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NETSSAF

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Implementation of Sanitation in Africa-**

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ACRONYMS AND ABBREVIATIONS

AusAID	Australian Agency for International Development
CBOs	Community-Based Organizations
MDG	Millennium Development Goals
NGOs	Non-Governmental Organizations
SSPA	Simplified Saliency & Position Diagnostic
WEDC	Water, Engineering and Development Centre (at Loughborough University)
WSS	Water Supply and Sanitation

INTRODUCTION

In Sub-Saharan Africa almost two-thirds of the population lack access to adequate sanitation facilities. Without an increased effort in sanitation, Sub-Saharan Africa will not reach the MDG sanitation target. Conventional systems have negative impact on natural resources and social systems. There is, therefore, a pressing need to find alternative solutions, which need to be sound in terms of environmental, technical, social, economic and institutional considerations.

To develop appropriate approaches on sustainable sanitation, the involvement of stakeholders at various levels is important. Implementing large scale sustainable and environmentally sound sanitation projects in an integrated and participatory manner requires the involvement of all those who have a stake in sanitation and the reuse of its products. Stakeholder participation can take place in different steps of the project cycle and at different levels of the society. It can take many different forms ranging from information sharing, consultation, decision-making, partnership to empowerment. Participation is both a means and an end. As a means, it is a process in which people and communities cooperate and collaborate in development activities. As an end, participation is a process that empowers people and communities through acquiring skills, knowledge and experience.

Before starting up new programmes and in particular when new strategies are involved major key players will need to be fully consulted to take informed decisions on future sanitation strategies. With regard to NETSSAF the envisaged participation of stakeholders is twofold: one is to include stakeholders in the dissemination process of NETSSAF results and the second is to obtain feedback from stakeholders to improve the results. Thus, to enhance stakeholder participation at set of identification criteria and appropriate communication protocols need to be elaborated.

The results of this task will serve as a tool for the identification and analysis of stakeholders in work package 2. The main purpose of the stakeholder analysis is to elaborate appropriate communication procedures allowing the dissemination of NETSSAF research results on a large scale and providing the basis for the engagement of key stakeholders in future projects.

Identification and analysis of interests of stakeholders are necessary to:

- Elaborate appropriate communication procedures for each stakeholder or groups of stakeholders in order to disseminate NETSSAF results as efficient and effective as possible,
- Inform the most relevant stakeholders which means the ones being directly concerned, supportiveness or the ones potentially in opposition,
- Create effects of synergy by bringing groups of stakeholders together
- Create right from the beginning an environment that is most possible supportive to future sustainable sanitation projects

1. BACKGROUND INFORMATION

1.1. Description of the Work Package 1

The work package 1 will lay the foundation for subsequent activities within NETSSAF by providing the criteria to be used for future evaluation and classification activities. The members of this work package will bring together the different existing evaluation criteria, enabling the formulation of assessment guidelines that are applicable throughout the region. The overall aim is to harmonize and systemize existing information and tools for obtaining reproducible results regardless of the country. In some cases, innovative indicators will be proposed, according to the decision of the specialists; but the main aim is to bring together and take into account already existing guidelines, methodological frameworks, indicators and

methods of assessment. Special attention will be given to the recommendations and results produced by the World Health Organisation, UNICEF, the World Bank Water and Sanitation Programme, World Development Programme, as well as national guidelines such as EcoSanRes of the Swedish Government, EAWAG-Switzerland, EPA-England, among others, through input given by members of the consortium who actively participate in other international organisations.

1.2. Description of the Task 1.3

The elaboration of steps and tools for the identification and analysis of key actors will be performed, in order to establish the level and the scope of the envisaged dissemination process. The members of this group, on the basis of their own experiences in implementing sustainable sanitation projects in the region, will elaborate which type of organisations and institutions should be involved in the dissemination process.

The implementation of sustainable sanitation projects requires the participation of stakeholders at all levels. Stakeholders have different interests in sustainable sanitation systems. The most appropriate communication mechanisms and channels will be used to address stakeholders at all levels and guarantee their meaningful participation in the dissemination process.

1.3. Objectives

The overall objective of this task is to propose a set of criteria of identification and analysis of stakeholders and to elaborate dissemination criteria that ensure appropriate stakeholder participation. This could harmonise the stakeholder identification activity to be carried out in the frame of NETSSAF Coordination Action, particularly in work package 2.

The specific objectives of this task are to:

- Define the criteria for stakeholder identification and analysis
- Elaborate communication protocols to ensure the dissemination of NETSSAF research results leading to the active participation of stakeholders in the pursuit of sustainable sanitation

1.4. Methodology for the development of the task

In accordance with the description of task 1.3, the following methodology for the development of this task has been followed: The starting point was a review of literature on stakeholder participation and communication. This allowed to identify the pros and cons of stakeholder participation in the context of a sustainable sanitation project.

Taking into consideration the context of promotion of sustainable sanitation systems, the team has thus circumscribed relevant research, information, analyses and interpretations of the research results on sustainable sanitation and stakeholder participation.

After the documentary review and the scrutiny of experiences on stakeholder participation in West Africa the team has proceeded to draw up a list of potential stakeholders for the Western Africa context and to identify relevant stakeholder participation analysis tools to be used in NETSSAF.

Communication being one of the crucial aspects to ensure their full participation in future activities, the team has analysed communication experiences in the region and within NETSSAF partners. In a second step the team has developed communication protocols with stakeholders to disseminate NETSSAF results. Finally the team has described the most relevant factors that determine the success of a sustainable sanitation project. The monitoring of these “success” factors can help to keep the project on track.

The institutions involved in the task 1.3 are:

- Bureau Ouest Africain d'Appui Organisationnel et de Technologies Appropriées (BOATA), Mali
- CREPA, Burkina Faso
- MTM, Ville-de-SYA
- BioAzul, Spain
- International Ecological Engineering Society (IEES), Switzerland
- Mairie de Matam (MTM), Senegal
- Commune de Bobo Dioulasso (Ville-de-SYA), Burkina Faso
- Deutsche Gesellschaft für Technische Zusammenarbeit GmbH (GTZ), Germany
- Tampere University of Technology (TUT), Finland

2. INTRODUCTION ON STAKEHOLDER BASED PROJECT DEVELOPMENT

2.1. Background

Developing water and sanitation systems inevitably means that the type and level of technology must be decided and agreed upon by all key actors relevant to sustainable sanitation. There are several principles that govern technology choice. For example, the technology must be acceptable to the community in terms of providing a level of service that satisfies the demand. The community or household is much more likely to maintain technology when it is felt to make a useful contribution to the quality of life. It must also be culturally and socially acceptable to the user. If not, and in spite of potential benefits, it will simply not be used. Therefore, it is obvious that the community must be involved in decisions concerning technology choice (Millennium Water Alliance 2003).

2.2. Partnership for development

Partnership aims at greater programme impact, which can be achieved through integrating the specialist knowledge and skills of a diverse group of stakeholders. However, to be effective a partnership must be formed that combines expertise in health, agriculture, environment, entrepreneurship, and policy development. It is unrealistic to expect one entity to be able to offer all these skill areas. The partnership should consist of external entities such as international NGOs and the private sector; and local partners including government, universities, NGOs and CBOs.

A further aim of the partnership approach is to increase the capacity of local partners. This brings about permanent change through exposure to new methods, formal and hands-on training, and confidence building. It reduces dependency and ensures the right to self-determination. At its core, the partnership approach rests on the assumption of valuing other people's knowledge and dignity. It affirms the right and responsibility of the stakeholders themselves to lead, not just participate in, their own development process. The role of the external partners is to foster and support that local leadership and facilitate working relationships among the key local stakeholders (Millennium Water Alliance 2003).

2.3. Participation and a participatory approach

Participation is a process through which stakeholders influence and share control over development initiatives and the decisions and resources which affect them. Ownership of a project by stakeholders involves ensuring the widest possible participation of those who are supposed to be the primary beneficiaries of the project. The essence of ownership is that

these beneficiaries drive the process. That is, they drive the planning, the design, the implementation, the monitoring and the evaluation of the project.

The main tenet of participative approaches to development is that the community and stakeholders are collaborators in a project at every stage of project development. Thus, participative methods are meant to generate a sense of ownership of decisions and actions. This is contrary to the model of development where project conceptualisation, objectives and design are imposed on the community by people external to the community who are characterised as experts. Participatory approaches can also challenge perceptions, leading to a change in attitude and agendas. They can also provide new and sometimes surprising insights (WEDC 2002).

In the field of sanitation, it may well be that interventions reliant upon behaviour change may fail if the community was not involved in designing these. However, when communities are involved, such messages are much better understood and subsequently better accepted. A secondary benefit is that members of the community will subsequently be better placed to act as change agents.

It is important that all stakeholders are involved in the development of projects and not just direct beneficiaries. Three levels of stakeholder defined to include beneficiaries can be considered:

1. Primary stakeholders such as direct beneficiaries (end users, farmers, urban poor etc.)
2. Secondary stakeholders such as intermediaries (e.g. professionals, advisers, practitioners, consultants, experts, etc.)
3. External stakeholders such as decision, policy makers (politicians, senior civil servants, etc.)

All three groups are important to have them represented on the project as stakeholders if the necessary commitment is to be achieved. Care must be taken, however, to ensure that when a diverse range of stakeholders are engaged in a project, account is taken of the huge differentials in power relationships which could negate the value of a participatory approach. The danger is in a powerful stakeholder group hijacking the entire project with other groups being relegated to passive bystanders (WEDC 2002).

2.4. Difficulties in implementing participatory approaches

Despite an increasing interest in participatory approach there is much less understanding of, and even lesser agreement on, what community participation means and entails, and under what conditions is it necessary. For example, Khwaja (2004) shows that while community participation improves project outcomes in non-technical decisions, increasing community participation in technical decisions actually leads to worse project outcomes.

There are two potential pitfalls to take into account when implementing participatory approaches. Firstly, engaging the poor is often a far more difficult task than engaging the more powerful stakeholder groups. For example, it is fairly easy to demonstrate to government officials why their participation in a particular initiative would be valuable. It is not the same for the poor and therefore different techniques are required to achieve the objectives. For this reason, participatory approaches usually involve groups working on the ground or on paper. Examples of techniques used include (WEDC 2002):

- Maps, flow diagrams, seasonal calendars, matrices etc.
- Visual techniques are a good way to engage the poor especially where local materials are used for preparation of resources. Visual techniques also encourage creativity and the exchange of ideas.

Secondly, for participatory techniques to work effectively, the implementing agency must itself be prepared to change and learn to accept change. The main changes are (WEDC 2002):

- Loss of power. The agency should be prepared to accept “a loss of power”.
- Learn to listen. The agency should be prepared to listen actively and not pay lip service.
- Loss of control. The agency should be prepared to cede control to the community so that they own the project or initiative.

3. DESCRIPTION OF THE “ACTION-SYSTEM” SUSTAINABLE SANITATION

Stakeholders are those groups or individuals who have an interest in the outcome of a particular process. In the action system “sustainable sanitation”, the stakeholders can comprise a broad sector of society: individuals or households actually using the sanitation system, operators, re-users of the recyclates, CBOs (Community Based Organisations), self-help groups and NGOs, authorities (local, regional and national), service providers, developers and investors, social services such as health and educational institutions, national and international donor agencies, research institutions and financial institutions. Relevant stakeholders are those who should be involved in a particular process, as well as those who are mainly affected by it or involved in the related decision making process.

The “action-system” sustainable sanitation brings about specific needs of interaction and communication between various key players and interest groups. Therefore a short description of the “Action-System” Sustainable Sanitation will be given.

Sustainable sanitation systems are closed loop systems; the action system includes thus many more actors than conventional linear systems. The following paragraphs will give a short overview of the key elements to introduce a “action-system” sustainable sanitation.

- Awareness raising and information dissemination of potential users, operators, investors, decision makers etc on the need for sustainable sanitation and its advantages and limitations.
- The technical sanitation system must be designed in such a way to adapt closely to specific cultural settings
- The different preferences of end-users need to be considered (men, women, children, elderly and disabled persons)
- Proper use of the toilet needs to be assured (through technical design, sensitisation)
- Operation and maintenance requirements must be planned carefully
- Appropriate treatment systems need to be put in place taking into consideration laws and regulations, culture, climate, space, available funds, etc
- The conditions for the safe re-use of recyclates need to be set
- Process monitoring needs to be in place to allow for consistent revision

Several superordinate aspects influence the concept, design and treatment options of a system and determine its feasibility in various settings. The most important superordinate factors are:

- **Economic factors** such as **funds** for construction and operation and maintenance of the systems as well as feasible **profits** from the reuse of products
- **Institutional situation** such as supportiveness of government policies and legal aspects

- **Education** to enhance knowledge about alternative options.

4. STAKEHOLDER IDENTIFICATION IN NETSSAF

This chapter deals with the aspect of potential stakeholder identification. This is one of the crucial aspects of NETSSAF because it will guide the dissemination of research results of NETSSAF. Lists of potential stakeholders and a more detailed description of their interests, constraints, roles, resources etc. exist in various forms (one more detailed than the other, see previous chapter). Depending on the objectives of the dissemination activities the list of stakeholders will change.

In the context of NETSSAF the main objective is to sensitise a large public on sustainable sanitation, of its potential and its options. A hopeful result is that stakeholders take an active stand and use the tools and information that will be provided through NETSSAF themselves. Therefore, NETSSAF is not only dealing with dissemination of information and tools but also with sensitisation and organisation of stakeholders. To help stakeholders to make maximum use of the results they need to set up their own structures to exchange information and to pursue sustainable sanitation in their respective localities (country, region, and village). NETSSAF can help identifying crucial steps and procedures for stakeholder communication. In one word the chapter deals with two aspects of stakeholder communication. One is the dissemination of the sustainable sanitation approach and the sensitisation of key stakeholders. The second is stakeholder participation and communication within a sustainable sanitation project/programme.

4.1. Stakeholder participation in dissemination and sensitisation activities

The dissemination of information and documents of the results of NETSSAF plays a central role. The dissemination activities will focus as much as possible on international, national, regional and local actors concerned about sustainable sanitation. A detailed description of possible categories of stakeholders in sustainable sanitation can be found in "Tutorial: M4: Management: Planning, Implementation and Operation". To plan the information dissemination process a stakeholder analysis and communication planning exercise will be carried out. Experiences show that effective stakeholder participation depends on their involvement as early as possible. Thus stakeholders should take part in the process of NETSSAF research.

4.2. Stakeholder participation in a project context

Stakeholder participation at all stages is a key factor for successful implementation of sanitation programmes, however, it is evident that the different groups of a community will not be implicated and associated in the same way and to the same extent. Implication and participation depend very much on a number of factors such as the vested interests of each group in a particular project. Various reasons can be at the bottom of these vested interests, e.g., the project interest someone because it helps solving his/her problem; a technical service has the responsibility to provide services to the population in the same field of intervention, the project gives scope to develop income generating activities, etc.

The optimal implication of the various stakeholders requires an integrated process that concentrates on the communication between the stakeholders themselves and the information dissemination to stakeholders.

4.3. Stakeholder analysis and communication planning

4.3.1. Introduction to stakeholder identification, analysis and communication planning

As already lined out stakeholder participation is critical to the success of a sustainable sanitation programme. It is evident that stakeholder participation starts with a stakeholder selection, analysis and a stakeholder communication planning process. Stakeholder analysis is the technique to identify the key actors who have to be involved in the project activities. On the basis of this analysis stakeholder planning is carried out. This will result in the identification of all key stakeholders and the set-up of appropriate communication protocols.

Stakeholder selection and analysis is an analytical approach for assessing potential interest, support or opposition to an issue among interested parties, including administrators, advisers, etc. It is a basic first step in capacity and motivational assessment. Stakeholder analysis identifies the stakeholders and maps out their relative power, influence and interests in a given change effort. It identifies assumptions about each stakeholder and indicates the relative priority to be given to meeting the interests of the stakeholders, thus assessing the importance of each stakeholder to the success of the project.

Stakeholder analysis done at an early stage will provide relevant information on relative risks and potential coalitions of support for the dissemination. This analysis will assist in determining appropriate forms of stakeholder participation, and may enable coalitions to be formed. The stakeholder analysis should be done in a process oriented and participatory manner so as to enhance ownership and sustainability of the NETSSAF research results.

However, it should be noted that stakeholder analysis is not a hard core analysis of simple facts. The process often involves sensitive information and there will be always hidden interests and agendas that may be difficult to uncover. Therefore assessing stakeholder's interests and influence will always involve interpreting a range of factors.

Within the context of sustainable sanitation activities the most important motivating factors and constraints per stakeholder category have been identified (GTZ, 2006) that will guide the more detailed assessment of various stakeholders in the project elaboration phases. Experience shows that some stakeholders take strong positions against sustainable sanitation. This can be due to lacking information, misinformation, experienced or heard off failures of certain Ecosan pilot projects, etc. Stakeholder analysis and thus communication with stakeholders needs to identify, understand and address these issues.

4.3.2. Stakeholder selection, analysis and planning within NETSSAF

NETSSAF will use the following steps to identify and analyse stakeholders and develop a communication plan:

- **Step one**¹: Identification of stakeholders (large list of all potential stakeholders)
- **Step two**²: Work out their power, influence and interest
- **Step three**: Develop a good understanding of the most important stakeholders, to know how they are likely to respond and to work out how to win their support and to identify potential areas of collaboration or conflict amongst stakeholders.

¹ The identification of potential stakeholders will be a process oriented approach. Therefore no hard core selection criteria have been developed. The following is a description of the tools that help identifying and analysing stakeholders relevant to sustainable sanitation

² Starting from step two the list of potential stakeholders will be narrowed down to a list of the ones to be included in the dissemination process

- **Step four:** Plan how to communicate with stakeholders (use of stakeholder planning tool)

The following tools are proposed to assess stakeholders within NETSSAF and to plan the communication strategy.

- Identify all potential stakeholders (checklist for stakeholder identification) used in step 1
- Power/interest Grid for stakeholder prioritisation used in step 2
- Primary Stakeholder Assessment used in step 3
- Secondary Stakeholder Assessment used in step 3
- Current and envisaged relations of collaboration or conflict. “Saliency & Position Diagnostic (SSPD)³ used in step 3
- Stakeholder communication planning tool used in step 4

4.3.3. Step one: Identification of stakeholders

It is necessary to identify key stakeholders, i.e. those who are affected by the outcome, negatively or positively, or those who can affect the outcomes of a proposed intervention.

The identification criteria of stakeholders for sustainable Sanitation will have to answer the following questions

1. Who are the people/groups/institutions that are **interested in the promotion** of sustainable sanitation
2. Who is **concerned** about sustainable sanitation in a locality (village, town, region, country, etc)
3. Who may **impact** or **be impacted** by sustainable sanitation

Stakeholder identification should best be done through a brainstorming process. This is to prepare a **large list** of people/groups/institutions that are effected by sustainable sanitation; that have influence or power; that have an interest in its successful or unsuccessful conclusion. A list of potential stakeholders in West Africa has already been drawn up in chapter 4.4. However this list needs readjustment to each particular country situation.

The following **checklist** summarises the most important questions that can be helpful for identifying stakeholder.

- Have all primary and secondary stakeholders been listed?
- Have all potential supporters and opponents of the project been identified?
- Have different types of female stakeholders at primary and secondary level been identified (gender analysis)?
- Have primary stakeholders been divided into users of sanitation facilities, consumers, users of products and services providers
- Have the interests of vulnerable groups been identified?
- Are there any new primary or secondary stakeholders that are likely to emerge as a result of the project?
- Have relevant external stakeholders been listed

³ Voir Chevalier, Jacques M. The Stakeholder/Social Information System

It should be remembered that although stakeholders may be both organisations and people ultimately communication always takes place with people. This means that within the stakeholder organisation the relevant individual stakeholder should be identified.

4.3.4. Step two: Prioritisation of stakeholders

The identification of stakeholders will produce a long list of organisation/people. These should be mapped in a power/interest grid as shown in figure 1.

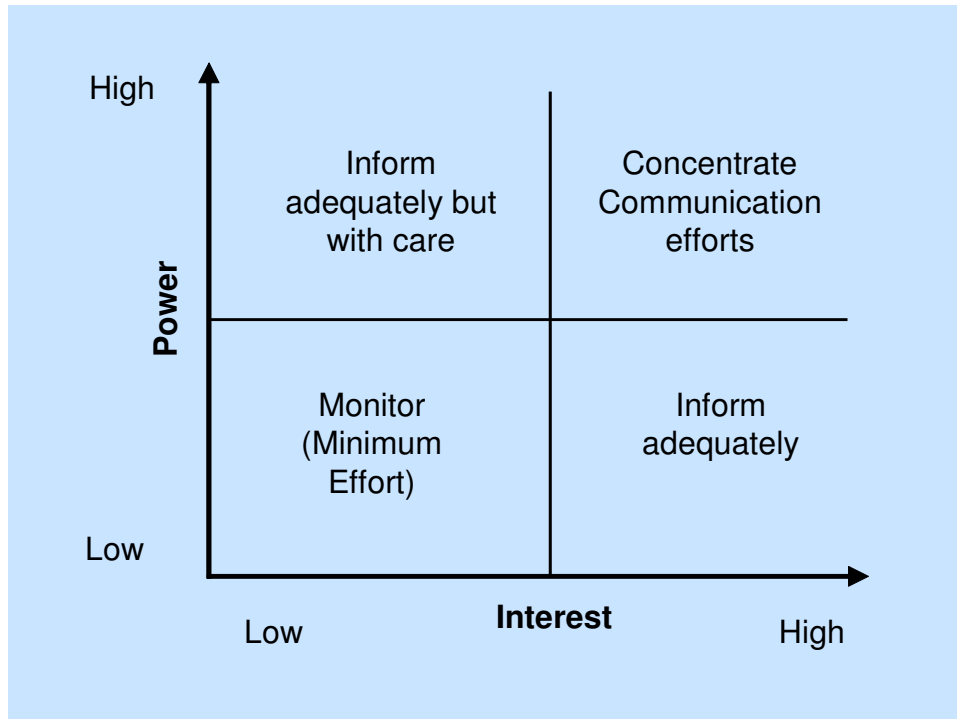


Figure 1: Power/Interest Grid for stakeholder prioritization

This exercise will allow to classify stakeholders by their power over and their interest in the information dissemination process of sustainable sanitation. The result will indicate the course of action to be taken towards different groups of stakeholders.

4.3.5. Step three: Criteria for Stakeholder Selection

This step is to develop a good understanding of the most important stakeholders; to know how they are likely to respond to the sustainable sanitation approach; to work out how to win their support; to identify the scale of participation and representation of all identified stakeholders and to identify potential for collaboration or risks of conflicts.

The following parameters are used to assess the interests, resources and motivations of primary and secondary stakeholders as indicated in tables one and two.

Before starting the assessment process, primary stakeholders will be categorised according to the results of the social analysis and divided by gender, age, social aspects, income categories, occupational or service user groups, etc. Secondary stakeholders will be divided into implementing, monitoring and advocacy organisations. These categories will be further sub-divided. See appendix 10.2 for the forms to be filled out during this exercise. Relevant direction can be collected in a table resembling the appendix 10.4 (“Example of a global description of relevant stakeholders in an “Action System” Sustainable Sanitation”).

Table 1: Criteria for Primary Stakeholder Assessment

Those that are interested in Sustainable Sanitation			
Area of interest/Attachment to sustainable sanitation	Low	Medium	Strong
Potential of sustainable sanitation to solve problem	Low	Medium	Strong
Level of interest	Low	Medium	Strong
Capacity to take action	Low	Medium	Strong
Expected Gain/Profit	Low	Medium	Strong
Potential of engagement	Low	Medium	Strong
Capacity to contribute	Low	Medium	Strong
Level of acceptance of sustainable sanitation technology and its products	Low	Medium	Strong

Table 2: Criteria for Secondary Stakeholder Assessment

Those that are concerned about Sustainable Sanitation			
Degree of attachment to sustainable sanitation	Low	Medium	Strong
Degree of implication	Low	Medium	Strong
Degree of decision making power	Low	Medium	Strong
Degree of acceptance of sustainable sanitation	Low	Medium	Strong
Potential to influence communities	Low	Medium	Strong

The purpose of the **Simplified Saliency and Position Diagnostic**⁴ is to assess prior or current relations of collaboration or conflict. This information will be taken into consideration in the communication strategy.

⁴ See Chavalier, Jacques M.

Table 3: Example of a Simplified Saliency and Position Diagnostic (SSPD)

	- 2 Very Unfavourable	- 1 Unfavourable	0 Neutral	+ 1 Favourable	+ 2 Very Favourable
		Ministry of Urbanism	Ministry of Health		
				Municipality	
					Local NGO
	Fertiliser Industry			Small Enterprises >	
		Consumers >	←-----→	Farmers >	

- Attach a '<' or '>' sign to each stakeholder name to indicate a potential shift in position (based on your diagnostic)
- Discuss the appropriate terms and indicators for prior or current relations of collaboration (trust/friendship) or conflict (mistrust/enmity).
- Map these relations using rectangular boxes for positive relations and arrows for negative relations; line thickness may indicate levels or types of conflict and broken lines, relations that are likely to develop over time.
- This work needs to be done in a group of at least 5 persons to develop a shared understanding of stakeholder relations

4.3.6. Step Four: Stakeholder Planning

After the conduct of the Stakeholder Analysis exercises, most of the information needed to plan how to manage communication with NETSSAF stakeholders will be available. NETSSAF will focus on the high-power/high-interest stakeholders first and the low-interest/low-power stakeholders last and devise a practical plan that communicates with people as effectively as possible and that communicates the right amount of information in a way that neither under nor over-communicates.

To plan communication, a Stakeholder Communication Planning Exercise will be carried out. A form has been prepared including the following column headings (see appendix 10.3) :

- Stakeholder Name
- Communications Approach
- Key Interests and Issues
- Current Status - Advocate, supporter, neutral, critic, blocker
- Desired Support - High, medium or low
- Desired Role in the Sustainable Sanitation Dissemination (if any)

- Actions Desired (if any)
- Messages Needed
- Actions and Communications

This tool should be filled in using the steps below:

- Update the Worksheet with Power/Interest Grid Information
- Plan the Approach to Stakeholder Management (this basically goes for the amount of time allocated to stakeholder management which depends on the size and issues of the activity, the time resources available for communication etc.)
- Think through what is wanted from each stakeholder
- Identify the messages needed to convey
- Identify actions and communications

4.4. Example of key actors

The following list gives an example of stakeholders to be included in the identification process. However, the actual list will vary from country to country.

Table 4: List of potential stakeholders of a sustainable sanitation project in West Africa

	Primary stakeholders
1	Households without sanitation facilities (and subdivisions according to gender, age, etc.) Households with sanitation facilities (and subdivisions according to gender, age, etc.)
2	Consumers/Users of Ecosan products - Users (Agriculture, Horticulture, Florist Agro forestry) - Consumers
3	Representatives of public/communal institutions/infrastructures with and without sanitation facilities - Schools/Health Centres - Markets - Restaurants/Bars
4	Private sector (local)
5	Municipalities and subdivisions
6	Opinion leaders
7	Civil Society (local)
	Secondary stakeholders
8	Ministries concerned (Water, Sanitation, Health, Environment, Education and Agriculture)
9	National and deconcentrated technical services
10	NGOs / Consulting companies (if directly involved)
11	Devolved structures (Levels above municipalities) - Provinces - Districts
12	Financial sector
	External stakeholders
13	Consulting Companies (if not directly involved in the project)
14	NGOs (national and regional, if not directly involved in the project)

15	Private sector at national level (traders of fertilisers, etc.)
16	Training and Research Institutions
17	Medias
18	Donors (in relevant fields) and international organisations

5. ANALYSIS OF COMMUNICATION EXPERIENCES WITH STAKEHOLDERS

In order to develop communication protocols with the various stakeholders identified in the previous chapter the communication experiences of NETSSAF partners have been identified and analysed. The following experiences on communication with stakeholders have been identified.

Table 5: Communication experiences with stakeholders of NETSSAF partners

Specifications	Communication experiences		
	1	2	3
Who initiated the project/communication approach /structure?	Bioazul	Bioazul	University of Moncton
What was the felt need for the project?	Research on new products and technologies for wastewater treatment and minimisation of surplus sludge production	To make a survey for mapping all existing and under construction wastewater treatment plants in the frame of a national Project funded by the Ministry of Sciences and Technology	<ul style="list-style-type: none"> - Degradation of ecosystem - Migration of agricultural labourers - Pressure on ecosystem - Poor resources management
Coverage Area	Regional and national level (Spain)	National level (Spain)	Two villages in two different provinces in Burkina Faso
Organisational structure	Regional authorities	Regional and national authorities	
Objectives	<ul style="list-style-type: none"> - To test a sludge reducer developed by Bioazul - To test innovative technologies in Spain for wastewater treatment (for small applications) 	<ul style="list-style-type: none"> - To map all WWTPs in Spain currently running and under construction (location, size, technology used, sludge produced, sludge management options, etc.) - To identify the authorities responsible for wastewater treatment and management - To identify potential clients for the products of Bioazul 	<ul style="list-style-type: none"> - To strengthen the training capacities of CEPAPE in management of community based conservation activities of ecosystems - To strengthen the capacity of teachers to take action at field level - Improve the knowledge and capability of CEPAPE with regard to community based ecosystem management
Expected results	- Positive evaluation of the product and the technologies tested	- Evaluation of the Spanish situation against the EC objectives with regard	- The organisations of the civil society have a better

	<ul style="list-style-type: none"> - Certification of the product and technologies for their market implementation 	<ul style="list-style-type: none"> to waste water treatment and sludge management - To prepare a database of potential clients 	<ul style="list-style-type: none"> understanding of governance issues on environment and natural resources management - Their capacity to deal with environmental and natural resources issues has been strengthened
Stakeholders involved	<p>Environmental Office of the Regional Government</p> <p>CENTA (New Water Technologies Centre) as the institution in charge of wastewater treatment at regional level.</p>	All National and Regional Agencies with competences on Wastewater treatment and management	<ul style="list-style-type: none"> - Traditional authorities - University of Ouagadougou - University of Moncton - Representatives of the two communities - The Ministries of Education, Environment, Women and Agriculture - The associations of citizens of the two communities
Type of communication structure between key actors	The communication is direct. Bioazul started it by a phone call and after a meeting was arranged between all parties	In this case as the structure is complicated and changes depending on the regions	Centralised structure
If formal structure: name of communication structure	Not applicable	Not applicable	Not applicable
Mode of functioning	Experienced staff of CENTA performed several analyses weekly for monitoring the tests and Bioazul has a responsible partner that make the follow up. Both parties meet every 2-3 months at the experimental plant.	<p>Bioazul has asked for the data (via phone, e-mail, fax and postal mail)</p> <p>The data has been provided by the offices, sometimes in the template of Bioazul and sometimes using their own templates, and Bioazul has worked with it to make useful for statistics.</p>	Un group de travail par University (16 members)
Description of process (e.g.) consensus oriented learning/problem solving oriented aspired level of participation	Bioazul and CENTA signed a cooperation agreement in order to carry out tests (one year long) in the experimental plant of CENTA to evaluate the product and the technologies. The agreement sets all requirements and responsibilities of	Bioazul has contacted and asked the agencies & offices for the data using a systematic approach. Excel tables were sent for collecting the data.	<p>Problem solving and learning oriented</p> <p>Multisectoral approach</p>

systemic approach oriented	each party.		
Who facilitated the stakeholder participation	In this case, CENTA was interested in the ideas of BIOAZUL and facilitated that the regional office agreed on the tests.	Bioazul has worked really hard to get all data. The authorities have not been as active as expected as they may have understood that our survey did not have any added value for them.	All members of the work group of the University of Ouagadougou and of University of Moncton
Methods/Techniques to facilitate stakeholder participation/communication	<p>We were lucky to get in contact with someone with decision making capacity.</p> <p>We are always in touch mainly by e-mail, but also by telephone in case there is something urgent and we meet at regular basis to talk face to face about the results.</p>	<p>In all cases telephone has been used to make the first contact and identify to whom we should ask for the required info. On the phone we have explained as well briefly what our interest was.</p> <p>According to what have been required by the authorities, the information has been explained in detail by Bioazul using e-mails, letters and faxes. We have realised that almost in all cases e-mail has been used.</p>	<ul style="list-style-type: none"> - Workshops - Group meetings - Radio broadcasting - Training guide
Resources	The analyses are covered by CENTA thanks to the budget coming from the Environmental Regional Office and Bioazul covers all the rest (prototype, products, any miscellaneous material, travel costs, etc)	The Ministry of Sciences and Technology covers part of the salary of the person in charge of working in the survey. The rest is covered by Bioazul.	Budget ACDI
Strengths	<p>In this case the possibility of having a test that is monitored by experts according to our requirements almost free of charge.</p> <p>This is also for Bioazul a way to open new market opportunities and get to new potential clients.</p>	<p>Once the information has been gathered and processed it is very useful for us.</p> <p>Having the support of the Ministry has help us as the project seems "official"</p>	<ul style="list-style-type: none"> - Multisectoral training of professors of both Universities, of local teachers, animators of radio stations, - Implication of associations - Use of integrated approach: nutrition, health, environment, education and gender
Weaknesses	As it is almost free sometimes it is complicated to demand some results if it is any delay.	Difficulties to find out the right person with the time and interest to send you the required info	<ul style="list-style-type: none"> - The level of education of participants very apart - Personal financial contribution was very high

Specifications	Communication experiences		
	4	5	6
Who initiated the project or communication approach /structure?	Fond d'Appui à l'Etat de Droit	Project on Water and Sanitation, Koulikoro, Mali	Municipality of Matam and l'Institut Africaine de Gestion Urbaine (IAGU)
What was the felt need for the project?	<ul style="list-style-type: none"> - Ignorance of legal documents - Ignorance of environment problems - Poor participation of organisations of civil society in environmental governance issues 	Insufficient water supply and increasing problems in waste water treatment of a middle size town in Mali	Degradation of the environment because of lacking sanitation infrastructures
Coverage Area	National level	Town of Koulikoro with lessons learned to be applied at national level	Town of Matam
Type of Organisational structure	Centralised structure	Project	Convention signed between IAGU and municipality
Objectives	To improve the implication of the civil society in governance issues on environment and natural resources	- Improve water supply and sanitation	To create a platform to collect the opinion of the population in order to improve decision making
Expected results	<ul style="list-style-type: none"> - Study on civil society and environment in Burkina Faso - Training Manual - The civil society has an improved understanding on governance issues on environment and natural resources - The management capacity of the civil society on environment and natural resources has been improved 	<ul style="list-style-type: none"> - Population is informed about water supply component - Population participates in municipal activities in sanitation - Population implements household level sanitation facilities - Municipality reinforces laws and provides an enabling environment 	<p>To include all key players in the decision making in order to achieve sustainability of investments and other measures</p> <p>To improve the visibility of the activities of the municipality</p>
Stakeholders involved		<ul style="list-style-type: none"> - Municipality - Service providers - Technical Services (public) - Traditional Authorities - Decentralised financial Institutions - Associations 	<ul style="list-style-type: none"> - Municipality, - Deconcentrated Technical Services (public) - Traditional leaders (political, religious) - Women groups - Local NGOs - Press - Population

If a specific communication structure has been set up give reasons and type of structure		Poor communication between the municipal entities and the representatives of the population on questions of water and sanitation; Elected group with statutes	
If formal structure: name of communication structure	Not applicable	CRESAK (Group for reflection and monitoring and evaluation of activities in sanitation)	Agenda 21
Mode of functioning (to enhance communication)	Group of four experts	Monthly meetings of all members and a executive committee of three members	Supervised by the coordinator, technical advisor and a local committee (Agenda 21)
Description of process (e.g.) consensus oriented learning/problem solving oriented aspired level of participation systemic approach oriented	Learning oriented	Establish a forum that allows consultation and communication including all relevant stakeholders in sanitation Create effects of synergy Problems are solved in a cooperative manner	Consensus oriented Implication of all key players
Who facilitated the stakeholder participation	Team of multidisciplinary professors (4 members)	Project	Technical Advisor employed by the project and the work group coordinators
Methods/Techniques to facilitate stakeholder participation/communication	<ul style="list-style-type: none"> - Workshop - Training guide - Banners - Newspaper articles, radio and television 	<ul style="list-style-type: none"> - Periodic meetings - Social events - Conferences - Technical subgroups 	<ul style="list-style-type: none"> - Meetings in town districts - Internal project meetings - Radio - Preparation of documents
Resources	Project and CEPAPE	Project budget	ONU-Habitat plus Municipality
Strengths	<ul style="list-style-type: none"> - Needs assessment - Elaboration of a training guide - Implication of local decision makers - Coverage of national level - Oriented towards civil society - Multidisciplinary approach 	<ul style="list-style-type: none"> - Participation of all layers of the town in process - Improved communication on project issues - Improved working relationship between Municipality and civil society 	<ul style="list-style-type: none"> - Strong participation of various key players - Massive participation of population - Increased awareness of problems in sanitation
Weaknesses	<ul style="list-style-type: none"> - The level of education of participants 	<ul style="list-style-type: none"> - Structure was not efficient in conflict 	<ul style="list-style-type: none"> - Insufficient resources and weak

	<p>very apart Personal financial contribution was very high</p>	<p>management about resource allocation and depoliticise the decision making - Synergy effects with other projects were very weak</p>	<p>participation of councillors for political reasons</p>
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Specifications	Communication experiences		
	8	9	
Who initiated the project/communication approach /structure?	CREPA	PASUB Coordination team	
What was the felt need for the project?	<ul style="list-style-type: none"> - Existence of real sanitation problems (90% of the population do not have toilet facilities). - The agricultural yields are very low due to arid soil conditions 	<ul style="list-style-type: none"> - The need for implication of the stakeholders to the management of the urban basic services. - The need for dialogue among the various technical services in charge of sanitation at Ville-de-Sya (communal service, national office of water and sanitation, environmental service, Health and hygiene services...etc). - The need for dialogue among all key actors of water and sanitation including political, technical, police services 	-
Coverage Area	Village of Sabtenga (located at 20 km from Ouagadougou (North-west))	Bobo Dioulasso (Sector 21)	
Organisational structure	All the quarters of the village are represented in the project coordination committee.	Sector organizers	
Objectives	Building capacity of the members of the local coordination committee in order to increase their awareness for actions toward the development of the village	An innovative communal strategy for urban basic service management based on an appropriate integral, participatory and community based approach	-
Expected results	- All social groups are involved in	-	-

	<p>projects activities</p> <ul style="list-style-type: none"> - Stakeholders are organised for the management of community sanitation equipment, - Stakeholders agree to go through a of behavioural changes process 		
Stakeholders involved	<ul style="list-style-type: none"> - The village traditional chief, - Religious leaders - Population, - Administrative authorities - Teachers and pupils - Nurses and medicines - CLP - Members of the local organizers group 	<ul style="list-style-type: none"> - Communal service, - Economical Interested Groups in charge of waste water management - Municipal police, - Industrials of the town, - Public services (water, sanitation and hygiene), - Representatives of youth - Representatives of the sector 	-
Type of communication structure between key actors	Local informal organisation	Formalised through bylaws and internal rules	
If formal structure: name of communication structure		Coordination committee of local stakeholders	
Mode of functioning	Group of 10 members with the assistance of one local organizer	<ul style="list-style-type: none"> - Organisation of stakeholders' general assemblies, - Organization of city assemblies, - Monitoring of field actions by local organizers, - Coordination of the project by the coordination team. 	
Description of process (e.g.) consensus oriented learning/problem solving oriented aspired level of participation systemic approach oriented	<ul style="list-style-type: none"> - Consensual approach - Training oriented approach 	<ul style="list-style-type: none"> - Coordinating activities 	
Who facilitated the stakeholder participation	Local organiser		
Methods/Techniques to facilitate	- Committee meeting	General meetings of sector, periodic	-

stakeholder participation/communication	<ul style="list-style-type: none"> - General assembly - Training - restrictive group meeting - Posters- sanitation days - Granted Concours, etc. 	meetings, Open days, sets of themes Groups of work, Conferences and debates, radio transmissions and, newspapers, communications in town council	
Resources	CREPA and the contribution of the beneficiaries	UN_Habitat, CREPA, the communal service, economic operators of Bobo Dioulasso and the ministry of infrastructures and the national company of water and sanitation	
Strengths	<ul style="list-style-type: none"> - Improvement of social relations among villagers - Strong implication of the quarter leaders - Massive participation of the stakeholders - Awakening on the sanitation problems, - Engagement of children in the project and behavioural improvements 	<ul style="list-style-type: none"> - The formation of a common commitment of all the actors to live in a safe city - Real mobilization of the population through general sensitizing, - Commitment of the mayor and the town council 	-
Weaknesses	<ul style="list-style-type: none"> - Very low level of instruction of the stakeholders - informal set-up - very low contribution of the stakeholders 	<ul style="list-style-type: none"> - Slowness of the behavioural change process, - The uncertainty of the political context, - Insufficiency of the means; - Weakness of the engagement of the economic operators 	-

The analysis of the different communication experiences listed above shows that:

The communication experiences are all centred around the set up of a framework to enhance communication and consultation in order to facilitate the participation of the stakeholders in the achievement of the project objectives. Therefore, communication takes most often place in a type of project coordinating committee. With regard to the functioning of the “communication structures” it appears that they depend to a high degree on the financial and other resources of the projects. The strong points of these set-ups reside in the fact that stakeholders participate actively in the achievement of project objectives. However the weak points are:

- The low level of education (at local level) of certain stakeholders restricts their participation
- The dependency on external or project funding
- A low level of synergy with other projects because of conflicts of interest
- Weak capacity to resolve interest conflicts in particular between the political and administrative system and between municipal councils and civil society
- High cost involved in terms of time and money

Projects that put emphasis on stakeholder participation require more time for the consultative process, for identifying groups and organizations that should be involved, for reaching agreements among various stakeholders and for trust building among the stakeholders.⁵

Thus, costs are a decisive factor. High cost of participation in terms of time, financial resources and transport are frequently mentioned. Another cost involves training, people need to be informed/trained in order to fully participate. Participation entails opportunity costs for all the stakeholders that may be particularly high for the beneficiaries and especially marginal groups and women.

To conclude, no systematic approaches to ensure sustainability have been developed. Projects and programmes apply communication procedures according to their own needs. Even though this is a very normal and from the project managers point of view the most efficient way of setting up communication, it is not always the most efficient in terms of development of a locality. In most cases projects set up “Pilot Committees”, “Steering Committees”, etc. and manage to keep stakeholders at all levels informed. The beneficiaries are generally informed through village assemblies and group meeting. As to the stakeholders outside the project area, they are involved through workshops and seminars. However, this more often a selective activities that is lacking follow up.

More modern forms of stakeholder participations and communication such as advocacy are discussed and experimented on a one by one basis. Proper analysis is however lacking thus making it very difficult to assess its potential in practical terms. The lack of proper documentation on communication experiences with regard to stakeholders has made it very difficult to identify the most appropriate communication methods with stakeholders. This is certainly one area where the project should thoroughly document the evolution of its approaches, methods and tools to develop a state-of-the-art guideline on stakeholder management/participation.

⁵ See Karl, Marilee, 2000

6. COMMUNICATION PROCEDURES TO REACH STAKEHOLDERS WITHIN NETSSAF CONTEXT

6.1. Introduction

The main aim of this chapter is to define communication procedures in order to address the key stakeholders identified in section 5.9. In a first contact, information about the project NETSSAF itself will be disseminated, but the ultimate aim is to raise awareness about ecological sanitation issues and then support capacity building for its implementation in West African countries.

According to the classification already carried out (see table 7 in section 5.9), potential stakeholders have been organised in a series of groups, and divided into primary, secondary and external stakeholders.

As each group of potential stakeholders has different background, needs, educational level and perceptions towards sustainable sanitation, specific communication procedures have been designed in order to optimise the referred objectives of awareness raising and capacity building within the scope of NETSSAF.

6.2. Communication tools and communication protocols

Communication protocols should be designed in order to reach the different groups of stakeholders in an effective way. The proposed protocols should clearly define:

1. What is the main purpose of the communication activities addressed to a specific target group
2. What type of information will be communicated
3. What communication ways will be used for the specific target group

First of all, several ways of communication or communication tools have been identified as the most common ones:

- Telephone call
- e-mail
- postal letter/personal carriage
- meetings/visits
- workshops/seminars
- radio, television, newspapers
- scientific journals

There are some advantages and disadvantages of such methods that are summarised in the following table:

Table 6: *Advantages and disadvantages of identified communication tools*

Communication tool	Advantages	Disadvantages
Telephone call	<ul style="list-style-type: none"> - Very direct - It gives the opportunity to ask for the right person and explain everything and answer possible questions 	<ul style="list-style-type: none"> - Time consuming - Expensive specially if international phone calls are needed and in the African context
e-mail	<ul style="list-style-type: none"> - Very fast, the same e-mail can be sent to several 	<ul style="list-style-type: none"> - Many times no direct e-mail addresses are available, only to the info@ e-mail address, so it is

Communication tool	Advantages	Disadvantages
	stakeholders simultaneously - Cheap	not sure that the right person will get the information; not all stakeholders in Africa have access to e-mail - It is never sure if the e-mail is read, even if the right person gets it - Not all stakeholders have regular access to a computer, some have none and are not used to communicating through e-mail
Postal letter or/and personal carriage	- Good way to distribute dissemination material and support a previous direct contact - Not very expensive - In Africa, this can be very time consuming	- Many times the letters reach the litter bin before they are even open unless the receivers are expecting them - Within an Africa country the postal system functions only for people with a post-office box or through informal direct delivery
Meetings/visits	- Very direct and effective - It gives the opportunity to get the attention of the right person/group and explain everything and answer possible questions	- Time consuming (needs preparation) - Expensive specially if longer trips are required
Seminars/ Workshops	- Allows to attract several stakeholders at a time - Allows to involve stakeholders in a systematic and participatory manner	- Very time consuming - Requires a solid knowledge of potential stakeholders to be effective - High cost involved
Radio/Television	- Massive dissemination	- High costs - Preparation is time consuming
Newspapers/Journals	- Massive dissemination - Can help to disseminate information about NETSSAF at national level and in scientific circles	-

Taking all the above into account, specific protocols for each stakeholder group have been developed and are proposed later in this report. Nevertheless, if necessary the partners of NETSSAF should weigh all these advantages and disadvantages when contacting stakeholders and decide depending on a case to case basis to use one or another communication way.

In the NETSSAF project several dissemination materials will be produced for dissemination of the project itself and the sustainable sanitation approach. Among all of them, the most important are:

- Project official web site (www.netssaf.net)

- Two leaflets (month 6 and month 27)
- NETSSAF conference (month 28)
- Local workshops
- Papers in scientific journals

All stakeholders contacted by NETSSAF partners should get information about these dissemination materials/events. The information about the conference will be included in the first leaflet, thus a hard copy of the leaflet should be sent by post or electronic version by e-mail.

In addition, the following information will be sent to all stakeholders (see Appendix 10.1):

- General information of the project: acronym and title, project duration, project budget, and project website.
- Project summary and the sustainable sanitation approach
- Project objectives
- Project partners

The NETSSAF web page will include the links to all relevant stakeholders' web pages upon their agreement. At the same time, all the stakeholders contacted which have a web page will be asked to include, if possible, the NETSSAF official web page (www.netssaf.net) among their links.

In general, when communicating the very first time with a stakeholder, it should be clarified how the stakeholder would prefer to get the additional/further information on the NETSSAF and the sustainable sanitation approach.

In order to reach the above-mentioned dissemination objectives, different protocols are proposed depending on the stakeholder group, as shown in the following table:

Table 7: Stakeholder group-specific protocols

Stakeholder group	Purpose of the communication/ other considerations	Communication protocol proposed
Primary stakeholders		
Households without sanitation facilities Households with sanitation facilities	To let them know about the basic concepts of sustainable sanitation and some practical aspects. In some cases, limited literacy of the target group should be taken into consideration when providing information.	1. Visits are necessary to let them to know about the NETSSAF project and the sustainable sanitation approach. During the visits dissemination material will be distributed (leaflets). It will be advisable to visit neighbourhoods together with local authorities and/or opinion leaders. 2. Dissemination through local radio stations. 3. Local workshops based on visual techniques disseminating information on the options and benefits of the sustainable sanitation approach
Consumers/Users of Ecosan products - Users (Agriculture, Horticulture, Flower producers, Agro forestry) - Consumers	To let them know about which benefits can the use of recyclates deliver; to address safety concerns.	

Stakeholder group	Purpose of the communication/ other considerations	Communication protocol proposed
Private sector (local)	To let them know about the basic and in some cases further aspects of sustainable sanitation. In the case of potential contractors for sustainable sanitation projects, economical potential should be highlighted.	<ol style="list-style-type: none"> 1. In the context of decentralisation, the first contact in a locality needs to be established with the municipal authorities. This first contact can be arranged through telephone calls or if not possible, through an administrative outlet of the central government. A meeting should be arranged to explain the purpose of the project to the local authorities and to identify relevant persons to communicate with in future. This visit should also serve to establish means and ways of communication with the respective local stakeholders. Meetings with the population can be arranged at the same time. 2. Once the person is aware about the NETSSAF project, then more detailed information will be sent by e-mail, postal letter; personal carriage depending on his/her requirements. This information should contain: a brief summary of the project and expected results, the sustainable sanitation approach, partners involved, project duration, website, etc. 3. In any case, a formal letter will be sent together with the leaflet of the project. 4. Meetings/visits will be organised.
Municipalities and subdivisions	To let them know about the basic concepts of sustainable sanitation and about its potential benefits for the community. Laws and regulations which could limit the use of sustainable technologies should be bore in mind when briefing authorities.	
Opinion leaders	To let them know about the basic concepts of sustainable sanitation and about its potential benefits for the community;	
Civil Society (local)	to identify potential local supporters (local champions) of the sustainable sanitation approach; in some cases civil society organisations will have access to international grants and community support which could lead to sustainable sanitation projects' implementation.	
Secondary stakeholders		
Ministries concerned (Water, Sanitation, Health, Environment and Agriculture)	To let them know about the basic and in some cases further aspects of sustainable sanitation and about its potential benefits for the community. Laws and regulations which could limit the use of sustainable technologies should be bore in mind when briefing authorities.	<ol style="list-style-type: none"> 1. For the first contact a telephone call is suggested as the most efficient way. It will be sought to find out who the person in charge is in case it is unknown. If it is known, then it will be sought to get this person on the phone to explain about the project and the activities carried out. (it is important to make sure that hierarchy is respected – i.e. to inform the relevant superior before a working relationship is established with the person in charge). 2. Once the person is aware about the NETSSAF project, then more detailed information will be sent by e-mail, postal letter or personal
National and deconcentrated technical services		
Devolved structures (Levels above municipalities) - Provinces - Districts		

Stakeholder group	Purpose of the communication/ other considerations	Communication protocol proposed
Financial sector	To let them know about the basic aspects of sustainable sanitation. Economical potential should be highlighted.	<p>carriage depending on his/her requirements. This information should contain: a brief summary of the project and expected results, the sustainable sanitation approach, partners involved, project duration, website, etc. Further technical information and/or references can be included in the package in some cases.</p> <ol style="list-style-type: none"> 3. In any case, a formal letter will be sent together with the leaflet of the project. 4. If necessary, a meeting will be arranged. It is aimed to optimise the meetings so that more than one stakeholder can be visited the same day in the same city to reduce travel costs. 5. An invitation to attend the NETSSAF conference will be issued in some cases.
NGOs / Consulting companies (if directly involved)	<p>To let them know about the basic and further aspects of sustainable sanitation and about its potential benefits for the community;</p> <p>to identify potential supporters of the sustainable sanitation approach: in some cases NGOs will have access to international grants and community support which could lead to sustainable sanitation projects' implementation.</p> <p>Detailed technical information/ references will be provided upon request.</p> <p>In some cases certain stakeholders within this group could pose obstacles to the sustainable sanitation approach, due to their professional background based on conventional technologies.</p>	<ol style="list-style-type: none"> 1. Taking into account their work in the field, the first contact can be done via e-mail. This e-mail should contain: a brief summary of the project and expected results, the sustainable sanitation approach, partners involved, project duration, website, etc 2. A telephone call is suggested after two-three weeks to make sure the information has been read. 3. Then, the leaflet will be sent by e-mail or postal letter depending on their requirements. Further technical information and/or references can be included in the package in the organisation has expressed its interest in the sustainable sanitation approach. 4. If necessary, a meeting will be arranged. It is aimed to optimise the meetings so that more than one stakeholder can be visited the same day in the same city to reduce travel costs. 5. An invitation to attend the NETSSAF conference may be issued in some cases.
External stakeholders		
Consulting Company (if not directly involved in the project)	<p>To let them know about the basic and in some cases further aspects of sustainable sanitation.</p> <p>In some cases certain stakeholders</p>	<ol style="list-style-type: none"> 1. The relevance of the specific stakeholder should be assessed on a case by case basis. 2.a) In the case of those stakeholders

Stakeholder group	Purpose of the communication/ other considerations	Communication protocol proposed
<p>NGOs (national and regional, if not directly involved in the project)</p> <p>Private sector at national level (traders of fertilisers, etc.)</p>	<p>within these groups could pose obstacles to the sustainable sanitation approach, due to their professional background based on conventional technologies.</p>	<p>with a potential higher interest in/for the project, for the first contact a telephone call is suggested as the most efficient way. It will be sought to find out who the person in charge is in case it is unknown. If it is known, then it will be sought to get this person on the phone to explain about the project and the activities carried out. (if is important to make sure that hierarchy is respected – i.e. to inform the relevant superior before a working relationship is established with the person in charge)</p> <p>3.a) Once the person is aware about the NETSSAF project, then more detailed information will be sent by e-mail, postal letter or personal carriage depending on his/her requirements. This information should contain: the leaflet, a brief summary of the project and expected results, the sustainable sanitation approach, partners involved, project duration, website, etc. Further technical information and/or references can be included in the package in some cases.</p> <p>2. b) Those stakeholders likely to have less interest in the project can be contacted via e-mail. This e-mail should contain: a brief summary of the project and expected results, the sustainable sanitation approach, partners involved, project duration, website, etc</p> <p>3. b) Upon requirements of further information, the leaflet will be sent by e-mail or postal letter depending on their requirements.</p> <p>4. If necessary, a meeting may be arranged. It is aimed to optimise the meetings so that more than one stakeholder can be visited the same day in the same city to reduce travel costs.</p>
<p>Training and Research Institutions</p>	<p>To let them know about the basic and further aspects of sustainable sanitation and about its potential benefits for West African countries.</p> <p>Detailed technical references will be provided upon request.</p>	<p>1. If they are working in the field and are supposed to be interested in the project, the first contact can be done via e-mail. This e-mail should contain: a brief summary of the project and expected results, the sustainable sanitation approach, partners involved, project duration, website, etc</p> <p>2. A telephone call is suggested after two-three weeks to make sure the</p>

Stakeholder group	Purpose of the communication/ other considerations	Communication protocol proposed
		<p>information has been read.</p> <p>3. Then, the leaflet will be sent by e-mail or postal letter depending on their requirements.</p> <p>4. If necessary, a meeting will be arranged. It is aimed to optimise the meetings so that more than one stakeholder can be visited the same day in the same city to reduce travel costs.</p> <p>5. An invitation to attend the NETSSAF conference will be issued in some cases.</p>
Medias	To create communication links with the media (mostly local, regional and possibly national radio stations) to introduce the project in Africa. In particular, NETSSAF partners' experience show that radio is an excellent media to spread a message in Africa.	1. In parallel with the visits organised to communities, the media (mostly radio stations) will be informed about the project and its activities. The support of local and regional authorities will be sought in order to facilitate the contact and the dissemination of the visits organised.
Donors (in relevant fields) and international organisations	<p>To let them know about the basic and further aspects of sustainable sanitation and about its potential benefits for West African countries; to identify possibilities for NETSSAF members of taking part in conferences, forums and other events or meetings organised by these stakeholders in order to introduce the project and the sustainable sanitation concept and issues;</p> <p>to explore the possibility of extending NETSSAF activities beyond its current duration by finding additional funding sources.</p>	<p>1. A list of donors and international organisations active in water, sanitation and agriculture will be prepared</p> <p>2. The desk officers in charge will be identified through phone calls; in case this is not possible the first contact can also be done via e-mail. The e-mail should contain: a brief summary of the project and expected results, the sustainable sanitation approach, partners involved, project duration, website, etc.</p> <p>3. A leaflet will be sent by e-mail and they will be asked whether they would like to be kept updated about the progress of NETSSAF and whether they would like to participate in future NETSSAF activities (workshops, the conference, etc.)</p> <p>4. An invitation to attend the NETSSAF conference will be issued.</p>

Finally, NETSSAF members will take advantage of international forums like the WATSAN forum, or the 5th World Water Forum in 2009, i.e. both during the project and in the post-project era, to reach different stakeholders and to disseminate the project activities and aims.

7. CONCLUSION

The dissemination of sustainable sanitation needs to cover a wide range of stakeholders. Theoretically everybody has a stake in sanitation, because everybody needs sanitation or is affected if facilities are lacking. Sustainable Sanitation touches even more everybody's interest because of its reuse component of solid and liquid "waste". With regard to the administrative set-up, most West African countries have a very diverse structure often spreading responsibilities for sanitation over several ministries. It is not uncommon that three to four Ministries are in charge of sanitation (each taking care of a particular aspect), sustainable sanitation will include even more ministries. Yet the on-going decentralisation process puts even more institutions in charge of sanitation turning the institutional landscape in a very complex structure.

The dissemination of research results on sustainable sanitation under these conditions, is in itself a real challenge. The emerging civil society is going to be another strong hold of diverse interests to be considered. The service providers (put in a very large sense, including the private sector, financial sector and educational/research structures) will have to play an important role in the promotion of sustainable sanitation. Last but not least the involvement of primary stakeholders is primordial not only as a recipient of information but as a participant in the research process. External stakeholders such as donors and international organisations need to be fully informed about the potential of sustainable sanitation to help reaching the Millennium Development Goals. This is because most projects are still donor driven and only if national, local and donor interests and approaches are harmonized development can gain momentum.

In order to enhance stakeholder participation a certain number of stakeholder analysis tools and appropriate communication approaches varying according to different stakeholders will be employed. Therefore the most appropriate communication protocols per stakeholder group are proposed. However, NETSSAF itself strongly advocating the principles of participation will have a learning curve. In this respect NETSSAF should undergo a periodic self assessment process of the above elaborated stakeholder analysis procedures, communication protocols and communication methods.

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9. APPENDICES

9.1. Listing of international organisations in the region with potential interest in Sustainable Sanitation

The Partnership for Municipal Development (PDM)⁶

The PDM results from a partnership plan built in 1991 between African responsible and the funds donor community in order to support the decentralization politics en promote the capacity building of local communities in Africa. The PDM is composed of two regional offices: One for east and austral Africa in Harare (Zimbabwe) and the other for west and central Africa in Cotonou (Benin).

The west and central Africa office leaded by a regional coordinator is charged to ensure the monitoring of eight strategic programmes within which one is of the domain of solid waste management, drinking water supply and sanitation.

The Objectives of this programme branch are:

- Set up strategies and tools for a sustainable waste management.
- Education on community base management of water and sanitation.

Some current important publications of the PDM are the following:

- African Waste Net : (Réseau Africain des Professionnels des Déchets Solides)
- Cahier du PDM sur les services urbains.
- Programme de recherche-action sur les déchets solides et liquides, l'assainissement et l'initiative pour la qualité de l'air en Afrique sub-saharienne.

Their technical partners are:

- UWEP : Urban Waste Expertise Programme,
- SSATP : Sub Saharan African Transport Policy, Banque Mondiale.

⁶ Partenariat pour le développement municipal

- SITRASS : Solidarité Internationale sur les Transports et la Recherche en Afrique Sub-Saharienne.
- PSEAU (Programme solidarité Eau) France,
- PEA-WSP (Programme eau et Assainissement) Banque Mondiale.
- ENDA Tiers Monde.
- Alter Ego, Suisse.

And the main financial partner is the French ministry of foreign affairs.

Contact : citactions@pdm-net.org

International Association of Francophone Mayors (AIMF)⁷

The AIMF is a network of 156 cities attached to promote the good municipal governance and to support the mayors in the implementation of their policies of urban development. Operator of the "Francophonie" for the decentralized co-operation, it accompanies the local communities in the processes of decentralization, through to the mobilization of its various networks of experts.

The conferences organized by the AIMF constitute for the mayors, a framework of exchange and reflexion, as the same as an international platform

West African Economical and Monetary Union (UEMOA)⁸

The African Western Union Economic and Monetary (UEMOA) was created by the Treaty signed in Dakar on January 10, 1994 by the Heads of State and Government of the seven countries of West Africa having jointly the use of a common currency, the CFA Franc: Benin, Burkina Faso, Ivory coast, Mali, Niger, Senegal and Togo. These countries were later (in 1997) joined by Bissau-Guinea. The objectives of UEMOA are:

- To reinforce the competitiveness of the economic and financial activities of the Member States within the framework of an open and competing market and a rationalized and harmonized legal environment,
- To ensure the convergence of the performances and the economic policies of the Member States by the institution of a multilateral procedure of monitoring,
- To create among the member States a Common Market based on freedom of movement of people, goods, services, capital and right of establishment of the people carrying on an independent or paid activity, like on a common external tariff and a marketing policy,
- To institute a coordination of the national sectoral policies by the implementation of common actions, and possibly, of common policies in particular in the following fields: human resources, regional planning, agriculture, energy, industry, mines, transport, infrastructures and telecommunication,
- To harmonize, to the extent necessary with the correct operation of the Common Market, the legislations of the Member States and particularly the mode of taxation.

Among the five sectoral commissioners, one of them (actually M. Tchaa-Kozah *TCHALIM* (from Togo), is in charge of the department community land management, infrastructures, transports and telecommunications. *Contact:* Email: kozah.tchalim@uemoa.int; Tél. (226) 50 31 88 73 / 76; Fax: (226) 50 31 88 72

⁷ Association Internationale des Maires Francophones

⁸ Union Economique et monétaire Ouest Africaine

Economic Community of West African States (ECOWAS)

ECOWAS is an inter-states organization grouping 16 West African countries including: Benin, Burkina Faso, Niger, Mali, Senegal, Mauritania, Guinea, Ivory Coast, Togo,

Within the framework of this organisation, the sixteen countries currently decide to carry out joint action toward the sustainable development of the whole region: e.g: The process of Integrated Water Resources Management (IWRM) in West Africa was initiated at the West African Ministerial Conference on Integrated Water Resources Management held in Ouagadougou in march 3-5, 1998; conference during which the 16 countries decided to be engaged to pass from sectoral and technocratic water resources management towards participative and integrated management in conformity with the principles adopted by Dublin preparatory Conference held in January 1992 and ratified in Rio de Janeiro in June 1992. The two main outputs of the Ouagadougou Conference were:

a). The « Ouagadougou Statement » by which the Ministers and head of delegations mainly urge their government to:

- *Implement in their respective countries a process of integrated water resources management based on National Water Action Plans;*
- *Create a framework for regional co-operation on integrated water resources management; harmonisation of policies and legislation on water issues and exchange of experience;*
- *Create or revitalise the consultative frameworks between riparian countries for joint management of shared basins;*
- *Prepare national and regional strategies for mobilisations of financial resources required for integrated water resources management;*

b).The decision to establish a follow-up committee at ministerial level, responsible for making operational the recommendations of the Ouagadougou Conference.

Western African Bank of Development (BOAD)

The Western African Bank of Development (BOAD)⁹ is the common institution which finances the development of the States of the Western African Monetary Union (UEMOA). It was created on November 14, 1973 by the following countries: Benin, Burkina, Ivory Coast, Bissau Guinea, Mali, Niger, Senegal and Togo.

The BOAD has as an aim "to promote the balanced development of the Member States and to carry out the economic integration of West Africa " by financing priority projects of rural development, basic infrastructures, modern infrastructures, telecommunications, energy, industries, transport, agricultural processing industries, tourism and other services.

Certain interventions of the BOAD, whose ultimate objective is to contribute to the fight against poverty in its Member States, are targeted in favour of the most underprivileged layers of the population.

During year 2004, the BOAD reinforced its action in favour of the fight against poverty by the financing of projects directly aiming the improvement of the living conditions of the most vulnerable populations, particularly in rural areas.

Moreover, the participation of the Bank in the implementation of Initiative PPTTE¹⁰ also lies within the scope of its action in favour of the social layers most vulnerable. Thus, the 25 billion debt cancelled in favour of Benin, Burkina, Mali and Senegal will make it possible in these profit States particularly to release approximately 33 billion FCFA budgetary resources

⁹ Banque Ouest Africaine de Développement

¹⁰ Pays Pauvre Très Endetté

to the profit of the social programs (education, health and fight against the VIH/SIDA, rural hydraulic and sanitation) in rural and periurban.

African Development Bank (ADB)

Established in 1964, the African Development Bank commemorated its 40th anniversary in 2004. Three emergent groups dominating the continental geopolitical scene are represented on the Bank: The Brazzaville Group with twelve countries - Cameroon, Congo-Brazzaville, Ivory Coast, Dahomey (Benin), Gabon, Upper Volta (Burkina Faso), Madagascar, Mauritania, Niger, the Central African Republic, Senegal and Chad. The Casablanca group emerged in 1961, made up of seven countries: Algeria, Egypt, Ghana, Guinea, Libya, Mali, and Morocco. And the Monrovia Group comprised the twelve countries of the Brazzaville Group as well as Ethiopia, Liberia, Nigeria, Sierra Leone, Somalia, Togo, Tunisia and Congo (Kinshasa).

The development of Africa's water resources has become one of the key objectives of the Bank's development efforts on the continent.

In 2000 the Bank Group developed an Integrated Water Resources Management (IWRM) Policy, which drew from the Bank's experience in this sector. The Bank has been actively involved in a number of major policy instruments, namely the NEPAD Water Resources Management Program, the Rural Water Supply and Sanitation Initiative (RWSSI), and the African Water Facility (AWF) which are some major responses to the challenge of supporting the water-related MDGs and the African Water Vision targets, as well as addressing the problem of low access to water supply and sanitation in rural Africa.

On April 1, 2005 in Paris, the bank had organized the first International Donors' Conference, with the support of the French authorities. A mid-term evaluation of the action program for the period 2005-2009 has been developed to guide this effort. To date, the following pledges and contributions have been made:

- Canada has approved C\$ 20 million in total, of which C\$ 10 million has already been made available;
- The European Commission has approved a total contribution of € 20 million from its own EU/ACP Water Facility over approximately 2 years and has indicated that it is open to additional contributions immediately thereafter;
- France has approved € 12 million over 5 years;
- Norway has indicated its intention to contribute € 1.5 million per annum for 3 years (this is currently being submitted for approval);
- Sweden, Denmark, and Austria have given positive signals of their intention to contribute, but no approval has yet been issued;
- Japan has signalled its intention to make a contribution through its trust fund at the Bank.

The Bank, together with other regional and international partners, has coordinated and participated in regional and international forums such as the World Summit on Sustainable Development (WSSD), the World Water Forum, and World Panel on Financing Water Infrastructure. In addition, UN Water Africa will have a significant coordinating role among UN agencies and with other stakeholders.

(L = Low; M = Medium; S = Strong)

9.3. Stakeholder communication planning tool

Table 10: Stakeholder communication planning tool

Stakeholder Name	Communications Approach (from Power/Interest Grid) 1)	Key Interests and Issues	Current Status2)	Desired Support 3)	Desired Role in Activity(if any)	Actions Desired (if any)	Messages Needed	Action and Communication

1. Manage closely/Keep satisfied/Keep informed/Monitor
2. Advocate/Supporter/Neutral/Critic/Blocker
3. High/Medium/Low

9.4. Example of a global description of relevant stakeholders in an “Action System” Sustainable Sanitation

Table 11: Identification of stakeholders of the “action-system” sustainable sanitation (Adapted and expanded from UNESCO/IHP and GTZ (2006))

Stakeholders	Examples of possible sub-groups	Role & Relevance	Needs	Resources	Abilities	Motivating Factors	Constraints & Limitations
User of the sanitation facilities	<ul style="list-style-type: none"> - men, women - children, elderly - wealthier & poorer sections of society - users of private systems - users of public systems - etc. 	<ul style="list-style-type: none"> - should determine the kind of sanitation system used - crucial for functioning and proper use of the sanitation system 	<ul style="list-style-type: none"> - safe, clean and convenient installations - improvements in hygienic conditions - privacy, safety - dignity - food security - possibly recycles or products (biogas) 	<ul style="list-style-type: none"> - willingness to participate in project - possibly land - possibly construction materials - possibly reuse options for recycles 	<ul style="list-style-type: none"> - participation in the decision making and planning process - ensuring the success of the project by participating & contributing 	<ul style="list-style-type: none"> - improvement in sanitary situation - privacy, safety, convenience, dignity or prestige - easy operation - use of recycles - ecological reasons, - water scarcity or unreliable supply 	<ul style="list-style-type: none"> - system may not be used properly - system may not be accepted - understanding for the need and advantages necessary - need for cleaning & maintenance
Operators of the sanitation / treatment facility	<ul style="list-style-type: none"> - cleaning staff - technical personnel - transporters - operators of the treatment facility 	<ul style="list-style-type: none"> - cleaning, maintenance and operation of the sanitation /treatment facility - crucial for a smooth functioning 	<ul style="list-style-type: none"> - clear understanding of the sanitary / treatment facility - supportive institutional framework 	<ul style="list-style-type: none"> - skills & knowledge in maintenance - tools, possibly transport facility - treatment facilities 	<ul style="list-style-type: none"> - safe, hygienic and ecological operation of the facility and treatment of the human excreta 	<ul style="list-style-type: none"> - economic profit - participation in a sustainable project - sale of treated excreta 	<ul style="list-style-type: none"> - public aversion against treatment facility, transport - institutional constraints (conditions, laws)
Users of the recycles	<ul style="list-style-type: none"> - farmers - home gardeners - large / small scale producers - etc. 	<ul style="list-style-type: none"> - Safe and hygienic re-use of nutrients - Closing of nutrient and water loop 	<ul style="list-style-type: none"> - clear understanding of hygienic practices - market to sell produce 	<ul style="list-style-type: none"> - land - knowledge and skills in fertilizing and irrigation practices 	<ul style="list-style-type: none"> - knowledge and skills in fertilizing and irrigation practices 	<ul style="list-style-type: none"> - higher yields, improvement of soil conditions - economic reasons - local /reliable availability of agricultural inputs - self-sufficiency 	<ul style="list-style-type: none"> - improper use of recycles - cultural taboos - lack of logistics - institutional constraints (conditions, laws)
CBOs and self-help groups, NGOs	<ul style="list-style-type: none"> - organisations with different concerns, i.e. health, community improvement, 	<ul style="list-style-type: none"> - Awareness raising - Motivational input - Organizing community meetings - Raise acceptance of a new system 	<ul style="list-style-type: none"> - clear understanding of the system, its functionality and limitations - Support from community and 	<ul style="list-style-type: none"> - Motivated participants - Knowledge of local customs / languages / laws etc. - close relation to 	<ul style="list-style-type: none"> - Convincing - Mobilisation of users - Awareness raising 	<ul style="list-style-type: none"> - improvement in sanitary situation - reduced costs - use of recycles - ecological reasons - improved situation 	<ul style="list-style-type: none"> - support of all community members may be lacking - resistances from community

Stakeholders	Examples of possible sub-groups	Role & Relevance	Needs	Resources	Abilities	Motivating Factors	Constraints & Limitations
	environment etc.		institutions themselves	users		for community - Agenda 21	- cultural taboos - lack of financing - hygienic concerns
Authorities (local, regional, national)	- community councils - regional & national governments - policy makers	- clearing institutional constraints - financial support - promotion and support of alternative technologies - awareness raising - knowledge dissemination - creating a supportive institutional framework	- clear understanding of the system, its functionality and limitations - support from external developers - convenient and easy to maintain system - individual solution adapted to specific local needs	- financial resources - political support - lobbying - clearing of institutional constraints - adaptation of laws and conditions - contacts to service providers, developers and investors	- political support - lobbying - convincing - awareness raising - clearing of institutional constraints - adaptation of laws and conditions	- Political, economic, ecological reasons - failure of conventional / existing sanitation system - promotion of (urban) agriculture - job (and income) creation - long-term security of social services	- cultural taboos - lack of information, lack of finances - distrust in alternative systems - powerful lobby from conventional sanitation industry - corruption
Service Providers	- consultants - producers / providers of equipment - construction / maintenance companies - educational institutions - suppliers of water, gas or electricity - providers for collection, treatment and transport	- responsible for smooth functioning of the system - proper & hygienic service is crucial for the acceptance of the sanitation system	- supportive institutional framework - sanitation system that is easy to maintain	- transport vehicles, - knowledge & experience in service provision	- enables smooth running of the sanitation system - cooperation with O&M providers and re-users of recyclates	- economic profit - opening up of a new potential market - participation in a sustainable project	- cultural taboos - lack of logistics - institutional constraints - absence of technical knowledge, products and tools - economic risk - lack of experience
Developers and investors	- developers and investors for various projects such as public toilets,	- Implementation of alternative sanitation systems - creation of model projects	- clear understanding of the system, its functionality and limitations - supportive legal /	- contacts to architects, planners and other developers - knowledge in design	- can greatly impact the perception of sustainable sanitation services - spreading of a	- increased attractiveness (ecological label) - safe and secure "disposal" (→ tourist	- absence of service logistics - cultural taboos - lack of information, lack of funds

Stakeholders	Examples of possible sub-groups	Role & Relevance	Needs	Resources	Abilities	Motivating Factors	Constraints & Limitations
	apartment blocks, private buildings, etc.		institutional framework - adaptable solutions	of sustainable sanitation systems	sustainable technology	areas) - user satisfaction - economic reasons - legal requirements	- distrust of alternative systems - institutional constraints - corruption
Financial institutions	- banks, - micro-finance institutions etc.	- financial support of new alternative sanitation projects, both for investors and households	- specific financing instruments - clear legal framework	- financial resources	- supporting and promoting a new alternative technology	- economic reasons - failure of existing / conventional systems - improving sustainability	- absence of specific financing instruments, - not recognised as state of the art technology - need for R&D
Research Institutions	- schools, - universities - private research institutions	- research and development of new or improved technologies - spreading of information, knowledge and know-how	- adequate funds and proficiency	- knowledge - laboratories and tools for research	- knowledge and know-how transfer - dissemination of a new technology	- Need for R&D - availability of research funds - ecological reasons	- availability of research funds - prestige

