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Leveraging resources for WASH: lessons from WASH SDG programme in Shashamane and Negelle Arsi woredas in Ethiopia

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Abbreviations

BBBC	Bole Bible Baptist Church
DGIS	Directorate-General for International Cooperation of the Dutch Ministry of Foreign Affairs
NGOs	Non-Governmental Organisations
SDGs	Sustainable Development Goals
SMEs	Small and Micro Enterprises
WASH	Water, Sanitation and Hygiene
WASHCOs	WASH Committees
WI	Wetlands International
TVET	Technical and Vocational Training Centre

Executive summary

The WASH SDG programme is an initiative funded by the Directorate-General for International Cooperation of the Dutch Ministry of Foreign Affairs (DGIS) aimed at achieving sustainable, improved, and equitable WASH services for all. In Ethiopia, the WASH SDG programme activities are implemented by WAI and Plan International. The programme in Negelle Arsi and Shashamane is implemented by a consortium led by Amref Health Africa involving Wetlands International (WI), Akvo, Bole Bible Baptist Church (BBBC), and IRC WASH. The programme has been operational since July 2017 and is currently in its 2nd implementation phase which is expected to continue until September 2022.

The WASH SDG programme aims to sustainably improve access to and use of safe drinking water for 110,000 people, sanitation services for 130,000 people and improved hygiene behaviour of 77,500 people in Shashamane and Negelle Arsi woredas. The rural water supply and rural sanitation components are led by Amref Health Africa, the urban sanitation component is led by BBBC, and the catchment protection component is led by Wetlands International.

Leveraging resources for implementation of WASH activities is one of the main approaches of the WASH SDG programme. When designed, the programme had a plan to leverage resources from woredas to complement the available programme funding. The programme planned to leverage resources in cash, in kind or in labour from the woreda WASH sector offices (Water, Health, Education, and Finance), from microfinance institutions (MFIs) that can provide loans for sanitation to small and micro enterprises and households to build improved latrines, and from user communities in cash, in kind or in labour.

53,515 people living in the ten target kebeles of the two woredas benefited from safe water supply in phase I and 55,000 people are expected to benefit from phase II. The water supply component was successful in leveraging 43% in phase I, and 33% in phase II of the total project cost from government and the community.

12,200 households have constructed their own latrine in rural community and 45,329 people were reached with basic hygiene education, safe water chain, and proper handwashing during critical moments. This has leveraged about ETB 14.64 million for rural sanitation. In addition, 512 households in urban communities constructed improved latrines leveraging about ETB 978,000. According to Wetlands International the woreda government provided 200 hectares of land for rehabilitation and catchment protection which is estimated to cost more than 9 million ETB. Community contribution on soil and water conservation in the form of labour is estimated to be 100,000 ETB per year.

The main challenges during this process were inflation of the cost of construction materials, lack of coordination and delay in procurement processes in phase I, limited availability of loans for sanitation small and micro enterprises (SMEs), lack of ownership and awareness about deforestation and overgrazing, and overall unavailability of a specific conceptual framework for leveraging resources for WASH.

The main lessons from leveraging resources for WASH in Shashamane and Negelle Arsi through the WASH SDG programme are:

- Signing of Memorandums of Understanding (MoUs) based on clearly defined roles and responsibilities, continuous facilitated advocacy and a consultative workshop create transparency, accountability, buy-in and better commitment.
- In addition to awareness creation, facilitation of loans to SMEs and households, and provision of alternative latrine designs is important to create demand and address the issue of affordability.
- Timely reporting and transparency in project activities creates better partnerships, henceforth better leveraging of resources.

The leveraging experience has opened new windows of opportunity for better collaboration and partnerships between NGOs and government. The experience could encourage other donors to invest in this sector to increase access to WASH services.

Next step in this process could be the development of a stepwise approach for leveraging resources for WASH taking into consideration all the steps followed by the three implementing partners in water supply, rural and urban WASH, and catchment protection.

1. Introduction

The WASH SDG programme is an initiative funded by the Directorate-General for International Cooperation of the Dutch Ministry of Foreign Affairs (DGIS) aimed at achieving sustainable, improved, and equitable water, sanitation and hygiene (WASH) services for all. In Ethiopia, the WASH SDG programme activities are implemented by WAI and Plan International. The programme in Negelle Arsi and Shashamane is implemented by a consortium led by Amref Health Africa involving Wetlands International (WI), Akvo, Bole Bible Baptist Church (BBBC), and IRC WASH.

The WASH SDG programme has been operational in Negelle Arsi and Shashamane districts since July 2017. The programme has three phases including the inception phase that lasted from July 2017 to June 2018. The first implementation phase (phase I) was from July 2018 to June 2020. The programme is currently in the second implementation phase (phase II) that started in July 2020 and will continue until September 2022.

The WASH SDG programme aims to sustainably improve access to and use of sanitation services for 130,000 people, safe drinking water for 110,000 people and improved hygiene behaviour of 77,500 people in Shashamane and Negelle Arsi woredas in two phases.

The programme uses an integrated approach to ensure safe water supply, sanitation services and improved hygienic practices targeting hard-to-reach areas, the poorest of poor and people living in remote areas. In those areas, low WASH services arise from low WASH infrastructure, no or limited practice of paying for water use, lack of operation and maintenance services and lack of knowledge on the health consequences of poor sanitation and hygiene services.

Leveraging resources¹ for implementation of WASH activities is one of the main approaches of the WASH SDG programme. When designed, the programme had a plan to leverage resources from government and communities to complement the available programme funding. The programme planned to leverage resources in cash, in kind and in labour from the zone and woreda WASH sector offices (Water, Health, Education, and Finance), from microfinance institutions (MFIs) that can provide loans for sanitation to small and micro enterprises (SMEs) and households to build improved latrines, and from user communities in cash, in kind or in labour. To leverage resources, the programme started by providing training for West Arsi Zone Finance and Administration Offices, Shashamane and Negelle Arsi Woreda Water, Health, Finance and Administration offices in March 2019.

This learning paper narrates the major WASH SDG programme achievements, steps undertaken for the success of leveraging resources during implementation of phases I and II, and documents lessons of the consortium members.

2. Objectives

The objective of this learning paper is to capture major achievements and lessons of the consortium members on leveraging resources from government, microfinance, utilities and communities for rural water supply, rural and urban sanitation, and water resource management using landscape and conservation approaches through the establishment of and support to SMEs. The main questions for this learning paper are:

- What is the main progress so far in leveraging resources for WASH services and what are the steps taken?
- What are the main lessons and factors contributing to leveraging resources and what are the main challenges?
- What are the main lessons from the process and what can be done differently in future activities?

¹ The term “leveraging resource” refers to identifying the need for additional resources to address the needs of the community through contributions that can include cash, in kind or labour for construction and management of WASH infrastructures.

3. Methodology

Both desk review and key informant interviews were used for data collection. The documents reviewed include baseline assessment reports, annual and bi-annual reports, progress reports by consortium members, success stories, and Memorandums of Understanding (MoUs) signed for phase I and II.

Key informant interviews were conducted with relevant stakeholders including consortium members, government officials and community members. The purpose of the interviews was mainly to understand and learn about the leveraging process, identify approaches adopted by WAI partners and different stakeholders, factors that contributed to the leveraging and main challenges and gaps observed.

Key informants from the following organisations have been interviewed:

- Amref Health Africa (headquarters in Addis Ababa, and Shashamane field office)
- BBBC Negelle Arsi field office
- Wetlands International
- West Arsi Zone Finance and Economic Cooperation office
- Woreda Water office (Shashamane and Negelle Arsi)
- Woreda Health office (Shashamane and Negelle Arsi)
- Faji Goba water scheme WASHCO in Shashamane woreda
- SMEs established for rural sanitation and catchment protection

4. Findings

4.1 Rural water supply

The rural water supply component is currently led by Amref Health Africa. The goal is to sustainably improve access to and use of safe drinking water for 130,000 people in both Shashamane and Negelle Arsi.

4.1.1 Steps taken to leverage resources

Leveraging resources from government started with a consultative workshop organised by Amref Health Africa to present the programme targets and achieve SDG 6. Woreda and zone WASH stakeholders discussed the WASH SDG programme targets and the implementation approach. Woreda and zone governments started internal discussions on how to maximise the support from the WASH SDG programme so that they can reach more people. In line with this, the concept of leveraging resources was presented to the stakeholders to discuss and reflect on. Once the sector offices finalised the internal discussion, they submitted their proposal to the administration which included a need for local mobilisation of resources. Amref's close follow-up and support significantly contributed to the success of the internal discussions and final decision taken by the administration.

After the consultative workshop, a feasibility study was conducted in collaboration with zone and woreda governments. The study was carried out to identify the communities' demand for improved WASH services, the contributions that can be made by government and communities to maximise the use of allocated programme funding, prepare detailed technical specifications, and bill of quantities and cost estimate. The study was done by a team of experts from the project and government. The study findings were presented to stakeholders.

After these preliminary activities in phase I, woreda and zone governments committed to contribute nearly 43% of the water supply project construction costs in kind and in labour (39% in kind by providing a generator set, a submersible pump, and pipes and 4% from the community in trench excavation and backfill), and Amref contributed the remaining 57% used for drilling deep boreholes, construction of reservoirs and distribution systems. Once the contribution of each party was clearly defined, an MoU was signed listing the contribution, and roles and

responsibilities. The MoU was signed between West Arsi Zone Water and Energy Resources Development Office, Negelle Arsi Water and Energy Resources Development Office, Shashamane Woreda Water and Energy Resources Development Office, and Amref Health Africa.

For phase II, an MoU was signed between West Arsi Zone Water and Energy Resources Development Office, Negelle Arsi Town Administration, Negelle Arsi Town Water Supply and Sewerage Service, Shashamane Woreda Water and Energy Resources Development Office, and Amref Health Africa. Similarly, the phase II MoU included clear roles and responsibilities of all parties and their contribution to the project outputs. The costs of the phase II rural water supply project increased slightly compared to phase I. The two woredas committed to contribute 33% (31% from government and 2% from the community) of the project costs in kind and in labour. To make sure commitments of all parties are realised, Amref and woreda governments conduct regular joint monitoring and follow-up.

In addition to consultative meetings with woreda and zone governments, Amref also facilitated discussions on WASH challenges with community representatives at kebele level. From these discussions it was understood that the community had the capacity and willingness to contribute to WASH infrastructure, but lack of awareness and ownership hindered their participation. Through these discussions, a consensus was reached on the roles and responsibilities of the community. In addition, community representatives were involved during the feasibility study. After the discussions, community leaders were assigned to villages to coordinate trench excavation and backfill. In both phases, there a regular community dialogue was facilitated by WASHCOs with the support of Woreda Water Offices and Amref.

4.1.2 Progress so far in leveraging resources

The first implementation phase of the programme has been successful in achieving its outcomes. Amref Health Africa, government, and communities together constructed three new water supply systems (three new deep boreholes, three reservoirs, two generator houses, ten water points, and installed 18.99 km main and distribution lines) and rehabilitated two water supply schemes (two reservoirs, eleven new water points with fencing, installation, and replaced 10 km of main and distribution pipelines, and two generator houses). A total of 53, 515 (28,785 at Negelle Arsi and 24,730 in Shashamane) people living in the ten target kebeles of the two woredas have benefited from this safe water supply².

From the estimated total water supply construction project costs of 22.76 million ETB for phase I, the WASH SDG programme contributed ETB 13 million and the remaining ETB 9.76 million was leveraged from zone and woreda government, Siraro Aje utility and community. The in-kind contribution from government and Siraro Aje utility was ETB 8.9 million (39%) and the community contribution was ETB 370,000 (4%). The government and Siraro Aje utility contributed in kind a generator set, a submersible pump and pipe and the community contributed in labour (excavation and backfill of 30 km of trench). Government and communities jointly contributed 95% of the ETB 9.76 million committed to in the MoU.

In phase II, the total estimated water supply construction project cost is ETB 29.24 million. The two programme woredas have committed to provide 33% of the total project cost from government and community. The zone and woreda governments in-kind contribution is ETB 9.156 million (31%) and the communities labour contribution is around ETB 592,422 (2%). The contributions from government and community are similar both in phase I and II while the programme contribution increased slightly in phase II. Phase II is expected to benefit 65,000 people with household sanitation facilities, 55,000 people with water supply services and 38,750 people with hygiene behaviour change education. The approval of the contribution by woreda government in phase II has been easier because of the success achieved in phase I.

² Narrative reporting WASH SDG programme - Country Report, 2021



Figure 1: Community working on trench excavation and backfill. Photo credit: Amref

Twenty-one water and sanitation management committees (WASHCOs) and caretakers were established in both woredas at newly constructed, rehabilitated, and existing water supply facilities. Amref Health Africa in collaboration with zone and woreda water offices organised a five-day training in the Shashamane Technical Vocational Education and Training Centre (TVET) on scheme management, operation, and preventive maintenance, tariff collection and financial record keeping. After the training the WASHCOs' scheme management skills have improved, and they are taking care of their scheme properly.

Faji Goba water scheme was constructed by Amref Health Africa through the WASH SDG programme. Previously, the community used to walk long distances to fetch water and faced many challenges. The water supply facility has a deep well, a reservoir and ten water points. The WASHCO at this facility is among those that received the training. The WASHCO has seven members (three female, four male). They have opened a bank account and saved ETB 202,000 in one year time. They have good recording, financial registration, and auditing systems. They also work on cleaning the scheme environment, fencing, monitoring of illegal pipeline extensions, revenue collection (1 ETB/ 25 litres) and participated in facilitating the community contribution during construction. The WASHCO has caretakers that are responsible for operation and maintenance. Maintenance hand tools were provided by Amref and are stored at the woreda water office for use when needed. The woreda finance office audits the WASHCO annually.

Faji Goba WASHCO also works on sanitation and hygiene. The kebele recently achieved Open Defecation Free (ODF) status and has become a model kebele. The kebele was known for frequent cholera outbreaks, but WASHCOs mobilised the community to construct improved latrines³ in collaboration with the woreda health office, health extension workers and Amref to achieve ODF status.

4.1.3 Factors contributing to leveraging resources

One of the factors that contributed to the success of leveraging resources is facilitating advocacy and consultative workshops. Amref has sold the concept of reaching more people with limited

³ Improved pit latrines are those that completely cover the pit, with a small drop hole, and are constructed from materials that are durable and easy to clean (e.g., concrete, bricks, stone, fiberglass, ceramic, metal, wooden planks, or durable plastic). Slabs made of durable materials that are covered with a smooth layer of mortar, clay or mud should also be counted as 'improved', National Operational Definitions, Ministry of Health.

programme funding through leveraging to relevant stakeholders. It has built trust through targeted advocacy using facilitated discussion/workshops. In addition, the engagement of decision makers at region, zone, and woreda level during consultative meetings has helped to maintain good relationships which has resulted in better commitment of all stakeholders involved.

Another contributing factor is the signing of an evidence-based MoU which includes clearly defined roles and responsibilities with expectations from the signatories. The WASH SDG programme MoU was designed based on findings from different assessments and a feasibility study. Once the MoU was signed, budget approval by the woreda cabinet was easy.

In-kind contributions rather than cash are another contributing factor to the success of leveraging from government. Some materials were supplied from stock while others were purchased by government following the existing procurement process. The procurement was in bulk, and the supply was fast which helped to reduce overhead costs. This helped in effective use of allocated budget and decreased overall unit costs.

Another contributing factor for the success of leveraging is transparency on programme activities and timely reporting. Zone and woreda offices require timely submission of quarterly physical and financial reports. Amref submits progress reports based on the terms and conditions stated in the project agreement. This shows commitment by the programme and has built trust among parties.

Joint monitoring and follow up of programme activities by woreda and zone governments, community representatives and Amref project staff are other contributing factors for the success of leveraging. The joint monitoring created trust between the project, government, and community. This has also given confidence to the government to deliver on its commitments.

The development of the woreda WASH SDG master plan and continuous engagement of woreda officials and technical expertise in the master plan development process have helped to create a better understanding of WASH services and challenges, and the requirements to achieve WASH SDG targets. This has helped during decision making for budget allocation.

Timely completion of phase I activities also contributed to the success of leveraging in phase II. In preparation for the implementation of phase II activities, the experience of phase I was presented and discussed with the stakeholders. The timely completion of project activities encouraged the government to allocate budget for phase II.

4.2 Rural sanitation and hygiene

The implementation of the rural sanitation component of the programme was led by BBBC and Amref Health Africa during phase I, with Amref leading on demand creation through the Community-Led Total Sanitation and Hygiene (CLTSH) approach and BBBC leading the supply of sanitation products through the market-based sanitation approach. In phase II, both demand creation and supply of rural sanitation are led by Amref Health Africa while both demand creation and implementation in urban and peri-urban areas are led by BBBC.

4.2.1 Steps taken to leverage resources

The objective of supporting the sanitation and hygiene activities is to help the woreda achieve ODF status and households (HHs) to build and properly use improved latrines. The approaches used are CLTSH and market-based sanitation (promotion of improved sanitation products). At the

village level, health extension workers (HEWs) and sanitation promoters (Volunteers trained by Amref) are the key agents that facilitate awareness raising and demand creation using behavioural change communication approaches.

The first steps taken were consultation of stakeholders and discussions at woreda level on rural sanitation and hygiene services. There were also discussions at kebele level with selected kebele sanitation and hygiene promoters. Awareness creation training was then given to volunteer kebele sanitation promoters and HEWs, the kebele chairmen, influential community persons and Edir⁴ leader.

In collaboration with woreda job creation and health offices, ten SMEs were established in ten focus kebeles (five in each woreda), registered and given a business license. Forty percent of the members of the SMEs are women. Amref then provided training on slab production and construction of improved sanitation facilities in collaboration with the woreda health office, job creation office and Technical and Vocational Training Centre (TVET). In addition to the training, Amref also provided start-up materials including moulds, cement, sand, and other materials as a grant.

Sanitation infrastructure financing is the responsibility of individual households. That is why kebele promoters, with the support of HEWs, work on demand creation and promotion of improved latrines. The trained promoters also support on creating a market link between the SMEs and households.



Figure 2: Sanitation small and micro enterprise practical training session on improved sanitation slab production. Photo credit: Amref Shashamane field office

⁴ Social group established in a village to support each other at funerals.

The SMEs promote their business by selling products for cash and via loans. To get a loan for products, three or four households are organised with the support of voluntary village level health promoters. The households then apply for the products by signing a loan form with the kebele administration and HEWs as witnesses. The loans are short term (2-3 months) and the repayment has been good so far.

4.2.2 Progress so far in leveraging resources

Amref uses CLTSH and the market-based sanitation approach for promotion of improved latrines. For improved latrine promotion, Amref has developed a manual that can be used by community promoters with the support of woreda health office, project staff and HEWs. So far, a total of 12,200 HHs (6,361 in Negelle Arsi and 5,839 in Shashamane) in the ten target kebeles have constructed basic household latrines⁵. This means that 61,146 people in the two woredas now have a basic service. In addition, 45,329 people were reached with basic hygiene⁶ education, safe water chain, and proper handwashing during critical moments.

The programme gives attention not only to construction of improved latrines but to proper utilisation as well. Accordingly, there is behavioural change in the community about the need for improved latrines and proper utilisation which has reduced open defecation and related diseases.

Based on Amref's field experience the average unit cost of traditionally constructed improved household latrines is ETB 1,200 to 4,000. In phase I, 12,200 households constructed their own latrines at a total estimated cost of ETB 14.64 million, assuming the lowest price of ETB 1,200.

4.2.3 Factors contributing to leveraging resources

The main factors that contributed to the success of community leveraging through a market-based sanitation approach are awareness creation and discussion with influential community members, kebele leaders, and HEWs on the advantages of improved latrines and the health impact of open defecation.

The establishment and training of SMEs on concrete slab production and construction of improved latrines was a critical step to strengthen the supply side. Facilitation of entrepreneur and household sanitation loans created an opportunity for households to have improved latrines. In addition, providing different options of improved latrines⁷ to households, based on their buying capacity, encouraged the community.

Through the CLTSH and market-based sanitation approach, up to December 2021, 676 households bought and fitted a concrete slab (1.20m x 1.20m). They have constructed and are using improved basic latrines at household level. A few households have fitted a SATO pan. Overall, in phase II, an estimated ETB 1.55 million has been leveraged for construction of improved household latrines, which is about ETB 2,300 per HH.

⁵ [Sanitation | JMP \(washdata.org\)](https://www.washdata.org/publications/sanitation-jmp)

⁶ [Hygiene | JMP \(washdata.org\)](https://www.washdata.org/publications/hygiene-jmp)

⁷ <https://www.cmpethiopia.org/content/download/7201/27182/file/National%20Standard%20Definitions%20for%20Sanitation%20and%20Hygiene.pdf>



Figure 3: Production and distribution of latrine slabs and constructed improved household latrines. Photo credit: Amref Health Africa

4.3 Urban sanitation and hygiene

The urban sanitation component of the programme is led by BBBC. In phase II, the goal of the programme is to sustainably improve access to and use of sanitation facilities for 1,500 households through market-based sanitation and construction and introduction of new, affordable, and durable improved sanitation and hygiene facilities in ten schools.

4.3.1 Steps taken to leverage resources

The first step taken by the project was facilitation of an awareness creation (launching) workshop on urban sanitation in January 2021 for Shashamane and Negelle Arsi town water, finance, health, and microenterprise offices. After the workshop, BBBC signed an agreement with Vision Fund, Metemamen and Oromia Credit and Saving Cooperative MFIs to give households access to sanitation loans for the purchase and construction of improved sanitation facilities. In case of defaults on loans, BBBC has provided ETB 18 million as a guarantee for the MFIs, after which the MFIs included sanitation as a separate loan product in their system. BBBC then prepared a standard latrine design with a detailed bill of quantities (BOQ) taking land and economic conditions of the woredas into consideration.

The designs were aimed at households that can afford construction of these improved sanitation facilities or can take out loans for them. BBBC then had a discussion with the woreda job creation office to select already established SMEs to work on construction of household latrines with handwashing facility. SMEs received training on sanitation businesses and construction of standard latrines. The SMEs also received basic tools and construction materials after the training. There is also regular joint monitoring by the woreda government to track progress.

BBBC trained HEWs and sanitation promoters on market-based sanitation promotion and facilitated promotion activities throughout the year. BBBC also developed a sanitation and hygiene promotion tool kit.

4.3.2 Progress so far and factors contributing to leveraging resources

A standard latrine (double pit latrine with 1.5 m deep pits) costs about ETB 15,000. The households can either pay in cash or take out a loan, when available, that is to be repaid in two years with 17% interest rate. Up to December 2021, 512 households constructed improved latrines through trained SMEs (Figure 4). Overall, about ETB 978,000 has been leveraged for construction of improved household latrines.



Figure 4: Before and after pictures of household latrines. Photo credit: BBBC Negelle Arsi field office

BBBC also works with schools to provide school WASH facilities (Figure 5). In Negelle Arsi, four toilet blocks (two for boys and two for girls) were constructed in two schools serving 9,928 students. The construction of the four blocks cost about ETB 60,000 to which the schools contributed 20% (ETB 12,000) while BBBC covered the remaining cost.



Figure 5: School sanitation facility. Photo credit: BBBC Negelle Arsi field office

The other sanitation activities undertaken by BBBC were issues around environmental contamination and catchment protection of the Shashamane 05 condominium site. The site had a critical sewage problem. The WASH SDG programme has planned the construction of wetlands to treat wastewater discharged from a densely populated condominium. An assessment and consultation had been carried out with Shashamane City Water Supply and Sewerage Services Enterprise (WSSSE) to identify the affected condominiums in the city. An MoU was signed with these offices for effective joint project implementation.

The septic tank of the selected 05 condominium used to fill up very frequently and needed cleaning monthly. In addition, the drainage pipe had elevation problems that created a backflow and flooding of the ground floor of houses.

The City Administration provided 360 square metres of land for the construction of wetlands. The WSSSE arranged sludge trucks to empty the septic tank constructed for a total of 31 households in two condominium blocks. About ETB 1.435 million was leveraged in kind (excavator and desludging truck) from the city administration and WSSSE for excavation of the wetlands and emptying of the condominium septic tank. Figure 6 shows the condominium site before and after construction of the wetlands.



Figure 6: Wetlands constructed for sewerage treatment in Shashamane. Photo credit: BBBC Negelle Arsi field office

Identification of relevant stakeholders and facilitation of discussions created interest and buy-in to the concept. The MoU signed with MFIs has played a role in getting sanitation loans for households to construct improved latrines. Loans are also available for the SMEs to expand their work. During the promotion of improved latrines, the households are given a choice to modify the standard latrines to fit their needs taking into account their financial capacity. Modifications are also made to accommodate people with a disability and sick people in the households.

4.4 Catchment protection

The catchment protection component of the programme is led by Wetlands International.

4.4.1 Steps taken for the success of leveraging and progress so far

Wetlands International (WI) supported catchment protection activities in Gubeta Arjo kebele of Negelle Arsi woreda. The first step taken by the programme was discussion with zone and woreda stakeholders on the planned activities of catchment protection using the landscape approach. Then WI provided training to stakeholders on the concept of catchment protection.

WI has facilitated discussion and signed an MoU with Gubeta Arjo kebele, Daka Hora Kalo kebele, Shalla Arjo Forest Conservation Association, Negelle Arsi Woreda Water, Mineral and Energy, and Environment, Forestry and Climate Change offices.

Once an agreement was reached on the required activities, Community Based Organisations (CBO) were established and trained to work on catchment protection and reforestation. Training was organised for 285 CBO members (135 females and 150 male). The contribution of CBSs on soil and water conservation is estimated to cost about 9 million ETB per year. The kebele administration in collaboration with Woreda Water, Mineral and Energy and Environment, Forest and Climate Change offices allocated 200 hectares of communal land that is estimated to cost about 9 million ETB bounding Lake Shala for catchment protection and treatment activities. Wetlands International provided multipurpose tree seedlings, farm hand tools, fencing materials with technical advice and did close follow-up.

The CBO worked on restoration measures such as area closure to ward off cattle and humans and undertook soil and water conservation activities (3000 m soil bund, 315 m³ cut-off drain and 120 m³ deep trenches). Because of this, there is better erosion protection, and regeneration of vegetation. This has resulted in a major rehabilitation of the 200 hectares of land. The percolation has been enhanced and the recharge of groundwater has reduced flooding. The land has potential for eco-tourism which is encouraged by CBOs. They are also planting fruit trees and have beehives provided by Wetlands International.



Figure 7: Hand tool and seedling support for CBOs (right), CBOs working on trench excavation (left). Photo credit: Wetlands International

5. Challenges in leveraging resources

One of the main challenges encountered was **inflation** of the cost of construction materials for water supply systems, production of slabs and sanitation facilities that created significant discrepancy between the estimated budget and the actual costs. One of the members of a rural sanitation SME said “the price is fair for the community, but the profit is not satisfactory for us. We know we are doing this for the community, that is why we haven’t increased the price of the slabs. However, to be able to provide a service to the community and get a satisfactory profit, we need additional support through loans”. In addition, the ability of the households to buy sanitation products is low because of crop failure caused by lack of rain during the harvest season.

Even though SMEs in both rural and urban contexts were established in collaboration with the woreda job creation office to give them **access to loans** from MFIs, rural SMEs haven’t received any loans from the MFIs. This is because of the low return rate of this types of loans given out in rural areas and high preconditions for loan provision. MFIs doubt the profitability of sanitation businesses. The MFIs require additional collateral to provide loans, which has been difficult. The MFIs accept guarantee papers from the kebele signed by three sureties as collateral for sanitation loans.

In phase I, **coordination** was an issue because of the involvement of different partners and because the partnership was new. In addition, there was a delay in the government procurement process to deliver committed materials in line with the contractor’s schedule as per the signed MoU. This problem was solved thanks to the coordinated effort from the woreda administration and zone sector offices. With strong follow-up and trust building, this challenge was solved and in phase II the woredas have better buy-in and commitment.

The CBOs working on catchment protection were paid for the soil bund, cut-off drains, and digging the deep trenches. After the completion of this work, the CBOs have not been getting any income. The team working on the protection of the land is paid from the monthly membership fees collected (ETB 20/member). The flour mill, fruit trees, and beehives owned by the CBOs have not been generating income for the CBOs so far.

Another challenge is ownership and shortage of land, especially for communal grazing. In response, cut and carry practices were introduced. Moreover, scaling up requires high financial investment caused by rising land values and the expansion of big private companies in the area.

Lack of **awareness** on deforestation and overgrazing in the area is also a challenge. The area is susceptible to encroachment/illegal tree cutting, charcoal production, and sand mining.

6. Lessons on leveraging resources

The main lessons on leveraging resources for WASH in Shashamane and Negelle Arsi through the WASH SDG programme are:

- Signing of MoUs based on clearly defined roles and responsibilities, and facilitated advocacy and consultative workshops create transparency, accountability, buy-in and better commitment.
- In addition to awareness raising and creation, facilitation of loans to SMEs and households, and provision of alternative latrine designs are important to create demand and address the issue of affordability.
- Timely reporting and transparency in project activities create better partnerships, henceforth better leveraging of resources.

Signing of MoUs based on clearly defined roles and responsibilities, and facilitated advocacy and consultative workshops create transparency, accountability, buy-in and better commitment.

The MoU was designed for the different activities and was based on findings of different assessments and feasibility studies. Involving government and communities from the beginning, including the selection of sites and activities, was a very important component for leveraging resources. An open and repeated discussion with the local government and communities on WASH facilities right from the start of the project development phase can contribute to more commitment and ownership.

Awareness creation workshops conducted at the beginning of each phase created interest and buy-in into the concept of leveraging resources. These involved key decision makers from different levels of government.

The trust and partnership built from the beginning and during the programme implementation process paved the way for convincing the government to allocate the committed budget for the activities. This is seen in the approval of phase II which was easier because of the success and evidence presented from phase I.

Supply of goods rather than cash made leveraging of resources easier from the government. This is because the budget allocated for procurement can go through the proper procurement process of the government which creates accountability.

Awareness creation and discussion with influential community members, kebele leaders, and HEWs also helped in creating demand for sanitation facilities and decreasing open defecation in both rural and urban contexts. Additionally, the establishment and training of SMEs (or strengthening of existing SMEs) is critical to strengthen the supply of sanitation products with different options for the community.

In addition to awareness raising and creation, facilitation of loans to SMEs and households, and provision of alternative latrine designs are important to create demand and address the issue of affordability.

Facilitation of loans for sanitation entrepreneurs and households has also created an opportunity for households to have improved latrines, both in rural and urban contexts. The MoU signed between MFIs and BBBC and the provision of revolving funds for the MFIs facilitated the sanitation loan process for purchase and construction of improved sanitation facilities. This has also encouraged the MFIs to include sanitation as a separate loan product in their system.

The households are given different options for improved latrines and are given the choice to modify the standard latrines to fit their needs and their financial capacity.

Timely reporting and transparency in project activities create better partnerships, henceforth better leveraging of resources.

Zone and woreda offices require timely submission of quarterly progress reports. Amref submits progress reports based on the terms and conditions stated in the project agreement. This shows commitment of the programme and has built trust among parties. In addition, there is joint monitoring and follow-up of programme activities by woreda and zone governments, community representatives and programme staff from Amref, BBBC, and Wetlands International. The joint monitoring gives the government confidence and trust to deliver on its commitment.

7. Recommendations

Currently, there is no specific conceptual framework for leveraging resources for WASH. This has hindered proper documentation of achievements and scaling up. For the future, better results can be achieved through documentation and conceptualisation of the overall process which can be used in other programmes. The next step in this process could be the development of a step-by-step approach for leveraging resources for WASH. This approach needs to take into consideration all the steps followed by the three implementing partners in water supply, rural and urban sanitation, and catchment protection.

Although MoU was signed, and guarantee fund is provided for MFIs loans are not accessible to SMEs and households. Hence, a closer discussion and follow up including establishing a joint monitoring team to solve recurring problems is suggested to improve accessibility of the loans.

The project is approaching to end before CBOs engaged on the catchment protection start to generate incomes to sustain the soil and water conservation works. In the future similar program design should be able to make sure they start to generate incomes to ensure sustainability.

The program needs to work closely with the government and the Shala Park to support SMEs in awareness creation by issuing rules to protect the land. There should be regular meetings with local government bodies for law enforcement, CBO legalisation, training on maladaptation practices and its consequences, awareness creation, and strengthening eco-tourism.

7. Conclusion

The leveraging process requires continuous follow up and patience. The concept of leveraging resources has been appreciated by government. The woreda government recommends other NGOs to follow the same practice. If partners working in the WASH sector follow strong leveraging approaches, both government and community can contribute to WASH service delivery activities. If followed properly, leveraging could accelerate the path to achieving the WASH SDGs.

The leveraging experience has opened a window of opportunity for better collaboration and partnerships between NGOs and government. The experience can encourage other donors to invest in WASH to increase access to WASH services.

Annex: Interview protocol

We arranged interviews to discuss and share information about leveraging finance and GESI within the context of the WASH SDG consortium programme.

General information

1. Name:
2. Contact information:
3. Organisation:
4. Position:
5. Responsibility:

Interview questions for Amref Health, Wetlands International, BBBC.

General

- What are the main activities of the project?
- What are your roles and tasks in the programme?
- What are the big achievements/outputs?
 - What do you think contributed to the success of the project?
- What have you learned from the process and outcomes?
- What was done differently from other projects?

Interview questions for Specific (rural water supply, rural sanitation, urban sanitation, WRM depending on the consortium members programme intervention component)

- What are the approaches to leveraging WASH finance?
 - Is there anything unique to the project design or implementation modalities? If yes, what are they?
- What is your overall experience/ impression of the SDG WASH Finance Leverage approach?
- Do you think finance was leveraged in the programme woredas? (From different sources?) do you have evidence/data for that? Please share the data.
- How ready, willing, and capable were the districts to leverage the required capital and sustain activities? What strengths and limitations did you observe/experience?
- What did you learn from the approach?
- What are the challenges? Did you face constraints in mobilising resources? What strategy did you use to overcome those constraints/ challenges?
- Do you have a specific case (best experience) regarding leveraging finance for WASH?
- Do you have any suggestions for the future on leveraging WASH finance?

Interview questions for woreda water, health, and education office

- What did your office do in the WASH SDG programme?
- What were your contributions to the WASH SDG programme?
- What are the big achievements/outputs of the programme in general?
- Have you invested in the WASH SDG programme activities? (If yes, data for the last four years)?
- Did you have experience of joint financing with other programmes? If yes, what makes the WASH SDG programme different?
- What encouraged your office to allocate funding for the WASH SDG programme? (From the project point of view)
- How were you able to convince the woreda government to allocate the funding?
- What are your approaches to leverage finance from communities?

- Have you learned different approaches of leveraging WASH finance from the project implementation?
 - Do you have any specific learning on leveraging WASH finance?
- Do you have a specific case (best experience) regarding leveraging finance?
- What are the challenges?
- Do you have any suggestions for the future on leveraging WASH finance?

Interview questions for enterprises, WASHCOs and health extension workers

- What is your relationship with Amref/BBBC/WI?
- What are you doing with the project? (The enterprise's main activities)
- How and who organised you? Who is supporting you on what?
- What is the biggest achievement/output?
- What have you learned from the process and outcomes?
- What are the challenges faced during the process?
- Do you have any recommendations?

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