

Preliminary Documentation and Evaluation of the Sanitation Component of the “One Million Initiative” in Mozambique



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Executive Summary

In the context of the partnership between the Netherlands Government and UNICEF, a program known as the “One Million Initiative” is being implemented. The aim is to support the efforts of the Mozambique Government to ensure adequate water supply and sanitation and the adoption of improved hygiene practices for a million rural people in 18 districts, of which 6 are in Tete province, 6 in Sofala province and 6 in Manica province.

The interventions of the program in the area of sanitation and hygiene promotion were designed to be implemented using the PHAST (Participatory Hygiene and Sanitation Transformation) methodology through NGOs contracted by the Districts. Due to slow progress in obtaining the desired results, it was decided to introduce a new strategy. The new strategy, known as CATS (Community Approach for Total Sanitation), combines the CLTS (Community Led Total Sanitation) approach with a system of awards/prizes. The CLTS approach enables communities to conduct self-analysis of their sanitation situation and triggers collective action to eliminate open defecation, and build latrines without subsidy.

The system of prizes aims to reward open defecation free (ODF) communities; community leaders who distinguish themselves in sanitation promotion work; heads of the sub-districts in which the winning communities are situated; and district governments that have the largest number of open defecation free villages and the largest number of latrines in each province. The prizes include the following; 1 water point for every ODF community; a hygiene kit (bucket, soap, mirror, water purification solution) for every family; bicycles for community leaders; mobile phones for the sub-district heads; and computers or photocopying machines for the Districts.

The CLTS approach has been successfully implemented in other countries and was introduced in Mozambique in August 2008 with the training of 74 persons, supported by UNICEF. CLTS was triggered in 173 communities during the months of October and November 2008. Of the 159 communities that applied in December 2008, 34 were awarded ‘Open Defecation Free’ (ODF) status, with over 5,000 latrines built and in use. In total over 49,000 latrines were built as a result of triggering CLTS in 173 communities. The results of CLTS have been very impressive, considering that 34 communities became ODF in only two months. The 34 communities were awarded ‘ODF’ certificates and the corresponding prizes in a public ceremony.

An evaluation conducted in April 2009 showed that the majority of ODF communities were able to recount the CLTS triggering process, particularly the demonstration of the fecal contamination of food. The latrines built in the ODF communities were still in use 4 months after they were awarded ODF status, and collapsed latrines had been rebuilt. This clearly indicates that the prizes were not necessarily the motivation for ODF, but rather a combination of CLTS triggering and persuasion by the community leaders.

Expansion of CLTS

CLTS has proved to be an effective approach for eradicating open defecation and scaling up access to latrines in the rural areas of Mozambique. The requirements for scaling up CLTS include the following:

- **Decentralized capacity development for CLTS:** There is a need to develop Provincial and District based capacity for scaling up CLTS, through the training of ‘Master Trainers’. These will have the responsibility of training and monitoring field workers to trigger CLTS in the communities.

- **Coverage/Technology:** The majority of the latrines built in the rural communities were traditional latrines made entirely from local materials. Traditional latrines without an impervious slab are not considered improved latrines. However, many families are unable to afford the cost of a concrete slab (approx. MZN450); moreover, they are heavy and difficult to transport. Considering that one of the principal objectives of a latrine is to stop flies having access to human excreta, traditional latrines with tight-fitting covers will serve this purpose and should therefore be considered improved latrines. There are indications that local innovations do exist to develop designs for tight-fitting lids for the existing traditional latrines to stop flies from gaining access to the pits.
- **Provision of improved latrines:** 32 demonstration centers have been established across the 3 provinces. A total of 571 slabs have been produced since 2007 of which only 171 slabs had been sold as at 31 December 2008. Findings indicate that these centers cannot sustain themselves without external support. A more sustainable approach to providing improved latrines will be to train artisans at the community level and allow them to operate independently. They could be supported with a simple catalogue of options for low-cost improved latrines, and a sanitation marketing campaign.
- **Involvement of government departments:** Although the Provincial and District governments are fully involved in implementation, the actual work in the communities is carried out by NGOs contracted by the Districts and supported by UNICEF. In order to scale up CLTS, there is need for government extension workers to become involved. The role of the Health and Education Departments is critical, as they have the largest network of staff at community level (particularly the Health Department). Scaling up CLTS will therefore require a multi-sectoral partnership.

Prizes

The CATS approach has the potential to accelerate access to sanitation in rural communities within a short period, but modifications to the award system are recommended. The proposal to have various levels of ODF (ODF, ODF+, and ODF++) should be limited to two levels, so as to avoid complexity and a potentially high cost for prizes. The cost of CATS for the 34 ODF communities in 2008 was estimated at US\$679,352. Scaling this up to reach 1,000,000 people with sanitation by 2012 using the current CATS approach, which includes water points, would cost over US\$43 million (see table 1).

This current system of award/prizes is clearly not sustainable and cannot be scaled up to other parts of the country, hence the need for modifications, to make the system more cost-effective and sustainable. Three options have been suggested:

Option 1:

- Continue to give the household prize of the hygiene kit.
- Abolish the prize of a classroom and give ODF communities priority to receive water points as part of the water supply component of the “One Million Initiative”.
- Increase the criteria for community leaders’ prizes to total coverage with improved latrines.
- Increase the criteria for the Administrative Posts and District prizes.

The cost of option 1 may be slightly lower than the cost mentioned above, as it is assumed that less community leaders, sub-districts and Districts will be able to achieve the higher criteria for awards/prizes. This option is not recommended, as the cost is high and potentially unsustainable. The estimated total cost for this option is over \$43 million.

Table 1: Cost of scaling up CATS

| Activity | Cost per ODF comm. | Cost for 34 comms. (2008) | Cost for 270 comms. (2009) | Cost for 360 comms. (2010) | Cost for 630 comms. (2011) | Cost for 1,294 comms. (2012) |
|---|--------------------|---------------------------|----------------------------|----------------------------|----------------------------|------------------------------|
| Training cost (in-country) | 2,775 | 94,343 | 749,194 | 998,926 | 0 | 0 |
| Triggering cost | 515 | 17,496 | 138,939 | 185,252 | 324,191 | 665,877 |
| Marketing | 260 | 8,832 | 0 | 0 | 0 | 0 |
| Evaluation | 917 | 31,170 | 247,526 | 330,035 | 577,562 | 1,186,294 |
| Subtotal costs (minus award ceremony & prizes) | 4,466 | 151,841 | 1,135,660 | 1,514,213 | 901,752 | 1,852,171 |
| Award ceremony | 1,259 | 42,817 | 340,018 | 453,358 | 793,376 | 1,629,570 |
| Prizes (Districts - 6 in 2008) | 353 | 12,000 | 95,294 | 127,059 | 222,353 | 456,706 |
| Prizes (Admin Posts – 16 in 2008) | 71 | 2,400 | 19,059 | 25,412 | 44,471 | 91,341 |
| Prizes (community leader – 34 in 2008) | 200 | 6,800 | 54,000 | 72,000 | 126,000 | 258,800 |
| Prizes (community – 34 in 2008) | 10,000 | 340,000 | 2,700,000 | 3,600,000 | 6,300,000 | 12,940,000 |
| Prizes (households – 5396 in 2008) | 3,174 | 107,920 | 857,012 | 1,142,682 | 1,999,694 | 4,107,308 |
| Subtotal award ceremony & prizes | 15,057 | 511,937 | 4,065,383 | 5,420,511 | 9,485,894 | 19,483,725 |
| Total costs (plus award ceremony & all prizes) | 19,523 | 663,778 | 5,201,043 | 6,934,724 | 10,387,646 | 21,335,896 |

Note: Excludes the cost of overseas training and marketing; no training after 2010

Option 2:

- Abolish all prizes except for the hygiene kits for households.
- Involve a high profile person during the award ceremony to give out certificates to community leaders, Chiefs of Administrative Posts and Districts.

This option is also not recommended, again on grounds of cost. If the household prizes are to be maintained, there is a need to solicit assistance from industries that manufacture hygiene- and sanitation-related products as part of their social corporate responsibilities. The total estimated cost for this option is over \$16 million, including the award ceremonies, to reach 1,000,000 people over the period 2009-2012.

Option 3:

- Abolish all prizes and just have an award ceremony where ODF communities are recognized.

This is the most cost-effective and sustainable option, which could be scaled up even to national level. The ceremonies could also be modified to reduce the current estimated costs, which comes to a total of around \$8 million for 2009-2012.

Summary

CLTS is a term known and used worldwide and therefore should also be used in Mozambique particularly if the prizes for ODF are to be abolished. CLTS has proved to be an effective approach for accelerating and scaling up access to sanitation in rural areas of Mozambique. However, this will require:

- Decentralized capacity-building for CLTS;
- Involvement of other government departments including the Health and Education departments;
- Innovative low-cost improved latrine designs;
- Training of community-based artisans to provide improved latrines independently.

Finally and most importantly, the award/prizes system needs to be modified to make it more affordable and sustainable.

1 Background

In the context of the partnership between the Netherlands Government and UNICEF, a program known as the “One Million Initiative” is being implemented. The aim is to support the efforts of the Mozambique Government to ensure adequate water supply and sanitation and the adoption of improved hygiene practices for a million rural people in 18 districts, of which 6 are in Tete province, 6 in Sofala province and 6 in Manica province.

The interventions of the program in the area of sanitation and hygiene promotion were designed to be implemented using the PHAST (Participatory Hygiene and Sanitation Transformation) methodology. NGOs implementing Community Participation and Education activities also adopted other approaches, and the communities in the target districts may, in addition, have been reached by the national sanitation campaign of 2008. Due to slow progress in obtaining the desired results and the limited impact of sanitation activities, it was decided to introduce a new strategy. The aim is to accelerate the provision of access to appropriate sanitation and improved hygiene practices for 1,000,000 people.

The new strategy, known as CATS (Community Approach for Total Sanitation), combines the CLTS (Community Led Total Sanitation) approach with a system of prizes. The CLTS approach enables communities to conduct a self-analysis of their sanitation situation, and triggers collective action to eliminate open defecation and to build latrines without subsidy. The system of prizes aims to reward open defecation free (ODF) communities; community leaders who distinguish themselves in sanitation promotion work; heads of the sub-districts (*Postos Administrativos*) in which the winning communities are situated; and district governments that have the largest number of ODF villages and the largest number of latrines in each province.

The CLTS approach has been successfully implemented in other countries but is new in Mozambique.

1.1 Overview of rural sanitation in Mozambique

Mozambique’s Water Policy, approved in 2007, states that government has the responsibility to define minimum service levels and to regulate and monitor the activities of water supply and sanitation service providers. It recommends total or partial user contributions to capital costs and the involvement of users in the planning, selection and management of water and sanitation services, in order to ensure their sustainability. It also emphasizes community participation and local private sector participation in the production, promotion and marketing of rural sanitation. The Water Policy guidelines for peri-urban and rural sanitation state the following¹:

- The basic needs of low-income groups should be met;
- User participation during the implementation stages is essential, so that services are provided according to the needs and financial means of the users, thereby facilitating adequate use of the infrastructure;
- The community may be totally or partially responsible for investment, with the private sector, NGOs and other civil society organizations also participating in investments;
- Government will play a facilitatory role and will not be involved in direct implementation; it will rather support capacity building, facilitate implementation, define priorities, ensure regulation, manage information and provide the enabling environment for stakeholder participation.

¹ Institutional Implementation Manual for Rural Sanitation in Moçambique, March 2006

The Department of Sanitation in the National Directorate of Water (DNA) of the Ministry of Public Works and Housing has produced a 5-volume Rural Sanitation Implementation Manual. Volume I is the institutional implementation strategy, which outlines responsibilities of the various stakeholders; Volume II is the technical manual that describes latrine technology options, and Volume III is the social manual.

According to the institutional implementation strategy manual, DNA, through the Department of Sanitation, is the central body responsible for the management, planning and coordination of sanitation activities. Its responsibilities include mobilizing funds and financing rural sanitation projects; and promoting, facilitating, coordinating and supporting all rural sanitation activities at national level.

The provincial water and sanitation departments (DPOPH/DAS) are responsible for coordinating and managing rural sanitation activities at provincial level. Their responsibilities include mobilizing funds for rural sanitation in the provinces; and disseminating the National Policy, norms and regulations regarding health, hygiene and sanitation.

At district level, responsibility for the management of rural sanitation lies with the District Administration. At community level, the household is the owner of the sanitation infrastructure in their house. It is the responsibility of the community to acquire latrines, either by self-construction or by hiring skilled labor; and to participate actively in local activities and select the level of sanitation services required.

The Technical Manual for Rural Sanitation² recommends that the selection of latrine technology options should be based on a combination of economic, technical and social criteria. The guideline suggests latrine options that are affordable, stable, do not encourage the breeding of flies and mosquitoes, produce no smell, and have a platform that is easy to clean. It recommends the following ladder of latrine options with descriptions (see Annex 1):

1. Improved traditional latrines (*'latrinas tradicionais melhoradas'*) – 2 options
2. Improved pit latrines (*'latrinas melhoradas'*) – 3 options
3. Ventilated pit latrines (*'latrinas melhoradas ventiladas'*) – 1 option
4. Pour flush off-set latrines (*'latrinas com descarga manual'*) – 2 options
5. Ecological latrines (*'latrinas ecológicas'*)
6. Aqua privy (*'retrete de água'*)

2 Introduction

Community led total sanitation (CLTS) is an approach that uses participatory tools to trigger community self-analysis of their sanitation problems and the taking of a joint decision to make improvements. UNICEF introduced CATS (Community Approach to Total Sanitation) in October 2008, which is an approach that combines CLTS with a system of awards/prizes. A community that eliminates open defecation is recognized as 'Open Defecation Free' (ODF), and receives corresponding prizes. CLTS was introduced in the 18 target districts of the 'One Million Initiative' project with a training facilitated by Dr. Kamal Khar. A total of 74 people were trained including 2 supervisors from each of the 17 NGOs contracted by the districts to implement sanitation and hygiene promotion, representatives from Provincial and District governments from Tete, Manica and Sofala, and some UNICEF staff. The training was a combination of group discussion and hands-on field practice with the triggering of CLTS in 12 communities.

² Technical Manual for Rural Sanitation, March 2006.

On completion of the training, all the supervisors from the 17 NGOs that were trained organized similar trainings for their community animators. In addition, some of the NGOs organized training for community activists and opinion leaders. World Vision trained 22 activists while MADZI trained 36 opinion leaders and community activists. During the months of November and December 2008, CLTS was triggered in 161 communities in the 18 Districts, bringing the total to 173.

Prior to the introduction of CLTS, all the NGOs had been using some tools from the PHAST methodology for sanitation and hygiene promotion. They indicated that CLTS has more impact and produces more immediate results than PHAST. They found the PHAST methodology very lengthy and were unable to implement the entire process in any community. The respective NGOs often chose whichever tool they felt most comfortable with and none ever got to the stage of action planning for sanitation improvement.

In preparing this document, 13 communities in Sofala, Manica and Tete were visited, and discussions held with community members and NGOs. Meetings and discussions were also held with UNICEF staff from the Water, Sanitation and Hygiene (WASH) unit. The report is divided into two parts; Part 1 presents the findings, and describes the CLTS process and its current status; Part 2 analyzes the findings and sets out recommendations for scaling up.

PART 1: Findings from the Evaluation

3 Sanitation promotion approaches used

3.1 PHAST and other approaches

Prior to the introduction of CLTS/CATS, NGOs used methodologies such as PHAST, house-to-house visits and hygiene talks to promote sanitation and hygiene. Findings from the field visits indicate that the majority of the NGOs have not been able to implement the entire PHAST methodology, but rather they selected the tools that they felt were most appropriate at a particular time. Hygiene talks and house-to-house visits were used more regularly. According to the animators, the PHAST method was too long and often difficult to implement fully and in a timely way in the community. It appears that none of the NGOs ever got to the stage, in the PHAST methodology, of action planning. All the animators and even field supervisors prefer the CLTS approach because it uses fewer PRA tools, leads to immediate collective decision-making by the community and can potentially produce visible results more quickly. However, some animators continue to use hygiene talks, PHAST tools and house-to-house visits even after triggering CLTS in the community.

3.2 CLTS/CATS approach

CLTS/CATS uses participatory rural appraisal (PRA) techniques (community map, transect walk and fecal-oral disease transmission demonstration) to trigger collective changes in sanitation practices. In the majority of the communities visited, CLTS was triggered by the animators, supported in some cases by the supervisors from the NGOs that attended the training facilitated by Kamal Khar. As mentioned earlier, 12 communities were triggered during the training whilst the remaining 161 were triggered in November and December 2008. These two months coincided with what members of the community regard as the 'hungry period' due to the limited availability of food during the planting season. This has an impact on the physical ability of households to construct latrines.

3.2.1 Community selection

Community size is an important consideration for CLTS, as the approach requires the participation of the majority of community members. It is usually challenging and difficult to facilitate community mapping and a transect walk in large communities. Moreover, the CLTS approach is new to the NGOs and it may be easier to commence in smaller communities. Some of the NGOs indicated that motivating a majority of community members to participate in the 'walk of shame' is difficult, which further points to the need to commence in smaller communities. Favorable conditions for triggering CLTS, as suggested in the CLTS manual, include small settlement size (neighborhood rather than village), remoteness, limited coverage, and young and progressive leadership. This is supported by findings from the evaluation where more than 85% of the communities recognized as ODF had less than 1,200 inhabitants (240 households) – see figure 1.

There is some confusion on the names for the various levels below sub-district in the rural areas. In some places there are 'neighborhoods' and 'cells', whilst in others there are 'villages' and 'communities'. It is important to note that the lowest levels ('cells' and 'communities') were more favorable for CLTS than whole 'neighborhoods' and 'villages'.

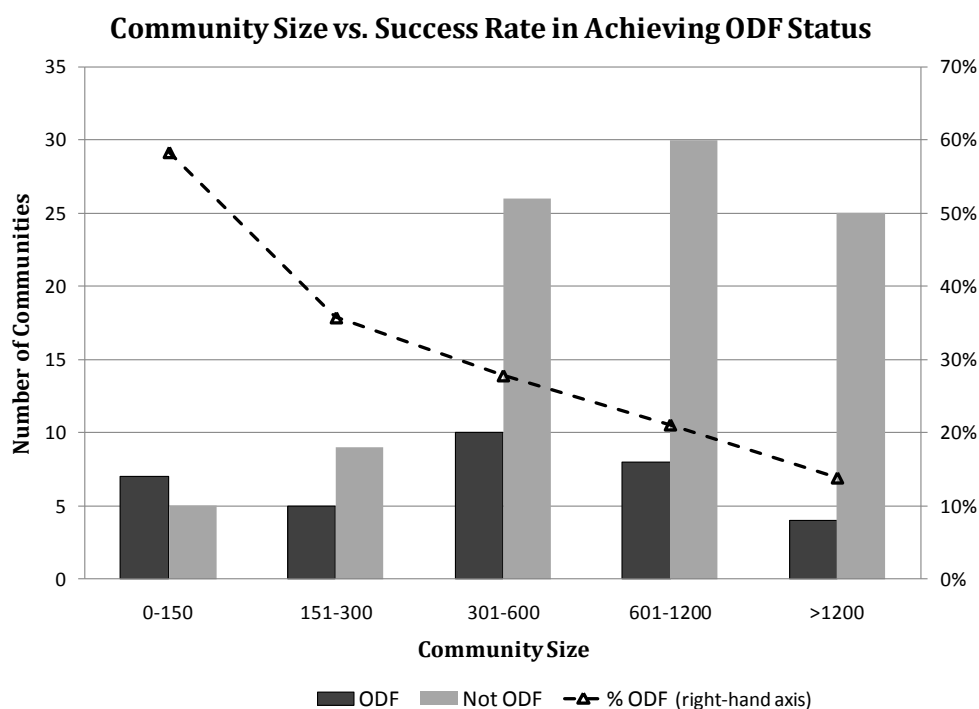


Figure 1: Populations of ODF communities

3.2.2 LTS triggering/facilitation skills

The CLTS approach requires good facilitation skills in order to ‘capture the moment’ when the entire community is triggered to take action on their sanitation situation. It requires a facilitator with the ‘right’ skills, which some of the animators are yet to acquire. Moreover, none of the animators attended the initial training, and CLTS is also new to the supervisors who trained them. The importance of having the right facilitator for triggering CLTS was obvious during the community visits. In communities where CLTS was triggered effectively, members of the community were able to recount the process and the impact it had on the entire community. Findings indicate that there may not be enough skills within the partner NGOs to trigger CLTS effectively. Only 2 persons (supervisors) from each of the 17 NGOs attended the CLTS training organized by UNICEF. Although the NGOs went back and trained their animators to trigger CLTS in the various communities, it will take a while for the animators to develop sufficient skills to scale up CLTS.

A key ‘triggering moment’ is the demonstration of the fecal contamination of food. Findings from the field visits indicate that the type of food used for the demonstration is very important. In communities where food that is considered special, (e.g. meat stew with rice) was used, the impact appears to be more than in areas where everyday food (e.g. maize meal with vegetables) was used. Findings indicate that CLTS triggered collective change in the sanitation practices of the ODF communities. Community leaders also played a crucial role in mobilizing community members to build latrines post-triggering. It appears that achieving ODF in any community requires a combination of effective CLTS triggering and the presence of a proactive leader.

3.3 CATS award system

The awards system in CATS consists of 3 processes, **evaluation, awards ceremony and prizes**. In order to identify communities to be awarded ODF status, a multi-agency evaluation led by UNICEF was conducted in all 159 communities that applied for the award.

The evaluation was based on a 10% sample of households, using the following indicators: 100% of households have and use latrines; and absence of feces in the environment.

3.3.1 Definition of coverage in CATS

In the CATS approach, coverage was defined in terms of technology and access. The indicators for coverage were ownership and use of latrine by 100% of the households in a community, and absence of feces in the community environment. The lowest acceptable latrine option is the traditional pit latrine. The majority of the communities visited had traditional pit latrines made from local materials. Some families had more than one latrine, particularly in polygamous households. There were also a few cases where joint (multi-generational) families had more than one latrine due to the culture that does not allow a man to use the same latrine as his daughter in-law.

3.3.2 Evaluation process

The evaluation of ODF status was conducted by 3 multi-sectoral teams made up of staff from Ministry of Health, Ministry of Education, DNA, provincial government and personnel from WSP, UNICEF, SNV and OXFAM. 159 communities were evaluated in 2 weeks using household interviews and observations. A standard evaluation form was used in every community (see Annex 2) and the results were used to complete two forms summarizing the results of districts with the highest number of ODF communities and the highest number of latrines respectively (see Annex 3). Awareness-creation exercises were carried out in the 18 districts to inform the communities about the ODF award and prizes. The majority of the communities visited indicated that they only heard about the award *after* they initiated the construction of latrines, as a result of the demonstration done in their community during CLTS triggering and follow-up by the community leaders.

3.3.3 The award system

The CATS award system consisted of a ceremony to recognize ODF communities, and various levels of prizes. Every household in a community that was declared ODF received a hygiene kit consisting of a 20-litre bucket with cover, a bar of soap, a mirror, and a small bottle of water treatment solution (*Certeza*), whilst the community received either a water point or a classroom. The leader of the ODF community received a bicycle and the head of a sub-district with ODF communities received a mobile phone. The final prize went to the District with the highest number of ODF communities and latrines. In 2008, 34 communities in 6 districts were awarded ODF status in a major ceremony attended by the Minister of Public Works and Housing, Provincial Directors, District Administrators, community leaders and other communities that did not receive any award. It was not possible to present the prizes to all members of the winning communities in one ceremony, as there were over 5,000 families that received the hygiene kit. Smaller ceremonies were organized to distribute prizes to members of the respective ODF communities.

3.4 Summary of outputs

CLTS was triggered in 173 communities from November to December 2008 and 159 of these communities applied to be evaluated for ODF status. Over 49,000 latrines were constructed in all the communities where CLTS was triggered, with about 250,000 beneficiaries. ODF awards and prizes were given to 34 communities with an estimated 5,396 latrines and over 26,000 beneficiaries. However, it was not possible to establish how many of these latrines were built after the CLTS triggering in these communities. A total of 73,000 latrines, with over 365,000 beneficiaries, were built from the beginning of the "One Million Initiative" up to the end of December 2008. This included latrines that were constructed when PHAST and other methodologies were being used for hygiene and sanitation promotion.

Table 1 shows a summary of sanitation outputs up till December 30 2008 using CLTS, PHAST and other methods. Detailed sanitation outputs for the 3 provinces and 18 districts, showing the number of latrines, beneficiaries and demonstration centers, are presented in Annex 4.

Table 1: Summary of outputs (CLTS and PHAST)

| Output | Number |
|---|----------------|
| No. of communities triggered | 173 |
| No. of communities evaluated for ODF | 159 |
| No. of ODF communities | 34 |
| Estimated No. of latrines in ODF communities | 5,396 |
| Estimated No. of beneficiaries in ODF communities | 26,980 |
| Estimated No. of latrines in CLTS triggered communities | 49,822 |
| Estimated No. of beneficiaries in CLTS triggered communities | 249,110 |
| Estimated total No. of latrines (CLTS/PHAST - 30 Dec 2008) | 73,000 |
| Estimated total No. of beneficiaries | 365,000 |

3.5 Review of CATS costs

A summary review of the costs for CATS is presented in table 2, and covers training, CLTS triggering by the NGOs, awareness creation for the award, evaluation, the award ceremony and prizes. The training cost consists of the in-country training plus the training attended by government counterparts and a few UNICEF staff in Zambia. The total cost of CATS in 2008 was \$679,352, which includes implementation costs (\$167,415), and the awards and prizes (\$511,937).

Table 2: Overview of cost of CATS (USD\$)

| Activity | Cost per activity | Cost per (173) triggered comm. | Cost per (34) ODF comm. | Cost per household in ODF comm. | Cost per latrine in CLTS comm. |
|--|--------------------------|---------------------------------------|--------------------------------|--|---------------------------------------|
| Training cost (Zambia and in-country) | 109,917 | 635 | 3,233 | 20.37 | 2.21 |
| Triggering cost | 17,496 | 101 | 515 | 3.24 | 0.35 |
| Marketing | 8,832 | 51 | 260 | 1.64 | 0.18 |
| Evaluation | 31,170 | 180 | 917 | 5.78 | 0.63 |
| Subtotal costs (minus awards ceremony & prizes) | 167,415 | 968 | 4,924 | 31.03 | 3.36 |
| Award ceremony | 42,817 | | 1,259 | 7.93 | 0.86 |
| Prizes (District) | 12,000 | | 353 | 2.22 | 0.24 |
| Prizes (sub-district) | 2,400 | | 71 | 0.44 | 0.05 |
| Prizes (community leader) | 6,800 | | 200 | 1.26 | 0.14 |
| Prizes (community) | 340,000 | | 10,000 | 63.01 | 6.82 |
| Prizes (households) | 107,920 | | 3,174 | 20.00 | 2.17 |
| Subtotal costs (awards ceremony & prizes) | 511,937 | | 15,057 | 94.87 | 10.28 |
| Total costs (plus awards ceremony & all prizes) | 679,352 | 968 | 19,981 | 125.90 | 13.64 |

The triggering cost is taken as the fees for partner NGOs for the months of November and December 2008. Column 3 in table 2 outlines the cost of the activities per community where CLTS was triggered (173). The next column shows the total cost of the activities divided by the number of ODF communities. The cost per latrine in a CLTS community is the cost of the activities divided by the total number of latrines (49,822) and the cost per beneficiary is the activity cost divided by 249,110. Over 75% of costs are associated with the awards/prizes.

PART 2: Analysis and Recommendations

4 Introduction

This section discusses the implications of the findings and ends with some recommendations for scaling up CATS. It is divided into five subsections covering various key areas that have potential impact on scaling up CATS. The key issues discussed in this section include capacity development for CLTS; selecting communities for CLTS; definition of coverage and technology; delivery of improved latrines; and the implications for scaling up CATS in the “One Million Initiative” and nationally, including the CATS award system.

4.1 Capacity development for CLTS

The impact of triggering CLTS in any community is dependent on the effectiveness of the facilitation and on how active the community leader is, post-triggering. CLTS is a new approach in Mozambique and only 74 people attended the first training organized by UNICEF in August 2008. Findings from the review indicate that majority of the animators that triggered CLTS in the 173 communities did not attend the initial training but were trained by their supervisors. Considering that these supervisors were recently trained, they may not have acquired enough capacity to train their subordinates. Scaling up CLTS in the “One Million Initiative” will require decentralization of capacity and enough people with skills to facilitate the triggering process.

Recommendations:

1. Organize refresher workshops:

- The NGOs adopted a number of different approaches to decentralizing capacity-building for CLTS. All the NGOs trained their animators but only two extended the training to their community activists and opinion leaders. Refresher workshops will facilitate exchange of experiences and learning of lessons between NGOs. It is also important to ensure that the new NGOs entering the project attend such workshops.
- Organize refresher training for 2 animators from each of the contracted NGOs, also including 2 supervisors from the newly contracted NGOs.

2. Decentralize capacity-building for CLTS:

- In order to scale up CLTS in the project areas and nationally, it is important to establish a group of ‘master trainers’ at Provincial level, and preferably at District level. This group would be responsible for training CLTS facilitators and conducting periodic monitoring of the CLTS process at community level.
- Identify two resource persons from within the NGOs who have shown good potential to become trainers and use them to facilitate the training of animators and new NGOs.
- The groups of ‘master trainers’ can be identified from amongst the contracted NGOs based on their performance so far. Dr Kamal Khar, the consultant who facilitated the initial training, identified in his report individuals with potential to become trainers. It may be necessary to invite him to train these master trainers and supervise a few training sessions facilitated by the ‘master trainers’.
- Encourage the NGOs to extend CLTS training to the community level and to include their respective community activists and opinion leaders. This encourages opinion leaders to motivate community members to participate during and after CLTS triggering.

3. Triggering CLTS

- Considering that CLTS is new to the animators and that they did not attend the initial training, they should be supported by the trained supervisors in a few communities during triggering until they gain enough skills and confidence to carry on by themselves.
- It is important to note that not all animators will acquire the skills for CLTS; supervisors should identify those animators that have good potential and support them to develop their skills further.
- CLTS should only be triggered by animators and supervisors that have the required skills and attitude and not just because they are responsible for a particular community.
- Some natural leaders emerged from the 34 communities that were recognized as ODF in 2008. Natural leaders are not only community leaders, but ordinary community members who show passion and champion change in their communities. These natural leaders should be used as resources during CLTS triggering in neighboring communities. No additional costs may be required to use these grass root resource persons known as 'barefoot consultants', as people are often eager to talk about their achievements. Moreover, the impact of the CLTS triggering will be more effective if community leaders have the opportunity to exchange ideas with leaders from ODF communities.
- The time of the year in which CLTS is triggered in the communities can potentially have an impact on the result. Findings indicate that communities are more likely to build latrines after harvests when there is plenty of food. Many communities indicated that it was more difficult to build latrines during the months of November and December because it was the hungry period and also because the rains made the pits collapse.
- It is important that food considered special by the communities, such as meat stew and rice, are used during the triggering process.

4. The role of other government departments

- Government departments such as Health and Education can play major roles in triggering CLTS in rural communities. These two departments have the largest network of staff and extension workers at the lowest level that could be trained to trigger CLTS in the communities.
- Considering the impact of sanitation on health, the Health Department should be fully involved in all aspects of implementation. In the Education Department, teachers in particular are important assets for school sanitation and hygiene promotion. It is also essential that schools in target villages build latrines if they do not already have them.
- A comprehensive plan should be made to involve the Health and Education Departments in future capacity-building activities for CLTS. Scaling up CLTS nationally will require participation by government structures at the lowest level, and not just NGOs.

4.2 Community selection

Community selection is a very important factor, which affects the result of triggering CLTS. CLTS requires the involvement of the majority of community members. Small communities provide a more favorable environment for CLTS and produce quicker results. The findings indicate that over 90% of the 34 communities that achieved the ODF status had less than 300 households.

Recommendations

- Advise all participating NGOs to conduct a quick survey in all selected communities providing data on the number of households, number of houses, population, number and type of existing latrines. This will provide baseline information on existing coverage prior to triggering CLTS.
- In 2008, the various NGOs selected different types of community, either villages or hamlets. Villages are made up of smaller communities (communities or cells) and the findings indicate that working at the community level produced better results than working at the village level. It is advisable that communities be selected in the 2009 cycle as illustrated in figure 2 below.

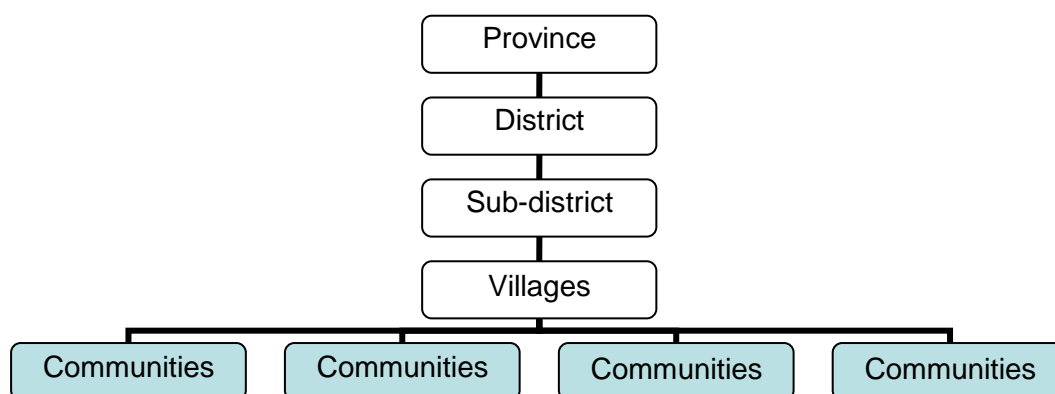


Figure 2: Guide to community selection

- Where possible, it is advisable to trigger CLTS in all the communities in a village especially those located close to each other. This encourages competition and exchange of experiences within the village and motivates the other communities in the village to take action about their sanitation situation.
- NGOs should be encouraged to select smaller communities in the range of 50 to 300 households. Achieving success is good for boosting the morale of field workers, and smaller communities provide an easier learning ground before they develop sufficient skills and experience to tackle larger and more complex communities.

4.3 Coverage definition

There are two key aspects to defining coverage, technology and access. Technology is related to the definitions of acceptable latrines in Mozambican standards and by the Joint Monitoring Program (JMP). Access is related to the number of latrines per family, depending on the number of households and any relevant cultural issues.

The technology manual for rural sanitation suggests a range of latrine options where the most basic option is the 'Improved Traditional Latrine' and the most sophisticated the Aqua Privy (see Annex 1). The Water Policy states that the use of local materials for latrine construction in the rural areas should be maximized to increase the coverage level. However, it also states that the minimum service level for sanitation in the rural areas is the 'improved latrine'. The lowest form of improved latrine described in the technology manual is the traditional pit latrine with a concrete sanplat or slab.

The JMP report (2008) describes improved latrines as facilities that ensure hygienic separation of human excreta from human contact and includes the pit latrine with slab. In CATS, a traditional latrine with no slab is the lowest acceptable service level, and the

majority of latrines in the ODF communities fall into this category. Although this may not necessarily be in line with national policy and the JMP definition, the existing traditional latrine might still be considered as coverage if it has tight fitting lid. The JMP also defines a 4-step sanitation ladder that begins with open defecation and goes up to improved sanitation facilities. It is not realistic to expect rural communities that have been practising open defecation to suddenly jump three steps to improved sanitation. Moreover, although the majority of the latrines built as a result of CLTS are traditional pits with no slab, they still ensure the separation of feces from human contact. They are cheap and easy to build by all community members, as they do not require cement or special construction skills. The majority of households are in the low-income group and may not be able to afford slabs. Transportation of cement slabs (whether the larger dome type, or a sanplat) is also a major issue for most rural communities.

Defining latrine coverage in terms of access is dependent on local norms. There are certain instances when more than one latrine is required per family. These include polygamous families with more than one 'sub-household' and joint families where adult children and their families still live in the same house as their parents. Latrines shared between two households that are unrelated should not in general be counted as coverage, especially if the total number of people using the latrine is more than 5.

Recommendations

1. Technology

- Traditional latrines should be counted as coverage only if they have a tight-fitting lid that does not allow access for flies. Traditional latrines are common because all construction materials are locally available. Considering that the majority of houses are built with local materials, it is ambitious to promote latrines that have components made with cement.
- UNICEF and its partners should work with the communities to develop low-cost tight-fitting lids for traditional latrines. Some innovations already exist in the communities, visited, which could be modified and improved.
- It is important to stress the need to have no flies in the latrines as they will still carry feces to food. This will encourage communities to ensure that their latrines have tight-fitting lids. Sprinkling ashes and soil into the pit after each use may also reduce fly breeding, and also promotes hand-washing.
- Plastic slabs could be a feasible option for existing traditional latrines, as they come with tight-fitting lids. However, there needs to be clarification and possibly an open discussion regarding their acceptability in non-emergency situations. They are easy to transport, can be cheap and community members like them.
- The general perception amongst communities is that an improved latrine is a pit latrine with a 1.2m diameter concrete slab and a superstructure with a roof. It may be worthwhile to develop and disseminate a catalogue of low-cost improved latrine options that can be used during 'post-triggering' visits.

2. Access

- In general, 1 latrine per household of not more than 5 persons should be the acceptable norm. However, polygamous families should be encouraged to build separate latrines for each of the wives with her children. For example, 1 man with 3 wives will need to build 3 latrines to facilitate access by every member of the family.
- Every member of a family should have free access to the latrine; however this may not be possible for cultural reasons. In areas where it is not acceptable for daughters-in-law to share a latrine with their father in-law, coverage should only be considered

when there are latrines that allow access to every family member. This may mean that a family with less than 5 persons may still need to have more than one latrine.

4.4 Provision of improved latrines

Accepting traditional latrines with tight-fitting lids in the context of CATS does not mean that communities should not be encouraged to move up the ladder to an improved latrine with a slab. The difficulty faced by the community is the affordability and transportation of the 1.2m diameter dome slab that is widely considered as the key component of an improved latrine. Currently, these slabs are produced and sold at demonstration centers supported by UNICEF. Community members are required to transport these large slabs from these centers to their homes, which is often an almost impossible task. The sustainability of the existing demonstration centers is questionable considering that they are supported by UNICEF and are not currently self-sufficient. So far 32 demonstration centers have been established and a total of 571 slabs produced since 2007. Only 30% of the slabs were sold as at December 30 2008 (see Annex 4), representing only about 0.2% of the total number of latrines built.

Another alternative that has been explored is for the NGOs to transport masons from the demonstration centers to communities where there is a demand for slabs. Again, this is not sustainable, as the masons will depend on transport from the NGOs to respond to demand in the communities. The availability of transport may not correspond with the timing of the demand, which is often after harvest when communities sell their farm produce.

Recommendations

- The provision of improved latrines should be by the private/informal sector if it is to be sustainable. UNICEF could facilitate this by supporting the training of artisans (at least 2 from each village) to ensure that communities have easy access to skilled providers.
- The artisans should be trained on generic latrine construction skills, allowing them to modify latrines to suit user preferences. They should also be provided with the basic tools for latrine construction after their training.
- The trained artisans should be allowed to work with no interference, as private providers, but could be supported with the necessary tools and demand generation.
- Supervisors, animators and activists should participate in the training, as it provides them with the knowledge to explain the options to community members. A simple latrine catalogue will be useful both for disseminating information on latrine options and for helping community members to make choices.
- It is important that the functions of the demonstration centers, and the eventual establishment of others, be carefully reviewed. Some of the questions to consider:
 - ❖ How long will UNICEF continue to pay for allowances and construction materials for the centers?
 - ❖ How much longer will it take before the centers can become independent, and is there enough demand for latrines to keep the artisans interested?
 - ❖ Will it be more feasible and sustainable to use the existing masons as trainers for grass root artisans and, where possible, hold trainings at the centers?
- The program should also consider including aspects of sanitation marketing along with CLTS, particularly in relation to the provision of improved latrine options.

4.5 Scaling up CATS in the “One Million Initiative”

4.5.1 Prizes

‘CATS’ as explained earlier is a combination of CLTS with a system of awards and prizes for communities, sub-districts, and Districts. Currently communities that have achieved ODF are recognized in a ceremony and are awarded certificates and ODF signboards. Prizes are also attached to the awards and benefit every member of an ODF community, as well as the sub-district and District where the communities are located (see figure 3). Some doubts have been raised as to whether the communities are actually ODF or have built latrines because of the award and the associated prizes. The findings indicate that the majority of the communities made collective decisions to improve their sanitation situation as a result of the demonstration of fecal contamination of food during the triggering of CLTS and persuasion by their leaders post-triggering. This is supported by the fact that latrines were still being used and maintained (collapsed latrines were rebuilt) when the communities were visited four months after the awards. The key factors that make for success in CLTS are good facilitators and proactive community leaders.



Figure 3: Prizes attached to the ODF award

A key question is whether the award system is sustainable both within and outside the “One Million Initiative”. The answer to this is **yes** but with some changes in the level of prizes. It is important to differentiate the ODF award from prizes. Anyone may receive an award in recognition of an achievement, but may not necessarily receive a prize.

Awarding ODF status to communities in an open forum gives them a sense of achievement and encourages sustainability of their ODF status. Communities that have received awards are keen to maintain their status amongst their neighboring communities and ensure that latrines are sustained and used by all. The prizes attached to the awards include a hygiene kit for every member of an ODF community and a water point or classroom for the community, a bicycle for the community leader, a mobile phone for the Head of the sub-district, and a computer or photocopying machine for the District with the highest number ODF communities in the province (see figure 3). Awards encourage participation of the lower levels of government and give sanitation a higher profile on their agenda.

The program is contemplating introducing 3 levels to the award system for the year 2009, ODF, ODF+ and ODF++. Each of these levels would have various prizes attached to it (see Annex 5). The implication of this is that people above community level may actually end up getting more prizes than the communities themselves that have worked to achieve ODF status. For example, the head of a sub-district may get more than one mobile phone, and the same goes for the District. The current levels of prizes for ODF status have financial implications for scaling up, which would be increased if more levels of prizes were introduced for the new levels of ODF.

The issue of prizes should be considered carefully to ensure that it is sustainable within the “One Million Initiative” and also replicable outside of the project. However, modifying the current levels of prizes attached to the ODF award will require creativity to ensure that expectations and enthusiasms at the various levels are not dampened.

Recommendations:

1. Award levels:

- Recognizing ODF communities in a public award ceremony can play a part in ensuring sustainability of latrine use; however the issue of coverage in terms of technology options should be considered. Developing a cheap and effective cover for traditional latrines will facilitate the re-definition of coverage in the evaluation process.
- The award should be limited to 2 levels to reduce the complexity of the evaluation process. An ODF+ award will provide encouragement for individuals to move up the sanitation ladder, and for villages to reach ODF status.
- The criteria for ODF+ could be raised to include 100% coverage with improved latrines in a community, or 100% coverage with traditional latrines in a village.

2. Prizes:

Suggestions for modifying the prizes are outlined below:

Option 1

- **Household prizes** (hygiene kits) support the improvement of hygiene practices and only cost \$20 per household. They may possibly be sustainable and replicable, especially if they are sourced from the commercial sector under social corporate responsibility programs.
- **The community prize** of a water point or classroom should be seriously questioned because of its cost implications. It may be advisable to scrap the option of a classroom, as it is not directly related to the program. The prize of a water point could be sustainable within the “One Million Initiative” if ODF communities are selected for the water supply component of the program. This is consistent with the sanitation strategy in the National Water Policy, which states that communities have that been provided with a safe water point should also have adequate sanitation at the household level. If water points for ODF communities are additional to the communities selected for the water supply component, the cost implications become enormous and unsustainable, even within the “One Million Initiative”.
 - ❖ Selecting ODF communities to benefit from the water supply component of the program will have implications on community selection for CLTS triggering. It will mean that more than one community within a village will have to become ODF in order to get the prize that is in line with 500 people per water point. For example, a community of 50 households achieving ODF status would not automatically get a water point. A neighboring community of similar size would need to become ODF for them jointly to get the prize of a water point.

- **Community leader prize:** Although community leaders play an important role in motivating their communities, it may be enough to recognize them in a public ceremony and give them a hygiene kit like every other member of the community. The prize of a bicycle would only be for community leaders with total coverage of improved latrines (including tight-fitting lids).
- **Sub-district prizes:** The criteria for the heads of sub-districts should also be raised to when an entire village is declared ODF. This will limit the possibility of one sub-district head receiving many prizes for little or no work.
- **District prizes:** The criteria for District prizes should also be raised to only those that have the highest number of villages (not communities) that have been declared ODF based on coverage with traditional latrines. A second option would reward Districts with the highest number of ODF+ villages (coverage with improved latrines).

Option 2

- Option 2 could be to scrap all the prizes except for the household hygiene kits and issue certificates to the community leaders, sub-district heads, and District Administrators that meet the criteria in option 1. This would require drafting in a high-profile celebrity to issue the certificates at an award ceremony.

Option 3

- This option would have only the award ceremony with the issuing of certificates as described above, but no prizes, even at the community level. This would be a sustainable approach that can be scaled up nationally.

4.5.2 Evaluation process

The evaluation method used in 2008 involved the formation of multi-sectoral teams, and it took 2 weeks to evaluate 159 communities.

Recommendations:

- The 2009 evaluation could be conducted in a similar manner but including community leaders in assessing their counterparts. This will begin to introduce them to the idea of becoming fully involved in the evaluation process at the community level.
- NGOs can also be involved in evaluating communities where other NGOs triggered CLTS. It will not only ensure a fair and transparent process but will also provide opportunities for cross-learning.
- The 2009 evaluation should also provide the opportunity to develop a new process and simpler forms that will allow for the participation of community and opinion leaders.

4.5.3 Cost implications for scaling up CATS

This section provides an overview of cost implications for CATS within the “One Million Initiative” if the existing award and prize systems are maintained. It also examines the cost implications for the other prize scenarios.

Table 2 shows an analysis of the costs of CATS in 2008. The estimated cost of setting up CATS in 2008 was \$167,415 while the awards and prizes are estimated at \$511,937, giving a combined total of \$679,352. The table shows that it costs less than \$3 per beneficiary, or \$14 per latrine, to provide access to a latrine in the 173 communities where CLTS was triggered. The cost of sanitation in the 34 ODF communities is about \$13,629 per community, including the cost of a water point.

The main objective of the sanitation component of the “One Million Initiative” is to facilitate access to sanitation for 1 million people. Six different scenarios and the cost implications are summarized in table 3. These scenarios show the cost for scaling up CATS to reach 1 million people with sanitation by 2012. These estimates also include the cost of providing access to safe water supply in these communities. Details of the cost estimates are shown in Annexes 6-10.

Table 3: Scenarios and Cost Implications for Scaling up CATS (US\$)

| Scenario | Cost per ODF community | Cost for 34 comm. (2008) | Cost for 270 comm. (2009) | Cost for 360 comm. (2010) | Cost for 630 comm. (2011) | Cost for 1,294 comm. (2012) |
|--|-------------------------------|---------------------------------|----------------------------------|----------------------------------|----------------------------------|------------------------------------|
| Scenario 1: excluding overseas training cost and marketing | 19,523 | 663,778 | 5,201,043 | 6,934,724 | 10,387,646 | 21,335,896 |
| Scenario 2: household & community leader prizes only | 9,099 | 309,378 | 2,386,690 | 3,182,253 | 3,820,823 | 7,847,849 |
| Scenario 3: household & community prizes only | 18,899 | 642,578 | 5,032,690 | 6,710,253 | 9,994,823 | 20,529,049 |
| Scenario 4: excluding district and sub-district prizes | 19,099 | 649,378 | 5,086,690 | 6,782,253 | 10,120,823 | 20,787,849 |
| Scenario 5: household prizes only | 8,899 | 302,578 | 2,332,690 | 3,110,253 | 3,694,823 | 7,589,049 |
| Scenario 6: award ceremony only with no prizes | 5,725 | 194,658 | 1,475,678 | 1,967,571 | 1,695,129 | 3,481,740 |

4.6 Conclusions

CATS is a participatory approach for facilitating a community self-analysis of its sanitation situation, and triggers a collective decision to make improvements. CATS, which combines CLTS with an award system, has proven to be more effective than PHAST and should therefore continue to be used for sanitation promotion in the “One Million Initiative”. However, NGOs will require further training and support to ensure that CLTS is triggered effectively in the selected communities. Developing provincial and district level ‘master trainers’ will reduce dependence on external support and facilitate the scaling up of CLTS nationally.

The type of communities selected and the timing of CLTS triggering has an impact on the result. Smaller communities are more favorable than large villages where it is more challenging to trigger CLTS. The timing for triggering CLTS should not coincide with the planting season, but should preferably be just after the harvest when the communities have food and money to purchase improved latrines if desired.

A debate over whether it is the awards and prizes or the CLTS triggering that is the primary reason for communities becoming ODF will continue; however, it came out clearly during the review and the community visits that CLTS did trigger behavior changes amongst community members. Positive indicators include the continuous use of latrines four months after the awards, and the rebuilding of collapsed latrines. It is important to note that the community leaders are key players in achieving results post-triggering.

The award system in CATS needs to be aligned with the other components of the “One Million Initiative”. The community prize of a classroom should be scrapped, as the construction of this type of infrastructure is not directly related to the program.

The issue of the lowest acceptable level of latrine technology should be discussed further. Traditional latrines with a permanent superstructure and tight-fitting lid satisfy the objective of an improved latrine and therefore should be counted as such. The need to develop tight-fitting lids for the traditional latrines is therefore important.

CATS, with modifications to the award system, is an effective approach for sanitation promotion within the “One Million Initiative” and can also be scaled up nationally.

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Annex 1: Recommended Technology options for Rural Sanitation

| Technology | Option (Model No.) | Pit dimensions | Platform | Slab |
|---|---------------------------|---|--------------------------|--|
| Improved traditional latrine | SW-1a | Unlined Round pit (0.8m diam. 2-4m depth) | Timber | Sanplat (60 x 60) with a lid. |
| | SW-1a | Unlined Rectangular pit (0.6x1.5m, 2-4m depth) | Timber | Sanplat (60 x 60) with a lid. |
| Improved pit latrine | SW -2a | Unlined Round pit (1m diam. 2-4m depth) | Dome slab | Dome slab (1.2m dia.) & lid. |
| Improved pit latrine with dome slab and vent pipe | SW-2b | Unlined Round pit (1m diam. 2-4m depth) | Dome slab | Dome slab (1.2m dia.); lid & vent pipe. |
| Improved pit latrine with squat pan | SW-2c | Unlined Round leach pit (1m diam. 2-4m depth) | Dome slab | Dome slab (1.2m dia.) with water seal pan; lid & vent pipe. |
| Ventilated alternate pit latrine | SW -3a | 2 lined rectangular pits (1x1m, 3-4m depth) | Reinforced concrete slab | Reinf. concrete slab (1200mm x 600mm - 2); (1200mm x 250mm - 2); 2 vent pipes. |
| Alternating direct pit pour-flush latrine | SW-4a | 2 square pits (can be unlined) | Cement plaster | Square reinforced slab (750x900) with water seal pan |
| Double off-set pit pour-flush latrine | SW-4b | 2 off-set square pits (can be unlined) | Cement plaster | Square reinforced slab (750x900) with water seal pan |
| Ecological latrine | SW-5 | 2m ³ above-ground storage in 2 compartments for a HH of 5. | Reinforced concrete | Reinforced concrete with squat holes on each compartment. |
| Aqua privy | SW-6 | Not less than 1m ³ tank. | Reinforced concrete | Reinforced concrete with drop hole and exit for gas. |

Annex 2: ODF Community Evaluation Form

FICHA A: Avalia da Aldeia Reporting Summary of Districts

None da Aldeia:
Posto Administrativo:
Distrito:

População Total:
No. Total de famílias:
Total da amostra (10% famílias): ...

| | Família | | | | | | | | | | | | | | | A | B | C | |
|--|---------|---|---|---|---|---|---|---|---|----|----|----|----|----|----|-----------------|----------------------------------|--------------------------------------|-------------------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | Total cruzes | Valor esperado para ganhar | Ovalor de A e o valor esperado | |
| Observação das famílias | | | | | | | | | | | | | | | | No. | | Sim/Nao | |
| Existe uma latrina tradicional? | x | | | x | | | | x | | | | | | | | | | Ese dado nao importa | Nao ponha nada |
| Existe uma latrina melhorada? | | | | | | | | | | | | | | | | | | Ese dado nao importa | Nao ponha nada |
| Total 1+2 (nao precisa de colocar cruces nesta coluna, registre apenas os numeros totais no fim da coluna) | - | - | - | - | - | - | - | - | - | | | | | | | - | - | -100% da amostra | - |
| A latrina ésta em uso? | | | | | | | | | | | | | | | | | | Pelo menos 50% da amostra | |
| Entrvista com Adultos | | | | | | | | | | | | | | | | | | | |
| Você usa latrina? | | | | | | | | | | | | | | | | | | Pelo menos 50% da amostra | |
| Você fez coco no mato nos ultimas 3 dias? | | | | | | | | | | | | | | | | | | 0 | |
| Você viu alguém a fazer coco no mato nos últimas 3 dias? | | | | | | | | | | | | | | | | | | 0 | |
| Observação das aldeias | | | | | | | | | | | | | | | | | | | |
| Em quantos sitios existem sinais de fezes ao ceu aberto? | | | | | | | | | | | | | | | | | | 0 | |

Nome do lider:
Assinatura e carimbo do lider comunidades:.....
Membros da equipa da avaliação:.....
Data da evaluation:

A aldeia declarada livre do feacalismo a ceu aberto?
Sim: Nao:

Annex 3: District ODF Evaluation Summary

Ficha B: Summario da Provincia

1^o Premio: Distrito com mais populacao LFCA (livre fo fecalismo a ceu aberto)

| | Distrito 1 | Distrito 2 | Distrito 3 | Distrito 4 | Distrito 5 | Distrito 6 |
|-------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| | Nomes das aldeias declaradas LFCA | Nomes das aldeias declaradas LFCA | Nomes das aldeias declaradas LFCA | Nomes das aldeias declaradas LFCA | Nomes das aldeias declaradas LFCA | Nomes das aldeias declaradas LFCA |
| 1 | | | | | | |
| 2 | | | | | | |
| 3 | | | | | | |
| 4 | | | | | | |
| 5 | | | | | | |
| 6 | | | | | | |
| 7 | | | | | | |
| 8 | | | | | | |
| 9 | | | | | | |
| 10 | | | | | | |
| 11 | | | | | | |
| 12 | | | | | | |
| 13 | | | | | | |
| 14 | | | | | | |
| Total | Total de aldeias LFCA | Total de aldeias LFCA | Total de aldeias LFCA | Total de aldeias LFCA | Total de aldeias LFCA | Total de aldeias LFCA |

Ganha o distrito com o numero aldeias LFCA mais alto

2^{ndo} Premio: Distrito com mais latrinas construida en 2008

| Distrito 1 | Distrito 2 | Distrito 3 | Distrito 4 | Distrito 5 | Distrito 6 |
|---|---|---|---|---|---|
| No. novas latrinas (trad.+melh.) | No. novas latrinas (trad.+melh.) | No. novas latrinas (trad.+melh.) | No. novas latrinas (trad.+melh.) | No. novas latrinas (trad.+melh.) | No. novas latrinas (trad.+melh.) |
| | | | | | |
| Nome, assinatura e carimbo do administrador | Nome, assinatura e carimbo do administrador | Nome, assinatura e carimbo do administrador | Nome, assinatura e carimbo do administrador | Nome, assinatura e carimbo do administrador | Nome, assinatura e carimbo do administrador |

Ganha o distrito com o numero novas latrinas mais alto

Nome da provincia:

Membros das equipa da evaluacao:

Data da evaluacao final:

Assinatuta e carimbo do Director provincial do DPPOH:

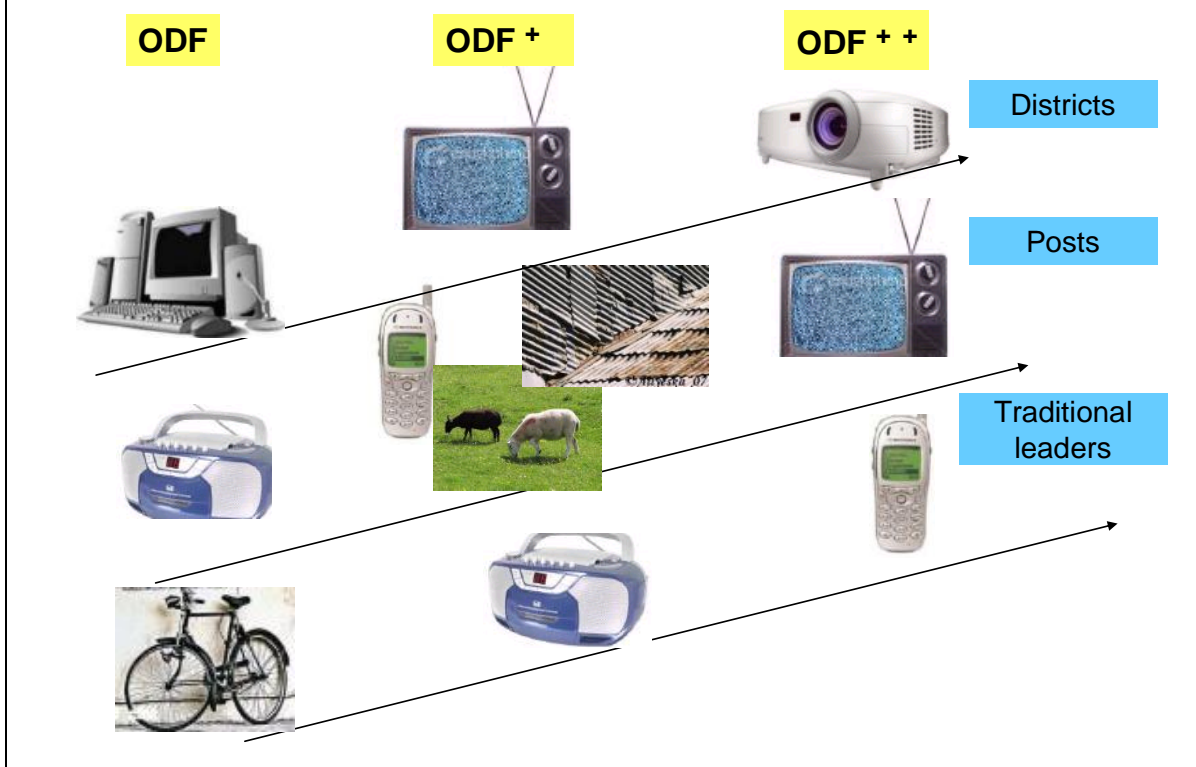
Annex 4: Outputs of the sanitation component of the “One Million Initiative”

| Province | District | Demonstration centers | | | | | No. of latrines built (30.12.08) | | | CLTS (No. of comm.. triggered) | |
|------------------------|-------------|-----------------------|------------|------------|------------|-----------|----------------------------------|---------------|----------------|--------------------------------------|-----------|
| | | Established | Produced | Sold | Non-Funct. | Funct. | Improved | Tradic. | Beneficiaries | Triggered | ODF award |
| Tete | Angonia | 1 | 46 | 40 | 0 | 1 | 40 | 11,739 | 58,735 | 6 | 5 |
| | Changara | 0 | 57 | 15 | 0 | 0 | 2,382 | 5,496 | 29,862 | 7 | 1 |
| | Tsangano | 1 | 18 | 0 | 0 | 1 | 0 | 2,898 | 14,490 | 8 | 2 |
| | Chifunde | 1 | 18 | 0 | 0 | 1 | 103 | 1,915 | 9,678 | 5 | 0 |
| | Maravia | 1 | 11 | 1 | 0 | 1 | 0 | 119 | 595 | 29 | 3 |
| | Zumbo | | | | | | | | 0 | | |
| Total Tete | | 4 | 150 | 56 | 0 | 4 | 2,525 | 22,167 | 113,360 | 55 | 11 |
| Manica | Gondola | 2 | 21 | 5 | 1 | 1 | | 10,560 | 52,800 | 25 | 9 |
| | Sussundenga | 3 | 76 | 27 | 2 | 1 | | 16,460 | 82,300 | 11 | |
| | Guro | 3 | 72 | 27 | 1 | 2 | 27 | 2,947 | 14,762 | 10 | |
| | Manica | 2 | 14 | | | 2 | | 4,621 | 23,105 | 19 | 3 |
| | Machaze | 3 | 22 | | | | | 2,950 | 14,750 | 6 | |
| | Mossurize | 3 | 16 | | | | | 2,389 | 11,945 | 9 | 5 |
| Toatal Manica | | 16 | 221 | 59 | 4 | 6 | 27 | 39,927 | 199,662 | 80 | 17 |
| Sofala | Dondo | 4 | 80 | 10 | 0 | 4 | 58 | 1,478 | 7,448 | 10 | 0 |
| | Muanza | 1 | 18 | 0 | 0 | 1 | 6 | 120 | 606 | 0 | 0 |
| | Nhamatanda | 2 | 74 | 44 | 0 | 2 | 350 | 3,222 | 16,460 | 7 | 1 |
| | Gorongosa | 0 | 0 | 0 | 0 | 0 | 50 | 1,900 | 9,550 | 7 | 2 |
| | Maringue | 1 | 2 | 0 | 0 | 1 | 50 | 1,250 | 6,300 | 9 | 1 |
| | Chemba | 0 | 0 | 0 | 0 | 0 | 254 | 900 | 4,754 | 0 | 0 |
| | Buzi | 4 | 26 | 0 | 0 | 4 | 250 | 2,044 | 10,470 | 5 | 2 |
| Total Sofala | | 12 | 200 | 54 | 0 | 12 | 1,018 | 10,914 | 55,588 | 38 | 6 |
| TOTAL UM MILHAO | | 32 | 571 | 169 | 4 | 22 | 3,570 | 73,008 | 368,610 | 173 | 34 |

Annex 5: Proposed ODF Award and Prize Levels

Error! Objects cannot be created from editing field codes.

Progressive prizes to move to ODF+ /ODF++



Annex 6: Award system with Household and Community Leader Prizes only

Implications - scaling up (scenario 2 - household & community leader prizes only)

| Activity | Cost in dollars (\$) | | | | | |
|--|-------------------------------|---------------------------------|----------------------------------|----------------------------------|----------------------------------|------------------------------------|
| | <i>Cost per ODF community</i> | <i>Cost for 34 comm. (2008)</i> | <i>Cost for 270 comm. (2009)</i> | <i>Cost for 360 comm. (2010)</i> | <i>Cost for 630 comm. (2011)</i> | <i>Cost for 1,294 comm. (2012)</i> |
| Training cost (in-country) | 2,775 | 94,343 | 749,194 | 998,926 | 0 | 0 |
| Triggering cost | 515 | 17,496 | 138,939 | 185,252 | 324,191 | 665,877 |
| Marketing | 260 | 8,832 | 0 | 0 | 0 | 0 |
| Evaluation | 917 | 31,170 | 247,526 | 330,035 | 577,562 | 1,186,294 |
| <i>Sub total costs (minus awards ceremony & prizes)</i> | 4,466 | 151,841 | 1,135,660 | 1,514,213 | 901,752 | 1,852,171 |
| Award ceremony | 1,259 | 42,817 | 340,018 | 453,358 | 793,376 | 1,629,570 |
| Prizes (community leader - 34) | 200 | 6,800 | 54,000 | 72,000 | 126,000 | 258,800 |
| Prizes (households) | 3,174 | 107,920 | 857,012 | 1,142,682 | 1,999,694 | 4,107,308 |
| <i>Sub total award & prizes</i> | 4,633 | 157,537 | 1,251,030 | 1,668,040 | 2,919,070 | 5,995,678 |
| Total costs (plus award ceremony & all prizes) | 9,099 | 309,378 | 2,386,690 | 3,182,253 | 3,820,823 | 7,847,849 |

Annex 7: Award system with Household and Community Prize Only

Implications - scaling up (scenario 3 - household & community prizes only)

| Activity | Cost in dollars (\$) | | | | | |
|--|-------------------------------|---------------------------------|----------------------------------|----------------------------------|----------------------------------|------------------------------------|
| | <i>Cost per ODF community</i> | <i>Cost for 34 comm. (2008)</i> | <i>Cost for 270 comm. (2009)</i> | <i>Cost for 360 comm. (2010)</i> | <i>Cost for 630 comm. (2011)</i> | <i>Cost for 1,294 comm. (2012)</i> |
| Training cost (in-country) | 2,775 | 94,343 | 749,194 | 998,926 | 0 | 0 |
| Triggering cost | 515 | 17,496 | 138,939 | 185,252 | 324,191 | 665,877 |
| Marketing | 260 | 8,832 | 0 | 0 | 0 | 0 |
| Evaluation | 917 | 31,170 | 247,526 | 330,035 | 577,562 | 1,186,294 |
| <i>Sub total costs (minus awards ceremony & prizes)</i> | 4,466 | 151,841 | 1,135,660 | 1,514,213 | 901,752 | 1,852,171 |
| Award ceremony | 1,259 | 42,817 | 340,018 | 453,358 | 793,376 | 1,629,570 |
| Prizes (community - 34) | 10,000 | 340,000 | 2,700,000 | 3,600,000 | 6,300,000 | 12,940,000 |
| Prizes (households - 5396) | 3,174 | 107,920 | 857,012 | 1,142,682 | 1,999,694 | 4,107,308 |
| <i>Sub total award & prizes</i> | 14,433 | 490,737 | 3,897,030 | 5,196,040 | 9,093,070 | 18,676,878 |
| Total costs (plus award ceremony & all prizes) | 18,899 | 642,578 | 5,032,690 | 6,710,253 | 9,994,823 | 20,529,049 |

Annex 8: Award system excluding District and Sub-district Prizes

Implications - scaling up (scenario 4 excluding district and sub-district prizes)

| Activity | Cost in dollars (\$) | | | | | |
|--|-------------------------------|---------------------------------|----------------------------------|----------------------------------|----------------------------------|------------------------------------|
| | <i>Cost per ODF community</i> | <i>Cost for 34 comm. (2008)</i> | <i>Cost for 270 comm. (2009)</i> | <i>Cost for 360 comm. (2010)</i> | <i>Cost for 630 comm. (2011)</i> | <i>Cost for 1,294 comm. (2012)</i> |
| Training cost (in-country) | 2,775 | 94,343 | 749,194 | 998,926 | 0 | 0 |
| Triggering cost | 515 | 17,496 | 138,939 | 185,252 | 324,191 | 665,877 |
| Marketing | 260 | 8,832 | 0 | 0 | 0 | 0 |
| Evaluation | 917 | 31,170 | 247,526 | 330,035 | 577,562 | 1,186,294 |
| <i>Sub total costs (minus awards ceremony & prizes)</i> | 4,466 | 151,841 | 1,135,660 | 1,514,213 | 901,752 | 1,852,171 |
| Award ceremony | 1,259 | 42,817 | 340,018 | 453,358 | 793,376 | 1,629,570 |
| Prizes (community leader - 34) | 200 | 6,800 | 54,000 | 72,000 | 126,000 | 258,800 |
| Prizes (community - 34) | 10,000 | 340,000 | 2,700,000 | 3,600,000 | 6,300,000 | 12,940,000 |
| Prizes (households - 5396) | 3,174 | 107,920 | 857,012 | 1,142,682 | 1,999,694 | 4,107,308 |
| <i>Sub total award & prizes</i> | 14,633 | 497,537 | 3,951,030 | 5,268,040 | 9,219,070 | 18,935,678 |
| Total costs (plus award ceremony & all prizes) | 19,099 | 649,378 | 5,086,690 | 6,782,253 | 10,120,823 | 20,787,849 |

Annex 9: Award system with Household Prizes Only

Implications - scaling up (Scenario 5 - Household prizes only)

| Activity | Cost in dollars (\$) | | | | | |
|--|-------------------------------|---------------------------------|----------------------------------|----------------------------------|----------------------------------|------------------------------------|
| | <i>Cost per ODF community</i> | <i>Cost for 34 comm. (2008)</i> | <i>Cost for 270 comm. (2009)</i> | <i>Cost for 360 comm. (2010)</i> | <i>Cost for 630 comm. (2011)</i> | <i>Cost for 1,294 comm. (2012)</i> |
| Training cost (in-country) | 2,775 | 94,343 | 749,194 | 998,926 | 0 | 0 |
| Triggering cost | 515 | 17,496 | 138,939 | 185,252 | 324,191 | 665,877 |
| Marketing | 260 | 8,832 | 0 | 0 | 0 | 0 |
| Evaluation | 917 | 31,170 | 247,526 | 330,035 | 577,562 | 1,186,294 |
| <i>Sub total costs (minus awards ceremony & prizes)</i> | 4,466 | 151,841 | 1,135,660 | 1,514,213 | 901,752 | 1,852,171 |
| Award ceremony | 1,259 | 42,817 | 340,018 | 453,358 | 793,376 | 1,629,570 |
| Prizes (households - 5396) | 3,174 | 107,920 | 857,012 | 1,142,682 | 1,999,694 | 4,107,308 |
| <i>Sub total award & prizes</i> | 4,433 | 150,737 | 1,197,030 | 1,596,040 | 2,793,070 | 5,736,878 |
| Total costs (plus award ceremony & all prizes) | 8,899 | 302,578 | 2,332,690 | 3,110,253 | 3,694,823 | 7,589,049 |

Annex 10: Award ceremony with no Prizes

Implications - scaling up (scenario 6 - award ceremony only with no prizes)

| Activity | Cost in dollars (\$) | | | | | |
|--|-------------------------------|---------------------------------|----------------------------------|----------------------------------|----------------------------------|------------------------------------|
| | <i>Cost per ODF community</i> | <i>Cost for 34 comm. (2008)</i> | <i>Cost for 270 comm. (2009)</i> | <i>Cost for 360 comm. (2010)</i> | <i>Cost for 630 comm. (2011)</i> | <i>Cost for 1,294 comm. (2012)</i> |
| Training cost (in-country) | 2,775 | 94,343 | 749,194 | 998,926 | 0 | 0 |
| Triggering cost | 515 | 17,496 | 138,939 | 185,252 | 324,191 | 665,877 |
| Marketing | 260 | 8,832 | 0 | 0 | 0 | 0 |
| Evaluation | 917 | 31,170 | 247,526 | 330,035 | 577,562 | 1,186,294 |
| <i>Sub total costs (minus awards ceremony & prizes)</i> | 4,466 | 151,841 | 1,135,660 | 1,514,213 | 901,752 | 1,852,171 |
| Award ceremony | 1,259 | 42,817 | 340,018 | 453,358 | 793,376 | 1,629,570 |
| Total costs (plus award ceremony & all prizes) | 5,725 | 194,658 | 1,475,678 | 1,967,571 | 1,695,129 | 3,481,740 |