Introducing
Water & Sanitation
for the Urban Poor

Image: Improving water and sanitation in the Xipamanine community, Nhlamankulu district, Maputo. WSUP has worked in Mozambique since 2007, supporting local partners to improve services to low-income residents. Credit: Mário Macilau.
Foreword

The world is urbanising rapidly, and as a result, many of the world’s challenges – and its biggest opportunities – are increasingly centred on cities.

Every day the population of cities and towns around the world grows by around 200,000 people. Many are struggling to cope with this huge transformation, and in particular those in sub-Saharan Africa and Asia where urban growth is fastest. As informal settlements on the edge of these towns and cities expand rapidly, so does the number of people lacking access to the most basic of services like water and sanitation.

WSUP’s vision is a world where all city-dwellers, including the poorest, have access to clean water and sanitation. We work to help cities such as Nairobi and Dhaka deal with the challenges they are already facing; making life better for the millions living in extremely difficult conditions, as well as informing the development of areas that are not yet megacities but which will become so over coming decades. Changing the system is complex, long-term work, but we’re determined to address the underlying causes of poor water and sanitation provision; issues such as inadequate public sector investment, unclear regulatory frameworks and a poorly developed private sector.

Since 2005, WSUP has helped 11 million people to gain access to improved water services, sanitation services or hygiene practices. We’ve worked in 22 cities and major towns across Africa and Asia, enabling service providers to improve their ability to serve low-income customers; and, we’ve widely shared what we’ve learned from these experiences.

But the challenge is huge. Nearly one billion people currently live in informal urban settlements in the developing world; the vast majority of whom lack adequate access to basic services. If we don’t take decisive action now, this number will rapidly rise as urban areas continue to boom.

WSUP is determined to play a significant role in meeting Sustainable Development Goal 6, with clean water and sanitation provided to all, and to contribute positively to the development of the other 16 goals. We hope you will join us on this journey.

Will Day, Chairman
Water & Sanitation for the Urban Poor

Introduction

WSUP has been focused on improving water and sanitation in urban areas since 2005, and we have learnt a lot about how best to bring about change for the poorest residents.

Firstly, we have learnt that the most effective – indeed, the only – way to improve services is to do it by working side-by-side with local providers. In each of our countries, we have years of experience engaging with service providers such as utilities, local government or the private sector. Many of the issues we are working on – as you’ll see in this report – can only be addressed at a citywide or even national scale, whether that’s regulatory improvements, better management of water networks or services for collection of human waste from septic tanks and pit latrines.

Secondly, we have confirmed that improving financial viability of services to low-income customers is vital to ensuring sustainable change.

If services are to exist at scale, then they need to be based around a business model. It can be challenging to design financially viable services for low-income customers, who have limited disposable income. Our experience shows that it can be done and we pursue this objective relentlessly.

Thirdly, it has become clear to us that innovation is essential and that business as usual cannot deliver real change. We use the work in our six core countries to test innovative ways in which the effectiveness and reach of service providers can be improved, as well as smart ways in which we can improve the enabling environment.

Neil Jeffery, CEO
Water & Sanitation for the Urban Poor
Creating citywide change

How WSUP is working with different city stakeholders to improve service delivery to low-income urban residents.

International financial institutions
Targeting the flow of investment from international financial institutions.

We have helped FIPAG, Mozambique’s water supply asset owner, to secure a US $5 million investment from a bilateral agency to subsidise water connections for low-income households in Maputo, reducing the cost that low-income customers had to pay by 50%.

Regulators
Helping regulators incentivise utilities to improve services to low-income customers.

In Kenya, we have helped the national regulator WASREB change the regulatory framework to incentivise utilities to improve services to low-income customers. This will have an impact on all water utilities working across Kenya.

Community groups
Increasing the involvement of community groups.

In Lusaka, Zambia’s capital city, we are working with two community-based organisations, the Kanyama and Chazanga Water Trusts, to deliver water and sanitation services on behalf of the citywide utility, Lusaka Water & Sewerage Company.

Service providers
Enabling service providers to improve coverage in a financially viable way.

In Madagascar, we link Water User Associations with the water utility JIRAMA so that they can manage laundry blocks and water kiosks which provide low-income communities with affordable water, sanitation and cleaning services.

Low-income communities
Helping increase the uptake of water and sanitation services in low-income communities.

In all of the cities where we work, we support service providers in their marketing to low-income customers, and work with communities to promote the importance of good sanitation and maintenance of facilities, stimulating demand for improved services.

Governments
Supporting governments to increase commitment to improved water and sanitation.

We are advising the Indian Government’s Ministry of Urban Development on its Swachh Bharat ‘Clean India’ initiative, helping it work out how to improve sanitation in urban areas.

Large business
Demonstrating the role that large businesses can play.

In 2016, we published a business case for investing in WASH, showing how businesses have a vital role to play through improving services for employees, managing their own consumption and influencing their supply chain.

Non-governmental organisations (NGOs)
Improving collaboration between NGOs and other sectors.

In Bangladesh, we are a founding partner of the FSM Network alongside Practical Action, WaterAid, local NGO DSK and research institute ITN-BUET, helping to coordinate a response to the need for more action on faecal sludge management.

Landlords
Encouraging landlords to recognise their responsibilities for providing improved services to their tenants.

In Ghana, we have worked with municipal authorities in Ga West and Kumasi to encourage landlords to comply with by-laws that require them to invest in toilets for tenants of housing compounds.

I’m delighted to know that WSUP will provide support to improve the water, sanitation and hygiene situation in low-income communities, and we from the City Corporation are ready to extend our support and cooperation to make this programme successful.

Sharfuddin Ahmed Jhantu
Mayor, Rangpur City Corporation, Bangladesh
How water and sanitation drives development

WSUP is focused on meeting Sustainable Development Goal 6, which states that by 2030, everyone will have access to clean water and adequate sanitation.

But improved water and sanitation services underpin almost every other developmental goal: from creating climate change resilience thanks to improved water management, to raising school attendance for teenage girls as a result of better sanitation in schools.

There is a strong alignment between WSUP’s focus on systemic change and our own vision of how to improve water access at scale, and the organisation is a key strategic partner for us as we look to meet the challenges of urbanisation in sub-Saharan Africa.

Duncan Goose, Founder
The One Brand

Water

As growing urban populations and climate change put pressure on water resources, water needs to be better managed so that everyone in a city – from the richest to the poorest – has access to safe water.

By increasing the amount of water in a city’s pipe network, WSUP is able to ensure that greater quantities of safe water can be accessed by low-income communities. One significant way in which we have been able to do this is by helping utilities to reduce non-revenue water – losses caused by theft, leakage and poor payments collection.

Thanks to WSUP, JIRAMA has been able to stabilise operations and increase water supply to low-income communities in two major cities in Madagascar: Antananarivo and Mahajanga. WSUP is now a major actor in the water sector in Madagascar.

Henri Ravalisoa, Deputy Director General for Water
JIRAMA (national utility in Madagascar)

Image: Water kiosks like this one in Antananarivo provide clean, safe water and new job opportunities to local residents.
Credit: Stop the Water.

Expanding access to water in Antananarivo, Madagascar

In the capital city of Madagascar, a partnership between WSUP, the national utility JIRAMA, and the Malagasy Ministry of Water, Sanitation & Hygiene has led to 710,000 low-income residents, nearly one-third of the city, benefiting from an improved water supply.

Madagascar is one of the poorest countries in the world, with 92% of the population living on less than US $2 a day, and poor water access has a debilitating impact on people’s health, well-being and ability to work.

Since 2005, WSUP has worked with JIRAMA, helping it to set up two dedicated units – one responsible for reduction of non-revenue water and one responsible for low-income communities. Each year, reduction of non-revenue water saves JIRAMA an estimated three million cubic metres of water – enough to fill 1,200 Olympic-size swimming pools.

With the help of funding partners such as the UK Department for International Development, USAID, The Coca-Cola Africa Foundation and the Bill & Melinda Gates Foundation, we have worked closely with local communities in the design, construction and management of services, such as water kiosks and laundry blocks which are providing water, cleaning services and toilets across the city.

The work has also been expanded to Mahajanga, a city on the north-west coast of Madagascar, and is being scaled up across the country with support from other partners including the Cartier Foundation, the Opec Fund for International Development, and the Halcrow Foundation to name a few.

As a result of our partnership, in 2016 JIRAMA was a finalist for a prestigious Financial Times / International Finance Corporation award in recognition of the citywide transformation we have created.

Case Study:
Expanding access to water in Antananarivo, Madagascar

The links between clean water, safe sanitation and health are well documented. Diarrhoeal diseases such as cholera are the second leading cause of death in children under five, yet outbreaks can be significantly reduced through safe water and improved sanitation and hygiene.

Inequality is becoming more and more pronounced, as densely populated low-income areas get even larger.

By increasing access to water and sanitation amongst the poorest urban residents, WSUP is helping to address this challenge.

Water, sanitation and hygiene improvements bring immense benefits to women and girls, who primarily bear the responsibility for household water supply and are most affected by poor sanitation. Access to clean water and safe sanitation contributes to gender equality through its impact on women’s dignity, health, access to education and opportunities for economic empowerment.

Poor water and sanitation services in low-income communities damage the whole city, in particular through the pollution that ends up in the city environment.

Through the improvement of services for low-income urban residents our work is contributing to the broader health and economic development of a city.

Improving WASH services provide a wide range of economic benefits. Less sickness, and less time collecting water, results in more working opportunities. WSUP has also been instrumental in creating opportunities for the private sector to generate jobs through the creation of good water and sanitation services.

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Sanitation

Poor sanitation in low-income communities not only impacts the health of people living in that area - it makes an entire city sick, contaminating rivers, impacting on food produced in peri-urban areas and threatening safe water supplies. In areas that lack sewers, a different approach is called for.

There is a need to identify affordable ways in which low-income communities can access toilets and get their tanks and pits emptied, so that the waste can be treated and disposed of, or recycled. In some communities, it is important to change centuries-old practices in order to eliminate open defecation and increase safe usage of toilets.

It’s really hard to get water and sanitation to the people - all the people - who need it the most: we like the systematic way that WSUP brings together all of the key actors in a complicated landscape to drive lasting solutions that focus first on the poor.¹

Kevin Starr, Managing Director

Mulago Foundation

Hygiene

As WSUP works to improve the provision of water and sanitation facilities, it is important to also focus on health and hygiene communication so that waterborne communicable diseases can be either prevented or controlled.

This involves increasing understanding of the health benefits of safe water and appropriate human waste management, as well as promoting hygiene practices, such as regular handwashing with soap, maintenance of sanitation facilities, good food handling and catering for specific needs like menstrual hygiene management.

But this is not just about changing behaviours within communities. It is also about changing practices within institutions, so that water and sanitation investments can make the strongest possible contribution to improved health and wellbeing.

WSUP has helped hundreds of thousands of primary school children across Bangladesh to understand the importance of handwashing with soap, to enable them to live healthier lives.

Through the South Asia WASH Results (SAWR) Programme, WSUP worked with Unilever to deliver a handwashing campaign in primary schools, and in the process built up a detailed picture of hygiene practices in 14,000 schools. We found that only 5% of schools have at least one toilet per 50 students, and only 37% of schools have facilities for children to wash their hands with soap.

These findings are helping inform investments from the Department of Primary Education (DPE) into school water and sanitation.

In addition, we created a school hygiene manual and worked with the government to help them recognise the importance of its key messages. As a result, the DPE took a decision to ensure that every primary school in Bangladesh received a copy – a total of 70,000 schools.

The manual will enable schools to make handwashing with soap a more common practice and improve the design and usage of sanitation facilities. We have also been invited by the DPE to conduct teacher training sessions which will help make a lasting change to hygiene education.

The SAWR Programme is a payment-by-results programme led by Plan International UK and funded by the UK Department for International Development.
Influencing change in the sector
WSUP is seeking a significant shift in the way that the global sector improves the provision of water and sanitation services to low-income customers. Using the experience gained in our six core countries as a starting point, we implement three activities to drive global change in the sector.

WSUP was given the Skoll Award for Social Entrepreneurship in 2014 for its unique approach to developing services for the poorest customers in cities in Africa and Asia. Three years on, we are encouraged that WSUP is continuing to scale its work. Taking its model to new cities and countries, WSUP has adapted its approach to local circumstances to further improve water and sanitation services in urban markets.

Research
What’s the link between improved urban sanitation and reduced childhood disease?
There is very little data which quantifies the health benefits of improving sanitation in sub-Saharan Africa. So, alongside a wider health impact evaluation, led by Georgia Tech and the London School of Hygiene & Tropical Medicine, researchers from Emory University used the SaniPath tool to look at the impact of shared sanitation blocks we have constructed in Maputo, Mozambique.
Emerging results in 2016 suggested that because faecal contamination spreads so widely in a city, new toilets in just one area may not be sufficient in themselves to improve the health of the residents that are using the toilets.
Aside from all the other benefits in gaining access to toilets – dignity, women’s safety, privacy and convenience – this is supporting the argument that if we want to reduce the public health risk posed by poor sanitation, then we need to address sanitation on a city-wide level, not just by investing in specific neighbourhoods.

About our research work
Our understanding of urban issues, and the strong relationships that we have with service providers, provide us with a solid basis for our research work.
In 2016 we launched a major new four-year research programme in Bangladesh, Ghana and Kenya. Under the programme, WSUP will work with leading research institutions to create compelling evidence and drive policy change in urban sanitation.

Technical assistance
A ward-by-ward approach to eliminating open defecation.
In Visakhapatnam, a city on India’s east coast, WSUP has developed a unique approach to stopping the practice of open defecation - creating a model programme which can be rolled out to other cities across India.
In partnership with the Greater Visakhapatnam Municipal Corporation, we identified that the task of eliminating open defecation across the whole city would be much more manageable on a ward-by-ward basis than if the city were tackled as one unit. This insight led to the creation of ward-level open defecation free (ODF) Coordination Committees which worked with existing community groups to understand sanitation needs and promote behaviour change.
With Visakhapatnam having achieved ODF status, in 2017 WSUP’s focus shifted towards improving management of human waste, as well as maintaining new facilities and improving hygiene practices to ensure that the progress made to date is sustainable.
Our work in Visakhapatnam is funded by USAID.

About our technical assistance work
Our work in Visakhapatnam is implemented by WSUP Advisory, which provides technical assistance to those seeking to improve water and sanitation services to low-income urban customers across the world. By drawing on the insights gained in our six core countries, we are able to achieve more improvements to water and sanitation services for low-income customers.
WSUP Advisory has worked in countries including Ethiopia, Pakistan and Sierra Leone, advising clients such as national governments, UN agencies and municipal authorities.

Mobilising finance
Supporting World Bank investment in water in Bangladesh.
Getting water connections into the low-income communities of Dhaka is challenging work. It is crucial to develop services that are affordable, and the city’s densely packed buildings and twisting alleys provide limited space for installation of new infrastructure.
WSUP used its expertise in this area to support a US $74 million World Bank investment programme in Bangladesh which ran from 2009 - 2016, guiding how the investment could bring benefits to some of the poorest citizens of Dhaka.
We seconded six WSUP staff to work in the low-income unit of the city utility, helping Dhaka WASA to engage with local communities so that payment agreements were established, connection locations were sympathetic to customers’ needs and operations and maintenance arrangements were created.
As a result of the World Bank programme, connections to low-income customers increased from 615 in 2013 to 3,290 by August 2016, serving more than 500,000 residents. In addition, Dhaka WASA was able to generate an additional US $500,000 in annual revenue through improved payments collection.

About our mobilising finance work
Supporting international institutions such as the World Bank is one strand of our work to mobilise more resources, either from public and private investment in urban WASH or improved targeting and effectiveness of large-scale investment by major investors. Since 2012 WSUP has unlocked US $201 million of additional investment, a ratio of US $3.80 for every US $1 spent by WSUP, and we aim to mobilise a further US $600 million by 2020.

Image: Low-income community in Dhaka, Bangladesh.
Credit: Steve Metcalfe.

Sally Osberg, President and CEO
Skoll Foundation
Partners

Institutions
Long-term partnerships with many of the world’s leading bilateral and multi-lateral agencies underpin our work.
- UK Department for International Development (DFID)
- Australian Department of Foreign Affairs & Trade (DFAT)
- French Agency for Development (AFD)
- Japanese Social Development Fund (JSDF)
- The Dutch Government’s Netherlands Enterprise Agency (RVO)
- UNICEF
- US Agency for International Development (USAID)
- European Investment Bank

Trusts & Foundations
We work with trusts and foundations that are focused on the significant challenges faced in urban water and sanitation.
- Comic Relief
- Halcrow Foundation
- Kenya Markets Trust (KMT)
- OPEC Fund for International Development (OFID)
- Skill Foundation
- The Waterlooo Foundation
- Wasser für Wasser

Family Foundations
Long-term support from some of the world’s leading family foundations has enabled us to test and scale up innovative models that improve services for the lowest income people.
- Bill & Melinda Gates Foundation
- Mulago Foundation
- The Rockefeller Foundation
- Stone Family Foundation

Corporates & Corporate Foundations
We utilise the skills of businesses and enable them to make a positive contribution to the SDGs.
- Cartier Foundation
- The Coca-Cola Africa Foundation
- EY
- IDEO
- One Foundation
- PwC
- Stop the Water While Using Me!
- Vital Foundation
- Whole World Water

Non-governmental organisations (NGOs)
We collaborate with international NGOs on major development projects, bringing technical expertise on urban issues and delivery of water and sanitation services.
- The Global Environment and Technology Foundation
- GOAL
- Mercy Corps
- Oxfam
- Plan International
- PSI

Research partners
We work with a range of academic institutions and specialist research consultancies to help further knowledge about the challenges and opportunities of urban water and sanitation.
- Aquaconult
- The Aquaya Institute
- Cranfield University
- Institute of Local Government Studies, Ghana
- Institute for Sustainable Futures, University of Sydney
- International Centre for Diarrhoeal Disease Research, Bangladesh
- ITN-BUET, Bangladesh
- Johns Hopkins University
- Jomo Kenyatta University of Agriculture and Technology, Kenya
- Kwame Nkrumah University of Science and Technology, Ghana
- London School of Hygiene & Tropical Medicine
- Oxford University
- Stanford University
- University College London
- University of Leeds
- WEDC, University of Loughborough

WSUP is a valued partner in helping us to build sustainable communities through access to clean water and sanitation service delivery. Their focus on building local capacity and bringing the private sector, NGOs and research institutions together to focus on challenges in urban areas is directly in line with Coca-Cola’s community water partnership strategies.¹

Dr. Susan Mboya-Kidero, President
The Coca-Cola Africa Foundation

¹WSUP is a key partner for Unilever in our work to achieve the Sustainable Living Plan targets, through collaborative action with Lifebuoy and our other brands, to embed long-term behaviour change, reduce diarrhoeal disease through regular handwashing with soap, and develop sustainable water and sanitation services for the poorest consumers.²

Rebecca Marmot, Global Vice-President
Advocacy and Partnerships, Unilever

Thanks to our members and partners

Our seven members are from the bus academic and charity sectors, reflecting the hybrid nature of WSUP and bringing a unique range of skills and knowledge to our activities.

Members

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Rebecca Marmot, Global Vice-President
Advocacy and Partnerships, Unilever
Work with us to tackle the challenge of poor water and sanitation

From 2016 – 2020 we plan to bring improved water and sanitation to 17 million people living in urban areas in Africa and Asia. For this, we need US $100 million.

Help us achieve this goal.

Support our programmes
Our permanent operations in Bangladesh, Ghana, Kenya, Madagascar, Mozambique and Zambia are delivering sustainable, long-term change across urban areas.
Find out how you can support our work by contacting us at: partnerships@wsup.com

Support our research
Our research programme is driving policies and practices of urban sanitation work in Ghana, Kenya and Bangladesh.
Find out how you can support our research by contacting us at: partnerships@wsup.com

Commission our technical assistance
Our consultancy work provides expert insights into how water and sanitation services can be delivered to low-income communities.
Find out more by contacting us at: advisory@wsup.com

Improve targeting of investment
We can help investors with the design of programmes to enable financially viable services to be delivered to low-income communities.
Find out more by contacting us at: partnerships@wsup.com

Support our innovation and consumer needs work
Our creative work to find solutions to water, sanitation and hygiene issues aims to find cost effective, sustainable, user-centred approaches, tools and services that respond to specific problems.
Find out how you can support this vital work by contacting us at: partnerships@wsup.com

Our in-country leaders

Improving water and sanitation services and hygiene practices for all low-income urban residents by 2030 is a major challenge for the world, but we believe it can be done if everybody works together.ii

Abdus Shaheen
Bangladesh

Issaka Balima Musah
Ghana

Akhilesh Gautam
India

Kariuki Mugo
Kenya

Sylvie Ramanantsoa
Madagascar

Carla Costa
Mozambique

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