



The Republic of Uganda



GIZ/APWO/ WAVE PLUS PROGRAMME UGAND A MARKETING SANITATION

Theme “Providing a Service Profitably”

JULY, 2013



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FOREWORD

The GIZ/APWO/ WAVE plus Marketing Sanitation Training was held at Esella Country Club, Najjera Kampala from 08th - 12th July 2013.

The objectives of the training workshop were:

- a) Participants are able to explain the importance of sanitation and Hygiene
- b) Participants are aware of the various sanitation options
- c) Participants are able to apply the knowledge and skills in promoting sanitation as a business in their water supply areas

Participants for the training came from 11 member companies of APWO with operations in over 20 towns in Uganda. The participants ranged from commercial and business managers to the directors of companies. There were also staff from APWO and MWE that are directly involved in sanitation programmes.

The five day training was the outcome of the Training of Trainers course that some of the WAVE pool members participated in with support from GIZ in 2012. The training was characterized by interactive and participatory processes including plenary and group discussions as well as field work. The training was facilitated by the WAVE pool team and officials from the Ministry of Water and Environment, supported by an experienced external facilitator from the sanitation sector.

The WAVE facilitation team included Joseph Eritu, Moses Mwesigwa, Denis Byamukama, Ronald Nyakana, Julia Kamara, Michael Asimwe and Steven N. Mukibi.

LIST OF ACRONYMS

APWO	Association of Private Water Operators
DWD	Directorate of Water Development (Uganda)
GIZ	German Development Cooperation
MoWE	Ministry of Water and Environment (Uganda)
PALA	Participatory Adult Learning Approaches
PWOs	Private Water Operators
RUWAS	Reform of the Urban Water Sub-Sector
TOT	Training of Trainers
UWSS	Urban Water Supply and Sanitation
WATSAN	Water and Sanitation
WAVE	Water Supply and Sanitation
WSP	Water Service Providers
WSBs	Water Supply Boards

Day I One Activities

1.1.0 The Opening Session

Preceding the opening remarks, the WAVE focal point person Mr. Eritu welcomed everyone to the workshop and facilitated a self-introduction of the participants and the facilitator. He then outlined the objectives of the workshop as listed in the foreword of this report. He thanked all those who had worked hard to make the workshop a reality mentioning in particular GIZ that has supported the WAVE programme for the last five years. He then introduced the external facilitator, Mr. David Mukama, the Sanitation Coordinator in the Ministry of Water and Environment and invited him to make his remarks and open up the workshop.

1.1.1 Leveling Expectations and agreeing on the norms

Cards were issued to the participants and requested to write their expectations and fears if any. The session facilitator, Julia Kamara took the participants through the expectations that had been compiled from the participants and tried to relate with the objectives that had already been highlighted by Mr. Eritu. She assured the participants that the whole team of facilitators will do their best to address the expectations within the scope and framework of the training course in particular and the WAVE+ programme in general

Expectations

- Good sanitation in environment can be attained
- I expect to acquire knowledge on how to improve and maintain sanitation in my areas of operation.
- How to market a business
- Learn how to improve on sanitation in relation to waste supply in our towns
- The importance of sanitation in relation to water supply
- More about sanitation marketing and how to apply cost
- Is it a priority in Government Vs Donor Funding?
- The definitions of hygiene and sanitation
- Is sanitation management a viable business?
- What are the challenges? Strategies to overcome those challenges
- Community driven sanitation and their applicability
- To attain/acquire skills that can be implemented in our working stations
- Learn how to manage sanitation facilities in terms of revenue collection since no receipts are issued to the users for accountability
- I expect to get skills on how to attain maximum sanitation level around the community
- Learn how to influence local communities in adopting a good sanitation practices

Fears

- Political influence
- Technical language
- Customers may lack appropriate skills to use the methods
- Capital also can hinder/be a problem
- Time should not be misused

1.1.2 Introduction of the training programme: Joseph Epitu

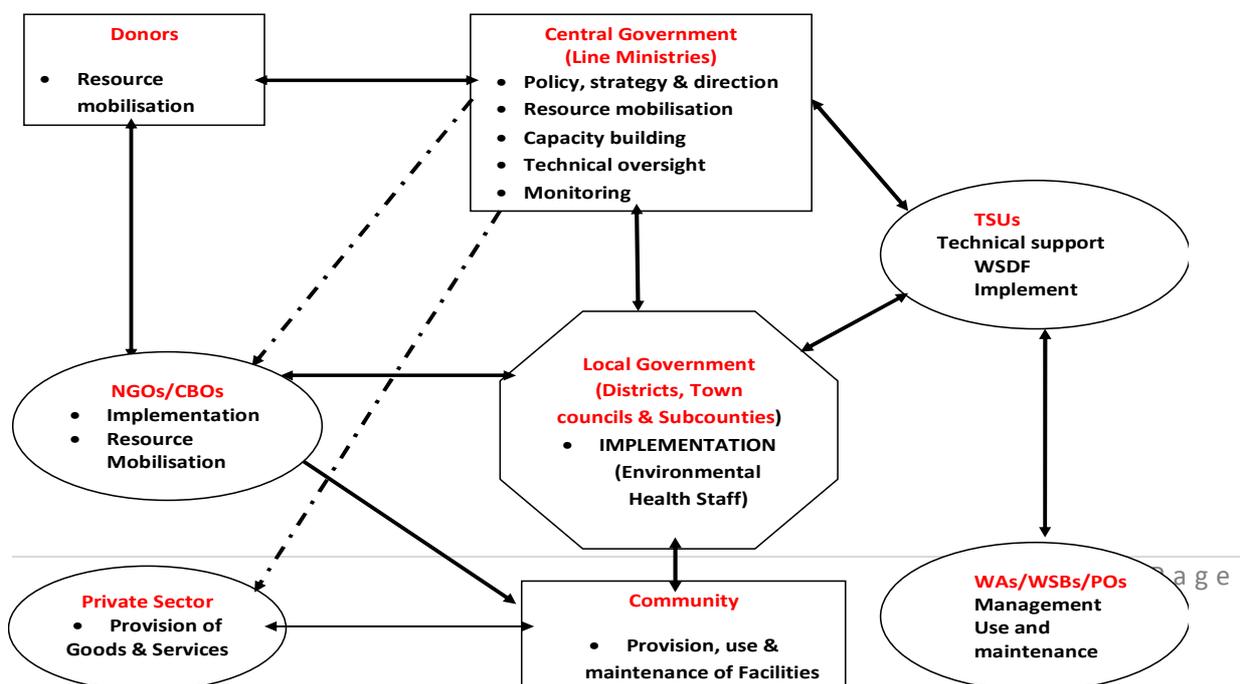
Mr. Epitu highlighted the importance of sanitation as it relates to water management and indicated that the timing for this training was right given the current trend in both the donor community and government. For effective sanitation services, the private sector has a great role to play and learning from what has happened in water, the sector is optimistic that this will work.

After that he took the participants through the whole five day training programme, highlighting the background to each session and the lead facilitators of the respective sessions. After taking the participants through the programme, he took the opportunity to introduce the next session facilitator (David Mukama). He gave a brief introduction and background of the facilitator indicating he is one of the most experienced and knowledgeable people on sanitation having worked in the sector for more than 25 years. He informed Mr. Mukama about qualification and education background of the participants and the roles and responsibilities they are tasked to do in small towns.

1.1.3 Overview of sanitation sector in Uganda (incl. the Policy, Legal and Institutional framework)-David Mukama

Mukama started his presentation by explaining the importance of communication in business and in order to communicate well, there is need for someone to be articulate. He further emphasized communication as a key to effective performance.

The Institutional Framework:



He took the participants through the institutional framework of sanitation management in the ministry of water and environment. The sanitation roles in the subsector include financing, implementation and service provision to different stakeholders.

The water sector in liaison with the Ministry of Health developed sanitation policies and legal frame works to support the implementation of sanitation in Uganda. The sector is working toward achieving the MDGs, though they may not be successfully achieved by the sector by 2015. He highlighted the relationship between all the MDGs and sanitation improvement, e.g. on the achievement of universal primary education, children especially the girl child will not go to school if there are no sanitary facilities.

1.1.4 Sanitation coverage and implications - Dr. Denis Byamukama

Dr. Denis Byamukama gave a brief presentation about the facts and figures related to both the global and local (Uganda) sanitation situation. He emphasized that though sanitation and water related diseases are killing more people compared to other killer diseases like HIV, Malaria and Measles, little attention is still given to sanitation compared to the mentioned diseases. He presented two Videos; Water works (By Wateraid) and Sanitation for all-Uganda (GIZ). The videos further highlighted the deplorable sanitation situation in developing countries like Uganda.



One of the videos showing the poor sanitation in the country

1.1.5 Sanitation Concepts by Julia B. Kamara

The session started with an energizer led by Haji Kigongo.



Mr. Kigongo facilitates the energizer

This was followed by a presentation on key sanitation concepts. The following concepts were covered in the presentation.

- Understanding Sanitation
- Water related diseases (Water Borne, Water washed, Water based and Water related)
- Ecological sanitation and
- Safe Water Chain.

The following clarifications were made in reaction to various questions and issues in the process of the presentation.

1. There is the mistaken notion that eco-san is about separating fecal matter from urine. This is not correct as these are already separate by the time they come out of any person. The more precise concept is that they are kept separate
2. There are three ways of managing excreta
 - a. Drop and store – pit latrine
 - b. Flush and discharge – water closet
 - c. Sanitize and reuse – exemplified by the eco-san toilet.
3. Sanitation is central to many of the welfare indicators and relates to them as a palm relates to the fingers. For instance:

- a. It cannot be divorced from the achievement UPE and school attendance.
4. Sanitation challenges will pose a major problem for achievement of gender related goals as insufficient hygiene for pubescent girls (at the onset of experiencing their menstrual cycles) can keep girls out of school.
 - a. There is no way that infant mortality rates can be reduced when there is poor sanitation.
 - b. The prevention and management of HIV and aids is also closely related to sanitation due to the potential for opportunistic infections.
5. While it is possible in some countries to drink water directly from the tap, it is not recommended in Uganda due to the potential for the water to get contaminated in the process of transmission and distribution. This has to do with safe water chain.

1.1.6 Institutional and policy gaps on sanitation by Julia B. Kamara

This session was facilitated by Julia and was supported by Brenda Kisakye one of the participants in the workshop but also a trainer trained under the WAVE programme to identify policy gaps. The session also started with an energizer. Participants were then divided into three groups and each of the groups was given an issue to discuss as below.

Group 1: What sanitation policies (formal/informal) exist in your town?

Group 2: In your town identify the institutions (players) with the mandate of managing sanitation.

Group 3: Do you report on sanitation in your towns and if so, why?

Outcomes from the discussions

The following is a summary of the Group feedback by the respective groups after the discussion and synthesis of the tasks provided.

Group 3:

There is no reporting but if it was there, the parameters would have included the following.

- Latrine coverage in the towns
- Hand washing facilities
- Functionality of the sanitation facility
- Physical status of the toilet
- Type of facility (Sanitation option)

Discussion on experiences from other towns

- Private water operator for Kayunga reports during water board meetings

- Private water operator for Kamdini reports to the sub-county solid waste management.
- Private operator for Kabwohe-Itendero reports on solid waste management e.g if the eco-san toilets are full, they have to report and request for money to empty.
- Private operator for Kakiri reports only about revenue collection for the public toilets.

Group 2

Below are the highlights of the group presentation on the key players or institutions involved in managing sanitation.

1. The town council and town boards
2. Private Water Operators
3. Community
4. Health inspectors
5. Water board
6. Umbrella organisations.

This presentation did not generate any discussion as it seemed straight forward.

Group 1

The following is a highlight of Group 1 presentation on existing sanitation policies.

- “A minimum of basic appropriate sanitation facilities prior to receiving a water connection” - Kibuku
- Town council not to approve plans of plots where no pit latrine is indicated - Kyotera
- Clean containers at the water collection points - Bukedea
- All animals in the town are slaughtered in the abattoir except for those not consumed by the Muslims - Kamdini
- The pit latrine should be the first development on any plot - Nagongera.
- Routine general cleaning every Wednesday of the week - Mutukula
- Introduction of skips for garbage collection in strategic places - Busia
- Routine check out (monitoring) of latrines - Nagongera
- Punishment for non-compliant people should be in place. (this was the view of the members of the group)

In order to link the main issues raised in the above discussion, Julia made a presentation covering the opportunities and risks of solid waste management.

1.7 Opportunities and Risks Presented By Solid Waste Management- Julia

Julia started her session by explaining that sanitation is not toilets. Solid waste management is always forgotten during planning and implementation of sanitation services. Solid waste management has caused a lot of havoc to our environment and we need to act immediately.

The facilitator discussed the challenge of Solid Waste Management in small towns with such trends observed as:

- Increase in volume of waste generated by city dwellers
- Change in the make-up and composition of the waste. (There are a lot of items in our waste today that used to be scarce or nonexistent in the past. These are posing new challenges in the management of waste. Some groups of people are particularly vulnerable and these include children and the elderly)
- The disposal method of waste collected. The management of this waste poses challenges. When burnt, poisonous fumes will be produced. Some will harbor vermin and vectors for diseases.
- Internationally, there is a trend to shift from “end of pipe” solutions that focus on disposal to source based approaches that deal with “life cycle” analysis.
- Responsibility now goes beyond the household to include manufacturers and businesses.
- Different types of waste have differing time for biodegradation:-It was noted that some items like plastic bags and leather shoes can take up to 40 years.
- The Waste Management Hierarchy was used to show the preferred options for waste management i.e. ‘avoid’ as opposed to ‘dumping’.

Julia also facilitated a plenary on the challenges of waste management which generated the following aspects:

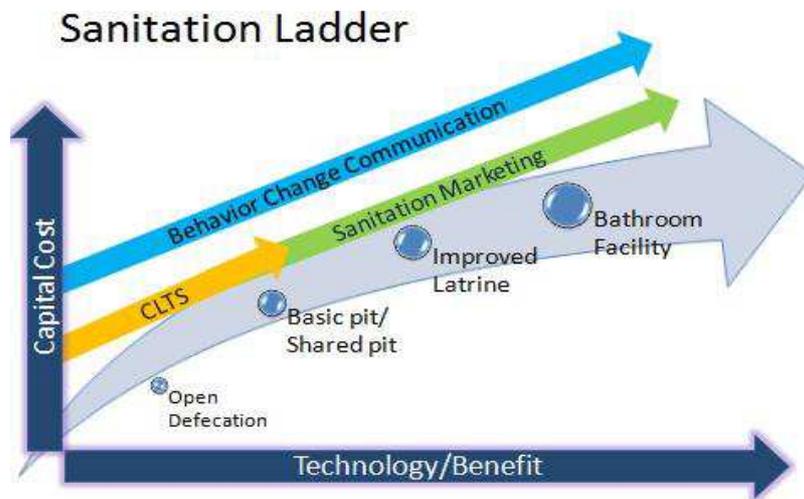
- It is expensive and underfunded
- It is unattractive as a career option
- Weak regulatory framework
- Inadequate public awareness
- Application of inappropriate technologies
- The involvement of too many entities without clear lines of responsibility.
- Making charcoal from solid waste. This technology is available and information will be sought and circulated.
- The approach by Rwanda is also good where you have precise and exemplary management of waste. This has to start in each home. Also there has to be an example and directives from the top. This takes discipline and commitment from the top so as to teach and also to facilitate enforcement of “clean” policies

The daily evaluation was then facilitated by Julia, Robinah and Brenda. There was clarification on the presentation of the outcome of the evaluation in the morning, using the method of the morning news which would also see some humor included. The day was concluded at 5:35pm and once the evaluation was concluded, participants were dismissed.

Day II: Marketing and Business Planning Concepts

2.1 Marketing concepts and principles – Moses Mwesigwa

Moses started the session by introducing what sanitation is and gave the group an exercise on the World Café. In this exercise, four groups were formed, each with a different question to discuss. The groups then “visit” each other with one member per group remaining to host the other members and explain their presentations. Questions and comments are made by the visiting group to the host. This encourages active participation in the overall exercise.



After the group work on the World Café, the group reconvened and had a brief discussion and questions on what the exercise was about and how they can use it to market their services.



The world café in progress

He then gave a presentation on sanitation marketing where he defined sanitation marketing as “*....the application of the best social and commercial marketing practices to change behaviors and to scale up the demand and supply for improved sanitation, particularly among the poor*”

He took the participants through the sanitation ladder which is a tool that compares/highlights the cost and the technological gains and benefits. He discussed community led total sanitation (CLTS) and used examples from different countries especially, Bangladesh where CLTS was pioneered to highlight the benefits of the sanitation ladder.

The key highlights on session on Sanitation marketing concepts were:

- The principals of marketing
- The power of branding
- Marketing Strategies

On the power of branding, he gave examples of Coca Cola, Nike, Microsoft etc where even the logo without the words is a recognised and well understood brand. This is because some of these brands have set high level of service such that the brand is synonymous with service and the consumers know what to expect.

After that, a video on the power of marketing was presented. After watching the movie, a participant asked the other participants, what lessons have been picked from the movie?

“It was observed that as time goes on and as the brand gets to be known and associated with a certain minimum level of service, the marketing becomes easier.

2.2 Market Identification – Michael Asiimwe

After introducing the session and presenting the session objectives, the participants were organized into four groups and given an exercise to list the technology options in their areas of operation, which were later presented and discussed in the plenary.

The discussion also captured some technology option challenges such as the use of the ECOSAN where some religions need to use water yet the ECOSAN operating mode does not provide for that. Other highlights include:

- The operation mode of the different technology options
- Advantages and disadvantages of the different technologies
- Costs related to Operation and Maintenance
- Selection criteria for a technology to be used – Costs, Acceptability, Affordability and Compatibility

2.3 Business planning concepts, steps in sanitation as a business – Ronald Nyakana

The methodology used by this session was a presentation using flip chat mixed with plenary discussions. The facilitator started with a small brain teaser in order to energize the participants and make the preamble to the session lively.

After introducing the session, he reflected on the facts and figures about the sanitation situation that had been presented and discussed the day before, and further asked the participants to indicate the interventions that are being done in their towns regarding the sanitation situation. Different interventions were raised by the participants, but they indicated that there has been a problem on continuity and sustainability. You find that most of the interventions are external and to some extent have been like trial interventions. They pointed out that some of the interventions have achieved success though the majority had been failures. The facilitator gave the following as the reasons for many failures in the implementation of interventions:

- One time interventions – one offs
- Several O & M service requirements

The facilitator also reminded the participants that talking about sanitation should not be seen as just being about toilets; but rather that it is a whole chain of service delivery.

Musoke of IRUMU & Associates who is the private operator for Kayunga where a pilot project is already being tried out with the support of GIZ shared his experience whereby the market

community where one of the two public toilets is located do not want to pay for the toilets services and feel the rent they are paying should also cover toilet services.

In order to synthesize further the business aspects of sanitation, the facilitator divided the participants into three groups and distributed three questions to be discussed in these groups. The questions were:

- 1) What are the requirements for POs successful engaging in Sanitation Business?
- 2) Identify Feasible Sanitation Business ideas POs can profitably engage in?
- 3) What risks are foreseen in engaging in sanitation as another line of business?

The following was the output generated from the above questions:

The responses presented for requirements for POs successful engaging in Sanitation Business included Capital, Business plans, conducive policy environment, and developing proposals to source for external funding with other partners

The responses from Business Ideas that can be profitably engage in; here, what was raised included cesspool emptying and marketing sanitation technology option materials as agents.

The responses from the foreseen risks included negative attitude to communities paying for sanitation services, poor return on investments – profits are low, lack of access to adequate financing and high costs of O & M.

The session was then concluded by emphasizing the fact that sanitation can indeed be a profitable business venture for POs if sellable business plans can be developed and all foreseeable challenges mitigated.

2.4 Sanitation Technology Options – Michael Asiimwe

In his presentation, the facilitator outlined the session objectives after which he asked the participants to explain what sanitation technology options meant.

The participants were organized into four groups and given an exercise to identify the challenges involved in using the various technology options. The table below presents a summary of the main challenges captured.

Technology	Challenges
i) Simple Pit latrines (un improved)	<ul style="list-style-type: none"> ▪ No standard specification e.g. Short roof making it hard for users to feel comfortable, poor mixture of cement ▪ Smelly and attracts flies
ii) Ventilated Improved Pit Latrines (VIP)	<ul style="list-style-type: none"> ▪ Quite expensive for some families

iii)Water borne toilets	<ul style="list-style-type: none"> ▪ Expensive to construct and maintain especially when water is scarce and also costs on water.
iv)ECOSAN	<ul style="list-style-type: none"> ▪ Religious issue especially the Muslims who want to use water after defecating, traditional norms, individual attitude

After the group presentations, the facilitator took the participants through a pictorial presentation of the technology options and how they work and the products and by products of such systems that need to be taken into account when planning sanitation as a business.

The key highlights of the presentation

- Classification of the options:
 - On-site sanitation which includes Wet (requires water for flushing) and Dry (does not require water for flushing)
 - Off-site sanitation which involves Decentralized systems and Centralized systems
- The operation mode of the different technology options: He explained the mode of operation of the different options while involving the participants to expound on some modes of operation to specific technologies.
- Costs related to Operation and Maintenance
- Selection criteria for a technology to be used – Costs, Acceptability, Affordability and Compatibility. He elaborated on the designs of the different technologies but the Pour flush both single pit and double pit toilets was quite new to the participants.
- The participants were also not aware of the Decentralized Waste Water Technology Systems (DEWWATS), Centralized conventional urban sanitation systems which seemed to be expensive and complex.

He informed the participants that it is paramount to take into account the selection of the location where the technology will be constructed especially pit latrines not to be near the boreholes and also taking into account the landscape.

- In selecting the system, the facilitator took the participants through the steps which included:
 - i. Identifying the types of products which are generated
 - ii. Selecting the most appropriate system template
 - iii. Selecting the specific technologies for each product for each process in each of the system templates identified
 - iv. Selecting the most site-specific option based on the social, economic and resource aspects e.g physical aspects, political and institutional aspects, financial and economic aspects

The presentation was a flash back to what is being implemented but the question was “how is the implementation being carried out and how to market some of the technologies to improve sanitation in the different towns.

2.5 Preparation for the field visit – Moses Mwesigwa

Moses made a presentation on the plan for the field work where objective, out puts and field expectation were agreed upon. The participants were given cards to come up with field work expectations. The groups selected a chairperson and a secretary.

The information about logistics and time for leaving the hotel the following day was given and the participants were availed the camera for use during field work. The participants were guided on what to look out for during the field visit. The guiding questions given were:

- What did you see?
- What did you learn?
- What would you take back to your work station?

2.6 The Action Planning tool – Ronald Nyakana

During this brief session, Ronald reminded participants of the planning tool guide presented by Moses on the first day which was supposed to act as a tool for capturing potential action planning areas on a daily basis. The facilitator also noted that this tool would go a long way in simplifying the process of developing the final action areas on the last day since the areas identified in the tool would simply be ranked in terms of priority considering risk and success factors.

Day III: Field Visit and Feedback

3.1 Field Visit Highlights

The team visited Appropriate Technology Centre sites in Kayunga and Mukono, as well as the Water and sanitation system in Kayunga to appreciate the various sanitation technology options and the management of the sanitation by the Private Operator. The plan to visit Water for People was cancelled because the anticipated site could not be accessed easily at that time.

What went well	What did not go well
<ul style="list-style-type: none">• ATC tour Mukono• Everything• Field was so educative• The trip was interesting• Briefing from the Coordinator at ATC• Learnt new types of Ecosan toilets• New methods of what harvesting	<ul style="list-style-type: none">• Got so tired• We saw a snake in the underground tank in the water to be consumed• Ecosan used as water borne toilet• Time management• Water borne toilet in Kayunga sanitation was poor• Meals not got in time





Field visit experiences in pictures

Day IV. Behavioral Change and Technology Options

4.1 Community Led Total Sanitation – Ronald Nyakana

The lead facilitator for this session was Ronald who introduced the session by informing the participants that the approach to the session would be kept simple and use of videos would be the primary method of delivering the session. Two videos were shown to the participants during the session and the discussion that followed required the participants to identify learning areas that can be applied in the Ugandan small town situation.

The video highlights:

- a) Video I (CLTS) - The video highlighted the process of CLTS where the community drives the change process to ensure total eradication of Open Defecation within the community.
- b) Video II – (CLTS principles) - This video is based on a case study in Kenya and highlights the principles of CLTS. It highlights aspects such as the need for change agents, the community being in the driving seat for realizing the desired change, use of locally available materials and appropriate sanitation technologies, total eradication of open defecation in the area is key, no external funding is done, the community must realize the need and desire the change. The video also tries to show how barriers, including sanitation related cultural taboos are being addressed by engaging the community.

After the video shows, the facilitator led a plenary discussion on what had been observed. The issues generated during the discussions included:

- The issues related to high cost of treating sanitation related diseases
- The participants were also concerned whether they can actually apply what they had observed in the video.
- Implementing CLTS in the urban areas is very challenging and may not be feasible
- Even if the process is driven by the community led sanitation, the POs can still be provide the services and facilities that need to be used by the community
- What can be done if there are some people who cannot embrace change? This is a real challenge but use of by laws could help in such situations. In addition, partnering with water boards to sensitize the communities.

Mr. David Mukama also supplemented on the discussions and highlighted the fact that CLTS is driven by disgust and shame, hence resulting in the self-awareness of the need to change.

The session was then concluded by highlighting that experiences from all-over the world are not clear on how CLTS can be applied in the urban areas however, the key principles can be embraced to realize improvements in the current deplorable sanitation situation in the towns.

4.2 Introduction to communication, Behavioral change and communication skills - Michael Asiimwe

In his presentation, the facilitator started the session by asking the participants on what they understand by the term communication. It was noted that from their definitions, the participants could not differentiate between communication and talking.

He defined the term communication and emphasized 5 key points which differentiate **communication** from **talking** as follows:

- ✓ Communication is two way; it involves the sender of the message, who selects the most appropriate medium through which the message is to be sent to the receiver, who acknowledges receipt and gives **feedback**.
- ✓ It involves active listening
- ✓ Reflects the accountability of speaker & listener and
- ✓ It must be clear without jargon

To emphasize the complete chain of effective communication, the facilitator gave a visual illustration about the components of communication which included:

- Sender
- Message
- Receiver
- Feedback

He explained that effective communication could entail either Verbal, Non-verbal or Para-verbal messages. He cautioned that if one does not effectively communicate, the message may be misinterpreted which could not yield positive results.



Asiimwe facilitating the session

He further emphasized the importance of selecting the right communication medium and the right communication strategy. He outlined the factors that influence the choice of the medium as follows; the need for record, direction of the information flow, the number of people to be reached, confidentiality, nature of the information (length, complexity, speed of transfer), and cost of the medium.

He echoed to the members to effectively communicate in order to bring about behavioral change so that sanitation can be marketed well.

He gave an exercise to the participants on communication barriers, where he asked the participants to give the barriers that existed in their utilities and how they have been avoiding or minimizing them before he presented on Behavioral Change Communication (BCC).

He began by giving the outline of the presentation, asked the participants to define what they understand by the term BCC before giving them his definition.

He outlined the need for BCC as; Environment building, Establishing need for facilities, Generating community participation, Women participation and empowerment, Utilization of facilities, Improving health and hygiene practices, Sustainability among others.

He further gave an illustration on the positioning of behavioral change, where by it was placed at the center of water, sanitation and health and impacts on the three either positively or negatively.

He emphasized two approaches to use in bringing about change which included; Diffusion approach (involving knowledge transfer) and Participatory approach (involving the community as a catalyst for change).

He also clearly outlined the implementation process which included among others;

- The need to review the current situation
- Environment building
- Identifying the target behavior
- Identifying the potential agents
- Formation of community level organizations and
- Developing and pre-testing messages and materials

He reminded the participants to always involve the women in implementing the strategy because they are respected in the communities if they are involved in decision making.

He concluded the presentation by giving the communication strategy which included among others; Village Sanitation rallies, Video story-based intervention, Drama shows and Cultural programs, Demonstrations, Radio commercial breaks as key when communicating effectively to any audience.

4.3 Experience sharing – Water for People

Robert Makune from Water for People (WfP), shared with the participants on what they are doing under their sanitation as a business (SAAB) flagship. He indicated that water for people works through market driven approach, which is a shift from the NGO driven approach that is subsidy centred. They work through the private sector as the drivers of the business.

Currently, WfP is being helped by a private partner, CAPTIVA AFRICA to develop business models for sanitation. SACCOs partner with their members to finance development of sanitation facilities. Upon agreement with the member, the SACCOs identify the masons and plumbers to do the construction at the customers home or area of preference. It is the duty of CAPTIVA and WfP to assist in the development of a business scenario and this is dependent on whether we are looking at the Urban SAAB or rural SAAB.

Currently, WfP is promoting the Gulper emptying technology, which has been developed in partnership with Engineers Without Borders (EWB) a UK based organization. The Gulper technology helps to solve the problem of accessibility which is a big problem in unplanned and squeezed areas where the CESSPool emptiers cannot maneuver. It is also suitable for SMEs, such as POs and individuals who might not have the required financial resources to purchase a truck.



Demonstrating the gulper

The business model entails; local manufacturer is in charge of manufacturing the equipment. In terms of service delivery, we might need to look at two operators, the one for handling the source and delivery and the other to handle the deposition and dumping area. Carrying out customer sensitization surveys is part of what WfP gives to the customers/Entrepreneurs.

He indicated the following as the immediate plans/issues to be addressed:

- One of the challenges is the dumping areas and the cost of both emptying and hiring pickups, which is still very high i.e UGX 30,000 and 80,000, respectively.
- There is need for tanks to be constructed in different areas receive the sludge
- Working with the enforcement agencies such as NEMA, KCCA to enforce the regulations, which already exist.
- Currently, the banks are not necessarily interested in financing this kind of business

Mr. Makune indicated that establishment of tanks at strategic and accessible places would ensure that incase these tanks/pits fill up, then the bigger trucks could be used to empty them. He informed the participants that the Gulper Technology is already on the market and some schools are already using it. It is manufactured and sold by WATCOM, a company based in Katwe in down town Kampala. The total cost of the gulper emptier is about Uganda Shillings (UGX) 450,000 (about USD180).

There was concern that one might need water to be added to the pit before emptying and wondered who would provide or foot the bill for such water. They were informed that the gulper was designed with two types of sludge in mind i. e water sludge and thick sludge. He also indicated that the size of the super structure of the pit latrine could affect the use of the Gulper since it has to be used inside the latrine and for that matter, in some cases the roof has to be affected by removing some iron sheets to enable the equipment to go in and be used. In such situations, the agreement with the customer should be clear that an iron sheet will be removed and replaced at the cost of the client not the service provider.

4.4 Sanitation Financing: sources and requirements – Denis Byamukama

Dr. Denis Byamukama asked the participants to reflect on what had been presented by water for people as their experience in sourcing for finances for sanitation facilities. After that, using cards, he asked each participant to write down one financing source that they think they can tap in when they go back to their stations. He gave five minutes for this exercise after which he received that cards and pinned them up in the categories agreed on with the participants after reading out the financing source indicated on a given card.

4.5 Experience from Kayunga – Musoke

Mr. Musoke from Irumu and Associates who are the operator for Kayunga Town Water Supply gave his experience with Pos involvement in sanitation as a business. Kayunga has been pilotin g the possible involvement of Pos in sanitation services and the pilot project supported by GIZ has had mixed fortunes.

He gave the background of how the former public ECOSANs in Kayunga Town Council were converted into Public Water Borne toilets. There are two toilets, one near the market and another in a different part of town.

He highlighted the challenges that the company has encountered in trying to provide paid for sanitation service.

- Initially, the people never used to pay for sanitation and they feel it should remain like that.
- People working at the market and using the toilet are not willing to pay for the toilet because they feel that since they pay for the ground rent and other fees to town council, the sanitation services should be covered under those fees.
- There were no receipts for this service, so it became very difficult to manage the financial aspect and to make the person receiving the money to properly account for the revenue.
- The people working at the toilet complained that they were being despised and laughed at and as a result were not willing to do that kind of job.

Musoke informed the fellow participants that having failed to manage the market toilet, he has proposed to the WSSB that a small fee should be levied on the market rent to cater for the toilet.

4.6 Technology options on market - Crestanks

The presentation from crestanks was a different format from the rest of the training approaches we have used before. After brief discussions with the Crestanks, the participants went out into the compound where Crestanks had organized an exhibition for the different sanitation technologies they have developed.





Mr. Suresh from Crestanks explains the technology options

Crestanks which is one of the leading manufacturers of water and sanitation material in the region has of recently come up with a number of innovations for sanitation services.

4.7 The Action Planning tool – Ronald Nyakana

This was also a brief session in which Ronald reminded participants of the action planning tool guide issued on the first day which was supposed to act as a tool for capturing potential action planning areas on a daily basis. He urged the participants to review it daily and start identifying potential areas of change even before the final action planning day.

Day V: Action Planning and Evaluation

5.1 Revisiting unclear concepts – Joseph Eritu

Mr. Eritu informed the participants that this session on unclear concepts was to clarify what could have not been understood by the participants. In a plenary, he asked them to raise their concerns on the sessions that had been handled till this time. The views coming from the participant were written on a flip chat. The following came out:

- Risk Analysis – Including political interference, contract duration and how do we mitigate them.
- Financing Sanitation
- Action plans – The Directors' inputs very vital
- Business Planning Tool – The sanitation part of the business planning tool, can we include it among the input parameters?
- Government priorities – Is sanitation a priority to Government of Uganda right now?
- Policies – The roles of the different stakeholders and players.

After this issues and questions were captured, the facilitator requested all the facilitators who had questions to respond to or clarifications to make to come and do it.

5.2 Action plan development guidelines – Ronald Nyakana

Ronald introduced the session by reviewing the guidelines for the planning process as presented the previous day. The gist of the guidelines was as follows.

- Decision to plan as an individual or as a team from the same company
- Identification of intervention(s) which is (are) implementable within available resources and of priority in the participant's small town or other potential areas of implementation
- Use of the planning tool guide issued on the first day by prioritizing the areas identified to determine the more feasible planning areas
- Quantifying the action plan with measurable indicators in order to facilitate monitoring of progress and impacts

The following template was then shared to facilitate the participants only as a guide to their planning process:

- i. Introduction: your operation area and your mandates in the area office.
- ii. Priority Area for Improvement (what you can change) with respect to sanitation
- iii. Brief description of the Current situation of that aspect you have selected
- iv. Expected change [Benefit] i.e. Improvement or impact
- v. Proposed actions to be taken by you or the team
- vi. Strategy, approaches or process which you will use
- vii. Indicators to Measure Change or the improvement
- viii. When can these changes be seen in your area of operation
- ix. When can you submit progress report to the WAVE Focal Point?

The facilitator then asked the participants to start developing their action plans.

5.3 Developing individual action plans - Participants

The process of developing the action plans followed with participants organizing themselves to work both as individuals and groups.

The facilitators continuously supported the participants in this process on demand and where necessary gave an explanation to the whole group. Participants took the morning tea as they worked. This process took about two and a half hours before it was concluded and two sample plans identified to be presented to the entire group for comments, improvement and knowledge sharing. Two of the action plans were then selected and presented.



Representatives of the group present the action plans developed



Joseph Eritu giving closing remarks

5.4 Lesson Learnt

1. Participants appreciated the strong relationship between water and sanitation
2. The experiences generated from the presentation by Water for People contributed to the understanding of sanitation as a viable business
3. Exposure to the various sanitation technology options from the field visit and by the Crestanks enabled participants to appreciate the potential of sanitation as a business
4. The existing sanitation as a business initiative in two of the PO managed towns served as a benchmark for replication in other towns.
5. Lack of proper coordination mechanisms amongst the different sector players (Ministries of Education, Health, Water and Environment) involved in the implementation of sanitation activities in Uganda poses a major challenge to the success of sanitation as a business initiatives.

5.5 Recommendations

1. There is need for continued sensitization of key stakeholders in the water and sanitation sector on the importance of the relationship between water and sanitation
2. There is need to encourage public private partnership in sanitation as a business
3. The Ministry of Water and Environment should take deliberate initiative to come up with policies and guidelines for the involvement of the Private Water Operators in incorporating sanitation in their business operations such as is the case in Kamdini and Kayunga Town Water Supplies.

Annex. List of Participants

MARKETING SANITATION TRAINING 8TH TO 12TH JULY, 2013 AT ESSELA COUNTRY HOTEL

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