



GWEBINDLALA!

a partnership between Government and Civil Society to
**Create Jobs, Promote Shared Growth and
 Build Social Capital for Development**

SANITATION PROGRAMME

for jobs and development
 the community-based way

- Increasing the job creation, local economic growth and skills development impact of the MIG rural sanitation delivery programme, to support sustainable livelihoods and shared growth.
- Developing social capital and sustainable businesses by prioritising the involvement of organised communities, households and local small business contractors and suppliers in programme delivery.
- Developing practical partnerships between NGOs, CBOs and government.
- Training and skills development.
- Strengthening the EPWP approach in sanitation delivery and government capacity to manage this programme.
- Strengthening policy and improving implementation guidelines for job creation on sanitation programmes.



A builder with a completed VIP

Maximising the shared growth impact of the MIG rural sanitation programme

The need to accelerate the delivery of sanitation services to meet government's target of eradicating the backlog by 2010, often leads to municipalities opting to take the traditional approach to civil engineering contracts, using building contractors who employ as much local labour as possible, in line with EPWP principles. This approach generally does speed up delivery, but it does not offer much in the way of economic benefits to the beneficiary communities – most of the benefits go to the urban based contractor and materials suppliers.

The Mvula approach maximises the “cents in the Rand” that stay in the community – typically over 60c in every Rand. And our approach does not compromise on speed of delivery. We achieve this through three complementary strategies:

- We involve and employ community members at all levels of delivery at village level, from unskilled labour, to builders, manufacturers of components such as toilet pedestals and blocks, quality controllers, builder mentors, health and hygiene and operation and maintenance trainers, storekeepers, project administrators and members of the village sanitation committee. Many of the skills learned in this process enable those trained to get jobs after the end of the project.
- We manufacture as many toilet components locally as possible, such as concrete blocks, pedestals (seats), slabs and wedge blocks for lining pits. We do not use factory made precast panels for the toilet superstructure. Local manufacture of components involves a high level of participation of women, and on many projects women are in the majority.
- We source other components and materials, such as river sand, doors and cement as close to the village as possible, while keeping prices competitive.

Even more significant is the impact of our approach on raising the level of confidence and pride of community leaders, which has numerous spin-offs in terms of follow-up development projects that such leaders are able to leverage through their increased knowledge and networks with local government and other development role players. Our objective is to not only build infrastructure and skills, but social capital as well, so that communities can participate actively in their own development and not be totally dependent on government.

Mobilising Civil Society for delivery and development

The Mvula *Gwebindlala!* approach is a powerful alliance of two key civil society role players in development, namely NGOs and CBOs. Mvula brings the people-centred approach, altruism and

competence in community-based development of an NGO, while the CBOs we mobilise, train and support act as catalysts for mobilising the communities they represent, and form very effective partnerships with the municipalities responsible for service delivery programmes. Government's delivery capacity is thus increased on a sustainable basis.

At the same time capacitated CBOs strengthen existing mechanisms for articulating the voice of the community in engaging with municipalities. Sanitation programmes implemented by Mvula thus strengthen the relationship between municipalities and communities.

Training and skills development

The Mvula *Gwebindlala!* approach to sanitation delivery is fully aligned to government's objectives with regard to skills development and accredited training. In addition, on-the-job training and support complements formal training to produce the added value of the approach.



Community members undergoing training

Training is provided in the following areas:

- toilet building
- pedestal making
- bookkeeping, storekeeping, materials procurement
- health and hygiene promotion
- toilet operation and maintenance
- business management skills (see “SMME development”)

SMME development

An important element of our approach is our strategy to transform short term jobs into sustainable long term ones, through the formalising of areas of activity into viable enterprises, including privately owned businesses and co-operatives. This includes not only training in business management, but also the procurement of additional equipment as a form of start-up capital, for community groups or entrepreneurs who want to go into the manufacture of toilet components as a business.

Strengthening the EPWP approach and municipal capacity for sanitation delivery

Through our ongoing engagement with the municipality on each project, we not only assist officials to make their sanitation programmes compliant with EPWP requirements, but also ensure that the job creation benefits are expanded beyond those created by standard programmes that rely on building contractors. Our extensive experience in managing community based sanitation programmes is also transferred to officials through focussed on-the-job support and mentorship.

Strengthening policy on job creation in sanitation programmes

An important outcome of our *Gwebindlala!* rural sanitation programme is the feeding back of the lessons learned into improving policy and implementation guidelines to maximise the development impact of MIG-funded rural sanitation programmes. Mvula works closely with DWAF and provides support, through the implementation of pilot "Sanitation Job Creation" projects, for DWAF to play its role in this regard.

Programme implementation and costing

Mvula's *Gwebindlala!* sanitation programme is about adding value to existing MIG-funded municipal sanitation projects. It thus involves complementary funding for the following:

Pilot Phase:

- Set up toilet component manufacturing yards and purchase start-up equipment, also used for training
- Mobilise community participants and jointly plan job creation components of projects
- Facilitate training courses for participants and set up SMMEs or co-operatives, if not already existing
- Facilitate interventions to link community health workers with other on-going health programmes
- Provide support to promote sustainability of employment, and integrate all intervention into the overall implementation plan
- Provide management support to the municipality for the job creation component of the sanitation project
- Document lessons learnt

Each pilot project site requires a budget of around **R 400,000**.

Scaling up and Roll-out Phase:

- Expand programmes in pilot municipalities
- Support roll-out in other municipalities
- Support lessons learning, dissemination, advocacy

The cost of this phase involves mainly Mvula staff costs, and will depend on the scale of the programme.

The Mvula Trust's *Gwebindlala!* initiative

Objectives and Key Features:

- Increasing the job creation, local economic growth and skills development impact of government's basic services delivery programmes in rural and peri-urban areas, to support sustainable livelihoods and shared growth
- Developing social capital and sustainable businesses by prioritising the involvement of organised communities, households and local small business contractors and suppliers in programme delivery
- Training and skills development
- Developing practical partnerships between NGOs, CBOs and government
- Strengthening the EPWP approach, particularly in the MIG Programme, and government capacity to manage programmes
- Strengthening policy and improving implementation guidelines



Programmes:

- Basic **sanitation**, as part of the MIG Programme
- Household-based **food gardening** using rainwater harvesting tanks
- Rural **access roads** linking communities to the formal network, also part of MIG
- **Solid waste** removal and disposal

Role Players:

- **Political, administrative and funding responsibilities:** Municipalities and national and provincial government departments
- **Implementers:** Mvula, other NGOs and organised communities
- **Contractors:** CBOs, local artisans, local small businesses

The Mvula Trust: a key development NGO and government partner

Mvula has been in existence for 14 years and has made a major contribution to the development of the water and sanitation sector in South Africa. We have successfully facilitated community based sanitation delivery in 31 municipalities, to a value of over R200m over the last five years. Since its establishment, Mvula has worked with village water and sanitation committees and their municipalities to provide over 750,000 people with a basic level of water supply and over 500,000 with improved sanitation and health.

Mvula is not only a major player in service delivery, however. Although most of our work has indeed been in establishing community based project delivery models, with a strong job creation emphasis, and implementing large programmes, we only seek to complement government efforts. Increasingly we are involved in initiatives to enhance the capacity of other service providers and of local government itself, to accelerate service delivery, and to promote the developmental impact of water supply, sanitation and related programmes.

With our considerable experience with community based service delivery and substantial existing capacity to undertake policy, advocacy and programme support work, Mvula believes that we can make a contribution at large scale to the following:

- Contributing to the Asgi-SA objectives with the emphasis on the **'shared' component of growth**. We believe that this sharing of economic development gains implies improving livelihoods in poor communities and water and sanitation are closely linked to such a goal.
- Supporting greater involvement of development NGOs and CBOs in implementing government poverty eradication programmes, by partnering with them and **transferring skills and experience**.
- Supporting local government in rolling out **community based sanitation programmes**. In this respect Mvula can add much greater value than through only acting as a project manager on individual projects.
- Through using our experience with community based projects to support the EPWP in achieving its objectives in the **infrastructure sector**.
- Supporting the MIG programme to ensure that developmental gains are devolved to local communities both in terms of building community **capacity to manage village scale infrastructure** and in creating jobs outside urban centres.
- Supporting DWAF to pilot cost effective and sustainable models for poor rural households to ensure **household food security** through food gardening using rainwater harvesting reservoirs, and scaling up this model with funding from diverse government and corporate sources.