Public Sanitation Facilities (PSF)

Guidelines for the Public Sanitation Facility Operations

1.0 PROVISION OF SERVICES, MONITORING AND SUPERVISION

Tasks of the Operator

The Operator shall clean, maintain, attend to, open and close the Public Sanitation Facility and carry out all other associated tasks to the satisfaction of the Company.

The Public Sanitation Facility has a metered water connection and is lockable. The Operator is given a set of keys for opening and closing the Public Sanitation Facility. The Facility can be connected to, either a sewer line, a septic tank, a conservancy tank or a bio-digester.

The Operator signs a contract with the WSP covering the provision of sanitation services on behalf of the WSP, but is not an employee of the WSP. The operator provides the said services at the facility as his/her private business undertaking.

Role and responsibilities of the community

Neither the local community or its representatives nor the Local Authority are involved in the day-to-day management of the Public Sanitation Facility. In principle, the Public Sanitation Facility system can function without community participation.

Monitoring and inspection by the WSP

The Public Sanitation Facility Operator is monitored by the **Zone Supervisor** of the Company. The **Zone Supervisor** reports to the Technical Manager and keeps the Technical Manager informed on the Operators and on the operation of the Public Sanitation Facility. The Technical Manager reports to the Managing Director.

The Technical Manager is responsible for the overall management and the monitoring of the Public Sanitation Facilities.

The Zone Supervisor can propose the termination of the Public Sanitation Facility Management Contract to the Technical Manager. The Technical Manager takes the final decision.

As far as the financial responsibilities of the Public Sanitation Facility Operator are concerned, the Operator is monitored and controlled by the billing section of the Company.

Checklist for Public Sanitation Facilities and Public Sanitation Facility Operators
The Operator should be issued with a copy of the "*Checklist for Public Sanitation Facilities*" (Please refer to Appendix 1)

The "*Checklist for Public Sanitation Facilities*" is used to record the performance of the Operator and the condition of the infrastructure.

The **Zone Supervisor** and other Company staff members (Technical Manager) use the same checklist during their regular inspection visits.

The **Zone Supervisor** should visit the Public Sanitation Facility at least twice a month.

When inspecting the Public Sanitation Facility the **Zone Supervisor** goes through the checklist with the Operator. The checklist contains sections dealing with the following issues:

- performance of the Operator (The service delivered to the customer);
- hygienic conditions of the surroundings of the Public Sanitation Facility;
- hygienic and technical conditions of the Public Sanitation Facility itself incl. the onsite treatment and/or the sewer connection;
- water quality and water pressure;
- condition of the goods belonging to the Company;
- Operator complaints.

The "*Checklist for Public Sanitation Facilities*" is also used to record the complaints of the Operator.

Advice and sanctions
If, according to the visiting staff member, the Operator has not performed his or her duties according to the conditions and requirements mentioned in the Contract and this Appendix, the **Zone Supervisor:**

- ☞ will give advice to the Operator on how to improve performance;
- ☞ will give a warning and will set a date until which the Operator will have to rectify any defaults;
- ☞ may decide to prepare a "Default Notice" which is given to the Technical Manager for approval.

Default in performance

Any work not carried out according to the specification described in this document or any work that is not of an acceptable standard shall be carried out or repeated by the end of the working day upon which the Operator is notified of the incidence by the **Zone Supervisor**. The Operator shall be informed immediately when the standard achieved falls below an acceptable level so that joint inspections can be made.

The Operator shall therefore allow for his representative to provide daily attendance for this purpose. The Operator shall provide the **Zone Supervisor** with the name, address and telephone number of his representative who shall be available for this purpose during all working periods of the Contract.

Failure to achieve a satisfactory standard in any activity that is part of the service provided at the Public Sanitation Facility Operator shall be deemed to be a default in performance.

Default notice

Any part of the facility's operation can be the subject of a "Default Notice". In normal circumstances the Operator shall be allowed to rectify the default within a time specified by the Zone Supervisor before the issue of a Default Notice. The Zone Supervisor, however, may issue a Default Notice immediately without the Operator having the opportunity to rectify the default and reports to the Technical Manager. The Technical Manager has to approve the Default Notice.

After having receipt three (3) Default Notices, the Company has the right to terminate the contract.

The decision to terminate the Contract with the Operator by the Company will be based upon the inspections and the professional judgement of the **Zone Supervisor** and the Technical Manager.

Reporting of faults

The Operator shall react to faults in one of the following two ways:

1. Any fault not deemed to cause danger to the public or to affect the normal operation of the public sanitation facility (e.g. one blocked toilet, a light not working, etc.) shall be reported to the **Zone Supervisor** as soon as possible but not later than on the working day following the day on which the fault was first noticed.
2. Any fault deemed likely to cause danger to the public or affect the normal operation of the public sanitation facility (e.g. a burst water pipe, blocked foul drain outlet which cannot be cleared, extensive vandalism, etc.) shall necessitate the following :
    i. immediate action to minimise the fault (e.g. turn off water supply at main valve);
    ii. locking the toilet or section of toilet;
    iii. reporting the fault to the **Zone Supervisor** and/or the Technical Manager within one hour.

Only personnel of the Water Service Provider (WSP) or for this reason contracted companies or experts are allowed to carry out maintenance and repair work!

The company has the obligation to deal with the reported problems within 24 hrs after the problem has been reported. In case the problem cannot be solved within 24 hrs the operator has the right for compensation. If the problem (blockage) can be attributed to mismanagement or malpractice of the operator compensation will not be paid and the operator is charged for all repair costs.

Operator negligence

If damage to the public sanitation facility can be attributed to the negligence of the operator, he/she is charged for all damage repair costs.

If a third party causes damage to the public sanitation facility, the operator is not charged for the damage repair costs. Concurrently the operator is not eligible for compensation by the company.

Company negligence

The company has the obligation to carry out all major maintenance and repair works promptly.

If, for example, the operator observes that the company is not carrying out the necessary major repair and maintenance works, he/she has to report this to the designated company staff. If company staff fails to solve the problems, the operator can report the issue directly to the Technical Manager. The operator should record all reports made to the company.

Reporting acts of vandalism

Operators have to report all acts of vandalism to the company. Very serious acts of vandalism should be reported directly to the Technical Manager. The company is advised to report serious acts of vandalism to the police authorities and to the Chief.

Discussing problems

The Public Sanitation Facility Operator has the right and is encouraged to discuss any work related problems with the **Zone Supervisor** and, if necessary, with the Technical Manager

Suggestions and complaints box

The Public Sanitation Facility Operator may have suggestions that can help the Company to improve its image, its performance, the operation of the Public Sanitation Facility, the service level or the working conditions of the Operators. The Public Sanitation Facility Operator is invited to discuss its proposals with the Area Manager or with the Technical Manager.

The Public Sanitation Facility Operator can fill in the Customer Complaints Form and place the ideas in the suggestions and complaints box of the Company which is found inside the Public Sanitation Facility.

The Company is obliged to empty the suggestions and complaints box once a week.

Suggestions and complaints should be investigated by the Company and the findings and actions communicated to the Operator.

Contacting company management

If the Public Sanitation Facility Operator does not agree with the way in which it is monitored, managed and guided by the **Zone Supervisor** or treated by other staff members of the Company, it has the right to discuss the matter with the **Area Manager** or the Technical Manager

Operator complaints

Operators are encouraged to register complaints. General complaints of the Public Sanitation Facility Operator have to be communicated to the Area **Manager** or the Technical Manager. On the basis of these complaints or queries, the Technical Manager has to assess whether actions or measures are required.

If the Public Sanitation Facility Operator has work related complaints, the Operator should inform the **Zone Supervisor** who, if no solution is found, has to inform the Technical Manager.

Regulatory framework

It is important that the Operator fully understands the statutory duties of the Company because it will be incumbent upon the Operator to carry out the service in accordance with those statutory requirements on behalf of the Company. Any penalties prescribed by law and any consequential costs resulting from the Operator failing to carry out those statutory duties shall be paid by the Operator.

The Operator shall be expected to acquaint himself and comply with the provisions of any relevant legislation and contractual arrangements (e.g. Service Provision Agreement (SPA) between the Company and the Water Services Board concerned with the operation of the services specified in the Contract and this document. Particular attention is drawn to the following:

i. Water Act 2002;
ii. National Environmental Sanitation and Hygiene Policy 2007;
iii. Implementation Plan for Sanitation (IPS) 2009 (The Water Sector Sanitation Concept - WSSC);
iv. Service Provision Agreement between Public Water Service Provider and Water Services Board.

Items supplied by the Company

The Company supplies the Operator with the following items, which (with the exception of the Contract) remain the property of the Company:

- A new 20-litre jerrycan.
- A folder for keeping receipts.
- Keys for the entrance door of the public sanitation facility and all its lockable rooms (disabled toilet/baby changing room, store room, operators shop). One set of all keys is kept by the Company. A replacement copy, in case of loss, may be obtained from the WSP at a fee.
- A display book, which is used by the operator to keep his or her copy of the contract, the tariff sheet, receipts, etc.
- A cashbook to record daily opening and closing readings in an orderly manner.
- A record book to record the number of people using the public sanitation facility (separate for toilet and shower) and to record financial transactions.
- The contract signed by the operator and by the WSP and the appendix of the contract.
- A receipt folder for keeping receipts.
- Complaint box.
- Standardised poster set containing posters used for user education, displaying rules and general information, HIV/Aids sensitisation.

If the Operator looses the keys to the Public Sanitation Facility, it can obtain a replacement copy, at a fee, from the Company.

The Operator is responsible to take care of the equipment provided by the Company. In case the equipment needs to be replaced because of wear and tear the Operator has to inform the **Zone Supervisor**. Equipment that needs to be replaced has to be handed over to the **Zone Supervisor**.

If Company equipment gets damaged or goes missing, the Public Sanitation Facility Operator has to report this to the Company. If damage or loss of Company property is due to neglect on the part of the Operator, the Company can ask the Operator to replace them. If the Operator is not to blame for loss or damage the Company has to replace these items as quickly as possible.

Items to be bought by the Operator incl. consumable goods

Other than what has been provided by the Company, the Operator has the responsibility of buying any other items and/or goods that may be reasonably required to operate and clean the facility. This includes:

- Broom;
- Mop, bucket, wringer;
- Squeegee;
- Gloves;
- Cotton cloth;
- Toilet brush;
- Putty knife;
- Lockable cashbox;
- Hand washing soap;
- Cleaning detergent (incl. disinfectant);
- Toilet paper;
- Paper towels.

The Operator shall supply all materials, including consumables such as toilet paper and towels, soap, etc., required throughout the performance of the service. The Operator has to make sure that it always has sufficient quantities of cloth, paper towels, toilet paper and soap for the user's disposal.

The WSP reserves the right to refuse the use of any chemicals on environmental grounds or because they impact the onsite treatment process. The selection of appropriate cleaning agents shall seek to minimise the impact of those agents on the environment.

2.0 GENERAL OPERATION OF THE PUBLIC SANITATION FACILITY

Staffing

The Operator shall provide attendants for the Public Sanitation Facility. During its business hours the Public Sanitation Facility should be attended by at least one cashier and one attendant/cleaner. The Operator should ensure that his staff members are selected gender sensitive. At least one attendant should be a female.

If the Public Sanitation Facility is open 24 hrs per day the Operator has to make sure that his or her personnel doesn't work more than legal daily working hours stipulated in the labour laws of Kenya.

Supervision of staff

The Operator shall provide sufficient supervision of its own staff in order to ensure the service is being carried out to the satisfaction of the WSP. Such supervision shall be available during all times that the Contract is in operation

Meal breaks

The Company expects the Operator's staff to take meal breaks within the scheduled hours of attendance. Meal breaks shall be staggered to ensure a continuous presence allowing uninterrupted availability of the toilet and shower facilities. The use of the disabled toilet / baby care room shall be controlled by the Attendant. The Attendant shall open the door upon request and lock it again after use. The door shall not be left open.

Business hours

Before commissioning the Public Sanitation Facility the opening and closing hours of the Public Sanitation Facility will be determined by the WSP. After a period of 4 months the business hours should be discussed during a meeting attended by the Operator, the Clients/Customers of the Public Sanitation Facility and the WSP. The Company, taking the outcome of the stakeholder meeting into account, decides on the business hours of the Public Sanitation Facility.

If within the contract period one concerned party expresses its wish to change the business hours of the Public Sanitation Facility, the Company will organise a respective stakeholder meeting.

The Operator has to respect the agreed business hours.

The Company has to put up a signboard (or poster) at the Public Sanitation Facility, which shows the agreed-upon business hours and the tariffs.

If the sanitation facility is supposed to be open during night time (no daylight available) the operator has to provide sufficient lightening in- and outside the toilet. The company is responsible to provide an electricity connection or other means. The payment of the electricity bill is the obligation of the operator.

Public holidays

During public holidays the Public Sanitation Facility has to remain open to Customers unless otherwise expressly agreed between the Operator, the Company and the Clients.

Special circumstances

Under special circumstances (for example, when there is a funeral next to the facility), the Public Sanitation Facility Operator is allowed to close the facility or to open the facility before opening and after closing hours. The Operator has to inform the **Zone Supervisor** respectively

Locking
Outside normal opening hours the facility will be closed and locked by the operator to prevent unwanted use.

Before locking the toilet the Operator shall:

i. Inspect for any faults which require immediate attention (e.g. burst water pipe, over spilling sewer/manholes) and take appropriate action to alleviate the immediate problem (e.g. turn off water supply at stop tap). If the Operator is unable to immediately alleviate the problem he shall contact the Zone Supervisor within one hour of discovering the fault. The toilet shall remain closed until the fault is rectified. Any action taken shall be reported to the **Zone Supervisor**;
ii. Close the main valve to isolate the facility from water supply;
iii. Collect all removable items (e.g. soap dispensers) and lock them in the store room;
iv. Ensure that no persons are left inside the building;
v. Turn off all lighting and running taps / cisterns / showers.

When opening the toilet, the Operator shall turn on the lights as necessary and carry out the tasks detailed in (i) above.

Fighting, threats, violence
When, for whatever reason, fighting occurs at the Public Sanitation Facility, the Operator has to close the facility and wait until the situation has calmed down before reopening.

The Operator shall take all reasonable steps to remove troublesome members of the public but if any physical danger is envisaged the Operator shall avoid confrontation and summon assistance.

If the Operator feels threatened by Clients or others (for instance, drunken persons) it has to close the Public Sanitation Facility and report the incident to the Company, the Chief and the police authorities. The Operator has the right to report any threats, unrests, riots and acts of violence to the police authorities, the local authority and/or the Chief.

Disabled toilet / baby care room
Where there is a separate disabled toilet / baby care room the Attendant shall unlock the door to that facility and ensure that it is ready for appropriate use on request. If the facility is required for baby caring the Attendant shall lower the table from the wall.

If a disabled person wishes to use the facility the Attendant shall ensure that the table is secured to the wall and that there are no restrictions to access. The Operator is obliged to assist handicapped customers in accessing the sanitation facilities.

Following all usage, the Attendant shall ensure that the facility is left in a clean condition and the door locked.

Storage of material and equipment

The Operator has to store any material or equipment in the designated store room. The store room shall be kept clean and tidy by the Operator and free from rubbish. All chemicals shall be stored with due regard to any health and safety / environmental legislation requirements and in accordance with manufacturer's instructions

Selling goods at the facility
The Public Sanitation Facility Operator is allowed to sell other goods (for instance, groceries-non-perishables) from the Public Sanitation Facility. The sale of goods should not have a negative impact upon his or her primary responsibility in managing the facility, nor upon the hygienic condition of the facility.

It is, therefore, forbidden to sell the following goods and products from the Public Sanitation Facility:

- Prepared foodstuffs (fried sausages, etc.).
- Meat, (dried) fish, vegetables, fruits and sugar cane.
- Petrol and oil products (including sealed cooking-oil containers).
- Chemicals (pesticides, insecticides, etc.), fertiliser, seeds and charcoal.

Condom machines
Condom dispensers are located at the Public Sanitation Facility. These dispensers are the responsibility of the Ministry of Medical Health and the Operator's only duties regarding these machines shall be to clean them and report any damage to the Zone Supervisor.

Selling water
The Operator is **NOT** permitted to sell water at the Public Sanitation Facility except the Public Sanitation Facility includes a water kiosk registered by the Company. If the Operator is caught unprepared selling water to his customers the Company is allowed to terminate the contract without prior notice.

Special circumstances may oblige the Public Sanitation Facility Operator to provide water (For instance, if a house is on fire). If large quantities are involved, the Operator has to record the meter readings (before and after the incident) and report the incident to the Company. Only when the incident is reported the Company can decide whether or not to charge the Operator for the water used.

Public health emergencies
During other emergencies, such as outbreaks of cholera, the Operator has to follow the instructions given to him or her by the Company.

During public health emergencies, the Company has to consult and cooperate with the Public Health Officer (PHO) of the Public Health Department.

Safety
The Operator shall allow for carrying out his operations generally in a safe and workmanlike manner including the provision of warning signs notifying the public of any cleaning operations in progress.

The Public Sanitation Facility shall, where practicable, be cleaned in such a manner as to allow continued usage by its customers. Where part of the toilet is being cleaned an appropriate

warning sign shall be displayed. Where it is necessary to close the facility or parts an appropriate warning sign shall be displayed at the entrance to the facility. The Company will supply the warning signs to be used by the Operator

3.0 KEEPING THE PUBLIC SANITATION FACILITY AND ITS SURROUNDINGS CLEAN

In order to prevent infections but also such diseases as cholera, malaria and diarrhoea, the public sanitation facilities and its surroundings have to be kept clean and dry. Cleaning the Public Sanitation Facility and its surrounding is one of the most important duties of the Public Sanitation Facility Operator.

Cleaning benchmark
Cleaning shall be carried out to the satisfaction of the **Zone Supervisor** and the customers. The photographs provided in Appendix 2 depict the minimum acceptable standard immediately after cleaning has taken place. This standard shall be expected in all of the toilets although it is recognised that the structure and the condition of the surfaces of some of the buildings may not allow this standard to be achieved. During the contract period, where circumstances warrant a change to an existing benchmark, or the introduction of a new one, this shall be agreed after discussion between the Operator and the Company.

The **Zone Supervisor** of the Company carries out regular inspections and inspects the Public Sanitation Facility at least every week (not according to a fixed schedule) to see if it is kept clean. During his or her inspections, the **Zone Supervisor** uses the "Checklist for Public Sanitation Facilities and Public Sanitation Facility Operators".

What customers are not allowed to do
To ensure hygienic conditions at the Public Sanitation Facility, customers and other persons are not allowed to:

- do their laundry at the Public Sanitation Facility or its direct surroundings (except within a designated laundry area);
- wash their kitchen utensils, bicycles, cars, trucks, (etc.) at the Public Sanitation Facility or its direct surroundings;
- sell goods such as meat, prepared foodstuffs and chemicals (etc.);
- pollute the Facility and block drains and soakaways by throwing their garbage (fruit peels, fruit stones, sugar cane leftovers, etc.).

It is the responsibility of the Operator to sensitise Customers and the community on the importance of keeping the Public Sanitation Facility clean at all times. The Public Sanitation Facility Operator has to inform his or her Clients that it is forbidden to wash, urinate, defecate or bathe near the Public Sanitation Facility except in designated areas (toilets, urinals, showers, laundry facilities etc.)

Cleaning schedule
The Public Sanitation Facility Operator has to clean the facility and its direct surroundings (an area of approximately 15 by 15 metres) at least once a day (general cleaning). If possible the Operator should "remove" water and mud pools. It is recommended to do the thorough cleaning

in the morning before opening the Facility to ensure a clean and pleasant environment to the customers.

The cleaning should follow a systematic sequence to avoid areas, which were previously cleaned from becoming wet and soiled again before the cleaning process is completed. The sequence of cleaning should follow this checklist:

i. Replace all expendable supplies;
ii. Pick up litter and sweep floor;
iii. Clean and sanitize toilets, urinals, and showers;
iv. Clean and sanitize hand wash basins;
v. Clean mirrors;
vi. Spot-clean walls, ledges, vents and partitions;
vii. Wet-mop floors;
viii. Inspect work and correct any errors.

If the Public Sanitation Facility is open 24 hrs per day, general cleaning should take place during off-peak hours. Preferably, the Operator should prevent usage during that time using appropriate signage.

Each toilet, including the urinal, and shower has to be cleaned at least 4 times a day!

The Operator has to inspect each toilet cubicle and shower at least once an hour and clean them if they are dirty. Generally timing and frequency of cleaning should be determined by the crowd flow (peak hours). The Operator should clean 1 to 2 hourly during non-peak hours and every ½ hour during peak hours.

The Operator shall carry out the following operations at the frequency specified:

Frequency	Tasks
Continually	Collect litter, refuse, leaves and other waste both throughout the interior of the building and outside, including from any shrubbery or planted area and entrance ways, subways and/or steps which service the public sanitation facility and two metres beyond these features.
Hourly	Inspect each toilet once an hour and clean them if they are dirty. During peak hours inspection intervals have to be reduced. Ensure all toilets are clean and dry. To maintain the acceptable standard, check sanitary ware (floors, etc.) and clean all soiled areas.
Two Hourly	Refill soap dispensers where required and wipe clean.
Daily	Check operation of cisterns, taps, and showers. Check pipe work for leaks or blockages. Leaks and blockages have to be reported to the **Zone Supervisor** as

Frequency	Tasks
	soon as possible.
Daily	Clean off all surfaces of sanitary ware (squatting pans, urinals, showers, hand wash basins) using an approved sanitary cleaner with particular attention to the reduction of any encrustations found. 'Standing areas' of urinals shall be treated with an approved sanitary cleaner and washed down.
Daily	Scrub hand wash basins with scrubbing pad to remove stubborn stains
Daily	Wet-mop floors throughout using hard surface cleaner. Use squeegee to leave a dry non slippery surface.
Daily	Spot-clean all walls and partitions using a hard surface cleaner. Wet wipe doors (including handles) using a disinfectant cleaner.
Daily	Wipe clean any ledges, fittings, pipe work and any other surfaces where dust/dirt may accumulate.
Daily	Sweep any entrance ways, subways and/or steps which service the toilet.
Weekly	Remove cobwebs and obvious dust collections from ceilings.
Weekly	Wash windows and frames both inside and outside.
Weekly	Scrub floor to ensure removal of soil and dirt from grouting.
Weekly	Scrub bins to ensure removal of soil and dirt from grouting.
As Necessary	Clean out rainwater gutters and downpipes and remove debris from roofs. It is the Operator's responsibility to inspect and carry out these preventive works to ensure the free flow of water to drainage.

Inspection and cleaning record

The Operator should use the Inspection and Cleaning Record Sheet (Appendix 3) at the inspection board to record the daily cleaning and inspection of the Public Sanitation Facility. The inspection board is placed inside the Public Sanitation Facility to allow Customers to track the cleaning and inspection activities

Disabled / baby care facility

Where a separate disabled / baby care facility is provided it shall be cleaned as part of the toilet as detailed above. In addition, following each usage, the Attendant shall ensure that the facility is left in a clean condition, any soiled dressings removed and the door locked

Unacceptable methods

Methods of cleaning which would impair safe working arrangements or give rise to nuisance or harm (injury) to members of the public, private property or inconvenience to residents are unacceptable. The Operator shall, at the direction of the Zone Supervisor, investigate all unacceptable methods reported to the Zone Supervisor and, if appropriate, discipline any of its personnel undertaking such methods or any dangerous practice

Solid waste disposal
All litter, refuse or debris collected by the Operator from the Public Sanitation Facility shall be removed from the site daily and disposed of at designated sites agreed between the Operator and the Company. All waste disposal arrangements and charges shall be the responsibility of the Operator and not the Company.

4.0 CUSTOMER CARE

The Company aims at providing a high-quality service. Using the Public Sanitation Facility should be a comfortable and, if possible, even a pleasant experience. Therefore, visiting the facility has to take place in an organised manner. It is the responsibility of the Operator to make sure that every Customer can access the Public Sanitation Facility as quickly as possible, without having to "push" his or her way to one of the toilets.

The Operator is expected to be friendly to all Customers and to assist the elderly, the handicapped and other Customers who require assistance!

Children
Very young children are not allowed to access the toilets unaccompanied. If young children wish to use the toilet facilities and no chaperon is attending, the Operator needs to assist them

Social Welfare Assistance Scheme (SWAS)
Persons benefiting from the Social Welfare Assistance Scheme (SWAS), are allowed to use the sanitation facility free of charge. These persons (or members of their family) must identify themselves using the company card they have been issued with.

Use of toilets
Customers who want to use the toilet should be given sufficient tissue paper and paper towels.

The operator should always have sufficient supply of tissue paper.

Customers should be allowed (and encouraged) to wash their hands, using the hand wash facility, after having used the toilet. The operator has to make sure that the liquid hand soap container at the hand washing facility always contains soap.

Customers, who wish to use water for cleansing purposes, should be given a small (one-litre) plastic or enamel jug. This jug will be collected by the operator, stored, cleaned and disinfected (if necessary).

Customers are supposed to keep toilets clean. The operator has to sensitise his/her customers on the need to keep the toilets clean and on the need to wash hands after using the toilet.

Customers are not allowed to use the toilet for the disposal of solid waste. The disposal of litter, cigarette stubs, sanitary pads, food or any other item that causes blockages is forbidden and should therefore be avoided. The operator should sensitise the customers on the need to avoid blockages.

Use of showers

Customers who wish to use the shower should bring and use their own clean towels.

Customers are supposed to keep showers clean. The operator should sensitise his/her customers on the need to keep the showers clean

Donkey carts

Owners of donkey carts should see to it that their donkeys and carts are not polluting the Public Sanitation Facility. Dung dropped at the facility has to be removed by the donkey cart rider. Donkey cart riders visiting the Facility must observe standards of personal hygiene. Donkeys must be healthy (no wounds and diseases) and donkey carts should not be overloaded

Customer complaints register

If Clients have complaints, for instance, concerning the way in which the Public Sanitation Facility Operator is carrying out its duties, they should get in contact with the **Zone Supervisor** or visit the Office of the Company and fill in the Customer Complaints Register.

If necessary, Clients who wish to register a complaint will be assisted by the **Zone Supervisor** or other staff members of the Company.

If Clients have complaints, the Public Sanitation Facility Operator should point out that all Clients are allowed to visit the office of the Company and seek the assistance of the **Zone Supervisor**. The **Zone Supervisor** shall receive all complaints and any received direct by the Operator will be directed to the **Zone Supervisor** forthwith.

It is the duty of the **Zone Supervisor** to record, investigate and address the complaint and to try and find a solution to the problems. The Company has the duty to take appropriate action if Client complaints are well founded.

The **Zone Supervisor** shall notify the Operator of any complaints requiring his attention. The Operator shall deal with such complaints in a prompt, courteous and efficient manner and the Operator shall notify the **Zone Supervisor** forthwith of how and when the complaint was resolved.

5.0 TECHNICAL MAINTENANCE

Responsibilities of Company and Operator

In principle, the maintenance and repair responsibility of the Company ends at the water meter.

The Operator should keep the Public Sanitation Facility fully efficient and operational. This means that the Operator is responsible for carrying out minor repairs and for replacing leaking taps.

The Operator can take the initiative to have repair works carried out at the Public Sanitation Facility. The Operator, however, can only proceed with these repair works after it has received the go-ahead from the Zone Supervisor.

The Company is responsible for all major maintenance and (structural) repair works (on the Public Sanitation Facility and the distribution network).

The Company also has to carry out repair works, which are not the result of normal wear and tear but are caused by accidents or acts of vandalism

Preventing Vandalism
The Water Public Sanitation Facility Operator has to prevent vandalism by sensitising his/her Clients and by keeping the Public Sanitation Facility clean.

Reporting Vandalism
Operators have to report all acts of vandalism to the **Zone Supervisor**. Serious acts of vandalism should be reported directly to the Technical Manager.

The Company will report serious acts of vandalism to the police authorities and to the Chief.

The Operator has the right to report acts or threats of vandalism or theft to the police authorities, the local authorities and/or the Chief.

Minor repairs
The Operator shall carry out minor repairs to fixtures and fittings. These shall be carried out as soon as possible. The Operator does not receive any payments or reimbursement for the provision of this service. Minor repairs include but are not limited to:

i. Ensuring that fixtures and fittings are secured (e.g. soap dispensers, door locking bolts etc);
ii. Repair and adjustment of W.C. flush linkages (excluding providing replacement parts);
iii. Renewing and refitting missing or broken cistern chains and cables;
iv. Tightening unions to stem water leaks.

The Operator shall carry out the following maintenance upon receipt of an order from the Zone Supervisor. The Operator will be reimbursed for the cost by the Company:

i. Provide and fit new tap;
ii. Provide and fit new soap dispenser;
iii. Provide and fit new light bulbs and fluorescent tubes.

Temporary closure of toilets
Where a toilet is closed temporarily for repairs or renovations, the Operator will be eligible for compensation.

Damage reporting
The Public Sanitation Facility Operator has to report any damage to the Public Sanitation Facility and the water supply or sewerage network to the Company, if possible within 2 hours. Only personnel of the Company are allowed to carry out maintenance and repair work.

Low pressure and poor water quality
In cases of prolonged low pressure, or if the quality of the water is not good (for instance if the water is muddy, smells or has a colour), the Public Sanitation Facility Operator has to report the situation to the Company. The problem can be reported to the **Zone Supervisor**.

The Company has to implement all necessary measures to improve water quality and pressure.

A leak in the water distribution network or unhygienic conditions of the water storage tanks may result in turbid water coming from the hand wash facilities or showers. If water quality remains poor, the Operator should close his or her public sanitation facility and inform the Company. If the Company suspects large quantities of water to be wasted before the toilet and shower facilities can be used, the meter should be temporarily removed or by-passed in order to prevent damage to the meter and to prevent the Operator from having to pay for water that was not consumed.

Blocked toilet
Toilets occasionally get blocked, often by too much toilet paper or large deposits.

Do Not keep flushing the toilet as this can eventually cause the toilet to overflow!

Wear gloves for unblocking toilets!

To clear the blockage water needs to be forced down the trap which will hopefully dislodge the blockage. This can be done with a plunger, by giving it several hard pushes with both hands. If there is no plunger available a long handled mop or similar can be used.

If the toilet will still not unblock, lock the sections affected and report the fault to the **Zone Supervisor** as soon as possible latest the next working day.

Blocked sink
All sinks are connected to the foul water drain of the Public Sanitation Facility, hence there is a trap between the drain and the sink. This trap is full of water all the time and has two purposes, firstly it creates a seal and prevents foul gasses from entering the inside of the Facility from the foul water drain, secondly if something is lost down the sink (e.g. a piece of jewellery such as a ring) it will be caught by the trap and can be recovered easily. The traps used are U shaped and often get clogged with debris from the sink!

If the Operator detects a blocked sink it should:

i. Place a bucket or suitable container beneath the trap underneath the sink and remove the trap (the U shaped traps have two retaining nuts).
ii. Empty the contents of the trap into the bucket, making sure that the pipes that attach to the trap are clear.
iii. Replace the trap and check for leaks, if one of the unions is leaking, wrap some PTFE tape around the thread.

Or

i. Temporarily block the overflow for the sink with some wet tissue or similar. This prevents the air which is going to be forced down the trap from escaping via the overflow!
ii. Using a suitable plunger place the end completely over the waste for the sink, ensure there is water in the sink to create a seal.
iii. Push down on the plunger several times with both hands, this will force water through the waste pipe and dislodge the blockage.

If the sink will still not unblock, report the fault to the **Zone Supervisor** immediately and stop further action!

Reopening of the facility
After the Public Sanitation Facility needed to be closed the reopening of the facility should be done in the presence of the **Zone Supervisor**. The Zone Supervisor has to flush all toilets and test the showers and record the quantities of water, which have to be wasted until the Operator can open the toilet and shower facilities respectively.

Procedure: the Operator suspects the water meter to be faulty
If the Public Sanitation Facility Operator suspects the water meter to be faulty, he or she is obliged to report this to the **Zone Supervisor**.

The Zone Supervisor should organise an onsite testing of the meter using the standard jerrycan the Operator has been issued with. If this test shows that the meter does not function properly, the meter has to be tested (calibrated), repaired or replaced by the Company.

If necessary, the Operator should receive a rebate, which covers the period between reporting and testing.

Measuring air
If due to technical/supply problems the taps / showers produce a flow of air instead of water, Operators should close the public sanitation facility to prevent damage to the meter and having to pay for air that has passed the meter. If the problem persists, it has to be reported to the Company

Operator negligence
If damage to the Public Sanitation Facility can be attributed to the negligence of the Operator, the Operator will be charged for all damage repair costs.

If a third party causes damage to the Public Sanitation Facility, the Operator is not charged for the damage repair costs.

Company negligence
The Company has the obligation to carry out all major maintenance and repair works promptly.

If, for example, a Public Sanitation Facility Operator observes that the Company is not carrying out necessary major repair and maintenance works, it has to report this to the **Zone Supervisor**.

If the **Zone Supervisor** fails to solve the problems, the Operator can report the issue directly to the Technical Manager

5.0 PAYMENTS
There are two payment schemes applying to Public Sanitation Facilities:

1. Payments made by the Customer to the Operator and
2. Payments made by the Operator to the Company

The tariff
Customers are able to access the following services at the Public Sanitation Facility:

- Using the toilet / urinal;
- Using the disabled toilet;

- Using the baby changing facility;
- Using the shower facilities;
- Doing their laundry (if respective facilities are available at the Public Sanitation Facility);
- Buying water (if a registered water kiosk is included into the Public Sanitation Facility).

All tariffs are set by the Company and have been approved by the Regulator, the Water and Sanitation Regulatory Board (WASREB).

Payment of customers

Preferably, Customers pay the Operator directly and in cash for the service they want to use.

The Operator can decide whether it wants to allow Customers to access the facility on credit or to pre-pay for the use of the sanitation facility.

The Company does not interfere in the development and introduction by Operators of alternative Customer-Operator payment systems.

It is up to the Operator to decide if he or she wants to allow customers to access the sanitation facility free of charge. If the Operator allows Customers to access the toilet free of charge, he or she is bound for the shortage.

The Operator has the right to refuse Customers who wish to access the facility.

Persons benefiting from the “Social Welfare Assistance Scheme” (SWAS) are allowed to access the sanitation facility free of charge. These persons (or members of their family) must identify themselves using the Company card they have been issued with.

The payment due to the company at the end of the month should be paid accordingly, regardless of the payment option the Operator chooses.

Payment of the Operator

The Operator of the Public Sanitation Facility has to make payments to the Company for the water it receives and (if applicable) the wastewater disposal.

When it comes to wastewater disposal there are different costs incurred. If the facility is connected to the sewerage the Operator has to pay the tariff for a sewer connection.

If the facility is connected to a septic tank, a conservancy tank or a digester the Operator has to pay for the periodic desludging of the facility

Cash depositing by Operators

Each Public Sanitation Facility has an account number.

The Operator is responsible for the money collected from his or her Clients.

The Operator, therefore, is advised not to leave large amounts of cash at the Public Sanitation Facility during the absence of its attendants.

The Operator is advised to deposit money received once a week at the office of the Company. The minimum deposit is KSh 500. (Alternatively: The Operator is advised to deposit once a week at the bank. The minimum deposit accepted by the bank is KSh 1,000. The bank slip, which shows the Company Customer account number, the name of the Customers as well as the deposited amount, is used to prepare the receipt. The Operator is advised to maintain a copy of the banking slip before surrendering it to the Company).

Each time the Operator makes a deposit, a receipt must be issued.

The amount the Operator has to deposit equals the value of the water that has passed the meter.

Accounting procedures to be followed by the Operator

The Operator is obliged to keep a record of daily cash collections and daily meter readings (opening and closing readings). Operators use exercise books to record their daily readings, cash collections and financial transactions. As with any business, it is necessary to keep records of financial transaction (this is a legal requirement in addition to being good practice). These records can be used to explain where money has come from and how it is used.

At first the Operator should obtain some form of documentary support for every transaction. This is easy for expenditure as a receipt can be obtained for most things that are purchased, or paid for, including the water bills from the WSP. Each receipt/invoice should be numbered in sequence and kept in a file. There are a few items for which a receipt or invoice will not automatically be available, these should be written on a piece of paper and signed by the operator or the recipient of the money (payment of wages or drawings by the operator are examples of this) and filed as if they are receipts.

For the income from the toilet and shower it is suggested that a daily sheet (this might be a page in a notebook) is kept for each type of income. A proposal on how the sheet could look like is presented in Appendix 4.

However, where there are regular customers (for example at a market) some customers might like to pay for several visits at one time, these then need to be tracked. It would be advisable to supplement this with a record for each customer that pays for several visits at a time; the daily sheet can be used to update the individual customer record. It will be necessary to keep a simple record of this so that the amounts owed between the operator and a customer can be known easily. This is best done by simply keeping a record for each customer which shows '+' the number of shillings received and '-' the shillings used, also showing the balance now due between the operator and customer.

The amounts paid out and the money received should be entered in a cash book which might look like the one shown in Appendix 4.

This basic recording, and the retention of receipts and invoices, will meet minimum standards and enable the operator to keep track of people that owe money, or have paid for services in advance. These records would enable a summary financial report to be prepared if wanted or requested by the authorities, however this guideline does not extend to explaining how this would be done.

Disagreements between Operator and Company

All deposits within one monthly cash-depositing period are reflected on the Water Bill.

If there are disagreements between the Operator and the WSP with regard to cash depositing, the receipts received by the Operator and the entries (amounts received by the Company) are used to verify statements or claims. It is, therefore, in the interest of the Operator to keep and file all receipts.

During their training the Operator is trained in receipt keeping and meter reading. The Operator should be able to estimate its income.

Cash depositing period
The last deposit made by the Operator which appears on the Water Bill covering month B, is the deposit made on the last day working of month B.

The Water Bill covers the period between the meter reading carried out during month A and month B. Water meters are read between **the 24th and the 31st** of the month.

Monthly meter readings
All meters of the Company are read once a month. The Public Sanitation Facility water meters are read between the **24th and the 31st of the month**. All meter readings, including the Public Sanitation Facility meter readings, are handed over to the billing section of the company.

The **Zone Supervisor** is responsible for the Public Sanitation Facility meter readings. If the Company has doubts with regard to the meter readings supplied by the Operator, the Zone Supervisor should visit the Public Sanitation Facility and verify the meter readings.

Recording meter readings by Operators
A Public Sanitation Facility Operator should record the water meter readings on a daily basis. This allows it to identify irregularities. This means that Operators during their training are shown how to read the meter and how to record and interpret meter readings.

Payment of the Operator
The main elements of the cash handling part of the Public Sanitation Facility system can be summed up as follows:

The Operator is being charged according to the meter readings.

The meter is read once a month, if possible, on a fixed date.

Every month the Operator receives the Water Bill. The Operator simply has to pay the monthly Water Bill. The Operator's commission is what remains after payment has been made.

The Operator is also provided with a sheet mentioning the current tariff. With the tariff sheet and the meter readings, the Operator is able to estimate the income.

The Water Bill specifies the meter readings, the opening balance, the water charge, the wastewater charges if the facility is connected to the sewer network, the total receipts (being the total amount deposited by the Operator) and the total amount due.

The opening balance is the total amount due for the previous month. The opening balance is positive if it is a debit balance (the Operator has debt with the Company), or negative if it is a credit balance (the Company has a debt with the Operator who has deposited more cash than required).

Operators receive their Water Bill, which is dispatched around the **30th or the 31st of the month**, during the **first week of the next month**.

If the total amount due shows a positive amount, the Operator has a debt with the Company. If the Operator has a debt with the Company, it is given 14 running days from the due date to settle the arrears.

If the Operator has proved to be unable to settle its arrears within this period, and if the Operator cannot offer an acceptable explanation for this, the Contract between the Company and the Operator is terminated.

The refundable Security Deposit is used to settle any arrears.

Problems related to billing and payments
If the billing of Operators is perturbed because of technical problems with the water meter (the meter is stuck or is running backwards), the water charge is based upon the average of the 3 previous months.

The Public Sanitation Facility Customer should never suffer from any irregularities, such as debts or theft that may disturb the professional relationship between the Company and the Operator.

In other words, when a Customer has paid for using the Public Sanitation Facility he or she should be able to do so.

Operator commission
The Company should offer clear guidelines, which allow the Operator to calculate its commission and to estimate in an accurate way what is due to the Company. The Operator should calculate its commission on the basis of cash collections

Depositing
Operators are advised to make sure that they deposit enough to pay the Water Bill.

If the Water Bill shows that the Operator owes the Company money (Opening balance is a positive amount), the Operator is given 14 running days after the due date to settle its debt.

If the Operator proves unable to do so, the Company closes the Public Sanitation Facility, terminates the Contract and replaces the Operator.

If the Operator has deposited more than it is required to pay according to the Water Bill (total amount due), the Company does not reimburse the Operator this amount (In principle the Company does not pay Operators).

Over depositing appears as a negative opening balance amount (Company owes Operator) on the next Water Bill. A negative opening balance implies that the Operator has to deposit less.

Security deposit
Before the Operator signs the Contract with the Company, it has to pay the refundable security deposit of KSh 10,000 which needs to be approved by WASREB.

The security deposit is refunded on termination of the Contract if the Company concludes that the Operator has performed in accordance with the Contract.

The security deposit can be used by the Company to meet costs that may be incurred to repair damages occasioned to the facility as a result of the Operator's negligence and any other liabilities at the time of Contract termination.

In case the Contract with the Operator is terminated, the Company is entitled to use this deposit to settle outstanding (Operator) debts.

The security deposit does not appear on the monthly Water Bill the Operator is issued with.

The security deposit is paid by the Operator before the commencement of the training.