

A smiling woman wearing a red sari with white patterns and a red bindi on her forehead. She is standing in front of a doorway with a grey door. The background is a light-colored wall.

**MAKE A  
SPLASH!**

**LIXIL**  
IN PARTNERSHIP WITH  
**unicef**

## **Sanitation and Hygiene for All**

'Make a Splash!'  
Partnership Progress  
Report 2022–2023





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# Foreword

**An estimated 3.4 billion people – almost half the global population – live without access to safely managed sanitation. These figures come with a devastating human cost: each day, around 1000 children under 5 years of age die from diarrheal diseases attributed directly or indirectly to unsafe water, sanitation and hand hygiene.**

UNICEF promotes the rights and well-being of every child, working in over 190 countries together with partners. Understanding the profound impact of poor sanitation and hygiene services on the health and well-being of children, UNICEF launched in 2022 the Game Plan to Reach Safely Managed Sanitation. In collaboration with partners, UNICEF will directly and indirectly support 1 billion people worldwide in gaining access to safely managed sanitation through the plan.

LIXIL's purpose is to make better homes a reality for everyone, everywhere. LIXIL develops products and services that make a positive impact on people's lives, society and the environment in a rapidly changing world. LIXIL has set the target of improving sanitation and the quality of life for 100 million people by 2025. It innovates viable products, solutions and business models such as SATO, a social business providing water taps and affordable toilet solutions, to elevate standards of living through improved sanitation and hygiene.

At the same time, UNICEF and LIXIL know that achieving safe sanitation globally cannot be done by any one organization alone.

Launched in 2018, the 'Make a Splash!' (MaS!) partnership between LIXIL and UNICEF combines the two organizations' complementary strengths to support progress towards Sustainable Development Goal (SDG) 6 to ensure access to water and sanitation for all.

The MaS! partnership shows how businesses such as LIXIL can support governments to strengthen systems to effectively enable market-based sanitation programmes to accelerate

progress towards achieving SDG 6.2, to achieve access to adequate and equitable sanitation and hygiene for all and end open defecation by 2030.

In just three years, MaS! helped improve sanitation and hygiene for 2.9 million people in Ethiopia, Kenya and Tanzania. Building on the success of the partnership, we expanded our scope to reach children and families in six countries by including India, Indonesia and Nigeria in 2022. Through joint advocacy efforts and solutions that cater to the unique needs of communities, we are confident that we can bring lasting change and make a positive difference for generations to come.

Signed by

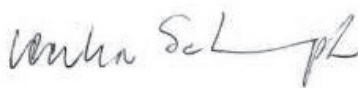
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# Executive summary

**In 2018, UNICEF and LIXIL embarked on a first-of-its-kind partnership called 'Make a Splash!'. The MaS! partnership was built upon the comparative strengths of each entity to overcome barriers to sanitation to accelerate the achievement of SDG 6.2 by providing 2.9 million people across Ethiopia, Kenya and Tanzania with sanitation and hygiene services. Building on the success of the partnership, we expanded our scope to reach children and families in 6 countries to include India, Indonesia and Nigeria, enabling access to sanitation hygiene for 5.6 million people in 2022.**

During 2022, we worked more at-scale by strengthening market systems, reaching a total of 2.9 million people with access to at least

basic sanitation, including approximately 734,900 people directly, through sales of approximately 60,000 SATO Pans and many other toilet products, and 2.2 million people indirectly, through UNICEF's systems strengthening work.

Approximately 2.7 million people gained access to basic hand hygiene, already surpassing the global target of 1.3 million people. This included approximately 820,000 people in Tanzania who gained access to at least basic handwashing facilities in Iringa, Mbeya, Njombe, Songwe and Zanzibar. MaS! has also improved sanitation and hygiene in schools. In 2022, the partnership piloted the School Toilet Enhancement Programme (STEP) in 10 schools in Mwingi North, Kenya, benefiting 3,718 students. This programme aims to demonstrate the benefits



The Urban Sanitation Programme in Uganda is a pilot of UNICEF, in partnership with Mukono Municipality, with funding from Finnish NatCom. Mary receives her sato pan set comprising a pan that will be set over the pit latrine and a three-litre jerrycan to carry water for pouring over the satopan after each use.

1 1.9 million of these were reached with safely managed sanitation. Safely managed sanitation facilities are defined as improved sanitation facilities that are not shared with other households and where excreta are safely disposed of in situ or transported and treated off site.



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The community in Niladungrī village, Sambalpur, Odisha is engaged in on-going retrofitting work in presence of members from UNICEF and LIXIL SATO team.

of SATO toilets to the wider community whilst directly benefiting the school children.

Some of this increased access to sanitation and hygiene facilities was a direct result of approximately 128,000 new SATO products. Approximately 60,000 SATO Taps were distributed, whilst 6,000 SATO Stools, 1,000 Orissa Pans and 61,000 SATO Pans, including 26,000 in Ethiopia, 17,000 in Kenya and 14,000 in Tanzania were sold.

Across the six countries, approximately 324,000 stakeholders received training on market-based sanitation and safely managed sanitation. For example, approximately 250,000 members of women's self-help groups in India received training on WASH financing, including accessing micro-finance to upgrade household sanitation and hygiene facilities.

Across the six countries, US\$2.4 million of consumer lending was facilitated through a range of mechanisms and partners, to support customers purchase sanitation and hygiene products. Additionally, approximately US\$417,000 of government funding was directly allocated to sanitation and hygiene improvements, including US\$341,000 in India.

UNICEF and LIXIL achieved these significant results by working together to overcome market

shortcomings in each context. While country-specific challenges exist, a number affected multiple countries. The first common challenge relates to fragmented supply chains that are unable to deliver sufficient supplies of sanitation products, from towns to vulnerable people who live at the 'last mile'. Mitigation strategies vary according to context. In Kenya, the MaS! partnership is training artisans and linking them to the distribution network and communities through community health volunteers. In Nigeria, where shortages of SATO products hindered sales to toilet business owners and households, the partnership worked to establish new supply channels. SATO Taps, which were initially procured off-shore and donated by LIXIL for field testing, will now be produced and distributed in-country. In Tanzania, where there were difficulties supplying products to remote, hard-to-reach communities, the partnership adopted the hub-and-spoke supply chain model that ensures that products reach the last mile.

Suppressed demand for sanitation products has also been an issue in many countries, due largely to the unknown time, effort and total cost implications and the uncertain incomes of poor households who want to improve their sanitation facilities. In Kenya, the MaS! partnership continues to overcome household cash flow

issues by developing innovative financing models and advocate for tax waivers for raw materials used to manufacture sanitation products. In several countries, the partnership is working with authorities and financial institutions to establish micro-finance systems, especially through women's self-help groups, to help make the required supplies affordable to poor households.

On a more technical level, the lack of adequate septic tanks and proper desludging services is a significant problem in a few countries. In Nigeria, the partnership is helping to write and validate Bauchi's Faecal Sludge Management Guidelines.

A number of important lessons continue to emerge from the partnership, including:

- **One-stop shops:** Sanitation one-stop shops can accelerate the uptake of improved sanitation options in hard-to-reach areas by coordinating among businesses on toilet designs and materials, helping customers make complex construction purchase decisions.
- **Access to finance:** Utilizing micro-finance, households can build and improve their own latrines to move up the sanitation ladder.
- **Smart subsidies:** The poorest of the poor require smart subsidies because they are not able to construct improved sanitation facilities on their own due to their extreme poverty and/or precarious environmental factors.
- **Community leadership:** The support and buy-in of traditional and religious leaders is critical for accelerating sanitation uptake at the community level.

Looking forward to 2023, the partnership will continue to strengthen markets for safely managed sanitation, leveraging the strengths of both organisations and increasing cross-country learning opportunities. Important priorities in each country will continue to advance the partnership. To improve supply and equity, Kenya will be training artisans on innovative, climate-resilient, gender- and disability-friendly sanitation systems, including SATO offset solutions. In Ethiopia, the MaS! partnership intends to establish and strengthen partnerships with banks and self-help groups to roll out micro-finance solutions for durable latrines whilst engaging with the Development Bank of Ethiopia to include WASH lending as one of the priority lending schemes. To legitimize and protect sanitation workers in India, the partnership will help develop state-level strategies for training, certifying and professionalizing WASH sector service providers, such as masons, on safely managed sanitation. Finally, to address the desludging problem, Indonesia will explore potential alternative technical options for on-site safely managed sanitation systems.



UNICEF and LIXIL achieved these significant results by working together to overcome market shortcomings in each context.



# Background

**The ‘Make a Splash!’ (MaS!) partnership is a bold partnership uniquely positioned to transform the lives of families, children and communities thanks to the shared and complementary expertise of LIXIL – maker of pioneering water and housing products, as well as its SATO brand and social business – and UNICEF’s rich knowledge. The partnership shows how collaboration between business and development partners can support governments to strengthen systems that will create a healthier environment for market-based sanitation to reach households, communities and governments with products and services that will transform progress towards safe sanitation and hygiene for all.**

This 2022 Annual Report demonstrates progress across several key metrics, enabled by the shared value partnership between UNICEF and LIXIL. The country-focused sections highlight achievements made in supporting governments to strengthen systems that have, in turn, enabled markets to meet the sanitation and hygiene needs of consumers, accelerating progress towards SDG 6.2.<sup>2</sup>

As the countdown to the 2030 SDG 6.2 deadline looms, UNICEF and LIXIL are taking bold moves to accelerate efforts supported by investments. Today 3.4 billion people worldwide still lack safely managed sanitation, and 2 billion people do not have access to basic facilities with soap and water to practice lifesaving hygiene behaviours. The world is gravely off-track to achieving the promise of SDG 6.2. With only seven years left, the world must work five times faster to meet targets for sanitation and hygiene. The partnership is enabling innovation and new opportunities to drive the needed acceleration.

Understanding the profound impact that poor sanitation and hygiene service has on the health and well-being of children, UNICEF and LIXIL are committed to accelerating efforts towards achieving SDG 6.2. In 2022, through the ‘Team Splash’ employee contribution program, LIXIL’s employees supported partnership activities. Already close to 3,500 donations have been made, raising a total of over US \$165,000. In

addition to its employees, LIXIL’s customers and partners joined the effort to support the ‘Make A Splash!’ partnership. In 2022, LIXIL renewed its cause-related marketing campaign ‘Cleanliness for All Project’, where for each LIXIL Shower Toilet and Touchless faucet sold in Japan, LIXIL donated a portion of sales to its partnership with UNICEF. As a result of the campaign, around \$165,000 was donated, while also raising awareness of global sanitation issues to LIXIL’s customers, partners and employees.

Meanwhile, UNICEF launched the Game Plan to Reach Safely Managed Sanitation to support 1 billion people worldwide in gaining access to safe sanitation through direct and indirect support in collaboration with partners.

Under the Game Plan, the MaS! partnership is showing how, with businesses, UNICEF can support governments to strengthen systems to effectively enable the market-based sanitation programmes to accelerate progress towards the achievement of SDG 6.2. UNICEF is also continuing to support the creation of social norms around sanitation and hygiene practices through community-level behaviour change. Together with LIXIL, UNICEF is supporting governments to drive improvements along the sanitation chain, such as building leadership capacity to work with businesses to innovate and provide services and products that particularly impact the poorest and most vulnerable people.

In 2022, the partnership improved the tracking of progress and the sharing of experiences across countries. A shared set of metrics are highlighted in the country sections, providing a framework for deeper knowledge generation as implementation progresses.

Throughout the past year, UNICEF held a series of virtual webinars to share and discuss UNICEF’s new Game Plan, providing a platform for the MaS! country teams to share their experiences of strengthening government systems that lead to more vibrant markets. UNICEF used several opportunities to highlight how the MaS! partnership is contributing to Game Plan outcomes at key sector events, including the

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<sup>2</sup> SDG target 6.2 is: ‘By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations.’

World Water Forum, World Water Week, World Toilet Day, the World Toilet Summit and the official launch of the Game Plan at the 2022 Water and Health Conference. Further, UNICEF expanded training and coaching opportunities to ensure that country teams can support the shift to strengthening sanitation systems, including a course on Agora, UNICEF’s global learning

platform, on safely managed sanitation, as well as orientations and clinics on the Game Plan at the country level.

This 2022–2023 report illustrates how the MaS! partnership is building on the achievements by strengthening the five accelerators of the SDG 6 Global Acceleration Framework.

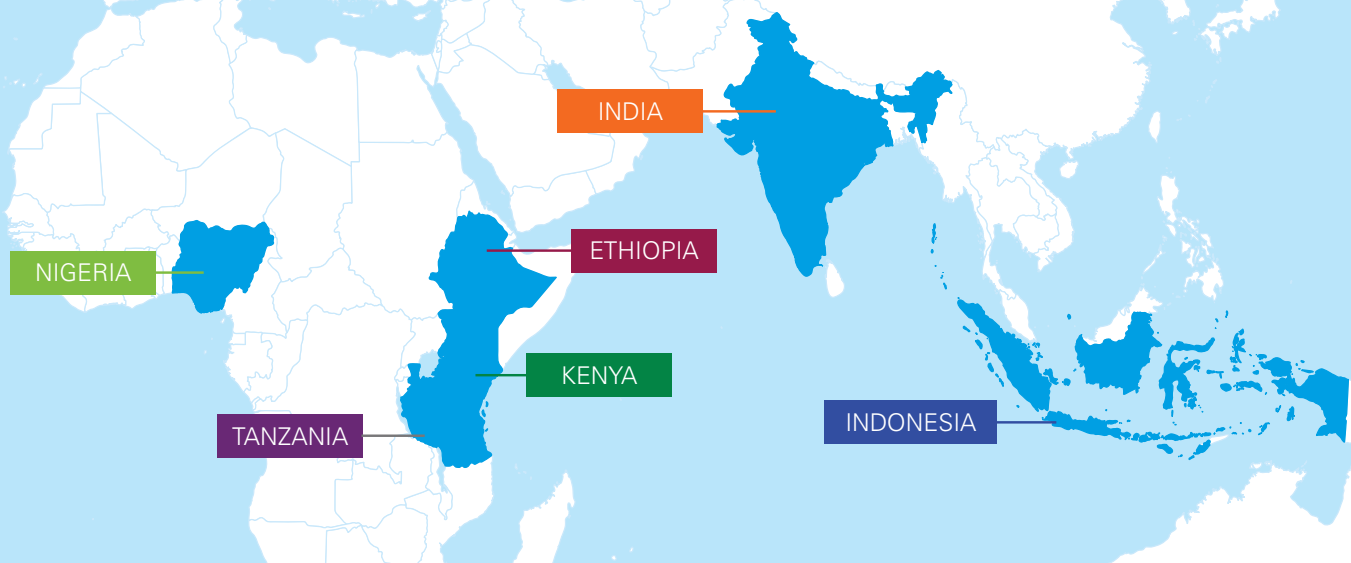
Summary of MaS! partnership (2018–2021)	
<b>1. Governance</b>	Strengthened the sanitation and hygiene market by convening cross-sectoral dialogues, establishing public-private partnerships, advocating for improved policies, and improving knowledge management platforms.
<b>2. Financing</b>	Investigated ways to increase finance to the sanitation and hygiene sector by strengthening micro-finance institutions, improving national financing strategies, leveraging private sector resources, mobilizing domestic resources, and tapping into innovative financial products.
<b>3. Data</b>	Strengthened country monitoring systems (at national and sub-national levels) and supported enterprise-level monitoring and evaluation to facilitate viable sanitation and hygiene enterprises.
<b>4. Capacity development</b>	Local sanitation and hygiene businesses were trained to improve their understanding of the market, production processes, supply chains and stimulating consumer demand.
<b>5. Innovation</b>	Stimulated the market for two products – SATO Toilet Pans and SATO Taps – which helped the partnership get a deep understanding of the process to bring products to market and improve access to basic sanitation and hygiene.



Together with LIXIL, UNICEF is supporting governments to drive improvements along the sanitation chain, such as building leadership capacity to work with businesses to innovate and provide services and products that particularly impact the poorest and most vulnerable people.



# Global highlights



The impact of the MaS! partnership in 2022 across the six focus countries was as follows:



## Sanitation

**2.9 million**

people gained access to at least basic sanitation, of which 735,000 people directly, through sales of 60,000 SATO Pans and many other toilet products, and 2.2 million indirectly, such as building the capacity of community health volunteers or stimulating microfinance for low-income individuals. In total, over 68,000 SATO toilet pans were sold through partnership activities.



## Capacity

**324,000**

stakeholders received training on market-based and safely managed sanitation.



## Hand hygiene

**2.7 million**

people gained access to basic hand hygiene, of which at least 300,000 were using SATO Taps.



## Finance

**\$2.4 m**

of consumer lending was facilitated to support customers purchase sanitation and hygiene products.



## Data

**10**

data and information systems strengthened for the sanitation and hygiene sector, including for safely managed sanitation.



## Policies

**14**

national and local government policy instruments (i.e. guidelines, action plans, etc.) were supported by the partnership to strengthen delivery of sanitation and hygiene services.



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# Kenya

## Background

The latest JMP data indicates that 32.7 per cent of people in Kenya had access to basic sanitation in 2020, a relatively small change from the 30.6 per cent who had access two decades earlier in 2000. An additional 25.7 per cent of Kenyans had access to limited sanitation in 2020 (up from 17 per cent in 2000), and 33.3 per cent were using unimproved sanitation services (compared to 34.7 per cent in 2000). Approximately 8.5 per cent of people in Kenya were defecating in the open in 2020, a significant decrease from 17.8 per cent in 2000. There are currently no estimates for safely managed sanitation.

MaS! focused on the counties of Kitui and Siaya, improving the sanitation services for over 300,000, including improved sanitation facilities in 129 schools. Kisumu, Garissa and Migori counties were added to the partnership in 2022.



### IMPACT BY THE NUMBERS



#### Sanitation

171,054

people gained access to safely managed sanitation, of which 114,908 directly using SATO sanitation solutions and 56,146 indirectly, through the training of local artisans and community health volunteers, and financial inclusion and marketing activities.



#### Hand hygiene

150,000

people gained access to basic hand hygiene.



#### SATO sales\*

21,040

SATO products were purchased, including 16,868 Pans and 4,172 Stools.



#### Policies

1 local government policy instrument was approved.



#### Capacity

2,000

stakeholders received training to support monitoring, implementation or design of SMS systems.



#### Finance

\$32,141

of government budget allocated to sanitation and hygiene improvement.

\* Reported sales are limited to those attributable to MaS! partnership locations and do not reflect total sales within SATO markets.



## 2022 Accomplishments

The establishment of improved toilet systems, including SATO products, in public spaces (e.g., schools, markets, churches and bus terminals) helped create demand for improved sanitation facilities and promoted replication in communities. Activities during the year also demonstrated that sanitation one-stop shops can accelerate the uptake of improved sanitation options and offer sanitation and hygiene solutions for people in hard-to-reach areas.

To improve the capacity of sanitation-related businesses, the Kenya partnership developed innovative financing models and tested them with six financial institutions, including the development of an app to support the process. As a result, 58 loans worth a total of US\$48,000 were issued to small businesses.

To strengthen the uptake of sanitation in hard-to-reach areas, the partnership supported the development of the County Health Bill in Kitui which allows monthly stipends to be given to community health volunteers who engage in market-based sanitation activities (please see Deep Dive below). During 2022, approximately 2,000 of these volunteers were trained on market-based sanitation, demand creation, monitoring, and the design of safely managed sanitation systems.

Coordinated, government-led action is required to ensure that county governments make financial commitments to end open defecation and have dedicated budget lines for sanitation and hygiene activities. As a result of advocacy efforts by the MaS! partnership, in 2022, two counties (Kilifi and Homa Bay) allocated budget to sanitation and hygiene, committing US\$32,142, of which US\$19,388 was utilized. Ongoing engagement at the county level will advocate for greater utilization of this budget.

During Kenya's Sanitation Week, Global Handwashing Day and World Toilet Day celebrations, the MaS! partnership reached 191,190 people with demand creation messages for robust sanitation services, hand hygiene, and diarrhoeal disease prevention in nine Kenyan counties.

The national sanitation and hygiene monitoring system, which covers all JMP-defined sanitation and hygiene service level indicators accomplishments, was piloted in three counties to improve national data on sanitation and hygiene in Kenya. The system is expected to be launched nationally in 2023, which will include a real-time monitoring component for greater visibility on the status of sanitation and hygiene services across the country, including safely managed sanitation.

The MaS!  
Partnership reached  
**191,190**  
people with demand  
creation messages  
in nine Kenyan  
countries



Margaret Angogo, a customer of SATO products, and her family inspect toilets delivered to her home in Migori, Kenya in June 2021. UNICEF continues to support sanitation business training and mentorship of youth groups in Migori County.

## POLICY IN FOCUS

### Kitui Health Bill enables stipends to community health volunteers

**The County Health Bill in Kitui was developed and approved to allow the county department of health to provide monthly stipends to community health volunteers who engage in market-based sanitation activities.**

Following Kenya's governmental devolution in 2010, authority for many services were transferred to the counties, including health. Kitui County developed a strategy for improving primary health care services, dubbed *Pamoja Tujikinga Magonjwa* (Together Let's Stop Diseases).

The overall objectives of the strategy were to: provide tier-one health services for all cohorts and socioeconomic groups, including people living with disabilities; building the capacity of the village administrators, public health officers, village elders and community health volunteers to provide tier-one health services; and strengthening linkages between health facilities and communities.

The county government engaged 2,000 community health volunteers who were provided with a monthly stipend of KSh3,000 (US\$22). With support from UNICEF, their first task was assisting their villages to become open defecation free. The volunteers were instrumental in

reducing Kenya's open defecation rates from 17.8 per cent in 2000 to 8.5 per cent in 2020.

This provided the opportunity for county authorities, UNICEF and development partners to support the Health Bill, which advocates for the recruitment and funds to secure additional community health volunteers. The bill will serve as a legal document to facilitate a payment of a KSh3,000 stipend to the volunteers and accelerate market-based sanitation in the county.

"This is one of the progressive bills that will enhance the provision of better health services for the people of Kitui," said one member of the Kitui County Health Committee.

The bill will enhance marketing and sensitization of communities in Kitui as the volunteers conduct door-to-door household visits. In addition, artisans have been trained in low-cost latrine building technologies and linked with the volunteers and local shops to promote market-based sanitation. The community health volunteers have also been linked to financial institutions offering sanitation loans to groups and individuals for latrine upgrades.



Community health volunteers engage community members on latrine upgrades.



# Challenges and mitigation plans

The partnership actively managed risks and challenges during 2022. A selection is shown below.

Challenge	Mitigation strategy
Lack of distributors, retailers and skilled artisans in some areas hindered supply.	MaS! partnership trains artisans and links them to the distribution network and communities through community health volunteers.
Weak financing options for household and small sanitation businesses, together with increased costs for sanitation products, hindered both supply and demand.	MaS! partnership continues to develop innovative financing models and advocate for tax waivers for raw materials used to manufacture sanitation products.
Frequent droughts and flooding often leave sanitation and hygiene facilities unusable	Promote climate-resilient sanitation systems, including SATO offset systems and slabs, whilst training counties on risk-informed planning

## Lessons learned

- **One-stop shops:** Sanitation one-stop shops can accelerate the uptake of improved sanitation options in hard-to-reach areas.
- **Local technological transfer:** The construction of improved sanitation systems with innovative low-cost solutions in schools and public institutions can trigger replication within households.
- **Kenya Sanitation Alliance:** The involvement of high-level leadership in the alliance promoted healthy competition in terms of domestic resources mobilized for safely managed sanitation and progress made per county.

## Priorities for 2023

- **Innovation:** Train artisans on innovative sanitation systems, including SATO offset systems.
- **Capacity development:** Train trainers and volunteers to scale-up Community-led Total Sanitation and market-based activities to three additional counties.
- **Financing:** Utilize innovative finance solutions to help address affordability issues for households to improve sanitation and hygiene.
- **Governance:** Utilize the Kenya Sanitation Alliance to conduct high-level advocacy for the acceleration of safely managed sanitation for all.
- **Data:** Piloting the School Toilet Enhancement Program (STEP) in 10 schools and examine the impact on demand for improved sanitation at the household level.



To strengthen the uptake of sanitation in hard-to-reach areas, the partnership supported the development of the County Health Bill in Kitui which allows monthly stipends to be given to community health volunteers who engage in market-based sanitation activities.

## SANITATION ONE-STOP SHOPS

### The case of Ilusya self-help group

**Nduundune Community Health Volunteers Self Help Group was formed in June 2021. It comprises 17 members and undertakes a variety of tasks, including liaison with the Village Saving and Loaning Association and sales of toilet products, including SATO products and construction materials.**

The SATO pans are favoured by the group because they are low cost, they improve hygiene of the pit latrines through a self-closing flap that prevents the passage of flying insects or odours, and are easy to clean. They are cheap and easy to install, requiring just a small amount of sand and cement on both concrete and mud slabs for a clean washable finish.

The group were given a donation of 200 products (SATO pans, SATO flex and stools) to initiate the sanitation business. Redempta Mwende, who is the lead volunteer for the group, was overjoyed by the support. "Through word of mouth and by direct marketing by homeowners and the community health volunteers, selling the pan in the area of implementation in Ikanga ward, we have seen the installation of these pans rise to over 1000 SATO products. The pans have given the owners a sense of pride and are viewed as an improvement of living standards in the community."

So far, 14 volunteers have been trained for the Village Saving and Loaning Association and are actively involved in initiating savings and loans to members of the group. The profits they receive through interest on loans is ploughed back and used for restocking of SATO products. Among the group, 8 have been trained as artisans for the installation of SATO products which makes it easier for clients' installation.

In 2022, the MaS! partnership piloted the School Toilet Enhancement Program (STEP) in 10 schools in Mwingi North, which opened opportunities to market SATO products to the community. Some of the parents of children in the supported schools were trained as community health volunteers and formed self-help groups. These groups sell SATO products to other parents during school meetings. More and more schools that were not initially included in the WASH project are coming out to buy the SATO products.

STEP provided 3,718 school children with access to safe toilets, whilst creating demand for safe sanitation in the community. The program also built the capacity of school staff and the children in the promotion of hygiene, including menstrual health and hygiene.



“The pans have given the owners a sense of pride and are viewed as an improvement of living standards in the community.”

Redempta Mwende, lead volunteer for the Ilusya Self-Help Group

The Community Health Volunteers of the Self-Help Group take stock of their sales for the day.



# Ethiopia



## Background

With the assistance of UNICEF and other partners, Ethiopia has made great strides in reducing open defecation. According to the UNICEF/World Health Organization Joint Monitoring Programme (JMP), in 2000, approximately 77 per cent of Ethiopians were defecating in the open, compared to only 17 per cent 20 years later in 2020. Most of those who have ended the practice of open defecation have moved to unimproved sanitation, which increased from 16 per cent in 2000 to 65 per cent in 2020. An additional 9 per cent have access to limited sanitation, 2 per cent have access to basic sanitation and nearly 7 per cent have access to safely managed sanitation.

As more people in Ethiopia ended open defecation, the demand for sanitation products such as SATO increased dramatically. However, significant import duties on sanitation products have persisted, and cost remains a major factor in the uptake of sanitation infrastructure. UNICEF and LIXIL continued to advocate with the government to reduce import taxes on WASH products in 2022.



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## IMPACT BY THE NUMBERS



### Sanitation

227,640

people gained access to safely managed sanitation through SATO products (97,900 through a new subsidy and 129,740 through market-based sanitation).



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### Hand hygiene

750

people gained access to basic hand hygiene.



### Policies

4 national and local government policy instruments were supported by UNICEF.



### SATO sales

25,948

SATO Pans were sold.



### Finance

1 financing mechanism was made available to consumers through this partnership.

## 2022 Accomplishments

In 2022, much of the partnership's policy and governance work in Ethiopia focused on improving the market for sanitation products. After years of advocacy, a sanitation subsidy for the poorest segments of the population was launched in July 2022 via the National Sanitation Subsidy Protocol. As a direct result, 129,740 beneficiaries of Ethiopia's Productive Safety Net Programme, who are some of the country's poorest and most vulnerable, received a subsidy and have gained access to safely managed sanitation.

Other governance-related successes included the national Hand Hygiene for All (HH4A) Roadmap. The document provides a 10-year, costed country-wide approach to achieving sustainable and universal hand hygiene in Ethiopia. Launched on 4 November 2022 during a high-level advocacy event, the road map was designed to address the existing gaps in hand hygiene and serves as a guide for achieving global and national commitments. It has three interrelated strategic objectives:

1. Responding to the COVID-19 epidemic in the short term;
2. Rebuilding the hand hygiene system in the medium-term; and
3. Re-imagining a fundamental shift in attitude and behaviour so that hand hygiene becomes habitual and part of the culture.

The National WASH and Environmental Health Strategy (2021-2025) was also launched in 2022. It will help the government to strategically address environmental and social determinants of health, especially WASH.

Importantly, high-level discussions between the MaS! partnership and the government are ongoing regarding tax exemptions or reductions on imported sanitation products. Reducing or eliminating these import duties would significantly lower the cost of sanitation products for Ethiopians. Discussions are also ongoing regarding the inclusion of sanitation products as loanable items in the portfolio offered by micro-finance institutions.



The Hand Hygiene for All (HH4A) Roadmap provides a 10-year, costed country-wide approach to achieving sustainable and universal hand hygiene in Ethiopia.

Consumer demand was improved through the partnership in 2022 by introducing products into the market at events. For example, 150 SATO taps were distributed during World Toilet Day to reinforce the connection between handwashing and toilet usage and social and behavioural messages were disseminated on Global Handwashing Day.

The partnership also strengthened the capacity of artisans and business partners to provide a range of sanitation products at different price points.

The data accelerator was strengthened in Ethiopia, where a web-based monitoring platform has been developed to improve the tracking of progress by government staff. Additionally, the national sanitation standards definition booklet was developed and translated into local languages.

## FINANCE IN FOCUS

### Sanitation subsidy for Ethiopia's poorest

**A market-based sanitation stakeholder group, involving government and development partners, meets quarterly. The group learned that the barriers for households to invest in sanitation vary widely between socio-economic status levels. The group segmented households based on different criteria, such as those who could not afford to buy sanitation products and services at any cost, those who are not able to afford the cost all at once, and those who can afford the product but have not yet decided to invest in household sanitation.**

To address the barriers facing the poorest households, stakeholders decided to write a series of policy briefs on sanitation. One was on taxation, suggesting reducing the tax on selected sanitation products. Another policy brief focused on including sanitation products as loanable products from micro-finance banks.

The National Sanitation Subsidy Protocol, which was launched in July 2022, and led by the

Ministry of Health, was a key success of this process. The protocol had undergone significant consultation and has been adopted as part of the urban Productive Safety Net Programme in Ethiopia, implemented by the Ministry of Labour and Social Affairs and Urban Food Security and Safety Net office which is now being piloted in several districts and overseen by a multi-stakeholder forum.

UNICEF has been heavily engaged in the process, with participation in all validation workshops. UNICEF has also supported the printing and dissemination of the protocol. Partnering with the urban Productive Safety Net Programme was essential to mitigate the risk of the subsidy being given to non-qualifying households: the programme manages a list of households who are registered and exempted from other services as part of the government's social welfare programme.





## Challenges and mitigation plans

The partnership actively managed risks and challenges during 2022. A selection is shown below.

Challenge	Mitigation strategy
Poor sustainability of self-constructed traditional pit latrines.	As per the National Sanitation Marketing Guideline, the MaS! partnership works with manufacturers to develop more sustainable sanitation options for households at affordable prices.
Supply chains for sanitation products are not fully developed.	The partnership is working to improve informal and under-developed sanitation supply chains so they are capable of meeting the increasing demand for sanitation products and services.
The current taxation policy adversely impacts the importation of sanitation products	The partnership will continue to advocate for tax reforms and reductions in import duties for sanitation products and raw materials needed for the local manufacture of sanitation products.

## Lessons learned

- **Market segmentation:** Moving households up the sanitation ladder from open defecation to basic sanitation, and eventually to safely managed sanitation, requires population segmentation and differing marketing approaches for products and services.
- **Smart subsidies:** The poorest of the poor require smart subsidies because they are not able to construct improved sanitation facilities on their own due to their extreme poverty and/or precarious environmental factors.
- **Access to finance:** Utilizing micro-finance, households can build and improve their own latrines to move up the sanitation ladder.
- **Motivation:** For many households, the decision to purchase a latrine is fundamentally about improving their dignity.

## Priorities for 2023 in Ethiopia

- **Governance:** Localize the global sanitation roadmap to help end open defecation and move Ethiopia up the sanitation ladder.
- **Financing:** Build partnerships with banks and self-help groups to roll out micro-finance solutions for durable latrines whilst engaging with the Development Bank of Ethiopia to include WASH lending as one of the priority lending schemes.
- **Data:** Support the government to include basic and safely managed sanitation and hand hygiene indicators in health management information systems.
- **Capacity development:** Continue social and behavior change interventions to improve communities' knowledge, attitude and practice in proper use and maintenance of sanitation and hygiene facilities, whilst strengthening the market-based sanitation centres through trainings and sharing of experience.
- **Innovation:** Further understand consumer willingness to pay for the full commercial pricing of SATO products to identify and eliminate other barriers, beyond price, to purchase sanitation products.

## SANITATION MARKETING OF SATO PAN IN ETHIOPIA

### No bad smell, flies or cockroaches in the latrine

**“When I saw the product on promotion in my village, I was so excited” said Zewdinesh. “I asked the price and placed an order immediately. I received orientation from the health workers regarding the benefits of installing the product in my latrine. I was eager to install and start using it”.**

Zewdinesh, a 43-year-old woman and a mother of seven children (four boys and three girls) from Yem *woreda* (district), received technical advice from a trained carpenter working in her small town who produced and sold her a wooden slab to fit the SATO Pan. “I bought the wooden slab at the cost of 200-birr (US\$4), which is a much lower price as compared to a concrete slab costing 2,000-birr (US\$40). It is also durable as the area is not prone to termites. He also guided me on how to level the wooden slab while installing it in my

latrine. Accordingly, my husband and the children have installed the SATO Pan in the latrine.”

Zewdinesh is so amazed that her latrine has hardly any smell, flies or cockroaches after installing the wooden slab and SATO Pan. “Now, I am growing vegetables close to the latrine as I don’t have any issue of contamination from the latrine. The other benefit I have gotten from the SATO Pan is that my small children are not scared to use the latrine as they don’t have any issues falling into the pit. I am also confident to send them alone”.

As a pioneer in improving her latrine with the SATO Pan, Zewdinesh has positively influenced her neighbours to install and benefit from it as well. Twelve households have followed her example by installing SATO Pans and are enjoying the benefits. “Finally,” said Zewdinesh, “I am so thankful to whoever brings this product to my village and to the health workers who constantly work for the well-being and betterment of their community. My final request to

UNICEF and the local health authorities is to bring more product options not only for the latrines but also for handwashing, showering, and so on”.

Yem is a model *woreda* in the region in terms of demand creation and community mobilization with the technical and financial support of the MaS!

partnership. Out of 1,000 SATO Pans, 950 have been sold and installed in household latrines in less than one year. With an additional order of 700 pans in the pipeline, and an impressive commitment by the health workers, the district’s leadership plans to achieve 80 per cent basic sanitation coverage by 2025.

Zewdinesh proudly stands next to her odour-free latrine.



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“

...my small children are not scared to use the latrine as they don’t have any issues falling into the pit. I am also confident to send them alone.

Zewdinesh from  
Yem *woreda*

# India



## Background

India has made rapid progress in ending open defecation. In 2000, 74 per cent of India’s population suffered the indignity of open defecation. By 2020, this figure had dropped to 15 per cent. Over the course of the past two decades, hundreds of millions of people in India have moved up the sanitation ladder. Between 2000 and 2020, the percentage of Indians accessing basic sanitation increased from 8.4 per cent to 25.4 per cent. Over the same period, those with access to safely managed sanitation increased from 6.6 per cent to 45.9 per cent.

In 2022, the MaS! partnership officially expanded to India with a focus on two states, Bihar and Odisha, covering 13 districts. The partnership primarily focuses on hand hygiene and retrofitting toilets so that they are safely managed.



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### IMPACT BY THE NUMBERS



#### Sanitation

1,117,143

people gained access to at least basic sanitation indirectly through strategic interventions with Bihar and Odisha governments, including 837,857 who gained access to safely managed sanitation.



#### Hand hygiene

1,429,590

people gained access to basic hand hygiene.



#### Micro-loans

US\$1.95m

lent to 74,753 customers.



#### Policies

5 state government policy instruments were supported by UNICEF.

#### Government funding leveraged

\$341,460

from state governments for capacity building and incentives for local groups.



## 2022 Accomplishments

In India, the MaS! partnership focused on the accessibility, affordability and serviceability of sanitation and hygiene products. Emphasis was given to faecal sludge management services in rural households, as without comprehensive faecal sludge management, human waste can contaminate the environment and nearby drinking water sources, which increases the risk of water-borne diseases in already vulnerable populations.

The MaS! partnership is working to ensure that rural communities have access to urban faecal sludge treatment plants using the urban-rural convergence initiative. In Odisha, several solutions were developed to improve faecal sludge management, including retrofitting toilets and installing septic tanks with twin pit toilets and soak pit toilets for people living with disabilities.

In Bihar, innovative 'toilet clinics' were introduced in seven districts, leveraging US\$341,460 of government funds. These toilet clinics are one-stop-shops for disseminating information and support on toilet design, construction and retrofitting, engaging and training masons and sanitation janitors, and disseminating sanitation products.

Building the capacity of key stakeholders was another priority in both states. In Odisha, 266,242 stakeholders were trained to support the monitoring, implementation and design of safely managed systems. In Bihar, the capacity-building of key stakeholders was conducted using a cascading approach. A total of 1,106 people from state/district sanitation teams were trained on designing, implementing and

monitoring safely managed sanitation and hand hygiene interventions. Additionally, 54,442 field functionaries, including sanitation workers and supervisors, were subsequently trained using a cascading modality that improved community-level messaging and the adoption of safely managed sanitation systems. Finally, 321,790 people, including 250,000 members of self-help groups, received training to support market-based sanitation and safely managed sanitation.

Strong links were established with the state governments, banks, micro-finance institutions and self-help groups to help ensure that consumers have access to WASH financing. Partnership advocacy with the state governments and financial institutions led to the establishment of various financing/credit options. As a result, US\$1.95 million was disbursed to 74,753 customers through micro-loans facilitated by self-help groups.

To strengthen policy and governance in Bihar and Odisha, draft state-level Hand Hygiene for All Action Plans were developed in consultation with key stakeholders.

The partnership strengthened data and information in the sector by developing a local WASH management information system in Odisha. Advocacy with the state government is ongoing to integrate it into government data systems that will improve planning and targeting investments. In Bihar, a web/mobile-based application has been developed and piloted at the district level to help monitor safe sanitation behaviour, track infrastructure (including breakdowns) and measure the impact of the sanitation services.



Toilets are being retrofitted in Odisha.

## FINANCE IN FOCUS

### Odisha WASH financing and retrofitting strategy

**India's sanitation programme received a boost in 2014 with the launch of the national initiative, the Swachh Bharat Mission, that aimed at providing household toilets to all 180 million rural households. The programme has a large network of self-help groups, which are led by and comprised of women. The Reserve Bank of India, India's central bank, formalized the provision of bank accounts for these self-help groups, whereby a group of 10 to 25 women come together to improve their living standards. The groups can receive loans from banks and from government departments for various purposes.**

In this context, UNICEF has worked with the government and partners in the state of Odisha to facilitate the provision of loans to these women's self-help groups for installing or repairing household sanitation and water supply infrastructure. To date, approximately US\$1.22 million has been disbursed to nearly 8,000 self-help groups as loans for WASH financing in the state. The funding has come from the Odisha Livelihood Mission, a government department, in collaboration with key government WASH programmes, including the Swachh Bharat Mission (for sanitation) and the Jal Jeevan Mission (for water supply). This project has now been integrated into the MaS! partnership in Odisha.

India's sanitation programme received a boost in 2014 with the launch of the national initiative, the Swachh Bharat Mission (SBM), that aimed at providing household toilets to all households. Odisha state achieved open defecation free (ODF) status in September 2019 and is now striving to achieve ODF plus status by ensuring ODF sustainability as well as functional solid and liquid waste management services are in every village.

As per various independent estimates, up to 71 percent of 6.6 million toilets constructed in Odisha during SBM Phase I are of single pit technology, which need to be converted into double pit toilets to qualify as safely managed. It costs approximately Rs 4000 to convert one toilet to safely managed, and with no further financial support available from the government, the partnership has been exploring alternate financing options.

UNICEF has worked with the government and other partners in the state of Odisha to facilitate the provision of loans to women self-help groups (SHG) for installing, converting or repairing household sanitation and water supply infrastructure. The strategy builds on established institutions of the Odisha Livelihood Mission (OLM), with approximately 4.9 million SHG members in the villages across the state. Water.org and UNICEF joined hands to build the capacities of OLM's institutional, capacity building and financial institution teams to execute the program through the SHGs. The SHGs were sensitized on safe WASH behaviours for their families and how to take small loans to find their own solutions.

To date, approximately US\$1.22 million has been disbursed to nearly 8,000 self-help groups as loans for WASH financing in the state. The funding has come from the Odisha Livelihood Mission, a government department, in collaboration with key government WASH programmes, including the Swachh Bharat Mission (for sanitation) and the Jal Jeevan Mission (for water supply). This project has now been integrated with the MaS! partnership in Odisha.



Swachhta Saathi unloads faecal sludge using a Cesspool vehicle inside a Faecal Sludge Treatment Plant (FSTP) at Ganjam District in Odisha.

## Challenges and mitigation plans

The partnership actively managed risks and challenges during 2022. A selection is shown below.

Challenge	Mitigation strategy
Micro-finance for WASH needs to be fully integrated into both sanitation and livelihood mission programmes in Bihar.	MaS! partnership to organize consultative meetings with the state government and develop WASH credit financing strategy.
Lack of state policies for faecal sludge management and weak capacity of stakeholders.	MaS! partnership drafted state faecal sludge management policy and organized state-level consultations to generate buy-in for adoption and roll-out.
UNICEF-government programs area and SATO distribution networks were not in the same locations within the two states. A rapid survey within UNICEF program areas indicated a lack of availability of LIXIL products in the market in the target states; SATO products were available only in approximately 1 per cent of retailers.	MaS! partnership to support increased market presence and visibility of SATO products in key locations within the states.

### Lessons learned

- **WASH financing:** Micro-credit loans and systems must be **prioritized by government systems** to ensure large-scale impact.
- **Market knowledge:** **Improved information on the market opportunities** for WASH products among key stakeholders, both public and private, will strengthen up-take, including the availability of products and provision of micro-credit.
- **Social and behaviour change:** **Strong communication campaigns** via traditional and social media are needed to highlight the presence of affordable and acceptable WASH products.

### Priorities for 2023

- **Innovation:** **Support innovative field implementation models** of sanitation and hygiene interventions in the selected districts.
- **Capacity development:** Develop a state-level strategy for **training, certifying and professionalizing WASH sector service providers**, such as masons, on safely managed sanitation.
- **Financing:** Develop and roll-out **strategy for WASH credit financing model**.
- **Governance:** Finalize and roll-out state-level **faecal sludge management** policies and guidelines.



In Odisha, several solutions were developed to improve faecal sludge management, including retrofitting toilets and installing septic tanks with twin pit toilets and soak pit toilets for people living with disabilities.



## RETROFITTING TOILETS USING OWN RESOURCES

### A WASH credit initiative

**MaS! partnership activities have had a significant impact in Odisha. Nildunguri is a picturesque village in the Jujomura block of Odisha. Previously, almost all houses had single-pit toilet containment systems, which are not compliant with safely managed sanitation.**

UNICEF's advocacy on the need for safely managed sanitation compliance and the provision of micro-finance options for sanitation upgrades provided by the government and private players led to the conversion of all the single-pit toilets to twin-pit technology ones.

Communities were sensitized and linked to

financial institutions for credit or loans to finance retrofitting their toilets. To ensure sustainability, the villagers used the decomposed and safe manure obtained from the pits for agricultural use and in kitchen gardens. This was a critical step in making the villages open defecation free.

Pushpa Bada, a self-help group member in Nildunguri village, took out a small loan to upgrade her family's sanitation facility. "A few months ago, our toilet was in a dilapidated condition due to destruction by wild animals that destroyed one side of the wall," she explained. "This prevented us from using the toilet. With the help of a self-help group, we took out a loan of INR 5,000 (US\$60) and retrofitted our toilet. Now we are happy that we can use the toilet again."



Zewdnesh proudly stands next to her odour-free latrine.

# Indonesia



## Background

Despite a high percentage of households with access to improved sanitation in Indonesia – over 80 per cent – fewer than 1 in 10 households have a toilet that is considered safely managed. This is largely due to the common use of unsafe, non-water sealed septic tanks and lack of regular desludging, resulting in the unsafe discharge of faecal waste into the environment.

Inequalities in access to safe sanitation remain significant within districts and cities and between provinces in Indonesia, despite the country progressing towards an upper-middle-income status. National data from 2020 show safely managed sanitation coverage in rural areas at almost a quarter of that in urban areas, 3.0 per cent versus 11.3 per cent. This highlights that attention and tailored support are needed for low-income households, and an urgent need for innovative and affordable, safely managed sanitation options for rural and hard-to-reach areas.

Indonesia joined the MaS! Partnership in 2022 and SATO made its official launch in mid 2023. The partnership targets the development of appropriate solutions and approaches that can catalyse the scale-up of safely managed sanitation services.



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## IMPACT BY THE NUMBERS



### Finance

**8** consumer driven sanitation and hygiene products were made accessible by this partnership.



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### Policy

**3** national and local policy instruments were supported by UNICEF.



### Data

**3** data and information systems were strengthened.



### Capacity

**9** stakeholders received training to support monitoring, implementation or design of SMS systems.



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## 2022 Accomplishments

The MaS! partnership in Indonesia is focusing on long-term system-strengthening activities to link consumers with products and services across the sanitation value chain. The partnership workplan in the country is made up of four intervention areas.

The first is piloting public-private partnership models for safely managed sanitation services in public places. To determine the feasibility and develop potential models for this intervention, a landscape assessment was conducted. During 2022, online questionnaires were developed and endorsed by the relevant ministries, trainings for 60 NGO/student enumerators were conducted, 121 markets in five cities/districts were assessed, and three city reports analysing results from the surveys were developed.

The second major component of the MaS! partnership in Indonesia is bolstering the ecosystem for safely managed sanitation services in peri-urban settings. This will involve developing a one-stop-shop business model linking all market players in the safely managed sanitation value chain. Significant progress was made during 2022. Sanitation market players in Bekasi, Lumajang, Semarang and Sumbawa Barat, including sanitation service providers, village leaders, micro-finance institutions and small businesses, have been identified and positively engaged. An association for private desludging service providers in Bekasi has been established. Currently, 147 private desludging service providers operate in the Bekasi area, most of which do not have formal licenses to operate. Forming an association will help build capacity

and ensure the proper disposal of sludge at the treatment plant. Nine sanitation manufacturers in Bekasi have received training on safely managed sanitation, with the local authorities ensuring that the septic tanks built by these manufacturers conform to government standards. A draft one-stop-shop concept has been developed and discussed with relevant local government authorities. The concept includes financial support mechanisms for poor households (see the 'Data In Focus' section below).

The third component is advancing technology options, such as innovative septic tanks, to address affordability and sustainability issues. During 2022, a review and gap analysis of current practices regarding on-site sanitation systems was conducted. The review found that technical options for septic tanks in challenging areas, such as those prone to high tides and flooding, are critically needed to ensure universal access to safely managed sanitation. With partnership support, manufacturers are working on innovative designs, which will be reviewed by the local authorities.

The final component of the MaS! partnership in Indonesia is leveraging financing options for market expansion so that both poor households and sanitation-related businesses can access affordable financing. A partnership between local sanitation service providers and a local bank in Bekasi has been developed, and an agreement signed. The agreement commits both to work towards the development of financial products for households and sanitation entrepreneurs (either manufacturers or service providers).



A local manufacturer builds a septic tank in Sumbawa Barat.

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## DATA IN FOCUS

### One-stop-shop sanitation digital market platform

The MaS! partnership is expanding the market for safely managed sanitation in Indonesia by developing a one-stop-shop to increase links between customers and service providers along the sanitation value chain. The one-stop shop business model, which includes a website and mobile app, will offer customers a range of affordable and desirable sanitation solutions delivered in one place. It will provide households with a complete turnkey solution, including home delivery of all building materials, on-site/septic tank construction service, desludging service and flexible payment options. Starting in Bekasi, these activities include:

- **Developing the business model** by building on the findings from the previous UNICEF market assessment and ongoing initiatives, such as domestic resource mobilization for sustainable sanitation services in Bekasi. The development of this business model will include an assessment of existing sanitation business models.

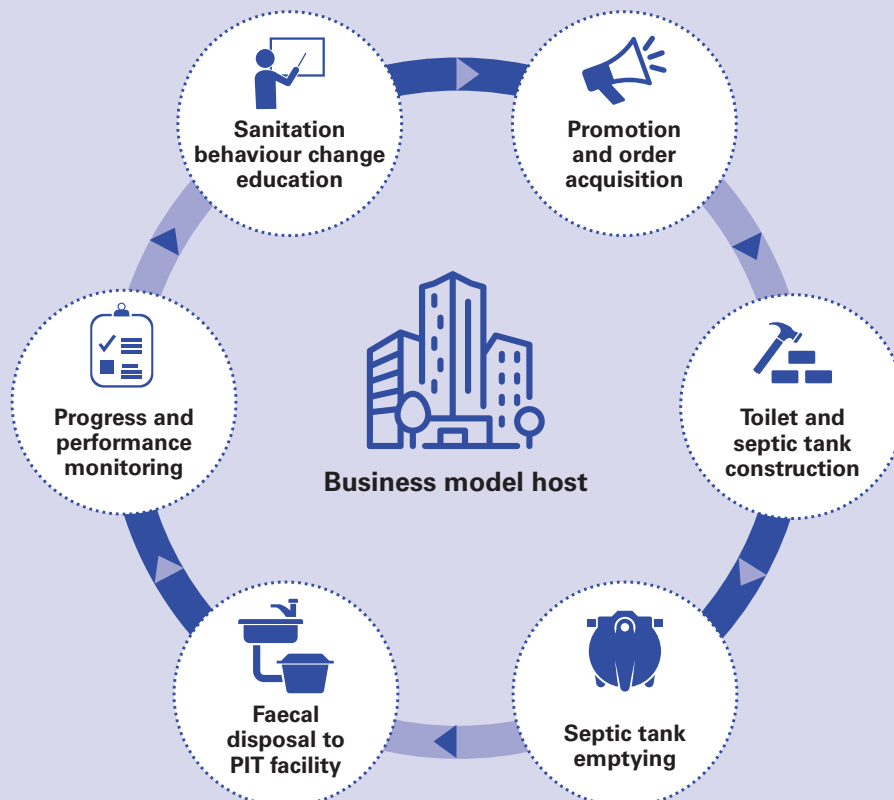
- **Piloting an integrated digital marketplace for safely managed sanitation** by reviewing and adjusting existing applications, consolidating market players, providing orientation and training to market players and preparing supportive measures to enable poor households to access desludging services.



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Representatives from a local bank and septic tank manufacturers in Lumajang discuss collaboration.

**FIGURE 1: Framework to building an ecosystem for the one-stop-shop**



## Challenges and mitigation plans

The partnership managed various risks and challenges during 2022. A selection is shown below.

Challenge	Mitigation strategy
Shifting the focus of local governments from delivering basic sanitation to safely managed sanitation.	The planned launch of the safely managed sanitation roadmap in 2023 will help amplify the need to accelerate safely managed sanitation in Indonesia.
Fostering interest in financial institutions to partner with sanitation businesses.	The partnership will share best practices from other financial institutions that have succeeded in providing sanitation finance products.
Ensuring the availability of septic tanks and desludging services according to safe sanitation standards.	Providers of sanitation products and services will receive outreach and capacity-building on safe standards (according to government regulations).

### Lessons learned

- **One-stop-shop platform:** a clear institution with sufficient capacity and resources to manage and operate the platform is critically needed to ensure its sustainability.
- **Financing:** an available long-term source of finance for local banks is important to allow them to create loans for households and sanitation entrepreneurs with lower rates.
- **Demand creation:** Building capacity of local teams to provide information on available sanitation products and services is important.

### Priorities for 2023

- **Innovation:** Exploring potential alternative technical options for on-site safely managed sanitation systems.
- **Capacity development:** Train local governments in selected cities and districts to develop and activate their one-stop-shop platform.
- **Financing:** Leveraging financing options in the context of the one-stop-shop business model by mobilizing businesses to trial the platform with their services.
- **Governance:** Provide technical support to local governments in conducting trials of safe sanitation service delivery business models.
- **Data:** Disseminate study results and conduct workshops on business models in each target area.



Nine sanitation manufacturers in Bekasi have received training on safely managed sanitation, with the local authorities ensuring that the septic tanks built by these manufacturers conform to government standards.

## AN ENTREPRENEUR'S JOURNEY

### Women selling latrines to households

**It felt like a different day for Dewi as she left her village in Lumajang, East Java, Indonesia, after completing the sale of a toilet with a septic tank to a local family.**

For years, Dewi has worked as a health volunteer in her village, where she saw first hand the challenges of accessing safe sanitation and its impact on communities. She regularly explains to residents that poor sanitation and open defecation can impact the health of pregnant women and children under 5 years of age, which has contributed to the high rate of stunting in Lumajang.

“When faeces contaminate river water bodies, vegetables grown by residents in the village will be polluted,” she tells them. “Vegetables, which should be a source of nutrition for pregnant women and toddlers, instead become a source of disease.”

While Lumajang has been declared as open defecation free, it is still vulnerable to returning to open defecation status if residents have improper and unsafe pit latrines. “Many residents – especially women – have had accidents and fell into the excrement pit when the footing of the latrine they were using broke,” explains Dewi. “As a result, they went back to defecating in the river.”

Through outreach from the Lumajang government, Dewi learned that she could further improve access to safe sanitation in her village by starting a business to sell latrines, which would also allow her to earn additional income for her family. After participating in a three-day training organized by the local government, Dewi has been able to sell more than 50 latrines to households over the past three years.

Despite this success, she is aware of the many challenges to expanding her efforts, starting from limited funding and weak capacity to coordinating with market players and other stakeholders, including local government institutions. But the happiness and satisfaction she gets when a resident buys toilet products helps to keep her motivated and fuels her passion. “My calling as a health worker is to improve the health of people,” she says.

To support the development of sanitation markets that help increase access to safe sanitation,



Dewi observes the construction of a septic tank in Lumajang.

UNICEF and LIXIL officially launched the MaS! partnership at the end of 2022. It aims to increase demand for safely managed sanitation, the construction of septic tanks and the provision of desludging services.

In Lumajang, the MaS! partnership came at the right time for Dewi to further develop her sanitation business in her village and many others in Lumajang. “I really hope that the support from this project will enable us to contribute to the realization of access to safe sanitation in Lumajang,” Dewi said with a firm resolve in her voice.



# Nigeria



## Background

The UNICEF/World Health Organization Joint Monitoring Programme (JMP) estimates that only 43 per cent of the Nigerian population has access to basic or safely managed sanitation. Almost 77.5 million people either practice open defecation or use unimproved sanitation. In rural areas, one in three people does not have access to a toilet.

The Federal Government of Nigeria has an ambitious target of making the country open defecation free by 2025. The MaS! partnership in Nigeria is supporting this ambition by strengthening access to affordable sanitation and hygiene products and services through demand creation and market strengthening.

The MaS! partnership officially expanded to Nigeria in 2022. The partnership is being implemented in four Local Government Areas spread across two states (Bauchi and Benue) and the Federal Capital Territory.



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## IMPACT BY THE NUMBERS



### Sanitation

336,142

people gained access to safely managed sanitation directly through the sale of 4,226 SATO sanitation solutions and 20,211 other available products. 671 communities were certified open defecation free.



### Hand hygiene

299,643

people gained access to basic hand hygiene.



### SATO sales

4,226

SATO products were purchased, including 28 Taps, 4,015 Pans and 183 Stools.



### Capacity

87

stakeholders received training to support monitoring, design or implementation of sanitation systems, including the professionalisation of pit emptiers.



### Finance

\$21,739

state government budget was allocated to sanitation improvement. 1,689 consumers accessing sanitation financing mechanisms were supported.



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## 2022 Accomplishments

The Community-led Total Sanitation approach is being used to rapidly end open defecation. Out of the 2,000 targeted communities, 671 communities have been certified open defecation free. An additional 530 communities are claiming open defecation free status and are awaiting certification, and another 715 communities have been triggered and understand the need to stop defecating in the open and to practice proper hygiene.

Five schools and nine health facilities have been provided with model gender-segregated toilets using sustainable and consumer-friendly SATO products, aiding in safeguarding the health and hygiene practices for children and vulnerable patients in these institutions.

Advocacy from the MaS! partnership convinced the Bauchi State Government to commit ₦10M (US\$21,739) as matching funds under a pre-existing sanitation pooled financing mechanism with UNICEF for the MaS! focus Local Government Areas (LGAs). The fund is managed by two micro-finance institutions as a revolving fund to be accessed by households as loans to build or upgrade their toilets, and by toilet business owners and traditional pit-emptiers to support their business development and expansion. UNICEF provided technical guidance to the state in the design and disbursement of the financing package, especially in constructing loan agreements and repayment plans; facilitating links between the micro-finance institutions, toilet business owners, traditional pit-emptiers and target communities, and ensuring equitable targeting of qualified beneficiaries.

Affordable sanitation options were made available to households, including single pit toilets, single offset pit toilets and double offset twin pit toilets, facilities for people with disabilities and those living in difficult areas. Across the four programme LGAs, 111 toilet business owners, masons and local artisans were identified and trained on toilet construction using consumer-friendly sanitation products, including SATO products. The partnership collaborated with a local NGO, Toilet Pride, in Benue and Bauchi state to support demand creation through the propagation of key sanitation and hygiene messages on the dangers of open defecation and use improved latrine options, and through direct sales events in communities.



Banner developed and distributed in Benue, and Bauchi states with LIXIL and Toilet Pride for the promotion of improved sanitation facilities.

In Bauchi, the emphasis was on supporting faecal sludge management, especially since nearly 50 per cent of toilets in the focus LGAs are full and require safe evacuation. To increase access to safely managed sanitation services for households, a comprehensive list of 12 manual and mechanized pit-emptiers was compiled for Dass and Bauchi LGAs in Bauchi state.

To solidify the governance around faecal sludge management, Bauchi State was supported to develop state Faecal Sludge Management Guidelines through a consultative process, including a workshop, where all relevant stakeholders in the state were present. The guidelines, when fully implemented, will serve as a framework to ensure safe evacuation, transportation and disposal of faecal sludge. As the first of its kind in Nigeria, UNICEF will monitor its implementation and impact for potential replication in other states.

The MaS! partnership leveraged previous work by UNICEF in establishing the WASH Information Management System to strengthen sanitation and hygiene data and information for Benue and Bauchi states. All baseline data collected under this partnership are reported in the system, which will allow for the measurement of impact at the end of the partnership.

## FINANCE IN FOCUS

### Leveraging government funds in Bauchi State

**According to the JMP, in 2020, 43 per cent of people in Bauchi State had access to at least basic sanitation (30 per cent had access to safely managed sanitation) while 19 per cent practiced open defecation. This is a significant improvement compared with 2000, when only 29 per cent of people had access to safely managed sanitation (of which 21 per cent had access to safely managed sanitation), while 26 per cent practiced open defecation).**

Much of this improvement was a result of CLTS, which was led by the government and supported by a variety of national and international agencies, including UNICEF. The CLTS campaign has been successful in over 20 states in Nigeria, including Bauchi, where six LGAs and over 3,000 communities have been declared open defecation free.

However, most of the toilets constructed are very basic and need to be improved to meet the safely managed sanitation standards. However, most people in Bauchi are relatively poor farmers who require financial support to construct or improve their toilets. While commercial loans are available, none focus on sanitation and have interest rates (18 to 32 per cent) that are not feasible for poor households.

After significant advocacy, including by UNICEF, the governments of Katsina, Kaduna and Bauchi have approved funds for the creation of sanitation revolving funds. To date, ₦200 million (US\$430,000) has been released in Kaduna, ₦50 million (US\$108,000) in Katsina and ₦30 million (US\$65,000) has been released in Bauchi to the state water supply and sanitation agency (RUWASSA). The fund is managed by micro-finance institutions that provide small loans to households and sanitation entrepreneurs at an interest rate of 9% for the construction of improved household toilets. This was the first-of-its-kind lending product in Nigeria, contributing not only to the realization of Nigeria's open defecation free target, but also promoting entrepreneurship, creating jobs and spurring the rural economy as thousands of toilets get constructed.

During 2022, approximately ₦10,000,000 (US\$21,739) of loans were disbursed in Bauchi. More financing will be leveraged from the private sector to expand sanitation in public places as per the partnership work plan. The MaS! partnership will achieve this mainly through a public-private partnership, which involves a cost-sharing arrangement between toilet business owners and the government.



Dauda Adamu ran a building material shop before becoming a toilet business owner (TBO) through the training and support from UNICEF. Dauda now makes slabs fitted with SATO pans.



## Challenges and mitigation plans

The partnership managed various risks and challenges during 2022. A selection is shown below.

Challenge	Mitigation strategy
Insecurity in some parts of the focus LGAs caused delays in programme implementation and reduced accessibility to some target communities.	The programme relies on UNICEF and government security alerts and risk analysis for implementation.
Most parts of the LGAs in Benue have waterlogged soil, which poses challenges to latrine construction, especially during the rainy seasons.	Masons and artisans were trained on different sanitation technologies for different soil types to achieve better results
Shortages of SATO products, especially SATO Stools and Taps, hindered sales to toilet business owners and households.	The partnership worked to establish new supply channels. SATO Taps, which were initially procured off-shore and donated by LIXIL for the programme, will now be produced and distributed in-country.
There was an initial slow uptake of latrines by households due in part to long-held negative traditional belief systems and norms in some communities in Bauchi state.	Gaining the support of religious and traditional structures (ward heads, kindred heads, Imams, tax collectors, etc.) improved people's willingness to own and use latrines.

## Lessons learned

- **Community leadership:** The support and buy-in of **traditional and religious leaders** is critical for accelerating sanitation uptake at the community level.
- **Use of local capacity:** UNICEF was able to cost-effectively carry out Community-led Total Sanitation and sanitation marketing through the engagement of **state facilitators**. Deployment of these state resource persons are more affordable and trusted by locals than external resource persons.
- **Procurement:** Ensuring the **transparent procurement** of supplies and service providers fostered stronger collaboration between government partners and the private sector to construct sanitation facilities in schools and health centres.
- **Gender:** The active participation and contribution of female toilet business owners in the partnership helped them attain leadership positions within their trade associations. Further, it has been observed that **female toilet business owners get better results** due to their robust engagement with women groups.

## Priorities for 2023

- **Innovation:** Complete the construction of innovative toilet models in institutions using SATO products.
- **Capacity development:** Build the capacity of pit-emptiers in Bauchi and facilitate their **licensing and registration**.
- **Financing:** Link pit-emptiers and other service providers with **micro-finance institutions** to enable them to access sanitation loans.
- **Governance:** **Validate Bauchi Faecal Sludge Management Guidelines** and leverage strategy to access financing for household latrines.
- **Data:** Scale-up the **WASH Information Management System** in Kwali LGA and document and disseminate knowledge products.

## BUILDING DEMAND FOR SANITATION

### Town crier mobilizing communities against open defecation

**The mood of the sales team is high today as they approach the popular Rijo market, less than 20 kilometers from Igumale in Ado LGA. The market is popular in Benue state as thousands of traders and community members alike troop in every three days for their shopping. Little wonder the SATO sales teams chose the market to promote their hygienic SATO toilets.**

The sales team, comprising five community members from different communities in Ado LGA engaged by LGA WASH unit under the MaS! partnership, has received training on the basics of marketing and creating consumer demand from Toilet Pride, a national WASH NGO, in collaboration with local government authorities.

Open defecation is a big challenge in Ado LGA, like in most parts of Nigeria. Hence, the reason the Benue State Rural Water Supply and Sanitation Agency in partnership with Toilet Pride, is working to increase access to quality and affordable toilets for poor households through market-based approaches.

Moses Idoko is one of the sales agents on the team and is excited to test his new marketing skills and increase toilet sales. Before assuming this new role as a sales agent, he has been supporting the LGA WASH unit to increase awareness of the dangers of open defecation through his work as a town crier.

Every morning Moses' voice is the first to wake hundreds of residents in Igumale with the message of practising proper hygiene, such as handwashing and using toilets. Following his selection as a sales agent and subsequent training by Toilet Pride, he is now empowered to not only raise awareness about the dangers of open defecation but also help families get access to quality and affordable toilets through links to private sanitation enterprises in the communities popularly called 'toilet business owners'.

"I like my new job" says Moses. "I not only make extra money, which takes care of me and my family, I also feel great that I can now help more families in my village to get quality and affordable toilets. Before now, people here complain about the prices of products and difficulties in finding people to construct latrines for them. Now all that

is in the past, as me and the team are making it easy for people to find and buy toilets through our weekly sales promotion events in popular markets in the LGA."

Since October 2022, Toilet Pride, in partnership with the Benue State authorities, has been supporting sales agents like Moses and other toilet business owners to increase consumer demand for sanitation products in Ado LGA. To date, Moses' sales team has sold 187 SATO pans in Igumale and its neighbouring communities, ensuring access to improved sanitation for up to 1,122 people and providing a livelihood for Moses.

“

I like my new job, I not only make extra money, which takes care of me and my family, ... I can now help more families in my village to get quality and affordable toilets.

Moses Idoko, sales agent on the LGA WASH team



# Tanzania



## Background

Tanzania’s WASH sector has seen significant progress over the past years. According to the UNICEF/World Health Organization Joint Monitoring Programme (JMP), the percentage of people in Tanzania accessing safely managed sanitation increased from 5 per cent in 2000 to 26 per cent in 2020. However, much more must be done to meet the SDG goal for safely managed sanitation. The Government of Tanzania has committed to ensuring every household has basic sanitation by 2025. JMP data indicates that approximately 31 per cent of people in Tanzania had access to at least basic sanitation in 2020.

Working with the government, UNICEF carries out behaviour change activities, and stimulates demand among communities to move to improved sanitation. UNICEF contributes to Tanzania’s National Sanitation Campaign that uses media sponsorship, entertainment and commitment by local leaders to deliver hygiene and aspirational messages to different audiences.



As communities move towards ending open defecation, LIXIL raises awareness of SATO products, engaging local retailers to meet the demand of communities. To promote SATO in rural communities, LIXIL recruited a small group of travelling sales ambassadors responsible for sales in specific regions.

## IMPACT BY THE NUMBERS



### Sanitation

1,042,069

people gained access to at least basic sanitation, of which 56,779 directly using SATO sanitation solutions and 985,290 indirectly through capacity strengthening support, financial inclusion and demand creation activities.



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### Hand hygiene

822,441

people gained access to basic hand hygiene partly through the donation of 30,000 SATO Taps.



### Schools

24

schools and 14,480 students benefited from the rehabilitation or upgrade of WASH facilities.



### SATO sales

17,000

SATO products were purchased.



### Finance

159

consumers were supported to access sanitation financing mechanisms and \$3,422 was disbursed.



## 2022 Accomplishments

The MaS! partnership has four key components in Tanzania. The first is strengthening the supply and demand for customer-responsive sanitation products. In 2022, the partnership identified five main distributors and 30 retailers under the hub-and-spoke distribution model that promotes the efficient distribution of SATO products. The distributors, who are mostly owners of large hardware stores, receive and stock supplies of SATO products for supply to retailers. The 30 retailers, located in smaller towns or villages, also stock and market the products from their locations.

The MaS! partnership contributed to demand creation across all 14 districts in the Iringa, Mbeya, Njombe and Songwe regions, for increased uptake of sanitation and hygiene hardware products on one hand, and on community members, including youth and women, in engaging in entrepreneurship for marketing and sales of SATO products (Pans, Stools and Taps), on the other. The partnership also contributed to demand creation with the uptake of the innovative Ndoos Chirizi (bucket with biotap) that has now become the hand hygiene facility of choice in the target implementing regions, reaching 822,441 people.

The second component, leveraging financing and funding for safely managed hygiene, is still at the inception stage of the partnership, with additional progress expected in Year 2. So far, through a partnership with Amref, 159 members of the Agricultural Marketing Corporative Society received soft loans totalling Tsh7.95m (US \$3,422) for sanitation and hygiene improvement.

Thirdly, the partnership is working to strengthen the governance for WASH at sub-national levels through support to the Ministry of Health to develop district and regional strategies for achieving open defecation free status and work towards safely managed sanitation. Additional focus is being placed on the review of sanitation and hygiene policies, including integration of the Africa Sanitation Policy Guidelines.

The partnership also contributed to capacity strengthening by training 458 local artisans and 28 local entrepreneurs, who now stock and sell affordable, durable and sustainable sanitation and hand hygiene hardware.

Finally, with support from the MaS! partnership, WASH-related data is now collected and updated quarterly by personnel of the environmental health unit of the Ministry of Health.



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# Challenges and mitigation plans

The partnership managed various risks and challenges during 2022. A selection is shown below.

Challenge	Mitigation strategy
Establishing supply in remote hard-to-reach villages	The partnership adopted the hub-and-spoke supply chain model that ensures that products reach the last mile.
Delayed payment for supplied stock, leading to supply chain disruptions.	The partnership issued revolving/seed stock to LGAs, who use proceeds of sales to replenish stocks again.
High cost of supplies for building sanitation facilities due to global inflation	The partnership is identifying and engaging with micro-finance institutions to provide sanitation loans for households to build their sanitation facilities.

## Lessons learned

- **Business support:** supporting small businesses in various ways leads to an increase in access to sanitation and hygiene services.
- **Participation:** Active engagement and participation of youths and women has been a driving force to a stronger supply chain.
- **Consumer finance:** Access to sanitation financing has been a key boost for the last mile to improve household sanitation facilities.

## Priorities for 2023

- **Innovation:** Strengthen the marketing of sanitation and hygiene products through innovative demand creation models and improved supply chains.
- **Capacity development:** Increase capacity strengthening of WASH information management systems that covers safely managed sanitation.
- **Financing:** Strengthen engagement of LGAs for innovative financing for sanitation and hygiene.
- **Governance:** Advocate for the formulation or review of the national health policy to focus on hand hygiene for all and integration of the Africa Sanitation Policy Guidelines into the national health policy.
- **Data:** Roll-out a digital platform for monitoring and tracking the uptake of SATO and other sanitation and hygiene products.



So far, through a partnership with Amref, 159 members of the Agricultural Marketing Cooperative Society received soft loans totalling Tsh7.95m (US \$3,422) for sanitation and hygiene improvement.

## AN ENTREPRENEUR'S JOURNEY

### Selling safe and durable sanitation and hygiene products in Mbozi district

**Tusa notes that until the introduction of the UNICEF-implemented ASWA programme in the Mbozi district, her family was using an unimproved latrine facility but had a tippy tap installed close to their kitchen. "We faced challenges with our latrine, which was almost full and smelly. It got worse in the rainy season because the water would fill the latrine, and also, we could not use the latrine because it had no roof. We are sometimes ashamed when we receive visitors," says Tusa.**

She explains that they rarely washed their hands at the suggested 'critical times' for hygiene because they only had basic knowledge of hand hygiene. Their tippy tap frequently broke, so they stopped replacing the rope and repairing the leaks in the container.

"We used to visit the health centre frequently until we attended a sanitation and hygiene campaign session in the village square from where we decided to change," she says. Since they were introduced to the SATO Pans and *Ndoo Chirizi* at the village square, they decided to build a new latrine and installed a SATO Pan. Tusa remarks that she now enjoys the comfort of using her new latrine, which her children also use. They installed the innovative *Ndoo Chirizi* as a durable option for hand washing close to their household.

Tusa decided to follow the marketing option for sanitation and hygiene products. With a

minimal amount, she started buying and selling biptaps. She almost stopped the business because of initial low uptake, but with intense demand creation by the LGA led by the WASH coordinators and Community-led Total Sanitation committees, more and more people were demanding biptaps.

"I realized the market opportunity, so I took advantage of it by also liaising with Daniel, one of the local artisans trained for installing SATO Pans and the biptaps to plastic buckets to make *Ndoo Chirizi*," she explains. Daniel now collects biptaps from Tusa and goes to the neighbouring villages in Mbozi Dc to fabricate handwashing facilities.

Tusa says she has enjoyed stocking and selling sanitation hardware products, which have transformed her life and the life of her family: "I will keep selling the biptaps and also want support to sell SATO Pans and other sanitation hardware products. I want more and more people to have access to sanitation and hygiene. I think that is my own way of touching people's lives even though it is through business. For my family, our visits to the health center have also reduced because now we are not experiencing illnesses."

Tusa's partnership with Daniel has been rewarding and they plan to strengthen it. More people have also been reached, have installed, and now use the durable *Ndoo Chirizi* handwashing facilities, replacing tippy taps.

“

I will keep selling the biptaps and also want support to sell SATO Pans and other sanitation hardware products.... that is my own way of touching people's lives even though it is through business.

Tusa, agent selling biptaps

Residents of Mbozi DC fabricate hand hygiene facilities.







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