



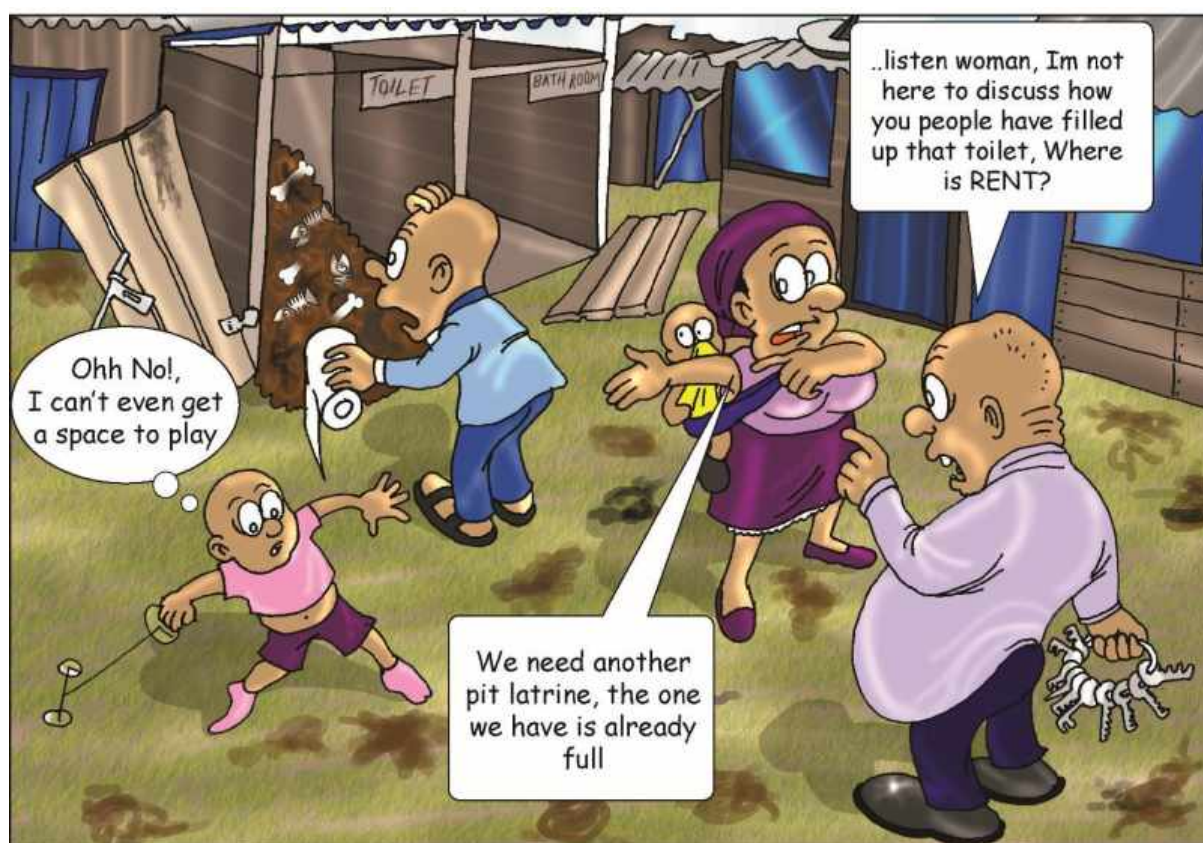
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## Water Sector Trust Fund

Up-scaling Basic Sanitation for the Urban Poor (UBSUP)

### SELLING TOILETS & More

PROPOSED SOCIAL MARKETING STRATEGIES, APPROACHES & TOOLS



Trying to persuade the landlord to invest in better sanitation (illustration by Vincent Nyalik)

VERSION 2.0

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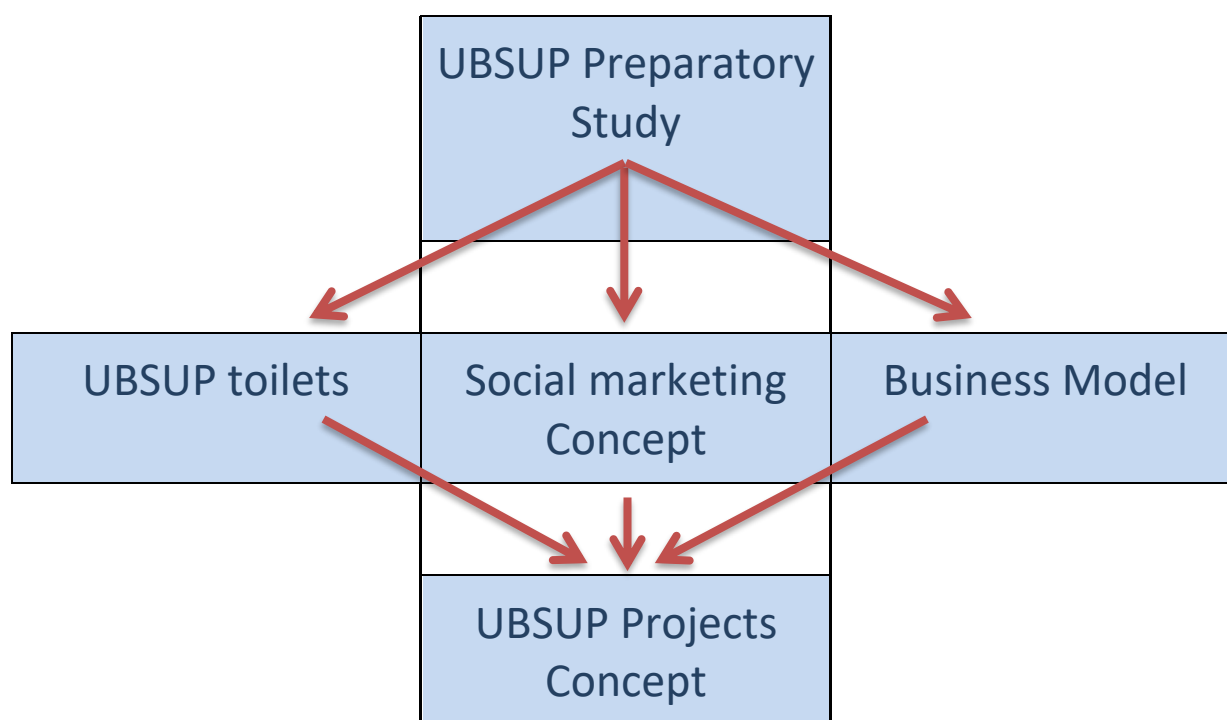
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## 1. Introduction

### 1.1 Key UBSUP Components

This document presents the social marketing concept and approach of the WSTF UBSUP programme. In fact, social marketing can be seen as being one of the four (4) UBSUP key components. These 4 components are:

1. The database and baseline study (the UBSUP Preparatory Study). The study outputs guide and inform the other UBSUP components.
2. Technical options (the improved toilets and related hardware) and the technical aspects of construction (assembly) and up-scaling (production of components, transport and storage).
3. The business, facility & sludge management model. A business model describes the rationale of how an organization creates, delivers, and captures value (economic, social, or other forms of value) (Wikipedia, keyword: business model). The facility & sludge management model addresses the organisational and procedural aspects of toilet use and maintenance as well as sludge management (emptying, transport and disposal).
4. The project concept. The first 3 components determine the project concept. The project concept prescribes how Water Service Providers (WSPs) will apply for funding, how disbursements will take place and how progress (success) will be measured and reported on.



## 1.2 Social Marketing

Adequate sanitation, personal and household-level hygiene are fundamental to good health and dignity and, therefore, improving sanitation- and hygiene-related practices at the household and individual is an important objective and endeavor. However, sanitation- and hygiene-related practices are often strongly influenced by the diverse cultural beliefs and practices that characterize many rural and urban communities. Such beliefs, attitudes and practices, in addition to other constraints (financial, environmental, etc.) can be held responsible for the fact that many household do not have access to adequate sanitation.

Adopting a social marketing approach can contribute significantly to trigger and increase the demand for improved sanitation and hygiene practices. The purpose of social marketing strategy is to effectively utilize available channels of communication to promote changes in behavior that hinder the demand for- and access to improved basic sanitation among the low income urban residents. However, it must be emphasized that without a good product - an affordable toilet and affordable related services - social marketing will have little to offer.

Social marketing aims to increase the willingness of residents (landlords, tenants). Within the framework of the UBSUP programme the ability to pay for sanitation was established during the UBSUP Preparatory Study. Within this study approximately 2,000 households were interviewed in 10 Kenyan cities and towns.

The UBSUP study together with the online MajiData database on urban low-income areas as well as the literature on social marketing provided the main sources of data which informed the development of the social marketing approach.

## 1.3 Organisation of this Document

This document presents the social marketing approach which was developed for the Up-Scaling Basic Sanitation for the Urban Poor (UBSUP) programme of the Water Services Trust Fund (WSTF) and GIZ.

This document, which draws upon the outcomes of the UBSUP Preparatory Study, is organized as follows:

- Chapter 2 provides a definition and a short description of social marketing.
- Chapter 3 shows that there can be no effective and efficient social marketing without collecting and having access to data on the target area, its population, etc.
- Chapter 4 describes, in more general terms, the overall social marketing concept and its key components. This chapter also introduces and explains the “P”s of social marketing.
- Chapter 5 presents a few thoughts on the adoption of innovations by residents and the consequences this is likely to have upon the duration of UBSUP projects.
- Chapter 6 and Chapter 7 provide a detailed outline of the social marketing approach of the UBSUP programme. Chapter 6 considers the factors which determine the

various social marketing mixes. Chapter 7 presents the social marketing activities for each of the UBSUP products.

- Chapter 8 focuses on the concrete social marketing requirements, strategies and techniques that will be used.
- Chapter 9 focuses on the UBSUP-related risks.
- Chapter 10 emphasises the need to organize the customer feedbacks received in response to social marketing and to the UBSUP products during the UBSUP testing and piloting phase.
- Chapter 11 mentions the need to evaluate the social marketing programme.
- Chapter 12 only mentions the required budget but refers to Appendix 2 which contains the detailed budget.
- Chapter 13 only presents a few key definitions that concern or are closely related to social marketing.

This document has 4 appendices.

- Appendix 1 presents the most common definitions used in social marketing.
- Appendix 2 contains the proposed budget for social marketing.
- Appendix 3 presents the social marketing tools.
- Appendix 4 contains some of the social marketing tools (e.g. posters).
- Appendix 5 addresses the anal cleansing methods used by members of the Muslim community.

When considering chapters 2 – 9 one clearly sees that a more theoretical and abstract start gradually gives way to a more concrete and practical social marketing measures and activities.

## 2. Definition of Social Marketing

According to Jones marketing has been defined as “the management process responsible for identifying, anticipating and satisfying customer requirements profitably”(Jones 1989 in Njiru and Sansom, 2001: 232-5). According to Njiru and Sansom this definition implies that”

“On-going communication with existing and potential customers is required to check the effectiveness of efforts to identify, anticipate and satisfy customer requirements. A utility with a marketing oriented philosophy would have its entire operations its personnel and its technical systems, being geared to providing improved customer satisfaction and to contribute towards meeting its financial objectives. Market segmentation, service differentiation and appropriate pricing are key to achieving these objectives.” Njiru, C. and Sansom, K. , 2001: 232).

In Africa, including Kenya, a market for improved water supply and sanitation does exist even in urban areas (e.g. slums) where incomes are low. The existence of illegal connections, water reselling (vending), the sale of water by households having a house connection, the commercial operation of toilets in slum settings are evidence for the existence of such a market.

Social marketing, a technique used extensively in social health programmes, has been defined by its originators as:

“The design, implementation and control of programs aimed at increasing the acceptability of a social idea, or practice in one or more groups of target adopters.” (Kotler and Zaltman, 1971).

Social marketing is the result of the realisation that the same marketing principles that are used to sell products to consumers can be adapted and used to sell ideas, attitudes and behaviours (Boffin 2001: 57). According to Boffin the principles of social marketing highlight a number of general shortcomings of water and sanitation projects in South Africa:

- “Insufficient market research of community characteristics, needs and aspirations to inform the ingredients of the social marketing mix;
- The social marketing mix of product, price, place (distribution), promotion, partnerships and policy illustrates the interdependence of these aspects of project implementation. The failure of one, or of several will reduce the success of all;
- No clear, integrated strategies for sustainability. What is expected to happen after the funded project fails to establish effective support of, say, the regional government departments of Health and Education to enable the clinic staff and teachers to continue the promotion.” (Boffin 2001: 60)

Social marketing seeks to influence behaviour to benefit, primarily the target audience and the society at large, but at the same time it often includes creating a demand for a product with a tangible base, such as clean drinking water. (Boffin 2001: 57). According to Boffin:

“Rather than dictating the way that information is to be conveyed from the top-down, public health professionals are learning to listen to the needs and desires of the target audience themselves, and building the programme from there. Future clients should



be involved in analysing water supply and sanitary problems and participate in formulating realistic solutions. This focus on the “consumer” involves in-depth research and constant re-evaluation of every aspect of the program. In fact, research and evaluation together form the very cornerstone of the social marketing process (Weinreich 1999).” (Boffin 2001: 57)

The planning process takes the consumer focus into account by addressing the elements of the commercial ‘marketing mix’. This refers to decisions about the conception of a **P**roduct, **P**rice, distribution (**P**lace), **P**romotion, **P**artnership, **P**articipation and **P**olicy. These are often called the “P’s” of marketing.” (Boffin 2001: 57).

In this document the social marketing concept is adapted to the specific conditions and needs with regard to sanitation in urban Kenya and the outcome should enable the UBSUP programme to successfully up-scale the technical options (toilet) it has developed.

One of the strengths of the social marketing concept is that it can bring together in one concept and approach important social, public health and technical aspects of water supply & sanitation (such as community participation) as well as their commercial and marketing aspects.

Adopting a social marketing approach and discourse may even play a role in improving the sustainability of pro-poor water supply and sanitation interventions and schemes by bridging the (cultural) gap that exists between social & community work on the one hand and marketing and commercial activities on the other. In other words, by adopting a social marketing concept and approach, pro-poor water supply and sanitation may become a more interesting and useful activity in the eyes of both the technical and commercial staff of Water Service Providers (WSPs) who are usually more focused upon their technical and commercial targets, instead of being interested in the specific needs and requirements of the urban poor. Social marketing can contribute to changing the discourse and the impact of a programme targeting the urban poor by changing perceptions and discourses; instead of perceiving the urban low income areas as ‘social or charity cases’ and the domain (playing field) of NGOs and not of commercial service providers, social marketing can turn urban slums into business opportunities.

### 3. Starting Point of Social Marketing: Reliable Data

#### 3.1 *Need for Knowledge*

The starting point of a social marketing concept is the recognition that the target audience are experts on what works best on them. In other words WSP activities in low income urban areas must be demand-driven. Demand being: “an informed desire for a good or a service, measured by the contribution people are able and willing to make to receive and sustain it.” (Deverill et al, 2001).

Being able to assess demand implies establishing a presence and good relations with the urban communities and acquiring detailed knowledge on the target groups or categories (e.g. landlords, youth, women, etc.).

The WSP (or a specialised bureau or consultant working for the WSP) should be able to collect reliable data concerning the needs, priorities, wishes, complaints and propositions of

the population of a low income urban area.

Sensitisation, awareness creation and social marketing campaigns can only be really effective if the message reflects the capacities and expectations of the receivers; i.e. the population of the low income urban areas. For example, the WSP will have to achieve a number of social, public health, technical and commercial objectives. This implies that the WSP has detailed knowledge on:

- Soil conditions and the water table.
- The local demographic situation and trends.
- Land ownership.
- Habitation patterns & housing.
- The current sanitation situation (including technologies, toilet sharing, sludge disposal).
- Socio-economic situation and the willingness & ability to pay.

In order to assure that the groups and/or CBOs with whom the WSP intends to cooperate really represent the urban community, the WSP should also be well informed about the local political arena, local power struggles and the interests and objectives of the more influential residents.

It is important to note that the WSP does not only require data in order to design and implement marketing and sensitisation programmes. The management of the WSP will have to base many of its decision upon detailed quantitative and qualitative data. Data is also required for the monitoring and evaluation of the performance of the kiosk system and of the individual kiosks.

### **3.2 How to Collect Data**

Detailed knowledge can be acquired by conducting qualitative and quantitative studies and by updating these studies on a regular basis. In what follows we discuss the following types of data collection methods and techniques and data (and we realise that our list is not exhaustive) that can be used to establish a database on low-income urban areas:

#### **Primary data:**

- Plot and dwelling counts (in order to obtain demographic data).
- Water supply & sanitation inventory exercises.
- Household and customer (satisfaction) surveys.
- Group discussions with residents, CBOs, opinion leaders and the local authority.
- (Per capita) water consumption measurements.
- Measuring the amounts paid for water and for sanitation services.
- Informal discussions with residents (landlords and tenants) kiosk and toilet operators, local leaders, local authorities, etc.

**Secondary data:**

- Collection of demographic data and data concerning population densities and patterns of migration, at the level of KNBS, the provincial authorities or the county.
- Collection of data concerning public health at the level of the Ministry of Health, the Public Health Officer and/or local clinics and hospitals.
- Collection of data concerning urban development (layout, legal status, development plans, town planning issues, average plot sizes, current trends, etc.).
- Inventory of existing water supply and sanitation projects and programmes (to be collected at the level of the local authority, the WSP, Water Services Boards (WSB), non-governmental organisations (NGOs), etc.

Table 2.1 shows some of the objectives the WSP may develop with regard to pro-poor water supply and sanitation and the types of data that have to be collected in order to design an adapted marketing strategy.

Table 2.1: Objectives and the collection of data

Objective/Activity	Type of information required	Study technique(s)
Localisation of new water kiosks	Priorities of local residents	Focus group discussions
Introduction of a new water tariff	Willingness and ability to pay	Social survey at household level
Sanitation practices	Socio-cultural factors having an impact upon decision-making & practices related to sanitation	In-depth (formal and informal) interviews with residents
Sanitation promotion/post construction incentive programme	Willingness and ability to pay	Social survey at household level
Health and hygiene campaign	Level of knowledge concerning water related diseases	Group discussions and/or social survey
How to prevent vandalism	Qualitative knowledge on levels of vandalism, patterns of social change, control and cohesion	Observations, group discussions, discussions with local organisations or with customers of a particular kiosk
Improving water transport and storage practices	Current practices and traditions and convictions concerning water transport and storage	Observations, discussions with women and children, household survey
Evaluation of sensitisation campaign	Views of target group and other stakeholders	Focus group discussions, social survey among focus group

The Commercial Department of the WSP or the unit responsible for the low income areas should be able to carry out, using detailed questionnaires, household and customer satisfaction surveys. With a household survey detailed quantitative data can be collected relating to such issues as:

- The current water supply and sanitation situation (importance of treated water, alternative sources of water, water usages, the time households spend on fetching water, type of toilets and sanitation practices used, etc.).

- Water treatment and water storage practices.
- Toilet operation & maintenance practices.
- The ability and willingness to pay for a better product and a higher service level.
- Development priorities of residents.
- Priorities, opinions and proposals of residents as far as water supply and sanitation are concerned.
- Whether residents see a correlation between the occurrence of certain diseases on the one hand and the water and sanitation situation on the other.
- The processing of water and the sexual division of labour.
- The socio-economic composition of the low-income area.
- Livelihood strategies, main sources of income, seasonal fluctuations in income (and seasonal cash shortages), employment levels and urban poverty.
- The main household expenditures and the amounts households spend on water and sanitation.
- The ability and willingness to pay for a good product (treated water of good quality) and a good service.
- Ideas and opinions that exist regarding the WSP, its products and services.

Quantitative data (figures, percentages) are best analysed with a specialised computer programme such as SPSS, but interesting results can also be obtained by using user friendlier programmes such as MS Excel.

The objective of group, in-depth and informal discussions with local residents, local authorities and organisations and with key informants or (local) experts is to collect qualitative data. Qualitative findings (explanations, propositions and opinions of the respondents) are needed in order to understand the complexity of the urban water supply and sanitation situation. In the form of local categories and concepts they also constitute the necessary materials building block for quantitative studies. In other words, a good household survey questionnaire should be based upon the perceptions, ideas and concepts of residents who belong to the target group of the survey. For example, it will be difficult to ask questions relating to the value attributed to improved sanitation and wastewater services and tariffs, if one has no understanding of local knowledge related to health and hygiene.<sup>1</sup>

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<sup>1</sup> Adopting an actor-oriented approach has serious implications for the design of the questionnaires and the timing of the household survey. Quite frequently, household surveys are carried out early in the fieldwork period. It is claimed that the main advantage of doing so is that, on the basis of the survey results, several 'representative cases' (individuals, households, farms etc.) can be selected from within the survey sample. The more detailed case studies, which are subsequently conducted among these representative individuals or farms, mainly serve to provide illustrations for findings obtained with the survey. This sequence, however, imposes several serious limitations upon the study because it is almost inevitable that the survey questions will be to a large extent informed by the conceptual framework, the categories and suppositions of the consultant/researcher, and derived from, or based upon, the original research themes. In other words, conducting a survey at the outset of the fieldwork makes it difficult to go beyond what is stated in the research proposal. Moreover, the researcher is unable to integrate into the questionnaire the major issues, change processes, concepts, categories, theories and research themes that are raised and developed in the course of the fieldwork. In this way the researcher, when designing the questionnaire, risks addressing issues which later turn out to be irrelevant. Furthermore, it is likely that the case studies, since they are not conducted to elicit certain practices and processes but merely to render illustrative material, will be severely restrained by the

Qualitative findings obtained by using qualitative research methods allow for a detailed analysis and understanding of sanitation-related practices attitudes and opinions that exist among the population of low-income urban areas with regard to socio-economic conditions and a variety of water supply and sanitation issues such as:

- Social cohesion, social control and vandalism.
- The (potential) problems and conflicts within a particular low-income area.
- Local organizations that could participate in a community mobilisation & participation programme.
- Local level initiatives and the development priorities of the community.
- Do local organisations and leaders really represent the entire community?
- The existence of vulnerable groups or categories.
- Land use and landownership patterns.
- Habitation patterns and the rights of tenants.
- Views of tenants and landlords regarding the current sanitation situation.
- Current sanitation situation (infrastructure and practices).
- Socio-cultural and economic factors that explain the current sanitation situation.
- Local conceptions and views concerning the current sanitation situation and what constitutes adequate sanitation.
- Is sanitation a priority for tenants...and landlords?
- Are residents able and willing to invest in sanitation?
- What is the impact of the area topography, soil conditions or water table upon sanitation?
- The importance of manual emptiers ( sanitation teams) and exhauster operators within the area.
- Prevalence and use of commercially operated toilets.
- Amounts charged for using a toilet.
- Sludge management practices (emptying, disposal, etc.)
- Local conceptions and views concerning water quality.
- Anal cleansing methods.
- Toilet maintenance (e.g. cleaning, small repair works) and the sexual division of labour.
- Toilets, gender and security.
- The geographical distribution of toilets (within a particular area).

Beside measuring and collecting data through asking questions (by communicating verbally),

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survey questions and results. In this socio-economic study, therefore, the questionnaire will be based upon qualitative findings collected in the three cities during the inception workshop, in-depth interviews and group discussions with residents, local experts and local authorities. One of the main objectives of the in-depth interviews is to acquire a detailed understanding of perceptions, concepts and categories relating to wastewater and sanitation issues. Only on the basis of such a detailed understanding is one able to design a questionnaire, which is really adapted to the local context (Long 1968 & 1989 and Seur 1992).

the researcher should also try to observe – in a direct and indirect manner - the behaviour (practices, exchanges, communications) of, for example, residents, toilet operators, tenants (etc.):

- Are toilets being cleaned on a regular basis?
- How are “commercial toilets” being operated?
- How and when (during the day) do toilets get polluted?
- Is open defecation (including “flying toilets”) common?
- Are toilets user-friendly?
- Do toilet operators offer a good service?
- Where do manual emptiers or exhauster operators dispose the sludge they collect?
- Prevalence of vandalism and theft.

Although not all data have to be collected in the field (a lot of information, such as demographic data, can be readily available or only needs to be updated) the researcher has to spend much time in the low income areas, communicating with the residents.

Before designing and implementing the social marketing component of a sanitation project the project task team has to work where the potential customers/clients live because it takes time to understand the socio-economic situation, the sanitation situation and the spatial and demographic growth patterns (densification and/or extension) of low-income urban areas. It also takes time to fully grasp the constructive or destructive role played by local leaders, CBOs, the tensions, the political and economic interests of particular groups or individuals. It takes time to understand the priorities and concerns of the population. Only when being in close contact with peri-urban communities will the WSP be able to design adapted water supply and sanitation solutions and develop clear messages. Only when the WSP is really present in the peri-urban areas will the population have confidence in the WSP and the project.

Demographic and socio-economic data can be collected within the framework of a project or programme and data can be updated at regular intervals. It is also possible however, to collect data on a more continuous basis and in a more “interactive and communicative” way.

For example, the sector regulator (WASREB) has set up substructures at the service provision (consumer) level. These are voluntary Water Action Group created to attend to consumers’ concerns at the local level. These groups collect and analyse consumer’s complaints and contact the WSP if action is required. They, however, only attend to previously unresolved issues that arose between the WSP and its clients. If issues cannot be solved at the local level they are brought to the attention of the regulator.

### **3.3 Using Data**

The collected data should be stored in a computer database. This will enable the WSP to analyse the stored data and to monitor on-going developments (population growth, sanitation coverage, number of toilets constructed or rehabilitated, etc.).

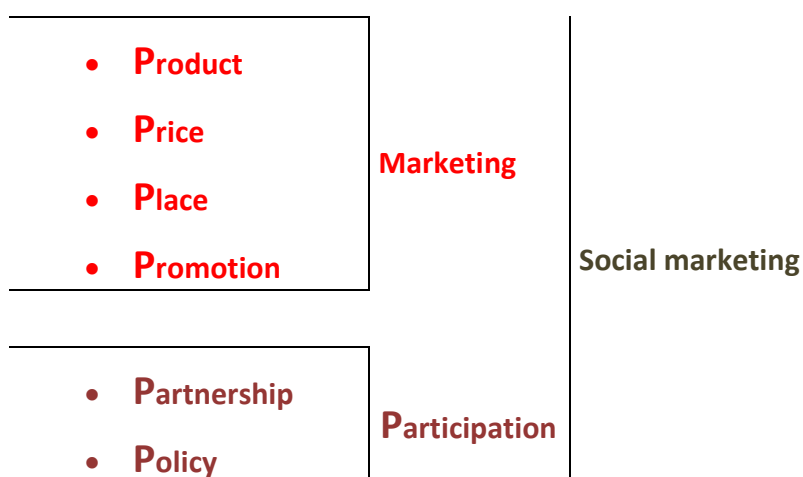
On the basis of the data collected the WSP should be able to *plan* (make for instance demographic projections and sanitation demand forecasts), to *communicate* (for example,

design and implement social marketing & sensitisation campaigns), to *design* and to *manage* suitable and sustainable sanitation solutions (for instance a public sanitation facility).

## 4. The “Ps” of Social Marketing

### 4.1 Introduction

In this section we discuss the various elements of the so-called “marketing mix”.<sup>2</sup> According to Boffin the marketing mix strategy for peri-urban water supply should include the following elements (Boffin 2001: 57-8):



### 4.2 Product

The WSP should be able to deliver the following products in its low-income urban areas:

- Treated drinking water of good quality.
- Adequate onsite and/or public sanitation.
- A high quality service level and customer care.

The role of data collection is to discover the consumers’ perceptions of (potential) sanitation-related problems (e.g. lack of sufficient sanitation facilities, poor quality of existing toilets, lack of space to build toilets, etc.) and the product (preferences regarding the toilet facility, onsite versus off-site, water-borne versus dry toilets, etc.) and to determine how important they feel it is to improve their sanitation situation. In order to estimate future demand the WSP should also know its “competitors” and collect detailed data on:

- The perceptions (perceived benefits and limitations) that exist with regard to existing (formal and informal) sanitation service providers water outlets.

<sup>2</sup> This section is to a large extent based upon Boffin 2001, pp 57-60.

- The location of existing public and commercially operated toilet facilities.
- Other sanitation projects being implemented within the low-income area.
- Other (and cheaper) sanitation practices (including open defecation) and the views residents have with regard to these practices (perceived preferences, advantages and disadvantages).

A social marketing campaign aimed at promoting & selling products should be based upon the above-mentioned data and should be able to show the advantages of the products and services provided by the WSP.

### 4.3 Price

When collecting information necessary for determining the household contribution to improved sanitation, both in terms of investment and use, the following factors were taken into account:

- The price people currently pay for sanitation facilities and services (investment costs, emptying services and cost of access/use). If possible hidden costs (e.g. opportunity costs) should also be considered. Time spent on fetching water and sanitation should be seen as part of the price of water sanitation as time can be used to engage in income earning opportunities, to carry out other household chores or to meet social obligations.
- The amounts people are able and willing to pay and the quantities they are likely to consume at a given price level (see text below).

The study should also involve analysing the various socio-cultural aspects of the commoditisation and commercialisation of water and sanitation:

- Do people feel water and sanitation (services) should be supplied free of charge under certain circumstances (funerals, religious ceremonies or fires), for certain usages (e.g. small quantities of water fetched at the kiosk for cleaning jerry cans or containers or drinking water given to passers-by) or to specific categories within the population (the old or the handicapped);
- Do residents make use of the services of water resellers and manual pit emptiers and if yes why (opportunity costs, prestige, ethnic considerations).

Embedding “price” into the social marketing programme not only concerns using the price of a product as a sales argument, it also implies considering other costs (e.g. the cost of having to dig a new pit) and promoting the financing possibilities (soft loans, the repayment sum of the toilet being included in the water bill, etc.).

### 4.4 Place

Place can be an important aspect of a social marketing concept and programme, especially when it comes to localising water supply and sanitation infrastructures (the sites of water kiosks and public sanitation facilities within a low income area and the site of toilets within a plot). Often “place” is not given enough consideration, which is remarkable since, for example, the poor localisation of water kiosks and PSFs( Public Sanitation Facilities) is likely to have a negative impact upon the achievement of the social and the commercial objectives



of the WSP. Even in countries with successful kiosk systems there are still a lot of water kiosks without clients and (potential) clients without kiosks.

The objective should be that all residents of low-income areas have easy (adequate) access to the products & services (safe water, a good toilet) provided by the WSP. This may involve the formulation of design parameters and of norms prescribing the maximum distances (in minutes rather than in meters) between dwellings and water outlets or sanitation facilities and the maximum waiting time at the outlets (determined by such factors as the water pressure, number of customers, peak hours, number of taps and the management system of the outlet).

Siting water kiosks and latrines in low-income urban areas should involve: the assessment of several factors and contributions by various actors (stakeholders).

The number of and the most appropriate sites for safe water outlets and sanitation facilities in low-income areas is determined by a number of factors and considerations:

- Demographic (population size and density).
- Technical (distance to the main network, type of toilet, existing infrastructure, etc.).
- Social & cultural (security, levels of vandalism, distances, etc.).
- Public health (incidence of water & sanitation-related diseases, dangerous road crossings, hazardous sites, etc.).
- Environmental (topography, soil conditions, water table, swampy areas, etc.).
- Financial (the budget set aside for extension and/or rehabilitation works).
- Commercial (in large areas with low population densities it will be more difficult to supply water under commercially sound conditions).
- Regulatory (the regulator may define and impose adequate access definitions and standards).

It is, therefore, important that procedures are being developed enabling the WSP to meet all these objectives (technical, social, commercial, etc.).

#### **4.5 Social Marketing and Community Participation**

(Social) marketing and community participation should go hand in hand in the sense that the urban communities are actively involved in, for instance, the site selection process with regard to water kiosk and improved toilets. The WSP should, therefore, develop a procedure (public meetings organised with the Chief, site selection visits involving tenants and landlords, etc.), which facilitates community (members) participation and which ensures that all new water supply outlets or improved toilets are constructed in areas and at sites proposed or accepted by the local residents, by landlords, tenants, etc. During the site selection process local stakeholders should be informed about existing norms and regulations but also about the above-mentioned technical, financial and commercial objectives and constraints.

The localisation of water kiosks should also take place in close cooperation with the local authority. The fact that in Koupéla, Burkina Faso a number of kiosks were constructed in areas with low population densities <sup>3</sup> whereas some high-density areas were not supplied was mainly due to poor communication between the national service provider (ONEA) and the local council (“Commune”). ONEA did not have the necessary information on the planned and un-planned development of the town (extension areas, etc.), information that could have been provided by the Council.

#### ***4.6 Promotion: Designing Messages aimed at Informing Clients of WSPs***

When it comes to promotion the focus should be on creating and sustaining a demand for the products and services of the WSP which, as we showed earlier, implies explaining the advantages of using an improved toilet (promotion of product attributes), clean and treated water or of fetching water at a kiosk.

In addition to highlighting the product and its attributes, promotion can also focus upon rights (the human right to safe water and adequate sanitation), national strategies and objectives (Vision 2030), legal obligations (local by-laws) responsibilities (of landlords vis-à-vis their tenants) and risks (cholera outbreaks). Promotion also involves informing communities about the objectives and programmes of the WSP.

Product promotion should be ethical in the sense that promoting treated water and the kiosk system should not be done by creating unfounded and unnecessary anxieties or feelings of guilt (“if your child dies it’s because you refused to fetch water at the kiosk”).

For example, if the WSP does not have any reliable data on the quality of water fetched at local hand pumps, the WSP should refrain from discouraging residents to use hand pump water. There are no scientific/medical arguments against using rainwater or water from a well-managed shallow well to do the laundry or to construct a kitchen. Research shows that in most parts of rural Zambia water quality from unprotected unlined shallow wells (scoop holes) is relatively good and not inferior to water from protected (windlass) wells (see Nyundu and Sutton, 2001: 246-7). A WSP should therefore, show some restraint when it comes to diffusing messages concerning the use of unsafe water sources. Unethical marketing efforts often prove to be counterproductive; residents have used some alternative sources for generations and consider attempts to create anxieties to be propaganda.

#### ***4.7 Partnerships and Participation***

According to Boffin, social marketing adds some P’s of its own to the four P’s of marketing already discussed.

In order to adapt social marketing and sensitisation programmes to the views, needs and wishes of the residents of low income urban areas, partnerships should be established with local authorities and organisations (such as Chiefs, women groups, health committees, local

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<sup>3</sup> ONEA extended the network and constructed a kiosk in an area demarcated a few years ago. ONEA expected the population of this new town section to increase rapidly but ONEA did not realise that many owners of undeveloped plots in the area are migrants who are working in Ivory Coast and who have acquired plots for speculative reasons or because they wish to have a place to settle when they decide to return home.

health centres, Public Health officers, etc.).

A situational analysis carried out in the communities within the service area of the WSP should include the identification of groups and organisations with similar objectives or with expert and/or local knowledge and agree on ways of working together during the duration of a programme or project and to sustain the initiative afterwards. Giving local residents an active role in the education/marketing of sensitisation campaigns can increase the effectiveness of social marketing. Developing strong and mutually beneficial partnerships with CBOs that are able to represent the community are one way of trying to give shape to community participation.

Finding reliable and strong partners in both rural and urban areas is not always an easy task and it requires having a detailed knowledge on and being present in the peri-urban areas. According to Boffin one of the constraints identified by a UNICEF project in Burkina Faso included the time it took to identify and formalise new forms of collaboration between key stakeholders/partners and the departure and change of personnel at different levels.

In order to determine and take into account local practices, levels of knowledge (for example on issues related to health and hygiene) as well as local priorities and views of the local communities, their representatives and local authorities and CBOs should be involved in the design (including the identification of themes), preparation, implementation and evaluation of the local marketing/sensitisation approach and programme. In this context it is important to note that low-income urban areas can be rather complex when considered from a socio-economic perspective. Marketing and sensitisation approaches, methods, techniques and themes should be adapted to the different (relevant) categories and groups within the community (the physically challenged, elderly, women, youth, unemployed, landlords, tenants, CBOs, churches, etc.). A programme aimed at reaching schoolchildren may require the use of different social marketing or sensitisation methods and techniques, and therefore another type of participation during the design phase, compared to a marketing programme targeting landlords or women.

#### **4.8 Policy and Programs**

The policy aspects of the social marketing concept or approach might focus on emphasising (at the level of the Council) the need to legalise certain low-income urban areas. Legalisation tends to increase the willingness of landlords to invest in better structures, including better toilets and water supply.

The adoption of improved sanitation and the use of water kiosks by residents of slum areas can only result in a sustainable operation and further diffusion if the WSP has adopted and committed itself to a clear pro-poor policy and programme which is able to ensure the presence of the WSP and the delivery of services in these areas. Residents will only see and feel the benefits of consuming safe water if the WSP is able to sustain the service.

#### **4.9 Positioning**

Positioning is a key element to social marketing. Positioning is defined as the way by which the marketers create an impression in the customers mind.

## Positioning

According to Wikipedia: "Although there are different definitions of brand positioning, probably the most common is: identifying a market niche for a brand, product or service utilizing traditional marketing placement strategies (i.e. price, promotion, distribution, packaging, and competition).

Positioning is a concept in marketing which was first introduced by Jack Trout ("Industrial Marketing" Magazine- June/1969) and then popularized by Al Ries and Jack Trout in their bestseller book "Positioning - The Battle for Your Mind." (McGraw-Hill 1981)

This differs slightly from the context in which the term was first published in 1969 by [Jack Trout](#) in the paper "*Positioning is a game people play in today's me-too market place*" in the publication *Industrial Marketing*, in which the case is made that the typical consumer is overwhelmed with unwanted advertising, and has a natural tendency to discard all information that does not immediately find a comfortable (and empty) slot in the consumers mind. It was then expanded into their ground-breaking first book, "*Positioning: The Battle for Your Mind*," in which they define Positioning as "an organized system for finding a window in the mind. It is based on the concept that communication can only take place at the right time and under the right circumstances" (p. 19 of 2001 paperback edition).

What most will agree on is that Positioning is something (perception) that happens in the minds of the [target market](#). It is the aggregate perception the market has of a particular company, product or service in relation to their perceptions of the competitors in the same category. It will happen whether or not a company's management is proactive, reactive or passive about the on-going process of evolving a position. But a company can positively influence the perceptions through enlightened strategic actions.

A company, a product or a brand must have positioning concept in order to survive in the competitive marketplace. If you don't position your business, your competitors will win which is likely not what you desire. (According to the book "Marketing Concepts that Win! Copyright 2011 by Martha Guidry, Live Oak Book Company) Many individuals confuse a core idea concept with a positioning concept. A **Core Idea Concept** simply describes the product or service. Its purpose is merely to determine whether the idea has any interest to the end buyer. In contrast, a **Positioning Concept** attempts to sell the benefits of the product or service to a potential buyer. The positioning concepts focus on the rational or emotional benefits that a buyer will receive or feel by using the product/service. A successful positioning concept must be developed and qualified before a "positioning statement" can be created. The positioning concept is shared with the target audience for feedback and optimization; the **Positioning Statement** (as defined below) is a business person's articulation of the target audience qualified idea that would be used to develop a creative brief for an agency to develop advertising or a communications strategy. ... Generally, the product positioning process involves:

1. Defining the market in which the product or brand will compete
2. Identifying the attributes (also called dimensions) that define the product 'space'
3. Collecting information from a sample of customers about their perceptions of each product on the relevant attributes
4. Determine each product's share of mind.
5. Determine each product's current location in the product space
6. Determine the target market's preferred combination of attributes (referred to as an *ideal vector*)
7. Examine the fit between:
  - The position of your product
  - The position of the ideal vector

More generally, there are three types of positioning concepts:

1. Functional positions
  - Solve problems

- Provide benefits to customers
- Get favorable perception by investors and lenders
- 2. Symbolic positions
  - Self-image enhancement
  - Ego identification
  - Belongingness and social meaningfulness
  - Affective fulfillment
- 3. Experiential positions
  - Provide sensory stimulation
  - Provide cognitive stimulation” (Wikipedia, key words: Positioning & marketing)

“The positioning concepts focus on the rational or emotional benefits that buyer will receive or feel by using the product/service.” (Wikipedia, key words: Positioning & marketing).

When it comes to sanitation this implies that the “buyer” will have to be convinced about the benefits of the improved UBSUP toilet. Benefits in terms of user experience but also (family) health. Considering the current sanitation practices and the overall all living & hygienic conditions people are experiencing in slum settings, there will also be need to show and to explain, the link that exist between poor sanitation and health before the benefits of the toilet can be emphasized. In other words, the benefits may not be evident to the target populations. This may be due to a lack of knowledge but also because they perceive poor sanitation as being just one of the many health risks they are exposed to.

## 5. Social Marketing, Adoption by Residents & Project Duration

The objective of UBSUP’s awareness creation > sensitisation and social marketing programme is to ensure that a set of products & behaviours are promoted and eventually adopted by (sold to-) the members of the target group. Adoption (of an innovation), according to Rogers, occurs through a five-step process:

Table 5.1: The five steps of the adoption process

Stage	Definition
Knowledge / awareness	In this stage the individual is first exposed to an innovation but lacks information about the innovation. During this stage of the process, the individual has not been inspired to find more information about the innovation.
Persuasion	In this stage the individual is interested in the innovation and actively seeks information/detail about the innovation.
Decision	In this stage the individual takes the concept of the change and weighs the advantages/disadvantages of using the innovation and decides whether to adopt or reject the innovation. Due to the individualistic nature of this stage Rogers notes that it is the most difficult stage to acquire empirical evidence ( <a href="#">Rogers 1964</a> , p. 83).
Implementation/ adoption	In this stage the individual employs the innovation to a varying degree depending on the situation. During this stage the individual determines the usefulness of the innovation and may search for further information about it.
Confirmation	Although the name of this stage may be misleading, in this stage the individual finalises his/her decision to continue using the innovation and may end up using it to its fullest potential.

(Source: Wikipedia, keywords; Diffusion of innovations).

The categories of adopters are: innovators, early adopters, early majority, late majority, and laggards ([Rogers 1962](#), p. 150).

Table 5.2: Categories of adopters

Adopter category	Definition
Innovators	Innovators are the first individuals to adopt an innovation. Innovators are willing to take risks, youngest in age, have the highest <a href="#">social class</a> , have great financial lucidity, very social and have closest contact to scientific sources and interaction with other innovators. Risk tolerance has them adopting technologies which may ultimately fail. Financial resources help absorb these failures. ( <a href="#">Rogers 1962 5th ed</a> , p. 282)
Early Adopters	This is the second fastest category of individuals who adopt an innovation. These individuals have the highest degree of <a href="#">opinion leadership</a> among the other adopter categories. <a href="#">Early adopters</a> are typically younger in age, have a higher social status, have more financial lucidity, advanced education, and are more socially forward than late adopters. More discrete in adoption choices than innovators. Realize judicious choice of adoption will help them maintain central communication position ( <a href="#">Rogers 1962 5th ed</a> , p. 283).
Early Majority	Individuals in this category adopt an innovation after a varying degree of time. This type of adoption is significantly longer than the innovators and early adopters. Early Majority tend to be slower in the adoption process, have above average social status, contact with early adopters, and seldom hold positions of <a href="#">opinion leadership</a> in a system ( <a href="#">Rogers 1962 5th ed</a> , p. 283)
Late Majority	Individuals in this category will adopt an innovation after the average member of the society. These individuals approach an innovation with a high degree of skepticism and after the majority of society has adopted the innovation. Late Majority are typically skeptical about an innovation, have below average social status, very little financial lucidity, in contact with others in late majority and early majority, very little <a href="#">opinion leadership</a> .
Laggards	Individuals in this category are the last to adopt an innovation. Unlike some of the previous categories, individuals in this category show little to no opinion leadership. These individuals typically have an aversion to change-agents and tend to be advanced in age. Laggards typically tend to be focused on "traditions", likely to have lowest social status, lowest financial fluidity, be oldest of all other adopters, in contact with only family and close friends.

(Source: Wikipedia, keywords; Diffusion of innovations).

According to Rogers, the adoption of an innovation follows an [S curve](#) when plotted over a

length of time. According to Wikipedia:

“The rate of adoption is defined as the relative speed with which members of a social system adopt an innovation. It is usually measured by the length of time required for a certain percentage of the members of a social system to adopt an innovation ([Rogers 1962](#), p. 134). The rates of adoption for innovations is determined by an individual’s adopter category. In general, individuals who first adopt an innovation require a shorter adoption period (adoption process) than late adopters.

Within the rate of adoption there is a point at which an innovation reaches [critical mass](#). This is a point in time within the adoption curve that enough individuals have adopted an innovation in order that the continued adoption of the innovation is self-sustaining. In describing how an innovation reaches critical mass, Rogers outlines several strategies in order to help an innovation reach this stage. These strategies are: have an innovation adopted by a highly respected individual within a social network, creating an instinctive desire for a specific innovation. Inject an innovation into a group of individuals who would readily use an innovation, and provide positive reactions and benefits for early adopters of an innovation.” (Source: Wikipedia, keywords; Diffusion of innovations).

According to Rogers there are 5 intrinsic characteristics of innovations that influence an individual’s decision to adopt or reject an innovation.

Table 5.3: Characteristics of innovations that influence an individual’s decision

Factor	Definition
Relative Advantage	How improved an innovation is over the previous generation.
Compatibility	The level of compatibility that an innovation has to be assimilated into an individual’s life.
<a href="#">Complexity</a> or <a href="#">Simplicity</a>	If the innovation is perceived as complicated or difficult to use, an individual is unlikely to adopt it.
Trialability	How easily an innovation may be experimented. If a user is able to test an innovation, the individual will be more likely to adopt it.
Observability	The extent that an innovation is visible to others. An innovation that is more visible will drive communication among the individual’s peers and personal networks and will in turn create more positive or negative reactions.

Through its social marketing programme the WSTF and its partners/stakeholders will aim to create awareness and persuade the target populations to adopt the improved toilet and related practices (see table 5.1). In other words the WSTF will try to influence the (time axis of the) decision curve by focussing upon the various attributes of the UBSUP toilet and by putting the necessary procedures in place that allow for rapid response to expressed demand. However, since adoption depends on a large number of conditions and factors it is rather difficult to predict the rate of adoption (when, how and to which extent). This has consequences for the duration of a project and hence for the design of the UBSUP projects (the UBSUP projects concept). As the rate and speed of adoption are determined by demand at plot and household level, a project should be designed in such a way that a WSP and the

WSTF can respond to demand once it occurs.

### **5.1 Role of Opinion Leaders**

According to Wikipedia:

“Throughout the diffusion process there is evidence that not all individuals exert an equal amount of influence over all individuals. In this sense there are [Opinion Leaders](#), leaders who are influential in spreading either positive or negative information about an innovation. Rogers relies on the ideas of Katz & Lazarsfeld and the [two-step flow](#) theory in developing his ideas on the influence of Opinion Leaders in the diffusion process. Opinion Leaders have the most influence during the evaluation stage of the innovation-decision process and late adopters ([Rogers 1983](#), p. 219). In addition opinion leaders have a set of characteristics that set them apart from their followers and other individuals. Opinion Leaders typically have greater exposure to the mass media, more cosmopolitan, greater contact with change agents, more social experience and exposure, higher socioeconomic status, and are more innovative.

Research was done in the early 1950s at the University of Chicago attempting to assess the cost-effectiveness of broadcast advertising on the diffusion of new products and services. The findings were that [opinion leadership](#) tended to be organized into a hierarchy within a society, with each level in the hierarchy having most influence over other members in the same level, and on those in the next level below it. The lowest levels were generally larger in numbers, and tended to coincide with various demographic attributes that might be targeted by mass advertising. However, it found that direct word of mouth for example were far more influential than broadcast messages, which were only effective if they reinforced the direct influences. This led to the conclusion that advertising was best targeted, if possible, on those next in line to adopt, and not on those not yet reached by the chain of influence. It can be a waste of money to market to those not yet ready to buy. Other research relating the concept to [public choice theory](#) finds that the hierarchy of influence for innovations need not, and likely does not coincide with hierarchies of official, political, or economic status. Elites are often not innovators, and innovations may have to be introduced by outsiders and propagated up a hierarchy to the top decision makers.” (Source: Wikipedia, keywords; Diffusion of innovations).

### **5.2 Duration of a Social Marketing Programme**

Although social marketing or sensitisation activities may reach their peak and climax during the implementation of a specific programme, marketing and sensitisation should be an on-going focus and activity of the WSP. These activities should be carried out by the commercial and/or pro-poor sections within the WSP. On-going social marketing requires the development and implementation of (cost-) effective (impact) monitoring and evaluation tools and procedures. These tools should be able to measure the impact of the various activities messages and media (i.e. the social marketing programme itself) as well as, of course, the way the products and services which are being promoted are being perceived by the target groups (customer & non-customer feedback) in terms of such criteria as affordability, user-friendliness, quality, etc. Feedback has to be organised in such a way that



findings are incorporated in the design and adjustment of subsequent programmes and designs.

Customer feedback has to be used for the evaluation of the programme. Evaluation is the one of the cornerstones of a successful social marketing concept. Monitoring and evaluation, therefore, should take place throughout the social marketing process.

## 6. UBSUP's Social Marketing Approach (1): People, Regions & Levels

### 6.1 Introduction: Getting the Right Social Marketing Mixes

The UBSUP social marketing programme will be characterised by the variety of social marketing mixes that will be used to up-scale basic sanitation in Kenya's low-income areas.

#### 6.1.1 Levels & Key Objectives

Like the other programmes of the WSTF, UBSUP is a national-level programme which has its specific impact in specific areas. In order to create general awareness (What is UBSUP?) and to sell toilets in local settings, the UBSUP social marketing programme will focus on the following levels:

Level	National	WSP	Town	Area/community	Plot/household
	<i>Macro</i>	<i>Macro</i>	<i>Macro</i>	<i>Meso</i>	<i>Micro</i>
Objective	Awareness	Awareness & sensitisation	Sensitisation & marketing	Marketing & sale	Sale, assembly & after care
KAP <sup>(1)</sup>	Knowledge	Knowledge & attitude	Attitude & practice	Practice (action)	Attitude & Practice

1): KAP = knowledge, attitude, practice

In other words, relevant levels have been created according to overall objectives (awareness creation, sensitisation, sale, etc.). For each level and objective a different set of activities have been composed.

#### 6.1.2 Regional Differences

The social marketing mix will also need to be able to deal with regional differences. Differences are relevant to sanitation and that are rooted in such factors as the climate, soil conditions, culture, religion, habitation patterns and population density.

#### 6.1.3 Segmenting the Target Audience

In order to reach all members of the overall target audience (population) the social marketing mix will include activities designed to reach specific categories within the target audience: categories such as women, Muslim women, the youth, etc.

#### 6.1.4 UBSUP Products

Different products require different (social) marketing approaches and mixes. UBSUP intends

to sell and promote a variety of sanitation-related “products”:

- An improved toilet.
- A hand washing facility.
- Hand washing.
- Proper use of a sanitation facility
- Correct management of safe compost.

In other words, UBSUP is trying to sell hardware and is trying to change/improve people’s knowledge, attitudes and practices with regard to sanitation behaviour.

### **6.1.5 Carrots & Sticks**

Trying to convince landlords and tenants to adopt and invest in improved sanitation can and should be done by emphasising the attributes of the UBSUP products. The UBSUP Preparatory Study, however, shows that according to many tenants, their landlords are unwilling to invest in better sanitation. Infact many do not seem to care much about the sanitation situation their tenants are faced with and complain about.

Social Marketing, therefore should also emphasise the **responsibilities** and **obligations** landlords have vis-à-vis their tenants. This should be done by making reference to local by-laws, the Public Health Act, etc. This kind of approach may not only convince landlords to improve sanitation but it also provides the tenants with the argument they need to persuade their landlords to do the right thing.

## **6.2 From National to Local**

### **6.2.1 National-level Messages, Media & Activities**

The following activities will constitute the national level awareness creation programme.

- Radio & television messages (using local radio stations) and announcements on television.
- Newspaper advertisements/announcements can be used to create awareness on the UBSUP programme. These announcements can target the general public but also the staff of the WSPs.
- T-shirts and baseball caps to improve the visibility of the UBSUP programme

### **6.2.2 Town & WSP-level Activities**

At town and WSP level the following activities will form the awareness, sensitisation & social marketing programme:

- Road shows during which a number of the above-described activities are combined (posters, brochures, animations, public announcements etc.).
- Posters (put up at water kiosks and public places such as markets, community centres, etc.).
- Billboards and banners (put up at strategic locations within the town, such as markets and bus stops).

- Brochures and other hand-outs.
- SMS messaging.
- Radio & television messages (using local radio stations) and television announcements.
- Video presentations (e.g. animations) using a medium-size or large screen.
- School competitions around a number of themes (such as the impact of vandalism, the importance of clean water, hand washing and improved toilets, the link between water and health).
- Visits to the WSP offices and the sewerage treatment works (objective: making residents and local opinion leaders aware of the treatment process and the organisational aspects of water supply) or to improved (demonstration) toilets.
- T-shirts and baseball caps to improve the visibility of the UBSUP programme.

Radio
<p>UBSUP could consider using the following community targeting radio and television stations:</p> <ul style="list-style-type: none"> <li>○ Kameme FM/ Ramogi FM/Egesa FM</li> <li>○ Citizen (which has wider network coverage)</li> <li>○ Musyi FM/ Kass FM/ Chamgee FM</li> <li>○ Inooro FM</li> <li>○ Ghetto Radio FM/Nosim FM-90.5</li> <li>○ Nation TV, KTN, CITIZEN TV and KBC</li> </ul>

### 6.2.3 Community-based Media and Community-level Activities

At community/area level all- or a selection of the following activities will be undertaken:

- Posters (put up at water kiosks and public places such as markets, community centres, etc.).
- Billboards and banners (put up at strategic locations within the area such as community halls and churches).
- Brochures and other hand-outs.
- Public announcements (using a megaphone).
- Public meetings (*barazas*) organised and chaired by the Chief.
- Dissemination of information through opinion leaders. For example the creation of awareness or demand through church services.
- Drama group performances performed by local (youth) drama groups. The script is written by the WSP together with the drama group. This requires enlisting traditional, community-based entertainment artists, e.g. popular folk singers, dramatists, and use their talents through the mass media to promote and create demand for improved basic sanitation and best hygiene practices.
- Public water (flocculation) tests (whereby the water quality of the network is compared to water fetched from local sources used by the community).
- Road shows during which a number of the above-described activities are combined (posters, brochures, animations, public announcements, water tests, etc.).

- Video presentations (e.g. animations) using a medium-size or large screen.
- Group sessions with residents or particular segments of the population within the urban community (elderly women, landlords, schoolchildren, vandals) or with opinion leaders (organised together with the Chief, the PHO, etc.).
- Visits to the WSP offices and the sewerage treatment works (objective: making residents and local opinion leaders aware of the treatment process and the organisational aspects of water supply) or to improved (demonstration) toilets.
- Creation and training and involvement of sanitation peer groups which should include the CHEWs (Community Health Extension Workers). These groups can be instrumental in creating awareness (link between health and sanitation >> need for improved sanitation).
- Discussions with local experts (such staff of local health centres and clinics, etc.).
- School competitions around a number of themes (such as the impact of vandalism, the importance of clean water, hand washing and improved toilets, the link between water and health).
- T-shirts and baseball caps to improve the visibility of the UBSUP programme.

#### 6.2.4 Plot-level Activities

At plot level the UBSUP programme will implement the following activities:

- House visits carried out by Sanitation Marketers who can explain the benefits (product attributes), cost contribution made by the beneficiaries as well as the post construction incentive component and usage of the improved latrines (using scale models) as well as the procedure that has to be followed in order to obtain a toilet.
- Brochures and other hand-outs.
- Video presentations (e.g. animations) using a small size screen.

The best combination of marketing techniques to be composed is to some extent determined by such factors (variables) as the target group or category (e.g. children or adults, landlords or tenants), as well as the message. Introducing new technologies or concepts such as the double vault toilet or the water kiosk system obviously require more detailed explanations than the mere announcement of a new water tariff.

It should be noted that some of the above-mentioned sensitisation and information dissemination techniques, such as group discussions and school competitions, can also be used to collect information and to get a better insight into the views and perceptions of the peri-urban population.

The different marketing techniques & activities should be well planned and coordinated and brought together in a well-balanced programme. It should also be clear to local residents that all activities form part of an integrated approach. Using a name (for the toilet of the programme), a logo, a song, a slogan and a colour scheme can enhance the coherence and visibility of the programme.

It is important to emphasise that certain activities, media and messages can (even have) to be used at the various levels. It is also important to stress that all activities within one level but also between levels have to be well coordinated. Some activities and media can become “part” of another activity; for instance, brochures can be handed out during a road show.

### Example: “Water Shows” in southern Rwanda

In Ngenda (a commune in Rwanda), the Consultant in the months preceding the inauguration of the water kiosks organised a large number of so-called “Water Shows”. The objective of the shows was to corroborate the impact of a series of radio programmes as well as the messages diffused by means of posters and school competitions (in which 14 primary schools took place) and a large number of meetings with women, kiosk attendants, and local authorities. The “Water Shows”, which were attended by between 300 and 1,200 local residents, consisted of a number of activities:

- A general introduction during which the inauguration of the kiosks was announced and the kiosk system was explained.
- A theatrical performance (the play was written by a local theatre group, the themes were provided by the service provider (main themes: the advantages of using treated water; why people should pay for treated water).
- A short lecture by a staff member of one of the local clinics (theme: the link between water, sanitation and certain diseases).
- Participants were given the opportunity to ask questions concerning the lecture & related issues.
- Songs performed by a group of school children (the text were based upon a theme proposed by the pupils themselves or by the service provider).
- A presentation given by the WSP’s Public Relations Officer explained the kiosk system.
- A Q&A (questions & answers) session with participants on the kiosks and the kiosk system (the price of water, the responsibilities of the attendant, opening and closing hours, etc.).
- A short theatrical performance (theme: the negative impact of vandalism and the pollution of the kiosk and its surroundings).
- A water test carried out by the technical staff of the WSP (residents were encouraged to bring water from the sources they used as well as stored rain water.
- Closing remarks and a final songs performed by the schoolchildren.

It should be noted that the “Water Shows”, which usually lasted between 1.5 and 2.5 hours (depending upon the participation of the public in the discussions) were part of a long-term integrated social marketing and sensitisation approach. An approach which encompassed a large number of activities such as the localisation of kiosks, the design of the kiosk system, discussions with residents, the establishment of kiosk committees, the recruitment and training of kiosk attendants, etc.

### 6.3 Relevant Regional Variations

The social marketing programme and mixes will also consider sanitation-relevant regional specific sanitation conditions & practices. The UBSUP Preparatory Study clearly shows that there are significant regional and local differences in terms of sanitation levels, access and practices.

These differences can be traced back to the following factors:

- Soil conditions and the water table.
- Climate.
- Population density
- Socio-cultural characteristics.
- Income levels and patterns of economic differentiation.
- Religion.

These regional & local differences warrant the preparation of social marketing programmes that really target local conditions. In other words, there is no need to focus upon the UBSUP toilet being a solution for areas with a high water table if local water wells have an average

depth of 50 metres.

Using MajiData and the results of the study regionalised social marketing mixes will be prepared. A social marketing mix consists of a set of tools and activities that enable the WSP to reach the target populations within its service area.

## **6.4 People (another “P”)**

### **6.4.1 Segmenting the Target Audiences**

According to Boffin:

“Each element of the marketing mix should be taken into consideration as the program is developed, for they are the core of the marketing effort. Research is used to elucidate and shape the final product, price, place, promotion and related decisions.” (Boffin 2001: 58).

When designing messages and marketing or sensitisation programmes it is important to segment the target audience. Men, women, the elderly, teenagers, vandals, landlords and tenants may respond differently to particular approaches. Boffin rightly argues that there is no such thing as selling to the general public, not even when it comes to water or sanitation (Boffin 2001: 58). Specific methods and techniques should be chosen or developed for specific audiences, groups or categories within the low-income urban areas.

In order to reach all members of the target group it is important to use a variety of methods and techniques. When a message is repeated and diffused in many places, throughout the community using a variety of “media”, it is more likely to be received and remembered. The variety of approaches used, will depend on the budget and what will be most effective with the target audience(s).

There exist a large variety of (social) marketing, sensitisation and education methods and techniques. In this context we can only describe the methods and techniques most commonly used during sensitisation, information and marketing programmes carried within the framework of water supply and sanitation programmes.

### **6.4.2 Social Marketing Mixes & Reaching the Unreachable?**

With the UBSUP programme the WSTF intends to reach all residents of the target areas. The social marketing campaign & tools, therefore, should be able to “reach” specific locations and population categories. For instance, special tools (methods and techniques will have to be used to reach Muslim women in specific towns (e.g. Garissa, Mandera, Moyale) and areas.

Specific sanitation practices will also influence the toilet user manual. For example, Muslims should know where to dispose of the water they use for anal cleansing (if the toilet constructed is a Urine Diverting Dry Toilet).

The UBSUP programme will develop social marketing mixes for various locations. These mixes should consider the following factors:

- Religion.
- Anal cleansing practices.

- Specific taboos concerning or affecting sanitation (e.g. in-laws not being allowed to share toilets).
- Soil conditions and high water tables.
- Population and habitation densities. etc

### 6.4.3 Social Marketing Forums

In many instances, most people often learn about improved sanitation technologies (options) from their neighbours, public health workers, public meetings like Chiefs' Baraza and community health workers or sanitation peer groups. Promotion of hygiene and improved sanitation can also be achieved through public meetings, religious organizations, schools and women groups who act as focal points for information dissemination. Other sanitation and hygiene promotion strategies include creation of health awareness and training of artisans and community leaders, construction of demonstration facilities, provision of construction materials, provision of construction equipment and enforcement of the Chief's Act and Public Health Act.

### 6.5 *UBSUP's Key Products*

The main (& linked) UBSUP products are:

1. **The UBSUP toilets (including hand washing facility) & the UBSUP Toilet User Manual (laminated and put up in each toilet).** The WSTF is not only interested in the toilet but the UBSUP programme also has a key interest in these toilets being properly used in order to reduce public health risks.
2. **The manual and poster on hygiene practices** (hand washing, anal cleansing, etc.).
3. **Compost produced by the UBSUP toilet.** The WSTF aims to promote the proper use of compost (closing the sanitation loop).

In the following chapter the outline of the social marketing programme (& set of activities) is given for each product.

## 7. UBSUP's Sensitisation & Social Marketing Approach (2)

### 7.1 *Introduction*

UBSUP-Kenya Social Marketing team proposes the following Social Marketing strategies to promote demand and adoption of improved basic sanitation project with reference to innovative options:

### 7.2 *Approach*

For the development of messages and materials, the UBSUP programme will draw on modern commercial advertising techniques. During the pilot phase UBSUP will also use focus groups, consisting of the residents of the target areas as well as marketing experts, to participate in the design and testing of messages, media and activities. The objective will be to assess the impact (reach) of the social marketing package but also to estimate required activity frequencies and duration.

In the following section the outline of the social marketing programme (& set of activities) is given for each UBSUP product (see section 6.5).

### 7.3 From Being Aware to Buying a Product

The table below provides the social marketing objectives, target groups, messages, media and locations that are relevant to the promotion and sale of the improved UBSUP toilet and for the other UBSUP products. The subsequent tables all start at national level activities all ending with social marketing activities taking place at plot level. Gradually the emphasis changes from:

**Awareness creation >> Sensitisation >> Social marketing >> Sales (data collection) >> Usage**

Usage is included as the WSTF want to ensure that all facilities are used properly and that the programme results in sustainable access to improved sanitation.

The tables below show how activities are sequenced according to time and space.

Table 7.1: Social marketing, time and space considerations

Level		Time & space sequencing of activities		
		Focus	Message	Media
	National level	Awareness creation	Sanitation & UBSUP	TV/Radio/ newspaper
	WSP level	Awareness & Sensitisation	UBSUP toilet program	Road show/local radio
	Town level	Sensitisation & Marketing	UBSUP toilet	Local radio/billboards
	Area level	Marketing & Sale	How to get	Barazas/brochures/house visits
	Plot level	Sale, assembly & after-care	Getting and O&M	House visits/brochures/manual

### 7.4 Marketing the UBSUP Toilet

The table below shows the outline of the social marketing programme for the marketing of the UBSUP toilet(s).



Table 7.2: Social marketing of the UBSUP toilet

Product: >>	Improved UBSUP toilet (SafiSan)			
Objective <sup>(1)</sup>	Target group(s)	Message(s)	Media	Place
<b>Awareness creation</b>	General population	UBSUP programme	Radio/TV message	National
	Population of LIAs	Right to sanitation	Road show	
	WSPs	Improved toilet +	WSP workshops	
		Attributes		
		Sanitation policy		
<b>Sensitisation</b>	Population of LIAs	UBSUP programme	Radio/TV message	WSP
	Landlords	Right to sanitation	Road show	City
	Tenants	Advantages of toilet	Brochures	Town
		Toilet attributes	Billboards	
		By-laws		
		Sludge management	Workshop	
<b>Marketing / Promotion</b>	Population of specific LIAs	Right to sanitation	Barazas	Area
	Landlords	Toilet attributes	Brochures	
	Tenants	Use of toilet	Billboards & posters	
		Emptying of toilet	House visits	
		How to get a toilet <sup>(2)</sup>	Demonstration toilets	
<b>Explanation/specification</b>	Interested residents	Toilet attributes	House visit	Plot
		Use of toilet	Brochure	
		How to get a toilet	Procedure brochure	
		Site selection	Yard visit	
		Financing the toilet	Demonstration toilets	
<b>SALE (Registration &amp; deposit)</b>	Potential customers	Use of toilet	House visit	Plot
Including data collection at plot level (no. of people, etc.)		How to get a toilet	Brochure	
		Site selection	Procedure brochure	
		Financing the toilet	Brochure	
		How to use & maintain	Agreement of use	
<b>Assembly of toilet</b>	Customer/beneficiary	Explain assembly	House visit	Plot
		Use of toilet	Manual	
<b>Use</b>	Customer/beneficiary	Proper use	Manual	Plot
			House visit	

1): Columns should be read as stand-alone texts. In other words, there is direct link between the texts placed on a row

2): Post Construction Incentive component, deposit and payment (loan repayment) modalities.

#### 7.4.1 *Attributes & Benefits to the Customers*

During the preparation and implementation of the social marketing programme a distinction will be made between:

- The attributes of the structure (i.e. the toilet) itself.
- The benefits to the users once they start using the toilet.

#### **7.4.2 Price & Number of Toilet Units**

The social marketing programme will focus on the price of the toilets and on its post construction incentive component (this is your chance to get a cheap but high quality toilet). In order to convince landlords to invest in improved sanitation the social marketing programme will have to emphasise that additional toilets units are significantly cheaper than the first unit as additional units will be connected to the previous ones (the first unit has 4 wall whereas all additional units only have 3 walls).

#### **7.4.3 Promotion through Demonstration Toilets**

The UBSUP team believes that the following toilet attributes can be used during the social marketing campaign:

- Attractive design of the toilet.
- High quality.
- Short construction period.

These attributes can be demonstrated easily by constructed (for example, during *barazas*) and visiting demonstration toilets. A toilet (super structure only?) can be constructed at one private site and used as a demonstration and sample for others.

#### **7.4.4 Promotion & Sales using SMS and Social Media**

##### **SMS & MPESA**

SMS services can be used to enable potential customers to register themselves for a house visit by one of the sanitation marketers or for a toilet.

The WSP can also help the companies to send bulk SMS' to the people who have water connections and receive their water bills via SMS'.

##### **Social Media**

Social media (available on simple (android-powered) smart phones can be used for promotional purposes. For example, the construction of a toilet can be shown on a short YouTube clip.

#### **7.4.5 Sale of Toilets and the Need for Plot-level Data**

In addition to registering the personal data of the person(s) paying for the toilet, there is need to collect and store some data on the plot and its residents:

- Number of people living on the plot.
- Number of existing toilets.
- What will happen to the existing facilities?
- Will the toilet be put up at a secure site (risk of theft & vandalism)?
- How many toilet units have been ordered?
- Etc.

#### **7.4.6 Sustainability & Toilet Use**

In order to ensure the sustainability of the programme and the UBSUP toilets the users will

receive a toilet manual and posters. The manual will focus on toilet maintenance whereas the poster will explain the use of the toilet.

The Sanitation Marketers will be key in ensuring that they follow up on the usage of the toilet and its maintenance even after it is constructed.

### 7.5 Promotion of Improved Hygiene Practices

The table below provides the social marketing objectives, target groups, messages, media and locations that are relevant to the promotion of improved hygiene practices and the use of the hand washing facility.

Table 7.3: Social marketing of the UBSUP hygiene practices manual

Product: >>	Manual and poster on hygiene practices			
Objective (*)	Target group(s)	Message(s)	Media	Place
<b>Awareness creation</b>	General population	UBSUP programme	Radio/TV message	National
	Population of LIAs	Right to sanitation	Road show	
	WSPs	Improved toilet +	WSP workshops	
		Sanitation & health		
		Hygiene practices		
		Sanitation policy		
<b>Sensitisation</b>	Population of LIAs	UBSUP programme	Radio/TV message	WSP
	Landlords	Sanitation & health	Road show	City
	Tenants	Hygiene practices	Brochures	Town
		Toilet attributes	Billboards	
		By-laws	Demonstration toilets	
		Sludge management		
<b>Marketing / Promotion</b>	Population of specific LIAs	Right to sanitation	Barazas	Area
		Use of toilet	Brochures	
		Sanitation & health	Billboards & posters	
		Hygiene practices	House visits	
		Sludge management	Demonstration toilets	
<b>Explanation/specification</b>	Interested residents	Use of toilet	House visit	Plot
		Site selection	Brochure	
		Sanitation & health	Yard visit	
		Hygiene practices	Demonstration toilets	
<b>Registration &amp; deposit</b>	Potential customers	Use of toilet	House visit	Plot
		Sanitation & health	Manual	
		Hygiene practices	Poster	
		Keeping toilet clean	Agreement of use	
<b>Assembly of toilet</b>	Customer/beneficiary	Appointment	House visit	Plot
		Sanitation & health	Manual	
		Hygiene practices	Poster	
<b>Use</b>	Customer/beneficiary	Proper use	Manual	Plot
		Sanitation & health	Poster	
		Hygiene practices	House visit	

\*) : Columns should be read as stand-alone texts. In other words, there is direct link between the texts placed on a row.

## 7.6 Marketing Compost

The table below provides the social marketing objectives, target groups, messages, media and locations that are relevant to use (management) of compost produced by UBSUP toilets.

Table 7.4: Social marketing of the compost produced by the UBSUP toilets

Product: >>	Compost produced by the UBSUP toilet			
Objective (*)	Target group(s)	Message(s)	Media	Place
<b>Awareness creation</b>	General population	UBSUP programme	Radio/TV message	National
	Population of LIAs	Right to sanitation	Road show	
	WSPs	Improved toilet +	WSP workshops	
		Compost management		
		Closing the loop		
		Sanitation policy		
<b>Sensitisation</b>	Population of LIAs	UBSUP programme	Radio/TV message	WSP
	Landlords	Toilet attributes	Road show	City
	Tenants	Safe compost	Brochures	Town
	Manual emptiers	Compost management		
		Closing the loop		
		By-laws		
<b>Marketing / Promotion</b>	Population of specific LIAs	Right to sanitation	Barazas	Area
	Manual emptiers	Proper use of toilet	Poster	
	Landlords	Safe compost		
	Tenants	Compost management		
		Closing the loop		
<b>Training</b>	Manual emptiers	Proper use of toilet	Emptiers manual	Area
		Proper emptying	Brochure	
		Safe compost	Yard visit	
		Compost management	Demonstration toilets	
		Closing the loop		
<b>Emptying of the toilets</b>	Manual emptiers	Proper use of toilet	Emptiers manual	Plot
		Proper emptying	Brochure	
		Safe compost	Yard visit	
		Compost management	Demonstration toilets	
		Closing the loop		

\*): Columns should be read as stand-alone texts. In other words, there is direct link between the texts placed on a row.

It is important to emphasise that, as the products are linked, there will be some overlap between the social marketing of the various products in terms of activities, messages, media locations and target groups. For instance, there is overlap between sensitisation on the use of the toilet, toilet emptying and compost management.

## 7.7 Who does What?

The table below shows the organisations and persons responsible for- or involved in the various components and activities of the social marketing programme.

Table 7.5: Social marketing; Who does what?

Product: >>	All UBSUP products			
Objective (*)	Target group(s)	Level	Media/Activity	People
Awareness creation	General population	National	Radio/TV message	WSTF >> Media house
	Population of LIAs		Road show	WSTF >> Media house
	WSPs		WSP workshops	WSTF/UBSUP
Sensitisation	Population of LIAs	WSP Town City LIAs	Radio/TV message	WSTF >> Media house
			Road show	WSTF >> Media house
			Brochures	UBSUP
			Billboards	WSTF >> Media house
	Demonstration toilets		WSTF/supplier > WSP > LA	
Manual emptiers	Workshops	WSTF >> Trainers		
Marketing / Promotion	Population of specific LIAs (including landlords and tenants)	Area	Barazas	Chiefs/WSP <sup>(3)</sup>
			Brochures	WSTF
			Billboards	WSTF/media house
			Posters	WSTF
			Demonstration toilets	WSTF/supplier > WSP > LA
	House visits		WSTF >> Social Animators	
Manual emptiers	On-the-job training	Trainers		
Identify & explain	Interested residents	Area	House & yard visit	WSP >> Social Animators
			Brochure(s)	WSTF
			Procedure brochure	WSTF
			Demonstration toilets	WSTF/supplier > WSP > LA
SALE Registration & depositing	Potential customers	Plot	House & yard visit	WSP >> Social Animators
			Brochure(s)	WSTF
			Procedure brochure	WSTF
			Registration	SA >> WSP
			Agreement of use	WSTF >> WSP
Assembly of toilet	Customer/beneficiary	Plot	House & yard visit	WSP >> Social Animators
			Manual & poster	WSTF >> WSP >> SA
			Assembly manual	WSTF >> WSP >> Artisans
Use of toilet	Customer/beneficiary	Plot	House & yard visit	WSP >> Social Animators
			Manual & poster (for toilet)	WSTF >> WSP >> SA
Emptying of the toilets	Manual emptiers		Emptiers manual & training	WSTF >> WSP >> Trainers
Training requirements	WSP staff	WSP	Awareness workshop <sup>(1)</sup>	WSTF
	WSP staff		Implementation Workshop	WSTF
	Local Authority		Awareness workshop <sup>(1)</sup>	WSTF >> WSP
	Manual emptiers		Emptiers manual & training <sup>(2)</sup>	WSTF >> Trainers
	Artisans		Assembly manual & training	WSTF >> Trainers
	Social Animators		SA manual & training	WSTF >> Trainers

1) Including the programme &amp; tools

2) Using demonstration toilets

3) Preferably the pro-poor units of the WSP take active parts in all WSP-organised activities

4) The objective of the workshop is to train WSP staff on the implementation of the programme (including financing, reporting, disbursements, etc.)

## 7.8 Roles and Responsibilities of the Water Service Provider

The roles and responsibilities of the WSP during the UBSUP Programme can be summed up as follows:

Table 7.6: Social marketing; Roles and responsibilities of the WSPs

Activity	Level	Role of the WSP
Market analysis/data collection <sup>4</sup>	WSP/town/LIA	<ul style="list-style-type: none"> <li>• Liaising with local urban communities</li> <li>• Carry out a needs assessment using WSTF tools</li> </ul>
Project preparation	WSP	<ul style="list-style-type: none"> <li>• Preparation of the project proposal</li> <li>• Project preparatory activities</li> <li>• Developing the project work plan</li> <li>• Establish &amp; manage the Project task Team</li> </ul>
Awareness creation	National	<ul style="list-style-type: none"> <li>• Distribution of brochures</li> <li>• Identifying billboard locations</li> </ul>
Sensitisation	WSP/City/ Town/LIAs	<ul style="list-style-type: none"> <li>• Support to the road show</li> <li>• Distribution of brochures</li> <li>• Identifying billboard locations</li> <li>• Assembly of demonstration toilets</li> <li>• Facilitation of the workshop</li> </ul>
Marketing / Promotion	Area level	<ul style="list-style-type: none"> <li>• Co-organise the <i>Barazas (with the Chief &amp; Task Team)</i></li> <li>• Distribution of brochures</li> <li>• Identifying billboard locations</li> <li>• Assembly of demonstration toilets</li> <li>• Managing the Sanitation Marketers</li> </ul>
Identify & explain	Area level	<ul style="list-style-type: none"> <li>• Managing the Sanitation Marketers</li> <li>• Distribution of brochures</li> <li>• Assembly of demonstration toilets</li> </ul>
SALE (registration & depositing)	Plot	<ul style="list-style-type: none"> <li>• Managing the registration database</li> <li>• Issuing and managing signed "Agreements of use"</li> <li>• Distribution of manuals &amp; posters</li> <li>• Requesting demand-driven disbursements from WSTF</li> </ul>
Assembly of toilet	Plot	<ul style="list-style-type: none"> <li>• Ensuring the site is right</li> <li>• Distribution of assembly manuals</li> <li>• Supervision of assembly (teams)</li> <li>• Ensuring that all toilets have O&amp;M manual &amp; poster</li> </ul>

<sup>4</sup> Carrying out market research is a first step in the marketing approach. In other words an assessment of the (potential) market for a product or a service (or both) should always be based upon a detailed knowledge of the existing clientele and the potential clientele. This implies studying the behavioural patterns of the (potential) clientele and gathering data on the size of the potential clientele (for example the population of particular town sections), current use of the product or service, willingness and ability to pay etc. Collecting data also implies carefully analysing customer complaints. It should be noted that data collection is not only required for marketing. If a WSP intends to carry out feasibility study or intends to extend its operations (its network) it requires detailed demographic and socio-economic data as well as data on water supply and consumption patterns.

Table 7.6: Social marketing; Roles and responsibilities of the WSPs (cont.)

Activity	Level	Role of the WSP
Use of toilet		<ul style="list-style-type: none"> <li>Monitoring the O&amp;M of the project toilets</li> <li>Proposing additions, improvements (etc.) to the WSTF</li> </ul>
Emptying of toilets	Plot	<ul style="list-style-type: none"> <li>Training of sanitation teams and exhauster operators</li> <li>Analysis of emptying &amp; sludge management practices</li> </ul>
Training requirements	National/ regional/ WSP	<ul style="list-style-type: none"> <li>Participate in the WSP staff introduction workshop</li> <li>Participate in the WSP Implementation Workshop</li> <li>Organise the WSP staff awareness meeting/workshop</li> <li>Organise &amp; facilitate the workshop for LIAs</li> <li>Organise &amp; facilitate the training of Sanitation Teams</li> <li>Organise &amp; facilitate the training of Sanitation Marketers</li> </ul>
Evaluation of the project	WSP	<ul style="list-style-type: none"> <li>Use the WSTF tools to evaluate the UBSUP programme</li> </ul>

## 8. Awareness > Sensitisation > Social Marketing > Training

The study, testing and pilot phase of the UBSUP programme should provide the key elements of the:

- Awareness & Sensitisation
- Social marketing and
- Training programme.

### 8.1.1 Awareness Creation

The table below shows the key components and messages of the WSTF/UBSUP awareness programme.

Table 8.1: UBSUP awareness programme

No.	Awareness	Focus	Target audience	Media
<b>A</b>	<b>Awareness creation</b>			
1	Sanitation in the low income urban areas of Kenya <sup>(1)</sup>	Public health	General public / residents of LIAs / WSPs	TV/radio messages/ road shows
2	Sanitation is a human right	Development & health		
3	Sanitation and the new Constitution	Development & health		
4	Sanitation and Vision 2030	Development & health		
5	What is the UBSUP programme?	Scope & objectives		
6	WSTF/UBSUP objectives	Objectives		
7	WSTF/UBSUP products	Products		
8	WSTF/UBSUP approach	Approach		
9	How the WSPs can apply	Procedure	General public / WSP	UPC-UBSUP / WSTF procedures & toolkit / WSTF Introductory Workshops
10	Involvement of other stakeholders	Procedure		
11	Implementation of UBSUP projects	Procedure	WSP	
12	The UBSUP projects layer in MajiData	MajiData		
13	Operation of UBSUP facilities	Procedure		

1): Based on the results obtained with the UBSUP Preparatory Study

### 8.1.2 Sensitisation

The table below shows the key components and messages of the WSTF/UBSUP sensitisation programme:

Table 8.2: The UBSUP sensitisation programme

No.	Awareness	Focus	Target audience	Media
<b>A</b>	<b>Sensitisation components &amp; messages</b>			
1	Importance of having access to good sanitation	Public health	General public / residents of LIAs / PHO / Local Authority	TV/radio messages/ road shows/ Barazas / brochures
2	Sanitation is a human right	Development & health		
3	Landlords have an obligation to provide good sanitation	Rights & by-laws		
4	What is improved sanitation	Description		
5	Importance of hand washing	Public health		
<b>B</b>	<b>Sanitation as a cost</b>			
1	Improving sanitation => a healthier & happier family	Family health	General public / residents of LIAs / PHO / Local Authority	TV/radio messages/ road shows/ Barazas / brochures
2	Improving sanitation => spending less on medication	Household priorities (health) & expenditures		
3	Improving sanitation => spending less on clinics			
4	Improving sanitation => more time for your family			
5	Improving sanitation => more time for business & work			
<b>C</b>	<b>Attributes of the UBSUP toilet</b>			
1	Easy to use & offers privacy and security	Advantages of improved sanitation and of the UBSUP toilet in particular	General public / residents of LIAs / PHO / Local Authority	TV/radio messages/ road shows/ Barazas / brochures
2	Offers enough light, no smell, easy to clean & maintain			
3	A beautiful toilet, durable and user-friendly			
4	Affordable toilet (incentivised) & quick assembly			
5	A solution for areas with a high water table			
6	A solution for areas with sandy or rocky soils			
7	A solution for areas where space is a problem			
8	A solution for areas where pit construction is expensive			
9	A solution for areas where sewage dumping is common			
10	A solution for areas where (urban) farming is common			
11	The UBSUP toilet is 100% termite resistant			
12	The treated sludge is safe!			



### 8.1.3 Social Marketing

The table below shows the key components & messages of the social marketing programme:

Table 8.3.1: General attributes of the UBSUP toilet to be used during social marketing

No.	Awareness	Focus	Target audience	Media
<b>A</b>	<b>Sensitisation components &amp; messages</b>			
1	Importance of having access to good sanitation	Public health	Residents of LIAs / interested residents	<i>Barazas</i> / brochures / house visits
2	Sanitation is a human right	Development & health		
3	Landlords have an obligation to provide good sanitation	Rights & by-laws		
4	What is improved sanitation	Description		
5	Importance of hand washing	Public health		
<b>B</b>	<b>Sanitation as a cost</b>			
1	Improving sanitation => a healthier & happier family	Family health	Residents of LIAs / interested residents	<i>Barazas</i> / brochures / house visits
2	Improving sanitation => spending less on medication	Household (health) priorities & expenditures		
3	Improving sanitation => spending less on clinics			
4	Improving sanitation => more time for your family			
5	Improving sanitation => more time for business & work			
<b>C</b>	<b>Attributes of the UBSUP toilet</b>			
1	Easy to use & offers privacy and security	Advantages of improved sanitation and of the UBSUP toilet in particular	Residents of LIAs / interested residents	<i>Barazas</i> / brochures / house visits
2	Offers enough light, no smell			
3	Easy to clean & maintain			
4	Durable and user-friendly			
5	A solution for areas with a high water table			
6	A beautiful toilet			
7	Quick assembly			
8	A solution for areas with sandy soils			
9	A solution for areas with rocky soils			
10	A solution for areas where space is a problem			
11	A solution for areas where pit construction is expensive			
12	A solution for areas where sewage dumping is common			
13	A solution for areas where (urban) farming is common			
14	The UBSUP toilet is 100% termite resistant			
15	The treated sludge is safe!			
<b>D</b>	<b>Affordability</b>			
1	The UBSUP toilet is affordable	Advantages of improved sanitation and of the UBSUP toilet in particular	Residents of LIAs / interested residents	<i>Barazas</i> / brochures / house visits
2	The UBSUP toilet is incentivised; this is your chance!!			
3	Financing options are available			
4	Save on pit emptying and (new) pit digging			

Table 8.3.2: Social marketing programme

No.	Social Marketing Components & Messages	Focus	Target audience	Media
<b>A</b>	<b>WHY WE ALL NEED GOOD SANITATION</b>			For all messages in Section A
1	Sanitation has low priority (willingness to invest)	Health & Cost	Landlords & tenants	Leaflet
2	A good toilet is not affordable	Cost		Poster
3	Landlords do not care about tenants	Social & Cost		Public address
4	Landlords are not willing to invest in better sanitation	Social & Cost		Radio message
5	Poor sanitation often means poor health	Health		Brochure
6	Sanitation is a human right!	Policy		
7	Observe by-laws	Policy		
<b>B</b>	<b>(How to) GET THE BEST TOILET</b>			For all messages in Section B
1	Durable & termite proof	O&M	Landlords & tenants	Leaflet
2	Easy to keep clean & maintain <sup>(1)</sup>	O&M		Poster
3	Easy to empty & safe disposable waste	O&M		Public address
4	User-friendly (easy to use)	Usage		Radio message
5	Beautiful & cool	Usage		Brochure
6	Easy procedure to get your toilet	Procedure & contact details		Brochure
7	Subsidy, small deposit required & available financing	Procedure		Brochure
<b>C</b>	<b>TOILET CONSTRUCTION: EASY AND FAST</b>			For all messages in Section C
1	Easy & quick assembly	Construction	Landlords	Leaflet
2	Space efficient	Construction		Poster
3	No need for a pit <sup>(2)</sup>	Construction & Cost		Public address
4	No need to construct new latrine when old is full	Construction & Cost		Radio message
5	No need to dig a new pit when old one is full	Construction & Cost		
<b>D</b>	<b>HOW MUCH DOES THE TOILET COST?</b>			For all messages in Section D
1	Affordable (& post construction incentive)	Cost	Landlords	Leaflet, poster
2	Waste can be used as compost	Cost & Environment		Public address, radio message
<b>E</b>	<b>A BETTER TOILET MEANS BETTER HEALTH FOR YOU AND YOUR FAMILY</b>			For all messages in Section E
1	Safe sanitation & safe compost	Health	Landlords & tenants	Leaflet, poster
2	Equipped with hand washing facility	Health		Public address, radio message
3	Can be placed near the well(no environmental. Hazard)	Health & construction		

### 8.1.4 Manuals & Training Programmes

The table below shows the key components and messages of the WSTF/UBSUP (user) manuals and the UBSUP training programmes:

Table 8.4: UBSUP user manuals &amp; training programmes

No.	UBSUP user manuals & training programmes	Focus	Target audience	Media
<b>A</b>	<b>User manuals: How to use the toilet</b>			
1	This is your toilet	Use / O&M	Users / Owners / Emptiers	House visit / Brochure / Manual
2	How to use the toilet?			
3	Importance of keeping toilet clean (clean toilet & health)			
4	Tips on how to keep your toilet clean and in good condition			
5	How to keep the toilet clean? / Who should clean the toilet?			
6	Anal cleansing (use & disposal of tissues)			
7	Anal cleansing (use & disposal of paper bag, newspapers)			
8	Anal cleansing (use and disposal of water)			
9	Dumping wastes in the toilet			
10	The hand washing facility			
11	How and when to use the hand washing facility			
<b>B</b>	<b>Maintenance and repair of the toilet</b>			
1	Number of users per toilet	Use / O&M	Users / Owners / Emptiers	House visit / Brochure / Manual
2	Men and women sharing the toilet			
3	When is your toilet full?			
4	How to empty your toilet? (and by whom)			
5	Exhausting of the toilets			
6	Is the waste safe? / When is the waste safe?			
7	Who should handle the waste?			
8	Treated waste and closing the loop / Compost can be business			
9	What to do if your toilet has a problem?			

<b>C</b>	<b>Training manuals and programmes are required for:</b>			
1	<b>WSP staff</b>	Project implementation /project & toilet O&M / MajiData	WSP staff	Manual / workshop / toolkit
2	<b>County Resident Monitors</b>		CRMs	Manual / workshop / toolkit
3	<b>Sanitation Marketers</b>	Social marketing / site selection / procedures	Sanitation Marketers	Manual / workshop
4	<b>Toilet Assembly Teams (artisans)</b>	Site selection & assembly & handover	Assembly teams	Manual / workshop
5	<b>Manual Emptiers</b>	Emptying & safe disposal	Sanitation Marketers	Manual / workshop

## 9. Ecological Sanitation, Social Marketing & Risks

### 9.1 Key Risk factors of the UBSUP Programme

The table below shows the key risk factors the UBSUP programme may be faced with. Some of these factors and their impact can be assessed by analysing the results of the study. Others can be considered during the testing & piloting phase. Again, others are only likely to “surface” during the up-scaling phase of the programme.

The table below (see also Appendix 3) shows the main risks the UBSUP programme is likely to be faced with as well as the proposed mitigation measures.

Table 9.1: UBSUP, risks and social marketing

No.	Risk factors & Attributes	Assessed during UBSUP Phase	Risks & Attributes	Mitigation/Impact Activity	
				Phase	If found to be true
<b>A</b>	<b>Social norms &amp; customs</b>				
1	Spraying ashes is taboo	STUDY		O&M	Sensitisation
2	Facing Mecca is taboo	STUDY		Construction	Siting & construction
3	Sharing toilets is taboo: with in-laws	STUDY		Usage	Sensitisation
4	Sharing toilets is taboo (neighbours)	STUDY		Usage	Sensitisation
5	Handling children's' faeces is a taboo (Kisii)	STUDY		O&M	Sensitisation
6	Pit emptying and disposal not done by everybody	STUDY		O&M	Sensitisation
<b>B</b>	<b>Relevant social practices</b>				If found to be true
1	Hand washing is not common	STUDY		Health	Sensitisation
2	Use of newspapers & cement bags (instead of tissue)	STUDY		Usage	Sensitisation (manual)
3	Anal cleansing with water (Muslims)	STUDY		Usage	Sensitisation (manual)
4	Keeping toilet clean is not common	STUDY	Health & usage	Sensitisation (manual)	
5	Lack of personal hygiene (variety of reasons)	STUDY	Usage	Sensitisation	
6	Houses are not cleaned (due to a variety of reasons)	STUDY	Health	Sensitisation	
7	Drinking of untreated water (variety of reasons)	STUDY	Health	Sensitisation	
<b>C</b>	<b>Potential constraints</b>				
1	Sanitation has low priority (willingness to invest)	STUDY	<b>RISKS</b>	Health & Cost	Marketing
2	Price of UBSUP toilet is not affordable	STUDY		Cost	Marketing
3	Compost & sludge emptying, transport & disposal	STUDY		Health & Environ.	Design & up-scaling
4	Cultural: handling compost	STUDY		Social	Sensitisation
5	Up-scaling & materials >> meet demand quickly	STUDY		Up-scaling	Design & up-scaling
6	Space & toilet siting	STUDY		Construction	Marketing
<b>D</b>	<b>Assumptions (negative)</b>				If found to be true
1	Sanitation is poor	STUDY		Health	Awareness creation
2	Sanitation is not a priority	STUDY		Cost	Awareness creation
3	Landlords do not care about tenants	STUDY		Social & Cost	Marketing
4	Landlords are not willing to invest	STUDY	Social & Cost	Marketing	
5	Toilet is not affordable	STUDY	Cost	Adapt design & subsidy	
6	Waste is safe/waste market	STUDY	Health & Environ.	Marketing	
<b>F</b>	<b>Product disadvantages</b>				
1	Long sanitation chain	TESTING/PILOT	Up-scaling	Design & training	
2	CB-UDDT: Depend on outsiders	TESTING/PILOT	Usage	Awareness & training	
3	Complicated use; How does it work? <sup>(2)</sup>	TESTING/PILOT	Usage	Sensitisation (manual)	
4	How does the emptying and disposal work?	TESTING/PILOT	Usage	Sensitisation (manual)	
6	Can be used to dump solid wastes	TESTING/PILOT	Usage/O&M	Sensitisation (manual)	
7	Can be used for other purposes (e.g. storage)	Up-scaling	Usage/O&M	Sensitisation & contract	
8	Can be dismantled and part sold or given other use	Up-scaling			
9	Parts of toilet or entire toilet can be stolen	Up-scaling			
10	One unit can be used by more than 10 persons	Up-scaling	Usage	Sensitisation & contract	

Table 9.1: UBSUP, risks and social marketing (cont.)

G	Product attributes				
1	Durable & termite proof	TESTING/PILOT	ATTRIBUTES	O&M	Marketing
2	Easy to keep clean & maintain <sup>(1)</sup>	TESTING/PILOT		O&M	Marketing
3	Easy to empty & safe disposable waste	TESTING/PILOT		O&M	Marketing
4	User-friendly (easy to use) <b>no smell &amp; enough light!</b>	TESTING/PILOT		Usage	Marketing
5	Beautiful & cool	TESTING/PILOT		Usage	Marketing
6	Safe sanitation & safe compost	TESTING/PILOT		Health	Marketing
7	Equipped with hand washing facility	TESTING/PILOT		Health	Marketing
8	Can be placed near the well (no environm. Hazard)	TESTING/PILOT		Health & construction	Marketing
9	Easy & quick assembly	TESTING/PILOT		Construction	Marketing
10	Space efficient	TESTING/PILOT		Construction	Marketing
11	No need for a pit <sup>(2)</sup>	TESTING/PILOT		Construction & Cost	Marketing
12	No need to construct new latrine when old is full	TESTING/PILOT		Construction & Cost	Marketing
13	No need to dig a new pit when old one is full	TESTING/PILOT		Construction & Cost	Marketing
14	Affordable (& post construction incentive)	TESTING/PILOT		Cost	Marketing
15	Waste can be used as compost	TESTING/PILOT		Cost & Environment	Marketing
16	Sanitation is a human right!	TESTING/PILOT		Policy	
E	KAP Focus & "Sanitation Jump"				
1	KAP Focus priority <sup>(3)</sup>	STUDY/PILOT		Social	Sensitisation
2	Sanitation Jump <sup>(4)</sup>	STUDY/PILOT		Social	Sensitisation

1): Compare Investment & O&M costs with traditional pit latrine

2): Best solution for areas with high water tables, rocky & sandy soils)

3): KAP: Knowledge > Attitude > Practice

4): Adoption > Upgrade > No action

## 9.2 Use of UBSUP Toilets by more than 10 Persons

The UBSUP programme aims to create and satisfy a demand for improved latrines. It will be rather difficult, however, to control the number of toilets that will be purchased to satisfy the sanitation needs of the residents that are living together on a plot. The UBSUP toilet unit has been designed for the continuous use by 10 persons. If (many) more than 10 people use the toilet the chambers (especially in the UDDT) fill up faster. If the compost has remained in a chamber for 6 months it can be considered safe for (indiscriminate) disposal. If the composting period is shorter, then the compost is not safe (it is likely it contains pathogens) and can therefore, not be disposed in local fields. The social marketing programme, therefore, will have to adopt a "1 toilet good for 10 people" focus and "rule".

## 10. UBSUP Testing & Piloting: Social Marketing and Customer Feedback

During the testing & piloting phase of the UBSUP programme the social marketing approach, techniques and tools will be tested and further refined. This will be done by adopting a participatory approach.

### Organising customer feedback

Integral part of the **CuAD & sense-itive** design (smell, cleanliness, enough light, privacy, soft surfaces) concept.

## 11. Evaluation of Social Marketing

The principal element of the evaluation of a marketing campaign involves measuring if objectives formulated at the outset have been met. The main objectives of an evaluation are to assess whether additional measures are required in order to achieve objectives that have not been met and to analyse the weaknesses of the adopted approach (message, media, means, methods, techniques, target group, etc.) chosen. Evaluation does not always concern a marketing or sensitisation programme. A customer satisfaction survey is one way of evaluating the impact of tariff change but also of the product or the service itself.

In this context it is important to emphasise that there does not exist a fundamental difference between a (social) marketing strategy & programme and a public sensitisation/information strategy and campaign in the sense that often the same methods, techniques and media are used. This is an important conclusion as WSPs are usually involved in both activities; A WSP has to inform its customers about a new water tariff, it may want to increase water sales and it may want to inform residents about the advantages for (public) health of using treated water. This means that whenever we discuss, for instance, marketing messages and programmes we usually also cover sensitisation and information aspects.

## 12. Budget Required for the Social Marketing Programme

The budget has to be discussed and allocated putting in mind that the programme is nation-wide and different costs will vary in different WSPs. However, WSTF should ensure that there is a Social Marketing budget template to guide the WSPs when doing a draft budget.

Appendix 2 shows a sample budget for Social Marketing for a WSP.

## 13. Definitions

Appendix 1 presents a large number of definitions that are often used in- or associated with social marketing. In this chapter we present the key definitions.

**Consumer adoption of technological innovations** is the [process](#) consumers use to determine **whether or not to adopt an [innovation](#)**. This process is influenced by [consumer](#) characteristics, such as personality traits and demographic or socioeconomic factors, the characteristics of the new product, such as its relative advantage and complexity, and social influences, such as opinion leaders. (Source: Wikipedia, keywords; Consumer adoption of technological innovations).

**Diffusion of Innovations** is a theory that seeks to explain how, why, and at what rate new [ideas](#) and [technology](#) spread through [cultures](#). [Everett Rogers](#), a professor of rural sociology, popularized the theory in his 1962 book *Diffusion of Innovations*. He said diffusion is the process by which an innovation is communicated through certain channels over time among the members of a social system. The origins of the diffusion of innovations theory are varied and span multiple disciplines. (Source: Wikipedia, keywords; Diffusion of innovations).

**Sensitization** is an example of non-associative [learning](#) in which the progressive

amplification of a response follows repeated administrations of a [stimulus](#).<sup>[1]</sup> An everyday example of this mechanism is a warm sensation followed by pain caused by constantly rubbing an arm. The pain is the result of the progressively amplified response of the [nerve endings](#). Sensitization is thought to underlie both adaptive as well as maladaptive learning processes in the [organism](#). (Bell IR, Hardin EE, Baldwin CM, Schwartz GE; 1995). (Source: Wikipedia, keywords; Sensitization).

**Social marketing** is the systematic application of [marketing](#), along with other concepts and techniques, to achieve specific behavioral goals for a social good.<sup>[1]</sup> Social marketing can be applied to promote merit goods, or to make a society avoid demerit goods and thus to promote society's wellbeing as a whole. For example, this may include asking people not to smoke in public areas, asking them to use seat belts, or prompting to make them follow speed limits.

Although "social marketing" is sometimes seen only as using standard commercial marketing practices to achieve non-commercial goals, this is an oversimplification.

The primary aim of social marketing is "social good", while in "commercial marketing" the aim is primarily "financial". This does not mean that commercial marketers cannot contribute to achievement of social good. (Andreasen, Alan R. (October 1995). (Source: Wikipedia, keyword; Social marketing).

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## Acronyms

BMGF:	Bill and Melinda Gates Foundation
BoQ:	Bill of Quantities
CBO:	Community-based organisation
CuAD:	Customer-Aided Design
EcoSan:	Ecological sanitation
GIS:	Geographic Information System
GIZ:	German Technical Cooperation (formerly GTZ)
KeBS:	Kenya Bureau of Standards
KfW:	Kreditanstalt für Wiederaufbau (German Development Bank)
MoPHS:	Ministry of Public Health and Sanitation
MPESA:	Mobile payment & saving system developed and operated by Safaricom
MS:	Microsoft
MWI:	Ministry of Water and Irrigation
NCWSC:	Nairobi City Water and Sewerage Company
NEMA:	National Environmental Management Authority
NGO:	Non-governmental organisation
ONEA:	Office National de l'Eau et Assainissement
PHO:	Public Health Officer
PSF:	Public sanitation facility
SPSS:	Statistical package for the social sciences
SuSanA:	Sustainable Sanitation Alliance
UBSUP:	Up-scaling Basic Sanitation for the Urban Poor
UNICEF:	United Nations Children's Fund
UPC:	Urban Projects Concept
WASREB:	Water Services Regulatory Board
WHO:	World Health Organisation
WS:	Water supply
WSB:	Water Services Board
WSP:	Water Service Provider
WSS:	Water supply and sanitation
WSTF:	Water Sector Trust Fund



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*Relevant Internet Sites*

MajiData: <http://majidata.go.ke>

SuSanA: <http://www.susana.org/>

Bill and Melinda Gates Foundation: <http://www.gatesfoundation.org>

## Appendices

### Appendix 1: Definitions used in Social Marketing

No.	Words /Concept	Definition
1	Annoyance	In marketing terms, it's the way people feel when they receive too much unsolicited marketing communication.
2	Barriers	Hindrances to desired behavior changes that are identified by the audience. These may be factors external or internal to audience members (e.g., lack of proper health care/sanitation facilities, the belief that fate causes illness and one cannot alter fate, lack of skill to use facilities correctly and so on.
3	Branding	Refers to the use of a name, term, symbol or design(or a combination of these) to identify accompany or product's name, logo or slogan.
4	Brand loyalty	A consistent preference for and choice of one particular company's Product or service.
5	Big idea	The idea that becomes a company's logo, slogan, or tagline .It's the heightened unique selling point or creative expression that is the focal point of a whole promotional campaign.
6	Benefits	Advantages that the audience identifies, which may or may not be directly associated with a behavior. These can be framed as the positive results, feelings, attributes, and so forth that the audience will obtain from the desired behavior change. Benefits are what you offer to the audience in exchange for the new behavior and can be thought of as "what's in it for them."
7	Benchmark measures	Starting points that are studied in relation to the degree of change following a promotional campaign.
8	Competition	Is the alternative to an offering.
9	Consumer orientation	Is about focusing on the needs and wants of consumers
10	Consumer satisfaction	The extent to which consumers' expectations of a product, service, or idea are met.
11	Demand	The degree to which a transaction/product is wanted.

12	Decay effects	Declines in advertising effectiveness that occur when advertising stops and consumers begin to forget about the company.
13	Exchange	The process of consumers giving up what they currently have, use, or believe for what is being offered.
14	Exchange theory,	The linchpin of the marketing approach indicates that by using the right promotion techniques to offer the right product at the right price, through the right distribution channels, potential buyers will exchange or give up what they currently have, use, or believe for what is offered. If a more desirable alternative is not offered, there will be no exchange.
15	Carryover effects	The point at which a consumer has been exposed to the company's message for so long that, when the time comes to by, the individual remembers the company.
16	Competition	The behaviors and related benefits that the target audience is accustomed to —or may prefer over — the behavior you are promoting. OR is any alternative to an offering.
17	Determinants of behavior factors	These are either internal or external to the individual) that influence an individual's actions or behaviors. Behavioral science theories and models list various determinants. For example, "degree of readiness to change" is a determinant within the trans theoretical, or stages of change, model.
18	Demographics	Population characteristics such as gender, age, educational levels, income and ethnicity.
19	Exchange	This applies to the concept that people compare the costs and benefits (see Barriers and Benefits) of performing a behavior before actually doing it. The benefits must outweigh the costs in order for people to perform a behavior.
20	"Four P's of Marketing"	This refers to the domains of influence to consider when planning intervention activities for reaching a target audience from multiple perspectives. These four domains, known as the "Four P's of Marketing," include: product, price, place, and promotion. (See also, Policy).
21	Market segment	A set of businesses or a group of individual customers with distinct characteristics
22	Market segmentation	Identifying specific groups (target markets) based on their needs attitudes, and interests.
23	Marketing mix	A combination of factors (product, price, promotion, place), based on an understanding of the wants and needs of the target market segment, to offer to the target market in exchange for what they currently do or believe.
24	Market research	This is research designed to enhance your understanding of the target

		audience's characteristics, attitudes, beliefs, values, behaviors, determinants, benefits, and barriers to behavior change in order to create a strategy for social marketing programs. Also called consumer or audience Research.
25	Market strategy	Is defined as a guiding plan of action for the entire social marketing program/process. Market strategy encompasses the specific target audience segments and influencing audiences such as, Target Audience, the specific desired behavior change goal, the benefits to be offered and the interventions that will influence or support the behavior change.
26	Place	Is defined as one of the "Four P's of Marketing," place is where and when the target audience will perform the desired behavior, access program products/services. It leads you to offer services or products in a location and manner that it is convenient and pleasant for the target audience. It also leads you to offer information when and where the audience is already thinking about your issue.
27	Policy	Is sometimes added to the "Four P's of Marketing," policy refers to the consideration of the laws or regulations that influence the behavior you want to change. This can include those laws or penalties you can use or enact to further encourage the behavior.
28	Price	Is one of the "Four P's of Marketing," price refers to the costs (financial, emotional, psychological, or time) or barriers (see Barriers) the audience members face in making the desired behavior change. Price leads you to plan interventions that reduce the costs of the desired behavior or increase the costs of the competing risk behavior.
29	Product	One of the "Four P's of Marketing," product refers to the desired behavior and associated benefits you are asking the audience to do, and tangible objects or services that support or facilitate behavior change.
30	Promotion	One of the "Four P's of Marketing," promotion includes the communication messages, materials, channels, and activities that will effectively reach your audience to promote the benefits of the behavior change as well as the product, price and place features of your program. Messages may be delivered through public relations, advertising, print materials, small-group or one-on-one activities, workshops, focused group discussions and other media. Promotion leads you to consider the type of media your target audience attends to, when and where they will attend to your messages, and the characteristics of the communication.
31	Target Audience	The group that your social marketing program seeks to reach and influence. This group is a selected portion (or segment) of a larger population that is directly affected by the concerned problem.
32	Social marketing	Is the process for influencing human behavior on a large scale, using marketing principles for the purpose of societal benefit rather than commercial profit.
33	Social	The obligation of an organization's management towards the welfare and

	responsibility	interests of the surrounding or far communities.
34	Social Loafing	Tendency of certain <u>members</u> of a <u>group</u> to get by with less effort than what they would have put when <u>working</u> alone. Its two <u>common</u> manifestations are (1) Free-rider effect, where some members do not put in their <u>share</u> of <u>work</u> under the <u>assumption</u> that others' efforts will <u>cover</u> their shortfall, and thus cause (2) Sucker effect, where the other (fully performing) members lower their efforts in <u>response</u> to the <u>free-riders' attitude</u> .
35	Social Network	Family, and friends and their <u>families</u> , that together <u>create</u> an interconnected <u>system</u> through which <u>alliances</u> are formed, help is obtained, <u>information</u> is transmitted, and strings are pulled. In an <u>organizational</u> setting, it usually constitutes the <u>group</u> of one's peers, <u>seniors</u> , and <u>subordinates</u> who <u>provide privileged information</u> on how to get things done, how the <u>power structure operates</u> , and who <u>holds</u> the strings at present.
36	<b>Community-based Social Marketing (CBSM)</b>	<b>An approach to achieving broad sustainable behavior in communities. It combines the knowledge from psychology and social marketing to leverage community members' action to change behavior. CBSM is more than education, it is spurring action <i>by</i> a community and <i>for</i> a community.</b>
37	<u>Marketing</u> positioning	Is the process by which marketers try to create an image or identity in the minds of their target market for its <u>product</u> , <u>brand</u> , or organization/ Positioning is also defined as the way by which the marketers create an impression in the customers mind.
38	Marketing re-positioning	This Involves changing the identity of a product, relative to the identity of competing products, in the collective minds of the target market.
39	Marketing de-positioning	This involves attempting to change the identity of competing products, relative to the identity of your own product, in the collective minds of the target market.
40	Threshold effects	The point at which an advertising or promotional campaign has begun to affect customers responses.
41	Wear-out effects	Declines in advertising effectiveness that occur when an ad or marketing communication becomes "old " or boring

- Sources used:
1. *Turning Point Social Marketing National Excellence Collaborative*
  2. *Community Based Social Marketing as a planning tool by Pamela Mae Pickens*
  3. *Wikipedia*
  4. *Integrated Advertising, Promotion, and Marketing Communications by Kenneth E.Clow & Donald Baack*
  5. *Contemporary Direct & Interactive Marketing by Liza Spillar& Baier.*

## Appendix 2: Sample Budget for Social Marketing

No.	Social marketing package	Units	Unit costs (KSh)	Costs (KSh)	For Phase 1 & 2 <sup>(1)</sup>	Remarks
1	SafiSan branded polo-shirts	10	1,200	12,000	Yes	Procured by WSTF
2	SafiSan branded baseball caps	10	1,000	10,000	Yes	Procured by WSTF
3	SafiSan long banner	1	12,000	12,000	Yes	Procured by WSTF
4	SafiSan drop banner	1	14,000	14,000	Yes	Procured by WSTF
5	SafiSan scale-model	1	7,000	7,000	Yes	Procured by WSTF
6	SafiSan toilet posters (laminated)	50	500	25,000	Yes	Procured by WSTF
7	Bags for Social Animators	4	2,000	8,000	Yes	Durable
8	Tablet computers	4	25,000	100,000	Yes	Android operation system
9	Megaphone	1	8,000	8,000	Yes	Using standard batteries
10	Party tent for <u>SafiSan Mini Fairs</u>	1	18,000	18,000	Yes	
11	Raincoats	4	2,500	10,000	Yes	Durable
12	Protective shoes (Bata)	4	2,500	10,000	Yes	Durable
13	Display table	1	10,000	10,000	Yes	For <i>barazas</i> , mini-fairs, etc.
14	Announcement on local radio	2	25,000	50,000		If considered useful
15	Flyers & brochures	400	60	24,000		For social marketing
16	Chairs for <i>barazas</i> (hiring) <sup>(2)</sup>	100	8,000/baraza	24,000		For 3 <i>barazas</i>
17	Airtime for the team	1 month	1,000	18,000		KSh 1,000/SA/month
18	<i>Barazas</i> (drinks, etc.)	3	5,000	15,000		Max. 3 <i>barazas</i> are required
19	Conference hall/room (hiring)	2	10,000	20,000		For training, <i>barazas</i> , etc.
20	“KonoSafi” posters (laminated) <sup>5</sup>	50	500	25,000		School
21	Miscellaneous	--	--	15,000		Assuming not available for Phase 2, etc.
22	<b>TOTAL:</b>			<b>435,000</b>	<b>100%</b>	
23	<b>TOTAL (Phase 1 &amp; 2, etc. <sup>(*)</sup>):</b>			<b>244,000</b>	<b>56%</b>	
24	<b>TOTAL (consumables Phase 1):</b>			<b>191,000</b>	<b>44%</b>	

<sup>5</sup> “The KonoSafi Superstar Hand-washing Comic Book” was developed by the WSTF, together with school children from Isiolo, for school sanitation activities.

## Appendix 5: Anal Cleansing Methods among Muslims



ISO 9001:2008 CERTIFIED

# Water Sector Trust Fund

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Up-scaling Basic Sanitation for the Urban Poor in Kenya  
(UBSUP-Kenya)

**BRIEF REPORT  
ON  
IMAM'S POSITION ON ANAL CLEANSING METHODS**

*By Fidelis Obworo (Friday, August 3, 2012)*



## **1.0 Summary.**

This brief report is a response to key concerns that came up during the development of the Social Marketing and Training Approach for the UBSUP Programme (***Social Marketing & Training Approach working document pg 6 item no 7***). To mitigate the arising information gaps, The Social working group team found it necessary to hold talks with Muslim officials (Imams) to establish details of their anal cleansing methods among others practices.

## **2.0 Objective.**

- The objective of the visit was to establish details on anal cleansing methods among Muslims.

## **3.0 Methodology**

A visit to Kibera Makina Mosque was planned on 3/8/2012 with the help of Mr. Abdul Abdurrahman Mohammed our GIZ driver who arranged the meetings with the Imams. Direct interviews, visits existing case issues & Observations were used during the discussions.

## **4.0 Officials**

The following officials (Imams) who took us through key Islamic sanitation practices.

- 1.1 Mr. Mohammed Omar- Head Islamic Teacher- 0722627220
- 1.2 Mr.Adbul Wahabu- Member of the Mosque-0722681787

## **5.0 Key findings**

- Muslim toilets can be built with the door facing any direction
- Muslims are NOT allowed to face Mecca when practicing Open Defecation/short call in open areas/fields.
- Within households sharing of toilet/door between men and women is allowed
- In all Public toilets, women are not allowed to share a toilet with men.
- The Muslims faith has provisions that allow the use of tissue paper or any other materials for anal cleansing in areas where water is scarce.

## **6.0 Conclusion.**

Based on the above findings, it is established that Muslims faith, anal cleansing methods, are not an impediment to the implementation of the UBSUP project at plot and household level.

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