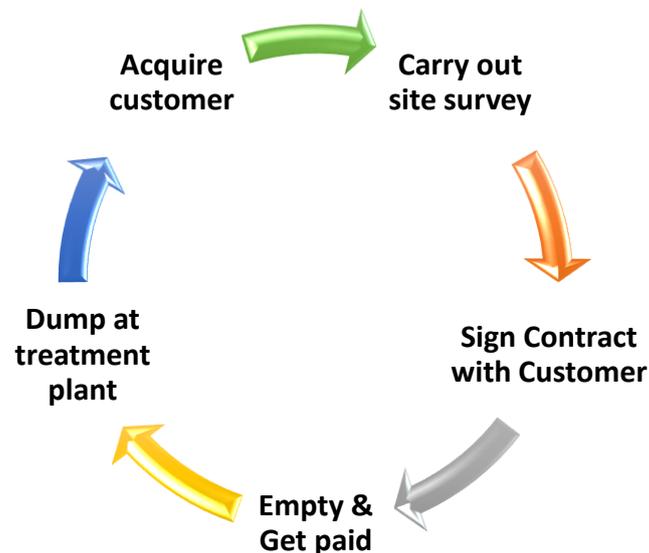




PIT EMPTYING BUSINESS MODEL

Among the sanitation services provided by Sanitation Solutions Group (SSG) are pit latrine emptying services, specifically for households located in urban slum settlements that cannot be accessed by cesspool trucks. This is done using the Gulper, a manual pump that empties faecal sludge from latrines into barrels. SSG employs operators who work in teams of two, with each team having an emptying target of four 150-litre barrels per day. Under SSG's pit emptying model, the sludge is transported to the faecal sludge treatment facility using three-wheeled tricycles. The tricycles allow the teams to access narrow roads and alleys, where the emptying customers are located.

The business process under this model is summarized below:



1. Acquiring the Customer

To acquire customers, SSG employs different marketing techniques. These include community radios, community market activations, door-to-door marketing, fliers / brochures and referrals from happy customers. A significant part of SSG's marketing strategy is the use of external Community Sales Agents (CSAs). These are individuals based within the communities where SSG clients are located. They are not employed directly by SSG but have contracts with SSG under which they receive 15% of any revenue generated from emptying customers that they identify. SSG is currently operating in Kampala.



PIT EMPTYING BUSINESS MODEL

2. Site Survey

A site survey is done to determine the magnitude and nature of the job. It helps to inform a number of things relevant for the emptying job such as estimating possible duration of the job, logistical aspects like the distance from where the tricycle can park up to the household and agreeing with the customer the minimum number of barrels that a job will likely require.

3. Contract Signing

A contract is signed with the customer to agree the number of barrels to be emptied, payment terms and amount that the customer will pay to SSG. The contract also protects SSG from any liability during the emptying process such as a pit collapsing due to its poor state.

4. Emptying Process

The operators empty the customer pit, first by removing rubbish using a hook. The majority of customers have a significant amount of rubbish in their pit latrines, which often double as rubbish pits. Once rubbish has been removed, the Gulper is then used to empty the faecal sludge from the pit. Sludge is initially emptied into 50-litre barrels that are subsequently carried by the operators and poured into the 150-litre barrels on the tricycle. Once the agreed number of barrels have been emptied, the operators clean the pit latrine with disinfectant, after which the customer pays the amount of money agreed. The price charged is approximately US\$10 per barrel of faecal sludge emptied and US\$13 per barrel of rubbish emptied.

An illustration of the Gulper in action is shown below:



5. Dumping

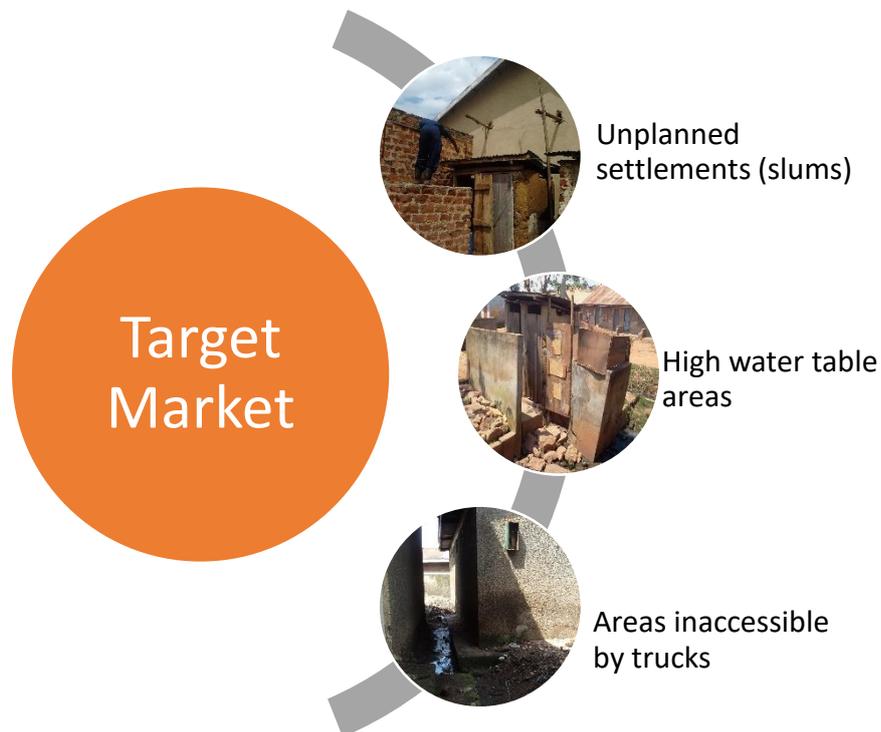
The operators then ride the tricycles loaded with barrels to the faecal sludge treatment facility to dump the sludge. The operators are charged a dumping fee of US\$3 for each tricycle that dumps sludge. At the dumping site, the operators are required to sort the non-organic material (rubbish) from the faecal sludge.



PIT EMPTYING BUSINESS MODEL

WHO IS THE CUSTOMER?

According to the 2014 population census for Uganda, Kampala has a population of approximately 1.5 million people with less than 10% of this population connected to the sewer line. This implies that over 90% of the population relies on on-site sanitation facilities or pit latrines. Of this percentage, SSG's target market include the following:



CUSTOMER MESSAGING

SSG uses a mix of commercial and behavioral change techniques when developing marketing material for the target customers:

Message 1: “Pay for an affordable pit emptying service because your latrine is full”
(Commercial)

Message 2: “Pay for an affordable pit emptying service because it will save you spending more on your health bill due to diseases arising out of poor sanitation” (Behavioral Change)