Bridging public and private spheres for improved sanitation

Acknowledgements

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Cover: Nguyen Thi No (right) receives advice from the Women Union's representative (left) about the latrine her family was motivated to purchase through the EMW project. Photo credit: Mark Ommer

Partners:

Contents

Acronyms & abbreviations

CS WASH	Civil Society Water, Sanitation and Hygiene
CSO	Civil Society Organisation
DFAT	Department of Foreign Affairs and Trade
EARLE	East Asia Regional Learning Event
EMW	East Meets West (of Thrive Networks)[1]
GESI	Gender Equality and Social Inclusion
ICT	Information and Communications Technology
IDPoor	Identification of poor households programme (Cambodia)
iDE	International Development Enterprises
I&I	Innovation and Impact
ISF-UTS	Institute for Sustainable Futures, University of Technology Sydney
K&L	Knowledge and Learning
MDG	Millennium Development Goal
MERP	Monitoring, Evaluation and Review Panel
MHM	Menstrual Hygiene Management
MOU	Memorandum of Understanding
NamSaat	Health Workers (Laos)
NTT	Nusa Tenggara Timur
OBA	Output Based Aid
SanMark	Sanitation Marketing
SDG	Sustainable Development Goal
STBM	Sanitasi Total Berbasis Masyarakat (Community Led Total Sanitation)
UNICEF	United Nations Children's Emergency Fund
VND	Vietnamese Dong
VIHEMA	Ministry of Health in Vietnam
WASH	Water, Sanitation and Hygiene
WHO	World Health Organization
WSP	World Bank Water and Sanitation Program
WVU	Vietnam Women's Union

[1] East Meets West (EMW) is part of global Thrive Networks but operate as EMW in Southeast Asia. For the purposes this document EMW is used as it is the name used to badge its work in Vietnam, Cambodia and Laos.

Executive Summary

This report is a synthesis of the East Asia Regional Learning Event (EARLE) held in Hanoi, Vietnam by the Civil Society Water, Sanitation and Hygiene Fund (CS WASH Fund) from 12-15 July 2016. Its intended audience is the civil society organisations (CSOs) in the Fund, as well as government partners and WASH sector stakeholders. In South-East Asia the CS WASH Fund supports five CSOs – Plan International, East Meets West (EMW)/Thrive Networks, WaterAid, International Development Enterprises (iDE) and Save the Children – to undertake nine projects expected to benefit just over 1.42 million people.

The event was part of the Fund-wide knowledge and learning (K&L) component which fosters evidence-based WASH knowledge and innovations within and beyond the Fund. It was attended by 87 participants from the six South-East Asian countries, and consisted of four days of facilitated interactive learning, including key content delivery and peer-to-peer exchange. Participants shared their project approaches with one another, including how they work with government, how they apply market-based principles, how they bring together multiple dimensions of WASH including gender and social inclusion and a variety of new innovations.

The key topic for the event was *bridging public and private spheres for improved sanitation*. The importance of this topic in South-East Asia is evident from progress to date and the vision offered by the Sustainable Development Goals (SDGs). Sanitation coverage lags behind water coverage, and the sanitation Millennium Development Goal (MDG) was not quite met, achieving 72% coverage while the goal was 74%. Inequalities also remain across urban and rural areas, across wealth quintiles and between countries.

There was agreement at EARLE of the need for a 'middle path' to addressing sanitation, in which demand creation and sanitation marketing approaches continue to adopt a no-subsidy approach, but with recognition that carefully designed subsidies may be needed to reach the poor and disadvantaged. Several CSOs shared their recent experiences with combining approaches for pro-poor outcomes. Participants also agreed on the key role of governments, at both national and local levels, with respect to supporting sanitation markets and supply chains, as they are the official duty bearers in the context of the human right to sanitation. In particular, three key roles for local governments were discussed: (i) market facilitation; (ii) regulation and monitoring; and (iii) ensuring equality. Some key principles for CSOs to improve their effectiveness included strengthening engagement between public and private sectors, conducting sound analysis of the context to match their approach, maintaining awareness of the incentives that operate for different actors, and innovating and evaluating their own work.

The EARLE gave individuals and teams invaluable time to reflect on their learnings and share them with one another, as well as time to engage with the complexity of the key topic on working across public and private sectors in sanitation. CSO participants built new relationships and networks that can then to continue to evolve and maximise the effectiveness of their approaches going forward.

CHAPTER 1

Background

Huong Ha from EMW Laos and colleagues map private sanitation activities in South-East Asia. Photo credit: CS WASH FMF/ Hoang Duc Thinh

1.1 Purpose of the document

This report provides a synthesis and summary of the East Asia Regional Learning Event (EARLE) held in Hanoi, Vietnam by the Civil Society Water, Sanitation and Hygiene Fund (CS WASH Fund, 'the Fund') from 12-15 July 2016. Its purpose is to capture the key content delivered by experts and Civil Society Organisations (CSOs) at the event, record important areas of discussion and debate by participants and direct practitioners to useful resources.

The intended audience is the CSOs in the Fund, government partners and other WASH sector stakeholders. This report may be read in conjunction with supporting resource materials and learning briefs, available in English and Vietnamese on the Fund's website, to which links are provided throughout this document.

1.2 The Civil Society Water, Sanitation and Hygiene Fund

The CS WASH Fund is an Australian Aid initiative funded by the Department of Foreign Affairs and Trade (DFAT). The Fund resources 13 international CSOs selected through a competitive grants program to deliver 29 WASH projects over a four-year implementation period in Southern Africa, South Asia, East Asia and the Pacific. The Fund 'Theory of Change' is for CSO delivery teams to effectively influence change agents, such as government, private sector, local water authorities, for a long-term sustainable impact on the target population.

1.3 The CS WASH Fund in South-East Asia

The CS WASH Fund is supporting five CSOs in South-East Asia[2] to undertake nine projects at a value of approximately AUD29 million, expected to directly benefit just over 1.42 million people (39% of Fund beneficiaries) in the region. The five CSOs are Plan International Australia, East Meets West (EMW)/ Thrive Networks, WaterAid Australia, International Development Enterprises (iDE) and Save the Children Australia. Further information is provided in Chapter 3 about CSO projects and their approaches. Find more information and links to these projects in Annex 3.

1.4 Knowledge and learning in the CS WASH Fund

The CS WASH Fund has a Fund-wide knowledge and learning (K&L) component which fosters and shares good practice, evidence-based WASH knowledge and innovations with Fund CSOs, their partners and the global WASH sector to improve projects and service delivery. Learning events are a key opportunity for peer-to-peer learning across CSOs as well as from sector specialists and researchers. Recent research shows that face-to-face learning is not only the preferred method of learning for CSO WASH professionals, but it is also the most effective format for impacting and improving WASH practice (CS WASH Fund/ISF-UTS 2016).

Maria from Ngada District, NTT Province, has impaired vision. With assistance from the Plan Indonesia project she has an accessible toilet that she can use independently. Photo credit: Yohannes Joman, Plan Indonesia

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[2] Whilst the event was named the East Asia Regional Learning Event, all projects are operating in the South-East Asian region and this term is used in this report to describe the geographic reach of the discussions and projects represented.

1.5 East Asia Regional Learning Event

The EARLE was attended by 87 participants from the six South-East Asian countries[3] where Fund projects are implemented. The objectives of the event were to:

1. Improve the effectiveness and sustainability of WASH projects within the Fund by facilitating knowledge exchange and learning;

2. Strengthen relationships between CSOs, local government and other change agents to extend specific areas for collaboration and sharing; and

3. Provide a forum to build the East Asia WASH community of practice within the Fund, and learn from and share with the wider WASH sector.

The key topic for the event of **bridging public and private spheres for improved sanitation** is elaborated further in Chapters 3 and 4. This topic was placed within the context of the overall approach of the Fund, which is to tackle WASH holistically, with a focus on cross-cutting elements such as hygiene, gender, environment and climate change.

The event used an **Integrated Learning Platform** approach; a series of learning opportunities offered sequentially. This format aims to promote continual engagement, support remote participation and consolidate learning over time. The integrated learning platform included:

Participants at the East Asia Regional Learning Event. Photo credit: CS WASH FMF / Hoang Duc Thinh

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[3] Cambodia, Indonesia Laos, Myanmar, Timor-Leste and Vietnam.

- An **e-discussion** focused on how CSOs support market-based approaches to sanitation: This discussion highlighted the breadth of ways CSOs support supply chains and the development of sanitation products and services, as well as several key development effectiveness principles.

- A **webinar** focused on local government roles in market-based sanitation: The webinar included an introductory presentation to frame how we think about local government roles, as well as innovative case studies from iDE Vietnam and Plan Indonesia.

- **Face-to-face** engagement at EARLE: The event commenced with an Open Day that included WASH stakeholders in Vietnam as well as core participants. This was followed by three days of facilitated interactive learning. Simultaneous interpretation was provided for Burmese, Indonesian and Vietnamese language, enabling participants from those countries to engage and contribute in their native languages. A guided learning tool enabled participants to capture and reflect on their personal and team objectives over the course of the event.

The learning event was also an opportunity for CSOs to develop **facilitation and capacity building skills.** This focus aligns with the Fund 'theory of change' which encourages CSOs to move away from direct delivery of WASH projects to strengthen duty bearers (usually government) and other actors to manage WASH services sustainably. Within the South-East Asian region all CSO projects undertake training and capacity building as part of their activities. Many CSO staff and EARLE participants are therefore trainers themselves, and by participating in the learning event they were exposed to and learnt new facilitation techniques. This is illustrated well by one participant from iDE Vietnam who said:

'The bringing the field to the room role play [activity] – I enjoyed it. It was impressive and gave everyone a chance to interact with others. It is a great activity – I love it! I am a trainer and have read about role play before but it was only in a book. Now I see it I believe it and feel more confident to use this technique myself. Sometimes in workshops government officers feel tense and nervous. With the role play people had fun and were relaxed to participate.'

Building trust and encouraging people to 'open up' and share successes as well as challenges and failures is valuable for learning, and requires skilled facilitation and a range of techniques. In addition to role play, facilitation techniques employed included paired and group discussion, 'speed dating', spectrum lines mapping, critical thinking and questioning, and the purposive use of different groupings for different activities.

CHAPTER 2

CSO projects, contexts and strategies

East Meets West staff inspect a latrine substructure. Photo credit: Bruce Bailey

This chapter sets the context of the CSO projects and approaches implemented in South-East Asia, which include attention to water, sanitation and hygiene and various cross-cutting issues, with a strong emphasis on sanitation in this region. This chapter also summarises a project context and strategy mapping process.

2.1 CSO project approaches

The approaches taken by Fund CSOs in South-East Asia vary, with each exemplifying certain characteristics based on their organisational philosophy and guidelines, and in response to different country and local contexts. Some approaches are described below, along with selected highlights of their project experiences and lessons shared through poster and 'bringing the field to the room' sessions.

Working closely with government: In Indonesia, Plan is working with the Nusa Tenggara Timur (NTT) Provincial Government to implement its Sanitasi Total Berbasis Masyarakat (STBM, or Community Led Total Sanitation) policy at the provincial level, by supporting and mentoring government staff to roll out the program before fully handing over to government. Plan's approach has been to influence the government budget process towards greater budget allocation to sanitation, which has been successful with significant increases over the life of the project. Plan has worked with the government through a memorandum of understanding (MOU) to address STBM in 151 villages with the government now replicating the approach in a further 169 villages.

In Vietnam, Plan is working with District and Commune Government staff in remote mountainous communities to apply Community Led Total Sanitation (CLTS) and support improved hygiene behaviours (see Figure 1). Plan's presentation highlighted their recent development of web-based monitoring, and a mobile application for monitoring WASH indicators which they have shared with government for review.

Figure 1: Plan Vietnam 'bringing the field to the room' slide

Applying market-based principles: In Cambodia, iDE are applying market-based principles to sanitation supply, and are generating demand for improved toilets using community and door-to-door sales techniques, while supporting small businesses to produce innovative toilet designs that are affordable and desirable. iDE have recently also introduced a discount for poor households, which to date is working well (see Section 4.3 for further information).

Mrs Thy with her new toilet. The toilet cost included delivery and installation and Mrs Thy purchased it after an iDE Sanitation Teacher visited her village. Photo credit: iDE Cambodia

In Vietnam, iDE is applying a similar approach, supporting government to play market facilitation roles. iDE engages with the local level health agency and Women's Union to develop the role of masons and to facilitate the use of improved communication methods that are effective in encouraging households to prioritise latrine investment.

Applying output-based aid approaches: EMW is applying Output Based Aid (OBA) principles to sanitation and water service provision in Vietnam, Cambodia and Lao PDR, and works closely with the relevant government departments in each country. In all locations some form of consumer subsidy is applied (see Section 4.3) and incentive payments are made to government or other actors involved in mobilisation upon achievement of verified results (water supply and sanitation).

In Vietnam, EMW also work closely with the Women's Union and local level health agency to address challenges they face in the local context, including poor road access, and a high proportion of ethnic minorities with economic difficulties and low awareness of hygienic latrines.

In Cambodia, EMW's partner is the provincial government department of rural development, and it has addressed several key challenges including: the migration of men to seek work outside the community resulting in limited available labour to build toilets; participation by women but not men in village meetings about hygienic toilets; and the need for more convincing for men to invest in a latrine.

In Lao PDR, EMW are working with the provincial health department in two provinces in southern Laos. OBA is still very new in Laos, and moving from 'input' subsidies to performance-based payment is taking time to be understood. A key lesson has been the importance of transparency and accountability and high-quality monitoring and evaluation systems to assist with this.

Bringing together multiple dimensions of WASH, including gender and social inclusion: WaterAid is working in Timor-Leste in Liquica District in 90 communities and engaging with government at all levels in the municipality. WaterAid apply a range of approaches including water safety planning, menstrual hygiene management, school WASH and supply chain development, and have been trialing an innovative data collection process supported by mWater. They face constraints in mountainous isolated terrain (see Figure 2), under-developed supply chains, and are addressing the complexities of achieving and measuring genuine behaviour change in terms of toilet use, handwashing and gender equality.

Access to water and child-focus in hygiene education: In Myanmar, Save the Children are applying an area-wide approach to the provision of WASH services, aiming to achieve 90% coverage of access to clean water and improved sanitation facilities in one township area. Their organisational focus on children means they have promoted peer mother-to-mother and child-to-child hygiene promotion approaches as well as school hygiene promotion. They are embarking on efforts to address sanitation including training masons and support for a rotating fund.

Figure 2: WaterAid Timor-Leste 'bringing the field to the room' slide showing difficult road access to communities

How do you get there?

CIVIL SOCIETY
WATER, SANITATION
AND HYGIENE FUND

2.2 Project context and strategy mapping

A project context and strategy mapping session was delivered at the EARLE and enabled project teams to reflect on the nature and context of their projects by answering a series of questions in an excel tool. In project teams, participants first mapped the contexts in which their projects operate, and then mapped their project strategies. The tool generated two spider-graph 'maps' which could be overlaid to compare context and how project strategies map to this (see Figure 4).

For **context mapping**, a strategy spectrum consisting of five stages (see Figure 3) incorporated engagement with government, community and the private sector.

In keeping with the EARLE theme and the areas of focus of some CSOs in the region, the context mapping tool included sub-sections focusing on private sector initiatives to stimulate demand for WASH services, private sector initiatives to ensure WASH services for marginalised groups and private sector involvement in the delivery of WASH infrastructure. In recognition of the community as a third component in the make-up of the WASH enabling environment, a sub-section enabled teams to consider the level of community advocacy for WASH service delivery.

Paul Crawford, Geoffrey Weyinda, Paul Tyndale-Biscoe and Huong Ha discuss the context and strategy mapping tool. Photo credit: CS WASH FMF/ Hoang Duc Thinh

The **strategy mapping** tool required teams to rate and score their project deliverables and approaches. The tool allowed mapping of the kind of actor (or change agent) that comprised the primary focus of the project deliverables (government, private sector, community or a combination) which in turn allowed the project's strategy to be mapped by these classes of change agents.

Figure 3: Engagement strategy spectrum

STRENGTHENING THE SECTOR / GOVERNMENT / PRIVATE

SUPPORTING THE SECTOR / GOVERNMENT / PRIVATE

COLLABORATING WITH SECTOR / GOVERNMENT

IMPLEMENTING THROUGH A PARTNER

IMPLEMENTING DIRECTLY

Of particular interest were the graphs produced by EMW, iDE and Plan operating in Vietnam (see Figure 4). The **contexts** are represented by the solid (blue) shapes and the **strategies** by the black-line outlines. The three context maps more or less aligned with each other, but there was variation in how the project strategies matched these contexts. The EMW team mapped their project as leading the enabling environment, as represented by the black-line being greater than the context represented by the solid blue shape. iDE's project strategies roughly aligned with their context mapping apart from in the policy/governance sphere and Plan's project both led and lagged in different spheres.

Completing the tool stimulated discussion and reflection within project teams and their counterpart change agents, particularly regarding how suitable their project approaches are to their given context.

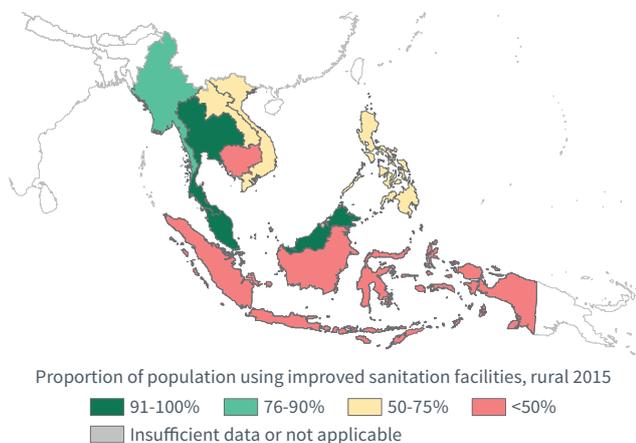**Figure 4:** Context and strategy maps for three Vietnam projects
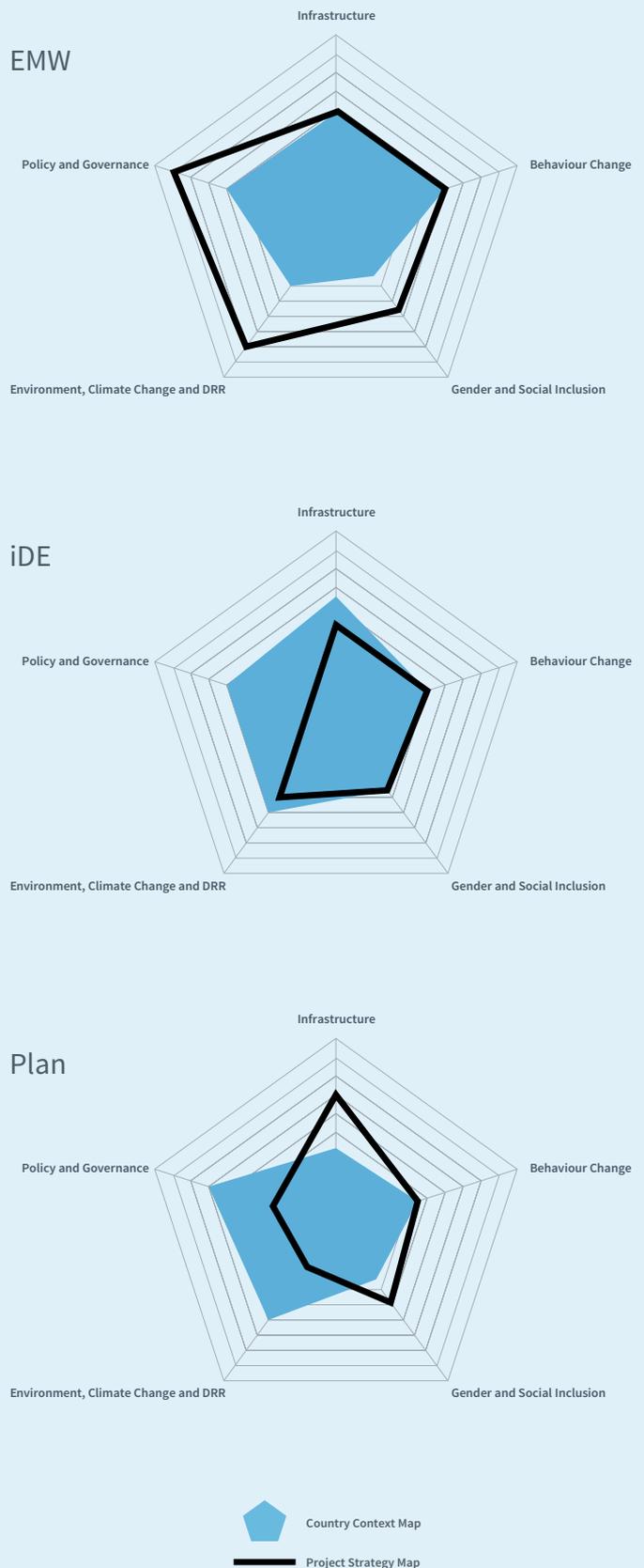
CHAPTER 3

Market-based approaches to sanitation in South-East Asia

This chapter provides background to the key topic for the learning event, bridging private and public spheres for improved sanitation. It outlines the status of sanitation in South-east Asia, trends in addressing sanitation and key arguments for why market-based approaches are needed to address this situation, as well as the current private sector context.

3.1 Status of sanitation in South-East Asia

Sanitation coverage lags behind water coverage in South-East Asia, and this is particularly true for the poor, the vast majority of whom suffer from a lack of hygienic sanitation. While there was significant progress between 1990 and 2015, in which sanitation coverage increased by 24% in South-East Asia (WHO/UNICEF 2015), there remains significant progress still to make (see Figure 5). The sanitation Millennium Development Goal (MDG) was 74% for the region, and was almost met, with overall coverage of improved sanitation increasing to 72%.

However, inequalities remain across urban and rural areas, across wealth quintiles and between different countries. In addition, issues of menstrual hygiene need attention and link to a broader lack of access to appropriate sanitation facilities. Finally, access to sanitation in health care centres and in schools is low. For example, only 42% of health care centres in South-East Asia have access to improved sanitation facilities (WHO/UNICEF, 2015).

Achieving the Sustainable Development Goals (SDGs) in South-East Asia is estimated to cost 0.45% of the gross regional product, including some US$2,332 million and US$1,552 million annually for urban and rural sanitation respectively (Hutton and Varughese, 2016). This is significant, requiring investment across governments, households and the private sector. Mobilisation of household and private sector investment is emerging as a critical area requiring facilitation by governments and other actors (see Box 1).

Figure 5: Rural sanitation coverage in the South-East Asia at 2015 (WHO/UNICEF 2015)

Proportion of population using improved sanitation facilities, rural 2015

- 91-100%
- 76-90%
- 50-75%
- <50%
- Insufficient data or not applicable

Box 1: Sanitation status and government perspectives on sanitation markets and approaches

In Vietnam, despite significant progress in sanitation access to date, challenges remain. There are ten provinces in which hygienic latrine coverage is still below 50%, 1.5 million children suffer from rickets or stunting as a result of poor hygiene, and the country loses 1.3% of GDP due to poor hygiene and sanitation (presentation by VIHEMA). VIHEMA noted the weak participation of the private sector to date, and the government's strategies to promote sanitation include approaches to 'improve sanitation services and develop supply chains' in combination with strengthening the enabling environment and creating demand through behaviour change communication.

Producer of concrete rings in Nghe An Province, Vietnam.
Photo credit: Juliet Willetts

Toilet pans made in Nusa Tenggara Timur Province, Indonesia.
Photo credit: Juliet Willetts

3.2 Trends in addressing sanitation

The EARLE keynote presentation and handout laid out the trends in addressing sanitation, which have moved between different extremes. Since the 1980s and earlier, toilets were provided to the poor by the public sector or civil society organisations, often with a **full subsidy**, assuming that access to the 'hardware' would change behaviour. However, growing concerns about the costs and ineffectiveness of this approach, particularly at scale, have prompted new thinking (Perez *et al.*, 2012; Willetts *et al.*, 2009).

Emerging from the Bangladeshi context in 2000, CLTS reframed approaches to sanitation with a core focus on **empowerment and behaviour change** (Kar and Chambers, 2008). However, lack of adequate access to technical expertise or materials is resulting in slow or non-existent movement up the sanitation ladder (Tyndale-Biscoe *et al.*, 2014), and questions have arisen about whether the extreme stance of 'no subsidy' is appropriate in the context of the human right to sanitation[4] (de Albuquerque, 2014). Following this was the emergence of **'sanitation marketing'** in the sector (Cairncross, 2004), initially with a focus on 'no subsidy' since it was perceived to distort the market and be at odds with a market-based approach. However more recently, various organisations have been experimenting with combining market-based approaches with targeted mechanisms to support the poor, often termed 'smart subsidies' (Halcrow *et al.*, 2014; Willetts, 2013).

There is increasing agreement within the sector that we need to take a **'middle path'**: to support and to *use the market to the extent possible*; to address both behaviour change and technical aspects of sanitation; and to carefully use subsidies or other forms of pro-poor support as and where needed, avoiding and mitigating to the extent possible the potential risks and negative consequences (see Figure 6).

Figure 6: Taking a 'middle path' to solve sanitation challenges (slide from keynote presentation)
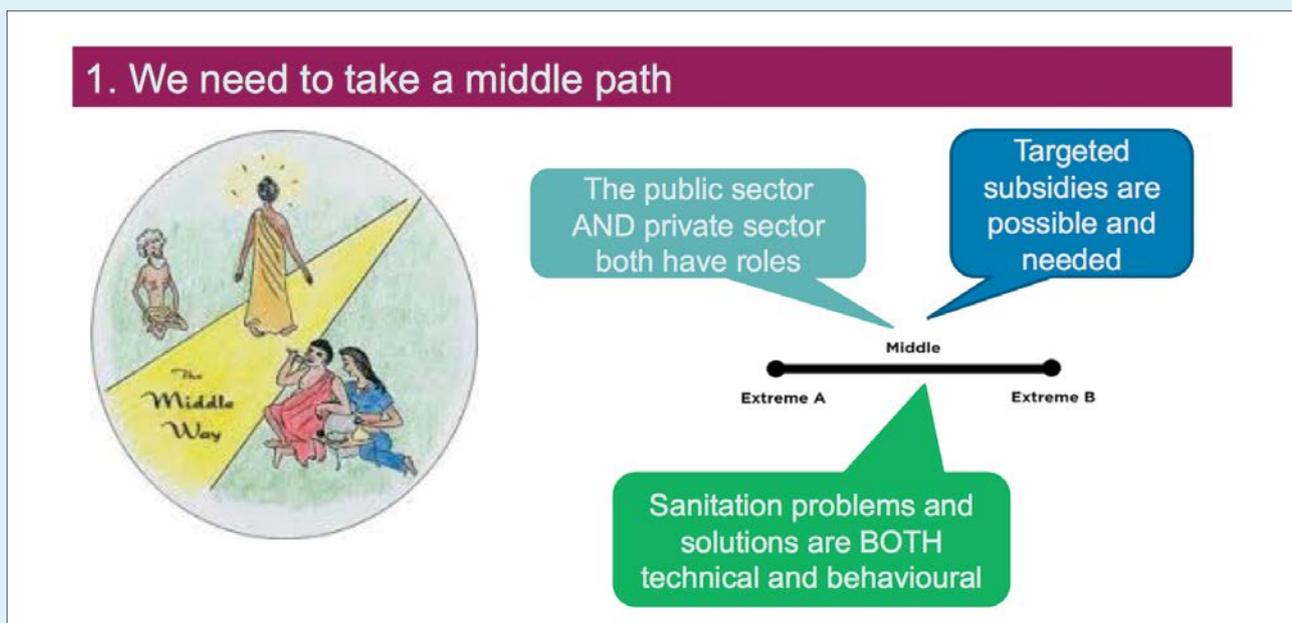
[4] In 2010, the United Nations (UN) General Assembly and the UN Human Rights Council each declared in separate resolutions that safe drinking water and sanitation are human rights and essential for enjoyment of all other human rights. These resolutions impose obligations on governments to respect, protect, and fulfil rights to water and sanitation services that are safe, sufficient, accessible, affordable, and acceptable to everyone. Among specific obligations, governments are expected to take progressive, incremental steps toward realising the rights using the maximum available resources.

3.3 Why market-based approaches

As a complement to behaviour change approaches, over the last decade, many CSOs and other organisations have started to support the provision of sanitation products, services and supply-chains. This shift has come from a recognition of the following factors:

- **Availability:** Appropriate, affordable, durable latrine options are often not readily available, particularly in rural communities.

- **Behaviour change:** Marketing of sanitation products can provide a strategy for facilitating behaviour change and uptake of hygienic practices. Motivations for households to build latrines include prestige and status, and marketing approaches that respond to these consumer aspirations can successfully stimulate household investment in sanitation.

- **Sustainability:** Facilitating local enterprises to take up viable business propositions and offer services for which there is customer demand may extend and sustain impacts beyond limited project timeframes.

iDE Sanitation Teacher at work. Photo credit: Paul Tyndale-Biscoe

Box 2: Sanitation Marketing

This approach focuses on (i) increasing consumer demand and investment in durable, hygienic latrines and (ii) catalysing the market by supporting enterprises to supply affordable, desirable sanitation products and services. Common principles include (UNICEF, 2013):

1. Seeing households as consumers rather than 'beneficiaries'

2. Taking a user-focused or user-centred approach, often using user-centred design principles

3. Applying both commercial and social marketing techniques (e.g. 4 Ps- product, price, place and promotion)

4. Enabling local governments to play a role in facilitating, regulating and ensuring equality and payment for results.

Female mason in Dien Bien, Vietnam. Photo credit: Juliet Willetts

Taking a **'market-based approach'** to sanitation is about **working to facilitate the role of private sector actors (or social enterprises) in the exchange of sanitation products and services**. Market-based approaches typically involve strategies to support enterprises and entrepreneurs – which can range from training masons to improving sales information systems. It can involve product design, financing mechanisms for enterprises or customers, conducting market assessments, supply chain analyses or engaging with local governments or associations to support entrepreneurs. It often involves shifting from thinking about community members as 'beneficiaries' to thinking about them as 'customers'. 'Sanitation Marketing' is a commonly used approach (see Box 2), and there are also a more diverse set of ways CSOs can and do engage with private sector, supply chains and market-based approaches.

3.4 Private sector and its role in sanitation in South-East Asia

Within the CS WASH Fund, the role of the private sector in sanitation varies considerably across countries in South-East Asia. A mapping activity revealed the locations and extent of activity across the six countries. For example, in Cambodia private sector involvement is the most advanced, and there are multiple actors and initiatives using both Sanitation Marketing and other market-related approaches to develop supply chains across many provinces. In Vietnam, work within a small number of provinces is soon to be expanded at large-scale across 21 provinces. In Laos and Indonesia there is varied engagement depending on the location. Both Myanmar and Timor-Leste represent challenging environments in which the private sector is not yet significantly engaged in sanitation.

Building private sector roles in rural areas can be challenging, and an important starting point is to identify how conducive the environment is to operating businesses and key obstacles to private sector development (see Table 1). 'Ease of doing business'

data highlights the variability in conducive business environments for the formal private sector engagement across the six South-East Asian countries in the Fund, and highlights the challenges in Myanmar and Timor-Leste, where access to finance in particular is an obstacle.

Map of private sector sanitation activities in South-East Asia.
Photo credit: CS WASH FMF/ Hoang Duc Thinh

Table 1: Ease of doing business 2016 rankings (out of 189 countries) (Source: World Bank[5])

	Myanmar	Cambodia	Vietnam	Indonesia	Laos	Timor-Leste	6 country average	East Asia & Pacific
Ease of Doing Business	167	127	90	109	134	173	133	96
Starting a Business	160	180	119	173	153	104	148	103
Dealing with Construction Permits	74	181	12	107	42	154	95	78
Getting Electricity	148	145	108	46	158	95	117	82
Registering Property	145	121	58	131	66	189	118	98
Getting Credit	174	15	28	70	70	162	87	80
Protecting Minority Investors	184	111	122	88	178	81	127	102
Paying Taxes	84	95	168	148	127	57	113	84
Trading Across Borders	140	98	99	105	108	92	107	97
Enforcing Contracts	187	174	74	170	92	189	148	104
Resolving Insolvency	162	82	123	77	189	189	137	106

[5] See www.doingbusiness.org

The status of microfinance is also worth understanding, as there is wide variation in the availability of microfinance and its use in different sectors and it can be an important form of financing for businesses, and sometimes households (see Figure 7). Availability of micro-finance is only one dimension however, and even in Cambodia, where there is significant micro-finance activity as compared with other countries in the region, there is limited activity for WASH-related loans.

Lastly, recent research shows that costs can escalate in remote rural areas and that the cost of locally sourced materials can also vary significantly between different locations. A value-chain study in Indonesia and Vietnam shows major cost increases in remote locations – up to 250% higher costs for sanitation materials (Willetts *et al.*, 2015) and in eastern

Indonesia, costs for sand could vary five-fold within a single district. The high costs in remote rural areas and variable materials cost demand tailored approaches to supporting private sector actors (see Figure 8).

Figure 7: Variations in micro-finance activity in South-East Asian countries (Source: Mix Market[6])
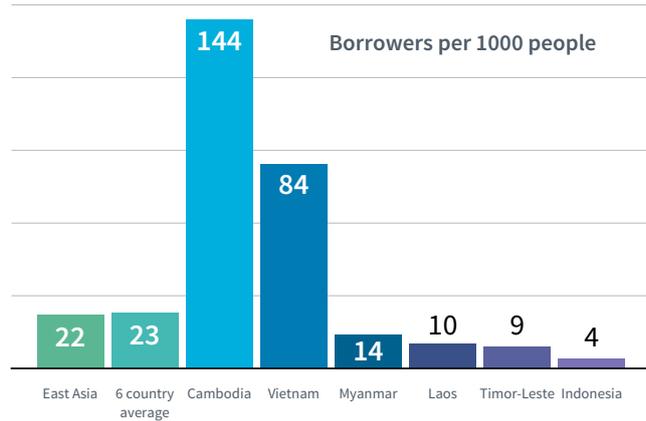
Figure 8: Local context in terms of transport and materials costs – presentation slide (Source: Willetts *et al.*, 2015)
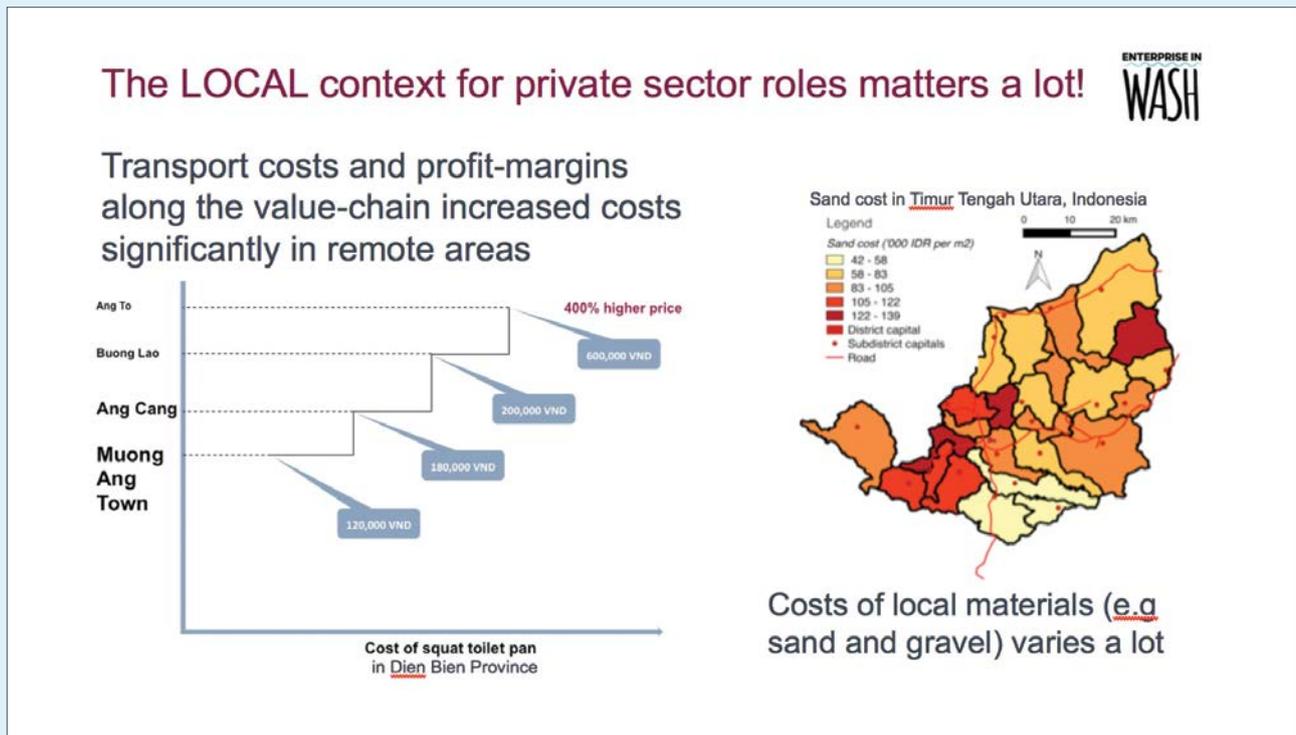
6 See www.themix.org/mixmarket/countries-regions/east-asia-and-pacific

Critical issues for CSOs facilitating market-based approaches

Banner advertising an offset pit latrine for sale in Cambodia. Photo credit: Paul Crawford

This chapter addresses key lessons arising during the event on the way in which CSOs facilitate market-based approaches. In particular, this chapter addresses the need to match the market-based approach with the context, share CSO innovations, develop financing mechanisms to reach the poor and define local government roles. The chapter concludes with some key principles that can inform CSO choices and decisions in designing market-based sanitation approaches.

4.1 Matching market-based approaches to the context

Market-based approaches do not work everywhere, and the specific approach adopted by a CSO or a government will need to be designed in a way that suits the context. As indicated in Section 3.3, market conditions vary significantly across countries, and between different locations within a country. Three key considerations are the market opportunity in a given context, local market conditions, and local user desires and aspirations.

Who is the market and how big is it?

Amongst the country contexts represented at the learning event, there were both conducive contexts for market-based approaches, and much more challenging ones. iDE reported on the Cambodian context, in which sanitation marketing approaches have been very successful (see Box 3). It is worth noting that when sanitation marketing activity commenced in Cambodia, access to services across the different wealth quintiles was very low (see Figure 9), meaning that there was a large existing 'market' of potential consumers. If we contrast this with Vietnam, for instance, it can be seen that the market 'opportunity' primarily lies with the poorest quintile, who are least able to pay. In Cambodia iDE are now focused on the harder to reach households (as latrine coverage gets higher and higher) and are finding that reaching the remaining households takes more effort and innovation.

Figure 9: Sanitation coverage in Cambodia and Vietnam across wealth quintiles (Source: WHO/UNICEF[7])

Figure 10: Slide from iDE presentation on their 'real time' monitoring

Box 3: Refining iDE's market-based approach in Cambodia

Cambodia only achieved a 1.6% sanitation coverage increase per year between 1995 – 2010. From 2010 – 2015, the increase in coverage was 4.3%. iDE's SanMark program achieved more than a 6% increase in each of their seven target provinces, contributing significantly to this national achievement.

iDE recruit and train **'sanitation teachers'** (known as sales agents in other models) in door-to-door marketing techniques. They also engage with **suppliers** to provide the 'easy latrine' model. Sanitation teachers are paid on commission so their turnover is high (as is the case with sales agents in many business sectors) and their sales activity can be variable. Suppliers engage in many productive activities outside sanitation, and hence their availability to service requests is variable.

To address these two challenges and coordinate this sanitation marketing program, iDE found that a **supply chain coordinator** (employed by iDE) was necessary.

The system works as follows: The sanitation teacher has a mobile phone and enters a new sale into a computerised system. This allows the supply chain coordinator to monitor their sales and to connect the order to an available supplier and household in real time. To ensure responsiveness and quality assurance, the household that purchased the toilet receives an order form and receipt. The order form has the name and phone number of the supply chain coordinator who is contactable if any problem arises in receiving the order. This arrangement allows the supply chain coordinator to ensure the order is given to a supplier who is best able to respond and deliver the order within a short time period.

Figure 11: Slides from iDE on their sanitation approach

What are the market conditions?

In Timor-Leste and Myanmar, the challenges to market-based sanitation are particularly pronounced. In Myanmar, participants reported that due to low demand people are not motivated to make latrine businesses, access to credit is difficult and although official registration for businesses is at the municipal level, sanitation businesses operate at the local level and are not registered. In Timor-Leste, the mountainous terrain and poor roads mean that costs escalate along the supply chain, particularly for cement. Latrines are still quite expensive (more than USD 60) and transportation costs can reach USD 200. Economic activity is mostly confined to the capital, with 78% of all shops located in Dili. Local materials such as sand and gravel may be cheap in some areas, and expensive in others. Land registration is difficult and therefore business owners find it challenging to have the necessary collateral for access to credit, and interest rates are also very high. This creates a difficult environment for sanitation businesses. There are also 'demand-side' challenges, such as governments desire to 'help' communities with subsidised toilets, dampening market demand, and poor quality facilitation for behaviour change triggering. WaterAid's advice to other organisations taking up market-based approaches was to '*spend more time adapting the recommended external model to realities of the local context*'. To work within these contexts, Save the Children and WaterAid are trialing approaches including local masons' training and innovations in light-weight toilet models respectively (see Section 4.2).

What do consumers want?

A key part of tailoring market-based approaches to the context is to understand the user perspective. iDE conducted a workshop on their Human-Centred Design methodology at the EARLE and some key points are captured here. Their first step is to clearly identify 'What does the user *really* want?,' noting that this may not be what they *say* they want. Several activities can assist in this, firstly to 'hear' what the user desires, including through observation (e.g. homestays) and conducting group activities. Examples of insights on consumer desires for handwashing demonstrate the fine level of detail that can be understood. For example users: (i) want to wash both hands at the same time; (ii) want to wash from tip of fingers to mid forearm; (iii) want to wash hands inside a shelter; and (iv) want access and manipulate the device in minimal light. The methodology then involves co-creation with users, and testing of low-cost models in the field followed by testing more refined models, collecting detailed user feedback throughout. The solution then lies in finding the overlap between:

- **Desire:** What do people want?

- **Viability:** What is technically, physically and organisationally viable?

- **Affordability:** What can be financially and commercially feasible?

4.2 CSO innovations in market-based approaches

Market-based approaches demand innovation to meet different contexts and needs. Several CS WASH Fund CSO approaches have innovated for market-based sanitation particularly in information and communication technology (ICT) and for cost options.

ICT innovations

iDE in Cambodia are using cloud-based mobile technology to monitor outcomes in real-time. The approach involves two systems, Salesforce, and Taroworks, including dashboards and sales atlas supports sales, supply and M&E. These tools allow latrines sales-tracing across time and space and for more effectively managed supply and sales to achieve significant scale-up. Effort has been required to train staff and all users in the systems, as well as to create a team culture that uses real-time data.

Questions were asked on the costs, required internet access and transferability of the use of this type of ICT monitoring to government systems. In terms of cost, it was agreed that the current costs are high for these non-open source systems, for both licensing and experts to train users. However, internet access was not problematic as Taroworks can collect data in offline mode and the data uploaded once there is coverage. The transferability to government systems was questioned due to the cost and skills required and these are legitimate concerns. However, while there may not be current capacity to adopt such systems it is not unreasonable to expect that over time, changes in available systems, resources and capacity may make adoption possible, or services may become available that could be outsourced by government.

"The technology provides the right data to the right people at the right time so that everyone can do their jobs better than before." – iDE Cambodia staff

Field staff utilise cloud-based mobile technology to monitor toilet orders and sales.
Photo credit: iDE Cambodia

Low-cost toilet options

In rural areas, where transport costs are often high, solutions are needed that help reduce the quantity of heavy or large materials that must be transported. Plan Vietnam have developed a portable low-cost toilet mould, which has reduced costs by more than 10 times from 6m VND to 0.6m VND. They have introduced and trained 120 masons on low cost options and formed 38 masons' groups. As a result these masons can make products on-site, including concrete rings and slabs, reducing the transportation costs. Robust super-structures made from local materials have also been built and encouraged. Plan Indonesia have also innovated developing low-cost toilet pans that can be made closer to where they will be sold and used.

Latrine construction with a raised seat in Vietnam.
Photo credit: Bruce Bailey

Figure 12: iDE's ICT monitoring and evaluation system (iDE presentation)
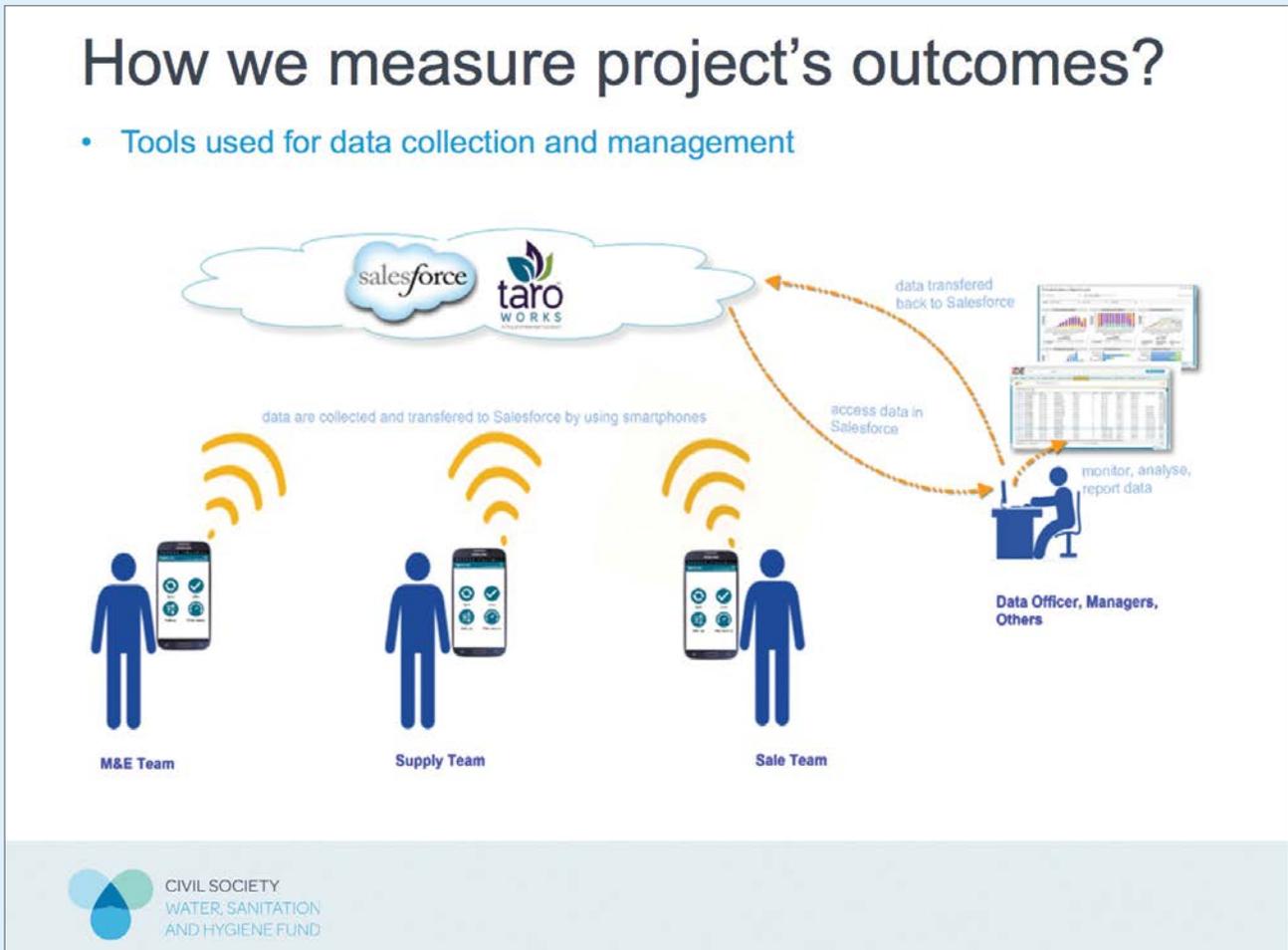
Plan Vietnam also developed a simple sales cartoon video advertising low cost latrines (1,270,000 VND = AUD 75). This video raises awareness among community members that latrines are affordable, contrary to popular belief, and provides information about the key components of latrines. Plan Vietnam's results include the construction of 30,524 basic latrines (not hygienic) and 11,270 hygienic latrines (meeting Joint Monitoring Program definition).

In Timor-Leste WaterAid are trialling the lighter, plastic, washable product, American Standard Sato Pan from Bangladesh. They will do this through an existing supply chain which distributes high efficiency stoves, solar panels and agricultural products to rural communities.

The SaTo pan is lightweight and uses simple mechanical and water seals. Photo credit: WaterAid Timor-Leste/Livia da Costa

4.3 Financing mechanisms to reach the poor and disadvantaged

There are many different types of financing mechanisms that can be used to reach the poor and disadvantaged in the context of market-based approaches. A key consideration is how any form of subsidy or support to some users will affect other users' willingness to invest in toilets, known as 'distorting' the market.

One common form of financing used by CSOs and others is simply offering **flexible payments or payment by instalments**, either to all customers, or to targeted low-income or disadvantaged customers. In this scenario the supplier of the latrine needs to have sufficient cash flow to manage the situation, adequate accounting systems to track payments, access to customers to allow installments to be paid on the chosen basis and recourse mechanisms for the supplier if the buyer does not pay.

Five main financing mechanisms were discussed during EARLE. Their key features are described below, including who they targeted, their strengths as well as implementation considerations. No financing mechanism is perfect and all must be carefully monitored for potential perverse incentives and outcomes. An important question to consider is the **cost-effectiveness** of the financing mechanism. This is because the available resources for any form of subsidy are scarce and should be well spent. Financial information was not available to directly compare the CSO approaches shared at EARLE, however, the examples below provide information about other aspects.

Upfront discounts for the poor

What is the approach?
Upfront discount for the poor (22% or 55% of the retail price depending on poverty status) by iDE in Cambodia.

Characteristics of the approach	Points for consideration
Simplicity: Upfront discount for targeted customers is clear, sold at the same time as non-discounted toilet by the same seller at the same event. The price includes delivery and installation. IDPoor 1 and 2 present government identification poor card to get discounted price, supplier presents voucher to receive payment. **Low verification requirement:** Since the subsidy (discount) is upfront a smaller investment in M&E and verification is required as compared with rebate/output-based approach. **Clear targeting:** Uses existing nationwide, widely understood government IDPoor system to identify subsidy recipient. **Minimal market distortion:** The clear targeting means non-poor investments appear not to have been affected (currently being further verified through iDE's Innovation and Impact Fund grant).	**Source of financing for subsidies:** Currently the project itself, using donor aid funding, supports the subsidies. It is unclear whether this financing could come from government. **Scalability:** It is not clear whether the approach can be scaled and adopted by government. **Addressing reporting errors:** Sales agents cross-check IDPoor data with a photo and the identification number.

Micro-finance loans

What is the approach?
Micro-finance loan (MFL) (in combination with, or separate to, discount for the poor) implemented together with sanitation marketing by iDE in Cambodia.

Characteristics of the approach	Points for consideration
Build on existing micro-finance industry: Partnering with a specialist micro-finance organisation provides additional technical skills to complement iDE's skills. **Available to all:** Loans are available to both poor and non-poor customers.	**Potential for burden:** If a borrower cannot manage their loan this is problematic and the loan may be a burden for the poor. **May not reach poor:** To date the loans are being taken up by mainly non-poor customers. **Complexity for sales agent:** Playing the intermediary role between the household and the MFL complicates the sales agents' tasks.

Consumer subsidy (rebate or discount) and performance-based incentives (OBA)

What is the approach?
Consumer subsidy (as either a rebate or an upfront discount) plus performance-based incentive payments paid on an output basis (OBA) to government staff and community-level agents who mobilise household investment; paid per new latrine upon verification of new toilets for low-income households. The approach is being implemented by **EMW in Cambodia, Laos and Vietnam**.

Characteristics of the approach	Points for consideration
Applied at scale: Under the CS WASH Fund Phase 1 4000 latrines were constructed in 18 months. It has been scaled up under the current Fund in Vietnam, Cambodia and Laos. With support from Gates Foundation, EMW ran an OBA program in Vietnam installing 4 -5,000 latrines per month. **Engagement from government:** Achieved involvement and interest of relevant government departments and other actors (e.g. Women's Union). This includes agreements between EMW and central and provincial governments in Cambodia and Vietnam for government to phase-in budget support for poor household rebates and then performance based-incentives. **Encouraging innovation:** The performance-based payment arrangement promotes innovation since actors can develop their own approaches to deliver the desired outcome.	**Robust system of verification required:** The verification system (originally on paper, now computerised) must be robust. Verification of 30% latrines is currently undertaken by EMW. **Addressing reporting errors:** Verification of latrines has revealed intentional and unintentional errors such as claims for toilets that were constructed before the project. Errors need to be addressed to protect the integrity, transparency and accountability of the OBA principles. **Pre-financing needed by households:** In Vietnam households were required to pre-finance and then receive the rebate. This presented issues for some households unable to do so and some required loans as a complementary mechanism. **Output-based thinking is new and takes time to comprehend:** Time and effort was required to introduce and solidify the new approach across all levels of stakeholders. Complete understanding was only achieved during implementation.

Mr Nguyen Van Tinh and the panel (L-R: Le Thieu Son, Lien Huong, Juliet Willetts, Layton Pike) on the EARLE Open Day. Photo credit: CS WASH FMF/ Hoang Duc Thinh

Box 4: Adapting approaches based on learning, evidence and research: the case of EMW's OBA approach

EMW implemented the OBA approach through both their CS WASH Fund projects as well as a Gates Foundation funded project. The total cost of the OBA program per latrine was USD 50 to the donor (including consumer subsidy for the low income household, incentives, and EMWF staff time), and it was up to EMW to define how this USD 50 would be used to achieve the project outcome. In Cambodia the consumer subsidy was USD 18, and in Vietnam it was USD 20-28 (depending on the toilet type). The following are lessons learnt and the evolution of the approach over time.

Importance of incentive payments:
At first EMW did not offer compensation (performance-payment) to government and other actors in addition to the consumer subsidy, however, once they did, there was a dramatic increase in sales. EMW has commissioned an independent audit of the partners in Vietnam and was planning to conduct the same in Cambodia. The payments were found not to be high enough to mean individuals were benefiting significantly personally. Of the incentive payment, an audit showed that 90% of performance based

funding received by the Women's Union was used to compensate for transport, communication and monitoring activities.

Adapting to government partner needs:
In Cambodia government officials were concerned about transporting cash to provide rebates directly to households, and low income households were dealing with cash flow challenges. As such, suppliers instead provided an upfront discount to households, and received the relevant rebate upon verification (that is, on an output basis).

Retaining clear poverty targeting criteria:
EMW experimented with a third IDPoor category in addition to the existing government IDPoor 1 and 2 categories in Cambodia. This was found to be challenging and complex to establish and not cost-effective, and hence, was abandoned. In Laos there is no government system of poverty-targeting and EMW has set up a system to target the bottom 30% in the two project provinces.

Triggering demand for latrines organised by the Provincial Department of Rural Development, Cambodia. Photo credit: EMW Cambodia

Modifications required for transferring the approach to government:

Verification was being undertaken by EMW. EMW is now exploring options for a long term verification solution. One idea is that different government agencies could potentially play different roles (e.g. one implements and the other verifies). In a World Bank P4R program, they used the state audit agency for verification. However, this may leave potential for corruption to take place, a risk which would need to be mitigated. Government could contract independent agents such as EMW or other NGOs to conduct the verification, or to conduct random spot checks of the public verification agency.

Addressing cheating:

EMW found evidence of cheating in Vietnam and developed systems to address this, including 100% verification for cases where a latrine was recorded to already exist at baseline. A zero tolerance policy was used and any batch of completed latrines found with an unacceptable rate of cheating was removed from the program.
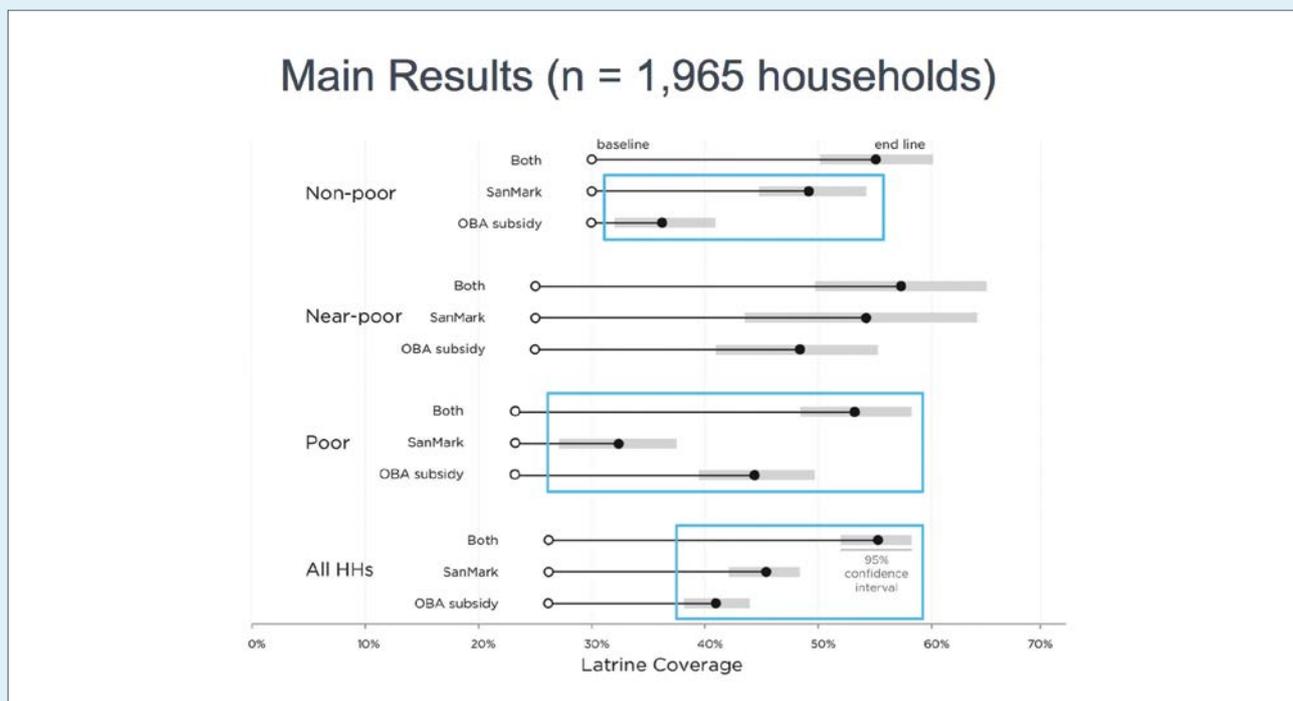
Supporting complementary access to loans:

Since the consumer subsidy was small and some households could still not afford a latrine, EMW facilitated access to loans from the Vietnam Bank for Social Policy or, in some locations, revolving funds.

OBA and sanitation marketing:

EMW undertook research with the World Bank Water and Sanitation Program (WSP) on the effect of OBA subsidies combined with sanitation marketing (SanMark) on latrine uptake among rural populations in Cambodia. This research revealed that for reaching the poor, the combination of SanMark and OBA subsidy achieved better results than when either approach was used alone. There was a much smaller gain in the case of near-poor households (see Figure 13). The availability of subsidy to poor households resulted in increased latrine adoption among all households. Meanwhile there was no evidence of pro-poor subsidies acting as a disincentive to wealthier households to purchase and build latrines. OBA subsidies and Sanitation Marketing should be recognized as complementary interventions, each targeting a particular income group within the population.

Figure 13: Slide from EMW presentation on research results on different sanitation approaches

Cooperatives as a source of financing for enterprises

What is the approach?	
Cooperatives supporting sanitation enterprises in Indonesia implemented by **Plan Indonesia**.	
Characteristics of the approach	**Points for consideration**
Provides capital to help start businesses: Assists micro-enterprises run by poor people to establish or expand their business as sanitation enterprises, as they often don't have access to banks or loans due to bureaucracy and required collateral. Cooperatives are legal entities and have a strong base of poor household members. **Cooperatives provide loans using their funds:** Cooperatives are a type of micro-finance institution, using funds from their investors and cooperative members to give loans. **Reasonable interest rates charged:** The interest rate is 0.8-1% per month.	**Not yet providing loans direct to households:** Providing loans to households is currently viewed as too risky for the cooperatives since a toilet is not income-generating. Potential for group loans is being explored. **Improving enterprise practices:** Many sanitation entrepreneurs don't have good business plans and lack financial management. Training is needed as enterprises must articulate their business model to access a loan.

Revolving loans for households

What is the approach?	
Revolving loans for households, used by EMW and SNV in Vietnam, proposed by Save the Children for use in Myanmar.	
Characteristics of the approach	**Points for consideration**
Initial investment supports many to benefit: An initial investment, either from an external agency (such as a CSO, or from within a community) is used to establish a fund offered to different community members, who must pay back a loan on an agreed basis. **Builds on existing approaches:** In Myanmar, the revolving fund approach is already being used in other sectors and hence is familiar to those who need to manage it.	**Repayment rates:** There is potential for revolving funds to struggle if households do not pay back the funds borrowed. In Myanmar this risk is mitigated by close-knit community relationships whereby no one would be comfortable to not repay their loan.

4.4 **Working with local government**

Governments, at both national and local levels, have a key role to play to support sanitation markets and supply chains. They are the official duty bearer for the provision of sanitation services in the context of the human right to sanitation, and are therefore responsible to facilitate equal access to everyone, without discrimination. Governments also set the governance and policy context, which may support or hinder enterprise roles. Since the work of CSOs and other development actors is time-bound within projects, governments also have a key role to play in ensuring sustainability and reaching scale.

Whilst national governments set the overarching framework, there are three key roles for local governments to play in support of improved sanitation markets and supply-chains: (i) market facilitation; (ii) regulation and monitoring; and (iii) ensuring equality. The first role of market facilitation is important, since across the countries reported at EARLE there are a range

of challenges, including that business profit margins for latrines are small, demand is low or inconsistent and transport costs are high in remote areas. Some key activities under each of these roles are shown in Table 2.

In most countries, the current government roles in supporting sanitation markets and supply-chains were reported to be limited or in some cases non-existent. However there are examples of such engagement, including in Vietnam. For instance, in Vietnam the Ministry of Health has been actively disseminating manuals on low-cost latrines and organising sanitation marketing training for provincial and regional institutes with UNICEF. In addition, the World Bank together with Government of Vietnam is now working across 21 provinces engaging local and provincial government in both demand creation and supply-side initiatives. Finally, the Vietnam Bank for Social policy funds poor households to borrow money to build toilets and water supply facilities at a low interest rate (9.6% per year).

Table 2: Key local government roles in relation to market-based sanitation approaches[8]

Facilitation	Oversight / regulation	Ensuring equality
• Demand creation and linking demand and supply • Provide technical and business training to entrepreneurs • Offer business development support • Facilitate access to finance • Support associations of entrepreneurs • Market assessment • Research and development • Develop and disseminate low-cost model options • Support loans for sanitation	• Set and monitor quality standards (e.g. minimum technical latrine standard) • Accredit or certify products and designs • Accredit or certify masons or sanitation businesses • Provide licences and registration • Monitor enterprises or associations of enterprises • Granting tax exemption for latrine construction businesses and related services such as sludge emptying	• Set poverty-targeting policies for poor or disadvantaged • Monitor coverage and who gains access • Identify who requires support • Provide targeted subsidies for poor or disadvantaged, or facilitate access to loans and finance for those that need them • Set technical standards for disability inclusive WASH

[8] Some of these roles, depending on context, may be at the national government level. Implementation, however, is at the local government level.

Box 5: Engaging public sector to support market-based sanitation

iDE in Vietnam is supporting public sector roles including building capacity for local level health agencies to provide effective technical training to masons and related service providers in supplying appropriate, low-cost latrines. They are also building capacity for the local-level health agency and the Women's Union to design and implement activities for creating households' demand for latrines. These use marketing techniques focused on aspirational messages derived from consumer research (e.g. cleanliness, convenience, no bad smell, no flies) rather than health-centred messages with marketing techniques to deliver these messages. Finally, iDE is supporting development of a local system for certifying masons' latrine construction services, which can help promote certified masons and their business activities.

A Training of Trainer session on latrine sales conducted by iDE for the Women's Union and the Centre for Preventative Medicine in Yen Son District. Photo credit: Nguyen Van Quang

Loan Duong and Bronwyn Powell Mr Nguyen Van Tinh to EARLE. Photo credit: CS WASH FMF/ Hoang Duc Thinh

4.5 Strategic choices for CSOs

The previous sections outline the diversity of possible CSO roles in supporting market-based approaches to sanitation. However, CSOs to date have typically taken up engagement with private sector and market-based approaches with a core focus on the enterprises themselves (Gero *et al.*, 2014). The following principles were developed through the ISF-UTS 'Enterprise in WASH' research initiative[9] to assist CSOs to think through these choices and how to make the most strategic choices for their engagement:

- **Strengthen relationships and engagement** between different actor groups (enterprises, government and community) in ways that value what each group brings and that supports equitable outcomes and sustainable service delivery.

- **Analyse the context and maximise your impact:** 'Think before you act' and make any direct support to enterprises part of a more extensive strategy to ensure wider impact including over the long term and at scale.

- **Work with incentives:** Be conscious of incentive structures for different actors as well as underlying motivations, and work in alignment with them.

- **Innovate and evaluate:** Consider the many possible ways both enterprises and CSOs can play roles; concurrently testing, analysing and documenting outcomes and contributing to the evidence base.

East Meets West staff inspect latrine construction prior to rings being installed.
Photo credit: Paul Crawford

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[9] Funded by DFAT's Australian Development Research Awards Scheme

Cross-cutting themes in CSO work

Peer mothers groups such as this one spearhead behaviour change communication at the household level in Myanmar. Photo credit: Save the Children, Myanmar

CSOs in the Fund are encouraged to maintain a holistic approach to WASH and emphasis is therefore given to cross-cutting themes such as gender and social inclusion, hygiene, environment and climate change. This section captures highlights of the thematic sessions shared by CSOs leading approaches in these areas.

5.1   Gender equality and disability inclusion

The following sections cover ways in which WASH programs are addressing the attitudinal and institutional barriers to gender equality and disability inclusion, as well as specific efforts to address menstrual hygiene in Timor-Leste.

Transforming attitudes to gender and disability

An important area for attention in the context of the human right to water and sanitation is the intersection of different aspects of discrimination, known as intersectionality. Plan Australia led a session focused on gender equality and social inclusion (GESI) with a focus on the intersectionality of disability and gender. Their starting point was that WASH programs can be a strategic entry point for transformational change. Typical WASH projects implemented by CSOs under the Fund address the practical needs of people with a disability and gender equality. However, catalysing strategic level transformational change represents an important area of further consideration. Indeed, if WASH programs do not pay attention to this area, it is possible that inadvertently, WASH programs can reinforce and intensify gender inequality and disability discrimination.

"Transformational change is major change that shifts attitudinal and institutional barriers, addresses systemic structural issues that perpetuate discrimination, and likely involves changes in power dynamics between different actors."

Plan Australia

Analysis of differences through formative research is needed as a first step. Each individual can self-identify with, or be identified by others, as being a member of a range of social categories that overlap and intersect. Intersectional analysis is about understanding how these identities interact and converge to create discrimination or privilege in different contexts, recognising that a person's experience of exclusion is often greater than the 'sum of the parts', creating greater barriers to the enjoyment of rights and perpetuating even greater experiences of discrimination. Addressing both gender equality and disability inclusion requires setting relevant objectives, conducting activities to ensure representation and participation of certain groups, with dedicated budget and dedicated monitoring efforts.

"Monitoring offers a practical way forward to working towards addressing attitudinal barriers…to be able to understand the barriers, their causes and using the data to develop strategies going forward"

Plan Australia

Box 6: How Plan is prompting attitudinal and institutional change for people with disabilities

Typical barriers for people with a disability include physical or environmental barriers, attitudinal barriers, communication barriers and institutional and policy barriers. To address disability inclusion, Plan undertakes the following activities:

- **Involve** people with disabilities and their representative organisations in planning, implementing and evaluating WASH projects

- Raise **awareness** about the importance of disability inclusive WASH with partners and in communities to address negative attitudes

- **Collect data** on the current situation of people with disabilities and monitor their inclusion

- Plan for **comprehensive accessibility** – identifying and addressing potential barriers

- Consider how to **link people with disabilities with support services** which may increase their level of functioning (and therefore increase access to WASH)

- **Monitor changes**, both concerning addressing practical challenges and transformational or strategic change.

Addressing menstrual hygiene

In Timor-Leste WaterAid have been piloting menstrual hygiene management (MHM) in schools. The aim of the pilot is to demonstrate to the government and schools the importance of the issue, identify approaches to best address MHM in schools, and improve accountability for schools WASH and MHM.

A key lesson has been the critical need for close collaboration with government throughout, in this case with both the Ministry of Education and Ministry of Health. It was also found that addressing MHM required not just working with girls and their mothers. Rather, the importance of working with teachers who can play a supporting role to manage MHM was critical, as was including men and boys as key change agents in MHM. One challenge faced is that there is currently no specific lesson time allocated to this area and break times had to be used to provide short education sessions with students. A second issue that arose was the co-ordination of project activities to time education sessions on MHM with the construction of facilities. In some circumstances a time lag in constructing toilets meant girls were learning about MHM without access to adequate facilities.

Box 7: Johari window discussion on MHM

WaterAid utilised a technique from its Menstrual Hygiene Matters Toolkit, the Johari or '4 windows' activity.[10]

This activity had been successfully used at the Behaviour Change Workshop at the Fund's Pacific Regional Learning Event (PARLE). The activity involves four windows:

- Secret (can't talk at all)
- Private (only talk to trusted people)
- Closed Secret (everyone knows the secret but it is not discussed)
- Open Secret (people can speak freely in public about it).

Participants were asked to write particular issues on cards and topics items such as football match, salary, religion, MHM for girls and women in rural areas, etc.

The cards were allocated to the four windows depending on how the nature of how the issue is treated. This activity encourages participants to reflect on the sensitivities associated with discussing MHM publicly or privately for different groups of people.

CS WASH Fund Menstrual Hygiene Management learning brief.
Photo credit: CS WASH FMF/ Hoang Duc Thinh

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[10] WaterAid (2012) *Menstrual Hygiene Matters: Training guide for practitioners.* www.wateraid.org/what-we-do/our-approach/research-and-publications

5.2 Hygiene behaviour change

Hygiene behaviour change is a critical aspect of WASH necessary to ensure that the health benefits from improved WASH are achieved because, as was noted in a session led by Save the Children, improved knowledge does not equal changed behaviour. Behaviour change communication (BCC) is an expanding field that describes a process for how WASH practitioners can identify and address priority hygiene behaviours. Save the Children Myanmar presented their approach to BCC which involves mother-to-mother training on the following behaviours: (i) handwashing at the five crucial times (after visiting toilet, after washing baby, before eating, before preparing food and after handling vomit); (ii) protecting water supplies, treating water and keeping it covered during transportation and storage; (iii) good personal hygiene; and (iv) stopping open defecation.

Behaviours are influenced by knowledge, attitude and social norms. BCC processes are designed to motivate people to adopt and sustain a particular behaviour. Based on an analysis of target audiences through formative research, desired behaviour changes are articulated and customised messages and appropriate communication channels are defined. CSOs continue to innovate in behaviour change approaches and it is valuable to learn what is being implemented across regions. For example, there are trials underway to apply nurture and social affiliation for improving handwashing with the SuperAmma approach in Bhutan[11].

5.3 Accountability through a Citizen Score Card

Accountability is a key principle in the human right to water and sanitation, and is being given increasing attention in the WASH sector to address issues of sustainability to ensure ongoing quality of services. EMW in Vietnam have employed an approach to give customers a voice in rural water supply. Specifically, they have applied a Citizen Score Card in nine provinces of Vietnam.

The Citizen Score Card approach involved the Youth Union in administering an 80 question survey of 500 households in four provinces. The survey compared a range of issues between households connected to piped schemes and households with their own water sources. Indicators were scored (1 – 10) and provinces were ranked.

Findings of the score card were shared and discussed between different stakeholder groups. In some cases the findings were contentious, and exposed important areas for service providers and service users to discuss expectations. Pathways for dissemination of the findings and the engagement of the public remain challenging and require further work. Importantly, approaches to tools such as this can be important in prompting improved policy and regulatory structures to guarantee services. This is particularly needed in Vietnam where significant efforts are being made to increase private enterprise involvement in providing services, however further attention is needed to how the appropriate level of service will be ensured.

[11] SNV and the London School of Hygiene and Tropical Medicine are researching the application of SuperAmma (www.lshtm.ac.uk/newsevents/news/2014/superamma.html) in Bhutan under a CS WASH Fund Innovation and Impact Grant (www.cswashfund.org/snv).

CHAPTER 6
Conclusion

Photo credit: CS WASH FMF/ Hoang Duc Thinh

The EARLE achieved the learning objectives set out for the event. Participant evaluation forms revealed that individual and organisational learning objectives were largely met. In-depth discussion, structured activities and role plays enabled sharing of CSO WASH approaches and analysis of underlying strategies. Individuals and teams were encouraged to reflect on and capture learnings and share these with in-country teams on their return home. Doing so will support ongoing evolution of the CSO projects within the Fund, ultimately improving effectiveness.

In regards to the key topic of market-based approaches to sanitation, the EARLE enabled participants to reach a new level of understanding. CSOs with differing approaches had the opportunity to discuss and debate the pros and cons of these approaches, such that all participants could reach a more informed understanding and appropriate conclusions. Participants also left with a renewed appreciation for the need to adapt market-based approaches to their contexts, since some environments are not conducive to purely market-based approaches. Participants agreed with the notion that we need to take a 'middle path' for sanitation, ensuring we address both technical and behavioural aspects, engaging both public and private sector actors, and combining market-based approaches with carefully implemented subsidies to ensure affordability for all.

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East Asia Regional Learning Event Program

12-15 July 2016, Hanoi, Vietnam

Theme: Bridging private and public spheres for improved sanitation.

Thematic objectives of the EARLE included:

1. Strengthen understanding of the fundamental importance of sanitation supply chains and sanitation marketing to achieving the goal of 100% hygienic sanitation and to demonstrate how market-based approaches to sanitation are working towards this outcome;

2. Explore the value of other/additional approaches to extending access to sanitation, especially those that target poor and disadvantaged households and achieve the expected sanitation access and health outcomes; and

3. Build awareness and capacity of Change Agents and CSOs to identify appropriate (mixes of) approaches for their contexts and the regulatory and policy frameworks required to foster these approaches.

Learning Objectives of EARLE included:

1. Improve the effectiveness and sustainability of WASH projects within the Fund by facilitating knowledge exchange and learning;

2. Strengthen relationships between CSOs, local government and other change agents to extend specific areas for collaboration and sharing; and

3. Provide a forum to build the East Asia WASH community of practice within the Fund, and learn from and share with the wider WASH sector.

Day 1 – Open Day

Time	Tuesday 12 July
8:00 – 9:00	**Registration**
9:00 – 9:10	**Welcome** – *MC – Ha Viet Quan, Local Facilitator*
9:10 – 9:25	**Official opening** *Mr Nguyen Van Tinh, Deputy General Director, Water Resources and Irrigation Agency, Ministry of Agriculture and Rural Development, Government of Vietnam*
9:25 – 9:40	**Australian Aid and WASH in Vietnam** *Layton Pike, Charge d'Affaires, Australian Embassy Hanoi, Australian Department of Foreign Affairs and Trade*
9:40 – 10:00	**Keynote Presentation** *Assoc. Professor Juliet Willetts, Topic Expert, Research Director,* *Institute Sustainable Futures University of Technology Sydney (ISF UTS)*
10:00 – 10:15	**Current status of Water in Vietnam** *Mr Le Thieu Son, Director, National Center for rural water supply and sanitation (NCERWASS),* *Ministry of Agriculture and Rural Development (MARD)*
10:15 – 10:30	**Current status of Sanitation in Vietnam** *Mrs Lien Huong, Vietnam Health Environment Management Agency (VIHEMA) of the Ministry of Health (MOH)*
10:30 – 11:00	**Break**
11:00 – 11:15	**Introduction to the learning event program and objectives** *Bronwyn Powell, Knowledge and Learning Manager (KALM), CS WASH Fund Management Facility*
11:15 – 12:00	Presentations and panel discussion 1) **Market-based approaches to sanitation delivery and the private sector** – *Ms Hang Diem Nguyen, WSP World Bank* 2) **Study to Measure Impact of Output Based Aid and Sanitation Marketing on Sanitation Adoption in Cambodia** – *Nguyen Hong Hanh, Thrive Networks*
12:00 – 1:00	**Lunch**
1:00 – 2:00	**Workshop Activity** – Private sector context and sanitation roles in 2016 – *A/Prof Juliet Willetts, ISF UTS*
2:00 – 2:05	**CS WASH Fund video**
2:05 – 2:20	**Australian Aid support to WASH and the Civil Society WASH Fund** *Robyne Leven, Water, Sanitation and Hygiene Section, Australian Department of Foreign Affairs and Trade*
2:20 – 2:35	**Communities of Practice and Innovation for CSO and WASH Sector Learning** *Bronwyn Powell, KALM*
2:35 – 2:50	**CS WASH Fund progress and trends** *Dr Paul Crawford, Monitoring, Evaluation and Review Panel (MERP)*
2:50 – 3:00	**Question and answer session**
3:00 – 3:30	**Break**
3:30 – 4:40	**'Marketplace' of CS WASH Fund projects in East Asia**
4:40 – 5:00	**Day 1 Wrap-up session** Travel from Sheraton to Australian Ambassador's Residence (buses provided)
6:00	**Welcome Function at Australian Ambassador's Residence**

DAY 2: Focus on projects: 'virtual' field visits; context and strategy mapping

Time	Wednesday 13 July
9:00 – 10:15	**Bringing the Field to the Room** Project overviews • iDE Cambodia • Plan Vietnam *Short presentations in plenary with group work and discussion*
10.15 – 10.45	**Break**
10:45 – 12:30	**Bringing the Field to the Room cont'd** Project overviews 1. SCA Myanmar and Plan Indonesia 2. Thrive Vietnam and iDE Vietnam 3. WaterAid Timor-Leste and Thrive Cambodia and Laos *Parallel break-out sessions consisting of short presentations integrated with group work and discussion.*
12:30 – 1:30	**Lunch**
1:30 – 3:00	**The Fund Theory of Change… How is it going?** Context Mapping Exercise – *Paul Tyndale-Biscoe, MERP* • 'Mapping the Context' overview • Group work activity – mapping each country context
3:00 – 3:30	**Break**
3:30 – 4:45	**Strategy Mapping Exercise continued** – *MERP* • Introduction to the Strategy Spectrum • Strategy Mapping – Overview and the mapping process • Strategy mapping activity in project teams
4:45 – 5:00	**Day wrap-up**

DAY 3: Focus on sanitation and the private sector

Time	Thursday 14 July
9:00 – 10:15	**Possible CSO roles to support market-based approaches: thinking broad!** *Presentation: Juliet Willetts* **Know your private sector (activity)** Doing business indexes and analysis of country private sector context **Mapping values and roles (activity)** Spectrum activity on CSO roles
10:15 – 10:45	**Break**
10:45 – 12:30	**Sanitation marketing and market-based approaches** 1. Introduction (Juliet Willetts) 2. Sanitation marketing and real-time latrine sales data (iDE) 3. Opportunities in new and emerging markets (WaterAid Timor-Leste and Save the Children Myanmar) 4. Low cost solutions (Plan Vietnam) *Brief presentations integrated with group activities and discussion*
12:30 – 1:30	**Lunch**
1:30 – 3:00	**Financing approaches to reach the poor** 1. Introduction (Juliet Willetts) 2. Output Based Aid approaches (Thrive) 3. Cooperatives – collaboration between sanitation marketing entities and financial institutions (Plan Indonesia) 4. Reaching the poor with smart subsidies (iDE Cambodia Impact and Innovations Grant) *Brief presentations integrated with group activities and discussion*
3:00 – 3:30	**Break**
3:30 – 4:45	**Working effectively with the enabling environment** 1. Introduction – why working with government and other actors is important: rights, regulation, scale (Juliet Willetts) 2. Engaging with and regulating the private sector – roles for CSOs (Plan Vietnam) 3. Engaging with and regulating the private sector – roles for CSOs (iDE Vietnam) 4. Engaging with and regulating the private sector – roles for CSOs (Thrive Vietnam) 5. Embedding CLTS and sanitation marketing in national systems for and at scale (Plan Indonesia) *Brief presentations integrated with group activities and discussion*
4:45 – 5:00	**Day wrap-up** Travel from Sheraton to dinner venue (buses provided)
6:00 – 9:00	**Conference Dinner** Venue: Hotel De L'Opera

DAY 4 : Thematic sessions and reflection workshops

Time	Friday 15 July
9:00 – 10:30	**Cross-cutting issues – Thematic sharing sessions** 1. Gender Equity and Social Inclusion, particularly disability inclusion and intersectionality (Plan) 2. Menstrual Hygiene Management (WaterAid Timor-Leste) 3. Hygiene Behaviour Change (Save the Children) *Brief presentations with group activities and discussion*
10:30 – 11:00	**Break**
11:00 – 12:30	**Cross-cutting issues – Thematic sharing sessions** 1. CSO learning for impact (CS WASH Fund K&L Component/ISF UTS) 2. Accountability (citizen scorecard) and strengthening the enabling environment (East Meets West) 3. Human-centred design in WASH (iDE) *Brief presentations with group activities and discussion*
12:30 – 1:30	**Lunch**
1:30 – 2:30	**Workshop session** • Reflections on learning objectives • Team action planning
2:30 – 3:00	**Break**
3:00 – 4:00	**Workshop closing session** *Activities for synthesising and consolidating learning*

CSO projects

The following table list CSOs working in Southeast Asia in the CS WASH Fund and links to project profiles and materials available on the CS WASH Fund website.

CSO	Country	Project title
International Development Enterprises (iDE)	Cambodia	Water, Sanitation, and Hygiene Scale Up Project (WASH-SUP) 2.0 Program
International Development Enterprises (iDE)	Vietnam	Water, Sanitation, and Hygiene Scale Up Project (WASH-SUP)
Plan International Australia	Indonesia	Community Based Total Sanitation (STBM) in Nusa Tenggara Timur (NTT) Province
Plan International Australia	Vietnam	Community and School Water, Sanitation and Hygiene Promotion Project (CS-WASHPro)
Save the Children Australia	Myanmar	Strengthening Community-based WASH Governance
Thrive Global Networks (EMW)	Cambodia	Water, Sanitation and Hygiene Output-based Aid (WASHOBA)
Thrive Global Networks (EMW)	Lao PDR	Water, Sanitation, and Hygiene Output-based Aid
Thrive Global Networks (EMW)	Vietnam	Water, Sanitation and Hygiene Output-based Aid (WASHOBA)
WaterAid	Timor-Leste	Strengthening WASH approaches in Timor-Leste

Key resources on market-based approaches to sanitation

The following sources provide useful guidance on how to develop market-based approaches to sanitation. They include a combination of practical step-by-step tools, as well as research-based evidence on market-based approaches.

- Sanitation Marketing Community of Practice (an initiative of the Australian WASH Reference Group): www.sanitationmarketing.com Resources section of the site: www.sanitationmarketing.com/resources-overview#.VGKdOjSUc3Q

- World Bank Water and Sanitation Program Sanitation Marketing Toolkit www.wsp.org/toolkit/what-is-sanitation-marketing

- UNICEF Sanitation Marketing Learning Series: www.unicef.org/wash/files/Guidance_Note_1_-_Favourable_Conditions.pdf

- 'Enterprise in WASH' ISF-UTS research initiative on enterprise roles in services for the poor. Working papers, research reports, policy briefs and guidance materials for CSOs: www.enterpriseinwash.info

- The World Bank e-book Tapping the Markets: Opportunities for Domestic Investments in Water and Sanitation for the Poor, openknowledge.worldbank.org/handle/10986/16538

- World Bank's Water and Sanitation Program (WSP) and International Finance Corporation (IFC) briefing papers:

  - Transforming Markets, Increasing Access: Early Lessons on Base-of-the-Pyramid Market Development in Sanitation smartlessons.ifc.org/smartlessons/lesson.html?id=1747

  - Market Intelligence Brief – an overview of market sizing data for Kenya www.ifc.org/wps/wcm/connect/6a110500420b6e0d96fddf494779b2ad/WSP_Kenya_Market+Intelligence+Brief_FINAL.pdf?MOD=AJPERES

  - Demand Generation Brief – a summary of sanitation consumer demand characteristics and overview of potential demand generation, sales and marketing strategies to unlock this demand www.ifc.org/wps/wcm/connect/0b26bb00420b6ef5970edf494779b2ad WSP+Kenya+Demand+Generation+Strategies+Brief+FINAL.pdf?MOD=AJPERES

  - Product and Business Model Design – a review of the product design process used to support planning www.ifc.org/wps/wcm/connect/81daad00420b6f239717df494779b2ad/WSP+Kenya+Product+and+Business+ Model+Design+Brief+FINAL.pdf?MOD=AJPERES

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