



Fresh
Life

Fresh
Life

ANNUAL REPORT- 2023



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01 ABOUT FRESH LIFE

Fresh Life implements innovative non-sewered sanitation systems co-created with and for underserved urban communities. Collaborating with city authorities and utility services, Fresh Life establishes safe, accessible, and economically viable sanitation services. Together, Fresh Life and our public sector partners ensure that people in rapidly expanding urban areas have sustainable access to high-quality sanitation solutions – transforming communities through better health, a cleaner environment, stronger livelihoods, and overall improved quality of life.

Our Philosophies

Vision



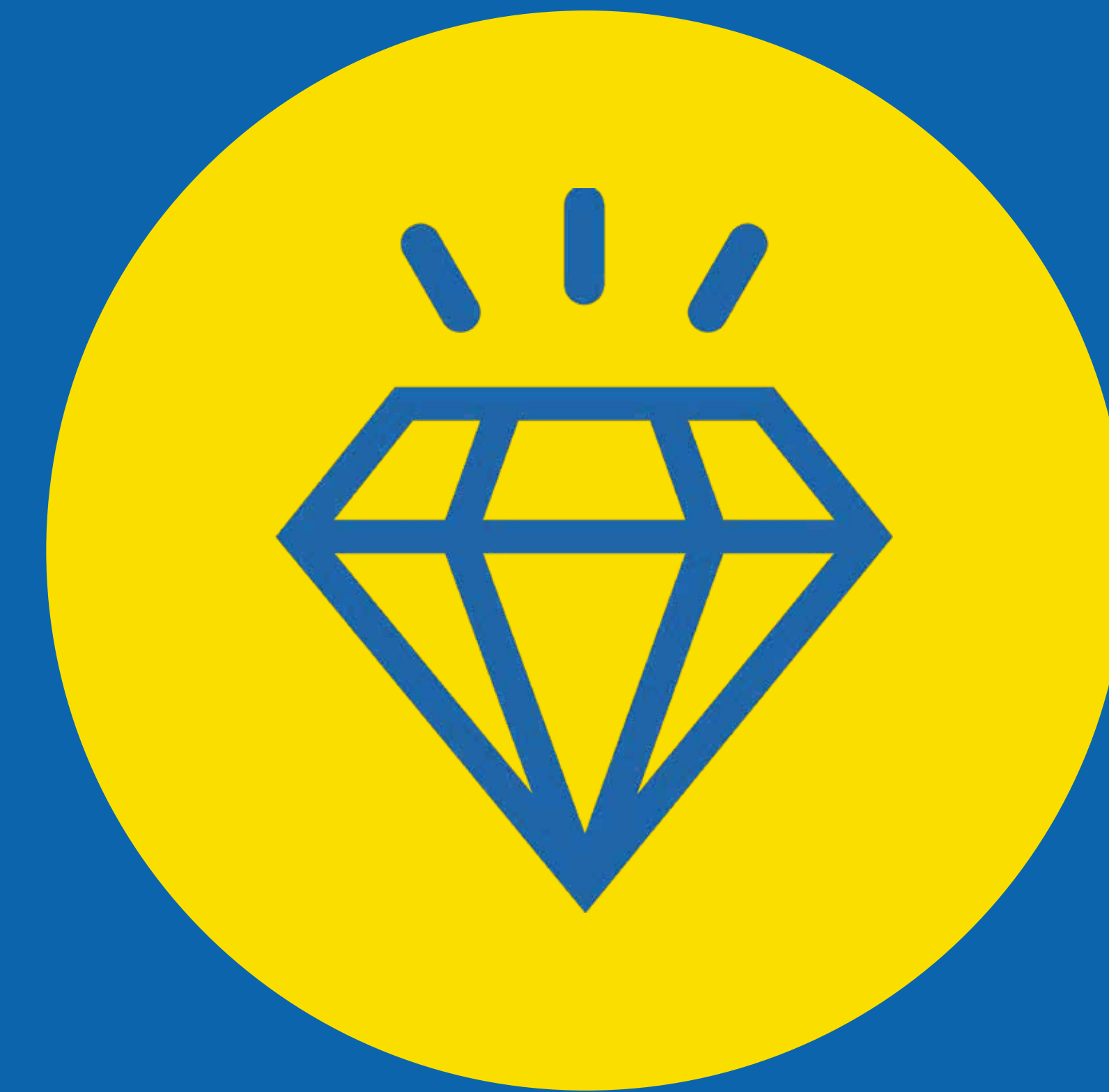
Build healthy, prosperous communities and cities.

Mission



Make safe sanitation accessible and affordable for everyone, forever.

Values



- Authenticity
- Building value for stakeholders
- Collaboration and teamwork
- Pragmatic Innovation
- Pursuing excellence

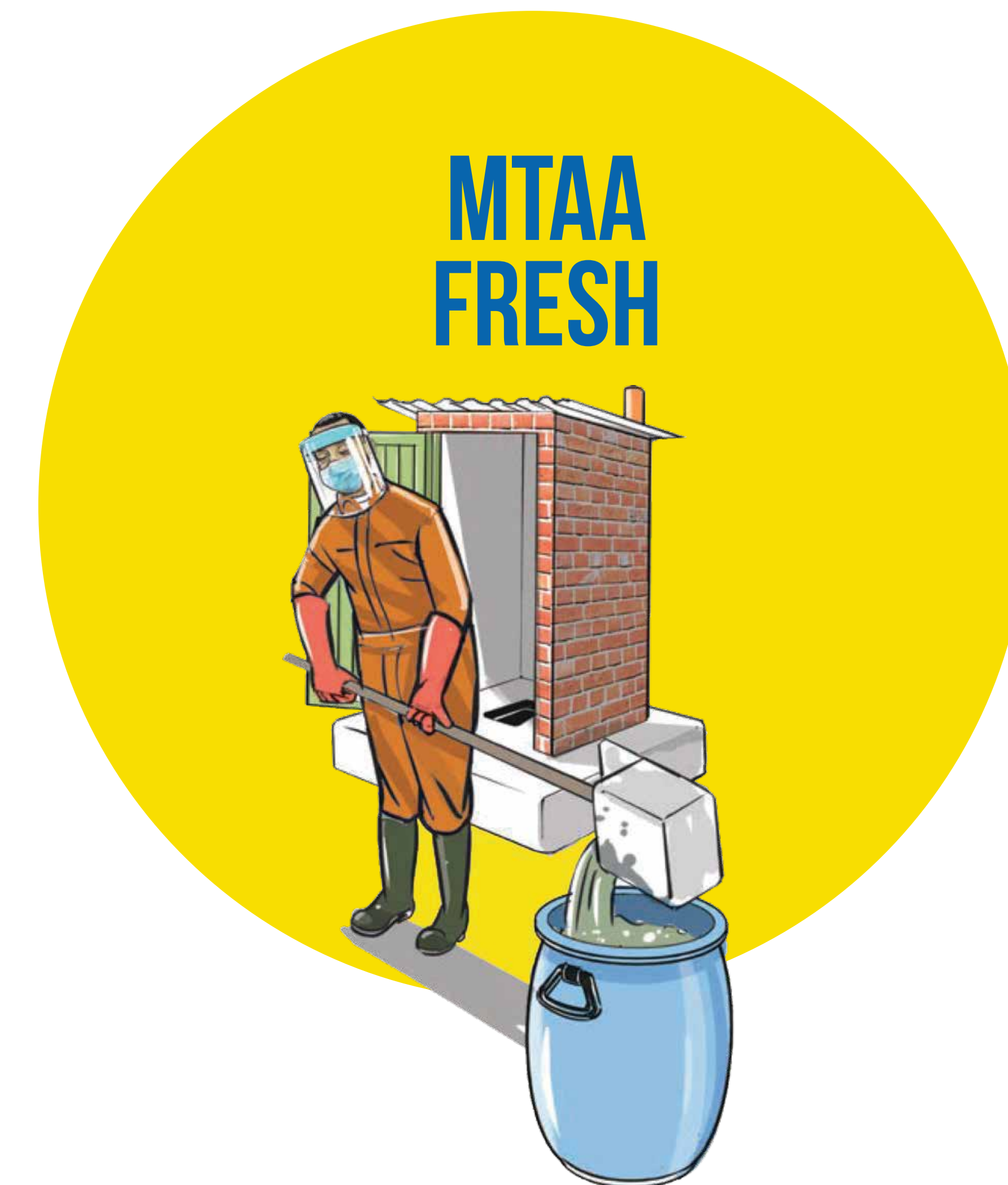
Fresh Life's Model



Dry, container-based units with handwashing facilities, franchised to individuals in urban informal settlements, maintained with regular, secure waste collection.



Compact, in-home solutions for the disabled, elderly, pregnant women, and families with young children, receiving the same secure waste collection.

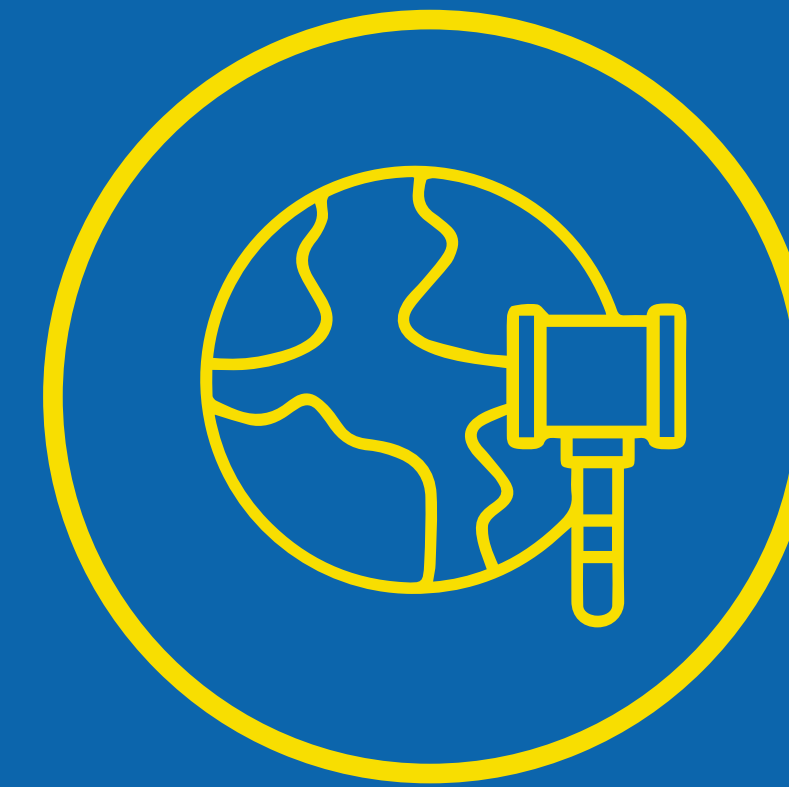


Centers for the safe discharge of pit latrine waste, preventing environmental dumping and promoting safe treatment. This includes empowering manual pit emptiers with training and formalization to ensure the health and safety of the workers and community.

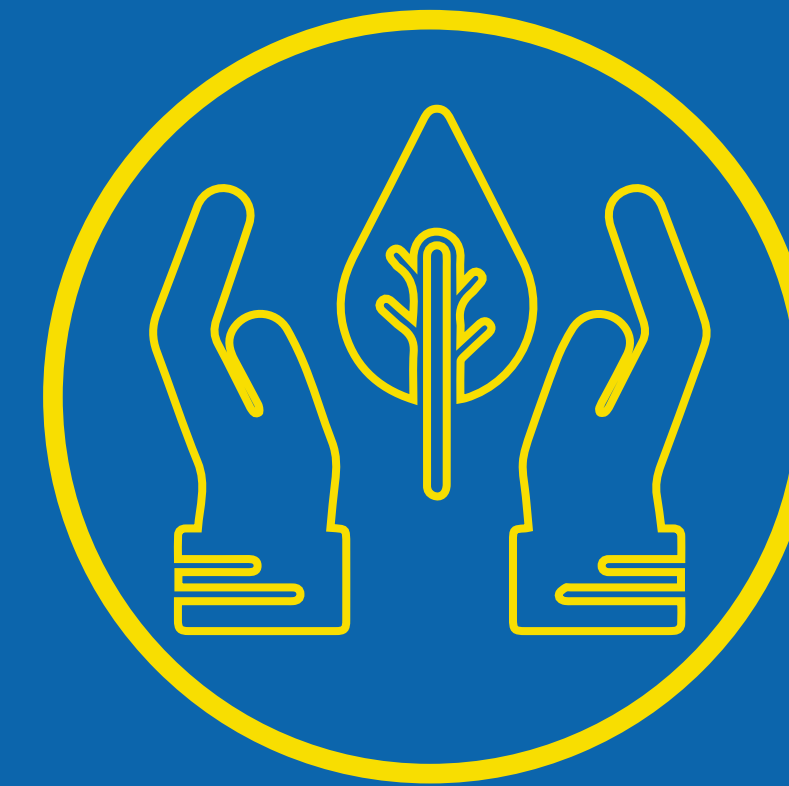
Through our Citywise team we also offer non-sewered system trials, and sector research, advancing SDG 6 (clean water and sanitation), SDG 11 (sustainable cities and communities particularly reducing the adverse per capita environmental impact of cities), and SDG 17 (partnerships for the goals).

In 2023, Fresh Life intensified our commitment to enhancing environmental, health, and climate resilience in the communities we serve. By employing a systems-based and circular economy strategy to solve the urban sanitation challenge, our climate-positive sanitation initiatives offer:

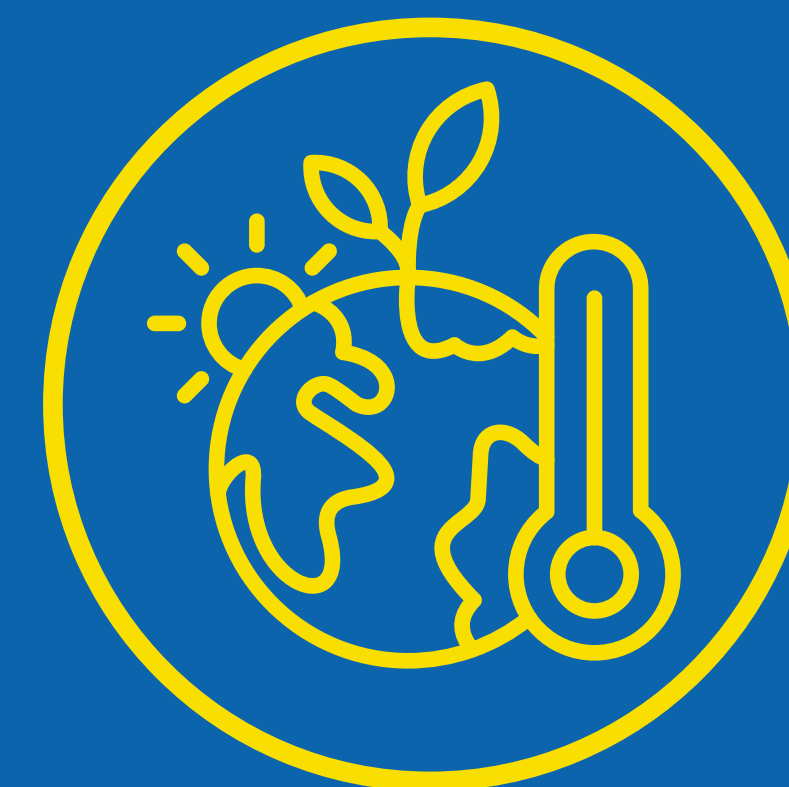
Fresh Life's Climate Impact



Climate justice achieved through an actively managed sanitation network that significantly lowers methane and other GHG emissions.



Environmental justice manifested through reduced pollution in low-income urban neighborhoods.



Climate resilience ensured by the continuity of our services even in the face of flooding or drought.

Message from Fresh Life Co-founder and Executive Director

Dear Partner,

It gives me great pleasure to present our Annual Report for the year 2023. As we reflect on the past year, I am filled with pride and gratitude for the accomplishments and achievements attained despite the prevailing market challenges marked by inflation, currency depreciation and global pressures as a result of conflict and the adverse impacts of climate change.

Fresh Life demonstrated adaptability and innovation in 2023, achieving significant milestones along the way. In 2023, we recorded high sales, payment rates and retention metrics across all our cities of operation. Overall, we not only met but surpassed our 2023 target three months early – growing our network to 7,165 Fresh Life Toilets! This speaks to our collective commitment to performance and excellence.

Technology was a key enabler in enhancing our operational efficiencies. Our customer management mobile application has transformed our customer onboarding and engagement process – an example of the improved sales, customer support and payments collection experienced in 2023. By providing innovative products and services and proactively engaging our stakeholders, we strengthened our ways of working.

In 2023, our focus on enhancing stakeholder relationships and building new partnerships bore fruit. We are delighted to have officially launched our inaugural Fresh Life Toilets in Zambia in partnership with Lusaka Water Supply & Sanitation Company, and to have officially signed an MoU with Mombasa Water Supply & Sanitation Company, which will see them fund our joint sanitation research and operational planning for Mombasa County in 2024. Such strong, funded government partnerships are critical to the long-term sustainability of pro-poor sanitation services.

Our success was a result of the dedication of our staff. Indeed, their steadfast commitment has propelled our mission and success. My gratitude also goes to the Board, whose insights and counsel have steered us through good and tough times; to our Fresh Life Toilet Operators for their trust and loyalty; and to our partners, whose belief in our work has enabled us to scale and achieve transformative impact.

We look into 2024 with confidence and optimism knowing that Fresh Life is poised for continued growth, innovation, and success. Thank you for the unwavering support and collaboration. We believe that together we'll reach new heights, drive long-term sustainability and create lasting impact in the communities we serve..

Onward!
Lindsay Stradley



Impact Metrics and KPIs

KEY IMPACT METRICS	END OF YEAR 2023			
	NAIROBI	KISUMU	ELDORET	TOTAL
New Toilets Launched (Fresh Life and Fresh Fit Toilets)	2,688	523	361	3,499
Active Toilet Network (Fresh Life and Fresh Fit Toilets)	5,769	998	398	7,165
Operational Mtaa Fresh Centers	3	0	0	3
Total people served with Fresh Life products and services	256,898	26,008	10,352	293,258
Amount of container-based waste safely removed from the community (mt)	15,073	1,257	413	16,742
Amount of water saved compared to pour-flush toilets (L)	2.3 billion	237 million	94 million	2.6 billion
Amount of pit sludge safely managed and removed from the community (mT)	4,969	0	0	4,969
Amount of greenhouse gas emissions averted (mT CO2e)	5,113	-	-	5,113

A woman with her arms crossed stands in a narrow alleyway between simple, rustic buildings. She is wearing a brown t-shirt and a patterned skirt. In the foreground, a blue plastic water container is visible. The scene is lit with warm, golden light, suggesting late afternoon or early morning. The background shows more buildings and a clear sky.

0.2 YEAR IN REVIEW

The Best of Us: 2023 Successes

2023 was by all accounts a very successful year for Fresh Life. With the generous support of our funders and the great work of our teams, Fresh Life made significant strides:

We were able to achieve most of our targets in Nairobi, serving 256,898 people daily with safe sanitation services (against a target of 242,646 people). We reduced our net cost/person/year in Nairobi by \$1.66, becoming more efficient as we grew the number of people served and setting up operations for further efficiency gains in 2024 and beyond.

We continued to grow our network in Kisumu and Eldoret, with both cities achieving 91% of our targets for toilets launched. In 2023 Fresh Life successfully expanded its innovative sanitation services through partnerships with the Kisumu Water and Sanitation Company (KIWASCO) and the Eldoret Water and Sanitation Company (ELDOWAS): In Kisumu County, the collaboration with KIWASCO led to serving over 20,000 residents with reliable sanitation, marking a significant step towards tackling local sanitation challenges and setting a benchmark for sustainable urban waste management practices.

In Eldoret our partnership with ELDOWAS showcases Fresh Life's dedication to broadening its reach and impact. These strategic alliances with local utilities highlight Fresh Life's commitment to delivering sustainable, non-sewered sanitation solutions, contributing to the health and welfare of urban populations in Kenya. Teams from Fresh Life and our utility partners in both cities conducted marketing campaigns in Q4 2023 to set up renewed growth in 2024. Through our good working relations and partnership with ELDOWAS, we formed technical working groups to develop an updated strategy and activities particularly as we prepare to move into the new settlement of Kapyiemit-Huruma in 2024.

293,258

TOTAL PEOPLE SERVED IN KENYA

The Customer Support & Credit teams in Nairobi, Kisumu, and Eldoret surpassed our 90% on-time payment goal. By the end of the year, all three cities not only met this target but exceeded it, demonstrating excellent payment adherence among customers.

Specifically, Eldoret achieved the best rate of 98%, while both Nairobi and Kisumu also performed well, with payment rates of 94%.

To increase the efficiency of our Customer Support & Credit teams, we developed a mobile app designed to automate their workflow.

The app enables our Customer Support Associates to readily access and verify customer data in the field, and facilitates work planning by supervisors.

The app has a customer vetting function – a critical process prior to the installation of a Fresh Life Toilet, to gauge customers’ ability to sustain monthly payments. It also allows our team to monitor upcoming payments in order to provide comprehensive payment statements to our customers at any point in time, and incorporate customer repayment plans and agreements into the app. This feature greatly helped in achieving our high monthly payment rates.

Following this, Fresh Life ran a pre-pilot with LWSC in October where customers used 4 Fresh Life Toilets for 8 weeks. This pre-pilot allowed us to collect feedback from customers and waste collectors and ensure we are setting operations efficiently as we grow in the city. We are now embarking on a large-scale pilot that should kick-off in Q2 2024.



98%

ON-TIME PAYMENTS GOAL ACHIEVED IN ELDORET

94%

ON-TIME PAYMENTS GOAL ACHIEVED IN NAIROBI & KISUMU

We expanded our reach in Kenya in Q4 as we signed an MoU with Mombasa Water Supply & Sanitation Company (MOWASSCO). This MoU will allow us to conduct sanitation market research in 2024 and begin operations in 2025. Through this partnership, Fresh Life and MOWASSCO will be able to serve Mombasa residents of informal settlements in Mombasa with safe sanitation.

In November 2023, the International Water Association recognized us through the IWA Inclusive Urban Sanitation Champions Programme for Service Delivery (Containment Systems) 2023. The award was in recognition of Fresh Life’s innovative approaches, exceptional achievements and unwavering commitment in the provision of safe container-based sanitation, which has set a benchmark in the sanitation sector.

We are most excited about the efforts we put forth to promote the efficiency of our processes, which will ensure great customer experience, as well as financial and operational sustainability. Learn more about our 2023 projects below.





2023 Operational Updates

Our Growth and Impact

In 2023, we increased our toilet network in Nairobi by launching an additional 2,688 toilets (2,615 Fresh Life Toilets and 73 Fresh Fit Toilets). This brought our network to 5,769 active toilets at the end of the year, serving 196,898 people with safe container-based sanitation. In 2023, we removed 15,073 tons of waste that would have otherwise been dumped in the environment; the active management of this waste mitigated the equivalent of 5,113mT CO₂ in methane gas emissions.

Our toilet network's expansion was significantly driven by our plot tagging initiative, which was carried out in collaboration with the government, specifically the Nairobi County Public Health department and the local administration. In 2023, a total of 8,261 plots were tagged in the informal settlement of Kibera, contributing to a cumulative count of 43,702 tagged plots across Nairobi. Insights from this exercise revealed that approximately 10% of the plots had pit latrines, 35% had pour flush toilets (resulting in direct waste discharge into rivers), and roughly 40% lacked any form of sanitation services.

43,702

TOTAL PLOTS TAGGED IN NAIROBI

Mtaa Fresh Pit Waste Service

To boost our market presence in the existing regions of our Mtaa Fresh operations, we enhanced our interactions with pit emptiers, property owners, and governmental bodies, advocating for the proper disposal of waste by pit emptiers. This initiative not only improved local acceptance of pit emptiers by enhancing community views of their work and waste disposal methods but also established a safer and healthier working environment. As a result, pit emptiers experienced less community or government harassment and reported fewer job-related accidents or illnesses.

For Mtaa Fresh, we additionally

- Launched a vaccination and health education drive for pit emptiers, enhancing their knowledge on hygiene practices, especially cholera prevention during rainy seasons.
- Provided pit emptiers with personal protective equipment (PPE) and offered refreshers on its proper and consistent use.
- Held training forums on financial literacy and leadership for pit emptiers, covering topics such as community-based organization management, group leadership, record-keeping, negotiation skills, and customer service.



03

PARTNERING

WITH UTILITIES & GOVERNMENT



In Kenya

Nairobi Government Partnerships

Nairobi City Water & Sewerage Company

To enhance operations in Nairobi, Fresh Life is pursuing a partnership with Nairobi City Water and Sewerage Company (NCWSC) to secure our goal of providing 0.5 million Nairobi residents with safe sanitation by 2027, ensuring long-term operational and financial stability.

Throughout 2023 we met with the manager of the Donor Programs & Partnerships department of the utility, and successfully drafted an MoU which was approved by the Board, and now awaits the signature of NCWSC's Managing Director.

Nairobi County

Fresh Life is advancing toward an official collaboration with Nairobi County to complement our existing permits for operations in the capital. We've engaged with Nairobi County Water & Sanitation Directorate; County Chief Officer, Green Nairobi (a Nairobi County initiative promoting environmental well being as well as water and sewerage functions), and Nairobi County's Director of Sanitation. We hosted a site visit for the newly appointed County Executive Committee, offering them a direct understanding of our model as the county nears the finalization of a formal collaboration agreement.

Tana & Athi Rivers Development Authority Project 2023

The primary objective of the formal partnership between Tana & Athi Rivers Development Authority (TARDA) and Fresh Life is to actively engage in environmental conservation efforts along the Tana and Athi Rivers within Nairobi County. This partnership aims to address the environmental challenges posed by markets and informal settlements situated along these rivers. The focus is on providing safely managed sanitation services to mitigate the impact of sanitation waste on urban rivers, ultimately contributing to a cleaner and healthier environment.

A Technical Working Committee was established to provide oversight and technical assistance on specific projects under the partnership. The pilot phase of the project implementation is now expected to take place in early 2024.



Mombasa, Kenya

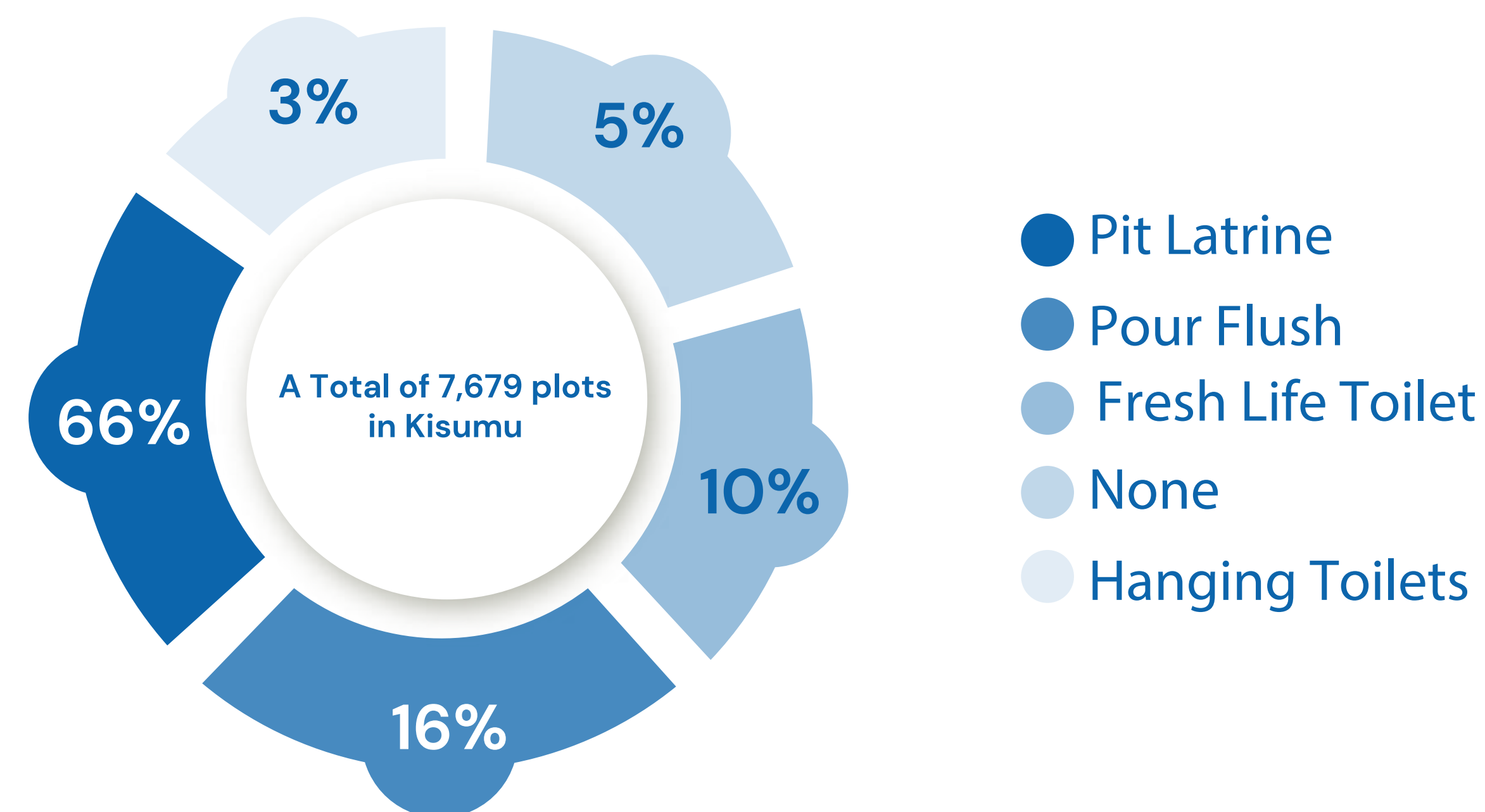
Earlier this year the County Executive Committee Members and Chief County Officers of Mombasa County visited Fresh Life operations in Nairobi where we shared a MoU template for their input as a first step of a future partnership.

On the 31st of October 2023, we signed a 5-year MoU between Fresh Life and Mombasa Water Supply & Sanitation Company (MOWASSCO), which is owned by Mombasa County, that enables Fresh Life to launch operations in Mombasa. An official launch of the partnership was organized for World Toilet Day on November 19th, and we will conduct a plot mapping exercise and market assessment in 2024 (paid by the utility) to inform the launch of our operations in early 2025.

Kisumu, Kenya

We made significant progress in Kisumu in 2023 where we were able to achieve 91% of our targeted toilet launches for the year, launching 523 new toilets in the city and increasing the total number of people with access to safe sanitation to over 26,000. We collected 1,257 metric tons of human waste that would have otherwise ended up in nearby Lake Victoria and consequently caused harm to the aquatic ecosystem and livelihoods that depend on it.

The achievements of 2023 were based on targeted toilet sales informed by our plot tagging data. During the same year, we mapped 7,679 plots in Kisumu that show the following sanitation coverage in our targeted areas:



The team also focused on increased marketing efforts through collaboration with our public sector partner, Kisumu Water and Sanitation Company (KIWASCO). Through this partnership we:

- Collaborated on fundraising efforts to bridge the financial gap in sanitation services,
- Utilized shared office spaces to lower operational expenses;
- Participated in community programs advocating for safe sanitation, handwashing, and cleanups in urban informal settlements.



Eldoret, Kenya

Throughout 2023, we deepened our marketing activities, in collaboration with Eldoret Water and Sanitation Company (ELDOWAS). We held joint market storms, mobile clinics, and participated in a county clean up in the Langas informal settlement where our Eldoret operations are focused.

Our active collaboration with ELDOWAS has contributed to our positive market entry in the city where we were able to launch 361 toilets, growing the network to 398 facilities.

After just over one year of operations there, our toilet network now serves 10,352 people daily with safe sanitation.



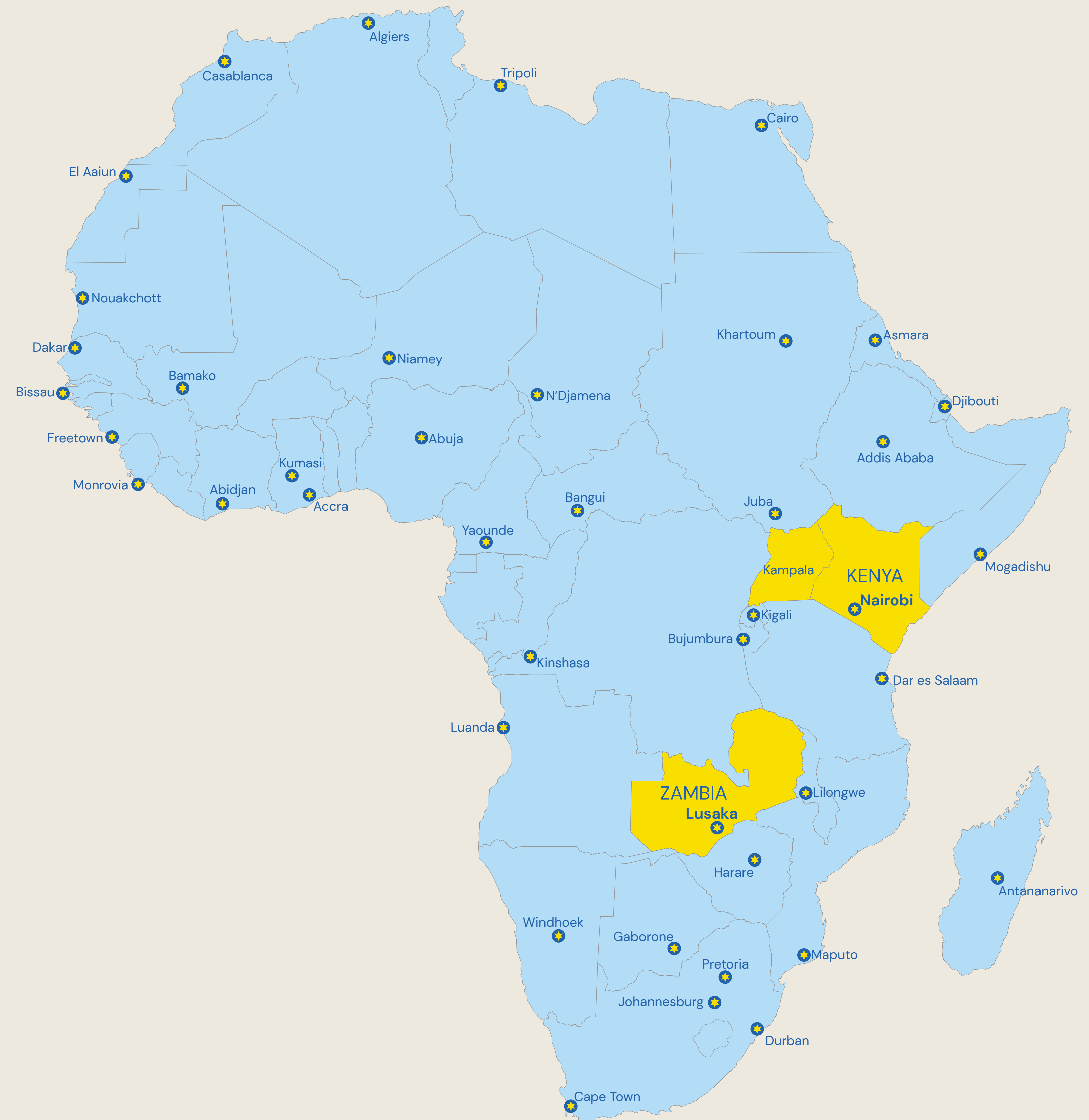
International Expansion

Lusaka, Zambia

Following the signing of an MoU with Lusaka Water Supply & Sanitation Company in January 2023, Fresh Life launched a pre-pilot to gauge market acceptance and operationalize the Fresh Life model. Together we kicked off the pre-pilot in October, gathering weekly feedback from users of our first Fresh Life Toilets in Zambia for more than 12 weeks, before embarking on a large-scale pilot in 2024.

Kampala, Uganda

In Q4 2023, we worked with the technical planning committee of Kampala Capital City Authority (KCCA) to plan for a detailed sanitation assessment in a Kampala informal settlement. In partnership with KCCA, the project's scope, objectives, and primary activities are being finalized so that this can be conducted in early 2024.



Citywise

Citywise is Fresh Life’s advisory arm for governments, utilities, NGOs, and other implementers looking to serve low-income areas of cities with citywide inclusive sanitation. We offer a variety of advisory services, from planning, costing, and options analysis in order to assist in decision-making and implementation.

Democratic Republic of Congo (DRC)

In 2023, Citywise worked on the following critical projects among others: Sustainable Water and Sanitation Systems Activity (SWASSA): SWASSA is a USAID-funded program in the peri-urban areas of the Kivus region of the Democratic Republic of Congo (DRC), led by Mercy Corps. SWASSA’s goal is to improve and sustain equitable access to clean water supply and safe sanitation services. Citywise is responsible for leading the iterative design and delivery of market-based sanitation solutions adapted to the context of Eastern DRC, while providing technical oversight to strengthen sanitation service delivery in partnership with local actors (government, investors, private sector).

Kigali, Rwanda

In January 2023, we launched a fecal sludge management (FSM) initiative in Kigali alongside UNICEF and Water for People Rwanda, focused on establishing Citywide Inclusive Sanitation in the city of Kigali through the following initiatives:

- Conduct a situation analysis of the FSM in low-income areas of Kigali.
- Develop the Shit Flow Diagram (SFD) for the City of Kigali.
- Strengthen coordination and monitoring amongst government agencies and partners working on FSM and other sanitation in the City of Kigali.

0.4 CONTINUOUS IMPROVEMENT

Challenges Encountered & Lessons Learned

Having met our targets and commitments to funders by October of 2023, we made a call to pause production in November and December, and instead dedicate that time toward reviewing and strengthening our operational efficiencies in readiness for 2024.

Throughout 2023, we put in place measures to eliminate unnecessary spending, making our operations more efficient.

In 2023, our sales and customer support teams prioritized improving our systems and relationships with the people we serve, leading to higher payment of arrears.





O.5: LOOKING AHEAD

The Vision of Fresh Life

As we continue working towards our 5-year strategic plan, Fresh Life will focus on these 3 objectives in 2024

- 1** Sustainably increase coverage in Nairobi to serve >320,000 people, in partnership with the government and other ecosystem stakeholders.
- 2** Expand geographic coverage to serve >55,000 people outside Nairobi, in partnership with the government and other key stakeholders
- 3** Accelerate the efforts of key stakeholders including governments, NGOs, corporates, and academic researchers toward citywide inclusive sanitation.

By the end of 2027, we will have scaled our model to serve >800,000 people daily with safe sanitation and supported cities around the world to expand their commitment towards citywide inclusive sanitation.

To support this ambitious vision, we aim to raise \$40M from a blend of public, philanthropic, institutional and results-based financing.

At the end of this scaling period, we will be more operationally efficient and cost-effective, bringing us significantly closer to financial sustainability through a combination of ongoing funding by the public sector and participatory financing from our customers.

Ultimately, we have the opportunity to draw the blueprint for decentralized sanitation service delivery – for the most vulnerable members of society in low-income countries – that can sustainably be paid for and replicated by private and/or public actors in the future, and all around the world.

Over the next five years, we aim to expand our model to more urban informal settlements within Kenya and internationally. Additionally, we seek to encourage municipalities and governments worldwide to adopt citywide inclusive sanitation, a transformative approach that redefines traditional sanitation service provision.

06 COMMUNITY

IMPACT

Penina Atieno, Fresh Life Operator in Nairobi, Kenya

Penina Atieno is a remarkable woman who wears many hats – she is a mother, a landlord, and a Fresh Life Toilet owner. She deeply understands the importance of access to safely managed sanitation and has dedicated herself to ensuring that her family and tenants always have access to clean Fresh Life toilets. Her unwavering commitment to improving the lives of her community is truly inspiring.

Penina's story is a tale of courage, resilience, and transformation in the heart of one of our Fresh Life communities – Shauri Moyo. She and her family faced numerous challenges before installing a Fresh Life Toilet. From the spread of diseases, to compromised dignity, and security challenges for children, women and girls. She reflects on how having a Fresh Life toilet has made a life-changing impact on her community in Shauri Moyo in this [VIDEO](#).

For Penina and so many more like herself, safely managed sanitation equals dignity! We are inspired by her story and others to bring dignity to residents of urban informal settlements by enhancing access and making safe sanitation a reality for all!



0.7 SECTOR

IMPACT

Awards

In 2023, we were deeply humbled and delighted by the recognition of the transformative change and impact of our work in the communities we serve. We are honored to have won two awards:

- **2023 International Water Association (IWA) Inclusive Urban Sanitation Champions Programme – Service Delivery (Containment Systems)!**
- **Best Toilet of the Year 2023 – Informal Settlements Award at the 2023 Toilet of the Year Awards Ceremony and Women in Water and Sanitation (WIWAS) Symposium!**

These awards are a symbol of achievement for each and every one of us at Fresh Life – recognizing the impact of our hard work and providing motivation for continuous improvement and increased impact.



Media

We received extensive media coverage in 2023



Au Kenya, des toilettes sèches révolutionnent l'hygiène dans les townships de Nairobi

Le Monde Newspaper



Sanergy Collaborative Honoured as Semifinalist of 2022 Urban Innovative Challenge by Utopia & World Economic Forum's Urban Transformation Platform

People Daily



K24 Changemakers Interview



Benefit-cost Analysis of Expanding Fresh Life Services in Kisumu, Kenya



What should the future of safely managed sanitation systems look like?

Global Water Intelligence Magazine



Sanergy Collaborative At The Forefront Of Food Security And Climate Positive Sanitation Discussions At The New York Climate Week:

Biashara Leo



MOWASCO Inks Deal With Fresh Life To Improve Sanitation In Informal Settlements;

Kenya News Agency

∞ OUR ALLIES

Our 2023 Growth Partners



Keith V. Kiernan
Foundation



rippleworks



skoll
FOUNDATION



who
gives a
crap

Our Board of Directors



NEIL MACLEOD
Board Chair



BART BURSTEIN
Board Member



MADHUR RAMRAKHA
Board Member



AMANDLA OOKO-OMBAKA
Board Member



ROBERT GAKUBIA
Board Member



MIKE ZEITOUNY
Board Member



LINDSAY STRADLEY
Board Member



DENNIS MWANZA
Board Member



BHARAT SARPESHKAR
Board Member



LAURIE FULLER
Board Member



MARIO JABBOUR
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Thank you!

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