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Structuring Business start ups for Urban sanitation markets in Uganda: lessons and experiences from Uganda

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Sanitation As A Business (SAAB)

Definition:

A process where by private sector operators generate income from the provision of sanitation based products or services.

Based on the principle that sustainable sanitation and scale can only be achieved through private sector service provision.

SAAB follows a market based approach

SAAB works along the entire sanitation Value Chain: (i) Collection, (ii) transportation, (iii) treatment (iv) reuse

Water for people has supported
Entrepreneurs in Uganda since 2012 at two
levels

1. **Start ups** – Small Micro Entrepreneurs,
single entrepreneurs

2. **Established businesses** venturing into
Sanitation

The Business development Support is
geared towards speeding up the growth and
success of startup and early stage
companies working in the WASH Sector



Our Steps



3. Business Exit

Upon Business maturity, the business is confident to operate with minimal support and supervision. Business entity may still request assistance of the business development team which is acceptable

70% of Gulper businesses operating in Kampala have been in business for 5-6 years and have exited the mentorship program

2. Mentorship Period

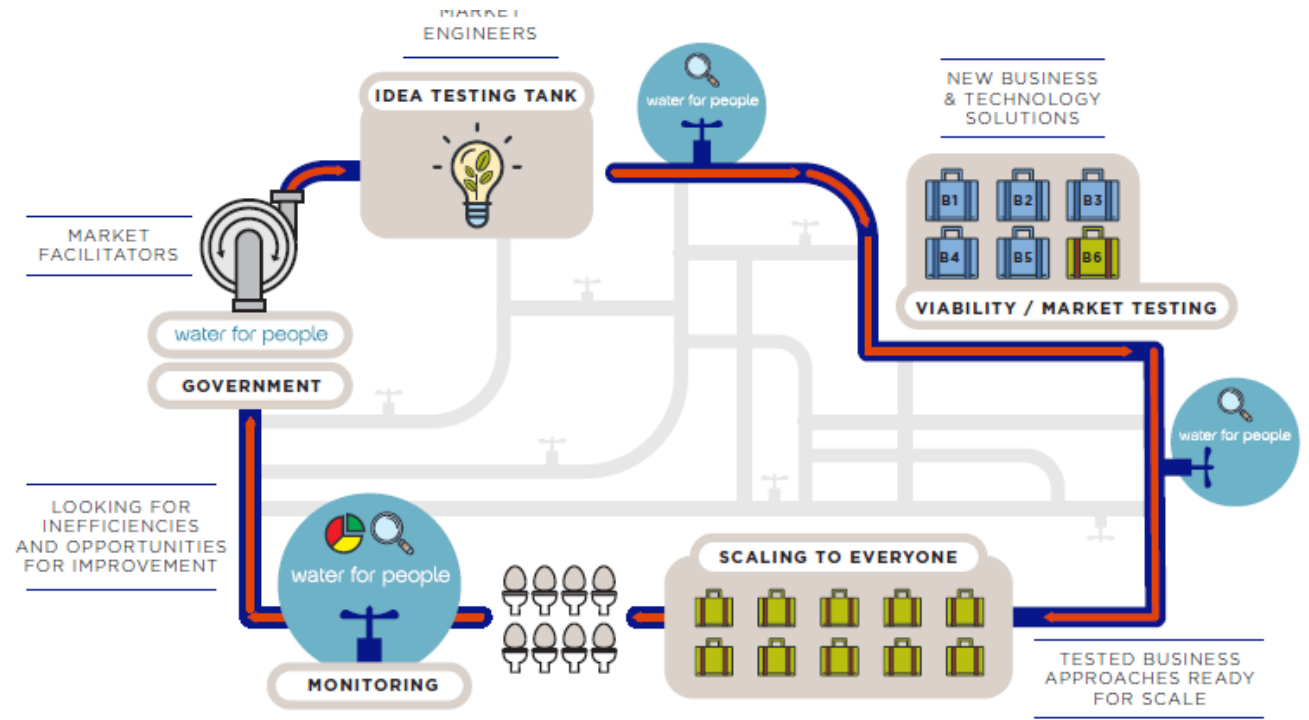
The businesses are supported for a 1-2 years and they are solely responsible for their business management with close monitoring and support from the business development team

1. Start up Support

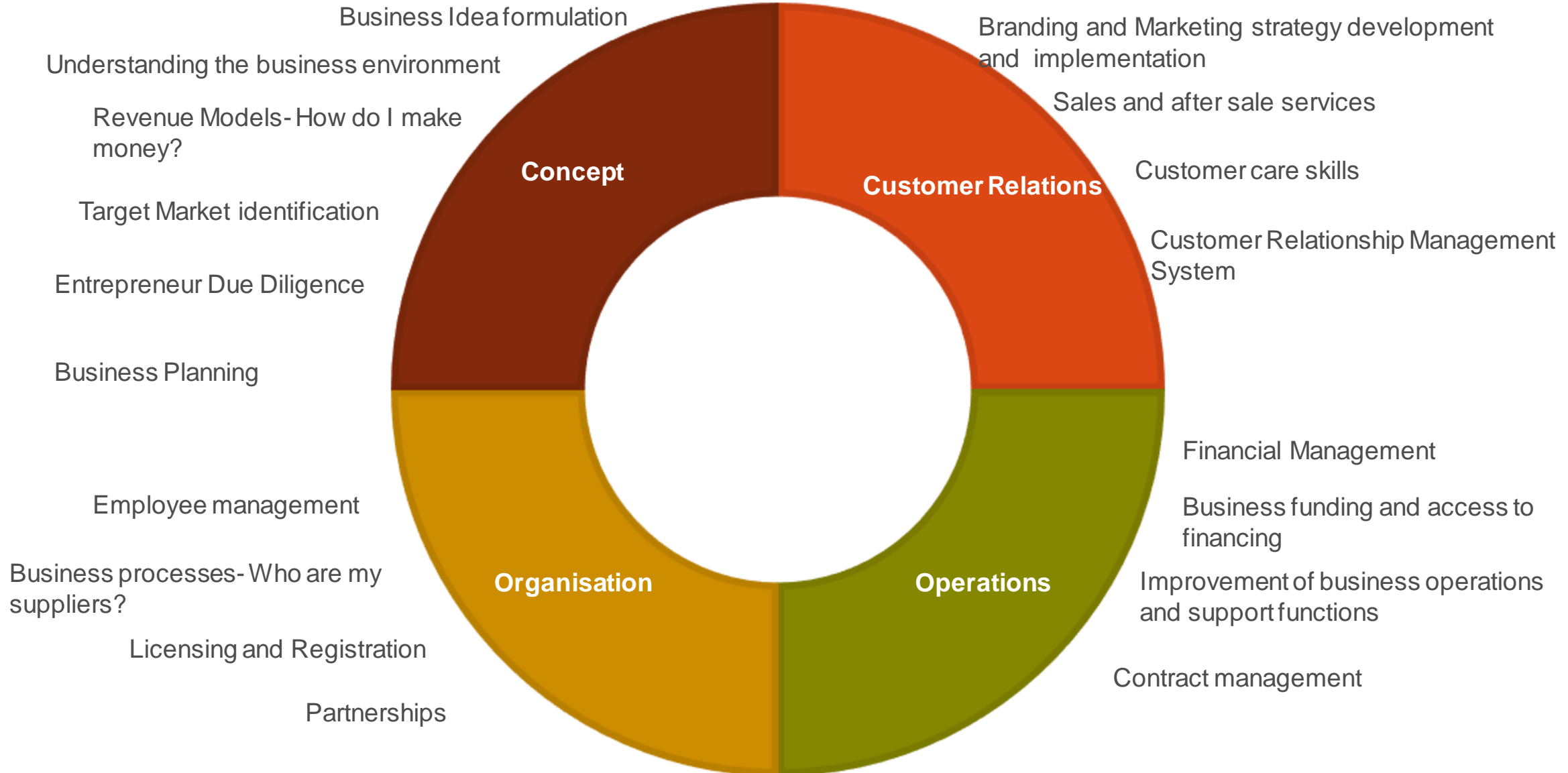
New Businesses are supported with starter kits that may include pit emptying equipment and for construction- molds are available. Support for micro entrepreneurs also includes payment of registration fees

The Plumbing Schematic

Sanitation as a Business
and the Business
Development Support follow
the Plumbing schematic-
Moving initiatives from Idea
testing to Scale



Business Development Support





The Business Development Support is **needs driven** and is dependent on the business stage and Needs Assessment Results.

We understand that businesses have varying needs and we work to meet each need as it arises

Sanitation Business Training: **Internally developed sanitation training program**

Street Business school Training: **ready-to-deliver entrepreneurial training program designed specifically for individuals living in poverty.**



Our Support

- **Business concept development:** We will support you with the development of your business model in order to assess the feasibility and viability of your business idea. We are able to conduct feasibility studies to enable the commercialization of your business concept.
- **Business planning:** We support the businesses to develop **bankable business plans**
- **Business formalization:** We help with registering your business with any ministry or any other regulatory body with which you must comply.
- **Business funding:** We have partners that provide funding for start-ups and can facilitate an introductory meeting in order to learn more about their process and the type of funding they provide. We will support you with completing the application pack in order to improve your chance of securing the funding.
- **Business coaching and mentoring:** We provide on-going support and capacity building through high impact sessions to **empower the business owner** and develop the capacity and capability of the enterprise.
- **Business monitoring :** We follow-up with the businesses using a **stage gate tool** and the **Red- Green assessment** which assesses the business progress and areas for improvement.

Annual monitoring using the Red – Green Evaluation which assess the progress in the path to scale

An example of
the criteria for
the market
testing tank

	Assessment Criteria for Market Tank	Red or Green from last year (or last assessment), ONLY if the initiative remains in the same tank	Red or Green this year	Remarks
1	No part of the core transaction is reliant on external donor based subsidies			
2	The core transaction continues without Water for People			
3	Solid and sustainable supply chain for raw materials or equipment			
4	Good margins for all parts of the value chain			
5	High customer satisfaction on value chain			
6	Entrepreneur have sufficient access to finance to expand their business			
7	Value chain members have sufficient capacity to manage services or product delivery			
8.	If required, regulatory authority supports the process.			
8				



Sanitation Safety Planning

- SSP is a step-by-step risk-based approach that was developed by the World Health Organization (WHO) to assist in the implementation of the 2006 WHO Guidelines for Safe Use of Wastewater, Excreta and Greywater.
- Water for People is Supporting the integration of Sanitation Safety Planning (SSP) in all pit emptying related activities and business in Kampala to ensure safe emptying, handling and transportation of Faecal sludge

Technical Support Training

Continuous development of Pit emptying technologies, capture technologies

Some Skills Imparted

- How to Operate the emptying technology to empty fecal sludge from the on-site sanitation system
- How to conduct a site visit – verifying the state of the pit latrine, location, How to differentiate fecal sludge- is there need for dilution? Is the sludge too thick that the pit cannot be emptied?
- How to discuss with households issues on toilet management that include solid waste in the pits
- Information on new appropriate technologies - How do they work in Uganda's context, are they applicable?





An Example of our Support

Transfer Tank

Branding of the business

Marketing and demand creation for Transfer Tank

Cash flow monitoring

Refined Business Model

New Gulpers

Company Registration

Market strategy Development

Branding

Access to finance – Linkage with Financial Institutions

Business growth monitoring through the stage gate tool


Business Model Review and refinement

Provision of trainings ; SSP, New Technology


Business plan development

Gulper Association of Uganda Media Campaign

Running Social Media campaigns and a Billboard to increase awareness

**Gulper Association of Uganda**
Published by Mark Brian Semakula [7] · July 11 at 3:09 AM · 🌐

The Gulpers Association of Uganda aims to help entrepreneurs flourish in the sanitation business just like John Busingye, the manager of a sanitation company called Forever Sanitation. He started from nothing but is now able to support both his family and himself. Click the video below and listen to his story. You too can be a member of the association today.
For more information call 0393239636 or visit <http://bit.ly/2G0iNH0>
#WeyongeNeGulper



01:22

20,671

1,104

Boost Post

People Reached

Engagements

👍❤️ Wilbert Okello, Mubiru Deric and 69 others · 10 Comments · 27 Shares

👍 Like 💬 Comment ➦ Share 📺

Performance for Your Post

20,671

7,189

156

People Reached

3-Second Video Views

Reactions, Comments & Shares

102	76
Like	On Post
1	1
Love	On Post
1	1
Haha	On Post
24	12
Comments	On Post
28	27
Shares	On Post

948

815

15

Post Clicks

Clicks to Play

Link Clicks

NEGATIVE FEEDBACK

0	0
Hide Post	Hide
0	0
Report as Spam	Unfill

Insights activity is reported in the Pacific Time zone of your ad account

Kabuyonjo yo ejude?



Katukuyonje 0393 239 636



210

Trained and capacity built

Small businesses to provide safe toilet emptying and improved latrine construction; Kampala, Kole, Kitgum, Soroti

22

Gulper Businesses

Operating in Kampala sustainably

130

Trained using the Street Business School Curriculum

Kampala, Kole and Kamwenge



Lessons learnt

- **A holistic approach to sanitation** does not only look at toilets, but rather improvements along the entire sanitation value chain. It
- **Private sector involvement** in urban sanitation services is extremely important if the sanitation chain has to function.
- **Financing for the PS companies** and Households is critical for growth of the sanitation businesses
- Capacity building programmes should be continuous and more of **mentorship** than workshop type
- **Inclusive capacity development** is critical for sustainability. The capacity development activities should involve not only owners of the businesses but should also be extended to their workers



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