

The Water Voice

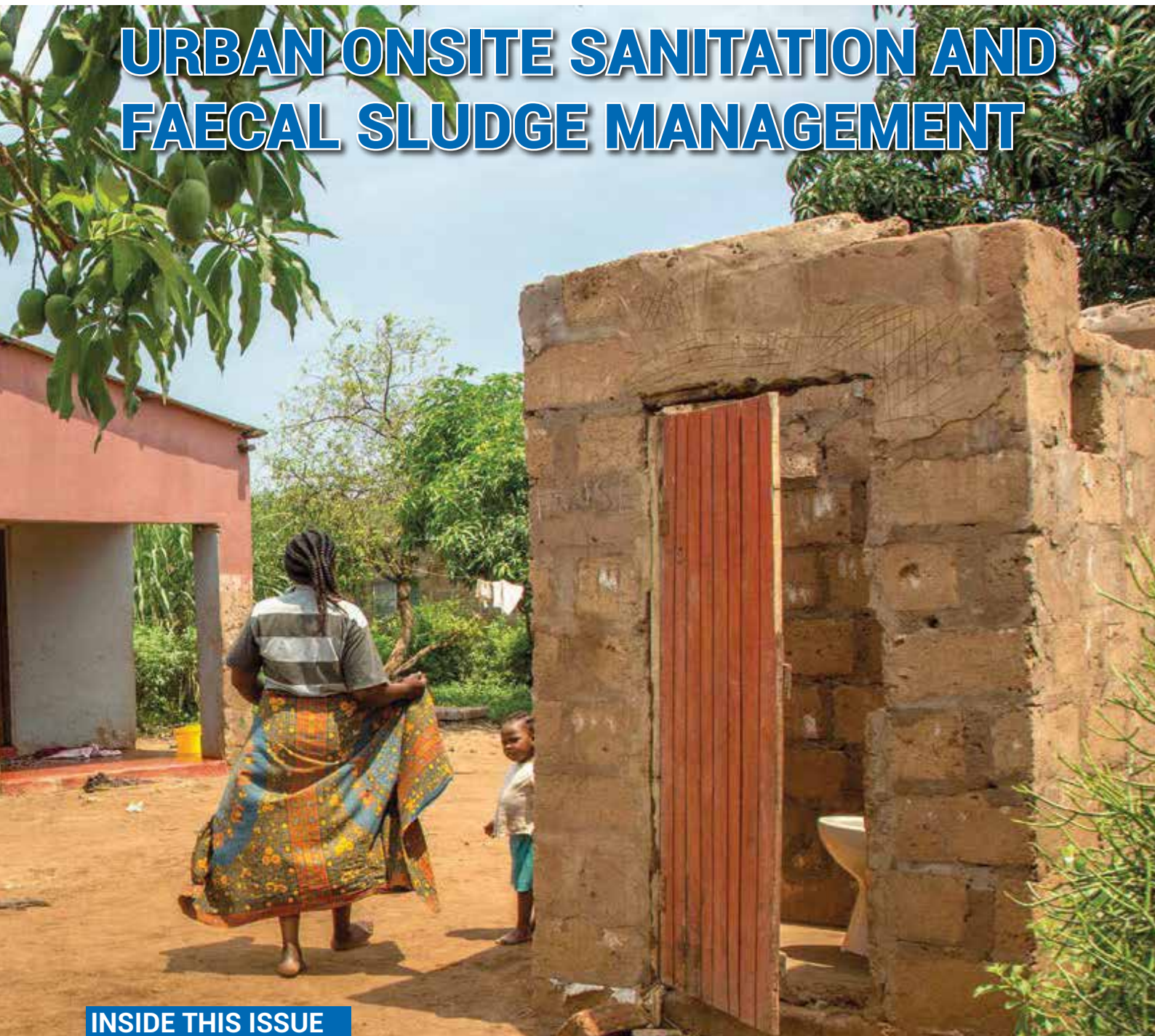
Nwascos
NATIONAL WATER SUPPLY SANITATION COUNCIL



Newsletter

JANUARY - MARCH, 2021

URBAN ONSITE SANITATION AND FAECAL SLUDGE MANAGEMENT



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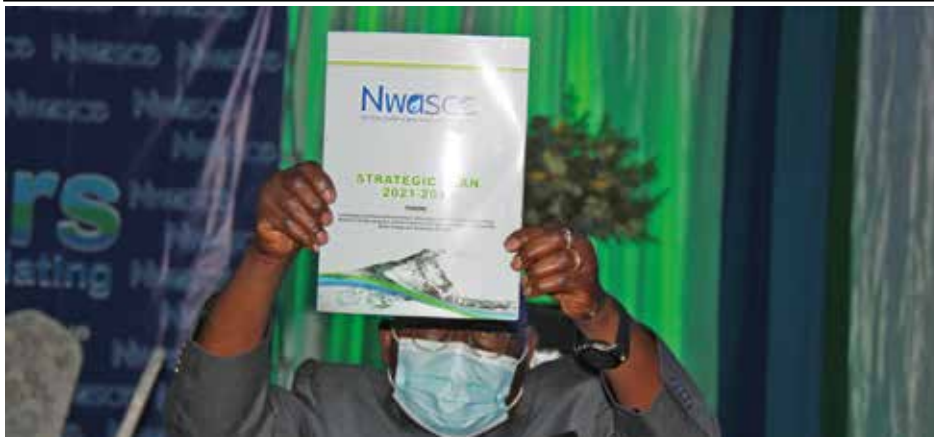
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ABOUT NWASCO

The National Water Supply and Sanitation Council (NWASCO) was established under the Water Supply and Sanitation (WSS) Act No. 28 of 1997 (as amended by Act No. 10 of 2005); with the core mandate to regulate the provision of WSS services in Zambia

Vision

A world-class Regulator of Water Supply and Sanitation Services

Mission

To effectively regulate the provision of water supply and sanitation that ensure safe, adequate, efficient and sustainable service delivery for all

Core Functions

- Licence providers
- Advise the Government on water supply and sanitation matters
- Establish and enforce sector standards and guidelines
- Advise providers on procedures for handling complaints from consumers and
- Disseminate information to consumers on water supply and sanitation issues.

Core Values

- Integrity
- Innovation
- Transparency
- Accountability
- Respect
- Gallantry
- Equality
- Teamwork
- Professionalism

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Ensuring better services and fair value

Editor's Note



Happy 2021!

Welcome to the 2021 first edition of the Water Voice Newsletter. This publication aims to create awareness about the National Water Supply and Sanitation Council as well as the Water Supply and Sanitation Sector as a whole.

Access to clean and safe drinking water as well as adequate sanitation are key focus areas in the Zambia's 7th National Development Plan, the Vision 2030 and Sustainable Development Goal number 6.

NWASCO is committed to ensuring that access to these basic needs are availed to all citizens of Zambia.

In order ensure access for all as stated in the national and global targets, in 2018, the National Water Supply and Sanitation Council launched two provision

and regulation frameworks for the Rural Water Supply and Sanitation as well as the Urban Onsite Sanitation and Fecal Sludge Management framework. The two frameworks since then have been under implementation starting with changing of operating licences for CUs to incorporate the two new areas of service provision and development of systems and tools before the actual roll out of regulation this year.

In our previous edition, we highlighted the first regulation and in this edition we shine the spotlight on the second regulation, the urban onsite sanitation and fecal sludge management (UOSS/FSM)

We also tell the story of the UOSS/FSM from the service provision and Cooperating Partner perspective as told by Lusaka Water and Sanitation Company and SNV respectively.

Our new Strategic Plan for 2021-2025 was launched last year. In this edition, we highlight the successes of the previous Strategic Plan that ran from 2016-2020.

Our guest author Dr. Robyn Remke, is writing from the United Kingdom and covers the topic Inclusive Leadership. At a time when there is greater need for inspirational leadership amid Covid-19, this article will allow you to introspect on the importance of this type of leadership.

Remember COVID-19 is still among us. Mask up, sanitise with an alcohol based sanitiser, avoid crowds and wash your hands regularly with soap.

Pleasant Reading!

Mpunga Chipepe Simukwai

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DIRECTOR'S FOREWORD



of Urban On-site Sanitation and Faecal Sludge Management. This is because of a number of reasons but to name a few, protection of ground water sources and promotion of acceptable sanitation

With the emphasis on climate change and its impact on our water sources, it has become imperative that protection of the available water sources is a must if we are to ensure sustainable water supply and sanitation (WSS) service provision. One way of ensuring protection of water sources, especially ground water, is by regulating construction of On-site Sanitation systems and FSM which have largely remained unchecked and have been a source of serious contamination to ground water. Water utilities have had to decommission some boreholes as a result of contamination originating from poorly constructed and operated On-site Sanitation facilities.

Secondly, the high cost associated with ensuring that everyone is connected to sewer systems may mean that the country will not meet its sanitation coverage targets as defined in the Vision 2030 and Sustainable Development Goals. It is for this reason that On-site Sanitation is looked at as a form of access to sanitation that will be used for a long time and hence the

need to improve service provision through this means. According to Joint Monitoring Programme (JMP), adequate on-site sanitation are those considered to be using improved sanitation facilities. These improved facilities are designed to hygienically separate human excreta from human contact and offer protection of groundwater.

NWASCO seeks to ensure that the whole sanitation service chain from containment, emptying of facilities, conveyance, treatment and disposal/ reuse of the final product is regulated effectively in collaboration with relevant stakeholders.

In this regard, NWASCO has committed itself to ensuring that this subsector is adequately regulated for sustainable sector progression. This commitment has been reaffirmed in NWASCO's fifth strategic plan by having an objective that seeks to "strengthen the capacity of NWASCO in order to implement regulation for rural water supply and sanitation and urban onsite sanitation service delivery". I am therefore confident that these efforts and those being made by other stakeholders, considerable strides will be made by the sector in meeting the set targets.

Kelvin Chitumbo
DIRECTOR

The Water Supply and Sanitation Sector has over the years recorded tremendous progress owing much to the continuous reform process that has responded to the challenges and needs of the sector. The National Water Supply and Sanitation Council (NWASCO) has remained pivotal and instrumental in these process through effective regulation of service provision and provision of advice to Government and key stakeholders on matters relating to water supply and sanitation. One key area that has caught our attention in recent years is that



CRY OF A PIT LATRINE: URBAN ONSITE SANITATION AND FAECAL SLUDGE MANAGEMENT



My dearest reader,

First and foremost, I would like to thank you most sincerely for taking time to hear my story, bearing in mind that you could have opted to read other articles in this magazine or any other publications. To you, I am most grateful. Secondly, it is my sincere wish that you are reading this story from the comfort of one of my counterpart's 'homes', in whom I trust that they have tranquilised you into a 'feel good' state as you go on discharging your 'load'. Therefore, if my assumption to the latter is right, then please, enjoy and share my story with your family and friends for the betterment of both of us. This is because there is no better place that makes you feel more relaxed than my own. This is because many have confessed about how they have excelled from plans that were borne out of my space. It really is a relaxing and refreshing environment.

Well, to begin with, I would like to introduce myself to you. I go by the name 'pit latrine', commonly referred to as

'toilet' by the majority of you. However, I do have some 'cousins' who were born privileged and provide reputable services mostly in urban areas or '*ku mayadi*'. Significant differences exist between us, partly because of their nature and design. The kind of care rendered by their users always make them smell good and look clean. Most often than not, my 'cousins' usually receive more than one 'bath' per day, clad with the most comfortable fabric and sprayed with appropriate deodorant every after each use. As such, they are able to guarantee their visitors extreme comfort and relaxation. Well, this is a story for another day because today I will let the light shine only on me. To begin with, though my story is different, we both subjectively render the same effect on our visitors: tranquillity, relaxation and comfort. Our environment provides a place of deep reflection and planning for our visitors. Our visitors have succeeded and won major battles out of ideas that were conceived from within our spaces! This, itself should attest the importance of having us around. It is our visitors that

need us, because we don't need them! My services are commonly rendered in peri – urban areas commonly referred to as '*ku kombonii*', because of many underlying reasons. Some of these reasons include, but not limited to me having the capabilities of being cheaply and easily constructed, requiring lower maintenance costs, capable of being constructed almost anywhere and not requiring water to function. However, it is from the forgoing that I find myself being belittled, abused and not cared for by many, unlike the case of my 'cousins'. The level of carelessness makes my lifespan short, and in the end without my users realizing it, I end up as an expensive venture to keep around. Remember, I do not need you, you need me. Well, you might ask, how is that even possible? Well, the plain truth is that I am not really managed well by most of you! It all starts from conception; I have come to realise that in as much as people cannot do without me, they really care less about how I get 'conceived'. Most of you choose to use

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FEATURE STORY

cheap materials, some of them temporal and expect me to live long and provide you with a satisfactory service. Let me tell you, I can only live long if the quality of inputs during my 'conception' is taken care of. There are specifications as to how and what is supposed to be used during my 'creation'. Beyond this, I need regular maintenance and cleaning, just like my 'cousins'. Overtime, in the process of accommodating your 'load', my 'tummy' begins to get full and thus cannot accommodate any more 'load'. I begin to emit very strong odours and become a nuisance to not only you, but your neighbours as well. I also become a source of worry for public and environmental health in the event that the water table rises. Unlike my 'cousins' that are able to discharge their 'load' through reticulated systems, I become 'constipated' and need emptying, either manually or mechanically. However, in most times than not, the indication of me being 'constipated' with your load translates into a mandatory death sentence!. I ask myself, what sort of crime I committed to deserve such a hefty penalty, but I find no probable answers. Yes, because the 'guilty' party in all this is you! Therefore, to cut my life short, I end up getting abandoned

and later on demolished to pave way for the 'delivery' of my sibling. During the execution of my sentence, I look back at my life and all the services that I rendered to you, and just realize how unappreciative you are. Most of you seem to care less about my 'life' from the time am 'delivered'. This is not fair, bearing in mind the crucial services I provide. I for sure do not demand and require much from you despite the abuse I endure under your watch. You have forcibly made me accommodate all such things that do not support a long and healthy life for a pit latrine. I have had rugs, rubble, diapers and all sorts of stuff shoved through my throat! You have in many cases constructed and 'dressed' me so poorly that I end up contaminating ground water sources. I have been a source of ridicule from yourself, visitors and neighbours for various reasons. This is because of the foul smells I generate. Well, this is the plain truth, but I do not take the blame. Why do I say so? Well, it all starts from the beginning, If am constructed to the right specifications and properly maintained, I can assure you that I cannot by all means be guilty to any of the above accusations. Regular care and top management would rule out quite a number of things that people

find offensive about me. For a very long period of time, I have suffered in silence, but still remain hopeful that one day things will change for the better. I do believe that there is 'life' beyond having a constipated 'tummy'. If you claim that you did not know anything about what I have just shared, allow me to enlighten you. I recently heard from my colleagues within the neighbourhood and beyond that the National Water Supply and Sanitation Council (NWASCO) began the process of regulating Onsite Sanitation (OSS) and Faecal Sludge Management (FSM) in 2018, and further changed the mandate of utility companies across the country to include OSS and FSM as part of their service provision. This news enlightened me because I now know that life beyond having a constipated tummy is guaranteed. In addition to the management of the services rendered by my 'cousins' in urban areas or 'ku mayadi', water utility companies are expected to champion and monitor how we get conceived and utilised through inspections done by Health Inspectors from Local Authorities and the Ministry of Health. In the event that I end up having a 'constipated tummy', my 'creator' can easily approach the water utility to empty my tummy in a professional way that does not endanger both public health and the environment. Where the utility company is not able to do this, contracts have been signed with Private Operators or Community Based Organisations to discharge that function on behalf of the utility. Therefore, in the event that my tummy gets full, please feel free and contact the utility company for more information regarding how to manage us. The third reason this news is so dear to me is that whatever contents that are removed from my tummy get disposed or treated at designated sites, unlike these illegal pit emptiers that dispose off waste in open streets and drains that end up making people sick. This information is very good, and I urge you to spread it to your colleagues so that we have a mutual benefit that has positive externalities on the public and environment as a whole.

Lastly, I asked of you to spoil me with a bath or two daily, apply 'lotion' on my body to make me glitter, and I can assure you that I will continue being one of the most relaxing and 'feel good' places you have on your list. It is my wish going forward that you and I begin to have a symbiotic relationship were we both meet each other's needs and live a life that is long and healthy. Thank you for taking your time to hear my cry. Please, share my cry with your family and friends for them to hear my silent voice!



Pit Latrine, George Compound, Lusaka

INSPECTION HIGHLIGHTS



submit a time bound report on how the water utility would improve water supply hours to the guaranteed level in all the areas mentioned by deadline. Further, as a result poor management and unsound corporate governance, the Utility was requested to show cause why the operating licence should not be suspended.

Luapula WSC

The routine inspection for Luapula Water and Sanitation Company (LPWSC) was undertaken during the period 25th to 28th January 2021 and covered all the five districts that the CU is currently serving namely; Samfya, Mansa, Mwense, Kawambwa and Nchelenge/Kashikishi

During the inspection, it was revealed that the CU was recording veiled improvements in the levels of Non-Revenue Water. This was noted by the lack of actions that actively reduced the high levels of NRW. It also showed that the CU was using low levels of production as an indicator of reduction in NRW.

The CU was experiencing long hours of load shedding, and in the case of some districts inadequate finances to procure electricity units affected the hours of supply that led to low hours of supply in those districts.

Further, it was noted that the CU was miscalculating the hours of supply it was recording for instance, districts such as Nchelenge and Mansa reported the pumping hours and not the supply hours at customer points.

The water quality monitoring system had some flaws particularly in the integrity parameters in that the CU transported samples taken from other districts to the head office to conduct physio-chemical tests, thus compromising the constituents of the samples and had poor documentation of the results of the tests conducted on the samples.

Additionally, the kiosk system of the CU was not operational as 10 kiosks in Mansa were not functional since customers had acquired household connections.

Arising from the issues raised during the inspection of the CU, NWASCO directed Luapula WSC to ensure that a programme of water quality monitoring particularly the 10 point criteria was as per new Water Quality Monitoring Guidelines. Additionally, the Utility was directed to submit a report on the way forward on the operations and management of Kiosks in Mansa and Nchelenge Districts with a deadline among others.

The National Water Supply and Sanitation Council (NWASCO) is mandated by the Water Supply and Sanitation Act No. 28 of 1997 of the laws of Zambia, to regulate the provision of water supply and sanitation services throughout the country for efficiency and sustainability.

NWASCO carries out annual, in depth inspections of all the 11 commercial utilities and four private schemes across the country in order to assess their compliance to the provisions of the Act and other regulatory requirements.

In the first quarter 2021, NWASCO carried out four annual inspections on Western, Luapula, Chambeshi, and Lukanga Water and Sanitation Companies. Further, a spot check was conducted on North Western Water and Sanitation Company. Below are the highlights of the inspections findings:

Western WSC

The inspection of Western Water and Sanitation Company (WWSC) was conducted from 25th to 29th January 2021, covering seven operational districts/ areas under the company's jurisdiction namely; Kaoma, Namushakende, Senanga, Mouyo, Kalabo, Limulunga and Mongu.

The inspection revealed that most of the areas had water supply hours ranging between two and nine hours. Kalabo District had the highest supply hours of over 22 while Mongu and Kaoma Districts had the lowest with some customers reporting instances of no water supply for over four days.

In Senanga District, poor management of kiosks was generally noted as the district did not sign any vendor

contracts, consequently, the vendors were not remitting sales and there was no procedure of paying vendor commissions.

The inspection revealed that Non Revenue Water (NRW) continued to be extremely high and it was also noted that some stations such as Kaoma and Kalabo did not put in place sound mechanisms to determine input volumes. The NRW as at end of December 2020 stood at 64%.

Further, the inspection showed that almost all the stations visited lacked annual maintenance plans both for 2020 and 2021 periods. Accompanying tools such as checklists and activity reports were also not availed at the time of inspection. The company's maintenance was reactive, hence posing a risk to the life span of the equipment and infrastructure.

A number districts revealed lapses with registering of complaints as they did not have well maintained complaints registers. Registers did not show dates when complaints were resolved despite having remarks stating that they were done. This made it difficult in ascertaining whether the rate at which complaints were being resolved was within approved Service Level Guarantees (SLGs) and that districts did not display SLGs and approved tariff structures at Customer pay points as per NWASCO guideline.

Arising from the above, the CU was directed to ensure that all the districts obtain maintenance schedules and separate registers for planned and unplanned works by 15th September 2020. Additionally, the CU was directed to ensure all new connections were done within the guaranteed period of 14 days by the stipulated time and

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Chambeshi WSC

The Annual Inspection of Chambeshi Water Supply and Sanitation Company (CHWSC) was undertaken from 22nd to 26th February 2021. The inspections covered Mpika, Chinsali, Mpulungu, Mbala, Luwingu, Mungwi, Mporokoso Chinsali, Nakonde and Kasama districts.

It was established during the inspection that CHWSC had made improvements in a number of indicators. Notable was the improvement in the hours of supply particularly in Kasama District. It was further noted that some of the projects under the Ministry of Water Development, Sanitation and Environmental Protection that had stalled for some time, had resumed. Further, it was noted that CHWSC had made tremendous improvement on the Billing Efficiency moving from 56% in 2020 to 84% in 2021. This was a result of the Regulation by Incentives (RBI) programme which the CU was implementing with NWASCO under the Integrated Small Towns' Water Supply And Sanitation Programme (ISTWSSP).

The inspection additionally revealed that the CU was complying with the guidance provided on computation of Non- Revenue

Water (NRW) particularly on estimating production and/or consumption volumes were there were no bulk meters. It was noted that despite the corporate NRW being 35%, some districts still recorded high NRW for example, Mungwi District recorded 71% NRW by end of January 2021.

However, the inspection revealed that new connection forms were missing vital information such as dates when physical connections were effected, making traceability impossible. This situation posed a threat on the operations of the CU as it might result in loss of revenue for the CU or unjustifiable billing to customers. Further, customers who had fully paid for new connections were not being provided with service within the Service Level Guaranteed period in most districts. This was attributed to the CU not having new connection materials in most districts. A case in point was Mbala District which had 21 pending fully applications for new connections.

The inspection also revealed that there were no maintenance plans for 2021 in all districts, save for Luwingu and Nakonde. Further, reviews of the 2020 maintenance plan indicated that there was hardly

any evidence of maintenance works conducted.

The CU misrepresented water quality monitoring data contrary to the Water Quality Monitoring Guidelines. It was noted that network and water treatment plant results were being aggregated and reported as network results. Further, it was noted that there was selective reporting of water quality results in some districts such as Mbala, as only compliant results were reported.

The CU was not making tangible efforts to manage kiosks in Kasama and Mpika Districts. Kiosks were generally not being maintained as most of them were either non- functional or had numerous leakages. A visit to a kiosk in Kapoko area in Kasama District established that the facility was in a poor state as it had broken valves and taps that were profusely leaking. Further, it was noted that most kiosks were not metered hence the CU could not reconcile billing and sales. This situation had a potential to increase the NRW for the CU.

Arising from the above, the CU was directed to submit a time bound report stating the measures taken or to be taken on issues of non-compliance and of concern as revealed from the inspection.

EXPERIENCE IN IMPLEMENTING FAECAL SLUDGE MANAGEMENT (FSM) FROM A SERVICE PROVIDER



Despite strong policy and support for universal access to sanitation globally, access to quality sanitation services remains a significant challenge for low income communities in Lusaka Province of Zambia especially in the face of rapid urbanisation and soaring population in the city. The low income communities are densely populated and represents about 70% of the city's total population.

Although being the majority of City's population, the low income communities are not connected to a centralised sewerage system for safe sanitation services, as a consequence they rely on onsite sanitation (OSS) facilities such as traditional pit latrines (as shown in figure 1), holding tanks and septic tanks as their alternative sanitation solutions.

Going by best practices, the OSS facilities need to be maintained by safely containing and emptying the accumulated faecal sludge for continuous use, protection of groundwater and public health. However, non - sewerage service provision through access to improved toilets and safe emptying of the OSS facilities has been one of the key challenges in the past, although there has been a shift in the recent past.

Granted, these challenges i.e. inadequate and poor emptying services and existing poor OSS facilities, provide opportunities that can be harnessed in order to better living conditions of

mostly poor city dwellers and mitigate the impact of the growing population. Most importantly, these opportunities such as safe emptying of OSS facilities and construction of improved toilets by service providers creates opportunities that may improve the living standards of low income city dwellers and subsequently the financial positions of service providers.

Provision of quality sanitation services to the low-income communities as well as addressing the gaps along the sanitation service chain has been a policy priority by LWSC as evidenced by the efforts and resources devoted in this regard.

To guide the provision of OSS/FSM, LWSC developed the OSS/FSM strategy and further established the Faecal Sludge Management (FSM) unit – a specialised unit mandated to manage the OSS services.

In its quest to have comprehensive oversight of the sanitation provision in the city, LWSC through the FSM

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Figure 1: Types of pit latrines being used in low income areas of Lusaka

In view of the new service delivery model launched in January 2020 with the coming on board of the FSM unit, the utility partnered with six private service providers on performance based contracts. In the partnership, service providers and Community Based Enterprise (CBEs) have been contracted out to provide emptying and transportation services in a regulated and co-ordinated manner.

Besides improving service delivery of sanitation services, the new model is also a form of empowerment and employment creation to the private service providers.

In order to ensure effective delivery of emptying and transportation services, LWSC has divided the City into three zones - Northern, Central and Southern. In Each Zone, there are four contractors delivering the service on a competitive basis. Service providers are mandated to conduct their marketing activities, liaise with customers and also provide pit latrine emptying services.

To ensure safe service provision, protection of the public health and the environment, the inspection team of the FSM unit monitors and inspects operations of the service providers to ensure strict adherence to the standard operating procedures (figure 4). As such, random physical inspections and customer satisfaction surveys are conducted.

Further, the service providers are also expected to meet defined Key Performance Indicators (KPIs) on Occupation Health and Safety, customer management and public safety during emptying and transportation of faecal sludge.

From LWSC perspective, it is important to note that capacity building in the utility is key in taking up this expanded mandate. Ideal solutions may require a step by step approach so that lessons learnt in each stage advises on the next.

Although sanitation remains a challenge in Zambia, the FSM/OSS innovative approach promises to address gaps in increasing access to safe, equitable and inclusive sanitation service delivery in Lusaka. While progress has been made thus far, more investment in the sector is still needed to achieve universal access.

The author is Eng. Pride Kafwembe (B. Eng, MSc San) - Head FSM - LWSC

Unit, is now providing emptying and transportation services to households in low-income communities who rely on OSS. Additionally, the utility is also constructing different designs of improved toilets in selected low-income areas in the city. This is in response to the expanded mandate by the National Water Supply and Sanitation Council (NwascO) requiring all water utilities to be provide OSS and FSM services.

This requirement by NwascO is to ensure universal access to safe sanitation services as enshrined in the sustainable Development Goals (SDGs), specifically goal number 6 target 6.2 - safely managed sanitation for all by 2030.

The LWSC appreciates private sector engagement and has therefore partnered with the private sector

in meeting the sanitation needs of the city. Previously, LWSC was not a major player in the emptying and transportation of faecal sludge services, leaving the private operators to carry out these services, mostly emptying of septic tanks.

The utility started the FSM journey in 2014 through pilots in Chazanga and Kanyama compounds in partnership with Water and Sanitation for the Urban Poor (WSUP). Through the lessons learnt from the pilots in the two compounds and the need for safe sanitation services in the city, LWSC has now scaled up to provide the service to cover the whole city with support from financiers such as the World Bank, African Development Bank (AfDB), Bill and Melinda Gates Foundation (BMGF), European Investment Bank (EIB) and KfW, through the Lusaka Sanitation Programme.

A glance at the OSS services and products being offered by LWSC.



Figure 2: Improved toilet constructed in George compound and safe pit emptying service provision by contracted service providers.

GUEST AUTHOR

THE IMPORTANCE OF INCLUSIVE LEADERSHIP



A year into the COVID-19 pandemic, it is important that we step back and take stock on some of the important lessons we have learned. Early in the pandemic, many organisational leaders merely reacted to the constantly shifting environmental context and did whatever was necessary to keep their organisation open and functioning. Planning and intentional strategizing felt like a luxury beyond the reach of most managers. Despite the initial critical reactions, organisations that held true to their vision, values, and purpose, navigated the crisis better. Organisational values, especially those related to equality, diversity, inclusion not only proved salient throughout the pandemic, but became even more relevant and vital to the organisation's sustainability and resilience.

Early anecdotal evidence suggests that inclusive leaders were more successful at helping their organisational members respond to the initial pandemic crisis and then settle into more productive and effective longer-term workplace solutions. For some, the 'new normal' (aren't we all tired of that phrase?) remains some temporary modus operandi that is necessary for keeping the organisation afloat. These workers cannot wait to return to their former patterns of engagement. For others, the upset to our work-life has provided an opportunity for experimenting with alternative ways of working, which will influence how we organize and work in the post-pandemic phase. Regardless of your next steps forward, inclusive leadership is the mechanism by which organisations will navigate post-pandemic environments and economies.

The good news is that inclusive leadership is a practice that all leaders and managers can adopt and adapt to their specific needs and context.

Inclusive leadership includes practices of respect, empathy, and authenticity. Leaders that are inclusive seek to manage diverse groups effectively, but in a way that appreciates and accentuates differences within the group. An inclusive leader checks themselves for bias and fosters an organisational culture that precipitates fairness, equality and inclusion within the organisation.

A 2016 study by Deloitte¹ found six traits or characteristics that are commonplace amongst inclusive leaders: commitment, courage, cognizance of bias, curiosity, cultural intelligence and collaboration. The traits translate into learnable practices that all managers can adopt.

Inclusive leaders are committed to the organisational goals of equity, diversity and inclusion (EDI). These leaders not only understand the business case for increased EDI initiatives, but they are persuaded by the moral and ethical dimensions of a fairer workplace. Courage is necessary to challenge the status quo within an organisation and to critique taken-for-granted practices that maintain discriminatory systems of power. Guided by empathetic listening and observation, inclusive leaders demonstrate courage to their colleagues when they call out unfair practices and offer alternatives.

Critical reflection and humbleness help to reveal cognizance of bias within a leader or manager. All managers and leaders – all humans, in fact! – have bias. But, inclusive leaders intentionally expose that bias and then take deliberate steps

to mitigate its effects. Genuine curiosity will help develop greater empathy and openness to difference. Wondering 'why' and asking 'how' are effective methods for helping to build inclusive practices within teams and groups.

Beyond recognising differences between cultures, cultural intelligence helps a leader see how their own culture as well as shared cultural stereotypes influence how they interact and judge others. This understanding enables the leader to question their taken-for-granted assumptions about work and consider alternatives. Finally, inclusive leaders not only include others to share in their workload, but they empower individuals to make specific and unique contributions, which enhance the quality of the overall outcomes. This type of collaboration is essential to developing and maintaining creativity and innovation within groups and organisations.

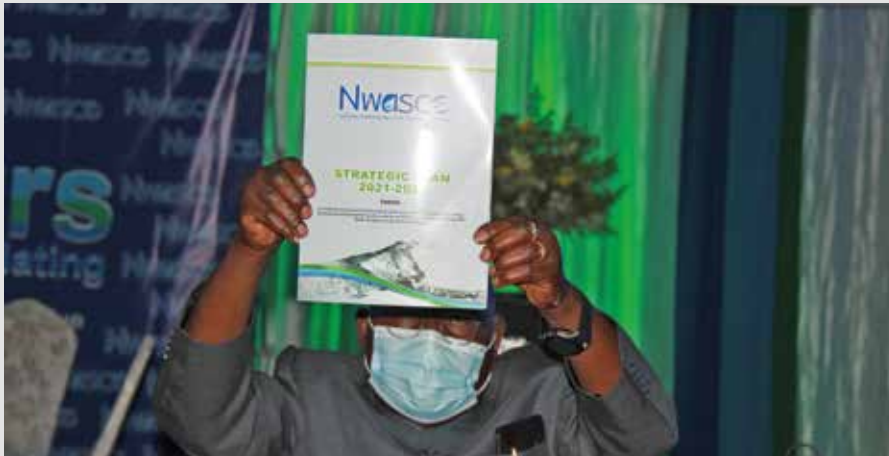
If we are to emerge from the pandemic smarter and stronger, we will need to draw on every resource available. Guided by your organisation's purpose and vision, incorporating these six traits into your leadership practice will help ensure that your group culture is more inclusive and resilient. You will be better positioned to make smart decisions that build on what you learned over the past year so that you are able to not only survive, but thrive in 2021.

The Guest Author Dr. Robyn V. Remke is the MBA Programme Director and Fellow, Institute for Social Futures in the Department of Entrepreneurship and Strategy at the Lancaster University Management School, United Kingdom



¹ The report can be found at: <https://www2.deloitte.com/content/dam/Deloitte/au/Documents/human-capital/deloitte-au-hc-six-signature-traits-inclusive-leadership-020516.pdf>

Celebrating 2016-2020 Strategic Plan Successes



Launch of Strategic Plan-2021-2025 by then Minister of Water Development Sanitation and Environmental Protection Hon. Dennis Wanchinga MP.

During the period of the 2013–2015 Strategic Plan, NWASCO undertook a thorough analysis of the extent of its visibility to stakeholders and the public. This was in recognition of the cardinal role that feedback on service delivery plays in regulatory decisions. Thus to improve visibility and public awareness of the regulator and encourage feedback from consumers, NWASCO underwent a rebrand in 2014 that resulted in a new logo and enshrined a new slogan of 'Ensuring Better Services and Fair Value'. The fourth Strategic Plan for the period 2016–2020 was therefore anchored on the need to ensure better services and fair value which was to be achieved through continuous improvement of the tools and instruments of regulation to suit the existing environment.

The fourth Strategic Plan also encompassed a longer period of five years compared to the previous plans that only spanned three years. This change was based on the need to align to key national and international targets for water supply and sanitation.

The 2016-2020 Strategic Plan had four 4 key strategic objectives developed under NWASCO's new commitment of 'Ensuring Better Services and Fair Value'. The specific objectives were to:

- i. Undertake Continuous Regulatory Enhancement;
- ii. Ensure enhanced efficiency and financial viability of commercial water utilities;
- iii. Ensure improved Service delivery and sustained Sector Progression; and
- iv. Improve operational efficiency and effectiveness of NWASCO.

The implementation of the Fourth Strategic Plan (SP) took up various concerns from stakeholders, paramount among the concerns raised, was the call for regulation of onsite sanitation and rural water supply and sanitation. NWASCO placed emphasis on these areas in the 2016-2020 SP which led to the development of two regulatory frameworks for urban onsite sanitation & faecal sludge management and the Rural Water Supply & Sanitation aimed at ensuring improved services in the rural areas and increase focus on urban onsite sanitation and faecal sludge management.

NWASCO further responded to the concerns of the stakeholders by amending the operating licenses for all CUs to include rural areas within their jurisdiction and renaming all commercial Water Utilities from "water

and sewerage companies' to "water and sanitation companies" which has necessitated a focus on both offsite and onsite sanitation. These strategic actions by the regulator have guided the sector in ensuring no one is left behind in the provision of water and sanitation services as enshrined in the SDGs, 7NDP and the Vision 2030 to which the SP was aligned.

The first Strategic Objective was to 'Undertake Continuous Regulatory Enhancement'. In achieving this objective, NWASCO engaged in the development and revision of various guidelines which included:

- i. The revision of the Water Quality Monitoring Guidelines to include rural areas;
- ii. The Urban Minimum Service Levels Guidelines to include Onsite sanitation;
- iii. The Revision of Tariff Setting Guidelines to include the revised tariff model and pricing strategy for Onsite Sanitation;
- iv. The revision the Accounting Guidelines to include new trends and best practices in the Sector;
- v. Development of Minimum Service Levels Guidelines for Rural Areas were developed; and
- vi. Asset Management Guidelines

To kick-start implementation of Rural WSS frameworks, NWASCO formed Joint Implementation Teams (JITs) for Luapula, Central and Lusaka Provinces which held a number of meetings to agree on the proposed implementation models, administrative and reporting structure. At the close of the reporting period, good progress had been achieved from the JITs.

Strategic Objective number 2 was to 'Ensure Enhanced Efficiency and Financial Viability of Commercial Utilities'. Under this objective, the regulator supported Chambeshi,

Continued on page 12 >>>

Western and Luapula WSCs to improve institutional efficiency and effectiveness under the turnaround strategies which also involved Regulation by Incentives (RBI). Under the programme, CUs were given incentives after meeting the KPI agreed upon by the CUs and the Regulator at the beginning of the each circle. Other achievements in ensuring efficiency and financial viability of the service providers, was the development of the Asset Management Guidelines to ensure assets are safe guarded by CUs through enhanced maintenance. Further, NWASCO working with the MWDSEP retrained CU Boards and Management to improve business acumen and corporate governance in the sector.

The 3rd Strategic Objective was to 'Ensure Improved Service Delivery and Sustained Sector Progression'. Under this objective, NWASCO set progressive indicators and targets for all water utilities to increase access to water

supply and sanitation services, by 120,000 and 80,000 Water and sewer connections respectively. A total of about 105 and 34,000 water and sewer connections were made respectively during the Strategic Plan period. Further the regulator ensured metering ratio and the hours of supply had increased despite the increase in the number of connections.

The 4th Strategic Objective in the 2016-20 SP was to 'Improve the Operational Efficiency and Effectiveness of NWASCO'. NWASCO engaged in number of activities in achieving this strategic objective, which included the following outputs:

i. Implemented a World Bank funded Project to train Ekiti State of Nigeria in Utility regulation which was concluded with the final project evaluation done in Nigeria in December 2020;

ii. More funding was secured from AfDB, GIZ and Bill and Melinda Gates Foundation (through LSP, Small Town Projects and ESAWAS) to support some of the activities of the Strategic Plan; and

iii. NWASCO commenced a research in Petauke District meant to understand the causes of water hardness in treated water which resulted in the water pipes getting clogged.

The final year of 4th SP coincided with NWASCO's 20th Anniversary of regulating the WSS sector in Zambia in the year 2020. A review of NWASCO performance in implementing its fourth strategic plan indicated an average score of 82% over the 5 year period while the final year activities were assessed at 85%. The performance review which was done through a participatory process with stakeholders during the development of the 5th Strategic Plan 2021 – 2025, noted these achievements.

WATER SUPPLY AND SANITATION SECTOR ESTABLISHES SKILLS ADVISORY GROUP



Skills Advisory Group (SAG) handing out certificates for the recognition of higher learning programme

Water Supply and Sanitation Council (NWASCO) is the SAG-WSS Secretariat and the activities to be performed by the SAG-WSS are sponsored by GIZ.

The SAG-WSS was formed to operationalize skills development and address challenges of skills gaps in the WSS sector. The SAG-WSS was formed to address and operationalize skills development at both tertiary and industrial level through implementation of activities such as but not limited to guest lectures in training institutions, supporting students in technical fields for internship and attachments, increasing participation of women in the WSS sector, awarding best performing students in WASH-based courses and in-service training for WSS professionals.

The SAG-WSS expects to achieve improvement in specific areas of performance of the sector. Some of these include quality and quantity of short and long term training programmes, improved production of skills demand and offer in the sector, improved communication and information sharing amongst employers, employees and training institutions in the sector. The SAG-WSS intends to achieve this through partnerships and working with a range of stakeholders.

The Skills Advisory Group for the Water Supply and Sanitation (SAG-WSS) Sector is a Government multi-faceted committee comprising a range of government ministries, service providers, training institutions,

Non-governmental Organisations and Cooperating partners.

The SAG-WSS is Co-chaired by the Ministries of Higher Education and Water Development, Sanitation and Environmental Protection. The National

Chambeshi WSC Project

Water plays a critical role in people's lives, and the socio-economic development of every nation is heavily dependent on the availability of this resource. This is because access to clean and safe drinking water does not only promote good health but productivity which directly impacts on a country's economic development.

In order to facilitate for a productive nation, the Zambian Government has embarked on a number of water projects across the country among them is the African Development Bank funded Integrated Small Towns Water Supply and Sanitation project (ISTWSSP).

The project costing over US\$45.6 million is being implemented in Mpika and Nakonde Districts in Muchinga Province and Kasama and Mbala Districts in the Northern Province under Chambeshi Water and Sanitation Company.

The water and sanitation project is expected to rehabilitate and set up new water intakes, raw water networks, storage tanks and distribution lines for water in the four districts as well as reconstruct the defunct sewerage system.

In Mpika District which is one of the major beneficiaries of the project, residents have for a long time been faced with inadequate water supply a situation that will be a thing of the past in the next 18 months as the project will be completed.

On 22nd January, 2021 the President of the Republic of Zambia, His Excellency Mr. Edgar Chagwa Lungu gave a kick start to the project during a colorful ground breaking ceremony held in Chitulika village. The event was characterized by songs and dancing as the people knew the project was of great benefit to them.

And in addressing the gathering, His Excellency said Government would continue to provide necessary support to the water sector in order to achieve sustainable development goals and ensure everyone has access to both water and sanitation.

Meanwhile, the Minister of Water Development, Sanitation and Environmental protection Hon. Raphael Nakachinda assured the President that he would strive to ensure rural community access clean and safe drinking water.

China state who are the contractors have since assured the government that the project would be completed within 18 months from the time it started.

In Mpika District, the project includes the construction of water intakes and water treatment plant at Malashi, water storage tanks in Chitulika and Kamwanya, water distribution networks, sewage ponds and sewer networks, and rehabilitation of the existing water infrastructure.

These installations would result in more residents accessing clean and safe water supply and sanitation services in Mpika District and once the project is completed, it would enable Chambeshi Water and Sanitation Company increase water supply hours from 11 to 22 hours to the residents of Mpika District.

The company is also expected to increase water supply coverage to the residents of Mpika District from 45 percent to 95 percent and sanitation services from 25 percent to 40 percent.

The author Mailesi Banda is the Public Relations Officer at the Chambeshi WSC.

EVENTS

World Consumer Rights Day

The National Water Supply and Sanitation Council has a mandate of consumer protection as one of its functions. This is implemented through the different platforms through which customers can lodge their complaints. It is for this reason that NWASCO is part of the National organizing committee for the World Consumer Rights day which is commemorated on 15th March, annually.

This year's event, held virtually, was held under the theme 'Tackling plastic pollution and consumer protection amidst covid-19'. As part of its contribution, NWASCO sponsored the broadcast of the Minister of Trade, Commerce and Industry Honourable Christopher Yaluma's Launch Speech on the Zambia National Broadcasting Corporation (ZNBC) TV1.

Zambia Water Week/World Water Day

The Zambia Water Week under the theme 'Valuing Water' debuted on the 15th of March, 2021 as a platform through which issues of water will be highlighted. The Water Week was characterized by different activities ranging from newspaper articles, radio and television programmes on the Zambia National Broadcasting Corporation and other media channels.

The Zambia Water Week culminated into the World Water Day

Commemoration which was held at the Iolanda Treatment Plant in Kafue on Monday 22nd March, 2021 and attracted diverse stakeholders from the water sector and beyond.

As part of its participation, NWASCO sponsored the broadcast of the Launch Speech by the Minister of Water Development, Sanitation and Environmental Protection Hon. Raphael Nakachinda on the Zambia National Broadcasting Corporation (ZNBC) TV1.

Live on 5! My Water and Sanitation Voice Radio Show Debuts

The National Water Supply and Sanitation Council is mandated by the Water Supply and Sanitation Act Number 28 of 1997 to disseminate information about the Sector.

As NWASCO rolls out regulatory frameworks for Rural Water Supply & Sanitation as well as the Urban Onsite Sanitation & Faecal Sludge Management, there is a need to create awareness on the 2 frameworks and NWASCO's overall mandate.

It is with this background that NWASCO has rolled out the 'My Water and Sanitation Voice' radio programme on 5 FM on 89.9 FM in Lusaka, 94.1FM in Chipata and 94.3 FM in Choma.

Tune in to 5FM every Thursday at 17 hours and catch us live on the NWASCO Facebook page.

WATER SECTOR

GETS SECOND FEMALE MANAGING DIRECTOR



March was Women's Celebration month.

As a Regulator of Water Supply and Sanitation service provision in the Zambia, the National Water Supply and Sanitation Council is committed to ensuring that strides

are made in progressing towards the 30 percent quota of women in decision making positions as enshrined the Gender Policy.

In this edition, we shine the spotlight on Western Water and Sanitation Company newly appointed Managing Director Eng. Leah Banda. She is the second female Managing Director in the Water Supply and Sanitation Sector after Mrs. Diana Makwaba of the Nkana Water and Sanitation Company.

The Western Water and Sanitation Company Managing Director has over 15 years' work experience having worked as an Electrical Engineer and Contracts Administrator at Chambeshi Metals and Konkola Copper Mines for 6 years and as Regional Engineer, Senior Planning Engineer and Project Manager at the Rural Electrification Authority for almost 10 years.

Among other qualifications, Eng. Banda holds a Master of Science in Project Management from University of Lusaka, Bachelor of Engineering Degree in Electrical and Electronics Engineering with a 'Power Systems Major' from The Copperbelt University and a Diploma in Purchasing and Supply-CIPs

Eng. Banda is a member of the Engineering institution of Zambia (MEIZ) and a Registered Member of the Engineering Registration Board (Reng)

FITNESS AND HEALTH - LIVING A VIBRANT LIFE



Fitness and Health are two words that are mutually inclusive in that, with the mention of one, the other follows. The

Merriam Webster dictionary defines health as the condition of being sound in body, mind and spirit. Therefore, it is safe to say that, a person who is enjoying both physical and mental functionality is healthy.

A healthy lifestyle demands regular exercise because it is an integral part of fitness. Many studies carried out have pointed out a host of benefits of exercise. Apart from helping reduce the risk of lifestyle diseases such as heart disease, hypertension, diabetes, just to mention but a few, exercise can also help preserve one's mental health.

In addition to this, exercise is also a great way of unwinding from life's day to day stress. This is because exercise is known to lead to the production of endorphins. Endorphins are chemicals that are naturally produced by the nervous system to help cope with pain or stress. They are commonly known as "feel-good" chemicals simply because they act as a happiness booster.

There is so much that goes into fitness and health; it is everything from the food we eat, our daily routine or activity, our mental health, etc. It is therefore important for us to learn to love our bodies enough by treating them with kindness – after all, that is where we get to live each and every day.

Below are a few ways to live a healthy and vibrant life:

- ⊙ Exercise regularly – exercising for a minimum of 30 minutes, atleast 3 times a week can allow you to enjoy these benefits.
- ⊙ Hydrate – water makes up to 60% of the body composition. Some of the functions of these bodily fluids include digestion, absorption, transportation of nutrients as well as maintenance of the body's temperature. Therefore, drinking atleast 1.5 to 2 litres of water a day in order to maintain the body's functionality as well as help flush out toxins from the body is recommended.
- ⊙ Nutrition – there is a saying that goes "you cannot out exercise a bad diet".

This simply means that your workout is done in futility if your diet is made up of junk food. A healthy and balanced diet can protect the body against certain types of diseases, in particular, non-communicable diseases.

- ⊙ Rest – taking time off exercise or any form of physical activity is not a sign of laziness. On the contrary, rest is an important part of a fitness lifestyle because it gives the body a chance to repair muscles that are torn during exercise. In addition, rest also renews energy thus reducing the risk of burn out.

In summary physical activity and exercise can have immediate and long-term health benefits. Most importantly, exercise can improve one's quality of life. A minimum of 3 days for atleast 30 minutes per day can allow you to enjoy these benefits.

Start your epic journey with small, daily, baby steps and build up on that, because without a doubt, fitness can bring forth wellness, vitality, confidence, and a fervor for life!

Yours in health,

The author Mutanti Simonda is a Fitness Enthusiast



THE JOURNEY TOWARDS UNIVERSAL ONSITE SANITATION AND FAECAL SLUDGE MANAGEMENT SERVICE PROVISION IN ZAMBIA

Insights from SNV's support to Chambeshi and Lukanga Water Supply and Sanitation Companies.

With funding from the Netherlands Ministry of Foreign Affairs and Trade (DGIS), SNV Zambia is implementing the Chambeshi-Lukanga Sanitation project in partnership with Chambeshi and Lukanga Water Supply and Sanitation Companies as well as the Local Authorities of Kabwe, Kasama, Mbala, Nakonde and Mpulungu Districts.

The project that runs from mid-2017 until the end of 2022, will contribute to increased access to safely managed sanitation for 200,000 people and to improved hygiene services for 260,000 people in these towns, in direct support of the goals stated in the 7th National Development Plan, Result Area 3, and in Zambia's Vision 2030: universal access to improved sanitation.

The challenge

Achieving safely managed sanitation in Zambia requires the improvement of onsite



NEPSA emptying a septic in Kasama at Location Market.

sanitation and faecal sludge management services as more than 60% of the population in urban areas and informal settlements are not connected to sewerage services. Chambeshi and Lukanga WSSC, with guidance from NWASCO, technical support from SNV Zambia and in coordination with the Local Authorities in the targeted

towns, are addressing specific challenges across the entire sanitation chain – from upgrading of toilets, professionalisation of service providers and construction of faecal sludge treatment plants. Further, the project includes transformation of

Continued on page 15 >>>

informal pit emptiers services into formal businesses in the utilities' service areas.

Informal pit emptiers have been supported with their formal recognition by the Local Authorities and Commercial Utilities. In addition, the project has facilitated the registration of the emptier companies with the Patents and Companies Registration Agency (PACRA). Their formalization was a first step towards the establishment of formal partnerships with the Utilities, allowing them to establish delegated management agreements as provided in the Onsite Sanitation and Faecal Sludge Management Regulatory Framework.

Developing Capacity of Emptiers

Initially the emptiers in the five towns were using traditional tools and methods¹ of emptying without proper Personal Protective Equipment (PPE). Through the project, the emptiers underwent several technical and management skills trainings such as mechanical emptying training using an Evac machine² (with Partners In Development [PID]), and manual pit emptying training using modified garden tools (with Water and Sanitation Association of Zambia [WASAZA]). Through these trainings, the capacity of emptiers was developed in Occupational Health and Safety (OHS) for FSM, record

¹ Use of scoops and garden tools

² The **Evac** is a simple, portable vacuum pumping machine used for emptying septic tanks and pit latrines

keeping, administration, customer service, entrepreneurship and business development. These trainings have yielded significant results in the Northern Emptier Plumbing and Sanitation Association (NEPSA) based in Kasama District. This group has been active in offering emptying services to the communities of Kasama District.

Ensuring safety: Standard Operating Procedures, PPEs and Immunization for Pit Emptiers

Following that most emptiers were operating in hazardous and unsanitary conditions, it was necessary to develop Standard Operating Procedures (SOPs) for their emptying services. These SOPs were developed to facilitate the working of emptiers in safe and sanitary conditions and also to guarantee the safety of the households serviced. Initially the SOPs were developed in English and since most of the project towns are in the Northern region, they were translated from English to Bemba for ease of reading by the emptiers. Additionally, the utilities were supported to vaccinate all emptiers against Hepatitis B and Tetanus and to provide them with full PPE, modified garden tools and disinfectants.

Providing utilities with transportation support

In addition to the provision of EVACs to the utilities to facilitate emptying, there was the need to provide vehicles that could

suitably transport the emptied sludge to the designated disposal sites. To address this gap, five vehicles were procured and delivered to each of the project towns.

Pricing Workshop

With the support of NWASCO and WASAZA, a pricing workshop was held in conjunction with the utilities, to guide emptiers develop a pricing structure for different consumer categories (households, businesses, other facilities). The pricing structure as provided in the Sanitation Pricing Guidelines developed by NWASCO factors in the costs of providing the service to ensure business sustainability.

Knowledge Exchange on universal and safe emptying services

Under the leadership of NWASCO, a three-day workshop was held in Lusaka in November 2020. The workshop was held in line with the World Toilet Day Commemoration which falls on 19th November, brought together the CHWSC, LGWSC and LWSC, private emptiers from the 5 project towns in Northern Province and relevant actors in the sector such as WASAZA and the Private Emptiers Association of Zambia (PEAZ). Participants shared skills and experiences on best practices for safe emptying, business set up, marketing, and NWASCO provided guidance on the new regulatory frameworks, permitting requirements and sanitation pricing guidelines, amongst others.

SCHOOL CORNER - WHERE DOES POOP GO?

It was finally Friday and Mwape was so happy to get home that when the last school bell rang she flew by her teacher, running straight to her mother's car. Friday was her favorite day of the week which meant after school.....chicken and chips! She put her hand in uniform dress pockets to make sure her crumpled 50 Kwacha was still there.

Mwape : Chicken and chips please....with some guava juice !

The first bite was always the best but so was the last. By the time she got home her dress had a few spots of ketchup and she was licking the last bit of flavor from her chubby little fingers. Now...time for television. As Mwape changed out of uniform and into her Friday best she had a rumble. Ooops. After a few more rumbles it was time for a number 2.

Poo. Flush. Wash hands.

On the way back..Mwape thought of something, she had never thought about? "Where does poop go?" Luckily, Mwape loved questions so she got out her investigation notebook, her pen and off she went to find out.

First thing she saw outside the house behind the bathroom were pipes. She started

following the pipes and after walking for a while, she bumped into a lady working on the pipes. She was measuring something and Mwape asked her "What are you doing" the lady responded with a smile "What are YOU doing little LADY." "Well I'm trying to find out where poop goes!"

"You are lucky to have met me today, young lady". I am plumber from one of the Water and Sanitation Companies. My work involves fixing the pipes that transport the poop from your toilet to the treatment location. Now let me explain to you how this works."

"Firstly, not having clean toilets and bathrooms can cause health problems for people staying in places where what goes in the toilet isn't well taken care of. In the Southern part of Africa, Zambia inclusive, countries face a lot of problems because they do not have clean toilets and bathrooms to use."

The Plumber further explained that they are two ways to manage faeces, one way is onsite and the other is off site. Onsite is where the poop is managed within the premises of the house using facilities such as pit latrines or septic tanks, whereas off-site the faecal matter goes to a treatment facility way from the house.



"Having a clean toilet and taking care of poop by ensuring that it is treated and safely disposed, will keep diarrheal diseases such as Cholera and Typhoid at bay and encourage us to lead healthier lives"

Mwape was happy to learn about sanitation. She looks forward to becoming a Sanitation Engineer in the future.

The author Mwape Mwanakatwe is a Public Relations Intern at NWASCO



NATIONAL WATER SUPPLY AND SANITATION COUNCIL

SERVICE LEVEL GUARANTEES

Look out
for the
SLGs
displayed at
all pay points



**DRINKING WATER
QUALITY**



**BILLING FOR
SERVICES**



**HOURS OF
SUPPLY**



CLIENT CONTACTS

SLGs - The Service you are entitled to