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## USAID SSD LEARNING EVENT

*SANITATION SERVICE DELIVERY (SSD): MAKING MARKETS WORK FOR THE POOR*  
Africa Center of Excellence (ACE), Accra, September 14, 2016



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**WSUP**  
Water & Sanitation  
for the Urban Poor

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# ACRONYMS

ABMS	Association Béninoise pour le Marketing Social
ACE	Africa Center of Excellence
ASSESS	Analytical Support Services and Evaluations for Sustainable Systems
BMC	Business Model Canvass
CSIR	Center for Scientific and Industrial Research
DNSP	National Office of Public Health
ECOWAS	Economic Community of West African States
FSM	Fecal Sludge Management
KMA	Kumasi Metropolitan Authority
M&E	Monitoring and Evaluation
MDG	Millennium Development Goal
MMDAs	Metropolitan, Municipal and District Assemblies
MFI	Micro Finance Institutions
NGO	Non-Governmental Organisation
ONAD	Office National de l'Assainissement et du Drainage (Cote d'Ivoire)
PSI	Population Services International
REGO	Regional Economic Growth Office
SME	Small and Medium Sized Enterprises
SSD	Sanitation Service Delivery
USAID	United States Agency for International Development
VTO	Vacuum Truck Operator
WSUP	Water & Sanitation for the Urban Poor

# EXECUTIVE SUMMARY

The Sanitation Service Delivery (SSD) Program is a USAID/West Africa (WA) urban sanitation project implemented in Benin, Cote d'Ivoire and Ghana by Population Services International (PSI) in collaboration with PATH and Water & Sanitation for the Urban Poor (WSUP). The project aims to improve sanitation outcomes through developing and testing scalable, market-based models that contribute to structural change within the region's sanitation sector. The SSD program seeks to adopt a robust product-development framework, using the build-measure-learn feedback loop and the Business Model Canvass (BMC) tool to research sanitation business models that better connect poor customers to entrepreneurs. The program actively engages with relevant stakeholders in the three countries to provide technical assistance to the government in social marketing for the promotion of improved sanitation and Fecal Sludge Management (FSM) that links public and private initiatives.

In line with its commitment to a systematic approach to facilitating collaborative learning that enriches the knowledge base for improved strategies, policies and programs, USAID/WA organized a half-day learning event to share lessons from the SSD program with stakeholders across the region. A total of 53 participants, attended the learning event, comprising USAID WA, the Implementing Partners (IPs), SSD program partners, sanitation stakeholders in government, the private sector, other donor-funded projects, academia, micro-finance institutions and Non-Governmental Organizations from three countries.

SSD program lessons shared at the event point to the need for increased qualitative and quantitative evaluations in the search for suitable toilet technologies for households. In addition, client feedback is critical as overall demand for sanitation products and services is driven by client preference and/or satisfaction. The lack of support from the private sector continues to minimize outcomes of sanitation development interventions in the sub region. Effective stakeholder engagement is key to finding sustainable solutions to sanitation challenges.

Outcomes of the learning event include the realization among stakeholders of the need for greater involvement of the private sector and government as part of efforts to achieve sustainable sanitation development in the region. Key suggestions and learning points emanating from the event include:

1. Behavior change communication (BCC) activities should emphasize the link between sanitation and public health.
2. For improvement in sanitation services, municipalities should set aside budget to support low income households.
3. Toilets should be constructed using locally available materials to make them affordable.
4. Improving sanitation businesses requires a holistic approach that integrates all aspects of the sanitation value chain – containment of excreta, dislodging, transportation, treatment and reuse
5. Governments should enact and enforce sanitation by-laws especially those that mandate households to own toilets.
6. For improved sanitation marketing, greater collaboration with micro-finance institutions is needed to allow for the establishment of sanitation credit facilities/schemes for urban low income dwellers.
7. The private sector should be sensitized and supported to invest in business opportunities in the sanitation sector, especially in fecal waste recycling.
8. Sanitation is a state responsibility and state financing must be considered.

# 1. BACKGROUND

Access to improved sanitation remains a major challenge in Sub-Saharan Africa and the incidence of excreta related diseases is chronic in the region. The majority of the population who happen to be in the low-income bracket and lack access to a toilet at times resort to open defecation and eventually become more vulnerable to negative health impacts. In addition to the health implications, the economic burden of poor sanitation falls more heavily on the poor. Benin, Cote d'Ivoire and Ghana have some of the lowest rates of access to improved sanitation in the world at 20%, 22% and 15% respectively. Further aggravating the situation are the minimal services for effective management and possible re-use of fecal sludge. In places where fecal management service is available for safe treatment and disposal, the service may not be affordable to low-income households. In addition, there is limited information and data in the region on urban and peri-urban sanitation services as well as market based approaches and this has hampered effective coordination and improvement of sanitation service delivery.

To address this challenge, USAID/West Africa is implementing the Sanitation Service Delivery (SSD) program in three West African countries – Benin, Cote d'Ivoire and Ghana. Population Services International (PSI) is implementing this program in collaboration with PATH and Water and Sanitation for the Urban Poor (WSUP). The program aims to catalyze the private sector to expand access to improved sanitation and fecal sludge management in support of West Africa's sanitation MDG targets.

The program is being implemented in selected cities in Ghana, Benin, and Cote d'Ivoire, and in urban centers such as: Accra, Ga West, Kumasi, Cotonou, and Abidjan among others. Key results expected from the SSD program at the end of five years are: 1) 1 million people gain access to improved sanitation in targeted areas; 2) 1 million people gain access to safe disposal and/or reuse of fecal waste services in targeted areas; 3) 25% of people gaining access to improved sanitation and fecal sludge management services are in the lowest poverty quartile; and, 4) At least 6 market-based models for provision of sanitation services are shared regionally.

To achieve these results, the program adopts a robust product-development framework, using the build-measure-learn feedback loop from the Lean Start-Up methodology. The SSD program also uses the Business Model Canvass (BMC) as a tool to develop sanitation business models that better connect poor customers to entrepreneurs. In addition, the program actively engages with municipal governments in Ghana (GWMA and KMA), Cote d'Ivoire (ONAD) and Benin (Municipalities, all sanitation related ministries), to provide technical assistance to the government in social marketing for the promotion of improved sanitation and FSM that links public and private initiatives.

The SSD program works to improve sanitation outcomes by developing and testing scalable, market-based models that contribute to structural change within the region's sanitation sector. This includes building capacity of private enterprises and the public sector, and strengthening the linkages between the two, in order to realize the interventions that will create a sustainable sanitation marketplace in West Africa.

The learning event was organized to provide a platform for the SSD program partners and stakeholders to share lessons learned, debate key issues and inform future action towards improving urban sanitation in the West Africa sub-region. The specific objectives include to: 1) Share key lessons from the SSD program with stakeholders; 2) Generate key learning points and actionable suggestions for advancing development interventions in the sanitation sector.

The event affirms USAID's commitment to a systematic and deliberate approach to facilitating collaborative learning that enriches the knowledge base for improved policies, strategies, and projects. The event was attended by 53 participants, comprising SSD program partners (from Benin, Cote d'Ivoire and Ghana), sanitation stakeholders in government, the private sector, other donor-funded projects, academia, micro-finance institutions and Non-Governmental Organizations.

## 2. EVENT PROCEEDINGS

### 2.1. OPENING SESSION

The learning event commenced with a welcome address by Margaret McMorrow from the USAID West Africa Regional Economic Growth Office. In a brief introduction, she provided an overview of REGO work in the West Africa region and highlighted the SSD program as one of the agency's efforts to further advance development in the region. She reiterated the objectives of the learning event stressing the relevance of participants sharing the experiences they have acquired over the last few years in their respective countries and learning from other best practices with respect to sanitation product marketing and service delivery dynamics.

### 2.2. PRESENTATIONS

#### 2.2.1. Overview of the SSD program

The Team Leader, SSD – Benin provided an overview of the Sanitation Service Delivery (SSD) program, highlighting the goals and objectives, implementation approach and engagements with various governments.

Details of the presentation and subsequent presentations can be found in the Annex 4.3 of this report.

#### 2.2.2. The Product development agenda, successes and failures - Benin

The Technical Advisor, SSD Program – Benin delivered this presentation. Highlights of the presentation include:

- Using the Build-Measure-Learn strategy, SSD-Benin has developed and introduced sanitary products namely the *Earth Auger* and *Sa To Pan*.
- Preliminary assessment of these products suggests that users have higher preference for toilets equipped with seating pedestals, which produce no offensive odors and have the semblance of flush toilets. In addition, toilets with the capacity to serve larger household sizes (e.g. ~six individuals) for at least 6 months are preferred to those that fill up relatively fast and require frequent dislodging.
- Business models intended to support the commercialization of the *Earth Auger* and the *Sa To Pan* are yet to be tested and scaled up.

#### 2.2.3. Identifying and Promoting Successful Sanitation Business Models, Case of Abidjan - Côte d'Ivoire (CDI)

The Technical Advisor SSD - Côte d'Ivoire made this presentation. Highlights of the presentation include:

- The SSD-CDI has developed a business model canvas dubbed All-in-1 sanitation through a partnership with MFIs, ONAD, CORAXEL, manufacturers, hardware shops and artisans/latrines providers. SSD-CDI is currently piloting this business model.
- A remarkable improvement in urban sanitation is projected to be attained through the sale and installation of septic tanks, toilets and superstructures for landlords with optional financial support via micro financing.
- Key lessons from the development of the model emphasize co-creation, qualitative and quantitative evaluations and support from the private sector as essential elements for promoting sanitation business models.

## 2.2.4. Enhancing Synergy between Public & Private Sector Actors in Sanitation, the WSUP Approach - Ghana

The Project Manager - WSUP/SSD Ghana delivered this presentation. Highlights of the presentation include:

- WSUP has worked on four model synergies within their operational zones i.e. the Ga West Municipality of Accra (GWMA) and the Kumasi Metropolitan Assembly.
- Strategies for enhancing synergies include partnership agreements, capacity building, advocacy, public campaigns and multi-sector dialogues.
- Key pitfalls observed in the rolling out of the models include low engagement with sector ministries and limited visibility at the national level. Addressing the pitfalls requires several actions including broadening the depth and breadth of engagement with relevant actors.

## 2.3. KNOWLEDGE AND EXPERIENCE SHARING – ROUNDTABLE DISCUSSIONS

For in-depth deliberations on the presentations and effective sharing and learning, participants were divided into three groups with moderators and note takers to facilitate the sharing and learning processes. Each group was assigned one of the presentation topics and moderators were assisted by the facilitator to formulate questions to guide discussion. In a plenary, the three groups presented findings from their respective discussions. This section presents summaries of the key issues discussed, including the conclusions and recommendations.

### 2.3.1. Group 1

**Topic for Discussion: The Product development agenda, successes and failures – Benin**

**Guiding Questions:**

- a) What are your impressions about the presentation on product development?
- b) What do you propose for improvement of sanitation products?
- c) What best practices can be shared from the presentation?

**Earth Auger Installation Costs:** Installation of Earth Auger costs FCFA 154 000 or USD 208. For this venture to be affordable and sustainable, subsidies are needed, especially for low income households. As a recommendation, the subsidy could be in the form of tax waivers for entrepreneurs. In addition, the municipalities should support entrepreneurs by providing assembling sites for their operations at reduced or better still no cost to the entrepreneur.

**Other Toilet Options:** On the possibility of introducing other relatively cheaper options, the discourse concluded that the Benin terrain has a high-water table and thus other toilet options could easily pollute the groundwater. Although the cost of the EA is relatively high it is the option that safely addresses prevailing environmental concerns.

**Affordability:** In addressing the issue of affordability, juxtaposing costs and benefits of owning household toilets as opposed to use of public toilets was identified as a key strategy in sensitization campaigns. In addition, sensitization and behavior change activities should emphasize the link between sanitation and public health, highlighting the health implications of poor sanitation practices on households. Another strategy for enhancing affordability includes exploring the possibility of manufacturing the toilets locally or some parts of the toilet using locally available materials to reduce cost. Other cheaper and environmentally friendly toilet options also need to be identified.

### **Best practices to help reduce the cost of acquisition of household toilets:**

1. For improvement in sanitation services, municipalities should set aside budget to support low income households.
2. Construct toilets using locally available materials to reduce the cost of acquisition as importation of the building materials constitute a major component of the cost.
3. Dialogue with ministries/government agencies to reduce taxes levied on building materials used in construction of the toilets. This could be supported with data from communities that have rid themselves of open defecation and the impact upon the health and economic status of the residents.
4. Establish units to manufacture components of the toilets and train artisans.
5. Educate and dialogue with MFIs to solicit their buy-in and provide credit facility at low interest rates for low income households.
6. Enforce sanitation by-laws that emphasize all households to own toilets.

### **2.3.2 Group 2**

**Topic: Sanitation as a business - 'identifying and promoting successful sanitation business models: the way forward'.**

**Guiding Questions:**

- a) How can we promote sanitation as a business venture?
- b) What roles can the government play to enhance the business model?
- c) What are the potential barriers to the sanitation business?
- d) What is the way forward?

**Creating an Enabling Environment:** For sanitation businesses to thrive, an enabling environment needs to be created. This requires collective input (resources) and commitment from both the private sector and the government.

**Private Sector Participation:** Private sector participation is critical to the growth and sustenance of sanitation businesses. Moving forward, the needs of private sector actors must be considered to enhance their interest and participation in sanitation businesses. Suggestions to promote private sector participation include:

1. Capacity should be built for the private sector to be well positioned to manage businesses;
2. Capacity building should not be restricted to managerial skills. The technical skills of the private sector should be upgraded;
3. Markets should be created for the entrepreneur to be in business and reduce risks. As a result, there should be demand for toilet facilities;
4. Financial support and incentives should be provided to Entrepreneurs.

**Sanitation Value Chain:** Improving sanitation businesses requires a holistic approach that integrates all aspects of the value chain – containment of excreta, dislodging, transportation, treatment and reuse. Every section of the value chain presents great prospects and could be used for the development of business models.

**The Role of Government in enhancing business Models:** Taxes levied on sanitation service providers are generally high e.g. freight charges on vacuum trucks at the ports, cost of spare parts, etc... In addition, toilet technologies are very expensive, posing a challenge to the acquisition of toilets by households. Suggestions to address the situation include the following:

1. Government should enact and enforce by-laws that make it compulsory for all households to own toilets. This will create the demand and eventually the market for the entrepreneur.
2. Punitive measures for non-compliance should be enforced.
3. Government should consider reviewing taxes on sanitation service facilities.
4. A funding mechanism/scheme in the form of revolving funds could be instituted at the municipal level to support low income households to acquire toilets. Mechanisms should be put in place to ensure that benefactors repay the credit facility over a specified period of time but with no interest.

5. Neighboring households (maximum three) could pool together resources to finance the construction of a toilet facility. Although this may not be recommended for improved sanitation, it may be affordable as the cost is shared and such an arrangement would offer users a better option than open defecation.

**Potential barriers of the sanitation business:** The potential barriers identified by participants include 1) Low market demand for the sanitation service/facility; 2) Lack of financial support for entrepreneurs; and 3) Non – enforcement of sanitation by-laws. In particular, it was emphasized that the low demand for toilet facilities in low income communities coupled with high capital cost does not encourage investments.

**Way Forward: Entrepreneurs** should be innovative, research more and find means of re-using treated fecal sludge. Entrepreneurs should be educated and oriented to explore and invest in other ventures such as biogas bio-digesters, compost toilets and production of briquette (industrial fuel) as a measure to maximize returns on their investments.

Secondly, collaboration between the government, private sector and SSD teams should be fostered to enhance the business model. Microfinance institutions (MFIs) should be trained to understand the sanitation sector better in order to fully buy-in to sanitation business ideas and capitalize on the existing opportunities. Subsidiaries of MFIs should help by reducing the interest rates for sanitation entrepreneurs.

Thirdly, consideration should be given to a model where the entrepreneur could build the toilet facility for a household and the landlord made to pay for the facility on a monthly basis. MFIs should consider helping entrepreneurs implement such a facility.

Finally, government should institute a seed funding scheme for sanitation for MFIs to assist entrepreneurs. The government should create the environment for behavioral change communication. Government could stimulate the private sector to engage in fecal sludge treatment as is being done in Ghana at the moment with SAFISANA.

### 2.3.3 Group 3

**Topic: Enhancing the synergy between public and the private sector actors in sanitation: the way forward**

*Guiding Questions:*

- a) How has the experience been working with the Environmental Health and Sanitation Department (EHSD) in Ghana?
- b) How do we get compound toilets to be affordable for the low income urban dweller?
- c) What is the way forward?

**Collaboration with EHSD:** EHSD officers have generally been cooperative in supporting implementation of the SSD program in Ghana, partly due to their official mandate to ensure enforcement of by-laws. EHSD's work in the communities is however challenged due to the limited number of staff.

**Financing Options for Compound Toilets:** The discussions concluded that despite the interest in constructing/ owning toilets, community members lacked the financial capacity. Toilet costs are expensive; ranging between USD1000 and USD2000. The interest rate on a loan facility from financial institutions is approximately 36%. As a measure to make compound toilets affordable, participants suggested the following:

1. More MFIs and/or FIs should be invited and partnered with to institute sanitation credit facilities for urban low income dwellers. This will widen the financing options and enhance competition to reduce interest rates.
2. Municipalities should help build capacity of artisans to construct toilets and thereby use these artisans as contracted personnel to build at affordable rates. Municipalities could liaise between the artisans and households to help create the market for the artisans.

3. Municipalities must help with the dislodging, treatment and recycling of the toilet sludge. The treated/stabilized/composted sludge can be sold to generate income. The income can be put back into the value chain to defray some cost and help reduce toilet cost.
4. The private sector should be sensitized and supported to invest in fecal waste recycling and the sale of treated waste material as a source of income and in so doing appreciate sanitation as a business venture. This will help drive sanitation scale-up and possibly reduce the cost of toilets.

**Way Forward:** Participants provided these suggestions for consideration:

1. Capacity building – Toilet sales agents in collaboration with the EHSD of municipalities should train and promote the new technology of waste recycling.
2. Behavior Change Communication – people generally perceive sanitation as a venture that does not yield direct financial gains which influences their reluctance to invest in sanitation. Effective education and sensitization of people on the relevance of household toilets must be promoted. Education on waste re-use must be incorporated to boost users' interest.
3. Cheaper toilet models are needed.
4. Sanitation is a state responsibility and state financing must be considered.
5. Interested stakeholders must be brought on board
6. Districts and municipalities must be partnered with, to improve financing options

## **2.4. CLOSING REMARKS AND WAY FORWARD**

### **2.4.1. Closing Remarks**

The closing remarks for the event were presented by Alexandre Deprez, the USAID/West Africa Mission Director. He underscored the importance of the learning event and emphasized USAID/West Africa's commitment to the sharing of knowledge, leadership experiences and modelling approaches for informing policies, improving projects and promoting development in the region.

He inspired participants to see themselves as pioneers whose work and positive ideas can be replicated and scaled up across the entire ECOWAS region. As West Africa is rapidly urbanizing, these productive urban sanitation models will benefit both present and future generations.

The Mission Director expressed satisfaction with the learning points and recommendations that emanated from the group discussions and reiterated their potential for tackling challenges in the sanitation sector. He emphasized the enforcement of by laws as critical to the sustainability of the sanitation models. The mission Director finally expressed his appreciation to participants for their active participation.

### **2.4.2. Way Forward**

The SSD Program Chief of Party mentioned that the experiences and lessons shared at the learning event clearly highlighted the many aspects of private sector engagements in sanitation and the role governments should play. Sanitation is a complex sector with many different actors and roles. With the myriad of sanitation problems, both the public and private sector need to keep on working together to find functional and sustainable solutions. He expressed appreciation to all participants for their active participation and great contribution.

# 3. ANNEX

## 3.1. FEEDBACK FROM PARTICIPANTS

Participants completed evaluation forms to provide feedback on the event. This strategy is intended to contribute to evidence based information for improving upon the planning and implementation of future learning events, towards achieving a greater impact.

Analysis of the responses revealed that generally, participants appreciated the importance of the event especially in creating a platform for stakeholders to deliberate on thematic issues and to collectively identify efficient and sustainable solutions for addressing some of the recurrent challenges in the sanitation sector. *“Very good idea of bringing various stakeholders from different countries together to share experiences in sanitation delivery.”*

In addition, 66 percent of participants rated as high or very high the extent to which their expectations were met, whilst 80 percent rated as either high or very high the relevance of the event to their institutions. Similarly, 89 percent rated as high or very high the overall usefulness of this learning event. The table below shows the distribution of the responses.

Question	Number of Responses	Very Low	Low	Medium	High	Very High
Extent to which your expectations of this event have been met	36	-	4%	34%	57%	9%
Relevance of this event to your institution or organization’s focus	36	3%	-	17%	36%	44%
Extent to which you have acquired information that is new to you	36	-	9%	37%	31%	23%
Extent to which you will you recommend this event to colleagues and those in your network	36	3%	-	9%	44%	44%
Overall usefulness of this dissemination and learning event	36	3%	-	8%	50%	39%

Among the things that worked well, participants cited the knowledge exchange involving the three countries as well as the breakout sessions which in their opinion *“...were very interactive”, “...helped to understand concepts in sanitation”* and afforded them a *“great opportunity to share and exchange knowledge”*. Some participants also lauded the simultaneous interpretation provided at the event: *“Presentations (English and French) were made to the understanding of everyone”*.

Most of the participants were however of the view that time allocated for discussions was insufficient. Some of their comments include: *“The time for discussions and exchanges was too short”*. *“Insufficient time for thorough discussions.”*

On recommendations for improvement, some participants suggested that future learning events *“should be at least a full day event”* and *“we should have more time to discuss and share”*. Two participants also recommended that in future events, other stakeholders in the sector should be allowed to make a presentation at the event to further enrich learning. As noted by a participant: *“Allow other projects to also share lessons through presentations to facilitate more deliberations.”*

## 3.2. LEARNING EVENT AGENDA

### USAID SSD LEARNING EVENT

**SANITATION SERVICE DELIVERY (SSD): MAKING MARKETS WORK FOR THE POOR**  
**Africa Center of Excellence (ACE), Accra, September 14, 2016**



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Time	Activity	Responsible Person
<b>Part I: SSD Country team presentations</b>		
0830 - 0900	Arrival / Registration	All
	Morning Tea	
0900 - 0910	Welcome Address	Margaret Mcmorrow, Regional Economic Growth Office, USAID/ West Africa
0910 - 0915	Overview of SSD Program	Mr. Jules Hountondji, Team Leader, SSD Benin
0915 – 0930	The Product development agenda, successes and failures – Benin	Mr. Bernard Elegbe, Technical Advisor, SSD Benin
0930 – 0945	Identifying and promoting successful sanitation business models, the case of Abidjan– Côte d'Ivoire	Mr. Olivier Gnankpa, Technical Advisor, SSD Côte d'Ivoire
0945 – 1000	Enhancing the synergy between public and the private sector actors in sanitation, our approach - Ghana	Mr. Lawrence Ofori-Addo, Project Manager, WSUP/SSD Ghana
1000 -1015	<b>Coffee Break Cote d'Ivoire</b>	
<b>Part II: Roundtable Discussions</b>		
1015-1200	Group 1: Developing the right sanitation products, best practices	Moderator: Mrs OUSSOU Comlanvi Francoise, National Director, Ministry of Health, Benin
	Group 2: Sanitation as a Business “identifying and promoting successful sanitation business models: The way forward”	Moderator: Dr. Kwabena Biritwum Nyarko, KNUST
	Group 3: Enhancing the synergy between public and the private sector actors in sanitation, our approach: The way forward	Moderator: Mr. Farouk Braimah, Executive Director, People’s Dialogue
1200 - 1245	Plenary Session: Presentations from Groups 1, 2 & 3	Facilitator: Dr. Richard Buamah, ASSESS
1245 - 1255	Way forward	Mr. Dana Ward, Chief Of Party SSD Program (Country Rep, PSI)
1255 - 1300	Closing Remarks	Mr. Alex Deprez, Mission Director, USAID/West Africa
1300 - 1400	Lunch	All

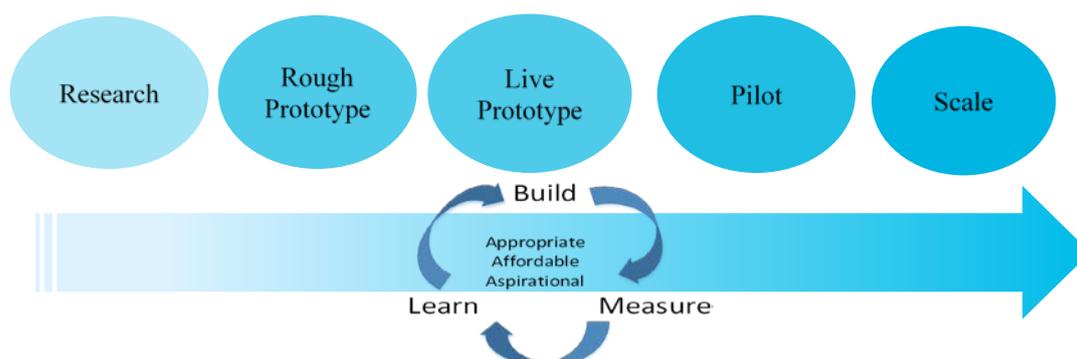
### 3.3. PRESENTATIONS (DETAILED)

#### 3.3.1 Overview of SSD Program

**Program Goal and Objectives:** The SSD program is a USAID/West Africa urban sanitation project being implemented by PSI in collaboration with PATH and WSUP in Cote d’Ivoire, Benin and Ghana. The program aims ‘to catalyze a thriving sanitation marketplace with increased capacity to deliver products and services to low-income consumers in a sustainable manner. SSD Program **objectives** are:

- Increase use of improved sanitation (with 1 million people targeted)
- Increase use of safe disposal and / or reuse of fecal waste at scale (again 1 million people targeted)
- Twenty-five percent of those gaining access must be in the lowest poverty quintile
- Share learning of the market based approaches with stakeholders and partners to ensure sanitation services provision throughout the sub-region.

**Implementation Approach:** Adopting the strategy of Build – Measure and Learn (Figure 1), the SSD program implementers have undertaken research studies to identify areas where the sanitation market functions and dysfunctions. Endowed with information on the challenges and difficulties of users, sanitation products are being customized to address the needs and desirability of consumers. To ensure users satisfaction, products are tested as living prototypes (as small models) and feedbacks solicited from users. Products with favorable feedbacks are mainstreamed and scaled up. Information and data on such products are shared amongst partners and learned. This represents the feedback loop which provides the opportunity for learning and replication (of success stories) in other settings.



*Figure 1: The Build, Measure and Learn Model*

**Engagements with various governments:** In **Cotê D’Ivoire**, the SSD team works directly with the National Office of Sanitation and Drainage (ONAD) to organize and manage activities of the Vacuum Transport Operators (VTOs) to enable them offer better sanitation services. In addition they work together to promote sanitation services, ensure installation and better management of waste treatment stations.

In **Benin**, SSD team engaged the public officers at both the national and local level. At the national level, the National Office of Public Health (DNSP) and the National Office of Sanitation (DGA) are the key public ministries that are engaged. These engagements have led to prioritization of urban sanitation in the National Sanitation Plan, improvement in public-private partnership and implementation and enforcement of sanitation laws. At the local level the SSD team has collaborated with officials of the Cotonou, Abomey Calavi and Porto Novo municipalities to promote behavior change communication, ensure enforcement of sanitation regulations and promote sanitation services delivery.

In **Ghana**, the key agent for implementing the SSD program is the WSUP group. WSUP works directly with local municipalities to generate revenue for the government and ensure proper use and maintenance of public toilets and help to develop sanitation enforcement models for communities. Currently WSUP has been working with the Ga West Metropolitan Assembly and the Kumasi Metropolitan Assembly.

### 3.3.2. The Product development agenda, successes and failures - Benin

**Background and Objectives:** Benin generally is situated below sea level and per its geology has a high-water table; an environmental condition which poses a big challenge for digging and construction of the substructure for toilet installation. This situation is further exacerbated by the lack of diversity of toilet facilities, high cost of prefabricated toilet products and general low income levels. To address the situation, improve accessibility and offer consumers' choices and affordable options that respond to their needs, new sanitary products namely the *Earth Auger* and *Sa To Pan*, have been introduced.

In executing the SSD program in Benin the targets set were:

- To increase access of households to improved toilets at low cost. This is to be achieved through testing and monitoring toilet prototypes installed in selected communities;
- To increase treatment and reuse of fecal sludge - a composting center identified (currently – PAHOU and VALDERA) are to be used to conduct a compost demonstrating test and institute measures to improve efficiency and capacity of fecal sludge management service providers promoted;
- To test results and experiences and any other relevant information obtained from the market models which will be disseminated and best practices shared and learned.

Currently, SSD-Benin team is still at the testing phase. Prior to field testing of the products, the SSD – Benin team conducts the initial preparatory phase which involves engaging the inventor of the sanitation product, mobilization of the DNSP and the artisans, selected households and preparation of the monitoring tools (the operation and maintenance guides etc.), followed by training of artisans and installation of the toilet facility. The final stage involves the signing of a memorandum with the landlord/landlady or the key tenant of the household. The field testing entails regular visits to the selected households to obtain feedback on the products.



*Figure 2: Sa To Pan*



*Figure 3: Earth Auger*

**Preliminary Results:** Results from the pre-testing indicated the following:

- Users have strong preference for toilets equipped with seating pedestals to those with squat bowl.
- Users showed much appreciation for toilets that produce no offensive odors and attract no flies.
- Users have preference for flush toilets or models that have the semblance of flush toilet e.g. the Earth Auger
- Toilets with the capacity to service users (e.g. a household of six individuals) for at least 6 months are preferred to those that fill up relatively fast and require frequent dislodging.

The Benin team intends completing the final evaluation and validation with the Ministry of Health before sharing the remaining detailed findings. Business models intended to support the commercialization of the Earth Auger, the sub-products and the Sa To Pan are yet to be tested and scaled up.

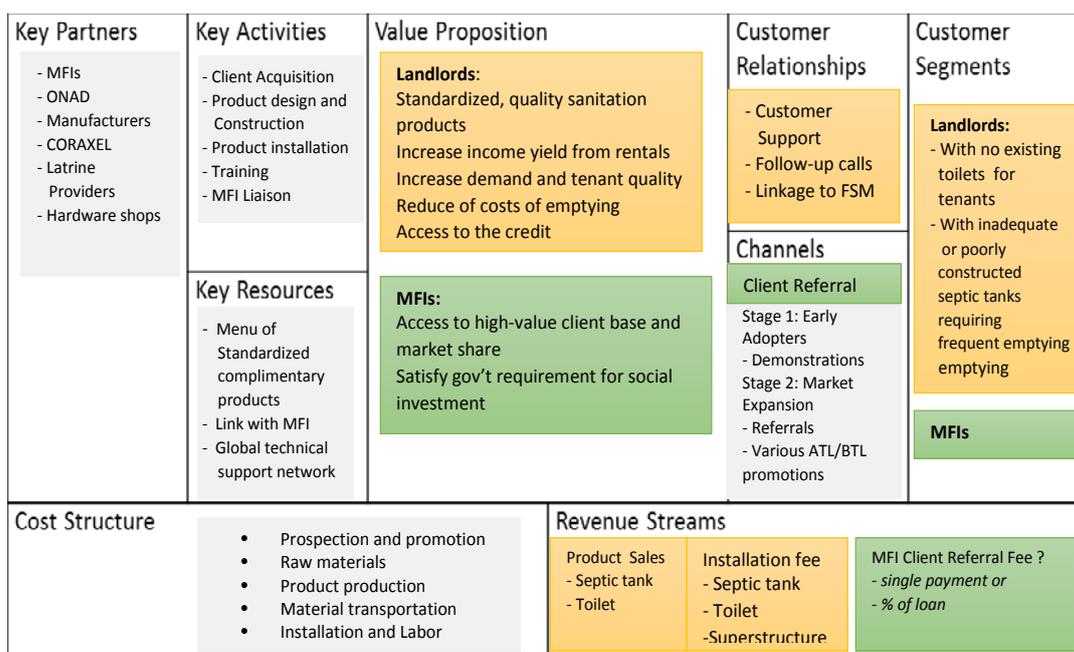
### 3.3.3 Identifying and Promoting Successful Sanitation Business Models, Case of Abidjan - Côte d'Ivoire (CDI)

**Background:** SSD Côte d'Ivoire is working with the National Office of Sanitation and Drainage (ONAD), to improve fecal sludge management. PSI has jointly designed a training session for Vacuum Truck Operators (VTOs) which supported ONAD's plan to register the VTOs, in January 2016.

**Implementation Approach:** The SSD – CDI team identified a business model through analysis of the potential of a product or service introduced onto the market. In the analysis, the team employs the Business Model Canvas concept and the iteration used follows the following protocol:

- Hypothesis testing
- Co-creation with potential clients / partners
- Development of a P & L
- Prototyping Product/Service
- Collection of additional information

The gains of the entrepreneur are determined through an effective analysis of the organizational strategies, processes, products and services. The benefit to the user is on the other hand determined by considering the needs of the customers and the stakeholders (donors, communities etc.). Information and lessons acquired are shared using the Learn – Measure – Build approach. The SSD-CDI has developed a business model canvas dubbed All-in-1 sanitation (Figure 4) by partnering with MFIs, ONAD, CORAXEL, manufacturers, hardware shops and artisans/latrine providers. SSD-CDI is currently piloting this business model.



*Figure 4: The All-in-1 Sanitation Model*

With this model, a remarkable improvement in urban sanitation is projected to be attained through the sale and installation of septic tanks, toilets and superstructures for landlords with optional financial support via micro financing.

**Lessons Learned:** The main lessons learned from the model worth sharing include:

- Co – creation
- Qualitative and quantitative evaluations
- The main challenge noted is the lack of support from the private sector

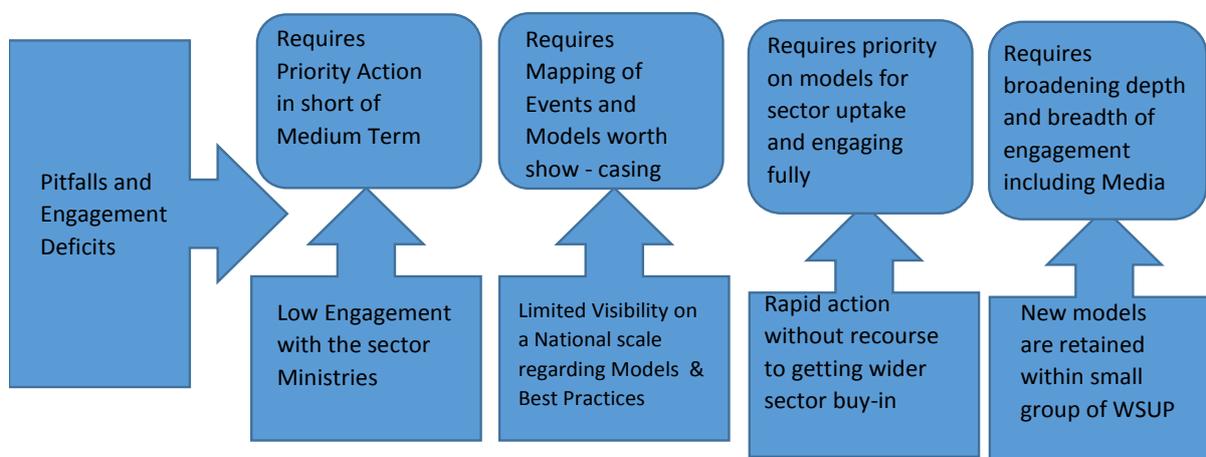
### 3.3.4. Enhancing the Synergy between Public & Private Sector Actors in Sanitation, the WSUP Approach - Ghana.

**Background:** WSUP brings together specialists from the private sector, public sector, NGOs and academia to strengthen the capacity of service providers for WASH services delivery. WSUP has worked on four model synergies within their operational zones i.e. the Ga West Municipality of Accra (GWMA) and the Kumasi Metropolitan Assembly.

**The synergy models:** The first of the four synergies include the training and certifying of toilet sale agents and giving them apparel for easy identification. For the second synergy, WSUP, together with the Environmental Health and Sanitation Departments (EHSD) of GWMA and KMA have trained, certified and registered the artisans involved in the toilet construction. Through the interactions with EHSD, WSUP has instituted mechanisms to support and strengthen the enforcement of sanitation by-laws targeted mainly at landlords and the prosecution of defaulters. As the third and fourth synergies, WSUP interacted with vacuum tanker operators (VTOs) of the KMA and the contractor (Mr. J. O. Stanley Owusu) who has been mandated to manage the waste stabilization ponds in Kumasi.

**Strategies for facilitating synergies:** Partnership agreements, capacity building, advocacy, public campaigns, multi-sector dialogues and exposure visits (i.e. community and site inspections) comprise the main strategies for facilitating the model synergies. The strategy also includes collaborating with EHOs to engage traditional leaders, landlords, community organizations and opinion leaders to solicit views and secure buy-in to the program’s sanitation improvement schemes.

**Pitfalls and Recommended Actions:** The key pitfalls observed in the course of rolling out the models have been summarized in the figure below. Also indicated in the figure are the recommended actions to adopt in preventing and/or managing the pitfalls.



*Figure 5: Pitfalls to Avoid*

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