

FEDERAL DEMOCRATIC REOPBLIC OF ETHIOPIA
MINISTRY OF HEALTH

National Sanitation Marketing Workshop Report

Dire International Hotel , Adama

February 7th – 8th , 2014

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Executive Summary

The Government of Ethiopia, led by the Ministry of Health, held a National Sanitation Marketing Workshop to launch the recently developed a National Sanitation Marketing Guidelines, which provide a framework for the sector to scale up this approach. The Guidelines were recently endorsed and its launching and implementation discussed at this National Sanitation Marketing Launching Workshop held in Adama, on 7th and 8th February 2014. In addition to the official launch, the workshop aimed at creating a common understanding amongst all stakeholders of the overall framework and broad principles for sanitation marketing. It also provided a space for different stakeholder to share their research findings and initial experiences on implementing sanitation marketing approaches. Lastly, the workshop enabled the sector to reach some consensus on possible implementation modalities and coordination structures to implement the guideline.

The workshop was well attended. There were over 65 participants in the workshop, 80 participants were expected attend this workshop. More than 58 % of participants were from different government line departments at Federal, Regional and Woreda Level. 37 % of participants were from the development partners and NGOs. The turnout from the private sector was 5%. Unfortunately the workshop failed to attract participants from the finance sector, despite invitations being sent.

This workshop provided a platform to learn from the wide range of researches focused on a range of sanitation marketing components currently being conducted by different actors. Formative research undertaken recently in Ethiopia has covered areas such as the size of the potential market; value chain assessment; product design based on consumer needs and desires; business models. It also provided space for interesting, and vital, discussions on the roles and comparative advantages of different actors in relation to the implementation of sanitation marketing.

The workshop managed to identify action points that could be realized over the short and long term. The need for appropriate technology options that meet consumer aspirations, are affordable and respond to the challenges of different geological zones was one of the most important action points indicated in moving afterwards. It is also agreed that more focus should be placed on engaging existing government and public institutions, such as work with MSEs, TVETs and MFIs at all level, and identifying their role in scaling up sanitation marketing initiatives. In terms, of designing communication tools it was also recommended for the sector to work together develop a communication campaigns with dual focus. The first focus is the designing and implementation of a branded communication campaigns to support users graduate from unimproved to improve latrine through supporting ongoing behavioural change communication and linking consumers with businesses. The second area is the development of advocacy and promotional tools for a political

leader at different levels aimed at enhancing their commitment to transform the sector, through creating an enable environment for the active engagement of the private sector at different levels. Increasing awareness and ensuring different policies which are associated with sanitation marketing are followed will be one of the areas which are expected to add value to the effective scaling up of sanitation marketing. Government, development partners and private sector's coordination, collaboration and alignment of their efforts in a systematic way at all level was also deemed as a crucial action point as we go along in the implementation of sanitation marketing guidelines.

1. Section I: Introduction

1.1 Objectives

The primary objective of this workshop is set out to officially launch & endorse the National Sanitation Marketing Guidelines. The workshop also aims to:

- To create a common understanding amongst all stakeholders of the overall framework and broad principles for sanitation marketing in Ethiopia, as set out in the National Sanitation Marketing Guidelines;
- To provide a platform for different actors to share their research findings and initial experiences on implementing sanitation marketing approaches;
- To reach consensus on possible implementation modalities, through the review of proposed business models and linkages with other approaches (such as CLTSH);
- To agree on coordination structures, and different actors role and responsibilities, to support the implementation of the National Sanitation Marketing Guidelines.

1.2 Participants of the Workshop

The workshop was well attended. There were over 65 participants in the workshop, 80 participants were expected attend this workshop. More than 58 % of participants were from different government line departments at Federal, Regional and Woreda Level. 37 % of participants were from the development partners and NGOs. Though invitation was sent for a number of private sector operator from plastic and household water treatment sector, only few of them managed to attend, about 5% of the total attendants of the workshop. Unfortunately the workshop failed to attract participants from the finance sector, despite invitations being sent. This mix of participants created a good workshop dynamic and brought a wide range of perspectives while dealing with different thematic areas throughout the process. The large number of participants from the government line departments was a good early indicator of the government interest to own the program and support the scaling up of sanitation marketing.

1.3 Methodology

The workshop set out to be engaging and participatory and was structured in a manner that creates an interactive environment throughout the process. The workshop also employed methodologies to capitalize on and harness the participants' exposure, experience and expertise in each of the thematic areas discussed. The workshop utilized a combination of presentations, plenary discussion and group work methodologies. The workshop also attempted to understand and addressed critical participants' expectations and fears.

1.4 Welcoming and Launching

On behalf of H.E. Dr. Kebede Gereba, Ato Abate Benti, Hygiene and Environmental Health Officer emphasized in his opening remarks that the Government of Ethiopia (GoE) has prioritized the strengthening of their hygiene and environmental health care programs. In his speech, it was expressed that sanitation marketing has been acknowledged by the GoE as an important intervention in supporting different goals, including achieving universal sanitation coverage. To this end, it was confirmed that the GoE is committed to provide an enabling environment for the development and growth of the market for sanitation related products and services. He expressed his belief that the development of a National Sanitation Marketing Guidelines by the Ministry of Health provides a clear framework for the scaling up of sanitation marketing activities across the country. It is also noted that the focus on implementing sanitation marketing was one of the agreed focus areas emerging from the Multi-Stakeholder Forum (MSF) 6 meeting that took place during the same week. The fulfilment of this commitment, along with the successful implementation of the National Sanitation Marketing Guidelines, has the potential to make a significant impact on the achievement of the GoE goals on sanitation and hygiene sector. Ato Dagnew Tadesse complimented on previous speaker that there is a strong need to support the achievement of ODF through different approaches, and Sanitation Marketing is one where the GoE is currently placing significant focus. Finally he officially launched the National Sanitation Marketing Guideline.

1.4 Overview of Workshop Content

The facilitator described an overview of the overall content and structure of the workshop. The workshop was divided into different and interrelated thematic sessions, as set out below:

1. Overview of Sanitation Marketing
2. Introduction to National Sanitation Marketing Guidelines
3. Sanitation Market Opportunities in Ethiopia – the potential market
4. Sanitation Market Place – display of sanitation products and services
5. Emerging Business Models for Sanitation Products and Services
6. Government led initiatives & lessons from implementing sanitation related business models
7. Promotion and Communication in SanMark
8. Implementing National Sanitation Marketing Guidelines

The first session was intended to provide a platform to discuss the basics principles of sanitation marketing based on the participants exposure and understanding through breakout sessions. This was followed by a presentation on the National Sanitation Marketing Guidelines, and a plenary discussion to share comments and ask questions in relation to the implementation of the Guidelines. Sessions 3, 5 and 6 provided space for different partners operating in the sector to share

the findings from their research and pilot activities. These presentations were followed by plenary discussion through which important issues comes as opportunities, challenges limitations of the research outcomes. During the Sanitation Market Place (Session 4) private sector actors and development partners exhibited their knowledge products, publications and WaSH related product and services. Session 7 focused on communications approaches and tools that are required in delivering a successful sanitation marketing campaign. The final session aimed to look forward and build on the experiences shared to identify some of the short and long term actions that needed to be undertaken to implement the National Sanitation Marketing Guidelines and scale up the approach.

2. Section II: Thematic Discussions

2.1 Overview of Sanitation Marketing (Session 1)

The session commences with a brief explanation of the concept of sanitation value chain, as shown in figure 2.1 below. The aim of this was to highlight that sanitation marketing need to focus at the products and service in the whole supply chain, not just those around latrine construction.

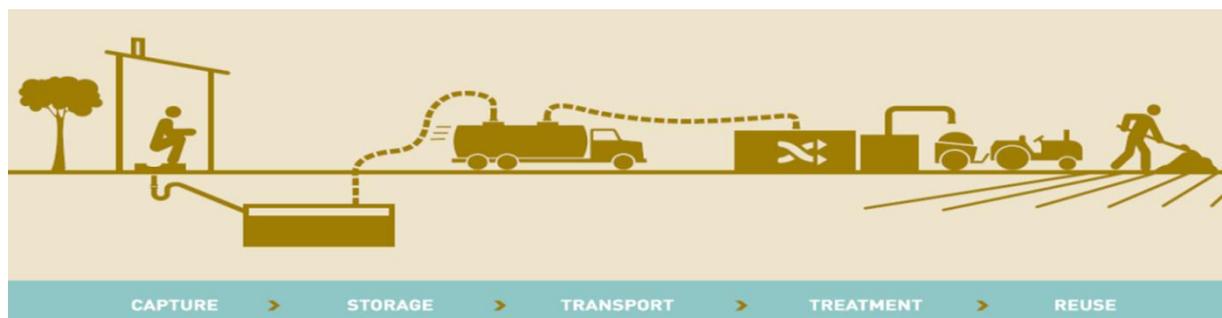


Fig 2.1: Sanitation Value Chain Map¹

The initial exercise in the first session provided a platform to discuss key elements, perceived opportunity and challenges of sanitation marketing based on the participants' exposure and understanding. The summary of outcome from the session is summarized as indicated on the Table 1.

¹The Bill & Melinda Gates Foundation

Table 1: Summary of session's Outcomes: Key Elements, Perceived Opportunities and Knowledge Gaps on Sanitation Marketing

Key Elements of Sanitation Marketing	Perceived Opportunities	Knowledge Gaps
The foundation of the sanitation marketing approach is the traditional marketing mix; product price, place, promotion. In addition, policy and partnership were mentioned as additional elements	CLTS-H's demand create and no hardware subsidy approach, can complement the market driven approach of sanitation marketing	Designing and implementing at scale requires a well-coordinated approach, which in turn requires a deeper understanding of the consumer, supply chain and the enabling environment.
It was is discussed that end users need to be treated as consumers, like that of any other consumer good, instead of considered as beneficiaries.	Sanitation marketing approaches will be helpful intervention to support households to graduate from unimproved to improved latrines.	Aligning Sanitation Marketing approaches with CLTS-H requires more analysis, specifically on aligning messaging and sequencing
The generation of evidence through market research to inform SanMark interventions is critical to ensure consumer demands are met and supply chain issues are identified	SanMark is expected to pursue a multidimensional strategy, such as engaging the private sector. These activities should in turn contribute positively to the improvement of local livelihoods & economic development.	There is still a lack of understanding on the motivators and drivers of private sector actors, such financial institutions, and this is hampering their engagement.
Development of potentially feasible business models, includes the design & testing of appropriate sanitation technology options and reviewing production, sales and transportation options. The financing modalities through which household and entrepreneurs could access finance to stimulate and develop a viable market need to be explored.	Sanitation marketing promotes the sanitation value chain as a business area for entrepreneurs to invest, make profit and contribute to the sector.	There is still a lack of tangible evidence across all the different contexts (urban, rural, geographical, sanitation coverage, etc...) to attract entrepreneurs to invest in the sector. More work on the viability of the market and feasible products and financing packages is required.

Key Elements of Sanitation Marketing	Perceived Opportunities	Knowledge Gaps
Capacity building for key actors around the principles and approach to sanitation marketing is required, particularly for the private sector operators. Who needs to know what a critical question is?	Private sector engagement should foster innovation to deliver different technology options that respond to consumer needs.	Monitoring and Evaluation systems for sanitation marketing are at this infant stage and need more robust testing. Mechanism to implement then and what is measured needs to be testing and analysed.

The second exercise in the first session focused on participants’ knowledge and experience in relation to the traditional Marketing Mix: the 4P (Product, Price, Place and Promotion), plus Partnership and Policy as additional 2P’s from sanitation marketing perspectives. Participants were split into groups and brainstormed the local landscape in Ethiopia for each of the 6Ps, opportunities and challenges. Table 2 shown below summarizes the outcome of group works.

6Ps	Local Landscape	Opportunities	Challenges
Product	<p>Different ranges of product:</p> <p>Sanplat – Different makes, shapes and sizes;</p> <p>Hand washing – tippy tap - recycle plastic water bottles;</p> <p>Institutional hand washing facilities – Plastic Jerry Cans;</p> <p>HWTSS – Plastic containers, clay pots, fiber glass.</p>	<p>High coverage of basic latrines show basic behavior change taken place, but need for upgrading or improving;</p> <p>Presence of SMEs, HEWs and TVETs;</p> <p>Availability of local material and labor.</p>	<p>Limited technology options;</p> <p>Limited number of suppliers;</p> <p>Knowledge gaps about technology options;</p> <p>Lack of Quality and Standardization Procedures.</p>
Price	<p><i>Cost of doing business:</i></p> <p>Cost of materials, labor, transportation;</p> <p>Business establishment costs – administration and initial hardware;</p> <p>Existence of Hardware Subsidy: Influence the price points.</p>	<p>Availability of MSE to provide access for raw material to the center or productions;</p> <p>TVET can avail low cost technology options</p> <p>Availability of local skills;</p> <p>Advertising and promotional cost – possibility for sector subsidy?</p>	<p>Willingness to pay, as a result of the subsidy environment which negatively impacts the market place;</p>
Place	<p>Issue with the proximity of communities to raw materials;</p> <p>Considering willingness to pay,</p> <p>Growing number of good sanitation status in terms if basic sanitation coverage</p> <p>Commitment of GoE and other stakeholders.</p>	<p>GoE support (land, loan provision, guidelines for SanMark);</p> <p>Policy to support small scale enterprises (land is public);</p> <p>Availability of model households and ODF.</p>	<p>Lack of access for manufactured raw materials;</p> <p>Poorest people are living in remote and scattered communities, these are hard to reach with both promotion and also to transport materials and/or products;</p> <p>Lack of MFIs in all places.</p>

6Ps	Local Landscape	Opportunities	Challenges
Promotion	<p>CLTS-H already undertake considerable demand creation activities through HEOP and HAD;</p> <p>Existence of some sanitation behavior change communication and IEC, through Mass Media. Interpersonal Communication and Edutainment approaches.</p>	<p>Existence of HEWs, health development army, sales agents, local festivals, sector event (e.g. World Toilet Day);</p> <p>School WASH Clubs can be harnessed;</p> <p>Using telecommunication as a platform for promotion; using this platform to an advocacy work to sensitize stakeholders at all level.</p>	<p>No sanitation marketing promotion strategies or tools in place;</p> <p>No structural systems in place to promote specific products at the grass root levels;</p> <p>Limited number and types of formative research to understand key behavior determinants factors;</p> <p>Infant and limited of the business models to attract the private sector</p>
Partnership	<p>Approved guideline is an opportunity – with roles and responsibilities defined. Partnership should be in line with agreed strategy/ government policy</p> <p>Strong coordination commitment from GoE for planning, implementation of SanMark</p> <p>Multi-stakeholder platform aggregates key partners to support alignment and learning</p>	<p>ONWP – so there is a memorandum of understanding between the three line bureaus and the MoFED, BoFED, etc.;</p> <p>Self-supply as a similar implementation modality;</p> <p>MSEs can be harness to stimulate businesses as they are interested in job creation.</p>	<p>Coordination and harmonization is currently a top down approach;</p> <p>No clear commitment and different agendas</p> <p>Perceived risk of failure from the private sector to join the fragmented and under developed supply chain.</p>
Policy	<p>A number of related policies already exist that need to be harnessed and utilized:</p> <p>National market development policy</p> <p>National MFI policy</p> <p>SME development policy – private sector</p> <p>Health Policy</p>	<p>Commitment of the government, shown through development of Guidelines</p> <p>Existing locally available skills labor such as masons</p> <p>High outreach of MFI coverage at grass root level.</p>	<p>Provision of sanitation products and services is not recognized as business</p> <p>Requirement of 20% of the loan as a collateral to get financial services;</p> <p>Weak enforcement of policies.</p>

Table 2: Summary of session's outcomes: Marketing Mix (6Ps) - Local Landscape, Opportunities and Challenges in Ethiopia

2.2 Overview of National Sanitation Marketing Guidelines (Session 2)

The FMOH launched National Sanitation Marketing Guidelines, and presented the key elements of the Guidelines for discussion. The presentation highlighted that ongoing demand creation activities, are resulting in latrine construction that falls short of fulfilling the minimum standard of improved latrine. It is reiterated that the GoE believes that sanitation marketing can play an important role in the development and promotion of on the three key behaviors of sanitation and hygiene. Through creating access to an improved latrine, hand washing facilities and safe water supply technology options it is possible to accelerate the pace in order to meet global and national commitments on sanitation and hygiene. It was also explained that the Guideline was designed with the intent to support the rural, peri-urban and urban contexts.

In rolling out sanitation marketing interventions across Ethiopia the focus of the Ministry of Health will be on:

- Coordinating and aligning the initiatives of actors at Federal, Regional, Zonal and Woreda levels;
- Popularization of the Guideline among key stakeholders;
- Supporting the design of implementation modalities in different contexts to support the implantation of the Guideline;
- Developing, testing and rolling out potentially feasible technology options, business models and BCC tools;
- Mobilize the financial and nonfinancial resources required to support the creation and strengthening of the required enabling environment;
- Develop working manuals and facilitator guides as starting point for implementation of the Guideline.

2.3 Sanitation Market Opportunities (Session 3)

Based on the session plan agreed SNV Ethiopia facilitated this session. The objective of the session was to increase the participants understanding of the market opportunity for sanitation; provide an environment for participants to reflect and comment on findings of market research; come to some consensus on the market opportunities and barriers; and identify where more research is needed in the area of market research.

In this session research findings from **WaSH Movement in Ethiopia**, **UNICEF/SNV** and **SNV/WEDC** were shared. The findings revealed that households in Ethiopia desire to own sanitation facilities, which are "easier to clean", "looks nice", "are reusable", "convenience" and "durability". The research findings also revealed that households are willing to pay for sanitation facilities. This shows that there is a sizeable market for entrepreneurs to make a profit, provided that they can clearly understand and

deliver products that address the desires and benefits sought from the households. It was also reported that weak linkages among supply chain actors, limited technology options, poor service delivery, limited financial capacity expand their existing businesses are some of the common elements fleshed as an evidence to support the decision making in the sanitation marketing sector.

The quality of research and market assessments was discussed. It was acknowledged that evidenced based research is critical to better understand consumers' desires and the potential market, and inform decision on product and business model development. However it was also raised that the limitations of any given research should also be acknowledged and findings not generalized to different contexts.

2.4 Business Models for Sanitation Products and Services (Session 5)

The purpose of this session was to increase the participants' understanding of the different business models being developed in the sector; provide an environment for participants to reflect and comment on the different models; and capture possible strengths and weaknesses of different models. This session was facilitated by iDE Ethiopia. CRS, iDE, PSI, SNV and iDE presented their design methodologies; field test experiences and pilot findings with regards to development of their sanitation related business models. From the presentations it became clear that the different types of business models were at different stages of development.

iDE's have developed a product based on their "people centred design" approach and are analysing the business model and product through sales test. During this phase iDE are hoping to gain further insights into whether this model and product are replicable and scalable. The SNV/WEDC and PSI business models are at an earlier stage of development. **SNV/WEDC** are currently looking at a number of different products based on their formative research, and based on the products selected business models will be developed. For both iDE and SNV/WEDC, there was a strong focus on the re-design and production of slabs and some thinking on possible sub-structure products. There was also general consensus that superstructures were not a viable product for businesses, and these were produced at a low cost with local materials by households.

PSI business model development builds on their market based approach in other sectors, and initially focusing in urban areas. **CRS's** women led business model is more mature as it has been operating for the last few years in which they have claimed that they have already reached an early thought to replicate this model to other woredas.

All the presentations demonstrated the strong evidence base that was being used by development partners to support their decision making in relation to products, business models, outlet channels,

promotional activities and price points. A consensus emerged out of the session that the most feasible entry point for business development is through the engagement of existing businesses and entrepreneurs in related sectors, e.g. construction, who already have established business infrastructure and clients. This insight was supported by an encouraging experience of CRS, who harnessed the skills and experience of existing organized women groups. The groups were already producing and selling fuel saving stoves, and they extended their business line to also produce and sell concrete slabs.

The issue of quality control comes up as important issues during the discussion. **Quality control** is both a macro issues relate to policy and also a micro issue in relation to specific business models. It was clear that MoH already have standards for latrines construction, however these have not been applied rigorously in the private sector. The idea of using accreditation, possibly through social franchising, was put forward as a means of ensuring quality and building confidence amongst consumers. From the micro level, business models need to carefully think through quality issues within the supply chains, such as who should be responsible for quality assurance along the supply chain or how breakages during transportation and utilization are addressed.

The session provided some interesting insight into the commonalities and difference between the business models currently being developed and explored. It was agreed that the development of multiple business models is essential not understand better what does and does not work, but also to develop models that are applicable in the large number of different contexts in Ethiopia. Further learning and discussion as the implementation of these business models matures is essential to support the sector move forward.

2.5 Government based experiences on business model development (Session 6)

This session is facilitated by UNICEF. The objective of the session was to learn lessons and experiences of Regional Health Bureaus and Woreda Health Offices in leading sanitation marketing interventions. Critical to this discussion was to improve understanding of the roles different government agencies were playing at the sub-national level, to facilitate and implement sanitation marketing. Business models were presented from Amhara and Oromia regions, where government led business models have been established and are promoting improved sanitation related technology options. The government led model has emerged from a combination of UNICEF support and self-initiative from Health Bureaus, either responding to guidance from the MoH or responding to the need for sanitation materials within their locality.

The Government approach has been to harness jobless youths in the Woreda to establish SaniCenter to produce and sell ranges of sanitation related products and services, such as concrete sanplat, hand

washing facilities, improved cook stoves, safe water storage and locally manufactured vent pipe. These business models have currently focused on targeting peri urban and urban customers. In some instance the pricing of products in the SaniCenter was set by the Regional Health Bureau. While this kept prices low for consumers, it meant the profit of those engaged in running the centre was less. In turn those youths engaged to work in the SaniCenter were dis-incentivized by the lack of earnings, and did not continue their role. As a result the operation of the SaniCenter was taken over by the Woreda Health Officers, as their part time jobs. The sustainability of such a business models is questionable.

The positive element of the strong engagement of the Woreda Health Offices is that they were able to harness ongoing promotional channels to generate demand for their offering, such as HDAs, HEWs, Kebeles Administrative Council, and Community Based Organization (e.g. Idir). They used a variety of tools including point of sale displaying, loud speaker announcement and using posters to promote their products.

While the Government led approach cannot be described as a single model due to the variance between Regions and Woredas, it is arguably one of the most mature approaches currently being implemented on the ground. This session has also brought into attention the emergence of variety of business models which are led by government institutions. Like that of the development partners led models there are many business models flourishing in different Woredas, which are either at their infancy or reaching maturity where they sustainable and competitive businesses.

2.6 Promotion and Communication in Sanitation Marketing (Session 7)

This session was facilitated by WSP and aimed at increasing participants' understanding of the role of communications in Sanitation Marketing. WSP presented a conceptual framework for BCC in sanitation marketing and also shared the research findings from their behavior change study with a sanitation marketing lens. In addition, experiences of from the water purification sector were shaded by PSI. It was learnt that communication is one of the most important factor for sanitation marketing program. Some of the tested communication design approaches of WSP and other partners, such SaniFOAM model, were shared. Interpersonal communication, direct consumer contact and mass media were emphasized as key communication methods in designing sanitation marketing intervention.

PSI shared its experiences and tested approaches in designing and placement of communication messages in relation to their water purification products. Responding to their consumer research the communication was built on fears and hopes of targeted market. PSI shared its experiences on how an evidence based approaches to development of communication campaigns contributes towards

reaching a sustainable behavior changes. It was also learnt how an effectively integrating communication techniques will contribute on the impact of the overall campaign.

WSP shared from the key finding from their BCC assessment conducted to understand key behaviors determinant factors in Ethiopia’s four biggest regions. The research intended to understand consumer behaviors to develop communication messages and tools, to support a wider communications campaign. This behavioral change communication campaign to support sanitation marketing will need to align with and be part of the implementation of the already drafted National Communication Strategy.

3. Conclusion

The final session build on the experience and knowledge shared in the previous and focused on the way forward to those working on sanitation marketing in Ethiopia and the implementation of the National Sanitation Marketing Guidelines. Participants were asked to reflect back on the 6 Ps in the Marketing Mix, which has been discussed through the workshop. For each of the Ps participants highlighted the critical knowledge gaps and challenges, and proposed action to take them forward.

Table 3.1. Overview of Key Emerging Issues to be addressed

Marketing Mix	Overview of Key Emerging Issues to be Addressed
Product	<p>1. Technology Options:</p> <ul style="list-style-type: none"> • Do existing technology options meet consumer expectation and desires in terms of aspirations and affordability? • Do technology options for different contexts (e.g. hydrological, rural/urban, stages of sanitation ladder) need to be further explored? <p>2. Innovation:</p> <ul style="list-style-type: none"> • How do we get more actors, specifically private sector and TVET, engage in product development? • Who should, if anyone, play a coordination role to support product development, testing and commercialization? <p>3. Quality Control:</p> <ul style="list-style-type: none"> • Do we need further standards or just the more rigorous application of existing standards? • Who should play in monitoring standards and could accreditation support this?

Marketing Mix	Overview of Key Emerging Issues to be Addressed
Place	<p>4. Production and Sales Locations:</p> <ul style="list-style-type: none"> • What are the optimum distances between business and customers in different contexts? • How do business models take into account access to raw materials, location of production sites and transportation costs/challenges?
Price	<p>5. Availability of Finance:</p> <ul style="list-style-type: none"> • Do we understand what consumers are will to pay for different sanitation products in different context? • What loan size do different entrepreneurs and business need for start-up capital to engage in sanitation product development? • How does the high cost of credit, not impact the final price of the products? • How do we convince MFIs to engage in the sanitation sector?
Promotion	<p>6. Harnessing existing communication channels:</p> <ul style="list-style-type: none"> • What role do HEWs have in sanitation marketing promotion, and how does this link with their existing HEW package? • How does sanitation marketing communications link with CLTS-H awareness and behavior change communications? • How can we use local and contextualized celebrities to build personality for communication?
Promotion <i>(continued)</i>	<p>7. Promotional Campaign:</p> <ul style="list-style-type: none"> • How do we brand our communication campaigns to help users graduate from unimproved to improve latrines? • What is the added value for developing advocacy/ promotion tool for a political economy at all government?
Partnerships	<p>8. Multi-Stakeholder Platform (MSP):</p> <ul style="list-style-type: none"> • How will the MSP establishment contributes to the effective coordination and alignment of sanitation marketing efforts? • What steps need to be taken to establish the MSP, and who should lead and facilitate the MSP?
Policy	<p>9. Enabling Environment for Businesses:</p> <ul style="list-style-type: none"> • Do we need additional policiesto support the enabling environment for sanitation to thrive as a business, or just the reinforcing of those already in place? • How can MSE Agency and other Government entities and policies reduce the barriers to entry for sanitation businesses?

Annex I: Agenda

Time	Events	Facilitators	Moderator	Remarks
DAY 1				
8:30-9:00	<i>Participant registration</i>			
9:00-9:30	<i>Welcome and workshop objectives</i>	FMOH	WSP	
	<i>Official launching of the national sanitation marketing guideline</i>	FMOH		
9:30-10:30	Session 1: Overview of Sanitation Marketing <ul style="list-style-type: none"> • Definition , concepts and key principles 	WSP & iDE	FMOH	Interaction exercise followed by presentations
10:30 – 11:00	<i>Coffee Break</i>			
11:00-12:30	Session 1 (cont.): Overview of Sanitation Marketing <ul style="list-style-type: none"> • The 4ps continued • Communication campaign 	WSP & iDE	FMOH	Interaction exercise followed by presentations
12:30 – 1:30	<i>Lunch</i>			
1:30-3:00	Session 2: Overview of National Sanitation Marketing Guidelines <ul style="list-style-type: none"> • Mapping of sanitation marketing interventions in Ethiopia • Perceived opportunities and challenges 	FMOH	WSP	Presentation followed by plenary discussion
3:00-3:30	<i>Coffee Break</i>			
4:00-5:30	Session 3: Sanitation Market Opportunities <ul style="list-style-type: none"> • Sanitation as a Business (SAAB): Analysis of Value Chain (WaSH Movement in Ethiopia) • Sanitation Market Analysis (CRS) • Supply Chain Assessment (SNV/UNICEF) 	CRS, SNV, UNICEF	FMOH	Presentations followed by plenary discussion
5:30	Closing	FMOH		

Time	Events	Facilitators	Moderator	Remarks
DAY 2				
9:00-9:30	<i>Welcome and recap of day one</i>	FMOH	WSP	
9:30-11:00	Session 4: Business Models <ul style="list-style-type: none"> Sanitation Marketing Business Models (iDE) Value Chain Analysis (WaterAid) 	iDE & WaterAid	FMOH	Presentations followed by plenary discussion
11:00 – 11:30	<i>Coffee Break</i>			
11:30-12:30	Session 5: Role of Behaviour Change Communication in SanMark	WSP	FMOH	Presentations followed by plenary discussion
12:30 – 1:30	<i>Lunch</i>			
1:30 – 2:30	Session 6 : Sharing Region based lessons and experiences on sanitation marketing related business models: <ul style="list-style-type: none"> Amhara region Tigray region Oromia region SNNP region 	RHBs	FMOH	Presentations followed by plenary discussion
2:30-3:30	Session 7: Implementing National Sanitation Marketing Guidelines <ul style="list-style-type: none"> Different actors comparative advantages Roles and responsibilities of different actors 	FMOH	WSP	Group work followed by presentations
3:30-4:00	<i>Coffee Break</i>			
4:00-5:30	Session 7 (cont): Implementing National Sanitation Marketing Guidelines <ul style="list-style-type: none"> Coordination and partnership mechanism Regional action planning 	FMOH	WSP	Group work followed by presentations
5:30	Evaluation and Closing remarks	FMOH		

Annex II: List of Participants

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