



# Learning from the Transition to Sanitation Systems Approaches

Pius Nishimwe  
WASH Coordinator  
GOAL Sierra Leone

**GOAL** envisions a world beyond humanitarian crises where poverty no longer exists, where vulnerable communities exposed to shocks and stresses are resilient, where barriers to well-being are removed and where everyone has equal rights and opportunities.



# Background to GOAL – A Humanitarian Organisation

GOAL – Humanitarian Organisation – more than 40 years, 15 Countries.

Historically worked in humanitarian crises with a long-term presence in crisis-affected states.

Started discussing more Systemic approaches around 2013

Developing system resilience tools to support system programming

<https://resiliencenexus.org/>

## Context in Sierra Leone:

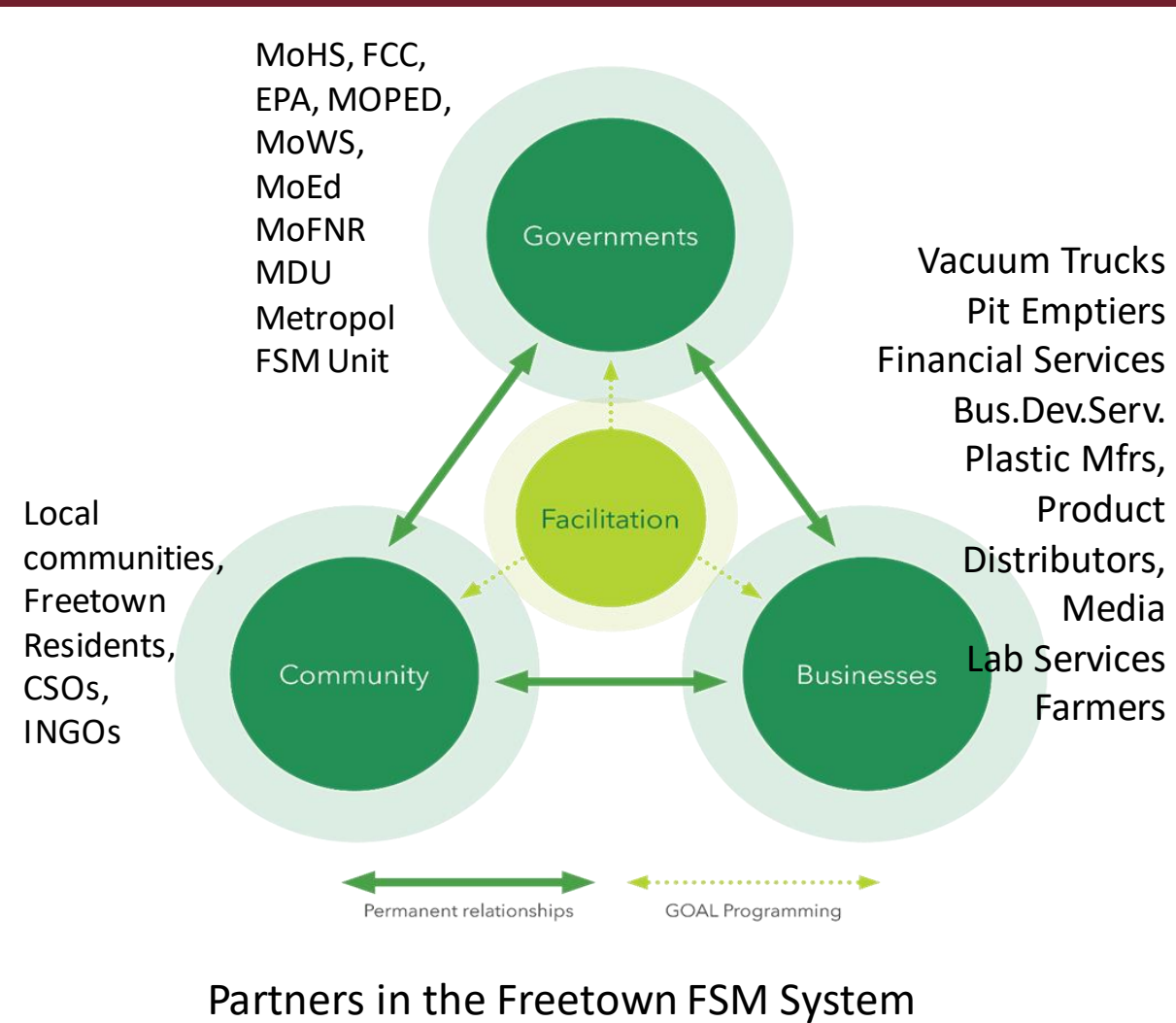
- 11 years of civil war
- Prone to disease outbreak
- Climatic disasters – flood, mud/ landslide
- Debt to GDP is 75%
- HDI 181 out of 195 countries and territories (UNDP 2021/2022)

# Consequences of Complexity

Systems are complex!

Require engagement in multiple areas with a wide variety of stakeholders.

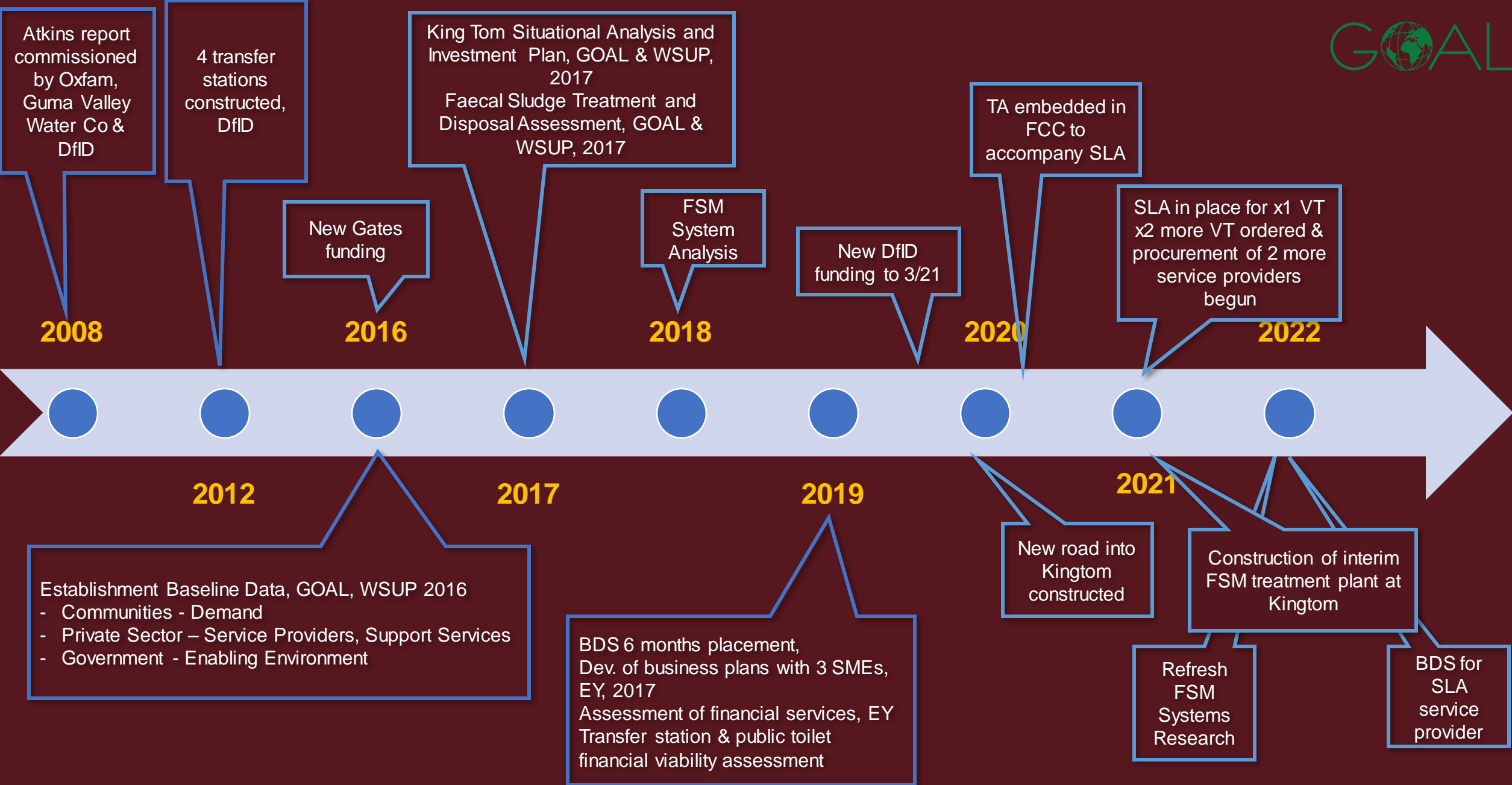
If you are able to position yourself to secure long-term commitment, flexible funding and internal systems and access to the right skills, then with a systems approach there is the opportunity to create real long term change.



# Donor and Organisational Commitment and Timeline

Traditional WASH programmes typically 6 – 12mths.  
Occasionally 2,3 or even 5 years





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With long term commitment (5-10yrs min) and funding there are opportunities for programmes and organisations

Uninterrupted programme activities can:

- Avoid gaps which could result in loss of hard fought gains and loss of investment
- Enable the retention of key staff from your and potentially stakeholder organisations
- Facilitate greater scope system change ambition
- Maintain engagement and commitment from stakeholders
- Build stronger relationships and limit reputational risks
- Can guide sector development and donor strategies



# Flexible Funding – Donor and organisational processes

Success is more likely if:

- donors have an openness to accept and respond to new data and emerging priorities and support flexibility

Eg B&MGF change to road construction  
IAPF Sato procurement / logistic processes

- Internal procurement systems can cope with different requirements and processes

Eg Partner onboarding process – Shankerdas  
Private sector – 100% upfront payment Sato Pan /control panel  
Temporary management role but no access to revenue



# Staff profiles and the right skillsets

- Looking beyond humanitarian sector resources – there is opportunity to benefit from professionals with the private sector background.
  - Policy, governance institutional strengthening,
  - Regulation and enforcement
  - Business development and financial services
  - Advocacy
  - MEAL – new approaches
- With suitable HR recruitment processes and remuneration packages (likely to be outside current scales) the required skillsets can be retained.
  - E.g. From Banking, Cosmetics, soft drinks, telecoms, etc



# Consequences of Complexity

Consequence of Complexity	Donor	Implementing Partner
Commitment	Understand the ask Select carefully and stay the distance	Once committed need to stay committed 10yrs + Cannot dip in and out
Flexible funding	Understand the path is not defined even though the goal may stay the same. Activities may be dropped completely or significantly scaled up.	Internal systems need to support rapid decisions timely approvals. New processes needed that are suitable for the private sector.
Access to Appropriate Skillsets		If recruitment processes can be adapted, then a wealth of talent can be accessed from outside the sector.