



**“Capacity Development Program on
Citywide Inclusive Sanitation & Fecal Sludge
Management for Executing Agencies
in West and Central Africa”**

FINAL REPORT

December 2023

IsDB



البنك الإسلامي للتنمية
Islamic Development Bank

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Foreword



As the world prepares to mark the halfway point in implementing the Sustainable Development Goals (SDGs), the dramatic and unacceptable figures on sanitation and wastewater are a stark reminder of the enormous challenges still lying ahead. It is frustrating to note that 3.6 billion people, accounting for nearly half of the global population, still lack safely managed sanitation services, and up to 494 million people practice open defecation. In addition, over 80% of the world's sewage is discharged untreated into the environment. Unsanitary conditions in slums and informal settlements, which currently accommodate over 1 billion people, create a constant threat of disease outbreaks, such as cholera. Untreated wastewater and faecal sludge often enter freshwater bodies, deteriorating water quality and threatening the aquatic ecosystem.

Even with the current reality highlighted, I am confident we can overcome these challenges in a not-too-distant future. It is with great pleasure and enthusiasm that we introduce the Final Report on Capacity Development Program on Citywide Inclusive Sanitation (CWIS) & Faecal Sludge Management (FSM) for the implementing agencies of IsDB member countries in West and Central Africa.

This report is a testimony to the unwavering commitment of the Islamic Development Bank (IsDB) and its esteemed partners in pursuing more sustainable and equitable urban sanitation. At the heart of this endeavor lies the acknowledgement that access to proper sanitation is a fundamental human right. As outlined in our Urban Sector Policy, CWIS is pivotal in the IsDB's priorities to uplift communities and enhance the quality of life for millions. We firmly believe that by advancing CWIS, we are contributing to attaining the SDGs and catalyzing positive social and economic transformation.

Our commitment to this cause extends beyond individual initiatives. The success of this training sets a precedent for further replication and expansion in other IsDB member countries. As we move forward, we envision a network of empowered individuals and institutions across member countries, united by a common goal of advancing CWIS and FSM.

I sincerely appreciate all participants, trainers from Cabinet EDE International (TA Hub Africa), and the IsDB team at HQ and Regional Hub Dakar who have contributed to the success of this CDP. Your dedication and enthusiasm inspire us and reaffirm our collective resolve to make a meaningful difference.

As you delve into this report, I encourage you to consider the far-reaching impact of CWIS and FSM capacity development. By empowering individuals, institutions, and communities with the right tools they need to bring about positive change, we are contributing to healthier, sustainable, livable, and resilient cities.

Mr. Idrissa DIA
Director Economic and Social Infrastructure
Department
Global Practices and Partnership Directorate
Islamic Development Bank

Foreword



The world is dangerously off-track to meet commitments on safely managed sanitation as outlined in Sustainable Development Goal 6.2. Nearly half the world's population, 3.6 billion people, use sanitation services that leave human waste untreated, threatening human and environmental health. Rapid unplanned urbanization and the impacts of natural disasters and climate change are increasing risks for those without safely managed sanitation, many of whom are among the most vulnerable residents living in water-stressed and flood-prone areas. By 2050, it is estimated that nearly 70% of the world's population will live in dense urban areas, putting a severe strain on already inadequate city-level sanitation systems and infrastructure.

'Business as usual' in urban sanitation primarily focuses on building centralized wastewater treatment and sewerage infrastructure. Such conventional networks often do not serve newer or informal settlements. Poorer people living in informal settlements use on-site sanitation or containment systems which are often poorly-built and managed. In these areas, it is often unclear which public institution is responsible and accountable for the provision of services. This approach is not equitable or sustainable.

It is therefore with great excitement that we

welcome the commitment of the Islamic Development Bank to break out of 'business as usual' and forge a new path towards citywide inclusive sanitation and innovation. Citywide inclusive sanitation (CWIS) recognizes that service mandates are technology agnostic, and that a range of technologies, service models and business models will likely be required to reach everyone in a city. Most critically, CWIS puts the urban poor and those in low-income settlements at the center of planning and service system design.

Over the past several years, Islamic Development Bank has positioned itself as among the leaders of the CWIS movement, supporting its member countries in understanding and implementing this new approach. Through our partnership with IsDB, the Gates Foundation has been thrilled to see the learning and concrete change underway within bank-supported initiatives in member countries. This Final Report on Capacity Development Program on Citywide Inclusive Sanitation (CWIS) & Fecal Sludge Management (FSM) for the implementing agencies of IsDB member countries in West and Central Africa is one example of the power of learning and changing together. We wish to thank the Islamic Development Bank and all the participants, and we look forward to continuing this journey towards more inclusive, resilient cities.

Ms. Danielle PEDI
Deputy Director, Citywide Inclusive Sanitation
Global Growth & Opportunity Division
Bill & Melinda Gates Foundation

List of Abbreviations

BMGF	– Bill & Melinda Gates Foundation
CDP	– Capacity Development Program
CSO	– Civil Society Organization
CWIS	– Citywide Inclusive Sanitation
ESID	– Economic & Social Infrastructure Department
FSM	– Faecal Sludge Management
FSTP	– Faecal Sludge Treatment Plant
GDP	– Gross Domestic Product
HQ	– Headquarter
JMP	– Joint Monitoring Program
KPI	– Key Performance Indicators
LLF	– Lives & Livelihood Fund
MC	– Member Country
MDG	– Millennium Development Goal
NGO	– Non-Governmental Organization
ONAD	– National Sanitation Office of Cote d'Ivoire
ONAS	– National Sanitation Office of Senegal
ONEA	– National Sanitation Office of Burkina Faso
OP	– Omni Processor
SDG	– Sustainable Development Goal
SFD	– Sheet Flow Diagram
TA	– Technical Assistance
USOS	– Urban Sector Operational Strategy
WASH	– Water, Sanitation and Hygiene
WWTP	– Wastewater Treatment Plant

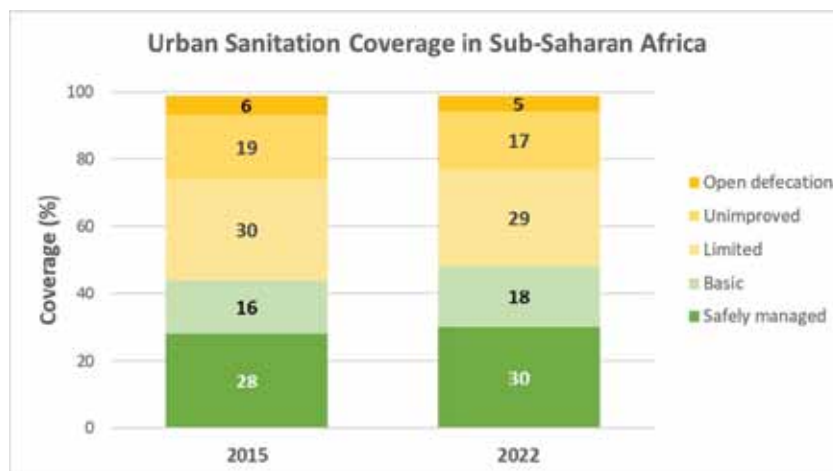
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1. Introduction

1.1. Overview of urban sanitation

According to the JMP report 2023, approximately 3.5 billion people globally lack safely managed sanitation, with 1.9 billion having basic services, 570 million with limited services, 545 million with unimproved services, and 419 million practicing open defecation. Urban areas have seen an increase in safely managed sanitation coverage from 60% to 65% since 2015, but this remains lower than the rural areas, which have increased from 36% to 46%. Notably, progress in urban sanitation coverage in Sub-Saharan Africa has been sluggish, with an increase of only 2% in safely managed sanitation services over the last seven years (refer to Figure 1).



- Achieving universal access to safely managed sanitation will require a fivefold increase in current rates of progress (16-fold in least developed countries, 15-fold in fragile contexts).
- Since 2000, on-site sanitation has increased faster than sewerage sanitation in both rural and urban areas.

1.2. IsDB-The Gates Foundation Partnership

SDG6 Target 2 in IsDB Member Countries is a goal that both the Islamic Development Bank (IsDB) and the Bill & Melinda Gates Foundation are dedicated to accomplishing. In order to expand and deepen technical cooperation and support, IsDB and The Gates Foundation signed a Technical Cooperation Framework Agreement in February 2020. This Agreement adds to the existing Lives and Livelihoods Fund (LLF) partnership by providing additional cooperation and support for IsDB investments and operations relating to sanitation. This Agreement's primary goal is to advance work in Citywide Inclusive Sanitation (CWIS), emphasising non-sewered sanitation options and faecal sludge management (FSM), as well as to encourage the implementation of transformational sanitation technology.

As part of this Framework Agreement, The Gates Foundation provided a WASH grant of US\$ 2.2million between 2020 and 2023 as well as technical support and partnership through regional CWIS Technical Assistance Hubs and other partners.

1.3 Rationale of the capacity development program

The Urban Sector Policy has highlighted the need to address urban sanitation and FSM problems and promote transformative sanitation technologies. With this, the urban sector operational strategy (USOS) has identified the CWIS approach as an innovative product to address the urban sanitation problems in IsDB MCs. To scale up CWIS interventions, the capacity development of CWIS and FSM to IsDB staff, and key officials from Executing Agencies has been highlighted in the urban sector operational strategy. Moreover, increasing technical proficiency and knowledge among IsDB staff members concerning CWIS, FSM, and innovative sanitation technologies is one of the main focuses outlined in the Technical Cooperation Agreement with The Gates Foundation. In order to achieve the goal established by USOS and the Technical Cooperation Agreement with The Gates Foundation, this hands-on capacity development program has been designed.

1.4. Why CWIS and FSM?

To meet the SGD6.2 sanitation targets of achieving “Safely managed” sanitation, besides providing access to toilets, sufficient attention should be given to the sustainable and safe management of human excreta across the entire sanitation service chain, including containment, conveyance, treatment, and reuse/safe disposal. On-site sanitation systems such as septic tanks and pit latrines are more common than sewer connections in urban areas in low- and middle-income countries.

Ironically, urban sanitation planning and investments are often focused on the incremental expansion of centralized sewer infrastructures benefitting small and non-poor segments of urban populations. The city authorities and service providers should, therefore, consider the range of sanitation solutions which are locally suited, considering the requirements of onsite sanitation systems, including effective faecal sludge management (FSM).

In addition, the enabling policy environment, governance, institutional and regulatory frameworks, and viable business & financing models should be in place to deliver sustainable sanitation services. The Citywide Inclusive Sanitation (CWIS) concept offers this holistic approach.

CWIS is a public service approach to planning and implementing urban sanitation systems to achieve outcomes summarized by SDG 6.2. CWIS looks to shift the urban sanitation paradigm, aiming to ensure universal access to safely managed sanitation by promoting a range of solutions—both onsite and sewer, centralized or decentralized—considering the local context of the growing cities. CWIS bridges the gap between the sewer and FSM approaches.

THE CWIS FRAMEWOK

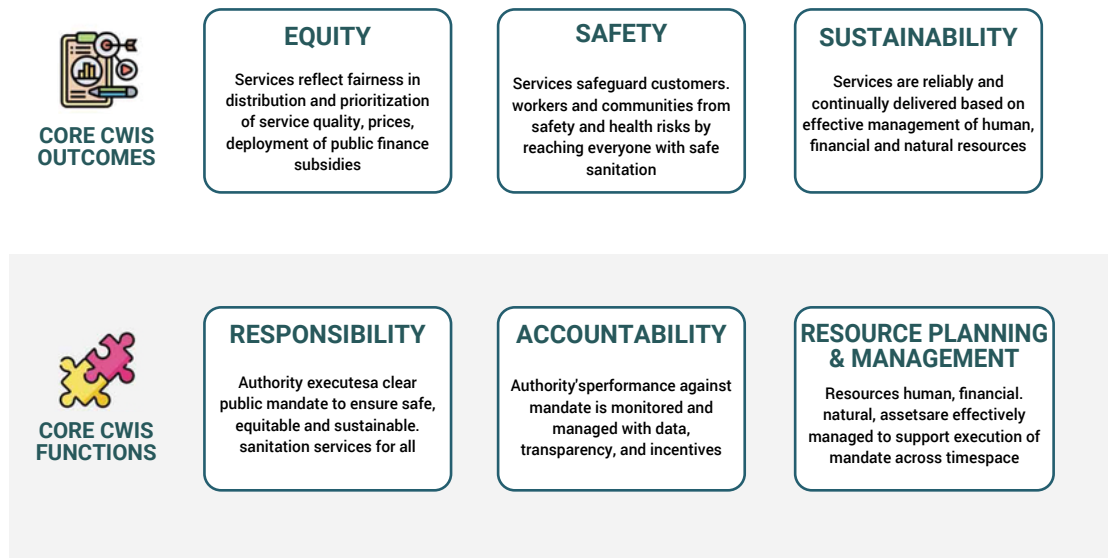


Figure 2 CWIS service framework

2. Training organization

2.1. Training objectives and expected outcomes.

The overall objective of the training was to strengthen the knowledge and skills of staff from French-speaking national implementing agencies in West and Central Africa on the concepts of city-wide inclusive sanitation and faecal sludge management. Additionally, the training aimed to facilitate discussions on sanitation challenges, assess progress toward achieving SDG 6.2, and explore strategies to accelerate progress by 2030. A significant goal of the training was to foster an environment where participants could share their experiences and learn from one another, creating a platform for cross-country exchange and collaboration.

At the end of the training, it was expected that the participants will be able to:

- Describe the main ways in which sanitation affects the urban environment and human well-being.
- Recognize the importance of CWIS and FSM in solving country-specific urban sanitation issues.
- Select and use appropriate evidence-based tools to support the diagnosis, decision-making and planning of CWIS and FSM projects.
- Define the main elements of appropriate institutional and regulatory frameworks.

- Explain why communication for behavior change, community engagement and gender-based approaches are necessary for effective, efficient and sustainable sanitation services.
- Be able to carry out preliminary assessments of technological options for sewerage and non-sewered sanitation, using appropriate technical tools and guidelines.
- Identify, at an initial level, sanitation service delivery models that may be suitable for a given technology mix.

Understand and use the CWIS/FSM processes/tools in the sanitation project cycle (project preparation, design, implementation, and monitoring/evaluation).

2.2. Training coordination

The training was conceptualized and led by the Urban Development Team at ESID. The Regional Hub Dakar coordinated the selection of training participants. The CWIS Technical Assistance (TA) Hub, hosted by Cabinet EDE International, has been selected as the training agency. TA Hub is a specialized agency providing technical assistance to governments, implementing agencies, and development partners, including multilateral development banks, for integrating the CWIS approach into project design. With support from the IsDB team, TA Hub developed the training modules and facilitated a two-day face-to-face workshop in Dakar, Senegal, on May 16th and 17th, 2023.

2.3. Participants' profile

The training on Citywide Inclusive Sanitation (CWIS) and Faecal Sludge Management (FSM) brought together representatives from IsDB member countries in West and Central Africa, namely Benin, Burkina-Faso, Cameroon, Chad, Côte d'Ivoire, Guinea, Mali, Niger, and Senegal. These participants were selected from their respective urban sanitation agencies, contributing to a diverse group with varied backgrounds and expertise. The profiles of the participants encompassed a wide range of disciplines, including sanitation and hygiene management, technical expertise, project management, urban development, and coordination roles within relevant agencies or ministries. Their collective knowledge and experience enriched the training by providing diverse perspectives and insights into the challenges and opportunities associated with CWIS and FSM implementation.

The program had a total of 18 participants, including 8 (44%) females. The list of participants can be found in Annex 2. The presence of both male and female participants demonstrates the commitment to gender inclusivity and ensures a diverse range of perspectives and experiences during the capacity development programme.



2.4. Trainers' profile

Dr. Cheikh Sidia TOURE, the Head of Mission, has led the training team and training organization. He's an accomplished environmental and sanitation engineer with extensive expertise in hydraulics networks, sanitation, drinking water, and water management. With over 40 years of experience, he has managed numerous sanitation studies.

There were two lead trainers for this training. Lead Trainer 1: Ms. Mariama Sagna, Director of Cabinet EDE. With 13 years of sanitation expertise, Mariama Sagna Directeur Poles d' Excellences at Cabinet EDE. She oversees technical studies, project management, and faecal sludge/CWIS tools. Lead Trainer 2: Ms. Ya Déguène Elisabetta M'Bow, Senior Hydraulic Engineer at TA Hub Africa - Bringing 17 years of hydraulic experience, Ya Déguène Elisabetta M'Bow supports TA Hub Africa. She ensures the quality of the CWIS project and contributes to the establishment of the secretariat.

Mr. Malick Madeira, the coordinator of the TA Hub Africa, was the Master of Ceremony and facilitator for the group work. The training program was supported by Ms. Mariam Marega Diagana, a young sanitation professional engaged in CWIS activities in Ta Hub.

3. Training activities

To ensure that the participants develop the requisite knowledge and skills and foster realistic thinking for CWIS/FSM mainstreaming, the content and conduct of the capacity development program were strategically planned. This section discusses the overall training conduct and its content.

3.1. Training schedule

The training sessions were carefully structured to cover various topics related to citywide inclusive sanitation (CWIS) and faecal sludge management (FSM). The schedule was designed to maximize the participants' learning experience and provide ample time for discussions, practical exercises, and knowledge sharing.

The training spanned two full days, May 16th and 17th, allowing for an immersive and comprehensive learning experience. Throughout these two days, participants were engaged in various training activities, including lectures, interactive discussions, case studies, and practical exercises. Annex 1, which contains the retrospective training agenda, provides a detailed breakdown of the training sessions and the topics covered during each session. It outlines the timings of each session, including the start and end times, ensuring a structured and organized flow of the training program.

3.2. Training methodology

The training methodology was based on the following key elements to promote effective, interactive learning.

Presentation in four modules:

The training course was structured into four modules, each covering the different aspects of CWIS and FSM. These modules were designed to present essential information and concepts, best practices, and required skills logically and coherently.

Exercise and questions geared towards sharing experiences and reflecting:

Throughout the module, presentations, interactive exercises, and thought-provoking questions were incorporated. These exercises aimed to stimulate participants' engagement, encourage sharing of experiences, and foster discussions among the participants. By reflecting on their own country's sanitation context and sharing concrete examples, participants were able to enrich the collective knowledge within the group. Case studies were integral to the training program, providing real-life examples and practical applications of CWIS and FSM principles. Some of these case studies were transcribed and included in the training materials. This allowed participants to examine specific situations, challenges, and successful interventions related to CWIS and FSM implementation in different contexts.

Sharing of documentation:

Training materials such as presentations, written documents, case studies and links to external sources were made available to participants. These resources provided in-depth coverage of the topics discussed during the training and served as valuable references for further exploration and consultation.

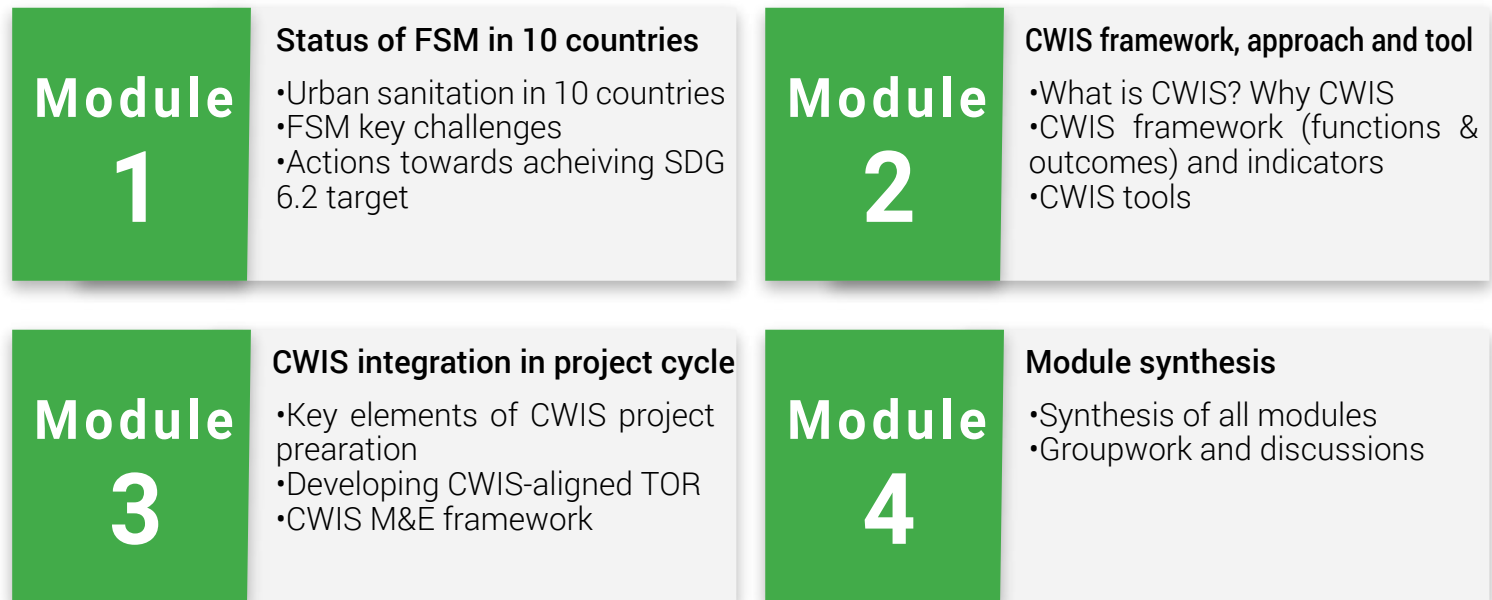
Setting up an exchange platform:

An online platform was created to facilitate communication and exchanges between participants and trainers. This platform served as a space for participants to ask additional questions, share supplementary resources, organize thematic discussions, and maintain continuous engagement even outside of the formal training sessions. By combining these different components, the training methodology created a dynamic and participative learning environment, encouraging the acquisition of new knowledge, sharing experiences, and developing critical thinking.



3.3. Training content

Overall, the training content included four main modules as presented in the figure below.



Module 1: The status of faecal sludge management in the 10 countries:

This module introduced an overview of the current state of sanitation access worldwide, specifically focusing on Africa and the participants' respective countries. It clearly distinguished between the different levels of sanitation services, ranging from safely managed to basic, limited, unimproved, and open defecation. The module also highlighted the significant findings and difficulties encountered in achieving SDG 6 (which aims to ensure sanitation for all), such as limited financial, human, and technical resources, climate hazards, and data gaps.



As an illustrative example, Bangladesh's dynamic and interactive platform called the Sanitation Dashboard (<http://sanboard.gov.bd/>) was introduced, showcasing data on faecal sludge and solid waste management. The discussion also highlighted the investment challenges and opportunities in the sanitation sector and the actions required to meet the SDGs. The module concluded by emphasizing the shift from the previous MDG-era focus on investment in access and collective sanitation to the SDG-era concept of faecal sludge management, with its integrated approach and application across the entire sanitation value chain.

Key outcomes:

By the end of this module, the participants were able to understand the situation, need and challenges of urban sanitation in Africa and ten countries and explain the critical components of faecal sludge management. They also comprehended the need to accelerate FSM initiatives to achieve SDG6.2 targets.

**Module 2: The CWIS framework, approach, and tools:**

This module focused on the CWIS framework, comprising three service outcomes (equity, safety, and sustainability) and three systemic functions (responsibility, accountability, and resource planning and management). In addition to defining these concepts, a series of questions were asked to delve into the meaning of these terms and the extent to which they are being applied to sanitation management. A discussion was held on key performance indicators (KPIs) to assess a faecal sludge management system, guarantee compliance with service quality standards and provide decision-makers with information to encourage increased on-site sanitation funding.

Furthermore, the module introduced participants to the CWIS tools commonly used in projects, such as the Faecal Flow Diagram (SFD), the Urban Service Delivery Assessment (USDA), and the Time Technology Diagram. These tools aided in visualizing and analyzing the faecal sludge management process and assessing the performance of urban service delivery systems.

Key outcomes:

By delving into the CWIS framework, approach, and tools, this module equipped participants with the necessary knowledge and resources to plan, implement, and monitor CWIS initiatives effectively in their respective countries.

Module 3: Integrating CWIS into the programming and project cycle:

Module 3 focused on expanding the scope of inclusive sanitation in the Bank's project cycle and exploring the innovative approaches that can be incorporated into the Terms of Reference (ToR) developed for projects. The module emphasized the need to align with the evolving orientations of financial partners and the advancements in the field of inclusive urban sanitation.

The challenge of translating this new approach into practical ToRs was central to the discussions within this module. Participants engaged in exchanges and discussions that fueled their understanding of effectively incorporating CWIS principles and requirements into project bidding processes.

Key outcomes: By considering the evolving landscape of inclusive sanitation and the expectations of financial partners, participants gained insights into how to develop comprehensive and relevant ToRs for CWIS projects. It also emphasized the importance of aligning project objectives with the evolving sectoral frameworks and effectively incorporating CWIS principles into project documentation and bidding processes.

Module 4: Module synthesis:

The fourth and final module synthesised the three previous modules, bringing together the key concepts, discussions, and insights gained throughout the training. It allowed participants to reflect on and consolidate their understanding of CWIS and faecal sludge management.

As a supplementary resource, an exercise book was distributed to all participants. The book contained intriguing questions and exercises related to the urban sanitation and faecal sludge management situation in the ten participating countries. It encouraged participants to propose solutions based on the CWIS approach, specifically focusing on achieving the desired service outcomes. We used case studies in which CWIS tools were utilised to facilitate interpretation and reflection, enabling participants to make informed decisions. The exercises were conducted in pairs, each representing a country, fostering collaborative learning and exchanging ideas. Through the module synthesis and the accompanying exercise book, participants engaged in a comprehensive review and analysis of the key topics covered in the training.



Key outcomes: This module allowed the participants to apply their knowledge, share experiences, and develop practical solutions using the CWIS approach. By the end of this module, participants gained a deeper understanding of CWIS implementation. They were equipped with the relevant tools and insights to effectively address urban sanitation challenges in their respective countries.

4. Exposure visit to Omni Processor

The program was concluded with a visit to the Omni Processor (OP) installed at the Tivaouane Peulh faecal sludge treatment plant on the outskirts of Dakar, Senegal. This pilot project was set up in 2015 in Dakar, with a public-private partnership between the Bill & Melinda Gates Foundation, the National Office of Sanitation of Senegal (ONAS) and Delvic Sanitation Initiatives, a local sanitation company.

The OP is a transformative sanitation technology produced from dried sludge and pathogen-free by-products, such as industrial distilled water, ash, and electricity. The OP operates as a mini faecal sludge power plant with the first technology version produced by Sedron Technologies (based in Seattle, USA), with support from The Gates Foundation. This valorisation makes CWIS and FSM profitable and sustainable by transforming and commercialising sanitation by-products throughout its value chain.

The participants got detailed information on the technical and business aspects of OP from Delvic Sanitation Company. The participants visited the site and observed the operation of OP and faecal sludge treatment systems.

5. Training Evaluation

The training course received high satisfaction ratings from the participants, with a 100% evaluation rate. The overall satisfaction level was deemed highly satisfactory, indicating that the training effectively facilitated an excellent understanding of the Citywide Inclusive Sanitation (CWIS) approach. Participants particularly appreciated the opportunity to share knowledge and experiences between countries, which contributed to a deeper understanding of common challenges and best practices. There was also expressed interest in further training on CWIS, specifically focusing on CWIS tools, indicating a desire to enhance knowledge and skills in implementing CWIS projects.

6. Participants' key insights and recommendations

6.1. Key insights

The participants deemed that they gained insights into various aspects through the training, mainly in the following five categories.

Training Benefits and Insights:

- Improved knowledge of drafting CWIS-incorporating terms of reference.
- Acknowledgement of the training's professional usefulness.
- Acquisition of new insights in the sanitation sector.
- Tools developed during training identified as valuable for sanitation advocacy.
- Understanding of CWIS principles and tools for baseline and progress measurement.

Importance of Collaboration and Inclusion:

- Emphasis on involving necessary skills and sectors in mission duration planning.
- Appreciation of CWIS as an inclusive approach.
- Importance of building diverse and balanced teams for improved ToRs.
- Recognition of the importance of sharing experiences to address inequities.

CWIS Approach and Impact:

- Recognition of the comprehensive analysis of institutional, technical, financial, and social aspects of CWIS.
- Acknowledgement of CWIS's equity, security, and sustainability principles.
- Understanding CWIS as a holistic and integrated urban sanitation approach.
- Appreciation of CWIS tools for holistic planning and ToR improvement.

Networking:

- Value of knowledge/experience sharing and networking.
- Importance of strengthening partnerships between advanced and developing sanitation countries.

Funding and Feasibility:

- Possibility of obtaining funding with supported feasibility studies and design.

These categories reflect the diverse insights gained by participants during the training, encompassing understanding, collaboration, CWIS's impact, networking, and funding prospects.

6.2. Main Recommendations

The participants offered valuable suggestions and recommendations, grouped into the following categories. Each category outlines recommendations for training enhancement, continuous efforts, knowledge sharing, concept expansion, and capacity building.

Training Improvement:

- Enhance the use of data collection tools.
- Offer a dedicated CWIS tools training module to enhance participants' proficiency.
- Organize specialized training on CWIS tool design and utilization in pilot cities, focusing on economic aggregates and statistical data.
- Extend the duration of technical training courses to reflect their complexity and significance.
- Consider extending the training duration to four days, including a field visit.

Sustained Efforts:

- Continue organizing similar training courses to foster CWIS approach ownership.
- Maintain collaboration and flexibility to address participating countries' needs.
- Strengthen statistical data management support.

Documentation and Knowledge Sharing:

- Develop a form to assess the integration of CWIS tools in policy, strategy, and planning documents.
- Improve post-training follow-up for exercises and exchanges.
- Incorporate exchange results into training materials or summaries for participants.
- Ensure proper dissemination of acquired tools and knowledge.

Concept Expansion and Awareness:

- Expand CWIS tools training scope.
- Promote and spread awareness of the CWIS concept.
- Strengthen the understanding of CWIS among countries new to the approach.

Capacity Enhancement:

- Strengthen planning personnel's capacity in effective CWIS tool usage.
- Support countries unfamiliar with the CWIS approach.

7. Major lessons learned.

Key Insights from the training on citywide inclusive sanitation and faecal sludge management yielded positive outcomes and active participant engagement. Key lessons from the training encompass:

- **Data Collection Precision:** Participating countries highlighted the need for enhanced technical capability and proper tools for gathering, managing, and analyzing sanitation data. Robust data collection is pivotal in formulating effective policies and interventions.
- **Financial Constraints:** Budget limitations and challenges in resource mobilization were recurring concerns across participating nations. Establishing sustainable funding mechanisms for extensive sanitation projects emerges as a substantial hurdle.
- **Stakeholder Coordination:** Effective collaboration among local authorities, communities, NGOs, funders, and other stakeholders is pivotal for successful CWIS implementation. Reinforcing coordination structures is critical for synergy and enhanced impact.
- **Capacity Strengthening:** Inadequate technical know-how and expertise impede effective sanitation project execution. Prioritizing training and capacity enhancement for sanitation professionals and decision-makers is pivotal for improved project outcomes.
- **Inclusivity for Vulnerable Groups:** Disadvantaged demographics like women, children, people with disabilities, and those in informal settlements are often neglected in sanitation programs. Implementing tailored strategies to cater to their distinct requirements ensures inclusiveness.

The challenges shared during training, and these key lessons underscore CWIS's relevance for West and Central African countries. This comprehensive approach, addressing issues such as data, financing, stakeholder coordination, capacity development, and inclusivity, presents a holistic solution for large-scale sanitation challenges. It facilitates strategic planning, optimal resource utilization, and broader access to safe sanitation.

Emphasizing community involvement and contextual non-sewered solutions, CWIS is well-suited to meet the region's unique demands. Thus, the identified challenges underscore CWIS's pivotal role in addressing intricate sanitation issues and fostering sustainable and inclusive transformation. In addition, the IsDB's Global Lead of Urban Development emphasized the significance of establishing robust institutional foundations and unwavering commitment to secure funding.

8. Conclusions

Based on participants' feedback and overall observations, the training successfully achieved its objectives and anticipated outcomes. The following key outcomes were attained by the end of each training module:

- Participants gained an understanding of urban sanitation challenges, needs, and the status of 10 African countries, along with a grasp of Faecal Sludge Management's key components. They also recognized the imperative of accelerating FSM initiatives to meet SDG6.2 targets.
- Delving into the CWIS framework, approach, and tools, participants were equipped with the essential knowledge and resources to proficiently strategize, execute, and oversee CWIS initiatives within their respective nations.
- The module focusing on evolving inclusive sanitation landscapes and partners' expectations provided insights into crafting comprehensive ToRs for CWIS projects. It highlighted aligning project goals with sectoral frameworks and integrating CWIS principles into project documentation and bidding processes.
- Through application, shared experiences, and solutions development using the CWIS approach, participants deepened their comprehension of CWIS implementation. They departed with essential tools and insights to effectively address urban sanitation challenges in their countries.

Participants expressed that the training enriched their knowledge, skills, and awareness of country-specific urban sanitation challenges, FSM, and CWIS. Their insights spanned five categories: general training benefits, collaboration's significance, CWIS approach and impact, networking, and funding feasibility. The participants' valuable suggestions and recommendations clustered into training enhancement, sustained efforts, knowledge sharing, concept expansion, and capacity building.

The training yielded profound insights into urban sanitation challenges, prospects, and pathways ahead. Overall, cross-country coordination remains lacking. Heads of national sanitation agencies often grapple with isolation and ineffectiveness, even within their organizations. This distinctive training initiative, bringing together nearly ten countries, facilitated learning about each other's progress and challenges. It encouraged sharing common issues and collective contemplation to shape proposals, drawing from every country's experience and suggestion. This approach fostered unity and propelled the progress of the sanitation sector.

Replicating this training and strengthening the inter-country network is essential for continuous learning and knowledge exchange on ongoing developments, successful strategies, and practical implementations. Establishing a strong link between the bank and member countries is pivotal in aligning expectations and translating them into bank-oriented language, ultimately fostering investment mobilization.

ANNEX 1: Training Schedule

Tuesday 16 May 2023			
Time	Duration	Activities	Persons in charge
9H-10H30	10 Mn	Welcoming remarks by the IsDB Introduction of participants and expectations	IsDB Participants
	10 Mn	Session opening and presentation of the program	Dr TOURE
	10 Mn	Presentation of the TA Hub	Mr MADEIRA
	60 Mn	Module 1: The situation of sanitation in the 10 countries (part 1/2) - Presentation - Exchange with participants	Mrs SENE Participants
10H30- 10H45	60 Mn	Coffee break	
10H45-11H	15 Mn	Module 1: The situation of sanitation in the 10 countries (part 2/2)	Mrs. SENE
11H-12H30	30 Mn	Individual work	Participants
	60 Mn	Feedback from exchanges	Participants
12H30-13 H	10 Mn	Summary of Module 1	Mrs. SENE
	10 Mn	Importance of CWIS	Mrs. SENE
	10 Mn	Discussion	Participants
13H-14H30	1h 30 Mn	Lunch break	
14H30-16H15	1h 45 Mn	Module 2: CWIS framework, approaches and tools (part 1/2) - Presentation - Discussion with participants	Mrs. MBOW Participants
16H15-16H30	15 Mn	Coffee break	
16H30-17H30	60 Mn	Module 2: CWIS framework, approaches and tools (part 2/2) - Presentation - Discussion with participants	Mrs. MBOW Participants
17h30 – 17h45	15mn	Evening group work: Example of a CWIS investment	Mrs. MBOW
17H45-18h	15mn	Synthesis of Module 2	Mr MADEIRA

ANNEX 1: Training Schedule

Wednesday 17 May 2023			
Time	Duration	Activities	Persons in charge
9H-10H00	15 Mn	Review of Day 1 (modules 1 and 2)	Participants / Mr MADEIRA
	45 Mn	Feedback from the previous evening's group work	Mrs. MBOW / Participants
10H00-11H00	60 Mn	Module 3: Integrating CWIS into the programming and project cycle - Presentation of the module - Discussion with participants	Mrs. SENE Participants
11H00-11H15	15 Mn	Coffee break	
11H15-11h45H	30 Mn	Module 4: Synthesis and discussions to improve FSM investments. Synthesis of the 3 modules	Mrs. SENE
11H45-13H	75 Mn	Improving investment programs: Discussions with participants	Mrs. SENE Participants
13H-14H30	1h30 Mn	Lunch break	
14H30_ 15h00	30 Mn	Presentation of the IsDB project in Abidjan - "Projet d'aménagement de la Baie de Cocody" (Safeguarding and developing Cocody Bay)	Mrs. MBOW Participants
15h00 – 16h00	60 Mn	Presentation of the project selection criteria of the TA Hub	Mrs. MBOW
16H00-16H30	30 Mn	Evaluation of the training session	Mrs. MBOW Participants
16h30-17H	30 Mn	Session closure	Mr. MADEIRA IsDB/Participants

ANNEX 2: List of participants



Country	Name	Organization	Designation	E-mail
Benin	Roukaiyatou Sobabe	Urban Development Department	Cadre Technique	sroukiath@yahoo.fr
	Achille Kangni	Urban Development Department	Cadre Technique	kachillea@yahoo.fr
Burkina-Faso	Tontama Sanou	National Office for Water and Sanitation	Directeur de l'Exploitation Assainissement	tontama.sanou@oneabf.com
	Mariame Zampaligre	National Office for Water and Sanitation	Chef de Service Assainissement Autonome	zampmaria@yahoo.fr
Cameroun	Sandrine Dietagoum Djuine	Water Resources Management Direction within the National Ministry	Chef de Service de l'Assainissement Liquide en milieu Rural	sandrinedietagoum@yahoo.fr
	Fideline Ndewede Djeme	Direction for the Promotion of Health	Sous Directeur de l'hygiène et Assainissement Mamady Sangaré	ndefidje@yahoo.fr
Côte d'Ivoire	Palé Julienne Sie	National Sanitation and Drainage Office	Ingénieure Hydraulicienne	j.sie@onad.ci
	Aïssata Toure	National Sanitation and Drainage Office	Gestionnaire des Postes de dépotage et des STBV	a.toure@onad.ci
Guinea	Mamady Sangaré	National Sanitation and Public Health Agency	Responsable Technique	sangaremamadi22@gmail.com
	Souleymane Traoré	National Sanitation and Public Health Agency	Assistant Technique DG	assistantechdg@gmail.com
Mali	Nouhoum Dembele	National Sanitation and Pollution Control Department	Chef Section Statistiques	dembelenuhoum983@yahoo.fr
Niger	Labo Madougou	Ministry of Hydraulics and Sanitation	Directeur	madougoulabo2@gmail.com
	Aminou Issia	Ministry of Planning	Chef de Service	aminouissia@yahoo.fr
Senegal	Mouhamadou Gueye	National Sanitation Office	Chef de la Cellule de la Promotion de l'Assainissement autonome	mouhamadou.gueye@onas.sn
	Moussa Ndiaye	National Sanitation Office	Chef de Projet Assainissement autonome de la région de Dakar	moussa.ndiaye@onas.sn
	Babacar Ndiaye	Islamic Development Bank Regional Hub in Senegal	Spécialiste en gestion de projets	bndiaye@isdb.org
Tchad	Adoum Allabani	Ministry of Urban and Rural Hydraulics	Directeur General Adjoint de l'Hydraulique et de l'Assainissement	adoumallabani@gmail.com

ANNEX 3: Training evaluation

The table below summarises the ratings given by participants, ranging from 1 (not satisfied, not assimilated, not in line with expectations) to 5 (perfectly satisfied/assimilated/in line with expectations). These positive ratings reflect the effectiveness of the training in meeting the expectations and needs of the participants and highlight their satisfaction with the content, delivery, and overall learning experience.

QUESTIONS ASKED	1	2	3	4	5
How would you rate the overall quality of the training?	0%	0%	0%	85%	15%
Are the information and concepts presented useful to your work?	0%	0%	0%	70%	30%
How would you rate the clarity and relevance of the training materials used, such as presentations or handouts?	0%	0%	5%	70%	25%
Did the trainers answer your questions and provide clear explanations?	0%	0%	0%	75%	25%
How would you rate your level of involvement and interaction during the training?	0%	0%	20%	35%	35%
Did the training meet your expectations?	YES / NO				
	100 % answered "YES"				

ANNEX 3: Country-wise urban sanitation targets and progress.

COUNTRY / Objectives 2030	Notes- Highlights - Discussion-
 <p>BENIN</p> <p>Ministry and Technical Divisions: Development of policies and strategies; coordination of stakeholders; Stakeholder leadership (DGDU/MCVT) National operator: operational aspects of implementation (SGDS)</p> <p>Objectives 2030:</p> <ol style="list-style-type: none"> 1) Carry out a diagnostics study of the problems in each link; 2) Find specific solutions to improve each link; 3) Design and implement pilot projects, then consider scaling-up; 4) Implement the integrated capacity-building plan which already exists; 5) Develop evidence-based indicators and integrate them into a financial resource mobilization strategy. 	<p>A sanitation master plan has been developed, providing for the zoning of the greater urban area, including the capital city, to build infrastructure closer to the population and facilitate access to sanitation for all. This strategic approach ensures better coverage and an equitable distribution of sanitation facilities.</p> <p>Until now, the only functional faecal sludge treatment plant - the SIBEAU plant, commissioned in 1994 - receives the sludge transported and unloaded by vacuum trucks. This FSTP was already undersized at the outset and currently receives more than four times its initial capacity, not to mention the fact that the treatment process used is unsuitable for proper treatment. It is, therefore, inefficient.</p> <p>To improve the management of this system, and in line with the guidelines of the wastewater masterplan for the Cotonou Conurbation, the government of Benin has built two major treatment units to the East and West of the Cotonou Conurbation and a third for the city of Parakou. The TA Hub is currently assisting the Société de Gestion des Déchets Solides (Solid Waste Management Company, SGDS), which is taking over the organization of the sanitation sector and the operation of the new treatment plants from a private operator. The contract has been signed with Delvic, which has been operating since May 2023.</p> <p>One of Benin's requirements is to find an economic and financial model that will ensure the financial viability of its operations.</p>
 <p>BURKINA FASO</p> <p>Objectives 2030 :</p> <ol style="list-style-type: none"> 1) The PNDES-II 2021-2025, the national reference framework on which sectoral strategies and programs are aligned. The Environment, Water and Sanitation Sectoral Policy (PS-EEA) The National Sanitation Policy and Strategy (PSNA), Elaboration of an FAA management framework document Development of an FAA management concept Various codes (Hygiene, Environment) 2) Implementation of the FAA concept (capacity building, regulatory framework, technological review to adapt infrastructures, equity, inclusion, etc.). <p>Comments from Mr. Tontama: "SDG are very ambitious and difficult to achieve on schedule Low rate of access to sanitation Lack of statistics for safely managed sanitation Insufficient financial resources"</p>	<p>Since 2000, ONEA has been committed to a city-wide approach to sanitation planning. However, despite a fairly detailed master plan and a coherent strategic approach, very little investment has been made. In Ouagadougou, the Plan Stratégique d'Assainissement (PSA or strategic sanitation plan) recommended limiting sewer services to the city centre, with the rest of the city managed on a decentralized basis.</p> <p>On the non-sewered end, informal private operators mainly carry out latrine emptying. Unstructured and unregulated, the quality of the service provided to the population is deficient. However, these private operators are very dynamic. Burkina Faso has several hundred mechanical emptying companies and several thousand manual emptiers. Having invested their own funds, they have developed a service that, although of low quality, is viable and adapted to user demand. ONEA now has three treatment plants and a biogas plant (250 m³/d) in Ouagadougou to treat the sludge it collects. However, these plants were quickly overstrained by the influx of sludge and are now incapable of adequately treating the incoming volumes. The aim is to restructure them. ONEA is currently purchasing a mobile treatment unit.</p> <p>As part of the CWIS approach, particular attention has been paid to the professionalization of emptiers, especially manual emptiers, who play an essential role in managing faecal sludge. Training programs have been implemented to reinforce their technical skills, awareness of safety and hygiene standards, and knowledge of best practices in faecal sludge management</p>

COUNTRY / Objectives 2030

Notes- Highlights - Discussion-



CAMEROON

Cameroon's national development strategy 2020_2030

Objectives 2030

- 1) Finalize and validate Cameroon's national sanitation policy;
- 2) Revitalize the National "Water, Sanitation and Hygiene" initiative's national coordination and monitoring committee.
- 3) Advocate to the government (National Assembly);
- 4) Submit requests and advocate with donors and technical and financial partners;
- 5) Strengthen the sanitation capacities of local authorities (Collectivités Territoriales Décentralisées - CTD) and hygiene department staff in municipalities;
- 6) Diagnose the current situation of sanitation in Cameroon and assess the consequences of the absence of good sanitation on national policy objectives.
- 7) Extend the ATPC approach nationwide

The Yaounde FSTP was delegated to the ROCOBY "GIE" (economic interest grouping), a grouping of Yaounde's sewage treatment operators.

- 1) Yaounde emptying operators have organised and structured the sector for several years as part of AWF's RASOP-Africa project. They are involved in the strategy and aware of the dangers of untreated waste.
- 2) This delegation will, on the one hand, help them take ownership of the FSTP, as it will be in their interest to use it. On the other hand, local capacity-building in terms of operation is planned to guarantee the FSTP's viability.
- 3) The FSTP is already overloaded. Therefore, it would be worth considering an additional compact plant to avoid accumulating sludge and increase the treatment capacity of the FSTP.
- 4) There is a major project to build 10 FSTPs across ten regions in Cameroon. It would be important to draw lessons from the first one, not duplicate its shortcomings. Cameroon could ask the IsDB to fund the construction of some of its plants and ask the TA Hub to support it by conducting the necessary studies.

COUNTRY / Objectives 2030

Notes- Highlights - Discussion-



NIGER

Objectives 2030

1. Manage the sanitation sub-program at the national level;
2. Set up a national sanitation agency;
3. Design and implement urban sanitation master plans;
4. Coordinate and manage the sewerage sub-program at the national level.
5. Research: mobile treatment (Ghana)
- 6) Advocacy: political support for sanitation

During the training session, a meeting was held to discuss financing the FSTP in Niamey's Commune IV. The feasibility study was carried out by the TA Hub and shared with the IsDB. Its strength lies in its consideration of manual emptying.

**CÔTE D'IVOIRE****Objectives 2030**

1. Reform was initiated by creating a ministry dedicated to sanitation (MINHAS) and the creation of ONAD as the sole contracting authority for sanitation and drainage.

Regulatory :

Order instituting authorizations for emptying operators approved (currently being updated).

Sanitation Code under development

Draft normative standards for the construction of ANC facilities, sludge valorization, etc. developed

1. Mobilization of internal resources and IFIs for investments (ANC share deducted from taxes)

Extension of the sanitation fee to the entire population to cover the operating costs of sanitation facilities (pit emptying, operation of FSTPs, ANC and sewers).

1. Ensuring accountability and coordination across all links in the value chain (while minimizing redundancy).

Implementation of the provisions of legislation relating to the transfer and distribution of powers from the State to local authorities established in 2003.

1. Setting up pilot units for the development of equipment

Studies underway for the delegation of FSTP management Studies on sludge valorization Partnerships with research centres and universities

1. Training stakeholders at all levels (training of emptying operators, local authorities, government institutions).
2. Collection of sufficient data on target deviations and social impact
3. Raising awareness among households and emptying operators (Sanitation Communication Strategy underway)

A national urban sanitation strategy has been developed with the TA Hub. This initiative demonstrates the country's commitment to addressing the specific needs of urban areas regarding non-sewered sanitation. The strategy aims to develop solutions adapted to urban contexts, emphasising community participation and infrastructure sustainability.

The TA Hub is structuring a TA intervention with ONAD to scale up the strategy.

ONAD's proposals during the training session were as follows In order to help low-income households build their own toilets and septic tanks, emphasise the creation of GIEs (economic interest groupings) assigned to specific zones, able to operate FSTPs and pre-finance or support the construction of standard infrastructure for households that wish for it, to improve sludge collection in the areas served.

Introduce a sanitation fee to ensure that households are systematically emptied at a frequency to be specified. A pilot project is being considered for this purpose.

Establish national standards for the valorisation of sanitation by-products.

Initiate data collection, specifying the share of resources allocated to each category.

Finish drawing up delegation contracts (14 FSTPs currently under construction and six others planned for 2030) to provide a better framework for operation and maintenance.

Finalise the communication strategy.

Involve local communities in infrastructure and service preservation activities by identifying local champions (natural leaders).

The renewed vision of manual emptying in Côte d'Ivoire was an exciting aspect of the discussions. While in Côte d'Ivoire, the aim is to eliminate manual emptying, Burkina Faso and Niger are trying to structure it in such a way as to protect workers and communities involved.

COUNTRY / Objectives 2030

Notes- Highlights - Discussion-



GUINEA

Objectives 2030

- 1) Coverage of the entire country by the Agency's branches. Finalize the revision of the national sanitation policy. ANASP is currently responsible for sanitation and waste management.
- 2) Creation of a sanitation fund.
- 3) Definition of the roles and responsibilities of each stakeholder (public, private and civil society).
- 4) Deployment of advisory/consulting support units to local authorities to monitor delegation.
- 5) Review of allocations
- 6) Conducting comparisons between countries in terms of achieving the SDGs.

Need to:

Improve information and communication.
Conduct studies to seek funding (investments are disproportionately low in the sector).
Improve toilets and raise awareness regarding their proper use.

Rehabilitate and develop infrastructure.
Construction of management infrastructure.
Establish a plan to operate the facilities.
Offer services prior to or in parallel with awareness-raising.
Identify and train CSOs.

COUNTRY / Objectives 2030

Notes- Highlights - Discussion-



MALI

Objectives 2030

- 1) Review the National Sanitation Policy, review the 2021 law on pollution and nuisances, and revise the decrees and orders deriving from this law.
- 2) The PNA programs are broken down into action plans with a budget until 2030. This budget is broken down yearly.
- 3) An organizational study is underway to establish a master plan for infrastructure development.
- 4) An organizational study is underway to bring the authorities to a decision and a master plan for infrastructure development.

Since 2000, ONEA has been committed to a city-wide approach to sanitation planning. However, despite a fairly detailed master plan and a coherent strategic approach, very little investment has been made. In Ouagadougou, the Plan Stratégique d'Assainissement (PSA or strategic sanitation plan) recommended limiting sewer services to the city centre, with the rest of the city managed on a decentralized basis.

On the non-sewered end, informal private operators mainly carry out latrine emptying. Unstructured and unregulated, the quality of the service provided to the population is deficient. However, these private operators are very dynamic. Burkina Faso has several hundred mechanical emptying companies and several thousand manual emptiers. Having invested their own funds, they have developed a service that, although of low quality, is viable and adapted to user demand. ONEA now has three treatment plants and a biogas plant (250 m³/d) in Ouagadougou to treat the sludge it collects. However, these plants were quickly overstrained by the influx of sludge and are now incapable of adequately treating the incoming volumes. The aim is to restructure them. ONEA is currently purchasing a mobile treatment unit.

As part of the CWIS approach, particular attention has been paid to the professionalization of emptiers, especially manual emptiers, who play an essential role in managing faecal sludge. Training programs have been implemented to reinforce their technical skills, awareness of safety and hygiene standards, and knowledge of best practices in faecal sludge management



SENEGAL Objectives 2030

Institutional:

Creation of the CNA (National Sanitation Commission);
Review of the organization and operation of the regulatory system for the sanitation sector;
Study and application of decentralization in the sanitation sector;

Financial

The financing plan for the national urban sanitation strategy takes into account the planned institutional and organizational structure. To achieve the SDGs, the sector needs a total of 2,458.4 billion FCFA (307.3 billion FCFA/year) for sanitation and hygiene promotion, not only to reap the health and well-being benefits of sanitation but also to avoid significant economic losses (costs of inaction).

This amount corresponds to :

Investment cost estimated at 1,968.2 billion FCFA, or 246 billion FCFA/year;

Operating costs are estimated at 490.2 billion FCFA or 61.3 billion FCFA/year.

Organizational

Implementation of a capacity-building action plan for the sanitation directorate;

Development and implementation of an action plan to strengthen ONAS's organizational and management capacities;

Research

Development of partnerships with universities and research centres (students' theses topics oriented towards solving development problems).

Advocacy

At the institutional level (National Assembly, Presidency, etc.),

At the community level (to take better account of the CWIS approach, which means leaving no space and no segment of the population unattended to)

The commitments of the Ngor Declaration are being met
Each country should devote 0.5% of its GDP to sanitation
Evaluate the different declarations made in Paris, Ngor, Seoul, etc., and their impact on sanitation.

Broaden the base of sanitation fees, giving priority to sewerage investments in leased areas.

-Extend the sanitation fee base to all households with drinking water.

Set up a sanitation maintenance center

Set up a professional and technical training center for the sanitation sector.

Increase awareness by diversifying communication channels (mosques, churches, religious ceremonies, social networks, TV and radio, etc.).

Ask the question: "Why aren't public toilets included in the SDGs? This does not encourage investment in public toilets, which could result in public health problems. Remember: "US\$1 invested in sanitation saves US\$8 in public health costs".

Develop a specific project for the construction of public toilets under private-sector management.

IsDB



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