DRIVING CITYWIDE SANITATION IN CITIES OF 2M PLUS – LESSONS LEARNED

1. Citywide transformation is a long-term process
   Visakhapatnam: ODF achieved in six months and public-private partnerships set up in three years, but sustainable change across the sanitation chain will take much longer
   Nairobi: Nairobi Water’s Informal Settlements Department has been operating for nine years and is making strong progress, but full coverage is still some way off
   Maputo: Introduction of sanitation tariff imminent following six years of work

2. Leadership at all levels is a pre-requisite to success
   Lusaka: LWSC leadership has embraced FSM and OSS as a new service line, approved a strategy and included it in the city’s masterplan
   Visakhapatnam: Leadership from central, state and city level – enthusiastic leadership by GVMC Commissioner and Government of Andhra Pradesh
   Nairobi: Leaders of the utility’s low-income unit have risen to MD and executive levels

3. Existing political and administrative hierarchies must be leveraged
   Maputo: Sanitation service provision to low-income areas leverages the existing municipal governance structure
   Visakhapatnam: Citizens connected to government through aligned ward, zonal and municipal sanitation committees

4. Rapid and tangible service improvements are an essential precursor to citywide change
   Lusaka: Pilots in two peri-urban areas validated utility-led FSM service delivery to low-income customers
   Visakhapatnam: Successful collaboration between citizens and officials in becoming ODF created momentum for wider progress
   Maputo: Quality communal toilet blocks created political will and community engagement

5. Public-private partnerships are critical but need a strong public partner to be effective
   Lusaka: LWSC has recognised that institutional arrangements need to change if the Dream Team FSM service is to go to scale
   Chittagong: City Corporation grasped the opportunity created by successful pilot of a profitable FSM service in Dhaka
   Kisumu: Actions by the Kisumu County Government and utility are enabling FSM businesses such as Gasia Poa to operate

6. Serving low-income customers requires specific skills and strengthens the utility
   Lusaka: LWSC’s Peri-Urban Department developed core expertise in dealing with low-income customers, and is a driver of change towards OSS in the utility
   Nairobi: Informal Settlements Region expanded to over 200 staff with diverse commercial, technical and social skills
   Dhaka: DWASA’s low-income unit contributes $0.5m/year of cost-recovery to DWASA

7. Clear regulation is needed to create correct incentives
   Kenya: Pro-poor KPI introduced by the regulator, WASREB, requiring all utilities to report service levels to low-income areas
   Bangladesh: Institutional and Regulatory Framework clarifies institutional mandates for FSM
   ESAWAS: New partnership with WSUP to address sanitation and pro-poor regulation

8. Women are critical agents of change at all levels
   Visakhapatnam: Community-level change has been driven by women’s groups
   Maputo: Communal facilities are managed by sanitation committees where 60% of leadership positions are held by women
   Kenya: WSUP is conducting research on the influence of gender on decision-maker attitudes

Universal coverage cannot be achieved without a competent citywide institution which takes responsibility for every customer