



## Water Sector Trust Fund



### THE UBSUP PILOT PROJECT

#### List of Lessons Learned from the Pilot Phase

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#### Pilot Projects: What & why?

<p><b>1. What is a pilot project?</b></p>	<ul style="list-style-type: none"> <li>Pilot projects are activities planned as a test or trial; to see if they would be successful on a larger scale. It is important to note that Pilot projects are implemented for learning purpose, so that initial assumptions can be adjusted and an informed decision can be taken regarding the execution of the project on a larger and National scale. Pilots are <u>NOT</u> the first phase of the project implementation itself, since implementation phase per se will start once the final project concept is completed.</li> </ul>
<p><b>2. Why are pilot projects important?</b></p>	<ul style="list-style-type: none"> <li>Before investing in a large-scale project, testing its assumptions on a smaller scale can leave us better equipped to plan up scaling to national level.</li> <li>We can reduce the risk of carrying with us mistakes by detecting errors at the pilot stage. For example, we can test if the double vault is applicable across the board based on different soil types, water table, culture and religion.</li> <li>Pilots projects can be used to assess the impact of the new innovation on, the people, the and whether the design and materials used are acceptable.</li> <li>It allows the stakeholders to gain more experience before engaging in a more demanding project phase of up scaling at National level.</li> <li>Pilot projects can be used to compare two or more similar options in order.</li> </ul>

## List of Lessons Learned from the UBSUP pilot phase (2013-2014)

1.	<b>Delayed Payment of subsidies</b>	A key lesson learned is that delayed payment of subsidy undermines demand of the SafiSan toilets and negative publicity of the project. It's therefore important that WSPs develop an internal procedure on how to efficiently process subsidy applications.
2.	<b>Involvement of Public Health Officers (PHO)</b>	In the Nakuru pilot zone, it has been experienced that the Public Health Officer (PHO) is crucial for demand creation. According to Kenyan laws, every Kenyan has the right to proper sanitation. The PHO is supposed to enforce the law on the ground. Now, with the UBSUP program the PHO has a tool to enforce improved sanitation through advising landlords to become part of UBSUP.
3.	<b>Sanitation Unit.</b>	There is need for the WSPs to consider delegating permanently members of staff to manage and implement the SafiSan project.
3.	<b>Involvement of Social Marketers</b>	The role of the social marketers is crucial for the demand creation and success of UBSUP. The continuous contact with the client improves the demand creation sustainably. The UBSUP concept foresees a phasing out of the social marketers after some time. It should be considered to extent the period or find another way on how to keep social marketers for a longer time.
4.	<b>Intensive support to WSPs</b>	The implementation of an UBSUP project at a WSP involves many areas of the organization. It goes much further than the implementation of an UPC project. As well, the risk of a poorly performing WSP is much more damaging the project implementation of UBSUP than UPC. Therefore, each WSP will need intensive support by Field Monitors and/or UPC/UBSUP team during the up-scaling. As highlighted above, the timely payment of the subsidy is a key item for a successful UBSUP program. This is purely depending on a well performing WSP.

## Challenges & Lessons Learned

During the implementation of a pilot phase, it is not expected that everything works out as planned. In actual fact, the idea of a pilot phase is *“to identify design issues before the main research (implementation) is done”*<sup>1</sup>. For the UBSUP implementation, the pilot phase is a crucial part to test (and improve) all components of the program. The following table provides a list with the most relevant challenges encountered during the UBSUP project pilot phase.

<sup>1</sup> Source: Wikipedia ([www.wikipedia.org](http://www.wikipedia.org)), search string: pilot experiment.

No.	Challenges	Mitigation Strategy
1.	<p><b>Delayed demand development:</b> Demand developed slower than initially anticipated. People living in low-income areas resulted to be very skeptical towards new initiatives since many have been disappointed by previous programs.</p>	<p>Through continuous presence of social marketers in the project areas and rapid construction of facilities and payment of subsidies, more and more landlords gained confidence. Especially the timely payment of the subsidies resulted in a booster for demand.</p>
2.	<p><b>Completion of technical works:</b> In the beginning, the construction of facilities took more time than initially anticipated. Artisans were not yet conversant with the design of the different SafiSan models.</p>	<p>The artisans training program has been further modified and artisans increased speed through gaining more experience of construction SafiSan toilets.</p>
3.	<p><b>Busy artisans:</b> Many areas in Kenya (including low-income areas) are experiencing a building boom. Therefore, finding artisans which are willing to rather build a toilet than a building used to become a challenge. Sometimes, artisans started the construction of a toilet and left it halfway to work on a bigger construction.</p>	<p>Together with the pilot WSPs, the UBSUP team registered all available artisans and shares this list with potential clients. With a longer list of artisans it is expected to find interested workers who finish building a toilet on time.</p>
4.	<p><b>Financial burden for landlords:</b> Although a lot of effort has been put on a cheap and affordable toilet, in some project areas the price was still too high for landlords. It sometimes takes landlords several months to save funds for the toilet. This results in delayed demand.</p>	<p>UBSUP is supporting the WSPs to partner with local micro-finance institutions to help landlords to gather the needed funds. In addition, Embu WSP developed a low-cost SafiSan toilet based on iron sheets. Furthermore, the “turnkey” solution developed by Embu WSP will help landlords to only raise a small amount of money since the subsidy risk is taken by the WSP.</p>
5.	<p><b>Construction of demonstration toilets:</b> Some WSPs had challenges in construction of the demonstration toilets in due time consuming public procurement processes.</p>	<p>Demonstration toilets will either not be needed in some WSPs during up-scaling or directly procured through the UBSUP program</p>
6.	<p><b>Land availability for treatment facilities:</b> Land availability is a very sensitive issue in Kenya and as such as well for the construction of the treatment facilities.</p>	<p>Close cooperation with the city council is needed from the early beginning of an UBSUP project. During up-scaling, a memorandum of understanding has signed between the city council and the WSP will be part of any project proposal.</p>
7.	<p><b>Copies of title deeds:</b> The SafiSan application process needed a copy of the title deed of the landlord. Many landlords were either afraid of giving copies or simply do not have ones.</p>	<p>The application process has been redesigned in such a way that the provision of a copy of the title deed is optional. Landlords can simply apply by providing a copy of their national ID.</p>