

# BASIC MODULE

## HOW TO START AND MANAGE YOUR SANITATION BUSINESS

FACILITATORS GUIDE

# Introduction

This facilitator's guide complements the **“Training Manual on How to Start and Manage your Sanitation Business”**. It provides guidance to facilitators on the various topics in the manual. This is developed based on the premise that, facilitators have strong understanding and knowledge of the subject matter and are in the position to be practical and provide appropriate examples to enhance participants understanding.

The use of interactive learning activities for participant discussion and involvement was taken into consideration during the development of the Guide. Time allotted for discussion of topics under each session is approximate and may vary according to class size (number of participants), level of interaction and background knowledge. Time for discussion is included in time allocated under each session. Facilitators can reduce time allocated to lectures and allow more time for participant discussions. The time provided is approximate and the facilitator needs to be flexible in making adjustments were necessary.

## Organization and Layout

### Organisation of Document

The facilitator's guide is organised into four (4) parts and this brief Introductory Section about the manual and its organisation. Each module begins with an introduction and general information about materials and tools required as well as the proposed time frame.

| PART                                                                             | Sessions                                              |
|----------------------------------------------------------------------------------|-------------------------------------------------------|
| <b>INTRODUCTION: About the Manual and Use</b>                                    | Introduction                                          |
|                                                                                  | Organisation and Layout                               |
|                                                                                  | About each Module                                     |
|                                                                                  | Pre-Training Activities                               |
|                                                                                  | Opening and Introductions                             |
| <b>Standard Compulsory Module – Understanding Ghana's Sanitation Environment</b> | 1. Sanitation in Ghana                                |
|                                                                                  | 2. Ghana's Sanitation Policy Environment              |
|                                                                                  | 3. Growth Opportunities for Small Businesses in Ghana |
|                                                                                  | 4. Sanitation Related Products and Services           |
| <b>Basic Module – Starting your</b>                                              | 1. Introduction to Entrepreneurship                   |

| <b>PART</b>                    | <b>Sessions</b>                                                    |
|--------------------------------|--------------------------------------------------------------------|
| <b>Own Sanitation Business</b> | 2. Introduction to Social Entrepreneurship                         |
|                                | 3. Generating your Sanitation Idea – Ideas Formulation Techniques  |
|                                | 4. Assessing the Feasibility of your Business Idea                 |
|                                | 5. Selecting your Business Model, Market and Strategy.             |
|                                | 6. Raising Business Capital                                        |
|                                | 7. The SWOT Experience- Personal SWOT Assessment                   |
|                                | 8. Developing Personal Development Plan                            |
|                                | 9. Identifying and Building Relationships (Alliances and Networks) |
|                                | 10. The Entrepreneur's Toolkit                                     |

## Training and Materials/Facilities Requirements

| <b>Facilities/Materials</b>                     |   |
|-------------------------------------------------|---|
| Computer                                        | ✓ |
| LCD Projector                                   | ✓ |
| Facilitator's station – table                   | ✓ |
| Tables and Chairs                               | ✓ |
| Flip Chart/Whiteboard                           | ✓ |
| Markers                                         | ✓ |
| Registration Form                               | ✓ |
| 4-6 participants per table (the banquet style)  | ✓ |
| Pens for participants                           | ✓ |
| Note pads for participants                      | ✓ |
| Print out of Participants hand-outs; activities | ✓ |
| Print out of schedule for participants          | ✓ |

# About The Modules

## Standard Compulsory Module

This module presents an Overview of Sanitation in Ghana; Policies and Opportunities for small businesses in the sector. It presents the various policies surrounding sanitation as well as the Growth Opportunities for individuals and businesses in the Sanitation Sector. The module also presents participants with other indirect/related sanitation services that can be ventured into. It is structured into four (4) sessions and targeted at New Businesses (Individuals interested in operating in the Sanitation Sector and Potential Businesses (Individuals/businesses offering indirect products and services in the Sanitation Sector).

## The Basic Level Module

This module introduces participants to the concept of entrepreneurship and social entrepreneurship and provides basic tools for generating business ideas and starting a sanitation business. It provides them with an introduction to the various types of business structures to consider in starting a business, the various factors to consider in assessing their market as well as basic strategies for growing and sustaining their businesses. The module also provides participants with techniques in building and sustaining business alliances and networks and with basic tools every start-up entrepreneur must have at hand.

# Pre Training Activities

The following activities should be carried out before the day of the training:

1. Visit the venue for the training and assess the suitability of the training room as well as available sitting arrangements.
2. Confirm the number of participants coming for the training;
3. Prepare adequately for the training by going through the training materials;
4. Ensure that participants' hand-outs and other relevant materials are ready.

# Opening and Introductions

## Introduction

The purpose of the opening and introduction is for the facilitator to know his participants and for the participants to know the facilitator. It provides the opportunity for the facilitator to introduce the module objectives to participants and also to discuss housekeeping issues. The opening and introductions provides the facilitator the opportunity to discuss start, break and close times with participants before the start of the training. The facilitator can also take the opportunity to recap lessons learnt the previous day (for subsequent days) and clarifying issues for previous day's activities before diving into a new day's session.

## Guide for Opening of Training Workshop

| Process                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Tips                                                                                 | Estimated Time    |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|-------------------|
| 1. <b>Welcome</b> participants and introduce yourself                                                                                                                                                                                                                                                                                                                                                                                                     | Name; Educational Background/Qualification; Profession etc.                          | <b>30 minutes</b> |
| 2. <b>Ask</b> participants to introduce themselves and provide brief details about their background and expectations <ul style="list-style-type: none"><li>• <b>Make</b> this session interactive by using creative ways to encourage all participants to take part. For example ask participants to look for a participant they do not know and take their details. Every participant will tell the group about the new friend they have made.</li></ul> | Name, Educational Background; Most recent profession; expectations after course etc. |                   |
| 3. <b>Introduce</b> participants to the Programme of the Workshop by showing <b>Slide 2</b> on the objective of the training.<br>4. <b>Tell</b> participants that two (2) main modules will be discussed. The first is on                                                                                                                                                                                                                                 |                                                                                      |                   |

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| the sanitation sector in Ghana and the second is on Entrepreneurship.                                                               |                                                                         |  |
| 5. <b>Reassure</b> participants that the whole training process will be very interactive and that no answer provided will be wrong. |                                                                         |  |
| 6. <b>Encourage</b> all participants to make contributions so as to make the training process an enjoyable but educative one.       |                                                                         |  |
| 7. <b>Discuss</b> housekeeping issues with participants; time for starting, breaks and closing; washroom and restaurant locations.  | Putting off of phones; limited movements; meetings within meetings etc. |  |

### Guide for Opening of Subsequent Days of Training

| Process                                                                                                            | Tips                                                                                                                                                                                                | Estimated Time    |
|--------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| 1. <b>Welcome</b> participants to the class                                                                        |                                                                                                                                                                                                     | <b>20 minutes</b> |
| 2. <b>Ask</b> participants to share what they learnt the previous day.                                             | This can be done using a game or an activity. E.g. the Alphabet game, where participants line up and use the letters of the alphabet to remind themselves of something they learned the day before. |                   |
| 3. <b>Clarify</b> and emphasise responses as participants make their presentations.                                |                                                                                                                                                                                                     |                   |
| 4. <b>Ask</b> participants if there is any area of what was discussed the previous day they need clarification on. |                                                                                                                                                                                                     |                   |
| 5. <b>Remind</b> participants of housekeeping                                                                      |                                                                                                                                                                                                     |                   |

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| issues, breaks and closing times etc.<br>(When running out of time, negotiate with<br>participants to extend the time). |  |  |
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## UNDERSTANDING GHANA'S SANITATION ENVIRONMENT



| Activity                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Estimated Time    |
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| <ul style="list-style-type: none"><li>• <b>Introduce</b> participants to the module by briefly explaining that the module introduces them to sanitation in the Ghanaian context and presents them with the various policies surrounding sanitation in the country as well as growth opportunities available in the sector.</li><li>• <b>Show Slide 4</b> on the objectives of the module and walk them through it.</li><li>• Tell them that at the end of the module they will be able to<ul style="list-style-type: none"><li>○ Gain an improved understanding of Ghana’s Sanitation situation.</li><li>○ Describe the various policies guiding sanitation in Ghana.</li><li>○ Identify opportunities for small businesses in Ghana, particularly in the area of sanitation.</li><li>○ Identify other sanitation related products and services that can be offered by individuals and businesses.</li></ul></li></ul> | <b>20 minutes</b> |
| <p>1. <b>Show Slide 5</b> with the outline and discuss various sessions in the module with participants.</p> <p>a. Explain to them that as individuals planning on venturing and already providing sanitation related services it is important to be informed about the state of the sanitation situation as well as past and present interventions in the sector both worldwide and in Ghana.</p> <p><i>(This is to enable participants understand how importance and relevant the services they would be providing would be to the country.)</i></p>                                                                                                                                                                                                                                                                                                                                                                 |                   |
| <b>Session 1: Sanitation in Ghana</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                   |
| <p>1. <b>Ask</b> participants what their understanding of “Sanitation” is and note their responses.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>50 minutes</b> |

| Activity                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Estimated Time    |
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| <p>2. <b>Show Slides 7 &amp; 8</b> on the definition of sanitation and discuss with participants.</p> <p>3. <b>Explain</b> the various responses provided to participants while stressing on key words.</p> <p>6. <b>Tell</b> participants that even though all responses are right, for the sake of the services they would be providing we would adapt the definition provided by the MDG with emphasis on the underlined words.</p> <p>4. <b>Show Slides 9 &amp; 10</b> on Basic Facts about Sanitation in Ghana.</p> <p>5. <b>Take</b> participants through the various facts about sanitation in Ghana and ask who knows any other facts that can be included.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                   |
| <b>SNACK BREAK</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>20 Minutes</b> |
| <p>6. <b>Briefly take</b> participants through the session on Ghana's Sanitation Situation using <b>Slides 11 &amp; 12</b>.</p> <ul style="list-style-type: none"> <li>a. <b>Explain</b> to them that before 1994, the central government was responsible for the delivery and management of sanitation infrastructure but recent reforms have led to the inclusion of the private sector.</li> <li>b. <b>Stress</b> that it is important they take advantage of the inclusion of the private sector in the delivery of sanitation in Ghana.</li> <li>c. <b>Tell</b> participants that despite inclusion of the private sector, the country still has challenges in sanitation delivery, as less than 20% has access to improved latrine facilities and lacks adequate facilities for the treatment of faecal waste.</li> <li>d. <b>Tell</b> them about the Millennium Development Goal of 53% of the population having access to improved sanitation facility by 2015 and how far we are from it.</li> <li>e. <b>Emphasise</b> the efforts being made by the Government over the years in order towards the attainment of the MDG 7C by 2015 as</li> </ul> | 60 minutes        |

| Activity                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Estimated Time |
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| <p>indicated on the slide.</p> <p>f. <b>Explain</b> how important the roles they play in providing sanitation products and services are to the attainment of the MDG.</p>                                                                                                                                                                                                                                                                                                          |                |
| <p>7. <b>Ask</b> participants who have heard of the Community Led-Total Sanitation (CLTS)</p> <p>8. <b>Ask</b> participants who have heard about it to explain what it is and entails.</p>                                                                                                                                                                                                                                                                                         |                |
| <p>9. <b>Show Slide 13 &amp; 14</b> on CLTS.</p> <p>10. <b>Explain</b> to participants what CLTS and the approach that has been adopted.</p> <p>a. Explain to the participants that CLTS focuses on behavioural change as key to improved sanitation and hygiene, whereas Sanitation Marketing (under which their services fall) would provide the needed products and services that would match the need of participants after their conversion from OD practices.</p>            |                |
| <p>11. <b>Show Slide 15</b> and tell participants about your MMDA's CLTS rate, the success points and the challenges.</p> <p>12. <b>Provide</b> a linkage between the CLTS and the services that participants would be undertaking to support the elimination of Open Defecation (OD)</p> <p>13. <b>Emphasise</b> the importance of products and services participants would be offering to people in their communities and how it would help in the attainment of the MDG C7.</p> |                |
| <p>14. <b>Ask</b> participants if they have any questions, comments or contributions and address them before closing the session.</p>                                                                                                                                                                                                                                                                                                                                              |                |
| <b>Session 2: Ghana's Sanitation Policy Environment</b>                                                                                                                                                                                                                                                                                                                                                                                                                            |                |
| <p>1. <b>Tell</b> participants the Government has put in place various Policies to aid sanitation in Ghana.</p>                                                                                                                                                                                                                                                                                                                                                                    |                |

| Activity                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Estimated Time |
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| 2. <b>Show Slides 17 &amp; 18</b> to participants and ...<br><br>a. <b>Tell</b> them about the National Environmental Sanitation Policy of the National Environmental Sanitation Policy which addresses the basic principles of environmental sanitation, problems and constraints.<br><br>b. <b>Explain</b> to them that it is the National Environmental Sanitation Policy Coordinating Council (NESPoCC) that is implementing the National Environmental Sanitation Policy.                                                                                                 |                |
| 3. <b>Ask</b> participants who can provide examples of institutions that are supporting the Environmental Sanitation Services delivery and note the answers down                                                                                                                                                                                                                                                                                                                                                                                                               |                |
| 4. <b>Show Slide 19</b> and tell participants that the Ministry of Local Government and Rural Development leads the NESPoCC which is made up of the following:<br><br>a. The Ghana Health Service /Ministry of Health (GHS/MOH);<br>b. Ghana Education Service (GES);<br>c. Ministry of Environment and Science (MES);<br>d. Environmental Protection Agency (EPA);<br>e. Representatives of Metropolitan, Municipal, and District Assemblies (MMDAs);<br>f. Council for Scientific and Industrial Research (CSIR)<br>g. The Private Sector and Non-governmental Organisations |                |
| 5. <b>Mention</b> the names of the various institutions and agencies that regulate the sanitation sector using <b>Slide 20</b> .                                                                                                                                                                                                                                                                                                                                                                                                                                               |                |
| 6. <b>End</b> the session by asking participants if they have any questions or issues that need to be clarified.                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                |
| <b>Session 3: Business Opportunities in Ghana’s Sanitation Sector</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                |
| 1. <b>Show Slide 22</b> and ask participants to mention what problems they face in their communities due to the lack of sanitation facilities.<br><br>2. <b>Invite</b> seven (7) volunteers to mention their problems and write them                                                                                                                                                                                                                                                                                                                                           | 40 minutes     |

| Activity                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Estimated Time |
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| on the flip chart.                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                |
| 3. <b>Present Slide 23</b> and discuss the gaps listed with participants.<br>4. <b>Show Slide 24</b> and discuss with participants.<br>5. <b>Ask</b> participants what business opportunities have they identified in the gaps discussed.<br>6. <b>Ask</b> participants what other issues they have, address them and break for lunch.                                                                                                                                                   |                |
| <b>LUNCH BREAK</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                |
| <b>60 minutes</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                |
| 7. <b>Present Slide 25</b> on Sanitation Entrepreneurs Chain and ask participants to identify the various opportunities at each level of the chain.<br>8. <b>Write</b> the opportunities identified by the participants on the flip chart.<br>9. <b>Present Slide 26</b> on the opportunities and compare them with those mentioned by the participants.<br>10. <b>Explain</b> to participants that this is an effective way of identifying business opportunities in their communities. | 45 minutes     |
| 11. <b>Put</b> participants in groups of at most five (5) people and refer them to Discussion 1 in workbook.<br>12. <b>Tell</b> participants to discuss the questions in their groups for ten (10) minutes.<br>13. <b>Ask</b> the groups to present their answers in the plenary and each group should present two (2) or three (3) questions depending on the number of groups.                                                                                                         |                |
| 14. <b>End</b> the session by asking participants what issues they have on any of the discussions so far and address them.                                                                                                                                                                                                                                                                                                                                                               |                |
| <b>Session 4: Sanitation Related Products and Services</b>                                                                                                                                                                                                                                                                                                                                                                                                                               |                |
| 1. <b>Introduce the session by asking</b> participants to mention some sanitation related products and services open for small businesses.                                                                                                                                                                                                                                                                                                                                               | 45 minutes     |

| Activity                                                                                                                                                                                                                                                                                                                                              | Estimated Time    |
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| <p>2. <b>Put</b> participants back into their groups and ask them to discuss Activity 2 in workbook.</p> <p>3. <b>Ask</b> each group to present the opportunities they identified in their groups.</p> <p>4. <b>Present Slide 31</b> on 'Sanitation Related Products and Services' and compare with what participants identified in their groups.</p> |                   |
| <p>5. <b>Provide</b> any additional salient points that may come up as part of the discussion, and engage participants in summarizing their learning.</p>                                                                                                                                                                                             | <p>30 minutes</p> |
| <p>6. <b>Thank</b> participants for participating in the training and remind them of the meeting time for the next day.</p>                                                                                                                                                                                                                           |                   |

## STARTING YOUR OWN SANITATION BUSINESS



| Activity                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Estimated Time |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| <ol style="list-style-type: none"> <li>1. <b>Welcome</b> participants to the class.</li> <li>2. <b>Ask</b> participants to share what they learnt the previous day. (See opening for tips)</li> <li>3. <b>Clarify</b> and emphasise responses as participants make their presentations.</li> <li>4. <b>Ask</b> participants if there is any area of what was discussed the previous day they need clarification on.</li> <li>5. <b>Remind</b> participants of housekeeping issues, breaks and closing times etc. (When running out of time, negotiate with participants to extend the time).</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                |
| <ol style="list-style-type: none"> <li>6. <b>Introduce</b> participants to the module by explaining to them that the session is designed to equip them with the basic knowledge, skills, tools and techniques to help them start their won sanitation businesses.</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                |
| <ol style="list-style-type: none"> <li>7. <b>Show Slides 33 &amp; 34</b> on the objectives and discuss with participants.</li> <li>8. <b>Tell</b> participants that at the end of the module they will be able to...               <ol style="list-style-type: none"> <li>a. Distinguish between entrepreneurship and social entrepreneurship and deepen your appreciation of the sanitation business as a noble and valuable business model critical for their respective communities;</li> <li>b. Describe the characteristics of an entrepreneur;</li> <li>c. Develop business ideas around the area of sanitation;</li> <li>d. Assess the feasibility of your business ideas;</li> <li>e. Select appropriate business models, assess your immediate markets and develop business strategies for your sanitation businesses;</li> <li>f. Identify appropriate sources of capital as start up or infant entrepreneurs;</li> <li>g. Assess the Strengths, Weaknesses, Opportunities and Threats of your businesses yourselves as business owners and develop simple tasks aimed at sustaining personal strengths and addressing personal weaknesses ;</li> <li>h. Initiate and build relationships with immediate contacts in the communities and areas of operations;</li> <li>i. Identify the basic business conducts you must adopt and uphold as entrepreneurs.</li> </ol> </li> </ol> | 20 minutes     |
| <ol style="list-style-type: none"> <li>9. <b>Present Slide 35</b> on the Module outline and discuss with participants.</li> <li>10. <b>Ask</b> participants what other topics they were expecting that has not</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                |

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| been mentioned.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |            |
| <b>Session 1: Introduction to Entrepreneurship</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |            |
| <p><b>1. Start the session by asking participants the following questions and note down their responses.</b></p> <ul style="list-style-type: none"> <li>a. What is a business?</li> <li>b. What is Entrepreneurship?</li> <li>c. Who is an Entrepreneur?</li> </ul> <p><b>2. Show Slide 38</b> on the definitions and discuss with participants.</p> <p><b>2. Ask</b> participants to:</p> <ul style="list-style-type: none"> <li>a. Mention some business they know.</li> <li>b. Provide examples of entrepreneurs they know or have heard of.</li> </ul> <p><b>3. Ask</b> participants what the differences are between entrepreneurs and employees and write their responses on the flip chart.</p> <p><b>4. Thank</b> participants for their contributions.</p>                                                                                                                                                                                                                                                                                                                                                                                              |            |
| <b>SNACK BREAK – 20 MINUTES</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |            |
| <p><b>5. Show Slide 40</b> on the difference between employees and entrepreneurs with participants and discuss.</p> <p><b>6. Pause</b> and ask for questions comments and contributions.</p> <p><b>7. Explain</b> to participants that, entrepreneurs exhibit some characteristics and they should think about it.</p> <p><b>8. Refer</b> participants to Exercise 1 in Workbook.</p> <p><b>9. Invite</b> five (5) volunteers to present and ask participants for other characteristics they identified but were not mentioned.</p> <p><b>10. Show Slide 42</b> on characteristics of entrepreneurs and discuss with participants.</p> <p><b>11. Ask</b> participants to use the definition of an entrepreneur to describe a sanitation entrepreneur.</p> <p><b>12. Show Slide 43 - 45</b> on the definition of a Sanitation entrepreneur and discuss with participants, stressing <b>why sanitation entrepreneurship is important.</b></p> <p><b>13. Refer</b> participants to Exercise 2 in Workbook.</p> <p><b>14. Invite</b> three (3) volunteers to present and ask participants if they agree and what other sanitation entrepreneurs were identified.</p> | 60 minutes |

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| 15. <b>End</b> the session by asking participants what questions, concerns or comments they have and address them accordingly.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |            |
| <b>Session 2: Introduction to Social Entrepreneurship</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |            |
| <ol style="list-style-type: none"> <li>1. <b>Introduce</b> the session by asking participants whether they have ever heard of Social entrepreneurship and what they think it entails.</li> <li>2. <b>Show Slide 49</b> and discuss the concept of social entrepreneurship with participants.</li> <li>3. <b>Ask</b> participants to mention some of the distinguishing factors they can identify between social entrepreneurship and entrepreneurship.</li> <li>4. <b>Show Slides 50 &amp; 51</b> on the characteristics of social entrepreneurs and discuss with participants.</li> <li>5. <b>Put</b> participants in groups of five (5) and refer them to Exercise 3 in Workbook.</li> <li>6. <b>Invite</b> the groups to present and discuss.</li> <li>7. <b>End</b> the session by asking participants what questions, concerns or comments they have and address them accordingly.</li> </ol>                                                                                                                                                                                                                                                                                      | 45 minutes |
| <b>Session 3: Generating your Sanitation Idea – Ideas Formulation Techniques</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |            |
| <ol style="list-style-type: none"> <li>1. <b>Start</b> the session by referring participants to the discussion in the compulsory module on the opportunities available in the sanitation sector.</li> <li>2. <b>Ask</b> participants to describe types of opportunities they have identified as business people in their communities.</li> <li>3. <b>Show Slide 54</b> and discuss what an opportunity is with participants.</li> <li>4. <b>Show Slide 55</b> and ask participants questions to reflect on as they seek business opportunities as sanitation entrepreneurs:</li> <li>5. <b>Ask</b> participants to go back into their groups and refer them to Exercise 4 in Workbook.</li> <li>6. <b>Invite</b> groups to present and thank them.</li> <li>7. <b>Ask</b> participants to each reflect on the business they would like to venture into and the kind of skills needed to undertake the business.</li> <li>8. <b>Show Slide 57</b> on skills and discuss with participants.</li> <li>9. <b>Ask</b> participants if there are any other skills they can think off.</li> <li>10. <b>Ask</b> participants to go back into their groups and refer them to Exercise</li> </ol> | 90 minutes |

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| <p>5 in the Workbook.</p> <ol style="list-style-type: none"> <li><b>Show</b> Slides <b>59 &amp; 60</b> on Sanitation Entrepreneurs Chain and discuss with participants.</li> <li><b>Ask</b> each participant to identify the part of the chain their businesses fall and keep it to themselves.</li> <li><b>Ask</b> participants to go back into their groups and discuss Exercise 6 in Workbook.</li> <li><b>Invite</b> groups to present indicating which part of the chain most of the group members' fall.</li> <li><b>End</b> the session by asking participants what questions, concerns and comments they have on the topic discussed and address them accordingly.</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                   |
| <b>LUNCH BREAK</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | <b>60 minutes</b> |
| <b>Session 4: Assessing the Feasibility of your Business Idea</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                   |
| <ol style="list-style-type: none"> <li><b>Introduce</b> the session by looking at the various topics to be discussed in the session.</li> <li><b>Ask</b> participants how they are able to know if their business idea will work or not work?</li> <li><b>Show Slide 63</b> on the definition of feasibility and discuss with the participants.</li> <li><b>Explain</b> to participants that, knowing your business idea is feasible is not enough and that it is necessary to assess how many customers are likely to buy from you.</li> <li><b>Present Slide 64</b> and ask participants the reflection questions:</li> <li><b>Show Slide 65</b> on the Assessing Demand and discuss with participants.</li> <li><b>Ask</b> participants to go back into their groups and discuss Exercise 7 in Workbook.</li> <li><b>Invite</b> the groups to present.</li> <li><b>Refer</b> participants to Exercise 8 in the Workbook.</li> <li><b>Invite</b> three (3) volunteers to present their answers to the group.</li> <li><b>Discuss</b> any issues that will come up with participants.</li> <li><b>Ask</b> participants to go back into their groups and discuss Exercise 9 in the workbook.</li> <li><b>Invite</b> the groups to present to the class and discuss any issues that might come up.</li> </ol> | 60 minutes        |

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| <p>14. <b>End</b> the session by asking participants what questions, concerns or contributions they have and address them accordingly.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |  |
| <p align="center"><b>Session 5: Defining Your Market and Marketing Strategy</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |  |
| <ol style="list-style-type: none"> <li>1. <b>Introduce</b> the session by telling participants the importance of knowing who to sell your products and services to and how you will sell the products and services to them.</li> <li>2. <b>Ask</b> participants what is a market and invite answers from five (5) volunteers.</li> <li>3. <b>Explain</b> to participants that the kind of people who will patronise their products and services are referred to as their market.</li> <li>4. <b>Show Slide 70</b> on Defining your Market and discuss with participants.</li> <li>5. <b>Show Slide 71</b> and discuss the questions with the participants.</li> <li>6. <b>Explain</b> to participants that the answers to these questions help in defining their market and important as entrepreneurs they have answers to them all.</li> <li>7. <b>Explain</b> to participants that after knowing their markets it is important for them to estimate the size of the market. Emphasize that they will never be able to determine the exact size that is why we say ESTIMATE.</li> <li>8. <b>Show Slide 72</b> on Estimating Your Market Size and discuss with participants.</li> <li>9. <b>Explain</b> to participants that the importance of knowing their market is to help in making their products and services available to the market. Stress that these products and services should meet the needs of the market.</li> <li>10. <b>Tell</b> participants there is a need to put in place measures to ensure that their products and services meet their needs of the market at the right time, and doing this is referring to as developing a market strategy.</li> <li>11. <b>Show Slide 73</b> on Your Marketing Strategy and discuss with participants.</li> <li>12. <b>Ask</b> how many of the participants have heard of 'Marketing Mix' and ask them to come in front. <i>(If no one has heard of it, go ahead and show the slide and discuss with participants)</i></li> </ol> |  |
| <ol style="list-style-type: none"> <li>13. <b>Form</b> groups based on the number of participants who have heard of 'Marketing Mix' and ask those who know of the Marketing Mix to lead the groups and discuss what the 'Marketing Mix' is.</li> <li>14. <b>Ask</b> each group to present what was discussed.</li> <li>15. <b>Put</b> participants into groups of four (4) and give each group one (1) P to</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |  |

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| <p>discuss what they understand by that P and how it can be applied.</p> <p><b>16. Show Slide 75</b> and tell participants the four (4) Ps represent the Marketing Mix whilst comparing it with what the groups presented.</p> <p><b>17. Show Slide 76 &amp; 77</b> on the Marketing Mix and discuss with participants.</p> <p><b>18. End</b> the session by asking participants to ask questions, comment or make contributions.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                  |
| <p align="center"><b>Session 6: Raising Business Capital</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                  |
| <ol style="list-style-type: none"> <li>1. <b>Introduce</b> the session by telling participants that if they have a good a great business idea which is feasible and a great marketing strategy and there isn't enough funds to bring it to fruition then the entrepreneur will get stuck.</li> <li>2. <b>Ask</b> participants where they get funds to start or run their businesses.</li> <li>3. <b>Show Slide 79 &amp; 80</b> on What is a Business Capital and discuss with participants.</li> <li>4. <b>Ask</b> participants where they obtained capital or will obtain capital for their businesses.</li> <li>5. <b>Show Slide 82</b> and discuss sources of business capital listed with participants.</li> <li>6. <b>Ask</b> participants to mention other sources of business capital apart from the ones discussed.</li> <li>7. <b>Explain</b> to participants that capital for business can also be sourced through a business plan.</li> <li>8. <b>Ask</b> how many participants have heard of business plans and encourage them to explain what they know to the wider group.</li> <li>9. <b>Show Slide 83</b> on Business Plan as a Tool for Raising Capital and discuss with participants.</li> <li>10. <b>Ask</b> participants to mention what they think are some of the importance of a business plan.</li> <li>11. <b>Discuss</b> the importance of the business plan with the participants using <b>Slide 84.</b></li> <li>12. <b>Ask</b> participants who know or have seen business plans to mention some parts/sections of a business plan.</li> <li>13. <b>Show Slide 85</b> on Developing a Business Plan and discuss the components with the participants. Stress that the content varies depending on what the business plan is to be used for,</li> <li>14. <b>Ask</b> participants to refer to Activity 10 in Work book and fill in the gaps.</li> <li>15. <b>Invite</b> volunteers to present to the group inviting comments and contributions from the group.</li> </ol> | <p align="center">45 minutes</p> |

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| 16. <b>End</b> the session by asking participants what questions, comments or contributions they have and address them accordingly.                                                                                                                                                      |            |
| <b>Closing</b>                                                                                                                                                                                                                                                                           |            |
| 17. <b>Recap</b> the key points on the day’s discussions and ask participants if they have any issues and address them.                                                                                                                                                                  | 15 minutes |
| 18. <b>Thank</b> participants for participating in the training and agree on the start time for the next day.                                                                                                                                                                            |            |
| <b>DAY 2</b>                                                                                                                                                                                                                                                                             |            |
| <b>Session 6: The SWOT Experience – Personal SWOT Assessment</b>                                                                                                                                                                                                                         |            |
| 1. <b>Welcome</b> participants to the class.                                                                                                                                                                                                                                             | 90 minutes |
| 2. <b>Ask</b> participants to share what they learnt the previous day. (See opening for tips)                                                                                                                                                                                            |            |
| 3. <b>Clarify</b> and emphasise responses as participants make their presentations.                                                                                                                                                                                                      |            |
| 4. <b>Ask</b> participants if there is any area of what was discussed the previous day they need clarification on.                                                                                                                                                                       |            |
| 5. <b>Remind</b> participants of housekeeping issues, breaks and closing times etc. (When running out of time, negotiate with participants to extend the time).                                                                                                                          |            |
| 6. <b>Introduce</b> the session to participants by asking participants if they know what they are good at doing and what they think they should do better.                                                                                                                               |            |
| 7. <b>Introduce</b> the concept of Strengths, Weaknesses, Opportunities and Threats to participants using <b>Slide 88</b> .                                                                                                                                                              |            |
| 8. <b>Explain</b> to participants that as entrepreneurs, they need to know and understand their Strengths, Weaknesses, Opportunities and Threats as well as that of their Businesses. This will enable them understand what will facilitate their success and threaten their businesses. |            |
| 9. <b>Explain</b> what Strengths mean to participants <ul style="list-style-type: none"><li>a. These are the things unique to an individual that they do very well;</li><li>b. They are unique value propositions</li><li>c. They should be maintained</li></ul>                         |            |
| 10. <b>Explain</b> what weaknesses mean to participants <ul style="list-style-type: none"><li>a. These are the things that you do not do very well in and need to improve</li></ul>                                                                                                      |            |
| 11. <b>Participants</b> should understand their weaknesses and ways to improve them.                                                                                                                                                                                                     |            |
| 12. <b>Discuss</b> what opportunities are with participants.                                                                                                                                                                                                                             |            |

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| a. The things you should look for and try to use for your own benefit                                                                                                                                        |            |
| b. Consider only those things that can bring additional value to your operations as opportunities.                                                                                                           |            |
| 13. <b>Discuss</b> what threats are with participants                                                                                                                                                        |            |
| a. Threats are the things that can affect the survival of your business                                                                                                                                      |            |
| b. The circumstances that are not controllable and may be unpredictable that can be detrimental to the survival of your business                                                                             |            |
| 14. <b>Ask</b> each participants to identify the Strengths, Weaknesses, Opportunities and Threats of their businesses and discuss with the participant close                                                 |            |
| 15. <b>Refer participants</b> to Exercise 11 in Workbook.                                                                                                                                                    |            |
| 16. <b>End</b> the session by asking participants to ask questions, comment or make contributions.                                                                                                           |            |
| <b>SNACK BREAK 20 MINUTES</b>                                                                                                                                                                                |            |
| <b>Session 7: Developing a Personal Development Plan</b>                                                                                                                                                     |            |
| 1. <b>Introduce</b> the session by asking participants if they had ever prepared a plan that tells them what they plan to do with their lives in the next year?                                              | 90 minutes |
| 1. <b>Ask</b> participants who understands Personal Development Plan and ask that they tell the group what it is.                                                                                            |            |
| 2. <b>Show Slide 91</b> and tell participants what the Personal Development Plan is.                                                                                                                         |            |
| 3. <b>Show Slide 92</b> and discuss with participants.                                                                                                                                                       |            |
| 4. <b>Refer</b> participants to Exercise 12 in Workbook                                                                                                                                                      |            |
| 5. <b>Show Slide 94 &amp; 95</b> on Sanitation Entrepreneur’s Mission Statement and discuss with participants.                                                                                               |            |
| 6. <b>Show Slide 96</b> and discuss the setting of goals with participants.                                                                                                                                  |            |
| 7. <b>Emphasize</b> that a business’ goals must always be aimed at achieving its mission                                                                                                                     |            |
| 8. <b>Explain</b> to participants that writing down their goals does not accomplish the goals, they need to develop action plans to ensure that they will accomplish the goals they have set for themselves. |            |
| 9. <b>Use</b> Exercise 1 as a , guide to help participants develop Action Plans in line with their Personal Development Plans                                                                                |            |
| 10. <b>End</b> the session by asking participants what questions, concerns or comments they have and address them accordingly.                                                                               |            |
| <b>Session 8: Identifying and Building Relationships (Alliances and Networks)</b>                                                                                                                            |            |

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| 1. <b>Start</b> the session by asking the following questions( <b>Use Slide 100</b> ): <ul style="list-style-type: none"> <li>a. What is a business Network?</li> <li>b. Why is it important to build a network for sanitation entrepreneurs?</li> <li>c. What kind of networks would you make as a Sanitation entrepreneur?</li> </ul> | 30 minutes |
| 2. <b>Tell</b> participants businesses and entrepreneurs do not exist in isolation and that each business relies on another to produce products or provide services for customers.                                                                                                                                                      |            |
| 3. <b>Emphasize</b> that as sanitation entrepreneurs, they would need to build networks and relationships with individuals constantly to be able to grow their businesses in the long run.                                                                                                                                              |            |
| 4. <b>Show Slide 101</b> on Identifying and Building Networks and discuss the five key points in identifying and building relationships with participants.                                                                                                                                                                              |            |
| 5. <b>End</b> the session by asking participants what questions, concerns or comments they have and address them accordingly.                                                                                                                                                                                                           |            |
| <b>Session 9: The Entrepreneur's Toolkit</b>                                                                                                                                                                                                                                                                                            |            |
| 1. <b>Start</b> the session by asking the participants to mention some of the necessary skills they believe a Sanitation Entrepreneur must have. (with insight from what they have studied in previous sessions)                                                                                                                        | 45 minutes |
| 2. <b>Note</b> down the responses participants provide and discuss each of them                                                                                                                                                                                                                                                         |            |
| 3. <b>Show Slide 103 &amp; 104</b> on the Entrepreneurs Toolkit and discuss with participants.                                                                                                                                                                                                                                          |            |
| 4. <b>Refer</b> participants to Exercise 13 in Workbook.                                                                                                                                                                                                                                                                                |            |
| 5.                                                                                                                                                                                                                                                                                                                                      |            |
| 6. <b>End</b> the session by asking participants to ask questions, comment or make contributions.                                                                                                                                                                                                                                       |            |
| <b>Evaluation and Closing</b>                                                                                                                                                                                                                                                                                                           |            |
| 7. <b>Summarize</b> the training by going through the learning outcomes with participants.                                                                                                                                                                                                                                              | 15 minutes |
| 8. <b>Give</b> out evaluation forms and guide participants to fill them.                                                                                                                                                                                                                                                                |            |
| 9. <b>Assure</b> participants they would not be penalized for the comments and that it is to help facilitators improve on the training delivery.                                                                                                                                                                                        |            |
| 10. <b>Collect</b> the evaluation form.                                                                                                                                                                                                                                                                                                 |            |

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| 11. <b>Close</b> by thanking participants for their time. |  |
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