Taking Community Led Total Sanitation to Scale with Quality

CLTS Training, Triggering and Follow-up at Scale

Introduction

Many countries in Asia and Africa are now implementing CLTS and trying to take it to scale. Many issues have arisen about how to do this with both speed and quality, concerning:

- achieving and maintaining quality in training
- how triggering can be done at scale
- how to optimize follow up after triggering, and
- how Natural Leaders can be recognized and supported to play their part in spreading CLTS and achieving ODF conditions on a wider scale beyond their own communities.

The headings in this note are:

Challenges, constraints and opportunities
- Policy and priorities
- Bad practice
- Finding good trainers and facilitators and releasing them full-time
- Triggering with adequate and immediate follow up

Experiences and ideas
- Indonesia: action research on pre-conditions for achieving and sustaining ODF communities
- Ethiopia: scaling up through teachers and schools
- Ensuring that the right staff attend trainings
- Mali: hands-on selection for regional training teams
- Kenya: achieving scale through health extension staff
- Annual work plans and personal targets
- Mobilising and sensitizing different kinds of leaders
- Zambia and Malawi: working with traditional authorities
- Ethiopia: shit eradication committees and business associations
- Recognizing the versatile potential of children
- Going to scale through Natural Leaders

Challenges, constraints and opportunities

Constraints are negative. But all of them present opportunities. All of them can release potential when removed. Some of the main constraints, each with its positive side, that have hindered effective scaling up of CLTS with quality have been:

1. Policy and Priorities

- Sanitation has been a low priority for line ministries. Many of those concerned have allocated more resources, and paid more attention to, scaling up water supply systems than to sanitation.
- Household hardware subsidy policies and mindsets have been entrenched. This has undermined the scaling up of CLTS. Despite all the evidence, there are still some governments and INGOs which persist with household hardware subsidies, impeding or preventing the non-subsidy interventions of CLTS.

2. Avoiding bad practice

Much bad practice takes three forms and should not be difficult to avoid.

- Consultants have claimed to be competent when they have no track record of triggered communities becoming ODF. This has set whole countries off in the wrong direction, needing refresher training.
- Classroom training has been conducted with role plays but no hands-on triggering in real time in communities. This simply does not work. Those being trained do not gain the confidence and hands-on experience that are essential.
- One-off cascade training (training trainers of trainers) without mentoring and follow up support hands-on in communities, leaving those trained to try to introduce CLTS on their own.

### 3. Finding good Trainers and facilitators and releasing them to be engaged full-time

Good trainers and facilitators are usually, perhaps always, the biggest constraint to taking CLTS to scale with quality. In most if not all countries they are a very scarce and absolutely vital national resource. This and its implications have rarely been adequately recognized and acted on. Some challenges are:

- Finding and engaging good CLTS facilitators who can be counted upon for quality CLTS training or implementation activities. Those who are most able are often those for whom other commitments are heaviest. Some government or NGO staff, having been trained as CLTS facilitators, go back to their duty stations and are assigned other responsibilities that are not CLTS related, or are overburdened with other work
- A lack of staff, freelancers and agencies capable of good really effective training of trainers. (India, for example, has only three or four organizations are known to be competent to conduct hands-on CLTS training. This has seriously slowed down the spread of CLTS).

4. Triggering with immediate and adequate follow-up.

This is a mega issue repeatedly requiring attention.

- A common mistake is to focus on triggering without adequate follow up. This shows up quickly in monitoring. The ratio of triggered communities to communities certified as ODF worldwide is low – often in the range of only 25-40 per cent. In part this reflects lag time in going to scale. In part it reflects low quality triggering. But perhaps most significant is failure to follow up appropriately post-triggering. Cases are also not that rare when there has been no follow-up at all.
- The experience of SNV in Kenya (chart below) shows that after a successful triggering ODF achievement requires a regular follow up and interaction with communities. The Chart shows the typical situation one of the districts in Kenya (Source: Chiranjibi Tiwari (ctiwari@snvworld.org))
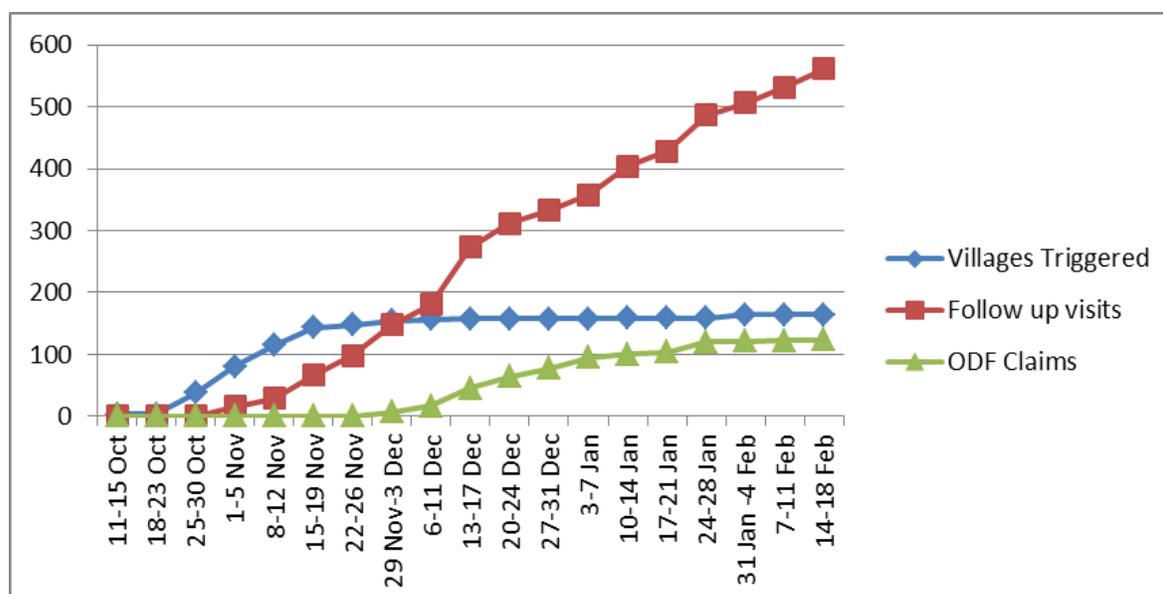
Chart 1: Triggering, follow up visits and ODF Claims in Siaya district

This points to just how significant follow-up visits may be in closing the gap between triggering and claims to be ODF. Whenever the gap is wide, warning bells should sound. Wide gaps have occurred at different times in Malawi, Nigeria and other countries. In Sierra Leone, Unicef's quarterly newsletter reports numbers triggered and numbers certified by NGO and by District, which gives good early warning when remedial action may be needed. In Eritrea when the gap became wide, the Government halted new triggering so that staff and other resources could be concentrated on follow up and achieving ODF in those communities already triggered; only when that had occurred would triggering be resumed.

Experiences and ideas

Indonesia: Action research on pre-conditions for achieving and sustaining ODF communities
Action research with 80 communities in East Java, Indonesia, which had experienced Total Sanitation and Sanitation Marketing (TSSM) interventions during 2007-2010 revealed that:

- *Communities which became ODF quickly sustained their ODF status much better than those that took much longer.* 95 per cent of those that became ODF within 2 months remained ODF 4-28 months after verification.
- *ODF outcomes that materialize late, many months after triggering should be subject to intensive verification and periodic re-checks.* Only 80 per cent of those communities that became ODF late remained ODF. Because sanctions against open defecation were rarely enforced in these communities, the actual percentage that remained ODF could be even lower.
- *Sanitation behavior change is difficult to ignite in riverbank and waterfront communities, and special strategies need to be developed for them.* Also, behavioral change communication strategies need to target latrine sharers differently from open defecators, as underlying motivations are quite different.
- *Poor quality CLTS triggering was invariably associated with lack of ODF achievement.* However, good quality CLTS triggering alone did not guarantee ODF outcomes.

- *Provided CLTS triggering was of sufficient quality, progress to ODF achievement and sustainability was hastened by*
    - ➢ Community's social capital and leadership involvement in the change process, which ensured post-triggering follow-up, collective self-help action and monitoring.
    - ➢ Local availability and affordability of latrine attributes desired by consumers (Poor, Rich and In-between households).
    - ➢ Absence of externally provided subsidies to a few households.
    - ➢ Post-triggering progress monitoring and follow-up by external agencies in collaboration with communities.

Source: Mukherjee, Nilanjana, Robiarto, Amin, Saputra, Effentrif and Wartono, Djoko (2011). *Achieving and Sustaining ODF Communities: Learning from East Java Communities. Water and Sanitation Program Research Brief*. Full report at www.wsp.org/scalingupsanitation

While many factors affect speed of becoming ODF, the fact that ODF was most sustainable in those communities that achieved it within two months reinforces the case for immediate follow up for rapid community action after triggering.

Ethiopia: Scaling up through teachers and schools

Ethiopia gave the example of scaling up CLTS through teachers and school children. Schools – teachers and pupils together, are first triggered with appraisal of the school itself. Then teachers are shown a live hands-on triggering in a community so that they can see how it can be done. On a day dedicated to health education, pupils convene their communities (Development Units of usually around 30 households) competing for who can bring most people. Two or three Development Units come together. Teachers divide up in pairs, each pair triggering one such meeting. A Shit Eradication Committees is formed for each Development Unit with six members including a youth and a child pupil. The pupils then follow up with weekly monitoring and reporting to the school, which passes the reports on to the local administrator. The teachers of one school, once trained, have proved able to trigger 30-50 Development Units in one day. Piloted in Shebedino Woreda, this approach is being scaled up. Source: Berhanu Tunsisa Berhanu.tunsisa@plan-international.org Atnafe.behene@plan-international.org and http://www.communityledtotalsanitation.org/resource/school-led-total-sanitation-reflections-potential-shebedino-pilot

Ensuring that the right staff attend trainings

CLTS trainings should be attended by staff who are expected to do actual CLTS triggering and facilitation and will be free to do this. It is often happens that organizations send administrative staff to attend CLTS training workshops, when will have no subsequent role in actual CLTS triggering. This is remarkably wasteful.

Mali: Hands-on Selection for Regional Training Teams

In Mali a team of national trainers conducts trainings at the regional level. During every CLTS training some 15 communities are triggered. The national trainers divide themselves among the different groups to supervise the triggering. They thus get to know who the natural 'triggerers' in the teams are. Those selected individuals are then asked to form the regional training team, and to go on to train other facilitators. The national team continues to support them as necessary.

Kenya: Achieving Scale through Health Extension Staff
Kenya also provided a good practice where CLTS triggering had been done through the line ministries' structures, which has brought on board the public health extension staff, and the Community Health Workers. This has resulted in reaching a wider geographical area, and better results in terms of ODF achievements. However, finding staff with passion and commitment to CLTS was a major challenge. In all pilot districts only a portion of the MoPHS staff were involved in CLTS process on full-time basis. It was also observed that CLTS processes suffered during Malaria or Polio Campaigns as MoPHS staff had to shift their attention to these competing priorities. Learning from this reality, the MoPHS has reflected CLTS into Annual Operation Plans (AOPs) of MoPHS staff in addition to recruiting a full time Regional CLTS Coordinator.

Annual Work Plans and Personal Targets
Development of annual work plans and 5 year strategic plans with clearly stated targets for the line Ministries has also helped in scaling up triggering in some of the Counties in Kenya. Such work plans are effective when the requisite resources (human, financial and material) are availed to support implementation. This links with performance contracting for public health extension officers which requires them to trigger a specified number of villages and follow up until they become ODF. This has contributed to holding them accountable and to the success of CLTS.

Mobilising and sensitizing different kinds of leaders
Community leaders and influential people such as religious leaders, landlords, leaders of Community Based Organizations (CBOs), and local politicians should be sensitized and encouraged to support the Natural Leaders in their work. Where there are political parties, CLTS has provided a common platform on which politicians can work together. The good will and where possible passionate support of all local leaders can be critical to the success of CLTS.

Zambia and Malawi: Working with Traditional Authorities
In Zambia, Chief Macha in Choma showed how powerful local leadership and an intensive campaign can achieve a lot in a short time. He has sought to inspire other Chiefs to do likewise. Similarly Malawi is piloting taking triggering to scale by working with decentralized structures known as Traditional Authorities (TA) found within districts to trigger and support their respective traditional areas to become ODF.

Ethiopia: Shit Eradication Committees and Business Associations
Another experience from Ethiopia is the formation of Shit Eradication Committees that hold weekly meetings together with religious leaders, community based organizations' leaders, and local politicians at villages. These link with the network of Natural Leaders established at village/ kebele /peasant association/ levels, district level, and zonal level. This also ties in with and supports a network to establish business associations that promote and assess demands of households for sanitation products in line with their capacity to purchase. The product in demand can then be supplied to households through the network members rooted in each village.

Recognising the versatile potential of children
The important part played by children in CLTS processes has been recognized since the early days of CLTS (See e.g. Handbook pp. 50-53**)*.** It is widespread good practice for them to be

triggered separately at the same time as adults, and then to present to adults. Their part in follow-up and monitoring OD is well known. Schools and school teachers influence parents' behavior and decision-making through their pupils. When schools are triggered, children can volunteer for active roles in the community. Children can become Natural Leaders. Beyond all this, and contrary to many adults' ideas of what children can do, children in Sierra Leone themselves conduct triggering of adults, adapting and selecting parts of the triggering routine. And then follow up. In triggering, instead of the transect walk, they bring shit to the community, and then use a lot of humour with local jokes. They also use drama and skits.
Source: Ramatu Jalloh, UNICEF Sierra Leone

Going to Scale through Natural Leaders
It has long been a dream that Natural Leaders might turn CLTS into a self-spreading movement, but this has not yet come about. There have been many cases where NLs have triggered and encouraged other nearby communities but rarely if ever have they continued for any length of time. There have been moves to provide NLs with contracts, and to post their photographs, names and contacts on internet. Even with this, however, they may not yet have really taken off. A large convention of NLs in Pakistan generated enthusiasm and energy but did not lead to a widespread and sustainable system of support. At the same time due to their acceptability in their communities, and good understanding of their local cultures, NLs ought to be significant players in taking CLTS to scale with quality. This area cries out for a breakthrough. This is more than ever vital in those countries like Malawi, Zambia, Ghana and Kenya that have set themselves ambitious targets for becoming fully ODF in rural areas.

Issues and constraints have proved to be many, including:

- Typically NLs have many other demands on their time
- It is not fully understood why neither NGOs nor Governments to date have been very successful in supporting NLs to take autonomous initiatives. This deserves reflection and analysis.
- If there is remuneration, it needs to cover follow-up and not just triggering
- The number of NLs able to devote substantial time to triggering and follow-up has not yet been significant
- There have been situations where some of the natural leaders have been recognized for their achievements by being taken for exposure visits and to conferences to share their experiences. However, this has sometimes generated resentment on the part of other community members who have felt left out. Those who felt left out have at times resorted to sabotaging CLTS activities in their villages or communities.
- High drop out rates among Natural Leaders due to unfulfilled expectations and the challenge of sustaining their motivation.
- Training suitable for NLs is in its infancy and needs to be evolved in a participatory way with their creative input. Government and NGO staff may need to develop their own abilities to facilitate or with NLs co-facilitate workshops to evolve suitable approaches and methods

The following are some of the good practices that can be of help in scaling up training, triggering and working with natural leaders. Sierra Leone has made progress: a training handbook for Natural Leaders has been developed to sharpen their facilitation and triggering skills; and NLs

are also being recognized by being supported with bicycles, caps and T-Shirts. In Nigeria, NLs are also involved in sanitation and hygiene promotion, e.g. hand washing. They are also included in WASH committees with specific responsibility for CLTS and report on progress from their respective villages on ODF status.

Recommendations/ideas for Natural Leaders

- Make identifying NLs capable of spreading CLTS a priority in the early stages of triggering and follow up
- Build their capacity and confidence through appropriate training and practice
- Network and share relevant materials like the Sierra Leone guide for NLs
- Encourage trials of different approaches with NLs and the sharing of experiences
  - ➢ Contracts with different forms of remuneration or reward (daily rates, bonuses for communities credibly verified as ODF, provision of bicycles etc)
  - ➢ Field studies to assess such approaches and experiences, if possible with cross-country comparisons
  - ➢ Participatory workshops of NLs to brainstorm and strategise
  - ➢ Initiate and facilitate networks of NLs for their own sharing, learning and progress
  - ➢ One or more workshops, both nationally and internationally, involving NLs, to reflect on experience and to plan ways forward for amplifying their impact and sparking more of a self-spreading movement. They can also be supported to form network forums where they learn from each others' experiences regarding challenges, successes and opportunities created for scaling up CLTS.

Recommendations/ideas -general

- Review the experiences and ideas above to consider their practical relevance and possible application
- Where governments are not yet fully committed to CLTS, engage with key actors and invite them to witness a triggering in the field.
- Convene sanitation stakeholders' workshops to review the capacity of each stakeholder to contribute to CLTS, fill in any noted gaps, map out areas of jurisdiction, and build a team spirit and sense of shared purpose in scaling up.
- Ensure that
  a. key trainers have a track record of triggered communities becoming ODF.
  b. All training includes hands-on practice in real time in communities
  c. New trainers and facilitators can start without delay after their own training, and are mentored and supported
- Select for training people who if suitable and enthusiastic will have good prospects of being able to work full time or for much of their time as trainers or facilitators. Devise ways of identifying those who have 'got it' and strenuously try to release them so that they can be full-time.
- Build up and support teams of trainers and facilitators at different levels
- Focus resources and attention on follow-up support and encouragement to communities and emerging Natural Leaders after triggering, and aim for early achievement of ODF
- Seek and pilot innovations, and share experiences

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Useful resources available on www.communityledtotalsanitation.org

Kamal Kar with Robert Chambers (2008) Handbook on Community-led Total Sanitation
http://www.communityledtotalsanitation.org/resource/handbook-community-led-total-sanitation IDS and Plan International

Kamal Kar (2010) Facilitating "Hands-on" Training Workshops for CLTS: A Trainer's Training Guide http://www.communityledtotalsanitation.org/resource/facilitating-hands-training-workshops-clts-trainers-training-guide

Lusaka Declaration http://www.communityledtotalsanitation.org/resource/lusaka-declaration

Bamako Consensus http://www.communityledtotalsanitation.org/resource/bamako-consensusle-consensus-de-bamako-pour-latpc

Samuel Musyoki and Robert Chambers (July 2011) Going to scale: what works
http://www.communityledtotalsanitation.org/resource/going-scale-what-works

Sierra Leone Natural Leaders' Guide
http://www.communityledtotalsanitation.org/resource/clts-training-manual-natural-leaders

Uganda Training of Trainer's Manual
http://www.communityledtotalsanitation.org/resource/training-trainer-s-manual-uganda and Training Guide for Facilitators http://www.communityledtotalsanitation.org/resource/training-guide-clts-facilitators-uganda