The journey towards FSM as City-Wide Utility Service: A case of Lusaka City, Zambia
GROUND WATER VULNERABILITY MAP

Lusaka’s groundwater
Sewerage to Sanitation
LWSC recognizes that some areas of the city that will not be sewered in the medium to long-term due to technical and socio-economic considerations and has therefore integrated OSS and FSM within its overall business strategy following Board approval of the OSS Strategy on June 8, 2017.

Change in the conditions of the licensing agreement in April 2019 by NWASCO.
CHALLENGES

- New, very different line of business for LWSC
- Developing and strengthening a dedicated unit
- New line of regulation for NWASCO
- Informal businesses
- Low-income customers
- Unknown containment context/baseline
- Unknown revenue potential
- Nervous city after cholera outbreaks
12 EMPTYING TEAMS (PRIVATE OPERATORS AND WATER TRUSTS)

Vacuum Tankers

Mechanical De-sludging Units

Manual Emptying Units
The Contracts Lots
(Performance Based)

Area North
1. Technology neutral contract North 1
2. Technology neutral contract North 2
3. Labor intensive contract North 1
4. Labour intensive contract North 2

Area Centre
5. Technology neutral contract Centre 1
6. Technology neutral contract Centre 2
7. Labor intensive contract Centre 1
8. Labor intensive contract Centre 2

Area South
9. Technology neutral contract South 1
10. Technology neutral contract South 2
11. Labor intensive contract South 1
12. Labor intensive contract South 2
Undercut informal pit emptying market by fixing price of emptying a pit at below cost, and providing a ‘top up’ to service providers on delivery of waste to treatment facility.
SUMMARY OF CONTRACT STRUCTURE

LWSC

Escrow account

FSTP

FSM operator

Verification agent

Household

Verification report

Performance report

Disposal

Receipt

Emptying service

Household Payment

Subsidy disbursement
Objective of the Contracts

• Provide FSM services for pit latrines in the contract area and comply with the General Performance Standards for Services.
• Liaise directly with potential customers in the contract area
• Work jointly with LWSC to increase the knowledge of safe FSM services.
• Deliver collected pit latrine sludge at the Designated Treatment Facility.
• Comply with the requirements of ZEMA and LWSC in relation to performance of FSM services.
• Invoice the customers for the household contribution and pay the Contractual Gate Fee based on weighbridge or other similar entry registration records
• Provide the required documentation on service performance together with each invoice to LWSC, collect and fill customer information into LWSC’s On-Site Sanitation Database
• Ensure that all personnel employed hold relevant qualifications and appropriate training.
• It is expected that up to 15,000 m3/per year of faecal sludge (40 m3/day) will be collected and safely disposed equivalent to 12,800 OSS facilities emptied, and around 230,000 persons benefiting from affordable and safe FSM services under the transitional period.
Lessons:

- Partnerships with regulator & local authorities more effective and avoids conflicts
- Improved accounting, service baselines, and mapping/monitoring tools improve decisions and use of resources
- Change takes a lot of time
- Providing services/products to the low income requires subsidies
- Ideal solutions may require intermediate steps (e.g. scheduled desludging contracts vs delegated zones)
- Building capacity within the utility is essential for utility to adopt new norms and programs
- Revenue potential from good service delivery is meaningful
- Equitable investments and services have to be actively kept in focus
THANKYOU