



African Water Facility
Facilité africaine de l'eau

Mobilising Resources for Water in Africa
Mobiliser des ressources pour l'eau en Afrique



AFRICAN DEVELOPMENT BANK GROUP

PROJECT BRIEF

SOUTH AFRICA:

SOCIAL FRANCHISING FOR OPERATIONS AND MAINTENANCE OF SCHOOL SANITATION FACILITIES AND DEMONSTRATION OF ON-SITE FAECAL SLUDGE TREATMENT IN EAST LONDON, EASTERN CAPE.

Un-sewered Sanitation Improvements for the Urban-Poor



The project aimed to replicate, expand and promote an innovative, social franchising model, which has been successfully piloted within the Eastern Cape Province and which has gained the interest and endorsement of local government partners within the Department of Education (DoE) and the Municipalities as a viable model for sanitation services.

The Social Franchising for O&M project

In South Africa, there has been significant investments in new sanitation infrastructure to address the government's target of providing essential services. However, there was little focus on ensuring the long-term success of these investments through ongoing operation and maintenance of systems.

In 2015, African Water Facility (AWF) provided €1,192,956 to the Social Franchising for Operations and Maintenance (O&M) of the school sanitation facilities project.

The project's goal was to replicate the affordable and sustainable operation and maintenance of school sanitation facilities and safe handling, treatment, and reuse of faecal sludge in Amathole and Buffalo City Municipalities' peri-urban areas in East London Educational District (ELD). The hygiene education and promotion for pupils and teachers included

in the project have the potential to reduce cases of diarrhea by 45% in areas where there is a lack of awareness regarding sanitation and hygiene.

The project was implemented through a public-private partnership involving Amanz' abantu Services and its subsidiary (Impilo Yabantu) as Lead Service Provider and Franchisor, together with franchisees; Water Research Commission as Grant Recipient and Project Manager; and a number of Government Departments.

The innovative business model helped build sanitation sector capacities through close partnership arrangements with both partners at municipal level and the local community. The social franchise model has gained interest and endorsement from local government partners as a viable model for sanitation services.

The project was aligned with the Bank's Country Strategy in South Africa, 2013-2017. The project objective also relates to Sustainable Development Goals (SDG) 3, 6, 8, 9, 11, and 13, and National Development Plan (NDP) 2 and 4.

SOUTH AFRICA:

Social Franchising for Operations and Maintenance of school sanitation facilities and demonstration of on-site faecal sludge treatment in East London, Eastern Cape.

Social Franchising for O&M

Project Code: P-ZA-EAZ-004

Grant Number: 5600155004052

Approval Date: 12 December, 2014

Closing Date: 31 March, 2019

Total Budget: : EUR 1,287,077

AWF Funding Amount: EUR 1,192,956

Additional funding from:

Amanz' abantu Services provided EUR 94,121 (Eastern Cape DoE co-funding was not available for the provision of sanitation O&M services)

Implementing partners:

- Water Research Commission
- Eastern Cape Department of Education

Stakeholders and partners:

- Amanz' abantu Services and its subsidiary Impilo Yabantu
- Amathole District Municipality
- Buffalo City Metro
- Department of Education
- Department of Health
- Department of Social Development
- Department of Water and Sanitation
- Department of Women in the Presidency
- Eastern Cape Office of the Premier
- Franchisees
- Johnson & Johnson

"What was unique about it is that it was a bottom-up approach; we tackled the whole project with the emphasis of getting the community involved and getting local entrepreneurship going so that some local economy is stimulated. So, this is where the social franchising started to roll out as a small pilot project, tested the concept, and built a cohort of franchisees from the local communities."

Jay Bhagwan, Executive Manager at Water Research Commission



Impacts and Solutions

Operation and maintenance works on school sanitation facilities were completed for 302 schools. A total of 93,492 learners (including 46,114 girls and 47,378 boys) and 1,583 educators received **health and hygiene education**, as well as menstrual hygiene education. School sanitation clubs were established at 240 schools.

The social franchising partnerships for water services infrastructure operation and maintenance concept addresses the requirements of many South African national goals. The project stimulated **entrepreneurship, job creation and waste recovery**.

The bio-char has been successfully produced in the factory by Small, Medium and Micro Enterprise (SMME) social franchisees under close supervision and with technical support. Such technology helps minimising environmental risks posed by untreated sludge and contribute to environmentally safe waste management practices.

The project generated **5 small businesses**, each employing some staff. It has improved the dignity of the learners who used safe and clean sanitation facilities in their schools. Capacity development, ongoing operational support, and professionalisation of the social franchising model contributed to the **improvement of the skills and social and economic resilience of the 5 target SMME social franchisees** (4 females and one male).

Strong stakeholder participation and partnership, achieved during project implementation, have created a conducive environment for project sustainability.

Guidelines for **Minimum Norms & Standards Towards School Sanitation and Menstrual Hygiene Management** was developed by the project.

Key Challenges

Provision of adequate and hygienic school sanitation facilities; many rural schools in South Africa have historic legacy, where sanitation infrastructure was present, but not appropriate, especially due to lack of O&M, meaning that kids never had sanitation at all.

Lack of support and simplified regulation to enable the small-scale businesses/entrepreneurship; entrepreneurs need to go through a complicated process to get formalised.

Political system is very standardised, officials go by the book and by the rules, and everything new and disruptive takes time and has to go through some interference.

The lack of dedicated funding for sustaining and upscaling school sanitation infrastructure maintenance in the 302 schools and the remaining schools in the province was the major challenge to financial sustainability.

Having to overcome the social and psychological barriers that prevented the acceptance and consumption of faecal sludge-derived products.

Key Lessons

- Having **clean facilities** have not only a positive effect on hygiene and health, but it also improves the quality of education and the attendance of children at school.
- The **social franchising model's effectiveness** depends on the capability, experience, and commitment of both the franchisor and franchisees.
- The **Franchise model** can help governments, cities, and communities to carry out their mission and provide quality services for the entire school maintenance chain.
- **The carbonisation of pathogenic faecal sludge** preserves water, soil, and air quality, helping to mitigate the impact of on-site treatment of faecal sludge.
- The application of the Bio-char technology can become a **sustainable and relevant solution** for municipal sludge management and socio-economic challenges within Buffalo City Metropolitan Municipality and the Eastern Cape.
- **Private-public partnership (PPP)** made it possible to mobilise financial, human, and other resources for the implementation of the project successfully.
- The resources of many relevant **stakeholders** resulted in the buy-in and participation of other critical stakeholders, ensuring the successful implementation of the project and the possible **sustainability after the project completion**.
- **Replication and upscaling of the social franchising model** is partly dependent on demand for the services of social franchisees, which rely upon the affordability, quality and effectiveness, and marketing of the mode.
- Projects results can influence sanitation policy, strategies, and plans and also assist with motivating further financial support to address the sanitation infrastructure and related services backlog in schools.



Recommended actions

From the project, it is possible to identify the below-recommended actions:

Development of well-targeted **social marketing programmes aimed at changing mindsets, attitudes**.

It is recommended that the **Menstrual Hygiene Management programme is introduced**, together with an associated training to be conducted in more schools.

School sanitation clubs should continue to be developed to raise awareness, and their effectiveness should be monitored.

Schools with acceptable standards of school sanitation facilities should **mobilise resources to have full-time workers who clean and monitor school toilets**.

District Education Offices should provide training and **monitoring in the planning and implementation** of school sanitation management, including budgeting and reporting.

Development of O&M plans that clearly define roles and responsibilities at schools. Effective monitoring of the school sanitation budget and O&M expenditure in schools by District Education Offices is essential.

Dissemination of knowledge to promote the model and its results through popular media, government intervention, and partnerships. Sharing positive outcomes of the project will boost the development of SMME social franchises, job creation, poverty mitigation and secure additional funding.

"We had over 300 schools in the programme that we targeted and we had to allocate these schools to our franchisees, and they had to build relationships with the principals, the school governing bodies of these schools; and the whole concept of this model is that the franchisees of the service providers are independent, locally based, very competent individuals, but small businesses."

Oliver Ive, Managing Director of Amanz' abantu Service



Other related Project Resource

Social Franchising for operations and maintenance of school sanitation facilities and demonstration of on-site faecal sludge treatment in East London, Eastern Cape. Project Appraisal Report. November 2014. AWF.
South Africa: Social Franchising for operations and maintenance of school sanitation facilities and demonstration of on-site faecal sludge treatment, Project Completion Report. March 2019. AWF.
<https://projectsportal.afdb.org/dataportal/VProject/show/P-ZA-EAZ-004>



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