

## **Part 3 – Sanitation Solutions in Practice**

### **3.4 Consulting for Inclusive Urban Sanitation**

**Inclusive urban sanitation – Capacity development for consultants**

**Scope of  
inclusive  
urban  
sanitation**

**How to get better  
outcomes**

**When  
preparing  
bids**

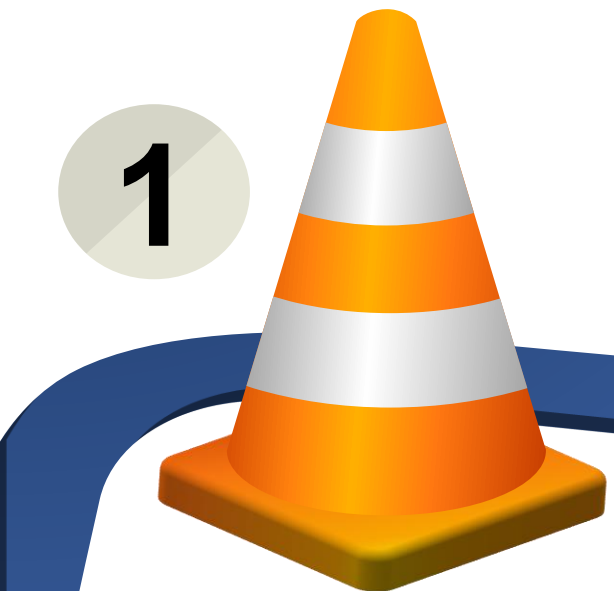
**Emerging  
consulting  
opportunities**

**1**

**2**

**3**

**4**



# Scope of inclusive urban sanitation

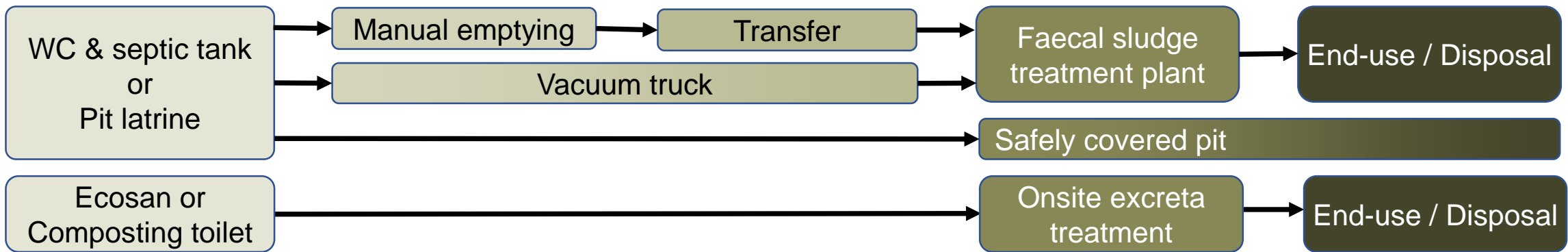
# Inclusive sanitation: Broadening the scope



## Sewerage – centralised, decentralized, small-scale



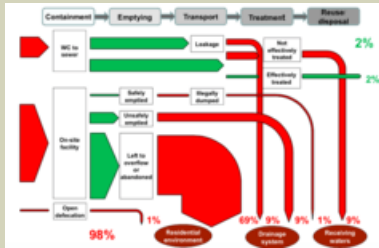
## On-site sanitation with faecal sludge management



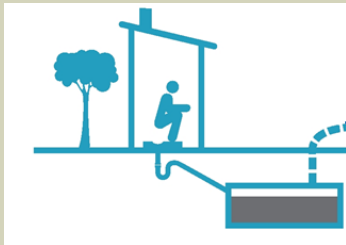
## Container-based sanitation



# Inclusive sanitation: Broadening the scope



Planning to O&M  
whole project cycle



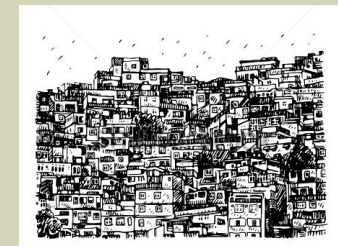
Technology to training  
hardware to social and institutional aspects  
Toilet to treatment/reuse



Users to Minister  
all stakeholders



Rich, middle-class and poor,  
at home and away from home  
universal access



# Emerging consulting opportunities

# What development banks say

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*“The Asian Development Bank... is **mainstreaming septage management** in sanitation projects. Septage management will become **part and parcel of all sanitation investments in the future**”.*

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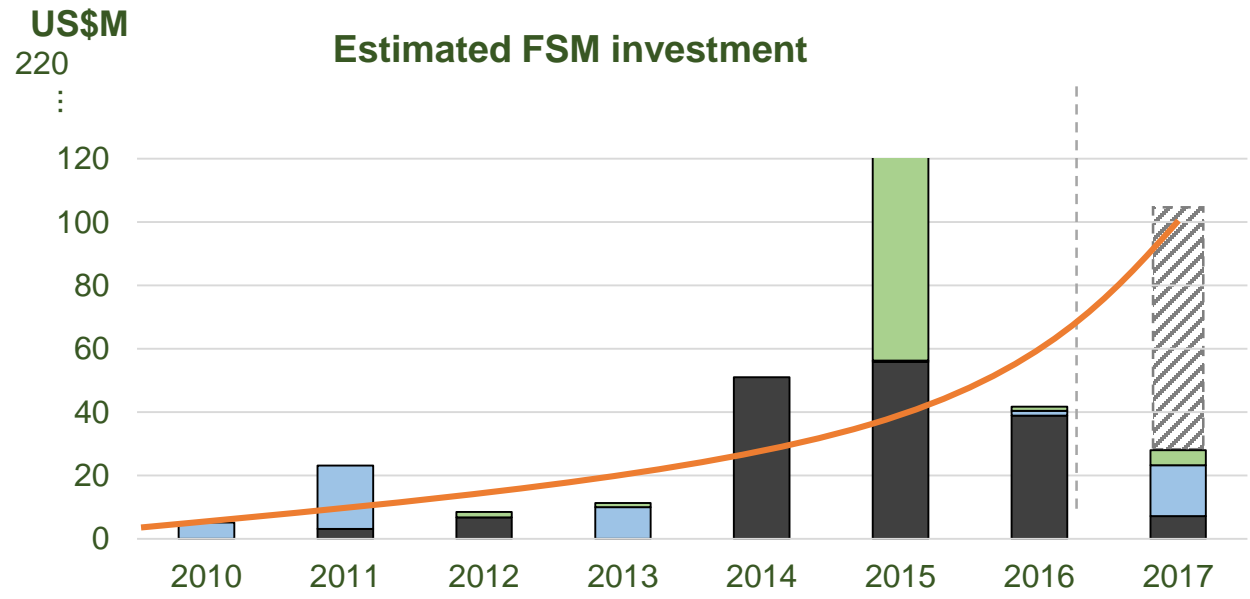
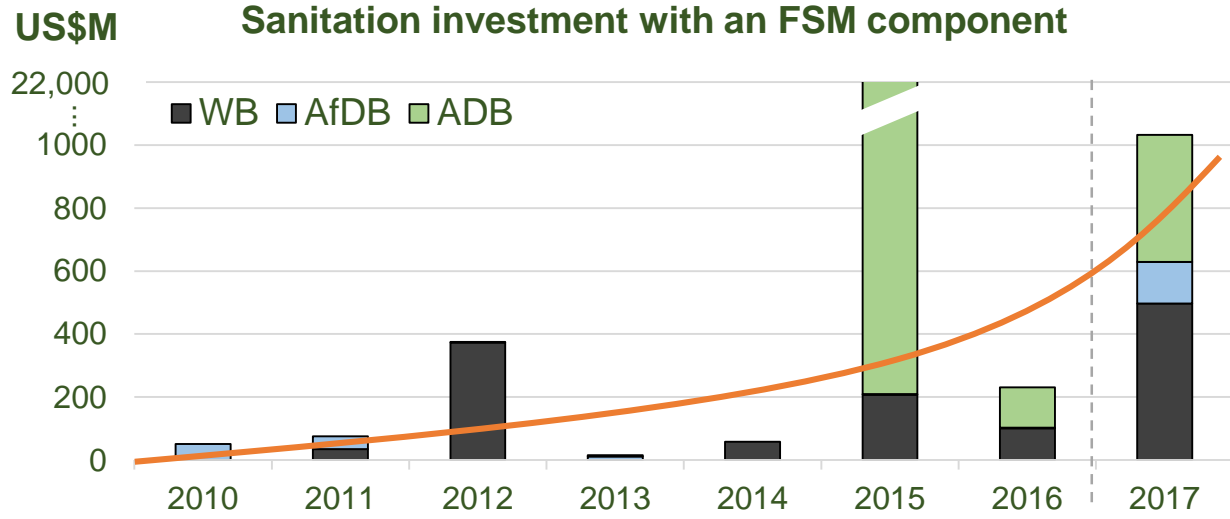
**Asian Development Bank**  
Hubert Jenny, FSM3, 2015

*“Investments in on-site sanitation and FSM will have a **greater impact on public health** than sewerage networks”*

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**World Bank Group**  
Sanitation Strategy, 2017  
Benin Project Appraisal  
Document, 2016

# Increasing investment: New terms of reference



**Terms of reference are adapted to the new scope of work**



# New opportunities: Inclusive urban sanitation



- Business as *un*usual
- Build a leading edge reputation
- Get ahead of your competitors

Community consultation for sanitation planning in Indonesia

# How to get better outcomes



## TORs may

- Have limited scope, focus on hardware, and be based on old ToR formats
- Treat non-sewered sanitation as a separate 'add-on'
- Ask for too much, as clients are still learning

## Lack of experience means

- Weak coordination within a project may lead to duplication and gaps
- Funding is geared to infrastructure rather than services
- Consultant staffing geared to the sewerage agenda
- Multidisciplinary approach with greater non-technical components not yet established

# Outcomes are better when consultants...

**Use adaptive approaches**  
See next slide  
Work with stakeholders

**Understand the complexity**

Solutions are multi-dimensional and need to be tailored.



**Partner**

Partner proactively with clients, create ownership

**Work politically**

As active process participants not just facilitator or outsider

# The adaptive approach means...



“You can only make it once, but you can make it better as many times as you want”

- **Look around**
  - What has been tried locally or elsewhere? What can be built on?
  - What was learned? What mistakes to avoid? New ideas to adapt?
- **Test and review new ideas**
  - In practice, if possible.
  - If not, then via stakeholder discussions, simulations
  - Peer review and feedback
- **Plan for iterations**
  - First idea will not be the best
  - Build over time

# When preparing bids

## Give constructive suggestions on ToRs

- Omitted areas
- Preliminary analysis

## Context of the ToRs

- Make linkages with:
- previous work
  - other components

## Don't overcommit

- Be realistic with the timeframe and budget

## Adapt previous work

- Build on past success – and failures

## Use existing documentation and tools

- But adapt them as needed

## Focus on service delivery

- Service providers
- Behaviour change and marketing
- Institutional, regulatory and financial arrangements



# Considerations when bidding – staffing

**Bring in new skills**

**Team up**  
(e.g. with NGOs  
or marketing firms)

**Recruit  
experienced staff**

**Use students  
and interns**

**Train staff**

**Use younger  
staff on the job**



1

- Inclusive urban sanitation requires a much broader scope, and a **wider mix of skills** in the project team

2

- All the major development banks and many governments are investing in inclusive urban sanitation, creating growing **opportunities for new businesses**

3

- Better project outcomes will result from an **adaptive approach** and **proactive partnering with clients**

4

- Winning bids will need:
  - well-informed **comments on Terms of Reference**
  - a focus on **service delivery**
  - staff training and recruitment to **add new skills**