The document is designed to be interactive, allowing readers to adapt the strategies and approaches to the specific contexts of their communities. It is recommended to engage with community members, local businesses, and relevant stakeholders while utilizing this document, fostering collaborative partnerships that underpin the success of market-based sanitation initiatives.

Specifically, the five key steps to use the document are suggested below:

- ***Understand the Background:*** Begin with the context, understanding the evolution of the MBS model based on the ICOWASH Project.
- ***Align with the Purpose:*** Identify how the objectives of MBS resonate with your organization or community's goals.

- ***Assess Relevance:*** Based on the above, evaluate the feasibility and appropriateness of the model in your context.
- ***Identify Your Role:*** Depending on the target audience you belong to, extract insights and action points tailored for you.
- ***Collaborate and Implement:*** Reach out to potential partners, stakeholders, and beneficiaries, using this document as a foundational tool for discussions, planning, and execution.

2.0 DEFINING THE STRATEGIC FRAMEWORK FOR MBS

2.1 Brief Overview of the Current State of Sanitation Marketing

In many underserved communities like the beneficiary communities of the ICOWASH Project in Northern Ghana, the current state of sanitation marketing is characterized by limited accessibility, a lack of diverse product offerings, and weak private sector engagement. Existing sanitation products often do not cater to the specific needs and preferences of the communities, leading to low adoption rates. Thus, access to safe sanitation in these target areas, like many regions globally, has been characterized by low coverage.

Open defecation remains prevalent in many communities, contributing to health risks, environmental contamination, and adverse socio-economic impacts. The market for sanitation products is fragmented and primarily dominated by non-specialized suppliers, affecting the availability and affordability of quality products. Existing sanitation marketing initiatives have been largely donor-dependent, leading to sustainability challenges. The current state underscores the pressing need for a more dynamic and market-driven approach to sanitation.

The Sanitation Marketing component implemented under the ICOWASH Project also presented key lessons that provide insight into the current state of sanitation marketing in the target areas, which have greatly influenced the development of this MBS Model/Strategy. The project recognized that fundamental to sanitation uptake is behavioural change, and thus that is the basis for everything else. Thus, households or communities may take incremental steps toward obtaining the most desirable sanitation.

Understanding the prevailing sanitation conditions, available resources, and community needs is imperative in identifying the steps of the sanitation ladder suitable for a community.

Communities can progress gradually by building facilities that suit their current conditions and budgets. Encouraging communities to ascend the sanitation ladder involves not just the provision of facilities but also fostering behavioural change. Consequently, the ICOWASH Project also observed that often, program managers and actors do not usually introduce sanitation marketing together with this phase of fostering behaviour change or demand creation. This was found to be a disincentive to the entire process.

Project reports from the ICOWASH project revealed that "most toilets in project communities are constructed using laterite, and due to the nature and composition of the laterite material, and its vulnerability to rain, we are confronted with the cycle of reconstruction in every one or two years". This has become a common feature, especially in the underserved and hard-to-reach communities in most rural areas in Ghana, particularly amid climate change-induced precipitation levels. This necessitates the need for a dynamic sanitation marketing approach which is introduced in tandem with the behaviour change campaigns to direct and influence communities to adopt safe and appropriate sanitation and hygiene practices.

Through educational campaigns and community durbars, households would be encouraged "to adapt progressively to better" sanitation practices. This evokes a strong community mobilization and planning towards a common sanitation goal (sustained ODF) and long-term impact, as championed under the ICOWASH Approach.

2.2 Existing Policy and Regulatory Context for Sanitation Marketing

In line with the foregoing discussions, the overall strategic objective for the MBS Model/Strategy is "to leverage market-based mechanisms to increase the adoption of safe sanitation and hygiene practices by engaging in a human-centred design that meets the cultural and environmental context of the target areas, while developing a localized sanitation supply and demand value chain to reduce the prevalence of open defecation and associated public health impacts in communities in the target areas". The MBS model identifies supportive policies, strategies and initiatives that can be leveraged to achieve the above strategic objective. This section of the model explores the existing national policies, strategies and regulations related to sanitation marketing at the national, sub-national levels and at the community level.

A mix of global and local policies influences the sanitation sector. These policies generally advocate for universal access to adequate and equitable sanitation and hygiene and ending open defecation. Many governments have policies focusing on Open Defecation Free (ODF) communities, but post-ODF strategies to ensure sustainable sanitation

practices may not be robust. Moreover, their implementation is often hindered by gaps in regulatory enforcement at the operational levels, coordination between stakeholders, and incorporation of market-based approaches. There is a growing recognition of the role that the private sector, along with enabling policies, can play in accelerating progress toward achieving national sanitation goals. However, there is a gap when it comes to fostering an enabling environment for private sector engagement.

Regulatory frameworks around sanitation often prioritize public health and environmental considerations, which is commendable. Sanitation standards, where they exist, are usually oriented towards traditional sanitation approaches

and may not adequately incorporate market-based mechanisms, and innovations. Existing regulations and standards should be leveraged to encourage private sector engagement, and licensing, and ensure quality control of products and services. Collaboration with local authorities (MMDAs) and relevant government agencies is essential to align MBS efforts with existing policies and regulations. MMDAs provide oversight for sanitation services and market activities of

main actors and facilitate the coordination among different stakeholders to create an enabling environment for market development.

In Ghana, the Rural Sanitation Model and Strategy (revised) provides an avenue for anchoring support and promotion of market-based sanitation with strong private sector participation in the sector. The Sanitation market component of the ICOWASH Project responds to four of the critical intervention areas of Pillar 4 (Facilitating Supply) of the RSMS, thus forming the basis for the development of this MBS Model.

These critical areas include the following:

- **Development of low-cost sanitation options** – The ICOWASH Project responds to this by developing the "CRS Household Toilet Catalogue" to support households in selecting a toilet type from a catalogue of options that best meets their sanitation needs.

- **Creating and strengthening existing supply chains** – The ICOWASH Project responds to this by initiating the "introduction of Sales Vans, and sanitation market storms" which sought to bring sanitation and hygiene products (including Sato pan, Sato tap and Digni-loo) and services (artisans, input suppliers, sales agents etc.) to the doorsteps of households.

- **Enhancing the role of the local private sector** – The ICOWASH Project facilitates the training and development of local artisans into sanitation entrepreneurs who not only operate in their communities but also provide services to other communities. Local artisans began to see sanitation as a business and took steps to grow their skills and reach, with some artisans turning into manufacturers of toilet slaps etc.

- **Financing household sanitation** – The "CRS Savings and Internal Lending Scheme" implemented as part of the ICOWASH Project also responds to the challenges with household capital formation to support their livelihoods and financing of sanitation and hygiene needs.

2.3 Defining the Framework and the Key Components of the MBS Model

With the goal of responding to the growing needs of underserved communities, Market Based Sanitation seeks to focus on scaling up sanitation marketing, alongside the CLTS intervention, with further considerations for progressively expanding the market reach across the entire sanitation value chain. The involvement of the private sector and the development of sanitation markets will ensure a cyclical, self-driven, sustainable system in the long term. At the heart of MBS lies a comprehensive framework that delineates the necessary conditions for creating an enabling environment that facilitates the efficient delivery of sanitation products and services.

The framework establishes a supportive environment that enhances the ability of various stakeholders to operate efficiently, ensuring that sanitation solutions are provided seamlessly to meet the pressing needs of communities, thus improving overall health and well-being. In this robust ecosystem, every element is carefully orchestrated to work synergistically, promoting a flourishing sanitation market that effectively responds to consumer needs and expectations. This is presented in the diagram below.

The diagram effectively encapsulates the essence of Market-Based Sanitation. In essence, this diagram underscores the need for a holistic approach to sanitation marketing, where understanding and satisfying customer demand go hand in hand with ensuring efficient service delivery, all within a conducive and supportive environment. It stresses the importance of an enabling environment that supports both the demand and supply sides of the market. The arrows forming a feedback loop suggest a continuous interaction and feedback mechanism between customers and service providers.

This ensures adaptive solutions based on evolving needs and market dynamics. The arrows also emphasize the cyclical relationship between service demand and delivery. As service providers cater to the demands, the quality and efficiency of service delivery can influence future demand, creating a feedback loop. The enabling environment ensures that both service demand and delivery are optimized for the best possible outcomes.

The proposed MBS Framework defines five major segments of any Sanitation Market as follows:

a) the Customers;

b) b) the Service Demand

c) c) the Service Providers;

d) d) the Service Delivery; and

e) e) the Enabling Environment.

These have been described below.

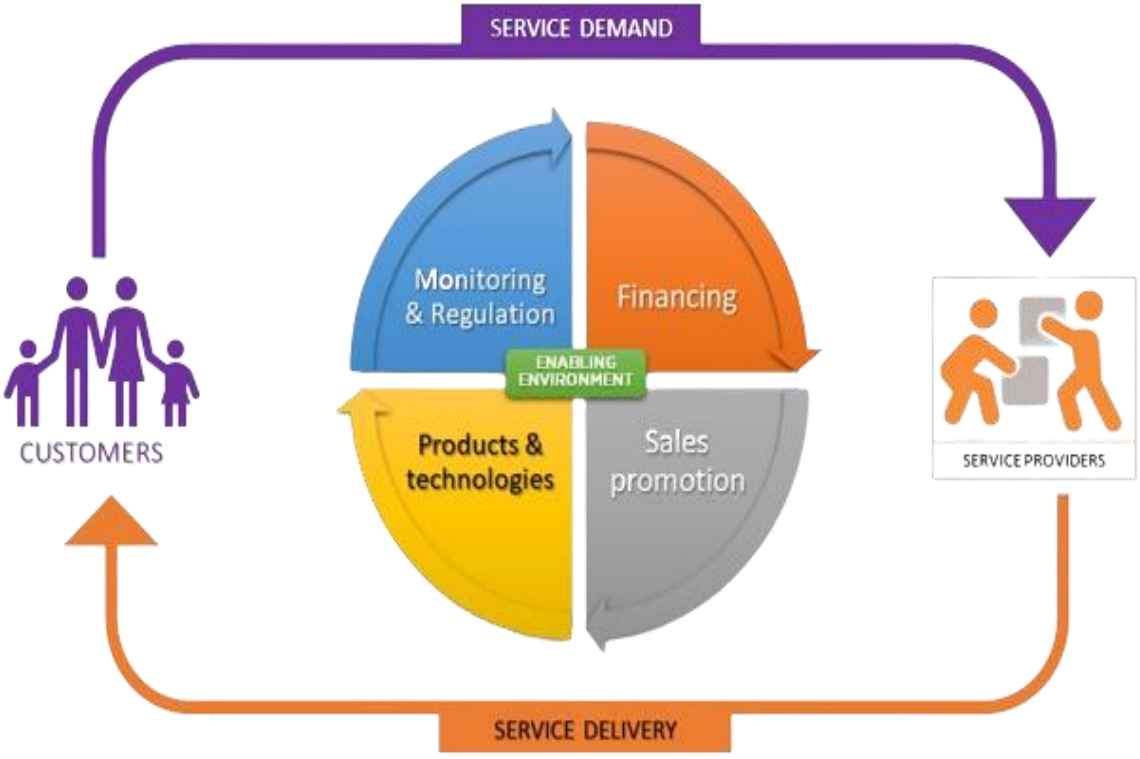


Figure 1: *CRS' MBS Conceptual framework developed by WASH Team*

TABLE 1: *The Major Segments of a Market Based Sanitation Model*

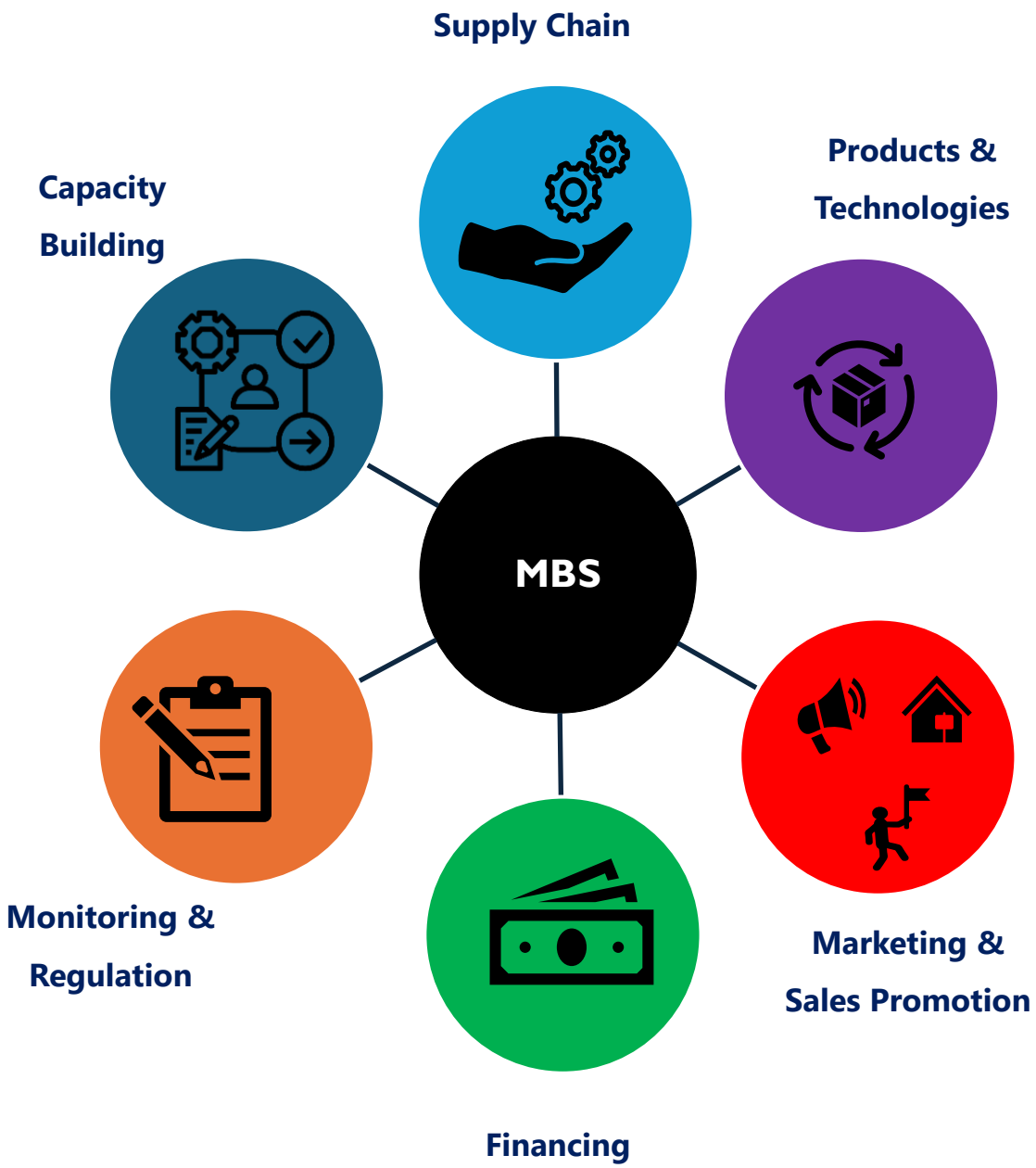
CUSTOMERS	In the context of a Market Based Sanitation (MBS) model, customers constitute the demand side. Their primary role is to seek out sanitation solutions that not only work effectively but are also affordable and easily accessible. Their preferences and requirements are crucial in shaping the market, as they determine what solutions are most preferred by households.
SERVICE DEMAND	Stemming directly from the needs and wants of the customers, service demand acts as the compass for the market. It is the force that propels the market forward, steering it in specific directions based on prevailing needs. This demand essentially sets the tone for what products and services need to be provided, ensuring that the focus remains on what the customer wants.
SERVICE PROVIDERS	These are the entities, which can range from individuals to larger organizations, that shoulder the responsibility of delivering the required sanitation services. Their primary objective is to ensure that the solutions they offer resonate with the existing demand, bridging the gap between what the customers desire and what is available in the market.

TABLE 1: *The Major Segments of a Market Based Sanitation Model*

SERVICE DELIVERY	A more holistic component, service delivery encompasses the complete journey of a sanitation solution - right from its inception as a mere idea to its final stage where it reaches the customer. This process is multifaceted and involves the ideation, design, production, distribution, and, finally, the delivery of the product or service to the end-users.
ENABLING ENVIRONMENT	Arguably the pivot of the entire MBS model, the enabling environment is the milieu that ensures all the components interact harmoniously, thereby driving the system's efficacy. This isn't just limited to regulations and policies, although they form a significant part. It also comprises the spirit of collaboration among stakeholders and initiatives aimed at building capacity.

Based on the conceptual framework that defines the Market Based Sanitation Model, six key components or elements have been identified for MBS. This MBS comprises the following key components as shown in the Figure:

Figure 2: *Key Elements of the Market Based Sanitation Framework*



- **Supply Chain Facilitation:** Supply chain is an essential part of ensuring that the sanitation products and technologies reach the customers effectively. It ensures that materials, products, and technologies move seamlessly from producers to service providers and finally to the customers. Proper supply chain facilitation ensures that products are available when and where they are needed, ensuring that service providers can meet customer demands. This also creates an opportunity to explore "local" supply chains for various types of materials or inputs. The arrow connecting customers and service providers (Figure 1) can also represent the supply chain. The flow of products and services from providers to customers (and feedback from customers to providers) is facilitated by a robust supply chain.

- **Sales Promotion:** The essence of sales promotion in this model transcends mere advertising. Through meticulously crafted marketing strategies and promotion campaigns, the endeavour actively sparks interest and stimulates demand for sanitation products and services. It is not just about informing; it is about persuading and compelling community members to recognize

and act upon their sanitation needs, ensuring they seek and adopt the appropriate solutions for their well-being. Through targeted marketing and promotion, the ICOWASH project generates demand for sanitation products and services among community members. of

- **Products, Technologies, and Innovations:** This component of the MBS model fosters the development and adoption of innovative sanitation technologies that cater to the diverse needs and preferences of communities based on their geography or economic characteristics. The model ardently champions the cause of curating and embracing cutting-edge sanitation technologies. The goal is not a one-size-fits-all solution, but rather an array of innovative offerings tailored to fit the diverse needs of different communities. Whether these needs arise from geographical differences, economic variances, or other unique community characteristics, the MBS model endeavours to ensure everyone has access to sanitation solutions that align with their specific circumstances. Under the banner of ICOWASH, there is a commitment to in this regard with the introduction of several techniques and toilet options.

- **Financing:** The financial aspect of procuring sanitation solutions can often be a stumbling block for many households. Recognizing this, the MBS model offers avenues for affordable financing. These financial pathways are not just tools to purchase products; they are bridges that enable community members to overcome monetary constraints and invest in sanitation. By breaking down these financial barriers, households are not only presented with the means to secure basic sanitation but are also empowered to aspire for and achieve high-quality toilet facilities that enhance their quality of life.

- **Monitoring and Regulation:** The efficacy of any system is determined by the checks and balances in place. To that end, the MBS Model prioritizes the establishment of rigorous monitoring and regulatory frameworks. These mechanisms are not mere formalities; they are essential to ensuring the seamless operation of the sanitation market. By upholding the standards of product quality, ensuring the credibility and quality assurance of service providers, protecting consumer rights, and maintaining the overall integrity of the market, these robust systems play an indispensable role in fostering a trustworthy and effective sanitation landscape.

- **Capacity Building:** Capacity building is fundamental to creating an environment that allows both service demand and service delivery to flourish. By enhancing the skills, knowledge, and capabilities of stakeholders (i.e., service providers, regulators, or even customers), the overall system becomes more efficient and responsive. Directly, capacity building for service providers ensures they have the necessary skills, knowledge, and tools to deliver sanitation solutions effectively. This could include training on the latest sanitation technologies, customer service skills, or even business management for those running sanitation enterprises. Regulators and monitoring entities also benefit from capacity building. It ensures they understand the market dynamics, are updated on the latest technologies, and can set standards that are both stringent for quality and fair for providers.

2.4 Description of the Core Principles of the MBS Model

Several critical principles ensure sanitation markets function effectively and freely, fostering an environment where the private sector delivers sustainable solutions, that ensure consumer needs are met, and communities enjoy enhanced sanitation access and services. These principles underpin the MBS Model and will help guide the implementation of market-based sanitation programs and promote sustainable outcomes.

The principles include:

- **Consumer-Centric Approach:** At the forefront of MBS is an unwavering emphasis on the end-users – the community. Recognizing that the ultimate success of any sanitation program hinges on its receptivity by consumers, it is pivotal to place their needs, preferences, and feedback at the centre of all solutions. By customizing sanitation products and services to meet the needs and preferences of varying consumer segments, we ensure that products and services remain relevant, thereby enhancing their adoption rate and efficacy.

- **Affordability:** Accessibility to sanitation is not merely a matter of proximity but also affordability. Especially for low-income households, the cost can be a significant barrier. Overcoming this hurdle is paramount to achieving universal sanitation access. Through mechanisms such as creative financing, targeted subsidies, and cost-effective product designs, the aim is to make sanitation solutions both financially accessible and appealing.

- **Sustainability:** It is not just about creating solutions; it is about ensuring they endure. Emphasizing long-term sustainability translates to models that promise continuous value, remain financially viable, and are dynamic enough to adapt to evolving market scenarios. In this context, sustainability means consistent utilization of sanitation facilities and an unwavering market presence of sanitation products. The overarching goal is to champion sanitation businesses that can thrive independently, without the perpetual need for external interventions. This principle ensures that businesses and service providers can exist and operate beyond a project phase.

- **Scalability:** The promise of scalability ensures that our sanitation solutions are not constrained by size or scope. While sustainability is paramount, the emphasis is also on creating models that can expand and adapt. Supported by local government and a supportive business environment, local sanitation markets can grow and expand into new geographic areas as more local businesses take up the new MBS product system models and sanitation business strategies.

- **Equity and Inclusivity:** Sanitation is a universal need, and access to it should be universal too. This principle ensures that no stone is left unturned in reaching every segment of society, especially those marginalized or at risk. The principle of inclusivity emphasizes reaching vulnerable and marginalized populations who may face additional barriers in accessing sanitation services. Market-based approaches should aim to address equity gaps by actively engaging with underserved communities, hard-to-reach areas or last-mile communities and tailoring solutions to their specific needs. This principle ensures that there is a type of toilet product or service for everyone, everywhere by any means possible.

- **Partnerships and Collaboration:** In a complex landscape like sanitation, collaboration is not just desirable – it is indispensable. Fostering partnerships among various stakeholders such as government bodies, private sector entities, communities, and development organizations, to harness complementary strengths and resources. Foster multi-stakeholder engagement through the creation of common platforms for exchange and information sharing, ensuring that governments, businesses, communities, and NGOs work synergistically. The aim is to engender a symbiotic relationship where information flows freely, fostering a unified front where every player works in tandem towards shared sanitation goals.

3.0 IMPLEMENTATION STRATEGY

3.1 Step-by-Step Guidance on the Implementation of MBS

Implementing Market Based Sanitation is an intricate process, involving a delicate balance of strategic planning, community engagement, market understanding, and stakeholder collaboration. With its potential to transform and reshape the sanitation landscape, it's paramount to approach the rollout of MBS systematically.

The successful implementation of Market-Based Sanitation (MBS) is not just about providing access to sanitation products and services; it is a comprehensive journey that transforms communities, strengthens local economies, and improves overall well-being.

Building upon the valuable lessons drawn from the ICOWASH Project, this section provides a detailed, step-by-step guide on rolling out MBS initiatives. Each phase of the process is carefully outlined to ensure a systematic and efficient approach to solving the challenges with universal access to safely managed sanitation. It is worth noting that the MBS Model recognizes that demand-generation activities should be implemented in tandem with Supply and service delivery activities.

Thus, even though the proposed activities provide detailed guidance to implementing market-based sanitation, some of the key steps defined below can be implemented together as part of demand generation activities.

Figure 3: *A Step-by-Step Process for MBS Implementation*

STEP 1 Undertake Clustering and Selection of Communities

To successfully launch the MBS initiative, first demarcate the target areas or districts for implementation. Organize these areas by clustering communities into designated zones. If suitable, utilize recognized boundaries, like electoral areas or area/ zonal councils of the district, to streamline this process with local governments operations. Prioritize areas that are most densely populated and commercially viable communities as cluster centres, by selecting five to ten communities per cluster. Collaborate closely with district partners to ensure a smooth and effective selection process. Ideally, given that local artisans are recognized as a pivot in MBS in the rural sector it is important to validate the communities selected as cluster centres based on the availability of masons and construction entrepreneurs or input suppliers. It is essential that you begin to compile a list of local artisans, masons, carpenters, plumbers, input suppliers etc. within each of the cluster. This exercise coupled with the identification of communities will influence how you design the critical task in the subsequent stages of the implementation.

STEP 2 Conduct Needs Assessment and Market Research

Conduct a comprehensive needs assessment to understand the specific sanitation needs, prevalent challenges, and specific preferences within the target communities, and peculiarities of each selected cluster. It is important to understanding other critical issues like common mediums for commodification about products, and modalities for paying for products in the target communities. In additional to this, undertake a rapid market research and analysis to identify existing gaps in sanitation products or services, and understand consumer behaviours, willingness to pay, and prevailing market dynamics. This study will be instrumental in setting clear objectives, and ensuring the alignment of strategies with the community needs and market realities. This thorough analysis forms the foundation for effective pricing, marketing, and promotional strategies for the MBS initiative. Also, this is an opportunity to further engage existing actors in the local sanitation market –*masons, construction entrepreneurs*– to obtain information on prevailing conditions, their needs, challenges, and their insight on the market.

STEP 3 Undertake Stakeholder Mapping and Engagement

In this stage, the focus should be on identifying and engaging a diverse array of stakeholders ranging from private businesses and NGOs to government agencies and influential community leaders. Facilitate meaningful interactions to foster partnerships and collaborations. This is also an opportunity to identify any existing networks or linkages that is already at play in the locality or district. Engage with identified or selected artisans, input suppliers, sanitation entrepreneurs and assess their interest. Identify the core groups of actors or stakeholders and invite them for further discussions on the adopted MBS approach (one-day workshop to sanitation marketing). After the individual group discussions, organized a joint one-day orientation and planning workshop with all the groups. Hosting these discussions can provide clarity on their potential roles, inherent capacities, and prospective contributions. Use the one-day planning workshop to develop a ***"Sanitation Marketing Action Plan"*** detailing timelines, activities, and responsibilities.

STEP 4 Initiate Product And Service Development

In this stage the focus is to bring all the key actors identified in the prior stages to start exploring and taking decisions around the package of products and services that will be introduce under the MBS initiative. It is possible that the program may opt to select a list of products based on the outcome of the needs assessment and market research (*e.g., under ICOWASH – Twin-Pit conventional pour-flush, CRS-Sato pour-flush and Mozambique toilet*). However, it is very important if this process can be participatory, to encourage close collaboration with the private sector actors and co-creation of sanitation products and services tailored to community needs.

It is imperative to forge a strong alliance with the private sector, leveraging their expertise to design and customize sanitation products and services. A symbiotic relationship with local artisans, manufacturers, and entrepreneurs will further enable the design of products that cater to diverse income brackets and varying community preferences. These offerings should resonate with the identified community needs while being scalable and adaptable to the local conditions. Notwithstanding, the team must end up with a

STEP 4 Initiate Product And Service Development – *Cont.*

selection of agreed products and services to promote under the MBS program. The focus is to ensure affordability, cultural appropriateness, scalability, and sustainability in the selected products and services.

It is worth noting that, in some cases and based on the scale of implementation, this stage will also necessitate the engagement with large scale companies and agencies in the bid to facilitate the supply chain. For instance, under the ICOWASH Project there specialized engagement with the SATO Group, Rural Housing Department, Duraplast Limited etc. These strategic engagements can prove important for sustaining the supply chain for sanitation products, or improving the skillset and services delivered by the local actors.

STEP 5 Conduct Training And Capacity Building For Key Actors

Before the actual rollout of the MBS initiative, it is paramount to ensure that all pivotal players are well-versed and in sync with the MBS objectives. Intensive training sessions tailored for all key actors including district partners, local artisans, businesses, and other community stakeholders in the sanitation chain can prove invaluable. This requires the need for the development of several range of training materials including *toilet designs and BoQs for each design, toilet catalogues for households, sales promotional materials on selected toilets, specifications of the various toilet components, instructional manual for installation, development of toilet protypes, and development of toilet molds – examples of these have been developed under the ICOWASH project.*

Package the range of materials developed into training modules based on the specialized groups of actors to be involved in the implementation of the MBS. Develop training modules with specialized content for District Officers, Latrine Artisans, Sanitation Entrepreneurs (Input suppliers), Sales Agents, Community Actors (Sanitation Advocacy Group Members (Natural Leaders), and other

STEP 5 Conduct Training And Capacity Building For Key Actors – *Cont.*

volunteer groups where applicable). Prior to full rollout, ensure a comprehensive training and alignment of all key actors with the MBS model objectives based on the training modules developed. The aim should be to equip them with essential skills and information related to the MBS approach, encompassing areas like objectives of the MBS, products available, promotional strategies, pricing issues, installation, and maintenance etc. Refer to sub-section 3.3 for case studies of Training Modules from the ICOWASH Project.

The continuous inclusion of the community actors in these processes is to maintain the sense of communal spirit and initiative that is characterized by the CLTS Approach. MBS ensures that the processes are still Community-Led but now with local Private Sector involvement.

STEP 6 Establish Partnerships (Networks and Linkages)

Establishing strong connections with key stakeholders from both public and private realms is crucial. Identify and onboard key stakeholders from the public and private sectors. Facilitate partnerships between local businesses and communities. These partnerships amplify advocacy efforts, bolster sales of sanitation products, and enhance community outreach. Use the MBS initiative as a conduit, facilitating symbiotic ties between local enterprises and communities, nudging businesses to invest more in sanitation product innovation and promotion. Additionally, offering incentives like training sessions, business development support services to sanitation entrepreneurs, providing subsidies to households can further encourage private sector participation, especially in areas where toilet uptake is very slow. Also, consciously facilitate linkages between the various key actors in the sanitation market as shown in ***Figure 4***.

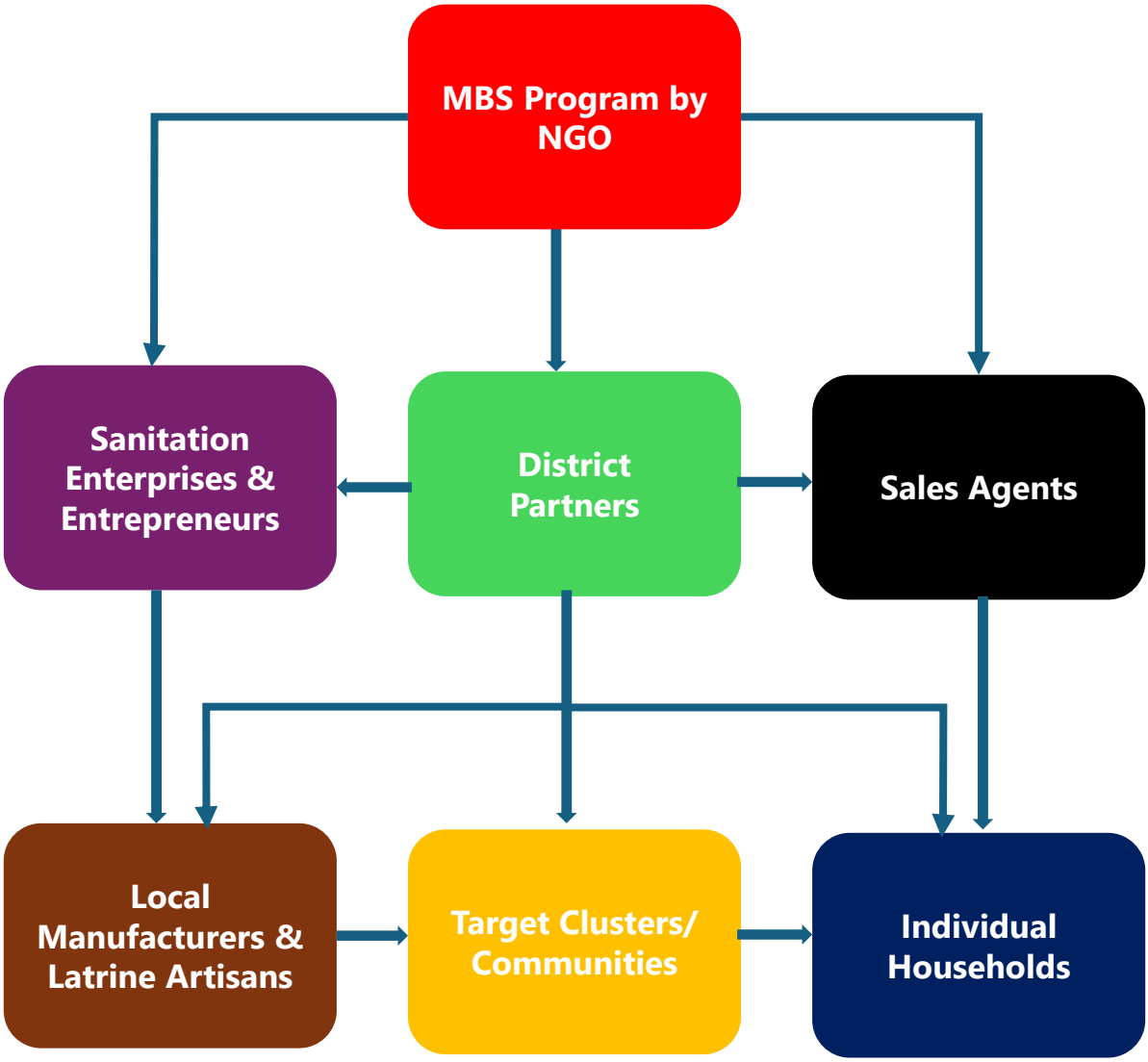


Figure 4: *MBS Partner Linkages Flow Map*

STEP 7 Organize Marketing, Outreaches and Sales Promotion

Beyond all the training and partnerships established, formulate a compelling marketing plan to outdoor and boost the visibility of sanitation products and services. Develop sales channels in all the selected cluster centres in the district, ensuring widespread accessibility to the products and services being promoted. Under the ICOWASH Project, Sanitation market storms and Sales bazaar were used in outdooring products and services and for the activation of demand for these products. Here all relevant actors are mobilized to be part of this activation activity, thus leveraging the platform to introduce the cluster to the *Sales outlets, Sales agents, Trained Artisans, Sanitation Entrepreneurs and even as an opportunity to reintroduce District Officers and Community level Actors responsible for the CLTS activities in the cluster.*

It is important to continue the implementation of marketing outreaches and user-education drives to individual households in the various communities after this main activity has been organized in the

STEP 7

Organize Marketing, Outreaches and Sales Promotion – *Cont.*

cluster centres. Provide education to the potential users or households about the merits of the available product suite, focusing on its affordability and relevance using the toilet catalogues developed in the earlier stages of the implementation. Under the ICOWASH Project, a comprehensive Toilet catalogue for Households has been developed. Utilize community durbars and meetings, posters, local radio stations, and influential community leaders to disseminate information about the benefits and available products emphasizing the health, environmental, and economic benefits of improved sanitation.

STEP 8 Initiate Pilot Programs

Ideally, depending on the stage the MBS initiative is being introduced, it is imperative to launch a small-scale pilot, to test product acceptance and market viability. Gather feedback from these preliminary initiatives from participants and households to refine products, marketing strategies, and pricing models. Iteratively improve based on the feedback received, ensuring products and strategies align with community needs. This stage is very crucial because it is the litmus test which will influence the decision to scale up into new zones or districts or regions.

STEP 9 Scale Up Successful Initiatives

Once the pilot programs validate the efficacy of the MBS initiative being implemented, replicate this success in other communities with similar needs. Streamline the delivery mechanisms, ensuring efficient and timely service provision. Insights and learnings from pilot of the MBS model should be applied, ensuring adaptation to new

STEP 9 Scale Up Successful Initiatives – *Cont.*

challenges or expansion to different districts or regions. In some instances, the scaling up may not only be focused on geographical expansion but also in the expansion and introduction of new products and services along the sanitation service chain. Establish a responsive supply chain and refine the model, incorporating lessons learned from the pilot phase. Expand successful partnerships and replicate effective marketing strategies in new communities, ensuring a wider impact.

STEP 10 Conduct Monitoring & Evaluation, and Learning & Adaptation

Implementing robust monitoring mechanisms to continuously track the effectiveness of MBS initiatives is fundamental to the success of the proposed MBS model. Assess adoption rates of sanitation products and their impact on community well-being. Establish feedback mechanisms to gather insights from consumers and stakeholders, using this feedback to improve products, marketing strategies, and overall implementation. Encourage feedback from all

STEP 10 Conduct Monitoring & Evaluation, and Learning & Adaptation – *Cont*.

stakeholders, regularly evaluating the model against the set objectives.

Also, by tracking continuously and taking feedback for all stakeholders, it generates the needed information or evidence to learn about the implementation of the MBS initiative in the different clusters, zones, or districts. This can also provide an opportunity for learning and exchange between different actors in the implementation across the different clusters, zone, or districts. This will lead to customization and adjustments to meet the needs of specific groups or clusters, which will enhance quality improvements in service delivery and the overall implementation of the MBS initiatives.

Make necessary adjustments and adaptations to the MBS approach based on feedback and emerging challenges. Continuously track progress against predefined sanitation and hygiene targets, adjusting strategies as required. After a set period, undertake a comprehensive evaluation to measure the MBS model's impact against the

STEP 10 Conduct Monitoring & Evaluation, and Learning & Adaptation – *Cont*.

predetermined goals, making necessary pivots in response to evolving challenges and feedback. It is important to create the opportunity for each actor involved in the implementation to be responsible for some level of monitoring of the implementation process.

3.2 Roles and Responsibilities of Key Stakeholders

The functioning of a sanitation market at the local level involves various actors and stakeholders, each performing specific roles and responsibilities. Within the MBS Model there is a clear focus to ensure that these roles and responsibilities are very distinct and independent but collaborative between the different actors. Effective collaboration and coordination among these actors and stakeholders are crucial for the successful implementation of the Market Based Sanitation approach.

Below are the critical actors and their roles in operationalizing the MBS Model:

TABLE 2: *Roles and Responsibilities of Key Actors*

Key Actor	Roles and Responsibilities
Local Government	✓ Develop and enforce regulations and policies that support market-based sanitation approaches. ✓ Establish clear guidelines for sanitation standards, licensing, and quality control. ✓ Provide oversight and monitoring of sanitation services and market activities. ✓ Facilitate coordination among different stakeholders and create an enabling environment for market development.

Private Sector	✓ Suppliers and manufacturers – Produce and distribute sanitation products such as toilets, hygiene products, and treatment systems. ✓ Service providers – Offer installation, maintenance, and repair services for sanitation facilities. ✓ Entrepreneurs and businesses – Identify market opportunities, develop innovative sanitation solutions, and invest in market-driven sanitation enterprises. ✓ Financial institutions – Provide access to financing options and investment capital for sanitation businesses and users.

Communities and users	✓ Actively participate in decision-making processes related to sanitation options and services. ✓ Demand and adopt appropriate sanitation solutions based on their preferences and needs. ✓ Practice proper hygiene and sanitation behaviours to ensure the sustainability of sanitation facilities. ✓ Provide feedback and engage in monitoring and evaluation activities to assess the effectiveness of sanitation interventions.
Non-Governmental Organizations (NGOs) and Civil Society	✓ Raise awareness about the importance of sanitation and advocate for improved access and services. ✓ Support community mobilization and capacity-building initiatives related to sanitation. ✓ Facilitate behaviour change campaigns and hygiene promotion activities. ✓ Provide technical assistance and training to local entrepreneurs and service providers (Artisans).

Development Agencies, Partners, and Donors	✓ Provide financial resources and technical support to promote market-based sanitation initiatives. ✓ Support capacity-building efforts at the local level, including training programs and knowledge sharing. ✓ Foster collaboration and coordination among stakeholders through platforms and networks. ✓ Fund research and development projects to promote innovation and sustainable solutions.
Research Institutions and Academia	✓ Conduct research on market-based sanitation approaches, including evaluating their effectiveness and identifying best practices. ✓ Develop and disseminate knowledge and evidence-based guidance on market-driven sanitation interventions. ✓ Offer technical expertise and support in developing and adapting sanitation technologies to local contexts.

3.3 Training and Capacity Building for Key Actors

Training and capacity building has been identified as very crucial step in implementing market-based sanitation (MBS) interventions. This requires sufficient awareness and understanding of the approach as well as technical and managerial knowledge and skills to plan, coordinate implementation, ongoing monitoring, and subsequent performance evaluations of these interventions. Given the specialized nature of this implementation, it becomes paramount to invest in dedicated training initiatives. These training modules should not follow a one-size-fits-all paradigm. Instead, they should be meticulously crafted, considering the unique requirements and roles of the diverse stakeholders involved. This section provides a succinct description of the training needs for each of the key actors of the MBS Model. There are also examples of case studies on the training of selected actors under the ICOWASH Project.

- **Training for MBS Program Coordinators:** As the individuals who play a pivotal role in guiding the implementation, MBS program coordinators should be fortified with a comprehensive grasp of the MBS approach. There should be training on the MBS model adaptation for program officers, community engagement, and

partnership building. Their training must encompass a thorough understanding of strategic planning, effective coordination techniques, and advanced techniques to monitor and evaluate project outcomes efficiently and keep an eye on performance metrics set for the MBS program.

- **Training District Level Staff:** District level staff are instrumental in the grassroots facilitation and implementation of MBS interventions. Customized training should cater to their unique positioning, focusing on understanding the MBS model and its objectives and benefits, community engagement and facilitation techniques, local challenges, policy alignment and regulatory compliance for key actors, and effective ground-level coordination.

- **Empowering Sanitation Enterprises/Entrepreneurs:** As the entrepreneurial force driving sanitation solutions, they play a pivotal role in the implementation. Therefore, it's essential to equip them with the business acumen, industry-specific knowledge, and operational tactics necessary for both the creation and commercialization of sanitation solutions. Tailored training

sessions should ensure they are well-versed in both the technical aspects and business management strategies, helping them spearhead innovative sanitation solutions in the market.

- **Skill Development for Artisans:** The Latrine Artisans, are at the heart of product creation, and service delivery and need technical training to ensure that their craftsmanship aligns with market demands. Training should encompass the latest techniques, material choices, and design considerations pertinent to sanitation solutions selected for the MBS initiative being implemented.

- **Enhancing the Competence of Sales Agents:** Sales agents act as the bridge between sanitation solutions and their end users – serving as the frontline ambassadors to the MBS initiative being implemented. Their training should integrate comprehensive product knowledge with effective sales techniques, ensuring they not only understand the product offerings but can also persuasively communicate their benefits to potential consumers.

- **Engaging Community-Level Structures:** Community leaders and community level structures are instrumental in the grassroots implementation of MBS interventions. Customized training

should cater to their unique positioning, emphasizing community liaison, focusing on community engagement, local challenges, effective ground-level coordination, community mobilization techniques, toilet promotion, and advocacy for improved environmental sanitation.

Box 1: **District Level Artisan Training on Household Latrine Construction for ICOWASH Project**

Training Approaches and Methodologies: The approaches adopted include:

- ❑ PowerPoint presentation
- ❑ Probe and prompt responsive approach;
- ❑ Information giving, Education and Communication (IEC);
- ❑ Principles of adult learning;
- ❑ Innovative approach;
- ❑ A mix of theory and practical;
- ❑ Group exercise
- ❑ Picture series
- ❑ Hands-on training.

Training Conduct and Content: The workshop sessions were carefully selected to build the Participants' competencies to implement the CRS ICOWASH Project strategies at the community level and ensure that the selected Latrine Artisans can construct, market and promote simple, affordable, demand-driven household latrines. The workshop sessions included the following topics:

Box 1: **District Level Artisan Training on Household Latrine Construction for ICOWASH Project – *Cont.***

❖ Introductory Session

- Workshop objectives/ arrangements
- Expectation of participants

❖ Sanitation and Toilets

- Evolution of toilets
- Sanitation and toilets

❖ Linkage between WASH & Health

- Feaco-oral transmission
- Blocking the routes

❖ Understanding Toilets

- What is a good toilet?
- Components of a toilet
- Sanitation ladder
- Minimum standards for household toilet construction

❖ Caring for Household Toilets

- User education
- Toilet maintenance

❖ Demand for Sanitation and Social Marketing

- Creating demand for sanitation
- Using the 7Ps of Marketing
  - ✓ *Using of sales agents for marketing and promotional activities*
  - ✓ *Stipends for Sales Agents*

❖ Bye Laws on Sanitation

- Legal framework for sanitation

❖ Participatory Technology Development

- Group exercise – Construction of innovative household toilets (modelling exercise)
- Group presentation of models

❖ How to Construct Household Toilets

- Factors to consider in siting household toilets
- How to set out household toilets
- How to build a household toilet – Step-by-Step Guide

❖ Challenges in Toilet Construction

- Building in difficult terrains
- Soils – theory

❖ Entrepreneurship

- A tradesman, a businessman and an entrepreneur
- Who is a sanitation entrepreneur?
- How you can become a sanitation entrepreneur

❖ The Artisan and CLTS Implementation

- Brief overview of CLTS approach to sanitation
- Artisans' place in CLTS implementation

3.4 Coordination for the implementation of MBS

Coordination is essential to ensure synergy among all stakeholders involved in the implementation of the MBS initiative. Implementation of market-based sanitation interventions requires the participation of various stakeholders. Each stakeholder can integrate and implement MBS activities into its strategic and operational plans. Some of the interventions may require coordinated efforts of two or more stakeholders at different levels. Depending on the scale of the implementation, provide clear guidance on stakeholders to be involved in the coordination of MBS interventions at national, regional, zonal, district, and community levels. Usually, the implementation organization (e.g., CRS)

TABLE 3: *Levels of MBS Coordination*

COORDINATION LEVEL	DESCRIPTION OF THE NATURE OF COORDINATION
District Level	
District MBS Coordination Committee	Establish a central MBS coordination committee, consisting of representatives from the main implementing agencies – Implementing Organization (NGO), District Assembly Staff. The central body will be responsible for coordinating all MBS activities, ensuring alignment with objectives, and facilitating communication among stakeholders. • Streamline communication. • Resolve conflicts and address challenges. • Ensure aligned objectives and harmonized efforts. • Regularly review progress and provide strategic direction.
Multi-Stakeholder Forum	Establish a coordination team consisting of representatives from community-level structures, private sector partners, NGOs, and local government agencies. • Organize regular meetings to coordinate efforts and address challenges. • Foster collaboration and information exchange among stakeholders. • Convene regular MSP meetings, joint performance reviews, share best practices and solve implementation challenges.

TABLE 3 - *Levels of MBS Coordination – Cont.*

MBS Task Force/ Network	Establish task forces consisting of representatives from various stakeholders to oversee specific aspects of the MBS implementation, such as product quality assurance, marketing strategies, and community engagement.
Community Level:	
Water and Sanitation Teams (WSMTs)	WSMTs are established at the community level to oversee the implementation and maintenance of water and sanitation facilities. Their coordination efforts are crucial for the sustainability of MBS interventions • Conduct regular community meetings to discuss water and sanitation issues. • Monitor and report on the status of water and sanitation facilities. • Ensure community participation in maintaining and managing water and sanitation infrastructure. • Promote hygiene education and behavior change within the community
Sanitation Advocacy Group (SAG)	SAGs are community-based groups that advocate for improved sanitation and hygiene practices. They play a vital role in mobilizing community members and raising awareness about the benefits of MBS. • Lead community sensitization campaigns on sanitation and hygiene. • Advocate for the adoption of MBS solutions among community members. • Collaborate with local leaders and other stakeholders to promote sanitation initiatives. • Provide feedback to the district-level coordination committee on community needs and challenges.

3.5 Monitoring, Evaluation and Learning

The Monitoring, Evaluation, and Learning is an important aspect of the implementation of MBS. The objective of MBS is to increase household access to basic sanitation and hygiene facilities by ensuring the availability of affordable and appropriate basic sanitation products and services. Attainment of these objectives can be monitored using process/ output, and outcome indicators. Performance monitoring allows program managers to track progress against planned activities or outputs and intended outcomes so they can adjust their implementation strategy and plan. In the implementation of MBS, key intermediate outcomes to monitor are changes in behaviour such as improved access to sanitation suppliers.

This section explores the different areas for MBS monitoring, including different indicators for measuring changes at different levels of focus for the MBS implementation – program level, household and community level, businesses/ supply chain level and the monitoring of the business enabling environment that supports the implementation of the MBS strategy.

The key steps below provide a broad description of how the monitoring, evaluation and learning for the MBS implementation will be organized.

1. Data Collection and Analysis:

- ❑ Define measurable indicators to track the progress of MBS.
- ❑ Implement a robust data collection system to monitor the adoption rate of sanitation products, consumer satisfaction, and behavioral changes.
- ❑ Analyze data to identify trends, challenges, and opportunities for improvement..

2. Regular Impact Assessment:

- ❑ Conduct periodic impact assessments to evaluate the effectiveness of the MBS initiatives on community sanitation practices and health outcomes.
- ❑ Regularly evaluate the effectiveness of demand activation activities and marketing strategies.
- ❑ Use assessment results to refine strategies and make data-driven decisions.

3. Process Documentation:

- ❑ Develop a framework to document the processes involved in the implementation of MBS.
- ❑ Document successes, challenges, and lessons learned. This will be useful for future iterations or scaling of the MBS.
- ❑ Encourage continuous documentation and data capture among stakeholders through regular reports and assessments.
- ❑ Use data-driven insights to adapt and refine the MBS approach.

4. Knowledge Sharing and Learning Workshops:

- ❑ Organize workshops and knowledge-sharing sessions where stakeholders can learn from successes and challenges faced during implementation.
- ❑ Encourage feedback from all stakeholders.
- ❑ Organize regular review meetings to discuss challenges and solutions.
- ❑ Encourage continuous learning and adaptation based on shared experiences.

TABLE 4: *Level of Monitoring and possible MBS Indicators to track*

LEVEL OF MONITORING	LIST OF INDICATORS TO CONSIDER
Monitoring at the Programme Level	
• How are MBS interventions accelerating access to safely managed sanitation services? • Who can access safely managed sanitation services? • Are interventions increasing access and use for the poor and poorest?	# and % of people in intervention communities that use household toilets, disaggregated by sex, disability, and wealth ranking # and % of identified poor households gaining an improved toilet # and % increase in improved toilet coverage (moved from OD; moved from unimproved) # and % of verified ODF communities # and % of verified ODF communities that maintain their ODF status for at least one year
Monitoring at the Community and Household Level:	
How are MBS interventions increasing household awareness and motivation to invest in sanitation improvements?	# and % of households (HHs) having purchased improved products, for new toilet construction and/or upgrading existing facilities % of HHs having fully installed new facilities % of HHs demonstrating proper use of new products/services % of HHs satisfied with new toilet facilities Average total HH investment in new toilet facilities, including products, services, transport

Source: *Adapted from* ***UNICEF, 2020***

TABLE 4 - Level of Monitoring and possible MBS Indicators to track – *Cont.*

Monitoring of Sanitation Businesses and Supply Chain:	
• How well do products and services meet the needs of low-income HHs? • Are focal point businesses increasing availability of products and services to low-income households? • How financially sustainable and viable are sanitation business activities? • What are the characteristics of high-performing businesses? • What incentives are there for businesses to expand sanitation service?	# of new toilet sales reported by all businesses (cumulative) Average # of new sales per business (and/or total per month) Average # of communities reached by businesses Average # of sales per community # and type of consumer-driven design improvements to product/ service offering % decrease in costs of new product/service offerings from baseline # of businesses offering new products/services # of businesses receiving training and support Average % increase in toilet sales revenue per business Toilet-related sales revenue as % of overall business activity

Source: *Adapted from* ***UNICEF, 2020***

TABLE 4 - Level of Monitoring and possible MBS Indicators to track – *Cont.*

Monitoring of the Business enabling environment:	
• Are national and sub-national government increasing capacity to monitor, facilitate & regulate markets? • How do government and other partners support businesses to expand services to low-income households? • Is external technical support to government and the private sector demand-driven? Is there an exit strategy?	Existence of active private sector development, supported by government regulations, laws, financing and incentive systems Existence of guidelines for businesses to regulate quality standards and fair pricing Type, extent, and quality of business development services Quality and extent of market facilitation mechanisms implemented % local government budget allocated to MBS activities # of districts requesting MBS technical support # and type of exposure visits to demonstrate MBS facilitation activities • # of staff trained to deliver MBS market facilitation and monitoring

Source: *Adapted from* ***UNICEF, 2020***

4.0 DISSEMINATION STRATEGY AND SCALE-UP

4.1 Dissemination of the MBS Model/ Strategy

This section outlines our comprehensive approach to sharing the MBS Model and Strategy to sector stakeholders.

I. Development of Communication Materials:

- ❑ Create a comprehensive MBS toolkit that includes the MBS strategy, implementation guidelines, and success stories from the ICOWASH Project.
- ❑ Develop user-friendly materials such as manuals, training modules, and case studies for different stakeholders based on the existing body of work from the ICOWASH Project.

II. Workshops and Training:

- ❑ Organize dissemination workshops and training sessions for stakeholders, including government officials, NGOs, private sector actors, and community representatives.
- ❑ Utilize these events to present the MBS Model, share lessons from ICOWASH, and provide hands-on training on its implementation, especially for new districts or CBOs that express interest in adopting it.

III. Webinars and Online Resources:

- ❑ Establish an online platform or webinars where stakeholders can access resources, view video presentations, and engage in virtual discussions.
- ❑ Make project documents, toolkits, sales promotion materials, and training materials available for download.

IV. Knowledge Exchange:

- ❑ Foster knowledge exchange among communities, organizations (other NGOs and DPs), and entrepreneurs working in the sanitation sector.
- ❑ Encourage the sharing of best practices and lessons learned from ICOWASH Project at Sector fora to introduce the MBS Model and Strategy.

V. Partnership with Academic Institutions:

- ❑ Collaborate with universities and research institutions to conduct studies on the effectiveness of the MBS Model.
- ❑ Organize joint seminars, webinars, and conferences to disseminate research findings and practical applications.

VI. Community Engagement Events:

- ❑ Organize community-focused events, such as fairs, exhibitions, and awareness campaigns, showcasing the impact of MBS in ICOWASH communities.
- ❑ Use these events to engage with potential partners, stakeholders, and community members.

4.2 Sustainability measures in the implementation of MBS

The following section presents broad ideas on the plausible measures to implement towards ensuring the sustainability of the implementation of MBS strategies. Belo

I. Policy Advocacy:

- Advocate for favorable policies and regulations that support private sector engagement in sanitation marketing.
- Collaborate with government bodies to ensure the sustainability of MBS in the long term.

II. Local Business Strengthening:

- Implement measures to strengthen local businesses involved in sanitation product manufacturing and marketing.
- Offer financial support, business development training, and quality control mechanisms to ensure their sustainability.

III. Consumer Engagement:

- ❑ Continue behavior change campaigns to ensure long-term adoption of improved sanitation practices.
- ❑ Engage communities in advocating for improved sanitation as a core element of community development.

IV. Market Monitoring and Regulation:

- ❑ Establish monitoring mechanisms to track product quality and consumer satisfaction.
- ❑ Promote self-regulation among private sector partners to ensure a high standard of products and services.

V. Capacity Building:

- ❑ Strengthen the capacity of local artisans, entrepreneurs, and community leaders through ongoing training programs.
- ❑ Empower community members to take leadership roles in sustaining MBS initiatives.

VI. Market Linkages:

- ❑ Facilitate connections between sanitation product manufacturers, suppliers, and retailers to ensure a continuous supply chain even after project completion.
- ❑ Encourage local businesses to diversify their product offerings and cater to various market segments.

VII. Community Ownership:

- ❑ Promote a sense of ownership within communities by involving them in decision-making processes related to sanitation products and services.
- ❑ Establish and support community-led initiatives that ensure the ongoing availability and affordability of sanitation products.

4.3 Replication and Scaling-up of MBS

I. Identification of Target Areas:

- ❑ Conduct feasibility studies to identify new regions or communities where the MBS Model can be effectively replicated.
- ❑ Prioritize areas with high sanitation needs and a conducive market environment.

II. Scaling to New Areas:

- ❑ Identify regions or districts with sanitation challenges similar to those addressed in the ICOWASH Project.
- ❑ Adapt the MBS Model to suit the specific needs and preferences of these new areas.

III. Stakeholder Collaboration:

- ❑ Collaborate with local government bodies, NGOs, and businesses in target areas to replicate successful MBS initiatives.
- ❑ Leverage existing networks and relationships to facilitate the adoption of the MBS Model.

IV. Multi-Project Collaboration:

- ❑ Collaborate with other development projects and NGOs working on community development, health, and sanitation.
- ❑ Embed the MBS Model into multi-project initiatives, expanding its reach.

V. Learning Networks:

- ❑ Create networks that connect different organizations and projects implementing MBS.
- ❑ Share experiences, knowledge, and resources for mutual learning and scaling-up.

VI. Partnerships for Scale:

- ❑ Form partnerships with government agencies, private sector actors, and funding organizations to expand MBS implementation.
- ❑ Leverage additional resources and expertise to support replication in new regions.

VII. Adaptation and Customization:

- ❑ Customize the MBS approach according to the specific needs, cultural context, and market dynamics of each new area.
- ❑ Remain flexible and open to adaptation based on the unique challenges and opportunities presented by different communities.

5.0 CONCLUSION REMARKS

The Market-Based Sanitation (MBS) Model and Strategy have been grounded in innovation, rethinking new ways of doing things, and shaped by the experiences and lessons from the ICOWASH Project. This strategic framework presents a visionary approach to addressing the pressing challenges of inadequate sanitation and open defecation that afflict numerous communities in underserved communities around the world. It is imperative to reflect on the key takeaways and aspirations that the MBS Model and Strategy encapsulate.

Empowering Communities: The MBS Model is grounded in the principle that communities must be at the heart of the sanitation drive. It acknowledges that for sustainable, long-term change, communities should be empowered to not only demand sanitation solutions but actively participate in their creation, access, and maintenance.

Private Sector as Catalyst: By encouraging private sector involvement in product development, marketing, and after-sales services, the MBS Strategy recognizes the pivotal role that businesses can play in delivering quality sanitation solutions. Through this collaboration, sanitation transcends from a charitable service to a sustainable market, driven by supply and demand dynamics.

Self-Sustaining Change:

The MBS Model envisions an era where the quest for improved sanitation becomes self-sustaining. This is not a short-lived campaign but a transformation that communities will continue to champion long after the project's end. Through the creation of sanitation markets, we are cultivating a culture where sanitation is both a personal and economic investment.

Policy and Regulation:

The MBS Strategy is acutely aware of the regulatory environment necessary for success. By advocating for supportive policies and fostering self-regulation among private sector partners, we aim to ensure that the benefits of this approach endure.

Replication and Scaling:

Our vision extends far beyond a single project. The MBS Strategy is designed to be replicable and scalable, ensuring that the successes witnessed in the ICOWASH Project can proliferate into new communities, zones, districts, and regions. The spirit of collaboration is embedded in the heart of this strategy, opening the doors to learning and expansion.

In conclusion, the MBS Model and Strategy embodies the symbol of how multi-stakeholder action and commitment—NGOs, governments, businesses, and communities—can bring dignity, health, and prosperity to countless lives. It is a testament to the collaborative strength of these stakeholders, each contributing their unique expertise to create a model that transcends boundaries, fosters innovation, and promises a brighter future.

PHOTO BY: *Lawrence Quarcoo*

7.0 REFERENCES

- UNICEF. (2020). "Monitoring, Evaluation and Learning Framework for Market-Based Sanitation." UNICEF.

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