

Get to scale in urban sanitation!

Taking urban sanitation to scale requires 'scaling out' models that work for poorer communities, and at the same time 'scaling up' sustainable management processes. This note reports scale-out and scale-up experience from Maputo and Antananarivo.

When we talk about 'getting to scale', it's useful to distinguish between scaling out (horizontal replication of approaches to reach more beneficiaries) and scaling up (vertical integration into policy, implying the development of supportive capacities and systems).

It is theoretically possible for sanitation to reach scale without strong domestic ownership, through scaling out of a model introduced with donor funds. While this may enable people to access services, there is a high risk that national service providers will not develop the necessary capacities, management systems, governance arrangements and commitment to sustain, extend and improve services into the future.

WSUP's approach to scale

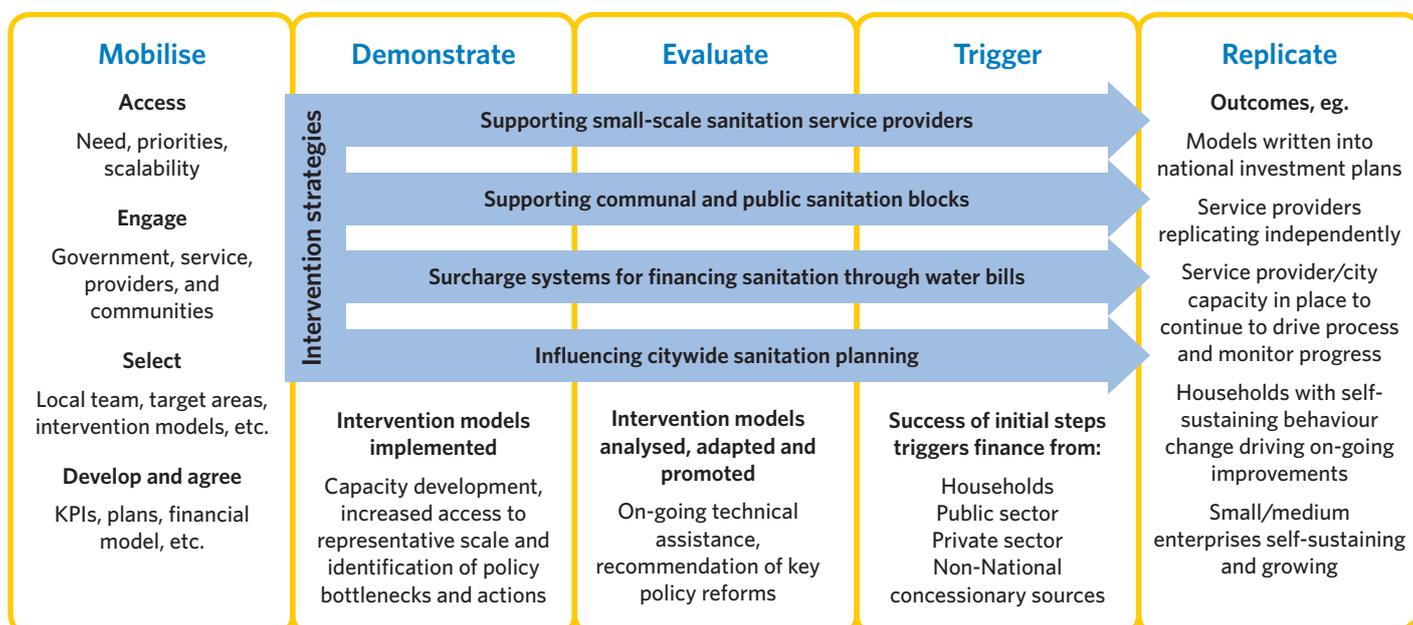
In WSUP's 2008-2012 programme in Maputo and Antananarivo, and in WSUP programmes generally, the aim is to support cities to move to scale by using a 'demonstration-and-trigger' approach: an initial external investment enables demonstration of service models that are both pro-poor and financially viable, and this triggers increasing resource commitments from domestic service providers, coupled with policy change in relevant institutions. WSUP refers to this approach as the 'Total Urban Sanitation' process model (Figure 1).

WSUP's experience in Maputo and Antananarivo indicates that, in reality, this 'triggering' is unlikely to be a single event: any change must take place within the city's wider political economy. The realities encountered may require re-evaluation of service models, additional mobilisation around pro-poor goals, and context-specific adaptation. Nonetheless, the continuing experience remains very positive, and WSUP believes that this approach has wide applicability.



A local mason makes SanPlat slabs in Antananarivo.

Figure 1. Schematic summarising WSUP's Total Urban Sanitation process model.



Total Urban Sanitation - key lessons learned



A garbage collection enterprise in Maputo expands its services into pit-empting

Three key ways in which external agencies can support movement towards scale...

- Develop capacity 'on the job' by giving stakeholders (for example sanitation staff in the municipality or, where relevant, the utility) a lead role in the adaptive development of workable service models
- Explore a wide range of options for financing sanitation services, including user fees, in-kind contributions, cross-financing from other sectors (notably water), and loans and grants
- Support lobbying and convening efforts targeted at senior figures in the sector, in parallel with the development of useful technical resources (for example demonstrated service models and financing strategies)

For more detailed information, see the *WSUP Topic Brief 'Getting to scale in urban sanitation'*.

Supporting small-scale sanitation service providers

In Antananarivo, WSUP focused on promoting sanplats and worked with trained masons for sanplat provision, retailers with existing markets for sales, and community-based organisations to provide information to poorer households. WSUP in partnership with WaterAid supported marketing through posters and media adverts, in parallel with a broader programme of sanitation and hygiene behaviour change led by the Commune WASH Committees. In Maputo, WSUP supported a small garbage collection enterprise to expand into pit-empting services: WSUP provided a no interest loan for equipment and training, and brokered relationships between the enterprise and the Municipal Council. For scale up, it will be critical for local government to take on the role of promoting hygiene behaviour change to increase (and sustain) demand for sanitation services.

Supporting communal and public sanitation blocks

In Antananarivo, WSUP supported construction of pay-per-use public sanitation blocks, managed by Water User Associations (WUAs). The better-used blocks are generating a surplus, but full recovery of capital costs is not possible. In Maputo, WSUP supported construction of communal sanitation blocks serving small groups of households and managed by user committees. Mutual expectations between households, user committees and municipality are defined in formal but flexible agreements. Increasingly, WSUP is requiring contribution to capital costs from both households and the municipality. For lasting gains it is critical that local institutions take the lead role in raising funds from national government and through city-level revenue generation, as well as from the private sector and donors and, at the same time, take responsibility for developing and implementing a pro-poor sanitation strategy.

Surcharge systems for financing sanitation through water bills

In Antananarivo, the Municipal Hygiene Office (BMH) worked with community platforms called 'RF2s' to coordinate WASH investments and organise drainage canal cleaning, using cross-finance from WUA kiosk revenues, and a levy raised from local businesses and households living by the canals. In Maputo, WSUP has advocated for introduction of a 'sanitation levy' on water bills that has been formally authorised for over a decade, but not yet implemented. Large-scale surcharging systems could unlock significant volumes of finance for pro-poor sanitation, but may be long-term goals subject to domestic political constraints. In the shorter term, greater progress may be achievable through ploughing any surpluses from water kiosks/standpipes into local level sanitary improvements.

Influencing citywide sanitation planning

In both cities, WSUP supported development of outline city sanitation strategies which (unlike previous strategy documents) focused on the financial costs of onsite sanitation for low-income communities. Both strategies were developed in close partnership with local stakeholders at all levels; and strategy development was coupled with demonstration of key intervention models, as well as support to convene stakeholders and support capacity development for institutional actors. There are signs that this multi-pronged approach is having a positive influence, however it must be emphasised that supporting city sanitation planning is a 'long game'.

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