

## LEARNING BRIEF

# Promoting Latrine Sales in CLTS Interventions through Integrated Sanitation Marketing



*Adapting sanitation marketing with improved latrine products for ODF villages*

---

## INTRODUCTION

---

## KEY ACTORS

---

## COST-EFFICIENT AND IMPROVED LATRINE DESIGN + FINANCING

---

## EARLY LESSONS FROM THE FIELD

---

## RECOMMENDATIONS + CONCLUSION

---

## INTRODUCTION

In 2015, after a decade of approaching rural sanitation by subsidizing latrine construction with minimal results, the Government of Senegal launched a new strategy for rural sanitation defined by a transfer of responsibility for the acquisition of sanitation services to communities. This created an opportunity for market-based approaches for increased sanitation outcomes.

In line with this strategy, the USAID Project “*Assainissement, Changement de Comportement et Eau pour le Sénégal (ACCES)*”, or “Sanitation, Behavior Change, and Water for Senegal,” aims to increase sustainable access to improved water and sanitation services and inspire adoption of hygiene practices to improve health and nutritional outcomes, especially for women and children. The USAID/ACCES project targets more than 50 municipalities in the regions of Kédougou, Tambacounda, Matam, Kolda, Sédhiou and Ziguinchor. USAID/ACCES promotes a market-based sanitation approach to increase demand for sanitation products and services by households and to strengthen entrepreneurs’ and other market actors’ ability to respond to an increase in demand in a fair and sustainable manner. Intervening on both the demand and the supply sides of the market,



Improved hygiene through handwashing, Sinthiou Sadio Aliou, Tambacounda (Oct 2017)

USAID/ACCES aims to create an enabling environment for equitable delivery of quality WASH products and services with the goal of universal sanitation coverage. The project has two geographically tailored approaches: a more traditional market-sanitation approach for urban and peri-urban zones, and a Community-Led Total Sanitation (CLTS) approach with integrated marketing components for rural areas.

CLTS facilitates achieving and sustaining Open Defecation Free (ODF) status in rural communities through social behavior change communication (SBCC) and triggering collective actions. In general, CLTS interventions focus on the systematic use of latrines, hand washing, and protecting water sources and local living environments. Inherent to this approach is the assumption that people, once motivated to end open defecation, will seek out WASH products and services on their own.

Since its creation, CLTS has been successful in transforming sanitation behavior and outcomes in rural communities across the globe; however, USAID/ACCES identified commonly encountered weaknesses when it contextualized the approach in Senegal, including the observed low-quality and limited sustainability of self-built sanitation facilities and the disagreeable odors, proliferation of flies, and risk of collapse during the rainy season. USAID/ACCES' strategy is to ensure that people can access desired latrine technologies that are hygienic, do not collapse and efficiently control odor and flies. Through implementation, USAID/ACCES has found that people desire higher-quality latrines than what they can build on their own, but lack access to improved sanitation products and the financing to acquire them. Additional challenges to CLTS effectiveness include: (i) unmotivated community-level facilitators; (ii) ineffective monitoring systems to maintain ODF status; (iii) local administrative authorities' weak commitment to developing sanitation services and maintaining ODF certification; (iv) ineffective poverty targeting mechanisms;

and, (v) non-inclusive targeting, including women, youth, and other people living with a disability in implementation. These factors contribute to slippage from ODF status; a study commissioned by Plan International found that if all ODF criteria were applied to follow-up analyses then the overall slippage rate of CLTS communities in four African countries was high, approximately 92%<sup>1</sup>.

USAID/ACCES is implementing an approach that goes beyond traditional CLTS and includes marketing hygiene and sanitation products in these rural communities. The aim is to improve access to WASH products and services while making positive hygiene behavior change more attractive to the communities. The approach is expected to strengthen resource mobilization in communities, contribute to durable infrastructure and improve overall sanitation. This document aims to present the ACCES approach and share preliminary lessons from integrating sanitation marketing into the CLTS approach in rural areas.



## KEY ACTORS

Over the past year, USAID/ACCES has refined a CLTS/Sanitation Marketing (SanMark) approach by integrating a variety of actors and mechanisms.

USAID/ACCES collaborates with public sector agencies and local authorities, including Deputy Regional Governors, National Hygiene and Sanitation Services, and local mayors. As a unique part of the SanMark integrated approach, advocacy efforts are additionally targeted towards the local mayors to encourage their promotion of Sagal products, inclusion of sanitation expenses in their annual budgets, and financing of latrines for public areas and the most vulnerable households. By systematically

---

<sup>1</sup> <https://www.ircwash.org/news/study-examines-sustainability-clts-programmes-africa>

USAID/ACCES also produced an ODF sustainability survey that highlighted factors conducive to successful CLTS implementation and the main limitations and constraints noted so far in the implementation of CLTS in Senegal (MDK Partners, 2016)

involving local authorities in sanitation marketing, USAID/ACCES has ensured that mayors develop a strong commitment to CLTS communities, raising visibility for sanitation messaging and motivating communities to achieve and maintain ODF status. For example, in the Municipality of Koussanar, the mayor has pledged to finance 100 latrines for vulnerable households and included this in the 2020 annual budget.

During the CLTS preparation stage, the National Hygiene Service, USAID/ACCES, and community leaders complete an assessment of each village's current hygiene and sanitation level to identify unsanitary practices and develop an action plan to attain ODF status. A Village Monitoring Committee (VMC) made up of seven or eight volunteers, including at least two women in leadership positions, is then created in each CLTS community.



VMC Members, Sinthiou Sambarou Deme, Tambacounda (Jan 2018)

VMCs are preferably composed of existing village development committee members, and ACCES contributes to strengthening their interest and capacity to improve sanitation in their village instead of creating a new committee.

VMCs are key contributors to reaching and maintaining ODF status, and important intermediaries for latrine sales and installation. The main objective that a VMC pursues for a village is not merely ending the practice of open defecation, but universal household use of an

improved latrine meeting established quality and safety standards.

VMCs are created in targeted villages and monitored by the USAID/ACCES staff and regional technical services over 6-12 months to determine how effective they are at arranging bulk orders, collecting payments, supervising masons, and achieving full latrine coverage.

---

## **THE ROLE OF A VILLAGE MONITORING COMMITTEE**

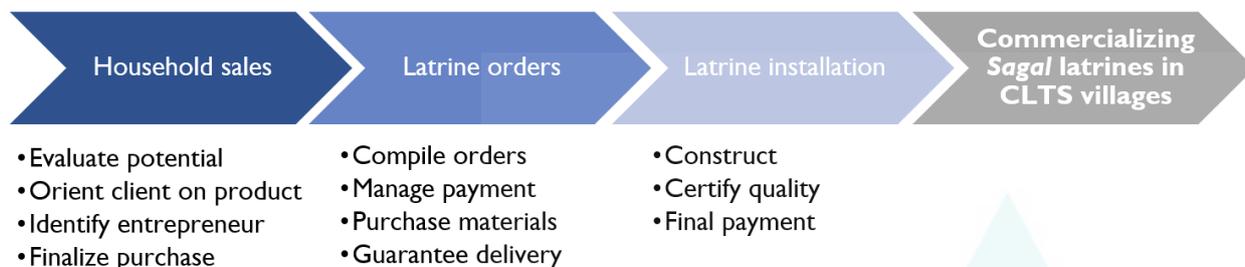
*The committee is responsible for mobilizing the village, promoting latrine sales, selling SaTo Pans (sanitary toilet pan), menstrual hygiene products and Aquatabs (water purification tablets), organizing community clean-up events, promoting handwashing and other SBCC messages, and conducting in-home follow-up visits to verify latrine maintenance.*

*The VMC negotiates with local masons to ensure that latrine construction remains on track and monitors the village's practices to maintain ODF status.*

*Finally, VMCs are trained to organize and manage financial resources using a registry, whether from hygiene product sales or latrine installment payments collected for masons, or loan reimbursement payments collected for microfinance institutions. The VMC can be paid a commission by masons and entrepreneurs or a microfinance institution for their cash management and brokering role.*

---

The VMC is central to the CLTS/SanMark approach. The following graphic outlines the management process of latrine orders in the CLTS zones. It shows the steps, activities, and various kinds of support provided to households to complete latrine orders, financing applications, and construction.



## COST-EFFICIENT AND IMPROVED LATRINE DESIGN + FINANCING

Relying on the principles of human centered design<sup>2</sup>, USAID/ACCES has worked with local communities, households, masons, entrepreneurs, and technical experts to design improved latrine models that were cost-efficient, durable, respected sanitation criteria, effectively blocked odors and flies and ensured the safety, comfort, and security of the clients. To address an absence of safe latrine emptying options, ACCES promotes dual pits to alternate use while a full pit is decomposing.

USAID/ACCES considers product design an iterative process which has led to continued adaptation and improvement like introducing an inexpensive and easy-to-install SaTo Pan<sup>3</sup> with a self-closing flap which creates a physical barrier between the toilet and fecal matter, while eliminating odors and flies when cleaned regularly. USAID/ACCES then trains local masons on these improved latrine designs and creates structures to facilitate the buying and selling of these sanitation products.

Inherent to this process was the understanding that these latrines needed to be within the financial limits of the typical rural household's resources. While prices vary depending on local materials, transport and labor costs, and soil quality, the most basic Sagal<sup>4</sup> latrine model is the "WOYOFAL," – a ventilated semi-masoned

pit latrine – which costs between 28,000 XOF-34,000 XOF (\$47- \$57 USD). Re-designing these latrine models ensures that Sagal latrines are desirable and affordable to clients and are also profitable for masons.

*Masons are often community members and they sometimes accept to build a latrine even if a household does not have the resources to pay up-front cash in full; they assume that they will eventually be able to follow-up with their neighbors and receive the money due. However, this can create cash-flow problems for the mason.*



Mason training in Ranérou, Matam (July 2017)

<sup>2</sup> [www.ideo.org/approach](http://www.ideo.org/approach)

<sup>3</sup> <https://www.youtube.com/watch?v=NtY3FqfncGY&feature=youtu.be>

<sup>4</sup> Sagal translates from Wolof to mean "to make proud" and is the slogan for the marketing campaign

Integral to a CLTS/SanMark approach is identifying innovative financing mechanisms to ensure that rural households have the resources to purchase cost-efficient latrines. Several different strategies are being used including incremental latrine construction (e.g. one pit at a time), bulk ordering of materials for a village at discounted rates, the household's in-kind contribution (digging the latrine pit, making cement bricks, etc.).

As mentioned previously, VMCs act as an intermediary between the clients and the masons/contractors collecting down-payments from households and then supervising the latrine installation, thereby fostering confidence about the transaction. To this end, VMCs are trained in bookkeeping and they maintain financial transactions registries. In the municipality of Vélingara Ferlo (Matam), twelve VMCs collected down-payments worth 7,010,560 XOF (\$11,922 USD) to build 274 latrines between October 2018 and December 2019.

Another financing mechanism used by USAID/ACCES is to create savings groups in CLTS villages to finance latrines for their members by either lending internal funds or using part of their group savings to progressively purchase latrines for each member. As of September 2019, 7 savings groups had financed 24 latrines for 1,477,060 XOF (\$2,478 USD) in CLTS villages in Ziguinchor and Kolda.

Several VMCs and community savings groups have used external sources to finance latrines. Partnering with *Credit Mutuel Senegal* (CMS) to offer a latrine financing product called "TABAKH Sagal," 21 loans had been disbursed at the end of December 2019 in CLTS villages to purchase 403 latrines valuing 21,204,540 XOF (\$36,062 USD). Loans are disbursed to groups of individuals desiring to purchase a Sagal latrine and the funds are entrusted to the Savings Group Management Committee (CG) or the VMC, which guarantee the proper use of funds and latrine construction by closely monitoring local entrepreneurs. Individual beneficiaries then repay the loan in installments, which are collected by the CG or VMC and then paid to

CMS. This agreement allows beneficiaries to quickly access financing for a latrine and ensure installation, while paying small installments at a reasonable interest rate.

---

*"Today if you put a bowl of water in front of a group of kids and tell them to wash their hands, like we used to do, they will all refuse. They will get up and go to the handwashing station."*

– Maimouna Diallo, VMC Member,  
Sinthiou Sadio Aliou

---

*"I went to the community meeting and heard what the USAID/ACCES project facilitator and VMC had to say. I was convinced of the importance of the latrines and the quality of the model. I went home and within days started digging my pits. Even before the project facilitator returned, I had finished digging. Thus, when the Migrants Association funded the materials, I was ready, and my latrine was quickly constructed."*

– Kéba Sow, Village Elder, Ngary Ali (Tambacounda)

---

*"We are motivated to do this work [speaking about the VMC] to develop our village. Today the village is clean. When guests come, they comment on the cleanliness of the village and the quality of the latrines in our homes. We are proud of this."*

– Cherif Diallo, Secretary VMC, Sinthiou Sadio Aliou  
(Tambacounda)

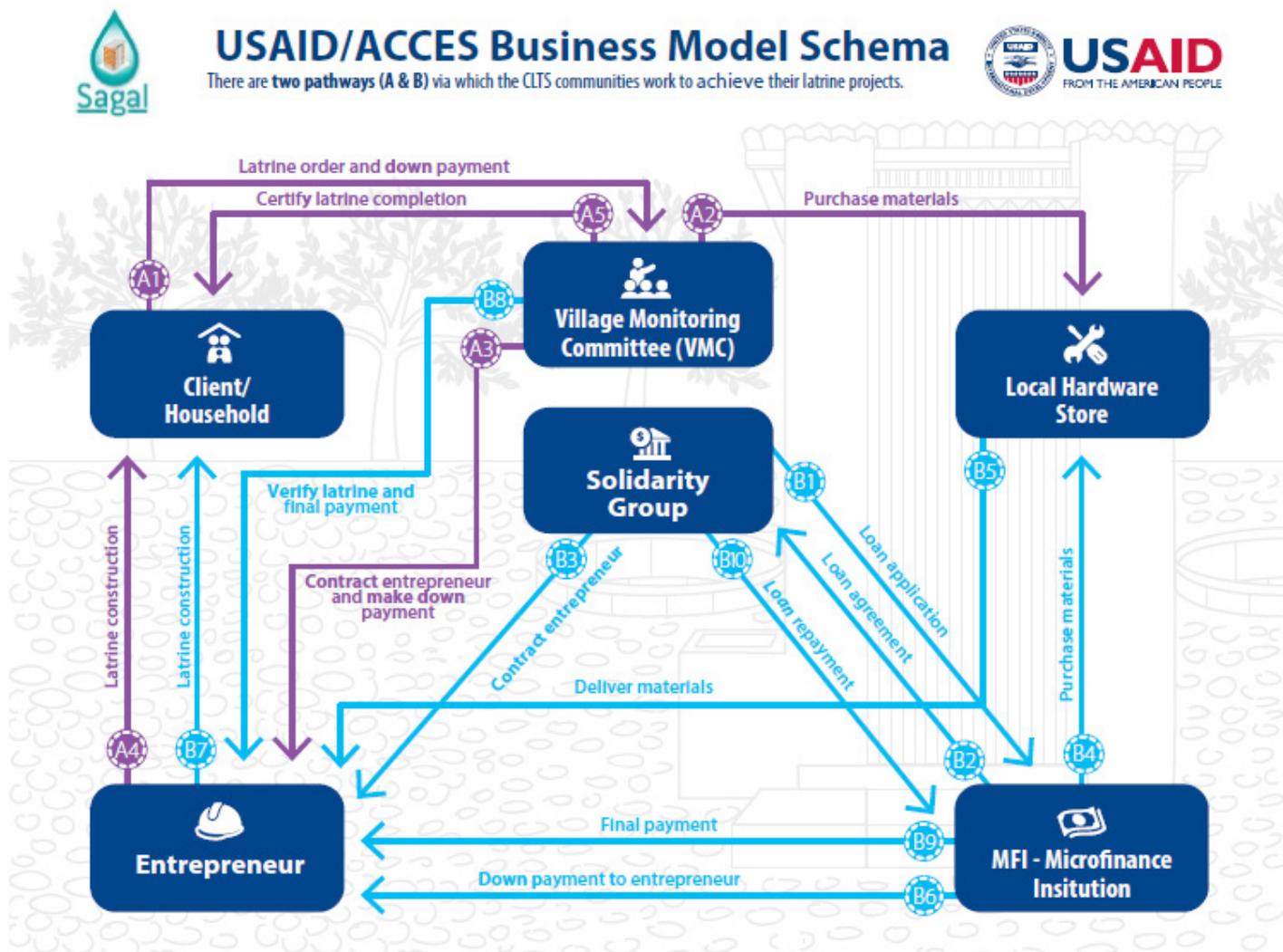
---

*"In the beginning it was very difficult to convince people to pay for a latrine. They were interested and saw the importance but once you said the price they sat back. That was why it was important what the women's group did, to pre-finance the materials at the local hardware store for 16 households in the village."*

– Abdul Karim Sow, President VMC,  
Sinthiou Sadio Aliou

---

The below figure shows the two pathways by which CLTS communities supported by USAID/ACCES achieve their latrine projects.



## EARLY LESSONS FROM THE FIELD

As of December 2019, 2,347 latrines had been sold in CLTS communities, which represent approximately 37% of total sales for the project. The technical approach outlined above was successful in the field due to several key factors.

**Community Engagement:** USAID/ACCES has

found that a targeted village's solidarity is a deciding factor in successful CLTS/SanMark. Inter-village politics can inhibit activities and create communication obstacles, whereas cohesion and a willingness to work together facilitates the creation of a community-wide movement. The identification of existing

solidarity mechanisms from the beginning made it possible to use them as levers during implementation. In addition to the criteria relating to sanitation and water coverage, those relating to socio-community and local economic dynamics are decisive in the selection of the CLTS villages. This finding reinforces the need to thoroughly evaluate villages during the selection phase of CLTS.



Teenage boy washing hands at a handwashing station in Sinthiou Sadio Aliou, Tambacounda

**VMC Leadership:** Where the implementation centered around a dynamic VMC, USAID/ACCES has been most successful in improving hygiene through SBCC, increasing latrine sales through sanitation marketing, and reaching ODF status through CLTS and latrine construction. VMCs are run by community volunteers and USAID/ACCES motivates members by supplying commercial products like SaTo Pans and Aquatabs, or latrine construction tools for rent, to generate income and encourage sustainability. Identifying individuals, who are motivated about WASH goals and natural community leaders has been key to creating durable and dynamic VMC. Furthermore, those VMC that include masons, women's groups leaders, health professionals,

and well-respected community leaders have proven to be the most active and well-connected to existing financial, knowledge, and the levers to establish a real behavior change at the community level.

**Integrated Gender Approach:** Integrating gender throughout the activities seems to contribute substantially to achieving results. For example, in the Southern regions of Senegal, the VMCs that have a female president are among the most dynamic. Women are natural champions for hygiene and sanitation SBCC messages due to their traditional cultural roles as caregiver and housekeeper. USAID/ACCES' CLTS/SanMark approach has also empowered women to take on new leadership roles in their communities, especially through VMC and women's savings groups. In Ndayane Gassel 1, the village chief is a unique female leader and champion for the project. A member of the VMC, Adjaratou Seynabou Ba, was the first in her community to purchase a latrine and she rigorously works to ensure that the VMC meets their objectives, constantly pushing WASH SBCC messages; she personally financed five latrines in vulnerable households.

---

*As of November 2019, 58% of VMC members were women; 32% of VMCs had a female president; and 90% of committees had a female treasurer.*

*At the end of Q3 FY2019, 25% of clients for latrines were women; 88% of ACCES-supported savings groups' participants are women.*

---

**Group Sales:** USAID/ACCES supported entrepreneurs have been more effective in instances of group sales. When clients are grouped, they are more successful in accessing financial resources and entrepreneurs can obtain discounted rates to purchase bulk materials. Savings groups have received loans from CMS to on-lend to households

wanting to buy a latrine. In Sinthiou Sadio Aliou, a women's group pre-financed 209,600 XOF (\$352 USD) to purchase the materials at the local hardware store to build latrines for 16 households, which the households paid back in two installments. On the supply side, entrepreneurs are motivated when their cash-flow is not depleted and income and profit margins are more substantial; this occurs when materials are purchased directly and in bulk with financing, adding a discount, and when orders are grouped together.



Entrepreneur presenting latrine models in Thiasky, Goudiry (Jan 2018)

---

*In the Municipality of Velingara Ferlo (Matam), the masons created an association to build latrines in a zone where villages are geographically dispersed. To maximize their workforce, the masons worked in two rotating groups – excavation and installation - to complete latrine construction; by dividing the tasks into phases, the collective has improved efficiency, increasing the number of latrine orders it can manage and its revenue thus improving the market in an otherwise difficult zone.*

---

**An Effective Supply Chain:** While the rate of latrine orders in CLTS villages has been high, the construction rate lags in some villages. In those villages where latrines were built within a reasonable timeframe (2 weeks), an effective supply chain was in place and funds were available and skilled local masons trained by

USAID/ACCES in improved latrine construction techniques were active. Additionally, those masons with business management skills, such as those in Velingara Ferlo, were the most successful in generating sustainable profit margins.

Equipping VMCs with needed equipment (brick molds, etc.) ensures their local availability and generates rental income for small equipment. Flexible payment plans – including providing non-financial inputs to the construction (manual labor, local resources such as sand, gravel or water) and even paying masons in-kind with goods equivalent to the price of their labor (livestock, etc.) – help facilitate the latrine construction financing and minimize issues associated with low cash flow. USAID/ACCES's CLTS/SanMark approach has been the most successful in those communities where the full array of sanitation market actors was engaged.

**Migrants' Associations:** USAID/ACCES has linked CLTS communities with migrant associations in France to leverage funds for latrine construction. A Senegalese diaspora association has committed to financing 1,000 latrines in their home communities in Senegal (Matam region). While an exciting new strategy, this approach requires credibility building, monitoring by the project team, and ample support to VMC. Ngary Ali is an example of migrant engagement on a localized scale.

---

*A migrant from Ngary Ali (Matam) was visiting family in Senegal and participated in a community meeting where Sagal latrines were presented. He found the concept compelling enough to discuss with fellow migrants upon his return to France and their association began funding the materials for latrine installation, significantly reducing the cost for individual households; 18 latrines have been built to-date. This association works directly with local hardware stores to supply the materials and the VMC monitors latrine construction and certifies completion.*

---

## RECOMMENDATIONS + CONCLUSION

USAID/ACCES has found that hygiene and sanitation marketing is effective in generating demand for latrines and contributes to sanitation market development in both rural and peri-urban communities. Key ACCES success factors include high levels of community engagement, active community leaders through the VMC model, and innovative financing mechanisms. Below are recommendations derived from USAID/ACCES' experience:

- Establish fundamental success criteria to use in CLTS site selection.
- Develop sanitation product models in advance through participatory approaches to ensure products are well adapted to CLTS sites.
- Ensure a thorough mapping exercise to prevent targeting villages with active subsidized latrine projects.
- Ensure sufficient locally-based human resources, in both quantity and quality, ideally: two community-level agents for each group of 5 – 6 villages, one to manage the CLTS/SBCC activities and the other to manage the income-generating activities (IGA)/financing activities.
- Integrate existing community members and networks into the latrine marketing process (e.g. community leaders, women's groups, community-based organizations, local entrepreneurs and service providers).
- Broker lending via microfinance institutions to pre-finance latrine purchases.
- Train local networks to promote latrine sales to groups.

- Include IGA training activities in the project to better support women's groups in CLTS communities to generate income, which can be used to purchase latrines.
- Encourage women's groups in CLTS communities to promote Sagal latrines, to provide financing, and to participate in IGA training.
- Establish a relationship between local health workers and community-based agents so that patients who do not have adequate hygiene and sanitation facilities at their homes can be referred by the health workers to the project actors.

As USAID/ACCES moves into its fourth year, its focus is to ensure a sustainable hygiene and sanitation market. By integrating these sanitation products into private service provider networks, in collaboration with local businesses and local financing institutions, market sustainability will improve. Furthermore, USAID/ACCES encourages certified Sagal masons to increase their sales outreach by independently targeting neighboring villages and neighborhoods with latrine marketing. VMCs are well positioned to support these entrepreneurs to expand their marketing and manage sales in neighboring communities. Finally, ACCES has encouraged savings groups and VMCs to collaborate on developing internal latrine financing plans which generate revenue and contribute to the group's financial stability. These financial incentives also contribute to maintain VMC motivation to continue promoting improved sanitation in their communities and, as a result, maintain their ODF status.

## REFERENCES

*MDK, Partners: Cartographie des expériences d'ATPC au Senegal (Septembre 2016)*

*Plan International Handbook on Community Led Total Sanitation (March 2008)*

*Plan International ODF Sustainability Study (December 2013)*

*IDEO.org*

*United Nations Economic Commission for Africa, African Union, African Development Bank and United Nations Development Programme, Assessing progress in Africa toward the Millennium Development Goals (2014)*

*Agence Nationale de la Statistique et de la Démographie, Republic of Senegal; Demographic and Health and Multiple Indicator Cluster Survey 2010-2011 (2012)*

*Interviews with:*

*Members of VMC in Sinthiou Sadio Aliou: Abdul Karim Sow, Cherif Diallo, Maimouna Diallo, Khadiatou Ba  
Beneficiaries, Members of VMC, and Members of Immigrants Association in Ngary Ali*



USAID