



LUSAKA WATER SUPPLY AND SANITATION COMPANY

Results Based Financing Scheme for Faecal Sludge Management

STANDARD PROCESSES AND PROCEDURES

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for

**Peri-Urban Department
Faecal Sludge Management Unit, LWSC**

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ACRONYMS

Aux Staff	LWSC support staff seconded to project from other departments
ExCo	Top Management Committee of LWSC
FSM	Faecal Sludge Management
FSM Unit	Staff of the dedicated to FSM under LWSC
FSTP	Faecal Sludge Treatment Plant
IPCs	Interim Payment Certificate
LSP	Lusaka Sanitation Programme
LWSC	Lusaka Water Supply and Sanitation Company
MLSP	Management at LSP
MPU	Manager Peri-Urban
OSS	Onsite Sanitation
SC	Steering Committee
SD	Sewerage Department
SOP	Standard Operating Procedures
SPF	Service Providers` Forum
SPs	Service Providers
SPP	Standard Procedures and Processes
TC	Technical Committee

1. INTRODUCTION

According to the NWASCO, Urban and Peri-urban Water Supply and Sanitation Sector report, 2018, only up to 23.9 percent of Lusaka residents are serviced by sewerage network. Thus, the majority of the households use Onsite Sanitation facilities. The larger proportions of this population are the residents of the peri-urban compounds who more often than not use pit latrines as sanitation facilities. Management of the sanitation services in these locations has been a challenge over time owing to lack of tangible investment, hitherto the Lusaka Sanitation Project (LSP). Thus, in order to improve the sanitation services, LWSC is implementing the LSP to enhance capacity for managing sanitation continuum from conventional sewerage to Onsite Sanitation Systems (OSS).

Most residents in the Peri-urban areas of Lusaka are using Onsite sanitation and engage mostly illegal operators to empty pit latrines when full. These operators often dump sludge in undesignated areas thus exposing the environment to huge risks to public health. Additionally, the residents suffer the risk of poor service delivery and exploitation by these illegal and unregulated service providers. Therefore, there is an urgent need to introduce and implement a comprehensive Faecal Sludge Management (FSM) system to service this cohort of residents and contribute to the overall improvement of sanitation services delivery for the city of Lusaka.

LWSC has henceforth devised a Results-Based Financing Scheme for FSM in which six professional service providers were contracted out. This output-based approach will require the Service Providers to perform and meet agreed targets to be paid an agreed Subsidy, only after verification by the Independent Verification Agent (VA). The VA will monitor and verify performance of contracted service providers with respect to agreed targets. This will be done in liaison with the newly established FSM Unit at LWSC. The subsidy to be provided will be the contracted top-up rate tendered by each service provider aside from the amount to be paid directly by the households to the Service Providers. This arrangement is intended to ensure cost recovery by the service providers as well as cushion the households on the cost of service.

This document therefore aims to provide a systematic Standard Procedures and Processes (SPPs) for execution of the Result Based Financing Scheme for Faecal Sludge Management (FSM). It is broken down in four parts:

- Part I: Emptying and Collection
- Part II: Transport and Disposal
- Part III: Invoicing, Verification and Payment
- Part IV: Coordination, Monitoring and Complaint Management

The operations side of FSM is detailed in the Standard Operating Procedures (SOP)¹ manual, which is separate from this document (SPP). The customer journey begins with the felt-need to empty after the customer checks that their toilet is nearly filling up. It is recommended that when the toilet is remaining with about 30cm space before filling up, the customer

¹ The SOP prescribes the Standards to follow for faecal sludge emptying, transportation and disposal, and outlines the Physical, chemical and biological hazards the Emptyers may be exposed to at emptying, transportations and disposal stages. On the other hand, the SPPs prescribes the mechanisms and processes for undertaking a monitoring and verification of the performance-based financing and management of FSM as a business.

needs to call or approach the Service Provider to book for emptying. After booking, the Service Provider undertakes an assessment explained in section 2.3. The illustration in Figure 1.1 below shows the customer journey through the FSM service chain. Each stage of the customer journey is elaborated in the sections that follow.

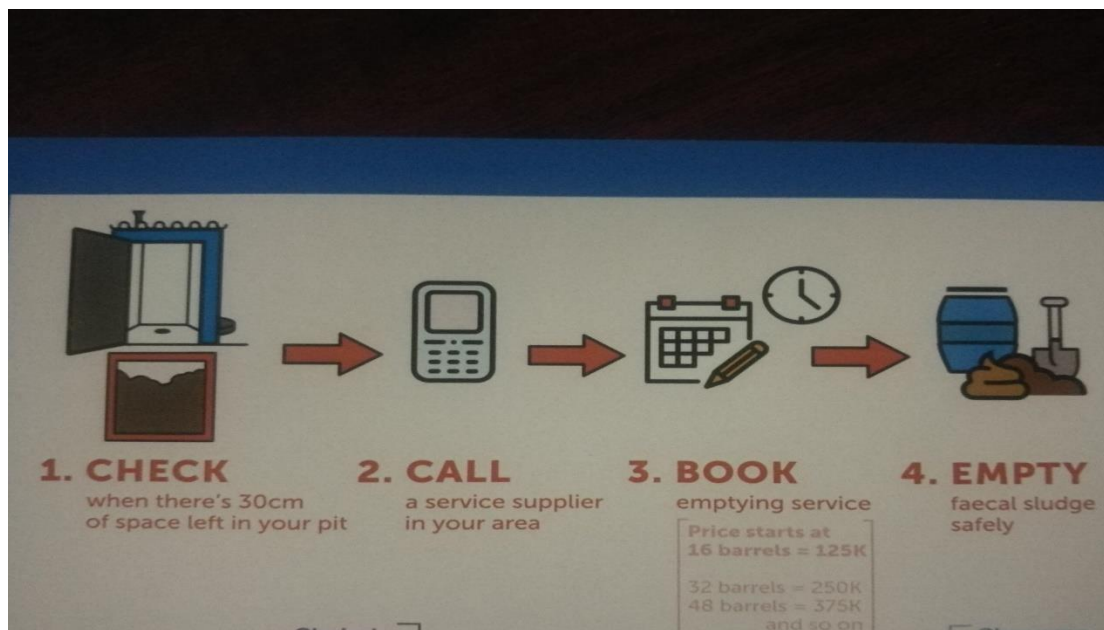


Figure 1. 1 - Customer Journey for FSM (Source: 17 Triggers FSM 'leave-behind' leaflet for LWSC)

2. PART I: EMPTYING AND COLLECTION

This part of the document addresses the first stages in the sanitation value chain in so far as FSM is concerned. It summarises that interface with the households and the Service Providers.

2.1 Demand Solicitation

A standard procedure has been set out for demand creation. This began with the inductions of Lusaka Water and Sanitation Company's Customer service Assistant (CSAs), being the first point of contact for potential customers, in the entire service chain for Faecal Sludge Management so that they are able to explain and answer inquiries on FSM services. The Service Providers (SPs) are expected to create a foothold in the zones where they are contracted to deliver services. This shall be facilitated through LWSC Zonal Structures by way of large community zonal meetings incorporating the leadership at that level and the general community membership. The purpose of these meetings shall be to interface the SPs and their prospective customers. Thus, after these meetings the SPs are expected to use LWSC zonal data to tailor-make their marketing methods within the zones using various tools and means available to them. They will be required to ensure demand is elicited from the households within the zone. The Service Providers are expected to utilise available IEC materials based on the training offered to them by LWSC to ensure consistency and alignment with the overall LWSC brand. LWSC's OSS Platform which has data on toilets in

the zones will also be used to target potential business by the SPs, by for instance, checking when the last FSM service was provided for a particular customer or toilet.

It is envisaged that each SP shall keep an updated job requisition register and tallies against job cards to determine uptake of the FSM service on a quarterly basis. Given that each zone shall comprise a number of service providers, the quality of services offered shall influence the levels of demand and the competitive nature of the project shall necessitate heightened demand.

2.2 Submission of Job Request by Customer

The Service Providers shall dedicate a staff member to collection all requisitions for emptying services. Customers may engage with the Service Providers by making a phone call to the service Providers based on the contact on the `leave-behind` flyer or physically visit the SP's office to report and register cases of need for pit emptying. In the case where the calls are made, SP has the responsibility of attending to the calls and scheduling assessment where necessary. It is expected that when the system is fully fledged, a functional call centre at LWSC shall be established to receive both requests and complaints. The SP is responsible for collecting primary information about the customer and this information is recorded in the Job Requisition Register (Annex 1). This form is the first official document that the SPs shall use to facilitate scheduling of pit emptying assessments and determine demand levels too. The Customer shall be advised of the service charge per cubic metre and the need to provide water, two shovel loads of building sand, and two blocks for reinstating the slot to be used for scooping sludge.

Once a customer lodges a request for pit emptying the SP shall schedule a physical assessment of the latrine.

2.3 Assessment of Pit Latrine

The assessment is aimed at establishing feasibility of emptying the pit latrine. Based on the number of requisitions registered, the SPs schedule assessments with the respective households. Specific dates and time are communicated to the households on which physical assessment of the pit latrines shall be done. The SP uses the assessment form (Annex 2) to fill out information relating to the toilet. When it has been determined that the toilet cannot be emptied and the customer insists to have it emptied, the customer bears the cost for reconstruction of the toilet in case it collapsed. The household is further provided information on other available options.

If the toilet is assessed as feasible for emptying, the next stage then kicks in - Sludge Emptying.

2.4 Emptying and Collection

A pit latrine that has positively been assessed proceeds to the next stage. The emptying only happens when the customer has paid for the services based on advice from the assessment. It is critical that the seven steps on emptying outlined in section 2.4 on page 8 of the Standard Operating Procedures (SOP) are adhered to. Additionally, the Service

Provider needs to ensure the process prescribed in section 1.4 of the SOP prior to emptying is fulfilled. When the emptying is completed, the SP shall fill out a Job card (Annex 3) in which data that pertaining to the work carried out as well as additional information consisting of pictures of the emptied toilet and volumes of sludge emptied and GPS coordinates are recorded. It is a requirement that a customer provides feedback after emptying and endorses the job card, as this shall constitute primary input into the Customer Satisfaction Index (CSI).

3. PART II: TRANSPORT AND DISPOSAL

Part 2 of this document prescribes the need to ensure that all the Faecal Sludge collected from the pit latrines is safely transported and discharged into designated Faecal Sludge Treatment Plants (FSTP). This Chapter addresses the second half in the sanitation value chain.

3.1 Collation of Job cards

The SP shall gather all job cards for the day prior to transportation of the Faecal Sludge to the treatment plant. This will facilitate appropriate recording of the sludge volumes emptied in the day by Lot. The totalled volumes and other details are recorded in the FSTP Entry Form (Annex 4). The driver of the vehicle carrying faecal sludge always has to understand how to fill in the FSTP Entry form. This form is presented at entry to the Plant Operator.

3.2 FSTP Arrival Processes

At the FSTP, the FSM Plant Operator shall reconfirm the volume of the sludge delivered by the SP. The FSTP Operator may either count physically the loaded barrels and check quantity against what is entered in the FSTP Entry Form. In case of Vacuum Tankers (VT), and in the absence of a weighbridge, the FSTP Operator would need to see the actual gauge reading on the truck, and confirm that measurement corresponds to the volume recorded in the FSTP Entry Form. Once the weighbridge is installed, the operator shall ensure the measured volumes correspond to the volumes on the FSTP Entry Form (Annex 4). Only after this verification shall the operator countersign the FSTP Entry Form and transfer the data into an FSTP Operator's ledger (Annex 5) to be kept at the treatment plant.

A copy of the FSTP Entry Form is retained at the FSTP to compare with the Ledger entries at later stage. Both the Operators ledger and the FSTP Entry Forms from the Plant are submitted to the FSM Unit for verification of the Interim Payment Certificate (IPC). Under the Results-based Financing Scheme no Gate Fees shall be paid on entry to the FSTP. The Gate Fees shall, however, be deducted from the invoices submitted by the SP and later paid to LWSC for operation and maintenance of the FSTP.

4. PART III: INVOICING, VERIFICATION AND PAYMENT

Part III describes processes and procedures to be followed from invoicing by SP to final payment by LWSC.

4.1 Disbursement Cycle

The invoicing shall follow a cycle of 30 days, i.e. from 23rd of the month to the 22nd of the following month. Hence any invoicing for services done during that period shall be submitted to FSM Unit by the 22nd of the month, or earlier if the date falls on a weekend or holiday. Disbursement to the SPs shall be done once per month based on the invoices submitted. As provided for in the contracts, the invoices shall then be paid within 30 days from date of submission.

4.2 Invoicing by Service Provider

At the end of the invoicing cycle (i.e. by the 22nd of the Month), the Service Provider shall prepare an Interim Payment Certificate (IPC) that shall include:

- The Monthly Activity Report (Annex 6)
- The Invoice, comprising cover letter, Fee Note and summary monthly performance (Annex 7)
- Supporting documentation: Copies of FSTP Entry Forms, Job Cards, customer receipts and assessment forms
- A CD or electronic form of the picture of the toilets Emptied, and the Fee Note
- Cover Letter showing Bank Details

All IPCs must be addressed to the VA or Manager Peri-urban Department (MPUD) as it were. The Service Providers (SPs) shall submit two copies of the IPCs consisting of an original and a copy. A register shall be kept at FSM Unit for all IPCs submitted. The VA and FSM Unit Inspectors shall check for completeness of the submitted IPCs and update the register appropriately. Once the completeness of the IPCs is confirmed, the VA shall retain scanned copies of the IPCs. Hard copies filed in specific Lots/Contract files shall be kept at FSM Unit. Thereafter, the VA and FSM Inspectors shall begin the detailed verification of submitted IPCs.

The flowchart in Figure 4.1 below shows the Invoice movement and timelines.

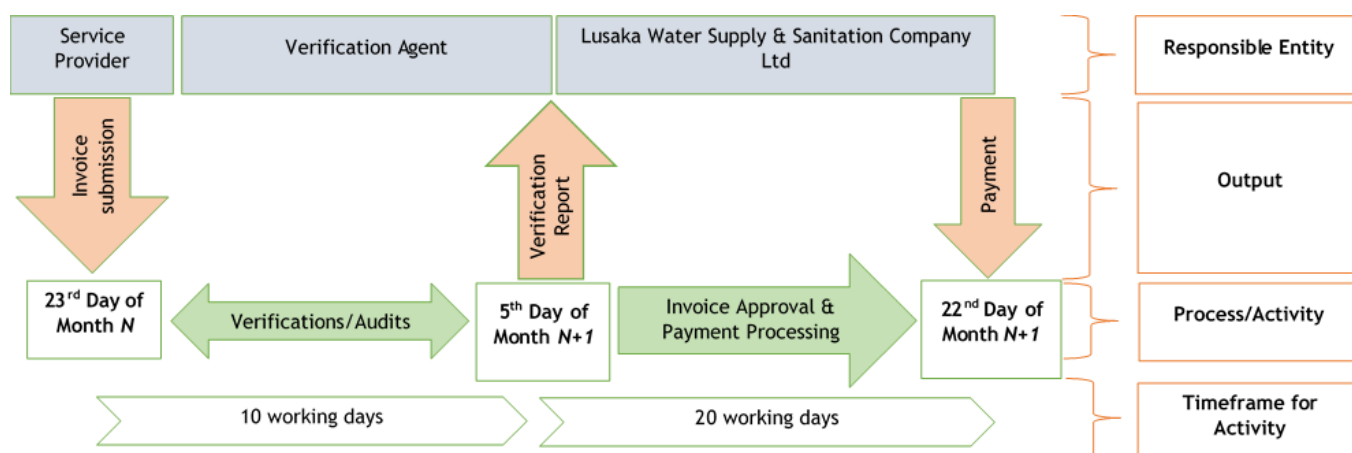


Figure 4. 1 - SPs Invoice Timelines

4.3 The Scorecard and Monitoring System

The scorecard with the KPIs forms the basis for monitoring performance of the service providers. The inspectors will undertake the monitoring, verification and audit of the work done and reported by the service providers. Additionally, the scores on KPIs reported by the service providers and the inspectors will be evaluated using the Calculation Matrix (Annex 9) to determine the actual score.

4.3.1 Audit and Verification, and Reporting

Once the SPs submit the IPCs with all supporting documentation as indicated in section 4.2, the VA and FSM Inspectors shall conduct audits and verifications of the submissions. This process shall be done in three stages, namely desk verification, customer survey and physical verifications as elaborated on in section 4.3 (i), (ii) and (iii), respectively. The audit and verification activities will culminate into a Verification Report incorporating approved IPCs. The approval of the IPCs shall be done by the Chief VA and the MPUD. The Verification Report and approved IPCs shall then be submitted to the LWSC Managing Director with a cover letter from the VA indicating the amount to be paid to each SP.

The VA is required to submit the verification report by the 5th of the month succeeding the reporting period. In order to effectively and smoothly undertake the audits and verifications, two verifications teams have been established. The two verification teams comprise FSM Unit Staff and VA representatives. The twelve (12) contracts/Lots have been divided between the teams to ensure better coordination and desk-officer relations with the SPs.

In preparation of the verification report, the verification teams (VA and the FSM Unit Inspector) shall undertake the following activities. A checklist shall be used to conduct the verifications.

- i. **Desk based Verification** of all documents provided by the Service Provider and LWSC. This will be done during the 10-day window for verifications period (see Figure 4.1).

The desk-based verification process will involve checking through batches of documents covering one month which submitted by the service provider. The submitted documents shall include:

- all receipts of household payments,
- the Assessment Forms
- Job Cards
- FSTP Entry forms
- Monthly activity report of Service Provider

The documents above constituting the IPCs shall be shared between the two verification teams for detailed desk verification.

ii. Sample Survey

Arising from the desk verification, 10% of the completed jobs submitted for payment from each team shall be randomly selected by each team for survey of customer satisfaction. The Verification team will either visit or call some selected customers and perform physical interviews with the households using Customer survey sheet (annex 7) to obtain verification of:

- customer information,
- date of service,
- volume emptied, and amount paid,
- examine the site, and capture customer satisfaction levels

For all interviews where the customer toilet has just been emptied, the customer shall be booked for a follow up call to interview and ascertain the satisfaction levels after emptying.

iii. Physical Inspection

Additionally, another 10% of the toilets/Customers shall be selected for physical inspection of the safe collection and transport of faecal sludge by observing of emptying and disposal trips. It is envisaged that some the toilets/households to constitute the 10% will have been surveyed and visited for physical inspection way before they are submitted in the IPC for payment. Both the Customer survey and the physical verification shall be used to in determination of the respective Key Performance Indicator (KPIs) in the scorecards (Annex 8).

Service providers shall submit daily work schedules to the FSM Unit. The Verification team shall open and operate a WhatsApp group with each SP to facilitate submission of the work schedules, this shall necessitate the inspection of the emptying, transporting and disposal process for the 10% customers selected by the Verification teams. The 10% sample shall be randomly selected but would also take into consideration such factors as the volume collected if it is an outlier, time of day emptying was done, or an SP selected based on prior challenges or performance.

Among the aspects to be checked and monitored are:

- The KPIs related to public safety - safe collection and transport will be verified through physical inspection and interviews with the public especially the households. The Verification team will be following the operators on some selected service trips to monitor the actual process of emptying, transport and disposal.
- At the site of emptying the verification team will monitor the worksite preparation, safety at the worksite, equipment used, and the transport from the worksite to the FSTP and the disposal at the FSTP. A program would be drawn to ensure every operator is inspected regularly during this phase.

The VA/FSM shall use the checklist attached in Annex 7 for all field verifications. The results of the desk appraisal, customer surveys and physical inspections as shall be reported on and included in the Verification Report. The VA shall notify the SP in writing immediately after verification of all the non-compliances observed in the verification and audit process.

4.3.2 Scorecard Calculation Matrix and Determination of Scores

A number of KPIs in the scorecard have multiple determinants for arriving at a score. Therefore, in order to assess the score for each of the KPIs these determinants need to be verified and appraised individually, and then collectively to arrive at an average (weighted) score using the Calculation Matrix shown in Annex 9. This matrix which is Excel-based forms part of the Verification Report.

4.4 Approval and Invoice Payment

Since the project will continue beyond the LSP some changes in the procedures will be implemented, such as in the payment process of IPCs.

4.4.1 During LSP

After approval of the revised IPC by the Chief VA and the MPU, the VA shall submit the verified revised IPC with all the original receipts, assessment forms, job cards, and FSTP Entry Forms with a cover letter to the Managing Director, LWSC for payment approval. The Managing Director shall delegate the final checking of the revised IPCs to the Project Manager LSP for internal LSP processes. This submission shall also include the verification report to substantiate the contents of the IPCs as revised. Payment of the invoices shall be paid within the stipulated contractual time in the services contract. The approval and disbursement flow are illustrated in Figure 4.2 below.

4.4.2 Post LSP

The Manager Peri-Urban shall submit the revised and verified IPC and the verification report to the Director of Commercial Services, (DCS) for approval. Thus, DCS shall provide a cover note to LWSC MD highlighting the schedule of IPC payments due. Once an IPC has been approved by MD, other LWSC payment processes shall follow.

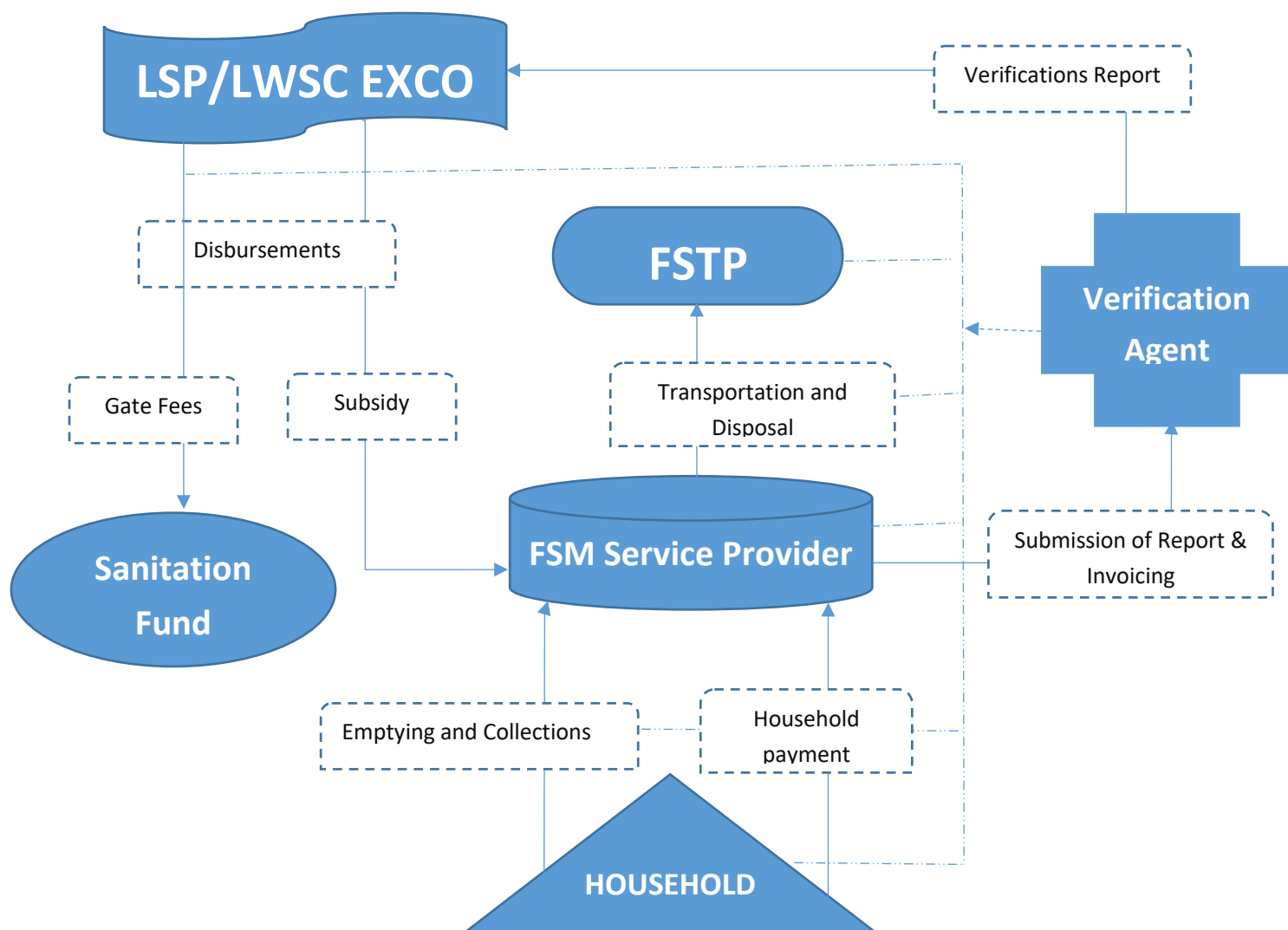


Figure 4. 2 - Approval and disbursement Flow diagram (adapted from Final Report- FSM Transitional Plan, Vol .2 May 2019)

5. PART IV: COORDINATION, MONITORING AND COMPLAINT MANAGEMENT

In order to facilitate comprehensive and effective coordination for the implementation of the Results Based Financing Scheme (RBFS) for Faecal Sludge Management (FSM), three committee structures are set out for purpose of monitoring progress and taking decisions relating to progress of the project. These shall be the:

1. Executive Committee
2. Projects Steering Committee
3. Technical Committee and
4. Service Providers` forum

All these will receive oversight of the Management at LWSC. Service Providers forum and the Technical Committees shall meet once every month. Both meetings shall feed into the steering Committees which shall be held every once every month.

5.1 Composition and Roles of the Committees

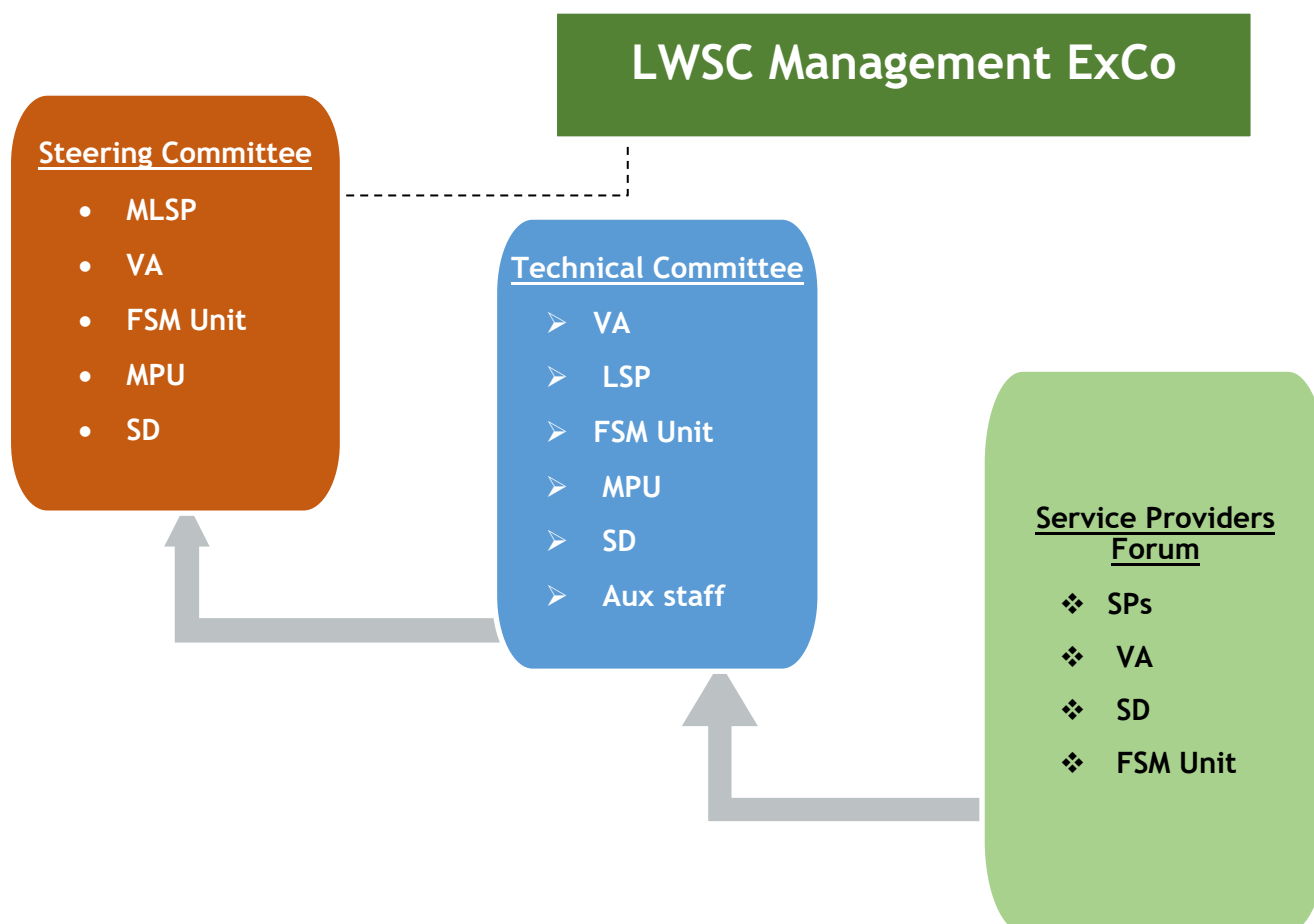
Table 5.1 below shows the composition and the roles of the committees.

Table 5.1 - Composition and Roles of Committees

Committee	Composition	Roles
Executive Committee	<ul style="list-style-type: none"> Managing Director Commercial Director MLSP 	<ul style="list-style-type: none"> Provide strategic and policy oversight to the project Make final decisions on project implementation Approve payment of invoices Liaise with funders of RBFS framework
Project Steering Committee	<ul style="list-style-type: none"> MLSP CMLSP Chief VA and Assistant VAs MPU Head Business Development - FSM FSM Inspectors & Assistant Inspector Manager Sewerage Services 	<ul style="list-style-type: none"> Provide project implementation oversight Guide project on contractual and technical matters Take decisions regarding project threats and deliverables Interpret contractual provisions and obligations Provide feedback to enquiries from the Technical Committee
Technical Committee	<ul style="list-style-type: none"> Chief VA & Assistant VAs MPU Head Business Development - FSM FSM Inspectors & Assistant Inspector Manager Sewerage Services Superintendent - Manchinch FSTP 	<ul style="list-style-type: none"> Liaise regularly with the Service Provider Provide backstop and timely feedback to enquiries by SPs Interpret contractual provisions and obligations to SPs Check and track progress and constraints on each of the 12 contracts Undertake monitoring and verification
Service Providers' Forum	<ul style="list-style-type: none"> VA Contracts Manager LSP PU Manager Head BD FSM Inspector Assistant Inspectors All Service Providers 	<ul style="list-style-type: none"> Share experiences on challenges and best practices among SPs Provide community/customer feedback Provision of new information to the SPs Provide feedback to the SPs on performance, enquiries and requests Plan and review progress on contracts

Figure 5.1 below illustrates how the interlink among the three Committees shall be for effective coordination framework for the RBFS.

Figure 5. 1- Coordination Structure for FSM



5.2 Roles of Key Stakeholders

The critical stakeholder in this business model is the customers (households), who have a felt need for toilet emptying. Other Stakeholders that shall be involved in this business model include the Service Providers, the Faecal Sludge Management (FSM) Unit at LWSC, the Verification Agent, Project management team at LSP, and the Management ExCo at LWSC. Each of the stakeholder's roles are well defined in the respective service contracts signed by each Provider. The ExCo of LWSC shall retain the role of oversight over the implementation of this business Scheme.

Role of Verification Agent and FSM Unit

(1) Conduct verification and Audit of FSM Service Providers:

- a) Fill and review Service Operator's scorecards
- b) Verify and evaluate attainment of KPIs
- c) Conduct impromptu and planned physical inspections

(2) Preparation of monthly Verification Reports for Payment

Role of Service Providers

- a) Empty, collect, transport and dispose of pit latrine sludge at designated Treatment facility or an alternative FSTP
- b) Observe Performance specifications in pit latrine emptying
- c) Carry out own marketing in their areas
- d) Collaborate with LWSC to increase awareness of FSM services & availability of FSM Contractor

5.3 Complaint Handling Procedure

The Verification Agents will handle any Complaints that will arise in the process of execution of this project as they play a role as mediators among the Service Providers, LWSC, and the customers. The roles of VAs will be to ensure that all complaints that arise are dealt with in the shortest possible time. However, LWSC is in the process of setting up a Call Centre specifically for FSM where complaints will be received, collated and attended to promptly.

5.4 Disputes Resolution

By and large resolutions of disputes are covered under Clause 8.2.5 of the General Conditions of Contract (GCC) entered between the service providers and LWSC. Nonetheless disputes arising from issues on the scorecard and performance of the service provider will have to be resolved amicably based on facts before considering any external arbitration. Service providers who may be aggrieved by the decision of the VA or the FSM Unit on the scorecard can appeal the decision to the Manager LSP within 14 days. If the service provider is still not satisfied with the decision of the Manager LSP, the former has the right to appeal to the Managing Director of LWSC.

If all these provisions fail to resolve the matter, the dispute shall be referred to a court of competent jurisdiction as provided for in clause 8.2.5 of the GCC.

ANNEXES



ANNEX 1 - Job Requisition Register

JOB REQUISITION REGISTER			
Name of Service Provider		Lot No.	
Service Provider Representative		Contact	

Requisition Number	DATE	CUSTOMER NAME	NRC No.	CELL NO	PLOT	Zone	Ward	Time Recorded	SIGNATURE

ANNEX- 2 Assessment Form

Assessment Form



SECTION TO BE COMPLETED DURING ASSESSMENT

Name of Service Provider

Lot No.

Name of Client

Plot/House Number

Assessment No.

Residential
Area

Date of Assessment

GPS Coordinates

Northings

--	--	--	--	--	--

Name of
Assessor

Phone of Client

Eastings

--	--	--	--	--	--

1.0 What is the relationship to the property?

☐

Landlord

☐

Tenant

2.0 What is the toilet located?

☐

Residential

☐

Commercial

☐

Industrial

3.0 How many Households are using toilets?

No. of Females

No. of Males

Toilet

3.0 information

How can a Toilet be accessed?

☐

Truck

☐

Push cart

4.0 What is the toilet type

☐

Flush

☐

Concrete Slab

☐

Lined pit

☐
Unlined
pit

5.0 What is the toilet's condition?

☐

Stable

☐

Semi stable

☐

Not Stable

☐

Dangerous (Needs a new toilet)

6.0 How full is the toilet ?

☐
less than
half
☐

Half full

☐

Almost Full

☐

Very Full

☐

Very Full (Urgent)

7.0 When was the toilet last emptied?

☐
1 year or
less
☐

2 years ago

☐

3 Years ago

☐
4 years
ago
☐

Never

☐

Doesn't know

8.0 **Is it possible to empty it**
☐ Yes ☐ No

9.0 **In case the Toilet Collapses in the course of emptying , the household agreed that the Service Provider shall NOT bare the cost of reconstruction**
☐ Yes ☐ No

10.0 **If the pit is rectangular**
 Width(m) ☐ Length (m) ☐ Depth(m) ☐

11.0 **If the pit circular**
 Diameter(m) ☐ Depth(m) ☐

12.0 **Number of barrels (60L)/m³ to completely empty the pit** ☐

13.0 **Estimated volume requested to be empited** ☐

14.0 **The Household agreed to provide building**
 Yes ☐ No ☐

15.0 **The Household agreed to pay K125 per cubic metre.**
 Yes ☐ No ☐

16.0 **The Household agreed to provide water?**
 Yes ☐ No ☐

17.0 **The Household agreed to provide the blocks needed?**
 Yes ☐ No ☐

Customer's Signature

Customer Name

ANNEX 3 - Job Card**Job Card Form**

1.0	Name of Service Provider	<input type="text"/>	Lot No.	<input type="text"/>												
2.0	Residential Area	<input type="text"/>	Date when the Job is done	<input type="text"/>												
			GPS Coordinates													
			Northings	<table border="1" style="display: inline-table;"> <tr><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td></tr> </table>												
3.0	Name of team supervisor	<input type="text"/>	Assessment Number	<input type="text"/>												
			Eastings	<table border="1" style="display: inline-table;"> <tr><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td></tr> </table>												
4.0	Name of Customer	<input type="text"/>	Phone of Customer	<input type="text"/>												
5.0	Plot	<input type="text"/>														
6.0	Receipt No.	<input type="text"/>	Date Service Paid	<input type="text"/>												
7.0	Number of Users	<input type="text"/>	Volume of sludge taken out	<input type="text"/> m ³ <input type="text"/> No. of Barrels												
8.0	Photograph taken	<input type="text"/> Yes <input type="text"/> No														
9.0	Name of FSTP where sludge will be taken	<input type="text"/>														

Customer Satisfaction Feedback

10.0 Customer's Signature

11.0 Customer Name

NB: to be printed in triplicate colours, duplicate to the household after emptying, original for subsidy invoicing and Third copy to be retained in booklet.

ANNEX 4 - FSTP Entry Form



**ENTRY FORM
FOR THE FAECAL SLUDGE TREATMENT PLANT (FSTP)**

Entry Form No.

Name of FSTP:.....

1. Name of FSM Service Provider: _____

2. Driver's Full Names: _____

3. Vehicle No. Plate: _____

4. Date: _____

5. Time: _____

6. Volume discharged into FSTP; (M3): No. of Barrels: *(Please tick if available in vehicle)*7. ZEMA License ☐ LWSC License ☐8. Sludge Collected from *(Please indicate areas from where sludge was emptied from);*

	Job Card No.	Lot No.	No. Of Toilets	Zone	Volume of Sludge	
					No. Barrels	M ³
1						
2						
3						
4						
5						
6						
TOTAL VOLUME SLUDGE EMPTIED						

9. Signature of Driver: _____

10. Signature of FSTP Operator: _____

NB: to be printed in triplicate colors, duplicate to the FSTP Operator, original for subsidy invoicing and Third copy to be retained in booklet.

Service Provider to attach signed Job Cards corresponding with the Volume of Sludge to be discharged into the FSTP when invoicing

ANNEX 5 - FSTP Operator's Ledger



FSTP OPERATOR'S LEDGER

NO.	NAME OF SERVICE PROVIDER	Lot No.	VOLUME DISCHARGED		DATE	TIME	FSTP Form No.	SIGNATURE OF FSTP OPERATOR
			No. Barrels	M ³				
1.								
2.								
3.								
Etc.								
Total Sludge discharged for the Day								

ANNEX 6 - SPs Monthly Activity Report

FSM Service Provider - Monthly Report

Identification		Month / Year of report	
Name of Service Provider			
Contract No.			
Lot No.			
Areas			
Date of Submission			
Progress Report			
1. General Progress;			
Mobilisation and establishment			
Implementation (Include equipment used and number and type of personnel in the reporting period, Facilities emptied and marketing activities undertaken)			
2. Challenges/Problems/ Safety incidences encountered during the month;			
3. Suggestions for FSM Unit/LWSC;			
Achievement of set Target for Sludge Emptying			
Volume emptied in month (M ³):		Monthly Target (M ³):	
<input type="text"/>		<input type="text"/>	
No. of Toilets Emptied:			
<input type="text"/>			
Expected Targets for next Months			
4	Targeted Sludge volume for emptying	<input type="text"/>	
	Targeted No. toilets	<input type="text"/>	

Name..... Signature:

Director

XXXX Sanitation Services

ANNEX 7 - IPC, (cover letter, Invoices)

COVER LETTER

LETTER HEAD OF SERVICE PROVIDER

Date:

The Verification Agent
Iliso Consulting Limited
LUSAKA

Dear Sir,
Request For Disbursement No. X
CONTRACT NO.
LOT No.
Areas Under Lot



We hereby submit a request for disbursement on IPC No. .. for the month of
amounting to ZMW..... (Amount in Word) value of subsidy as per contract lot X
captioned above and the relevant documents attached.
Please transfer the above requested funds to the following account details;

Account Name:
Bank Name:
Account No.
Branch:

Sincerely yours,

XXXXXXXXXX
XXXXXXX Sanitation Services

INVOICE: INTERIM PAYMENT CERTIFICATE (IPC)

 		LUSAKA SANITATION PROJECT FEACAL SLUDGE MANAGEMENT		CONTRACTORS NAME:		EVERTOMORROW/EVERGOOD	
LOT NUMBER	3	Date of Verification		CONTRACT No.:	ZM-LWSC-118110-NC-RFB		
IPC No.:	1	02 February, 2020		Date of Submission of IPC:	02 February 2020		
PROJECT NAME:	PERFORMANCE BASED CONTRACTS FOR IMPROVED FEACL SLUDGE MANAGEMENT SERVICES			Latest Date for Payment this IPC:	03 March 2020		
FUNDING AGENT:	WORLD BANK, AFRICA DEVELOPMENT BANK, GERMAN DEVELOPMENT BANK AND EUROPEAN INVESTMENT BANK			Province:	LUSAKA		
VERIFICATION AGENT	ILISO Consulting (Z) Limited			District:	LUSAKA		
SUPERVISING CONSULTANT:	LUSAKA SANITATION PROJECT FEACAL SLUDGE MANAGEMENT			Agreed Contract Sum, incl. VAT:	540,000.00		
% VAT, this Contract:	Exempted			Contingency amount, incl VAT:	-		
% Retention, this Contract:	0%			Advance paid, incl. VAT:	108,000.00		
				Contract Start Date:	00 January 1900		
				Completion Date:	28 June 1902		
				Revised Contract Sum, incl. VAT:	540,000.00		
				Revised Contingency, incl. VAT:	nil		
				Revised Completion Date:	21 August 1902		
SUMMARY OF PREVIOUS INTERIM CERTIFICATES							
No.	Date	Amount (ZMW)	No.	Date	Amount (ZMW)	No.	Date
1		-	5		76,250.00	9	
2		23,650.00	6		-	10	
3		10,575.00	7		-	11	
4		-	8		-	12	
Amount paid (excl. this IPC):		110,475.00		Balance on Contract Sum:		429,525.00	
Item	DESCRIPTION	Total to date	Total previous IPC's		This Certificate		
1.0	WORKS						
	Value certified:	110,475.00	76,250.00		34,225.00		
	VAT (16%)	-	-		-		
	Total certified incl. VAT:	110,475.00	76,250.00		34,225.00		
	completed:						
2.0	LWSC FSTP DISPOSAL FEE						
	Amount withheld:	-			-		
	VAT (16%)	-			-		
	Total Disposal Fee incl. VAT:	-			-		
3.0	ADVANCE PAYMENT						
	VAT (16%)	Exempted	-		-		
	Total Advance certified incl. VAT:	4,500.00	-		-		
	Amount recovered:						
	VAT (16%)						
	Total recovered incl. VAT:	4,500.00					
	Balance due to Client:	4,500.00					
4.0	PENALTIES						
5.1	Liquidated Damages:						
5.2	Interest on Late Payments:						
Consultant Bank Details:							
Bank:		Item	PAYMENT SUMMARY THIS CERTIFICATE			Amount (ZMW)	
Branch:		1.0	Certified Amount, VAT Exempted			34,225.00	
Acc. Name:		2.0	LWSC FSTP Disposal Fee retained,			-	
Acc. No.:		3.0	Less advance recovered,			4,500.00	
Swift Code:		4.0	Less liquidated damages:			-	
Sort Code:		5.0	Add interest on delayed payments:			-	
Net Amount Payable this Certificate, VAT Exempted (ZMW)						29,725.00	
CERTIFICATION							
Prepared by:				Receiving by:			
Service Provider ; Name and Signature				Verification Agent - Iliso Consulting			
Date:				Date:			



Aggregated Summaries



SLUDGE VOLUME PER YEAR	2523	M3
SLUDGE VOLUME PER MONTH	105	M3
SUBSIDY	250	ZMW
DISPOSAL FEE	36	ZMW
2020		

No.	Item/Deliverable	MONTH	YEAR	Original Contract Amount (ZMW)	TOTAL SLUDGE COLLECTED PER MONTH			AMOUNT (ZMW)			DISPOSAL FEE (ZMW)	Balance Sludge Volume (m3/mon) remaining	Balance Amount Remaining (ZMW)
					Previous	This Invoice	cumulative Total	Previous	This Invoice	Total			
1	IPC 1	JAN	2020	540,000.00	-	95	95	-	23,650.00	23,650.00	3,405.60	2,428.40	512,944.40
2	IPC 2	FEB	2020		95	42	137	23,650.00	10,575.00	34,225.00	1,522.80	2,386.10	504,252.20
3	IPC 3	MARCH	2020		42	-	137	10,575.00	-	34,225.00	-	2,386.10	505,775.00
4	IPC 4	APRIL	2020		-	305	442	-	76,250.00	110,475.00	10,980.00	2,081.10	418,545.00
5	IPC 5	MAY	2020		305	-	442	76,250.00	-	110,475.00	-	2,081.10	429,525.00
6	IPC 6	JUNE	2020		-	-	442	-	-	110,475.00	-	2,081.10	429,525.00
7	IPC 7	JULY	2020		-	-	442	-	-	110,475.00	-	2,081.10	429,525.00
8	IPC 8	AUG	2020		-	-	442	-	-	110,475.00	-	2,081.10	429,525.00
9	IPC 9	SEPT	2020		-	-	442	-	-	110,475.00	-	2,081.10	429,525.00
10	IPC 10	OCT	2020		-	-	442	-	-	110,475.00	-	2,081.10	429,525.00
11	IPC 11	NOV	2020		-	-	442	-	-	110,475.00	-	2,081.10	429,525.00
12	IPC 12	DEC	2020		-	-	442	-	-	110,475.00	-	2,081.10	429,525.00
Totals				540,000.00	305	-	442	76,250	-	110,475	-	2,081	512,944.40

Monthly Performance Summary

 							
Details of Performance in the Invoiced Month;							
No.	DATE (DD/MM/YY)	JOB CARD NUMBERS		VACUUM TANKER (M3)	BARRELS (No)	Number of Households Served	Volume of Sludge Safely Discharged at Designated FSTP (M3) / Barrels) daily
1	17/12/2019	1.0	9.00	25.00	202.00	15	37
2	02/01/2020						-
3	03/01/2020	10.00	15.00	45.00	208.00		57
4	04/01/2020						-
5	05/01/2020						-
6	06/01/2020						-
7	07/01/2020						-
8	08/01/2020						-
9	09/01/2020						-
10	10/01/2020						-
11	11/01/2020						-
12	12/01/2020						-
13	13/01/2020						-
14	14/01/2020						-
15	15/01/2020						-
16	16/01/2020						-
17	17/01/2020						-
18	18/01/2020						-
19	19/01/2020						-
20	20/01/2020						-
21	21/01/2020						-
22	22/01/2020						-
23	23/01/2020						-
24	24/01/2020						-
25	25/01/2020						-
26	26/01/2020						-
27	27/01/2020						-
28	28/01/2020						-
29	29/01/2020						-
30	30/01/2020						-
TOTAL volume of Sludge safely discharged in the Month						15.00	95
NB:: Please attach Copies of Job Cards and Signed FSTP Entry Forms and list of Current employees.							

Annex 8 - Verification Checklist



**Results Based Financing Scheme
(RBFS)
Faecal Sludge Management**

Building healthy families together.

1. Verification Check List – Customer Survey

		Verification No.	
		Job Card No.	
		Assessment No.	
Service Providers		SP supervisor	
Zone/Lot:		Customer Name	
Plot No.		Contact No	
Area		Date of Verification	

Yes

No

1.1. Was the Customer present during emptying?

1.2. How much was Paid?.....

1.3. Was receipt issued?

Yes

No

1.4. Amount on the Receipt?.....

1.5. Volume of Sludge Emptied.

No. of Barrels

M3

Customer Satisfaction

• Was the service fast from time you paid?	<input type="button" value="Yes"/>	<input type="button" value="No"/>
• Did they leave the toilet clean?	<input type="button" value="Yes"/>	<input type="button" value="No"/>
• Did they disinfect the toilet & surroundings?	<input type="button" value="Yes"/>	<input type="button" value="No"/>
• Are you happy and satisfied with the work done? If not, why?	<input type="button" value="Yes"/>	<input type="button" value="No"/>

Customer Comments

Verification Agent/Inspector:.....

Date:.....

2. Verification Check List – Physical Verification

		Verification No.		
		Job Card No.		
		Assessment No.		
Service Providers			SP supervisor	
Zone/Lot:			Customer Name	
Plot No.			Contact No	
Area			Date of Verification	

2.1. Site Staff Record

Name of Team Members	Name of Team Members

2.2. Safety Incidents

	TEAM 1		TEAM 2		TEAM 3	
	Yes	No	Yes	No	Yes	No
Fatalities						
Serious Injuries						
Minor Injuries						

2.3. Work Site Preparation

	Compliant	
	Yes	No
Water Available		
Availability of Plastic Sheeting		
Clearing of all household items from worksite		
Replacement Bricks		
Tools Available		
Disinfection Materials		

2.4. Safe Work Site

	Compliant	
	Yes	No
Only authorised person near work site		
Contaminated Items Safely Stored		
Cordoned Off with Danger Tape		
Safe Transportation Methods		

2.5. Personal Protective Equipment

Team Members	GLOVES		SAFETY BOOTS		PROTECTIVE CLOTHING		MASK	
	Yes	No	Yes	No	Yes	No	Yes	No

--	--	--	--	--	--	--	--	--

2.6. Transportation

Vehicle Registration		Vacuum Tanker		Open Truck	
				Compliant	
				Yes	No
All equipment packed away safely					
Nosal or Barrels closed safely					
No Spillages along the route					

Verification Agent/Inspector:.....

Date:.....

3. Verification Check List – Transportation

		Verification No.	
		Job Card No.	
Service Providers		SP supervisor	
Zone/Lot:			
		Contact No	
Area		Date of Verification	

3.1. Vehicle Fleet Compliance

Vehicle Registration	Open Truck	Vacuum Tanker

3.2. Transportation (In Transit)

	Compliant	
	Yes	No
All equipment packed away safely		
Nosal or Barrels closed safely		
No Spillages along the route		

Verification Agent/Inspector:.....

Date:.....

4. Verification at Disposal (FSTP)

		Verification No.	
		FSTP No.	
Service Providers		SP supervisor	
Zone/Lot:			
		Contact No	
Name of FSTP		Date of Verification	

4.1. Vehicle Fleet Compliance

Vehicle Registration	Open Truck	Vacuum Tanker

4.2. Are there any leakages and spillages at the receiving bay?

4.3. Registered Vehicle discharging sludge at FSTP

4.4. Are the FSTP forms Correctly filled in?

4.5. Is the FSTP Operator collecting and recording appropriately the volumes of sludge brought into the FSTP?

		M	TU	W	TH	F
4.6. Volume of Sludge Disposed?						
Barrels	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Tanker Volumes	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

VA/Inspector COMMENTS



	Date

VA/Inspector Name:.....

Signature:

ANNEX 9 – Scorecard and Score Computations

VERIFIED DISBURSEMENT SUBSIDY NOTE

 		LUSAKA SANITATION PROJECT FEACAL SLUDGE MANAGEMENT		CONTRACTORS NAME:		EVERTOMORROW/EVERG OOD	
LOT NUMBER	3	Date of Verification		CONTRACT No.:		ZM-LWSC-118110-NC-RFB	
IPC No.:	1	12 December, 2019		Date of Submission of IPC:		12 December 2019	
				Latest Date for Payment this IPC:		11 January 2020	
PROJECT NAME:	PERFORMANCE BASED CONTRACTS FOR IMPROVED FEACL SLUDGE MANAGEMENT SERVICES			Province:		LUSAKA	
				District:		LUSAKA	
FUNDING AGENT:	WORLD BANK, AFRICA DEVELOPMENT BANK, GERMAN DEVELOPMENT BANK AND EUROPEAN INVESTMENT BANK			Agreed Contract Sum, incl. VAT:		540,000.00	
				Contingency amount, incl VAT:		-	
VERIFICATION AGENT	ILISO Consulting (Z) Limited			Advance paid, incl. VAT:		108,000.00	
				Contract Start Date:		08 July 2019	
SUPERVISING CONSULTANT:	LUSAKA SANITATION PROJECT FEACAL SLUDGE MANAGEMENT			Completion Date:		03 January 2022	
				Revised Contract Sum, incl. VAT:		540,000.00	
% VAT, this Contract:		Exempted		Revised Contingency, incl. VAT:		nil	
% Retention, this Contract:		0%		Revised Completion Date:		26 February 2022	
SUMMARIES							
Annual Target Volume of Sludge to be Discharged (m3)	Monthly Target Volume of Sludge to be Discharged (m3)	Volume of Sludge Discharged at designated FSTP (m3)	Agreed Subsidy per Cubic Meter discharged	FSTP DISPOSAL FEE			
1260	105	95	250	36			
DISBURSEMENT							
GROSS Subsidy in the month			23,650.00		ZMW		
Less;							
FSTP Gate Fees (A x ZMW36)			3,405.60		ZMW		
10% of Invoiced amount as payment for tools and Equipment			4,500.00		ZMW		
Deduction value based on Performance score in the month (<i>Total FS eligible for subsidy in month (m3) X Percentage Performed , if score is below <70%</i>), if Score is equal to or above =>70% , ignore this deduction			Total Score		77.45		%
			Cut Off Score		70.00		%
			Reduction in Payment based on Performance		-		ZMW
Total deductions			7,905.60		ZMW		
Net Subsidy Value due for Disbursement			15,744.40		ZMW		
Prepared by Verification Agent:				Consented by Manager Peri-Urban:			
Name: :				Name: :			
Designation:.....				Designation:.....			
INDEPENDENT VERIFICATION AGENT				PU-FSM UNIT			

SCORE CARD

#	KPI	Verifiable indicator	Unit	Target 2019-2020	Target 2021	Score in period	Degree of compliance in period	Weight	Weighted score	Reporter
1.	Occupational health & safety indicators									
1.1	Valid licenses	Percentage of emptying and transport fleet trips with a ZEMA Waste Transport Licence and a permit from LWSC to allow dumping at the FSTPs	%	90%	100%	83%	93%	10	9.3	Operator
1.2	Employee health - OH&S training	Percentage of service providers staff successfully having completed Occupational Health & Safety refresher training and medical tests	%	75%	80%	100%	133%	10	13.3	Operator
1.3	Safety incidents	Safety incidents reported to LWSC: Fatalities, reported incidents, 1-3-day injury accidents, first aid injuries, road traffic incidents, dangerous occurrences and near misses	Pass/fail	No fatalities	No fatalities, no 1-3 day injury	Pass	100%	10	10.0	LWSC/Verification Agent
2	Customer service management indicators									
2.1	Households served	Number of households served in period	No. of households served per month	26	35	9	34%	10	3.4	Operator
2.2	Volume emptied	Volume of faecal sludge emptied in period	m3 collected per month	79	105	95	120%	10	12.0	Operator



2.3	Customer satisfaction	Number of households who report complaints to LWSC regarding response time to call for service, experienced quality of service delivery, courtesy of operator staff. ^[1]	% of households served who complain	max. 15%	max. 10%	56%	52%	10	5.2	LWSC/Verification Agent
2.4	OSS customers in database	Percentage of OSS customers in period for which information has been provided for toilet database in accordance with simple template provided by LWSC	% of households served with data provided	80%	90%	100%	125%	5	6.3	Operator
3	Public safety during collection and transport indicators									
3.1	Volume delivered at designated facility	Volume of faecal sludge delivered at designated FSTP	m3 disposed per month	79	105	125	159%	5	7.9	Operator + cross checked by Verification agent with LWSC FSTP entrance records
3.2	Share emptied at FSTP	Percentage of volume emptied at designated FSTP relative to the volume emptied at the customer	Pass / fail	At least 95%	At least 95%	Pass	100%	10	10.0	Operator
3.3	Safe collection and transport	Five sub-indicators based on visual inspection by Verification Agent under spot check of a small sample								
3.3.1	Worksite preparation	Work site is cleared of all household items and plastic sheeting placed on the ground in the workspace on key risk areas	Pass / fail	No significant violations observed	No significant violations observed	Fail	0%	4	-	Verification Agent

3.3.2	Safe worksite	Only authorised personnel in the workspace (within 5 m of emptying operations) and contaminated objects kept in worksite unless being transported to the vehicle	Pass / fail	No significant violations observed	No significant violations observed	Fail	0%	4	-	Verification Agent
3.3.3	Equipment	Personnel are wearing personal protective equipment: protective gloves, protective clothing, safety boots, mask (if working directly with the emptying), face shield (in case of using high pressure washers)	Pass / fail	No significant violations observed	No significant violations observed	Fail	0%	4	-	Verification Agent
3.3.4	Transport	Collected FS is transported in a safe manner: methods of transporting faecal sludge incorporate reasonable measures for preventing spillage in route to disposal sites (sealed lid on barrel/closed tank lid)	Pass / fail	No significant violations observed	No significant violations observed	Fail	0%	4	-	Verification Agent
3.3.5	Disposal	Collected FS is disposed only at designated FSTP (no informal dumping)	Pass / fail	No significant violations observed	No significant violations observed	Fail	0%	4	-	Verification Agent

[1] After first year of operation intended to be replaced by new Customer Satisfaction Index (CSI)

Check sum: 100

Total Score:	77.4
---------------------	-------------

Cut-off Score for full payment:	70.0
--	-------------

Calculation of payment:

Total FS eligible for subsidy in month (m3)	95
Contractual unit payment (ZWM/m3)	250
Deduction for disposal at FSTP (ZWM/m3)	36
Payment prior to performance assessment (ZWM)	20,244
Ok: Score is above cut-off for full payment	
Reduction in payment based on performance (ZWM)	-
Payment based on performance (ZWM)	20,244

Score Computation Matrix

Performance-Based Contracting for Improved Faecal Sludge Management Services in Lusaka Performance scorecard for Operators

1. Occupational Health and Safety Indicators

YES	1
NO	0

Licenses and Registration Validity

	PACRA	ZEMA	LWSC	ZRA	Compliant
Company Registration	1	1	1	1	1
Vehicles (add Registration and Number)	ROAD TAX	FITNESS	INSURANCE		
Vehicle 1	1	0	1	0.666666667	
Vehicle 2	1	0	1	0.666666667	
Vehicle 3	1	0	1	0.666666667	

* Company reg checked upon beginning of each year
Company reg = 20% weighting

* ZEMA/LWSC Checked upon entry to FSTP

ZEMA/LWSC reg = 80% weighting


**General
Compliance**
0.83
Significant Violation
**Health and
Safety Training**

	Medical Report	External H&S Training/Baseline Examination	Internal H&S Training/monitoring	Compliant
Employee 1	1	1	1	1.00
Employee 2	1	1	1	1.00
Employee 3	1	1	1	1.00
Employee 4	1	1	1	1.00
Employee 5	1	1	1	1.00

* Internal H&S Training to be checked
for compliance every 6 months

*External H&S to be checked at the
beginning of the project

**General
Compliance**
1.00
No significant violation
**Safety
Incidents**

Vehicles (add registration number)	TEAM 1	TEAM 2	TEAM 3	Compliant
Fatalities	1	1	1	0.5
Serious Injuries	1	1	1	0.4
Minor Injuries	1	1	1	0.2

Fatalities =
50%

Serious Injury
= 35%

Minor Injury = 15%

**General
Compliance**
0.33

Pass
Select from Draw down
menu

2. Customer Service Management Indicators

Number of Households Serviced

9	No
---	----

Volume of Faecal Sludge Emptied

410	No
25	m3
70	m3
95	m3

No of Barrels
Volume from Barrels
Volume from Tankers
Total Volume Emptied

Incidents	Households Emptied	Customer Complaints	Compliant
	9	5	0.56

General Compliance

0.56

Significant violation

FSM to fill in or to be eliminated from the scorecard

Number of Households Serviced	53
Assessment Sheets Received	53
Assessment Sheets Approved and Given to GIS Dept	53

**General
Compliance**
1.00

No Significant violation

3. Public Safety During Collection and Transport Indicators

Amount of Sludge Recorded by FSM Operator	125	m3
--	-----	----

**Share Emptied
at FSTP**

Amount of Sludge Recorded by FSM Operator	125	m3
Amount of Sludge Collected by Service Provider	95	m3

**General
Compliance**
1.32
 No significant violation
*Select from Draw down
menu*
**Safe Collection and
Transportation
Work Site
Preparation**

	Compliant
Water Available	1

YES	1
PARTIALLY	0.5

Availability of Plastic Sheeting	1
Clearing of all household items from worksite	1
Replacement Bricks	1
Tools Available	1
Disinfection Materials	1

NO	0
----	---

** partially compliant is therefore when we have some of the product but not enough to execute the project e.g. only 20L of water when what is need is 60L.*

General Compliance

1.00

No significant violation
Select from Draw down menu

Safe Work Site

	Compliant
Only authorised person near work site	1
Contaminated Items Safely Stored	1
Safe Transportation Methods	1

General Compliance

1.00

No significant violation
Select from Draw down menu

Equipment



Team Members	GLOVES	SAFETY BOOTS	PROTECTIVE CLOTHING	MASK	Compliant
1	1	1	1	1	1
2	1	1	1	1	1
3	1	1	1	1	1
4	1	1	1	1	1
5	1	1	1	1	1

* if any of the following is violated, then service provider is rated zero

General Compliance

1

No Significant violation
Select from Draw down menu

Transportation

	Compliant
All equipment packed away safely	1
Nosal and Barrels closed safely	1
No Spillages along the route	1

YES	1
NO	0

* if any of the following is violated, then service provider is rated zero

General Compliance

1.00

No significant violation
Select from Draw down menu

Disposal at Designated FSTP	Adheres	Compliant
-----------------------------	---------	-----------



	1	1
--	---	---

**General
Compliance**

1

No significant violation
*Select from Draw down
menu*