District Manual for Managing CLTS in Small Towns

COMMUNITY WATER AND SANITATION AGENCY (CWSA) / ENVIRONMENTAL HEALTH AND SANITATION DIVISION (MOH) NORTHERN REGION SMALL TOWNS WATER & SANITATION PROJECT
Credits

The DISTRICT MANUAL FOR MANAGING CLTS IN SMALL TOWNS is a guide for district managers and other stakeholders in planning and developing CLTS programs in small towns.

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a) Final Report – Community Led Total Sanitation in Small Towns: A Pilot Project in the Northern Region of Ghana (Cowater International)
b) Report on Health and Hygiene Education through Play and Sport (HHETPS), a pilot project supporting the CLTS Pilot Project in Northern Region, Ghana (Cowater International)

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The manual is one of the support manuals developed for the Northern Region Small Towns Water and Sanitation Project. It will be used by District Assemblies, Environmental Health & Sanitation Units, CWSA, and Water & Sanitation Management Units to implement CLTS in other towns of the Northern Region.

We would like to acknowledge the following documents as sources of information on sanitation in Ghana:


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Foreword

Welcome to the District Manual for Managing Community Led Total Sanitation (CLTS) in Small Towns. The manual is written for all of the stakeholders at the district level who are involved in promoting sanitation in small towns using the CLTS approach. It will tell you all of the things you need to know to plan and implement your own sanitation program.

The Manual is divided into three chapters:

CHAPTER 1 is an introduction to CLTS. It will explain CLTS and its goals and strategies.

CHAPTER 2 looks at PLAYERS and their ROLES. It looks at each of the stakeholders involved in sanitation at district and community levels and explains their functions in implementing CLTS.

CHAPTER 3 introduces the PROJECT CYCLE - how to organise each step in the process of planning and implementing a CLTS program in the small towns of the district.
ABBREVIATIONS

APDO  Afram Plains Development Organisation
CFT   Community Facilitation Team
CLTS  Community Led Total Sanitation
COM   Community Ownership and Management
CWSA  Community Water and Sanitation Agency
DA    District Assembly
DCD   Department of Community Development
DCDO  District Community Development Officer
DCE   District Chief Executive
DED   District Executive Director
DEHWC Education, Health, & Water Committee (Assembly)
DEHO  District Environmental Health Officer
DESSAP District Environmental Sanitation Strategy and Plan
DFT   District Facilitation Team
DICC  District Inter Agency Coordinating Committee
DPLO  District Planning Officer
DWSP  District Water & Sanitation Plan
DWST  District Water and Sanitation Team
EHSU/D Environmental Health and Sanitation Unit/Division
EPA   Environmental Protection Agency
GHS   Ghana Health Service
HHETPS Health & Hygiene Education through Play and Sports
ISD   Information Services Department
LGA   Local Government Authority
M&E   Monitoring and Evaluation
MMDA  Metropolitan, Municipal, and District Assemblies
MOH   Ministry of Health
NL    Natural Leader
NORST Northern Region Small Towns Water & Sanitation (Project)
OD    Open Defecation
ODF   Open Defecation Free
PLWD  Person Living with Disability
RPCU  Regional Planning and Coordination Unit
RTP   Right to Play
SHEP  School Health Education Programme
SLTS  School Led Total Sanitation
WASH  Water Sanitation and Hygiene
WSMT  Water and Sanitation Management Team
**GLOSSARY**

**Community-led Total Sanitation (CLTS)** is a method used by communities to achieve Open Defecation Free (ODF) status, by building latrines and ensuring all families wash their hands with soap. In the CLTS process a community analyses its practices of defecation and how open defecation leads to disease, and this awareness leads to a community decision to change their sanitation situation - to stop open defecation and improve sanitation and hygiene.

**Faecal-oral transmission** is the route by which disease-causing organisms excreted in the faeces of infected humans enter the human body through the mouth. Such organisms may be carried from faeces to mouth via contaminated fingers, food, flies, fluids (e.g. water) or soil.

**Hygiene** is the practice of keeping oneself and one’s surroundings clean in order to prevent the spread of disease. It includes the proper use of water and sanitation facilities and practices to prevent transmission of diseases, including use of latrines; washing hands at critical times, etc.

**Hygienic latrine:** A hygienic latrine does not contaminate water bodies, prevents contact between human beings and excreta, confines excreta in ways that make it inaccessible to flies, other insect vectors, and domestic or wild animals; and prevents emission of foul odours.

**Ignition** is the result of ‘triggering’ (see definition below). The community realises their sanitation situation and goes immediately into action. This happens to varying degrees depending on the community’s feelings about open defecation and the quality of facilitation.

**Natural Leaders (NLs)** are community members who volunteer to help improve sanitation in their community. They emerge out of the triggering process – they take responsibility for leading the follow-up action process. Men, women, youth and children can all be natural leaders. Some become facilitators for CLTS facilitation in communities other than their own.

**OD** means open defecation – defecating in the open and leaving the faeces exposed.

**Open Defecation Free (ODF)** means that no faeces are deposited in the open - every family in the community is now using their own latrine.

**Sanitation** is a process where people demand, develop, and sustain a hygienic and healthy environment for themselves by erecting barriers to prevent the transmission of disease. (UNICEF, 1997) It includes the development of facilities such as latrines, handwashing facilities, bath shelters, dish racks, refuse pits, water storage containers, soak-a-ways, etc.

**Sanitation marketing** is to create demand and facilitate supply using commercial methods including the use of formative research to inform behaviour change and creative use of public finance to facilitate private sector engagement

**Triggering** is the process of encouraging, empowering, igniting, and supporting people at household and community levels to take action to eliminate open defecation.

**Verification** refers to inspection to assess whether a community is ODF (compare certification).
1.1 What is Community Led Total Sanitation?

CLTS is a process to inspire and empower communities to completely eliminate open defecation and to make improvements in hygiene and sanitation. Communities come together to discuss the problem of open defecation and decide what they want to do about it.

CLTS focuses primarily on changing sanitation and hygiene behaviours, rather than constructing toilets. It recognises that simply building toilets does not mean that people will use them. People need to understand WHY they need toilets as a trigger for building toilets and then using them.

Open defecation (OD) is the first behaviour to be changed, as stopping OD is the most effective behaviour for reducing diarrhoeal disease. Community members analyse their own practice of open defecation and come to realise that open defecation is disgusting and dangerous. The breakthrough or ‘trigger’ for stopping open defecation is when people realise and begin to say -

We are eating our own shit and our neighbours’ shit!

Once community members realize that they are eating their own shit, they take immediate action to stop open defecation and to build and use toilets. Households dig pits and build latrines, using local resources and their own labour, and neighbours help neighbours. Through their collective efforts they build lots of toilets and achieve Open Defecation Free (ODF) status.

Why do we get communities to stop open defecation?
Improved toilet coverage in Ghana is very low; available toilets are in poor condition and many
are not used; and most people go to the bush for defecation rather than using a toilet.

Open defecation creates many problems:

- It pollutes the water supply and environment and results in diarrhoea and other diseases.
- The high incidence of diarrhoea in infants under five years accounts for 25% of the child mortality rate. Diarrhoea is strongly linked to inadequate sanitation and hygiene.
- There are also strong links between poor sanitation, intestinal worms and malnutrition, whose combined effects make young children easily get diseases like pneumonia, malaria and measles, and can lead to lower school and work productivity, and reduced learning capacity.
- There are also strong links between sanitation and hygiene and women’s reproductive health. If women do not get sick from diarrheal diseases, then they will produce healthier babies and be able to look after them well.

So stopping open defecation and getting communities to build and use their own toilets will help to improve health and reduce environmental pollution.

CLTS focuses on the **WHOLE COMMUNITY** rather than on individual households. It brings men, women, and children together to discuss and decide what they are going to do about the open defecation problem and how they can support each other’s efforts to make a change. The breakthrough comes when the whole community agrees as a community that open defecation is a problem for everyone – each household’s behaviour affects the whole community. Getting everyone to stop shitting in the open is important, otherwise those who still shit in the open will spread shit to those who build and use toilets. Everyone needs to stop shitting in the bush!

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**1.2 No Subsidy and Self-Reliance Approach**

CLTs uses a **self-reliance approach** – so there are no latrine subsidies and CLTS does not impose standardised latrine models. Households collect their own materials (e.g. poles, thatching grass and mud) and each household decides itself the kind of latrine it wants to build.

**CLTS does NOT provide money for materials or labour to build toilets.** Instead households are encouraged to build their own toilets, using local resources and their own labour. **The aim is to get each household to accept responsibility for financing, building and maintaining their own toilet, without depending on government.**

**CLTS does NOT tell people what type of latrine to build.** Each household decides itself the kind of latrine it can afford, build, and maintain. They dig the pit, get the materials, build the latrine, and then maintain it.
Why total subsidies for sanitation do not work!

If government or donors provide toilets on a free basis, households will not develop an interest in having their own toilet. They will sit back and wait for government to provide the toilet and when it breaks down, they will not repair it.

If households focus on getting a subsidy, they will not change their behaviour – they will continue shitting in the bush and eating shit, while they wait for government to provide the subsidy.

If households depend on government or donors to help finance their latrines, e.g. providing a subsidy, they may refuse to build a new latrine when the latrine paid for by government is no longer working. Households have to accept latrine building and maintenance as their own responsibility and to value its benefits.

Providing long term support for latrine building is expensive and not sustainable. Government does not have enough funds to provide every household with a toilet, even a very basic one. So building toilets all over Ghana on a large scale is not possible.

Often subsidies for building toilets are grabbed by the powerful and wealthy and do not reach the poor who need it most and are often the reason stated for using a subsidy in the first place.

The use of subsidies results in slower sanitation coverage. Households who can afford to and would have financed their own latrines wait in the hope of getting a subsidy from government. Yet because there is never enough subsidy to go around, this delay leads to no action at all.

CLTS will focus not only on building and using toilets. It will also promote handwashing and other hygiene behaviours. The full list of CLTS target behaviours includes:

- Stop all open defecation
- All households have, use, and maintain a hygienic toilet
- All households have, use, and maintain a handwashing facility
- Wash hands with soap at five critical times - after defecation, after cleaning a child’s bottom, before preparing food, before feeding a child, and before eating
1.3 CLTS as a Small Town Strategy

CLTS was developed as a method for rural sanitation. But we have found that CLTS can also be used in an urban context, and more specifically in small towns.

The NORST Project carried out a pilot project in two small towns of the Northern Region – Karaga and Bincheretanga. This project showed that it is possible to use CLTS successfully in small towns, but the approach needs to be adapted to suit the conditions in small towns. There is a need to make adjustments for the following conditions, which are different from the village context:

- Population pressure – larger numbers of people need to use sanitation facilities so pits get filled up faster, and there is a need to empty the toilet or dig new pits.
- Lack of space on the plot to dig new pits and problems related to the emptying of toilets.
- Land ownership issues – many residents live on their plots as tenants, so they are not willing to invest in building toilets and need to get their landlords to build the toilets.
- Community cohesion - small towns usually contain several tribes and clans (whereas a village may have a single clan or tribe) so they are less cohesive for working together as a community.

The larger population of the small town is also a problem. It is not possible to work with the whole small town as a community – it would be too many people to hold an effective meeting. So the small town needs to be divided into its neighbourhoods or sections – and the CLTS process applied to each of these sections, a triggering meeting held in each section. Working in smaller neighbourhoods makes it easier for people to work together.

1.4 Why Sanitation in Small Towns of Northern Region?

There is a serious need to improve sanitation in the small towns of the Northern Region. Why?

- Northern Region is the third lowest region in the country in terms of environmental sanitation.
- Over 70% of the urban and rural population practice open defecation.
- Roughly 2500 metric tons of human shit is generated daily and deposited in the open.
- In towns untreated human excreta from private and public toilets is disposed in open fields.
- Those latrines which do exist are poorly cleaned and maintained – so they are breeding grounds for flies and disease.
- Most institutional latrines (especially school facilities) have been vandalised because nearby compounds have no latrines for household use and thus use the institutional latrines.
- Small towns are littered with plastic waste and dry refuse.
- Because the residents of small town depend on open defecation or unsafe pit latrines, they get diseases such as diarrhoea and cholera.

Many people in small towns do not practice hygiene – in particular regular handwashing – as a daily part of their lives. They may know hygiene messages, but do not practice them.
All of these situations lead to POOR HEALTH. This lowers their productivity and causes economic hardship.

### 1.5 National Sanitation Policy

Over 60% of Ghana’s disease burden is considered to be preventable and primarily caused by poor sanitation and hygiene practices. This is mainly due to the widespread practice of open defecation and low levels of latrine coverage.

The Government of Ghana has recognised the importance of sanitation and hygiene practices towards the achievement of poverty reduction, national health targets and the Millennium Development Goals. Widespread open defecation and low latrine coverage are major factors underlying poverty and the national disease burden, particularly the high incidence of diarrheal disease in infants under five years which accounts for 25% of the child mortality rate. The Growth and Poverty Reduction Strategy (GPRS II) states that adequate sanitation is necessary to create a clean environment and prevent infectious diseases such as diarrhoea and cholera.

**The Ghana Water Policy** states that increasing sanitation and hygiene levels will:
- improve the productive lives of people;
- enhance the enrolment of girls in school and women’s dignity;
- reduce morbidity and mortality and reduce pre and post-natal risks; and
- prevent vector and water borne diseases.

The Government of Ghana has set the following targets for sanitation coverage, i.e. ownership and use of an improved household latrine - 54% coverage by 2015 and 100% coverage by 2025.

The **National Environmental Sanitation Policy (NESP)** emphasizes the need for a cost effective sanitation model based on the CLTS approach. The policy states that “for all rural and small settlements, the CLTS approach will be adopted”. For urban and large settlements, the policy directs that environmental assessment and audits be applied in strategic planning.

**Ministry of Local Government and Rural Development (MLGRD)** is responsible for implementing the National Environmental Sanitation Policy, more specifically through the **Environmental Health and Sanitation Division (EHSD)**.

EHSD has developed a **National Environmental Sanitation Strategy & Action Plan (NESSAP)**, based on **District Environmental Sanitation Strategy and Action Plans (DESSAP)** which have been produced by each district. The DESSAPs are linked to the objectives and strategies in the **District Water and Sanitation Plans (DWSPs)**.

EHSD has produced a **Rural Sanitation Model for CLTS and Sanitation Marketing**. The
District Assembly are the primary implementers of the Rural Sanitation Model, working closely with the private sector. This model provides guidelines for the development of CLTS by each District Assembly, along with guidelines for the development of a sanitation marketing (SanMark) strategy at the district level.

**Most water and sanitation related diseases can be prevented by improving the following behaviours:**

- Building, using and maintaining toilets to dispose of faeces
- Washing hands after defecation and before touching food
- Keeping drinking water free from faecal contamination

### 1.6 Strategies for CLTS in Small Towns

- **Responding to demand:** The CLTS programme will only assist small towns which make a written request to participate in the program. At present communities see sanitation and hygiene as something imposed by outsiders and not as a survival need, like water. The new approach will get the community to see sanitation and hygiene as a serious issue in their lives and something they are committed to taking action on.

- **Active participation in the change process:** The old approach to sanitation used one-way communication and teaching to get people to change. Environmental Health field workers told people what to do through talks and threats. They talked and talked, but allowed little time for discussion. Villagers were expected to listen passively, swallow the messages, and put them into practice. Information conveyed through a one-way process and threats will not bring about sustained change. The new approach will move people out of a passive role into an active role of discussing and analyzing the OD situation, deciding what needs to be done, planning the changes, and then taking action. Since people are coming up with their own solutions, decisions, and plans, they will be more committed to taking serious action.

- **Communities working together:** A key strategy is the idea of communities working together to create a hygienic environment that benefits everyone. Communities meet to analyse the problem of OD, decide what needs to be done, and then support each other to do it.

- **Empower women and involve men:** Women have the most to gain from improved sanitation and are often more receptive to these changes than men; but women often need the cooperation of men to take action, e.g. releasing funds to buy latrine materials and providing labour for construction. Women and men need to be involved in the discussions on stopping OD and building toilets, and women need to be allowed to give their ideas on toilet design. In addition, women need to be represented equally among Natural Leaders and Facilitators.

- **No subsidies:** Government will no longer provide subsidies for materials or labour to build toilets. Each household will finance its own toilet. This will ensure a
stronger sense of ownership and a willingness to repair the toilet when it has problems.

- **District Assembly in the lead:** The DA, as the arm of government at the district level, have a pivotal role to play in promotion, planning, organising the triggering process, and monitoring.

- **Private sector and NGOs as providers of goods and services:** The private sector and NGOs are expected to provide various services, e.g. training, provision of latrine construction materials, and the skills to construct latrines.

- **Focus on Schools:** Targeting schools at the same time as communities helps to reinforce household action. Schools provide an excellent opportunity to encourage positive behaviour change. Children can learn new habits and then set examples at home. The programme will also promote school led total sanitation and practical education on hygiene and sanitation.

- **Sanitation Marketing** will be promoted at the district level so that households can access sanitation materials and skills to help them move up the sanitation ladder.

- **Community based monitoring** can also help to motivate large-scale change. The community keeps a record of those households who have built latrines. This public record motivates others to follow this example.
2.1 Introduction

This chapter looks at the players involved in sanitation at district and community levels; their roles and responsibilities; their reporting relationships; and the other players with whom they collaborate.

The following players have important roles in the development of sanitation in the small town context:

1. DA EXECUTIVE AND CORE STAFF
2. DISTRICT ENVIRONMENTAL HEALTH OFFICER
3. ENVIRONMENTAL HEALTH & SANITATION UNIT (EHSU)
4. DISTRICT WATER AND SANITATION TEAM (DWST)
5. DISTRICT ASSEMBLY MEMBERS
6. DISTRICT INTER-AGENCY COORDINATING COMMITTEE (DICC)
7. TRADITIONAL LEADERS, AREA COUNCIL AND UNIT COMMITTEES
8. WATER AND SANITATION MANAGEMENT TEAM (WSMT)
9. COMMUNITY
10. COMMUNITY FACILITATORS
11. NATURAL LEADERS
12. SANITATION SERVICE PROVIDERS (PRIVATE SECTOR)
13. DEVELOPMENT PARTNERS
2.2 DA Executive & Core Staff

Who?
DISTRICT EXECUTIVE consists of:
- District Chief Executive (DCE) – political head of DA
- District Coordinating Director (DCD) – administrative head of DA
- Presiding Member - chairperson of District Assembly

CORE STAFF are other senior officers - Deputy District Coordinating Director (DDCD), District Planning Officer (DPO), District Finance Officer (DFO), District Budget Officer (DBO), and District Engineer.

Role Description
The DA Executive are responsible for coordinating and directing the District Assembly’s business. They provide the leadership for Assembly meetings and manage the planning and administrative machinery which implements the Assembly’s decisions. They work through the Environmental Health & Sanitation Unit (EHSU) to implement the district sanitation programme. So their commitment to the sanitation issue is important: where they are committed to this issue, they can advocate on its behalf in the Assembly and in community meetings, and arrange the full backing of relevant departments.

Detailed Tasks:
- Guide, support, and monitor the work of the EHSU
- Lobby the support of chiefs, DA members, WSMTs, and other community leaders

Special Note:
Since the DA Executive members are very busy people, it is important that the EHSU keeps them regularly briefed about sanitation issues and involves them in specific sanitation activities (e.g. giving updates on sanitation in the District Assembly, attending ODF celebration meetings, lobbying the support of chiefs and other community leaders, etc.)

2.3 District Environmental Health Officer

Who?
DISTRICT ENVIRONMENTAL HEALTH OFFICER is the head of the EHSU.

Role Description:
The DEHO provides the overall leadership for sanitation activities in the district. As a senior officer in the DA, the DEHO has the status to be able to lobby for DA efforts and resources for sanitation, carry out planning and administrative tasks to support the programme, serve as the communication link with all stakeholders in the district, advocate for CLTS methods, and provide supervision and support for EH field staff and other facilitators.

Detailed Tasks:
- Prepare District Environmental Sanitation Strategy and Plan
- Prepare annual sanitation plan e.g. communities to be triggered and supported
- Prepare regular sanitation reports
- Organise initial training and refresher training for facilitators and natural leaders
- Supervise and support the work of EH field staff and other facilitators
- Inform and consult DA structures, e.g. Full Assembly, EH Sectoral Committee
- Coordinate and liaise with CWSA, NGOs, and external agencies
- Facilitate contracting of training service providers
- Manage funds allocated for sanitation
- Trouble-shooting - help solve conflicts and problems at different levels
- Data collection, monitoring and evaluation
2.4 Environmental Health & Sanitation Unit (EHSU)

Who?
Environmental Health staff operating at district and zonal levels

Role Description:
EHSU is the department within the DA which is responsible for sanitation issues. EHSU field staff are based at the zonal level and play a key role in the implementation of the CLTS program. They make regular visits to inform and advise communities on sanitation, check on the work of Facilitators and Natural Leaders, and monitor the community’s progress in achieving ODF status. They work under the supervision of the DEHO.

Detailed Tasks:
- a) Collect data on sanitation levels and coverage and develop a data base/inventory
- b) Promote awareness on the CLTS approach and facilitate community demand
- c) Help prepare District Environmental Sanitation Strategy and Plan and Annual Plan
- d) Supervise and monitor the work of Facilitators and Natural Leaders
- e) Trouble-shooting - help solve conflicts and problems at village level
- f) Organise monitoring and evaluation of CLTS projects
- g) Provide continuous backup support to communities
- h) Prepare reports on field and other activities

Special Note:
Many EH field staff have been trained as CLTS facilitators and are directly involved in pre-triggering, triggering activities, and follow-up support to communities.

2.5 District Water & Sanitation Team (DWST)

Who?
A small team consisting of three field workers –
- Environmental Health field worker
- Community Development field worker
- Someone with technical skills

Role Description:
DWST is the DA’s full time field team working on W&S issues. DWST members make regular visits to communities to inform and advise communities on W&S issues, check on the work of Service Providers, and monitor community progress in improving water and sanitation. As part of these visits the DWST can help to support and monitor the communities’ efforts to improve sanitation (stop OD and build toilets).

Detailed Tasks:
- Collect and analyse data on W&S service levels, water points, and needs
- Prepare District Water and Sanitation Plan (DWSP) and annual plans
- Promote awareness on water and sanitation and facilitate community demand
- Supervise and monitor the work of Service Providers
- Supervise and monitor Service Providers and extension workers
- Trouble-shooting - help solve conflicts and problems at different levels
- Organise monitoring and evaluation of W&S projects
- Provide continuous backup support to communities
- Coordinate and liaise with CWSA, NGOs, external agencies
### 2.6 District Assembly Members

**Who?**
Elected politicians, each of whom represents an electoral area. DA members serve on the Full Assembly, DA committees, and Area Councils.

**Role Description:**
DA members play two roles in the National Sanitation Program -

- As **community leaders** in their own areas they help to explain the NSP, encourage communities to participate, and support community efforts to achieve ODF status.
- As **policy makers in the Assembly** they help to develop sanitation plans and by-laws, select communities to be assisted, and monitor progress.

**Detailed Tasks:**
- Participate in framing policies and by-laws on sanitation
- Approve District Environmental Sanitation Strategy and Plan and Annual Plans
- Inform communities about CLTS programme and how they can participate
- Encourage communities to achieve their deadlines for toilet construction
- Monitor progress at the community level and help to solve conflicts
- Serve as role models by being the first to construct latrines

### 2.7 District Inter-Agency Coordinating Committee

**Who?**
This committee is responsible for coordinating implementation of the CLTS program. Its members are drawn from different agencies based at the district level – EHSU, CWSA, RPCU, DCD, SHEP, EPA, GHS and ISD. DICC is chaired by the EHSU.

**Role Description:**
Committee members can play different roles in the CLTS program:

- **COMMUNITY DEVELOPMENT DEPARTMENT** can mobilise communities to participate in CLTS triggering, support follow-up; and help train Facilitators and Natural Leaders.
- **GHANA EDUCATION SERVICE** has a program to promote hygiene education in the schools (SHEP); teachers can help with community mobilisation to stop OD.
- **ENVIRONMENTAL PROTECTION AGENCY** can advocate for environmental issues.

DICC meets regularly to develop policies and plan and review progress on CLTS.

**Detailed Tasks:**
- Provide input for and approval of District Environmental Sanitation Strategy and Plan
- Participate in promotion campaigns to inform communities about CLTS
- Approve the list of prioritised communities to be assisted
- Monitor use of funds allocated for sanitation development
- Review implementation progress and facilitate problem solving
- Develop bye-laws to support sanitation development at the community level
- Foster involvement of private companies and NGOs as sanitation service providers
2.8 Traditional Leaders, Area Council and Unit Committees

**Who?**
TRADITIONAL LEADERS are chiefs, headman and other traditional leaders.
AREA COUNCIL consists of Assembly members and Unit Committee representatives for an area covering a number of villages or sections of a small town.
UNIT COMMITTEE is made up of elected and appointed representatives from a single village or section of a small town.

**Role Description:**
TRADITIONAL LEADERS: Traditional leaders can play a huge role in the CLTS mobilization process – speaking out in favour of the approach, condemning open defecation, serving as role models (who build toilets), providing support and encouragement to Natural Leaders, helping to get community agreement on by-laws, ensuring that by-laws and sanctions are applied, and holding the community to their deadlines to achieve ODF status.
AREA COUNCIL and UNIT COMMITTEES are local committees which help with development planning and mobilisation:
- AREA COUNCIL can provide support for the triggering process and follow-up action.
- UNIT COMMITTEE is the overall development authority for a single village or section.

**Detailed Tasks:**
- Inform communities about CLTS and how they can participate
- Mobilise communities to participate in the triggering process
- Monitor progress in sanitation action and help to solve conflicts
- Provide support and encouragement to Natural Leaders

**Special Note:**
The Unit Committee has a broader mandate than the WSMT which is solely focused on water and sanitation issues.

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2.9 Water & Sanitation Management Team (WSMT)

**Who?**
A committee formed by the residents of a small town to plan and manage Water and Sanitation on their behalf. WSMT is usually made up of representatives of watsan Committees for each of the taps/standpipes in the small town piped system.

**Role Description**
WSMT manages water and sanitation on behalf of the residents of the small town. They could play a major role in planning and supporting the CLTS process.

**Detailed Tasks:**
- Register/indicate community demand to participate in the CLTS process
- Help to mobilise community members to attend triggering meetings
- Support the triggering process and help to monitor post-triggering action
- Serve as models for post-triggering action, i.e. to build their own toilets
- Help to establish by-laws to stop open defecation
- Organise regular meetings with the community to review post triggering action
- Provide support and encouragement to Natural Leaders

**Special Note:**
WSMT is made up of representatives of different neighbourhoods or sections in the small town. These neighbourhoods could provide the basis for separate triggering meetings.
## 2.10 Community

### Who?
Residents of a small town. In the case of a small town piped system the “community” would involve several neighbourhoods or sections within a single town.

### Role Description:
The “community” are the primary focus and participants for the CLTS process. They attend the triggering meeting and then take action to stop OD and build and use toilets.

### Detailed Tasks:
- Register their demand to participate in the CLTS process
- Take part in the triggering meeting
- Select and support Natural Leaders
- Plan, finance and construct their own household toilets
- Construct handwashing facilities
- Use, clean and maintain new toilets
- Develop regular practice of handwashing at critical times

## 2.11 Community Facilitators

### Who?
Environmental Health field workers and other extension workers who receive special training on how to facilitate CLTS triggering meetings and follow-up visits, and then start doing this on a regular basis.

### Role Description:
Conduct community triggering meetings and follow-up visits designed to help communities move towards ODF status.

### Detailed Tasks:
- Enter the community and introduce the CLTS process.
- Establish good relations with communities and community leaders
- Collect baseline data on community with help from Unit Committee and WSMT
- Build active participation by everyone, including women and people with disabilities.
- Conduct advance meetings to prepare the community for the triggering process
- Facilitate the triggering process, leading to a community decision to stop OD
- Facilitate community selection of and support for natural leaders – both men and women.
- Support the development of action plans to stop OD and promote toilet building
- Provide follow-up motivational and technical support for community action
- Facilitate linkages with sanitation product providers and businesses
- Promote improved sanitation and hygiene practices e.g. use of latrines and handwashing
- Work with others - District Facilitation Team, Environmental Health and CWSA staff, etc.
- Prepare work plans, write reports, and conduct monitoring and evaluation

## 2.12 Natural Leaders

### Who?
Community members who work as volunteers to lead the follow-up action process after triggering. They include both men and women.

### Role Description:
Make household visits to encourage community members to build and use toilets and organise other activities aimed at stopping OD and promoting the construction of toilets and handwashing facilities.
**Detailed Tasks:**
- Develop action plans to mobilise the community to achieve ODF status
- Serve as role models themselves by building toilets in their own homes
- Make visits to other households to encourage everyone to build latrines
- Encourage group efforts – neighbours helping each other to dig pits and build toilets
- Mobilise groups to collect indigenous building materials, e.g. poles and thatching grass
- Help poor, elderly or disadvantaged households to build toilets
- Encourage the community to set rules or by-laws to stop open defecation.
- Document progress on building toilets (recording completed toilets on community map).
- Promote improved sanitation and hygiene practices, e.g. use of latrines and handwashing
- Work closely with Facilitators and sanitation service providers

**Special Note:**
Natural Leaders are volunteers. They are not paid. They do this job out of a sense of satisfaction and the respect they get from fellow villagers. So don’t pay them - you won’t be able to sustain the payment nor get the best out of them that way. Instead encourage the Natural Leaders by praising their efforts, reminding them about the results of their hard work, and getting them to work together and support each other as a group.

---

### 2.13 Sanitation Service Providers

**Who?**
Private sector businesses and skilled latrine artisans. These organisations are expected to deliver goods and services to communities to support development of sanitation facilities.

**Role Description:**
Provide services to communities in the following areas:
- Latrine construction
- Sanitary products e.g. slabs

**Detailed Tasks:**
- Visit the community and market their products or services
- Provide specific services over a specified period

**Special Notes:**
District Assembly should publicize the new opportunities in the sanitation sector and encourage these organisations to register themselves; or in some cases to formalise themselves as organisations and businesses.

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### 2.14 Development Partners

**Who?**
NGOs (APDO, CARE, Water Aid, World Vision, New Energy) and External Support Agencies (e.g. UNICEF, AFD, CIDA, DANIDA, IDA) who are supporting sanitation within the district

**Role Description:**
Some development partners also initiate their own WASH projects within the district. Often they take on the planning and implementation of WASH projects covering a number of villages, and including the use of CLTS. They need to be kept informed about the National Sanitation Program and how it is being implemented at the district level so they can promote the same
policies and play a supportive/collaborative role.

**Detailed Tasks:**
- Conduct training for CLTS facilitators
- Collect data to produce sanitation data base
- Participate in development of District Environmental Sanitation Strategy and Plan
- Help to promote the CLTS approach at community level
- Monitor progress at the community level and help to solve conflicts

**Special Note:**
Some NGOs may also operate as Service Providers (TAs), e.g. providing community development, training, or technical services. The Assembly should register all NGOs who are operating in the district and establish a directory/list of NGOs. (Some Assemblies appoint a NGO Desk Officer to organise this task.) This will make it easier to contact NGOs for stakeholder and other meetings.
Chapter 3 - Managing CLTS Program in Small Towns: Project Cycle

3.1 Introduction

This chapter describes how you can plan and manage the small town CLTS program. It describes activities at each step in the process of starting and developing a CLTS project for small towns in your district.

The activities are done by different players since sanitation development is a partnership process. Some activities are done by EHSU and other agencies, others by the community and Natural Leaders, and others by private sector Sanitation Service Providers.

The Project Cycle provides a step-by-step guide for you, the community, and other stakeholders, but it is meant to be used flexibly. Some communities are more committed than others, and will move at different pace. For certain steps some communities may require several meetings to reach a clear agreement while other communities may need only a single meeting.

The Project Cycle in outline is given below. The rest of the section gives a detailed description of each step in the project cycle.
### PROJECT CYCLE

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<th>ACTIVITY</th>
<th>SUB-ACTIVITIES</th>
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<td>BUILD SUPPORT WITHIN DISTRICT ASSEMBLY</td>
<td>a. Brief DA Executive and core members on program&lt;br&gt;b. Organise orientation workshop for DA members</td>
</tr>
<tr>
<td>2</td>
<td>ORIENT STAKEHOLDERS &amp; ESTABLISH DICC</td>
<td>a. Organise orientation workshop for stakeholders&lt;br&gt;b. Form District Inter-Agency Coordinating Committee</td>
</tr>
<tr>
<td>3</td>
<td>COMMUNITY PROMOTION TO TRIGGER DEMAND</td>
<td>a. Orientation workshop for ‘promoters’&lt;br&gt;b. Information campaign through public meetings</td>
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<td>4</td>
<td>APPLICATION AND ACTION BY COMMUNITY</td>
<td>Town meeting to:&lt;br&gt;a. Discuss sanitation program&lt;br&gt;b. Complete application form</td>
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<td>5</td>
<td>SELECTION OF SMALL TOWNS</td>
<td>a. Check that information is correct and complete.&lt;br&gt;b. Decide on programme scale &amp; criteria&lt;br&gt;c. Select participating towns using criteria</td>
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<td>6</td>
<td>SELECTION &amp; TRAINING OF COMM FACILITATORS</td>
<td>a. Select teams for each of the small towns&lt;br&gt;b. Training – one week workshop + follow-up practice with coaching/mentoring</td>
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<td>7</td>
<td>PRE-TRIGGERING TOWN MEETING AND BASELINE DATA COLLECTION</td>
<td>Town meeting to:&lt;br&gt;a. Trigger strong reaction to OD by town leaders&lt;br&gt;b. Build commitment to objective of making town ODF&lt;br&gt;c. Agree on sections in which triggering will be done&lt;br&gt;d. Develop schedule and organisation for triggering&lt;br&gt;Baseline data collection – OD profile and number and condition of HH and public toilets</td>
</tr>
<tr>
<td>8</td>
<td>SECTIONAL TRIGGERING MEETINGS</td>
<td>Organise triggering meeting in each section to:&lt;br&gt;a. Trigger strong reaction to OD by community&lt;br&gt;b. Build awareness that we are “eating our own shit”&lt;br&gt;c. Develop commitment/plan to stop OD &amp; build toilets&lt;br&gt;d. Identify Natural Leaders to lead the process</td>
</tr>
<tr>
<td>9</td>
<td>FOLLOW-UP SUPPORT AND MONITORING</td>
<td>Regular visits by Facilitators and EHSU Supervisors to:&lt;br&gt;a. Support work of Natural and community leaders&lt;br&gt;b. Support and encourage individual households&lt;br&gt;c. Observe &amp; check on progress – no. of toilets built&lt;br&gt;d. Provide technical information on toilet building&lt;br&gt;e. Facilitate by-laws to stop open defecation&lt;br&gt;f. Make links with sanitation service providers&lt;br&gt;g. Promote on-going sustainability of new sanitation facilities and practices</td>
</tr>
<tr>
<td>10</td>
<td>ODF VERIFICATION, DECLARATION, AND CELEBRATION</td>
<td>a. Community declares it is ODF&lt;br&gt;b. DA sends team to check that community is ODF&lt;br&gt;c. Public celebration to recognise achievement</td>
</tr>
<tr>
<td>11</td>
<td>SANITATION MARKETING</td>
<td>a. DA/EHSU encourages local suppliers to stock sanitation supplies&lt;br&gt;b. DA/EHSU trains local artisans and encourages them to market their services to communities</td>
</tr>
<tr>
<td>12</td>
<td>MONITORING, EVALUATION, AND REPORT WRITING</td>
<td>a. EHSU sets up results-based M&amp;E system involving communities, CFs, and EHSU&lt;br&gt;b. EHSU prepares quarterly, semi-annual, and annual reports and submits to National EHSD</td>
</tr>
</tbody>
</table>
3.2 Build Support within District Assembly

Introduction
The District Assembly is the home for the small towns sanitation project so the starting point is to get the DA executive and members fully understanding and supporting the project and its aims.

The District Assembly has the mandate to provide for the sanitation needs of the population. So involving the DA – both staff and members – is a crucial thing to do. The DA executive and DA members can lead the efforts to mobilise communities to abandon open defecation – they can speak out on this issue and they can lead by example.

In the NORST pilot project the District Assemblies were encouraged to provide gender friendly toilets and urinals on their premises. These were effectively used and maintained to serve as good examples for their communities. This is one example where the full support of the Assembly helped to drive the success of the project.

Getting DA members to fully understand the project and its policies is very important so that they advocate on its behalf and support its policies. During the pilot project some DA members were not fully briefed on the project so they saw the project as an opportunity to make political gains. They visited one of the towns and promised to provide free public and household latrines. The offer of free toilets goes against the ‘no subsidy’ principles of CLTS and in this case contributed to the slow uptake of the project in this town – people expected free toilets so they waited, rather than taking action themselves.

DA members have an important role to play in the CLTS program. As community leaders they help to explain the program to the small towns in their constituency and encourage communities to register their interest/demand. As policy makers in the DA they help to develop sanitation plans, select communities to be assisted, and monitor progress.

Who Participates?
DCE, DCD, Presiding Member, DA Core Staff, DA members

Who Facilitates?
Regional and District Environmental Health Officers and RPCU

Objectives:
- Build understanding of the small towns CLTS program - objectives, policies and strategies
- Secure the full commitment of the DA to the CLTS small towns program
- Review the status of sanitation in the small towns of the district

Major Outputs:
- DA Executive, Core Staff, and DA members are aware of CLTS small towns program, how communities can participate, and the roles of the DA and EHSU
- DA Executive and members are fully committed to the small towns sanitation program

Indicators:
- Sanitation is a regular item on the agenda of the WASH Sector Sub-Committee
- DA members regularly inform and help small towns participate in the program
**Steps/Activities:**

1. Discuss the idea of a small towns sanitation program (using the CLTS approach) with the DA Executive and core staff – and get their full support/commitment.
2. Organize an orientation workshop for all District Assembly members. Use the workshop to introduce the Small Towns sanitation program, how small towns can participate, and the role of the DA in organizing and supporting community CLTS action.
3. Discuss how DA members can prioritize action on small towns sanitation - for example:
   a) Make sanitation a regular item on the agenda of the WASH Sector Sub-Committee;
   b) Put sanitation into the DA’s own budget (District Development Fund);
   c) Set targets for sanitation development – number of towns to be supported each year; and
   d) Organize campaigns to inform small towns about the CLTS program.

<table>
<thead>
<tr>
<th>TOPICS FOR ORIENTATION OF DISTRICT ASSEMBLY MEMBERS</th>
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<tbody>
<tr>
<td>Status of sanitation and hygiene in the district (SWOT Analysis)</td>
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<tr>
<td>CLTS Small Towns program - goals, strategies, players and roles, project cycle</td>
</tr>
<tr>
<td>How communities can participate and how DA members can assist</td>
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<tr>
<td>Criteria for small towns selection</td>
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<tr>
<td>Roles of DA members and the WASH Sector Sub-Committee</td>
</tr>
<tr>
<td>How DA can prioritize action on sanitation and hygiene</td>
</tr>
</tbody>
</table>

### 3.3 Orient Stakeholders and Establish Inter-Agency Coordinating Committee

**Introduction**

The Small Towns Sanitation Program involves a large number of stakeholders - communities, different government agencies, NGOs, private companies, and others. The EHSU is expected to coordinate the participation of these different players. They need to ensure that all stakeholders understand the program and its policies so that they can participate effectively, feel a sense of ownership, and agree to the policies (e.g. no subsidies).

**Who Participates?**

EHSU, CWSA, DCD, GES (SHEP), GHS (Health Promotion Unit), EPA, ISD, NGOs, etc.

**Who Facilitates?**

Regional and District Environmental Health Officers and RPCU

**Objectives:**

- Raise awareness on Small Towns sanitation program, policies, roles, and responsibilities
- Facilitate sharing of information among stakeholders on plans and activities
- Involve stakeholders in preparation of District Environmental Sanitation Strategy & Plan
- Develop plans for implementing the Small Towns sanitation program and allocate roles among members of the District Inter-Agency Coordinating Committee
- Promote and ensure compliance with policies by all stakeholders
- Encourage coordination among NGOs and other players at district level

**Major Output:**

- Awareness of Small Towns Sanitation Program and how stakeholders can participate
- Commitment to working together in a coordinated way using common approaches
- District Environmental Sanitation Strategy & Plan
- Agreement on roles of each agency in implementing the Small Towns sanitation program
Indicators:
- Regular meetings of stakeholders – District Inter-Agency Coordinating Committee
- Each agency takes responsibility to implement its own roles/tasks

Steps/Activities:
1. Organize an orientation workshop for stakeholders - see topics below.
2. Use the workshop to start the process of getting stakeholders to meet regularly to share information and to plan together, as the District Inter-Agency Coordinating Committee.
3. Get stakeholders to meet together on a regular basis, as District Inter-Agency Coordinating Committee, so that they know what each other is doing and can support each other’s efforts.

Extra Note: The coordination of different stakeholders is not a one-time activity – it is ongoing. The work of different players needs to be carefully coordinated so that their inputs are introduced at the right time and reinforce each other. The District Inter-Agency Coordinating Committee should meet on a regular basis (e.g. monthly) to report on progress and coordinate inputs. Each agency would give a brief verbal and written report (targets - what done/not done, problem areas requiring help, targets for next month). This regular meeting would ensure that each agency knows what the others are doing and can build linkages between different components of the project.

TOPICS FOR ORIENTATION OF STAKEHOLDERS
- Status of sanitation and hygiene in the district
- Stakeholders’ objectives and activities in sanitation and hygiene
- Small Towns Sanitation Program - goals, policies and strategies, project cycle
- Criteria for small towns selection
- Roles of stakeholders in Small Towns Sanitation Program
- Action planning

The District Resource Book for Scaling up CLTS, Hygiene, and Sanitation Marketing (2011) calls this type of workshop a “whole system in the room” workshop – a process which builds consensus on how to implement the project.

Roles Allocated to Different Agencies – Example

<table>
<thead>
<tr>
<th>Agency</th>
<th>Roles</th>
</tr>
</thead>
<tbody>
<tr>
<td>EHSU</td>
<td>Coordination and leadership. Data collection. Training and supervision of CLTS Facilitators. ODF Verification. M&amp;E</td>
</tr>
<tr>
<td>RPCU</td>
<td>Coordination and planning</td>
</tr>
<tr>
<td>CWSA</td>
<td>Coordination and technical advice</td>
</tr>
<tr>
<td>GES/School Hygiene Education Project (SHEP)</td>
<td>Training of teachers on SLTS. Mobilization of students on SLTS Monitoring. ODF validation.</td>
</tr>
<tr>
<td>Department of Community Development (DCD)</td>
<td>Mobilize communities for CLTS. Monitoring. Some CD field staff trained as CLTS facilitators.</td>
</tr>
<tr>
<td>APDO</td>
<td>Training of CLTS facilitators. Operational research. M&amp;E</td>
</tr>
<tr>
<td>EPA</td>
<td>Data collection and monitoring of environmental impacts.</td>
</tr>
<tr>
<td>GHS – Health Promotion Unit</td>
<td>IEC programs emphasizing CLTS principles. Programs to promote S&amp;H behaviour change.</td>
</tr>
<tr>
<td>Info Services Department</td>
<td>Information dissemination and coordination</td>
</tr>
</tbody>
</table>
3.4 Community Promotion to Trigger Demand

**Introduction**
The next step is to inform communities about the Small Towns Sanitation Program and encourage them to register their interest/demand by completing an application form and demonstrating their seriousness about improving their sanitation. This involves an information campaign of community meetings and flyers. Before the campaign starts, the ‘promoters’ are trained in a workshop.

**Who Participates?**
- Promoters - EHSU field workers, CD field staff, DA members
- Participants - chiefs, WSMT members, sectional representatives, Unit Committees

**Objectives:**
- Facilitate self-assessment of the OD situation by the community
- Raise awareness about small towns sanitation and how community can participate
- Promote interest in and demand for improved sanitation
- Encourage small towns (WMST) to apply by completing the application form

**Major Outputs:**
- Awareness of Small Towns Program and what communities need to do to participate
- Flyers and application forms in people’s hands
- Communities and WSMTs are starting to think about how they can respond.

**Indicators:**
- Formal request from community describing their commitment to improving sanitation

**Materials:**
- Information Flyers and Application Forms

**Steps:**
1. **Training Workshop for Promoters**
   First train the promoters – DA members and EHSU field workers. Organise a workshop to explain the basic messages and help promoters prepare for the community meetings. (The briefing of DA members could be part of the orientation workshop described in 3.1.)

   **TOPICS FOR TRAINING WORKSHOP FOR PROMOTERS**
   - Small Towns Sanitation Program - goals, strategies, players and roles, and project cycle
   - Promotion campaign and role of ‘promoters’ in disseminating information
   - How communities can participate - application forms, criteria for selection
   - Typical questions that communities might ask and how to respond

2. **Information Campaign by Promoters**
   Having been trained, the ‘promoters’ will then organise follow-up meetings in each town. To prepare for each meeting:
   - Invite the chief and elders, WMST, and Unit Committee members.
   - Make a special effort to invite and involve women, e.g. contact women’s groups.
   - Encourage representation from all sections of the small town.
In conducting each meeting use the agenda and the notes given below.

**AGENDA FOR PROMOTION MEETING:**
- Ask the community to talk about and assess their own sanitation situation first – focusing on open defecation and the condition of public and household latrines.
- Then explain Small Towns Sanitation Program – see notes below.
- Then explain what the community has to do to participate in this programme.
- Invite community members to ask questions to clarify things.
- Ask WSMT and the community to hold their own meeting to: a) decide on what they want to do to improve sanitation, and b) complete the Application Form.
- Hand out the Flyers and Application Forms.

**PRESENTATION ON SMALL TOWNS SANITATION PROGRAM**

**Objectives:** To eliminate open defecation, build latrines, and improve hygiene practices.

**Old System:** In the past, government and donors took the lead role in providing sanitation – offering subsidies or providing materials for toilets, so often the toilets got built but were not used. In the old approach to sanitation, government worked with individual households and there was little effort to get the whole community working together on the issue of sanitation.

**New Approach:** In the new approach, the community will take a lead role in mobilising everyone to take action on sanitation. The community will meet and decide what it wants to do as a community to stop OD and build toilets. Government now recognises that communities can organise together to make improvements in sanitation through their own ideas and efforts.

**How to Participate?** You will be assisted to improve your sanitation but you need to show your commitment - to show that you are really serious about improving your sanitation. To do this you will need to complete an application form in which you will show why your community should be selected for the sanitation program.

**Whole Community Involved:** You need to start thinking about how you can get the whole community involved – every section. We can only make a difference in our sanitation and health if every household commits itself to stopping open defecation and builds a toilet.

**Women playing a lead role.** Women manage sanitation and hygiene at the household level. So they know a lot about sanitation and have the most to gain from improved sanitation. So their active participation, along with the participation of men, can help to ensure that communities reach the goal of stopping open defecation and building 100% household toilets.

**The program is NOT FREE.** When materials are given out free of charge, there is no sense of ownership and often the toilet is not used. So our program depends on each household financing and building its own toilet, not waiting for government to provide a subsidy or materials. If people pay for and build their own toilet, they will have a stronger sense of ownership.

After building toilets, households will also be encouraged to use them regularly and develop a regular habit of HANDWASHING.

**Not all communities will be selected.** The Assembly cannot work with all communities at the same time. Some may not be successful this year.

If you are successful, **Facilitators** will be assigned to work with you to discuss the sanitation situation in your community and what you want to do about it.
3.5 Application and Action by Community

Introduction
The next step is for the leaders of each small town to meet on their own, discuss the issues and how they are to satisfy the conditions, and complete the application form. This meeting would be organised by the chief and WSMT, with the help of the local Environmental Health staff.

Who Participates?
- Chief, WSMT, sectional representatives, Unit Committee, DA members, EH Assistants

Objectives:
- Increase awareness of the CLTS concept and what it means in practice
- Facilitate discussion on how the community can demonstrate it is organised to mobilise everyone and committed to the objective of creating an ODF community
- Complete the application form

Major Outputs:
- The whole community is aware of and committed to creating an ODF community
- Application form has been completed and sent to the District Assembly
- Specific actions to prepare for the triggering process – selection of a small team of men and women to mobilise participation in the sectional triggering meetings. (This group would work with the Community Facilitators.)

Indicators:
- Formal request from community describing their commitment, capability, and willingness to mobilise the whole community to participate in actions to create an ODF community

Steps:

1. Town Meeting
Town leaders (chief, WMST, sectional representatives) will meet to discuss how they can participate in the Small Towns Sanitation Program and complete the application form. After the meeting the WSMT will complete the application form and send it to the District Assembly.

AGENDA FOR TOWN MEETING

Sanitation and Hygiene
- Sanitation - How do people dispose of faeces? Is that a problem? How many people own and use latrines? What condition are they in? What can we do to encourage people to stop open defecation and build/improve/use latrines?
- Hygiene – How often do people wash their hands with soap? What are the major barriers to this practice?

Community Organisation
- How will the community organise every household to stop open defecation and take an active part in building toilets?
- How to select a working group in each section made up of men and women to organise community meetings to discuss and take action on sanitation?
3.6 Selection of Small Towns

Introduction:
Once application forms have been received, EHSU will verify each application form. Then the District Inter-Agency Coordinating Committee and the Assembly will meet and decide which towns should start the programme.

Who Participates?
- EHSU, District Inter-Agency Coordinating Committee, DA Sectoral Subcommittee

Objectives:
- Check that Information in the application form is correct and complete
- Select a number of small towns who will be invited to participate in the programme

Major Outputs:
- Verified application forms, i.e. the level of commitment/demand is assessed
- Prioritised list of small towns – selected through a transparent process

Materials:
- Verification Checklist
- Criteria for town selection

Steps:

1. **Desk and Field Verification:**
   EHSU staff will review the applications and identify gaps in information to be checked in the field. Then they will visit the towns to verify that the information is correct and complete.

   **VERIFICATION CHECKLIST:**
   - All items on the Application Form have been completed.
   - Information has been discussed with and agreed by a representative body of community members (who are aware of its contents).
   - Sanitation is a priority need expressed by the community.
   - Community have shown their willingness to mobilise everyone to participate.
   - List of sectional leaders to organise the triggering meetings.

2. **Selection of Participating Small Towns**
District Inter-Agency Coordinating Committee decides on:
   a) Scale of programme - proposed number of small towns to be assisted over a two year period (based on the EHSU’s financial and staffing capacity); and
   b) Assessment criteria to be used in selecting communities.
In deciding on the scale of the program, you should take into account:
- How many small towns the EHSU and its partners can support at one time;
- The number of other activities that EHSU and its partners are working on;
- The size of the towns which are selected;
- How many teams of trained CLTS Facilitators are already available or can be trained (to do triggering and post-triggering follow-up visits); and
- District politics. Some DAs may decide to spread investments around the district in order to avoid being accused of favouring one area over another. Other districts may choose to concentrate work within one or two areas/zones which have been neglected. This would make supervision and monitoring easier and more cost effective.

3. **Preparation of Short List**
   Using criteria, the District Inter-Agency Coordinating Committee assesses each application, e.g. ‘high, medium, or low’. Then they draw up a shortlist of small towns to be assisted.

4. **Approval by Sectoral Subcommittee and Full Assembly:**
   a) Sub-Committee reviews the list of priority towns and confirms or modifies the list.
   b) Full Assembly gives final approval to the list of prioritised towns

5. **Official Notification**
   Small Towns are informed about the results of the selection by a letter from the District Assembly. Other notices are placed on the Assembly notice board.

**CRITERIA FOR COMMUNITY SELECTION**

**Background Factors**
- Population of small town
- Availability of potential of safe water supply

**What sanitation facilities does the community have already?**
What sanitation facilities (public and household latrines) are already available in small town -
- Number of facilities? Type of facilities? Condition and cleanliness? Use?
- What is the ratio of toilets to population?

**Is there a strong community demand?**
Indicators of community demand and interest might include:
- Is sanitation top priority, or are other services (e.g. schools) considered more important?
- What efforts have already been made by the community to improve their sanitation, e.g. construction and/or maintenance/repair of public latrines?
- Level of community interest and commitment (e.g. number of people who attended and participated actively at community meetings to discuss the sanitation program)?

**Can the community manage sanitation action to achieve 100% toilets?**
Indicators of community management capacity might include:
- Number of other community projects and how well maintained?
- Level of women’s participation in managing community projects?
- Leadership strength of Watsan Committees in each section of the small town?

**Are lots of people suffering from sanitation related diseases?**
This is another indicator of the status of sanitation. Those communities which practice mainly open defecation will often have high levels of diarrhoea and cholera.
Are there lots of conflicts and disputes?
The success of the CLTS approach depends on full community participation, so it will be difficult to implement projects in communities involved in disputes over chieftaincy, land, or ethnic issues. Community members who are living in fear (e.g. minority groups and women), will find it difficult to participate actively in the CLTS process. If you are aware of any such dispute, then set the community aside until such time as it is resolved.

Note: Kamal Kar, the founder of the CLTS process, has recommended the following guidelines in deciding which communities to start in:
- Select and start CLTS in more favourable communities first, i.e. no major conflicts.
- Establish successful outcomes, gain experience, and tell the success stories.
- Build confidence of the key actors and move on to other communities.
- Use Natural Leaders in successful communities to help spread CLTS to other areas.

3.7 Selection and Training of CLTS Facilitators

Introduction:
The next step is to select and train CLTS Facilitators needed to carry out triggering and follow-up activities in each of the small towns selected. Environmental Health Assistants should be the major target for this training because sanitation is a major part of their job description, and they are located at the zonal level and available to do the triggering and follow-up promotion.

Who Participates:
- EH Assistants, DWST members, other extension workers, NGO field workers

Who Facilitates:
- Experienced trainers drawn from EHSU and NGOs (e.g. APDO)

Objectives:
- Select field workers with the right skills and attitudes to become CLTS Facilitators
- Develop hands on skills in facilitating the CLTS triggering process and follow-up support
- Develop teams of facilitators who would work together in doing triggering and follow-up

Major Outputs:
- Full understanding of CLTS approach – objectives, principles, strategies, key messages
- Practical skills and confidence to facilitate the ten CLTS triggering activities
- Skills to organise pre-triggering community visits and post-triggering follow-up visits

Steps/Activities:

1. Selection: EHSU will select 6-8 field workers (from EHAs and extension workers) for each of the towns they want to work in – to attend the training. Out of the training roughly 4-5 field workers will emerge with the necessary skills and confidence to do triggering in a single town – and this group will form a triggering team. After the training the team will organise triggering meetings and follow-up visits in the small town – working in each section. Depending on the size of the towns, one team might trigger in a single town or if the towns are small and close together, they might cover more than one town.

CLTS requires a gender sensitive approach so roughly half of the workshop participants and the new training teams should be women. Female CFs find it easier to encourage the active participation of women in the triggering discussions and in follow-up action.
2. **Training:** Training will be organised as a two step process:
   a) **6 day workshop** in which trainees learn hands on skills through lots of practice (with feedback) at the workshop centre and in two practice communities; and
   b) **Follow-up mentoring** – trainees will start to organise triggering in different sections and be accompanied by one of the trainers who will serve as a coach (providing on-the-job advice and feedback).

Special Note: Training is needed at the start of the CLTS program to ensure there are enough dedicated facilitators with the necessary skills. However, ‘refresher’ training will be needed on an ongoing basis year after year to replace those who drop out and strengthen the skills and confidence of all of those involved.

NORST discovered that this type of refresher training is also needed to ensure that all the facilitators are using the same triggering approach, i.e. applying the best practice and learning from each other.

**OUTLINE DESCRIPTION OF TRAINING WORKSHOP FOR CLTS FACILITATORS**

The workshop is a 6 day workshop to train facilitators for CLTS triggering and follow-up. It includes 4 days at the workshop site (Days 1-3 and 6) and 2 days in nearby communities (Days 4-5) practising what has been learned in the workshop.

The workshop is built around demonstration and practice of the **Ten Triggering Steps.** Participants will first observe the trainers demonstrating how to facilitate this process and then practice it themselves. Each practice session will focus on a single activity in the process. After each practice session trainers will provide feedback to help trainees improve their skills and confidence in facilitating the activity. This process of demonstration and practice will allow trainees to get a ‘hands on’ understanding of the CLTS triggering process – through:
   a) participating in triggering sessions run by the trainers and observing how they “do it”;
   b) preparing and facilitating their own triggering activities as facilitators (with feedback); and
   c) observing the practice sessions of other trainees (and providing feedback).

During the practice sessions trainees will learn three sets of skills:
   a) Facilitation techniques – asking open and probing questions, rephrasing, etc;
   b) How to facilitate each triggering activity, step by step; and
   c) Responding to difficult/challenging questions from the community.

This process will allow for 4 ½ days of practice of the triggering activities – 2 ½ days in the workshop site and 2 days in the field. The demonstration and practice sessions will be built around the activities in the CLTS TRIGGERING GUIDE. Each trainee will be given a copy of the guide and asked to read it each evening, and will use the guide for practice sessions.
The workshop will be organised in six major phases or blocks of activity:

<table>
<thead>
<tr>
<th>No.</th>
<th>Timing</th>
<th>Topic</th>
<th>Detailed Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Day 1</td>
<td>CLTS Approach + facilitation skills</td>
<td>Introduction to CLTS principles, strategies, roles, and key messages + practice on facilitation skills</td>
</tr>
<tr>
<td>2</td>
<td>Day 2 am</td>
<td>Demonstration on Triggering Steps</td>
<td>Trainers demonstrate the CLTS triggering activities + debriefing after each to emphasize key features. Aim: to provide a model for trainees to replicate.</td>
</tr>
<tr>
<td>3</td>
<td>Day 2 pm, Day 3 am</td>
<td>Practice Rounds with Feedback</td>
<td>Participants practice the CLTS triggering activities, working in small groups. Trainees try out each triggering activity, followed by feedback.</td>
</tr>
<tr>
<td>4</td>
<td>Day 3 pm</td>
<td>Planning and Prep for Field Practice + extra practice</td>
<td>Each team will plan for field practice – agreeing on roles, how to work together, etc. + extra practice on the triggering activities.</td>
</tr>
<tr>
<td>5</td>
<td>Days 4 &amp; 5</td>
<td>FIELD PRACTICE (work in 2-3 teams in communities)</td>
<td>Each team will facilitate triggering process in one community each day (3-4 hour process). After each practice, team will assess its performance.</td>
</tr>
</tbody>
</table>

### 3.8 Pre-Triggering Planning Meeting (Town Level) and Baseline Data Collection

**Introduction:** The next step is to organise a planning meeting at the town level (triggering activities and planning for triggering meetings) and collect baseline data.

**Who Participates:**
Chief and elders, DA member, Water & Sanitation Management Team, Watsan Committee members (sectional representatives), women’s group leaders, Unit Committee members

**Who Facilitates:**
Community Facilitation Team, District Environmental Health Officer

**Objectives:**
- Build rapport/collaboration between town leaders and Community Facilitation Team
- Trigger a strong reaction to OD among community leaders
- Build strong commitment by town leaders to the objective of creating an ODF town
- Agree on the neighbourhoods/sections in which triggering will take place
- Develop a plan/schedule for triggering and follow-up action in each of the sections
- Identify organising group in each section who will mobilise participants to attend triggering
- Collect baseline data (OD profile and number and condition of toilets)

**Major Outputs:**
- Strong emotional reaction to OD by town leaders (disgust and anger)
- Plan/schedule for triggering meetings in different sections
- Organising group in each section who will help organise the triggering meeting
Steps/Activities:

1. **Town Planning Meeting:** The Community Facilitators will organise a 2-3 hour meeting with key leaders (chief, elders, WSMT, sectional representatives, women’s leaders, etc.).

   **Agenda**
   - 2-3 triggering activities (e.g. Shit Mapping, Shit Walk) to make the leaders aware of the objectives/importance of the program and to trigger their own strong interest
   - Program Objectives and Principles – stopping Open Defecation, building toilets and hand washing facilities, no subsidies, women’s active participation, Natural Leaders.
   - Project Cycle – pre-triggering, triggering, follow-up – and roles/activities at each stage. Emphasize the importance of post-triggering follow-up and support for the Natural Leaders
   - Deciding on Sections: agreeing as a group on sections/neighborhoods for triggering [Follow existing and known boundaries (imaginary or real) in deciding on sections. This demarcation will follow the same sections used in tap stand distribution.]
   - Planning process – schedule for triggering in different sections, local organising group, physical preparations, etc.
   - Invitations to triggering meeting – importance of good turnout. Emphasize the importance of a good turnout by women and their active participation in meeting.
   - The workshop can also serve to identify potential roadblocks or sources of opposition. Use workshop to speak with critics and identify persons likely to work against the project.

2. **Baseline data collection:** Collect data on OD profile and number and condition of toilets – with the active involvement of local resource persons and volunteers from the towns.

3.9 **Sectional Triggering Meetings**

**Introduction:**
The Community Facilitation Team will plan and organise a series of triggering meetings in different sections of the town, working closely with a working group in each section.

The EHSU and District Facilitation Team will monitor these meetings. They need to agree on a schedule for monitoring these activities and divide up the work.

**Who Participates?**
Community members in section/neighborhood – both men and women

**Who Facilitates?**
Community Facilitation Team (in some cases along with a Trainer as mentor)

**Objectives:**
- Trigger a strong emotional response (disgust, anger, embarrassment) to open defecation
- Build understanding that “we are eating our own shit and our neighbour’s shit”
- Develop a commitment and plan to stop open defecation and build toilets and HW facilities
- Involve community in decision-making and action to build and use their own toilets
Identify Natural Leaders who will lead the follow-up process at community level
Ensure active participation by women in the decisions taken and selection as NLs

**Major Outputs:**
- Strong emotional reaction to OD by community members (disgust and anger)
- Plan for follow-up action – stopping open defecation, building toilets, etc.
- Natural leaders identified – at least 50% should be women

**Materials:**
- Facilitator’s Manual and Triggering Guide
- Trainer’s Guide for Training Facilitators

**Steps:**

1. **Triggering Meeting:** The Community Facilitation Team (CFT) will organise a 2-3 hour triggering meeting in each section of the town. The meeting will cover some of the following activities:

<table>
<thead>
<tr>
<th>#</th>
<th>Activity</th>
<th>Objective</th>
<th>Key Things to Do</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>PREPS FOR MEETING AND START MEETING</td>
<td>Introduction to triggering process</td>
<td>Find place of open defecation. Introduce meeting/purpose: to assess sanitation situation of community – not to provide subsidies for materials</td>
</tr>
<tr>
<td>2</td>
<td>CHILDREN’S SESSION</td>
<td>Separate triggering meeting for children</td>
<td>Arrange a separate triggering meeting for children. Children’s group return and join adults on #10.</td>
</tr>
<tr>
<td>3</td>
<td>COMMUNITY SHIT MAPPING</td>
<td>Show there is open defecation all over the community and what happens to the shit</td>
<td>Step 1: Make outline map of community – boundary, roads, rivers, church, school. Step 2: Mark houses with cards. Step 3: Mark shit areas with yellow powder. Step 4: Discuss what happens to the shit.</td>
</tr>
<tr>
<td>4</td>
<td>SHIT WALK</td>
<td>Show places of open defecation + build disgust/shame</td>
<td>Take group to place of open defecation. Discuss – “How do you feel about this?” Then take shit back to the meeting place.</td>
</tr>
<tr>
<td>5</td>
<td>SHIT TO HOME/ FOOD FLOWS</td>
<td>Learn how shit travels from the open to house, food and into mouth</td>
<td>Draw picture of shit and home &amp; food. Hand out cards and ask people to draw things that take shit to food. Then ask each person to explain drawing – how it moves shit to food. Probing questions to get people to say – “We are eating shit!”</td>
</tr>
<tr>
<td>6</td>
<td>WATER AND SHIT</td>
<td>Learn how shit gets into our water</td>
<td>Offer bottle of water to someone and ask to drink. Put shit into bottle and offer to the same person. When s/he refuses, ask “Why are you refusing?” Discuss how shit is washed by rain into the water point.</td>
</tr>
<tr>
<td>7</td>
<td>FOOD AND SHIT</td>
<td>Learn how shit is carried by flies into food</td>
<td>Put plate of food beside the shit brought back from SHIT WALK. Pick up food and offer it to someone. When s/he refuses, ask “Why are you refusing?” [Response: Flies are carrying shit to the food.]</td>
</tr>
<tr>
<td>8</td>
<td>SHIT MATHS</td>
<td>Calculate amount of shit deposited in community over one</td>
<td>Ask questions and record responses on flipchart. 1) How often do you shit each day? 2) How much shit? 3) No. of people in</td>
</tr>
</tbody>
</table>
9. HAND WASHING AND FOOD

Learn how shit gets into food and mouth if we do not wash our hands

1) Go to toilet. Return from toilet, wiping hands on pants. Asked – “Did you wash hands?” - “No”. 2) Pick up food and offer it to someone to eat. Person refuses. Ask, “Why are you refusing?” Explain importance of washing hands with soap.

10. MOVING TO ACTION

Community agrees on how they want to stop OD in the community

1) What have you learned from meeting?
2) Summarize – lots of OD in community – disgusting, embarrassing, & dangerous to health. 3) Divide into small groups - ask groups to discuss what can be done to solve problem of OD. 4) Organise report by groups – and summarize. 5) Identify natural leaders. 6) Arrange follow-up meeting with natural leaders and follow-up visits.

Extra Note: WOMEN’S PARTICIPATION
A special effort should be made by CFs to ensure a good turnout of women and other marginalised groups (including people living with disability) and that these groups are actively involved in discussions and decision-making. Techniques to ensure this would include:

- Work through women’s groups and female community leaders to invite women.
- Make sure women are not seated at the back, but sit alongside men in the meeting.
- Emphasize at the start of the meeting the importance of women’s active participation.
- Allow women equal opportunity to contribute in the meeting (through specific efforts to encourage women) and make sure that their contributions are heard and respected.
- Make sure that women are included in the selection of Natural Leaders (50%).
- Women’s ideas on the design of toilets should be taken into consideration. Those households who have difficulties sharing a single toilet should be encouraged to build two – one for the men and one for the women.

PARTICIPATION OF MINORITY TRIBES
Settler communities and migrants should be mobilized and not allowed to de-select themselves from sections and collective decisions and actions.

3.10 Post-Triggering Follow-up Support / Monitoring

Introduction:

After the triggering meeting the community is expected to organize their own follow-up action, led by the Natural Leaders, chief, and WSMT. This activity needs to be supported by the Community Facilitation Team, who will be expected to make regular visits to each section.

There is also a need for follow-up monitoring and support by EHSU and the District Facilitation Team – checking on progress, providing support to CFT and Natural Leaders (including fuel, transport and allowances), and helping to resolve bottlenecks.
Follow-up is often one of the weakest aspects of the CLTS program so a system for regular and sustained follow-up and monitoring is needed.

**Frequency:**
The CFs need to **make regular visits to each section immediately after triggering** - two visits a week for the first three months, then once every week and later once every month over the two year mobilization period. Once the community has achieved ODF, EHAAs should visit communities at least quarterly to ensure that communities sustain their ODF status and hygiene and sanitation behaviours.

**Who Participates?**
- Community members, Natural Leaders, other leaders (e.g. Chief, WSMT)
- Community Facilitation Team, EHSU and District Inter-Agency Coordinating Committee

**Note regarding Traditional Leaders**
The chiefs and other traditional leaders can play a huge role in the CLTS mobilization process – speaking out in favour of the approach, condemning open defecation, serving as role models (who build toilets), providing support and encouragement to Natural Leaders, helping to get community agreement on by-laws, ensuring that by-laws and sanctions are applied, and holding the community to their deadlines to achieve ODF status.

**Objectives:**
- Develop plans for community action and deadline for ODF and toilet completion
- Motivate the community and Natural Leaders to sustain the action towards ODF status
- Promote the use and maintenance of newly built toilets and handwashing
- Assess progress and achievements and give positive feedback
- Help identify and solve problems and conflicts – and revitalise efforts
- Help sections which are lagging behind the others with fresh motivation for change
- Get community agreement on rules/by-laws to stop open defecation
- Provide support to Natural Leaders and CFT so they can do an effective job
- Document activities and outcomes and use these to guide NLs and communities
- Provide technical information on the building of toilets and handwashing facilities
- Introduce trained entrepreneurial latrine artisans to the community and encourage them to market their sanitation materials and artisan skills
- Promote on-going sustainability of new sanitation facilities and practices

**Major Outputs:**
- Community effectively organising to get all HHs to stop OD and build toilets
- Rules/by-laws to stop open defecation
- CFs and Natural Leaders are managing each of their responsibilities in a timely manner
- New hygiene behaviours especially handwashing
- Sanitary products and latrine artisan skills are accessible to community members

**Indicators:**
- Regular meetings of Natural Leaders to report, plan, and solve problems
- Households are each taking responsibility to finance and build their own toilets
- Women active in the follow-up action process
- New behaviours (e.g. handwashing) and completed/used latrines

**Materials:**
- Monitoring and Follow-up Support Checklist
Steps/Activities:
This phase will require activities being done at different levels by different players:

<table>
<thead>
<tr>
<th>Level</th>
<th>Player</th>
<th>Activities</th>
</tr>
</thead>
</table>
| Section        | Natural Leaders      | • Develop action plans to create ODF community  
                     • Visits to individual HHs to encourage toilet building  
                     • Encourage neighbouring HHs to do collective work.  
                     • Help vulnerable groups (poor, elderly) to build toilets  
                     • Review meetings to document no. toilets constructed  
                     • Record progress (toilets built) on community map  
                     • Encourage community to set by-laws to stop OD |
| Town and sections | Chiefs and WSMT | • Monitor progress by each of the sections  
                     • Motivate communities to continue to work towards ODF  
                     • Hold community accountable to deadline to reach ODF  
                     • Help facilitate community agreement on by-laws re: OD  
                     • Enforce sanctions against people who continue to OD  
                     • Provide support/encouragement to Natural Leaders |
| Town           | CFT                  | • Visits to sections to check on progress towards ODF  
                     • Regular meetings with Natural Leaders to review work  
                     • Check on progress – HH visits, toilets built, new bylaws  
                     • Identify and help to solve problems and provide advice  
                     • Get feedback from NLs & suggestions for improvement  
                     • Motivate households and Natural Leaders to sustain action towards ODF status  
                     • Encourage competition between different sections  
                     • Provide technical advice on toilet construction  
                     • Facilitate involvement of Sanitation Service Providers |
| District       | EHSU Supervisors     | • Supervision visits using checklists & meetings with CFT  
                     • Keep track of progress and help to resolve bottlenecks  
                     • Develop CFT capacity through supportive supervision  
                     • Report writing & dissemination to relevant stakeholders  
                     • Facilitate involvement of Sanitation Service Providers |

Note: Natural Leaders are volunteers. They are not paid. They do this job out of a sense of satisfaction and the respect they get from fellow villagers. So don’t pay them - you won’t be able to sustain the payment nor get the best out of them that way. Instead encourage the Natural Leaders by praising their efforts, reminding them about the results of their hard work, and getting them to work together and support each other as a group.

Special Issue – Town Residents are Tenants: Many inhabitants of the towns will be tenants, rather than plot owners, so they will be reluctant to build a toilet and may find it difficult to get their landlord to build a toilet. So the District Assembly should pass a by-law forcing landlords to build toilets and encourage each town to do the same – and they should enforce the by-law.
3.11 ODF Verification, Declaration & Celebration

Introduction:
The final step in the process is to verify that the section has achieved ODF status and then organise an event to celebrate this achievement.

The EHSU and District Inter-Agency Coordinating Committee should take the lead in both of these activities: a) organising a team to come to the community to check that it has reached 100% ODF; and b) working with local leaders to organise a celebration (if the community is successful).

Who Participates?
   a) Verification Process – small team selected by the district
   b) ODF Celebration - community members in section – both men and women

Objectives:
- Ensure independent verification of the community's achievement
- Organise a public celebration of the achievement – and use the celebration to encourage other communities to follow the example shown

Major Outputs:
- Verified ODF status

Materials:
- Verification Guide and Checklist

Steps:

1. **ODF Declaration**: When the community recognises that it has achieved ODF status, it informs the District Assembly through its leaders.

2. **Verification Process**: The district appoints a small team to come to the town to check that the community (section) has attained ODF (using the checklist developed by EHSD).
A community must meet the **three following criteria** in order to be declared Open Defecation Free (ODF):

- All households must have their own latrine and they must be using it.
- There must be no open defecation in the community.
- All households must have a handwashing facility.

3. **ODF Celebration**: If the community is successful in the Verification Process, they will be encouraged to organise a public celebration. The community will set a date and organise the celebration themselves (often inviting outside speakers from the DA or politicians). They will be encouraged to invite people from neighbouring communities as a way of motivating their neighbours (to follow the example). Having a celebration helps to enhance the ownership, recognition, and pride that will promote sustainability.

A copy of the Verification Guide is given in Annex A.

### 3.12 Sanitation Marketing

**Introduction:**
As CLTS progresses, demand for better quality toilets will increase. Very soon after triggering or after achieving ODF status, some households will decide to upgrade their toilets. Some may decide to move directly to improved toilets and skip low cost models regardless of cost.

Demand for more durable latrines comes when pit latrines collapse after heavy rains or flooding. Family members, especially women, do not wish to revert back to OD. This is a time when the community members look for alternatives, especially improved toilet models. By encouraging and promoting links with local businesses (producers and suppliers), and training more artisans, the private sector can respond to this demand with materials and skills.

The District Assembly needs to encourage private sector businesses to provide sanitation supplies or latrine building skills. These supplies or the services of artisans will be purchased by households, using their own funds.

**Who Participates?**
- EHSU, households, local businesses (producers, suppliers, and latrine artisans)

**Objectives:**
- Create sustainable systems of supply which will lead to development of a critical mass of small scale sanitation businesses (producers, suppliers, and latrine artisans)
- Ensure that communities are able to purchase the required goods and services from local suppliers and artisans at competitive prices

**Major Outputs:**
- Critical mass of small scale sanitation businesses (producers, suppliers, and artisans)
- System to access latrine building supplies or skills from businesses at affordable prices

**Indicators:**
- Supplies and trained artisans are easily available at the local level at reasonable prices
- Households are able to access these supplies or skills when they need them
Steps:
SANITATION SUPPLIES -
1. Disseminate to suppliers a list of sanitation products needed for different types of toilets, e.g. cement, re-bar, slabs, vent pipes - and encourage suppliers to respond to demand.
2. Invite local traders to attend village CLTS meetings to meet with the community and understand their needs, and learn more about the potential market.
3. Encourage Natural Leaders to bring sanitation hardware to their villages.

SKILLED ARTISANS -
1. Identify and provide updating training for skilled artisans, including entrepreneurial skills. Artisans establish their own market through their own contacts in the towns.
2. Train, equip, and certify youth as slab makers in simple slab production and promotion.

3.13 Monitoring, Evaluation, and Reporting

Introduction:
EHSU will implement results-based M&E system to track, assess, and report on results and provide a basis for planning. Players at all levels will monitor activities and results.

EHSU will also prepare quarterly, semi-annual, and annual reports for submission to the National EHSD Office. Quarterly reports will be financial and statistical. The annual and semi-annual
reports will contain analytical reporting on activities and results, along with financial and statistical data.

Who Participates?
EHSU, communities, Facilitators, Natural Leaders, WMSTs, other stakeholders

Objectives:
- Monitor progress towards attainment of results or impacts
- Provide information needed for forward planning and future evaluation
- Identify problems and find solutions at an early stage
- Produce quarterly reports to document activities, results, and learnings

Major Outputs:
- Communities/Natural Leaders regularly assess their results in relation to ODF targets and share conclusions with CFT
- EHSU develops and modifies its Sanitation program on the basis of data and analysis provided through monitoring reports
- District Assembly is fully informed on a timely basis on project progress – performance against expected results and expenditures against budget

Indicators:
- Communities identify and solve problems and make plans and decisions based on their analysis of the results of their work
- District sanitation plans and decisions reflect the M&E inputs of CFs
- EHSU provides an annual M&E report based on actual performance against expected results using agreed upon indicators

Steps/Activities:
1. Define outputs and indicators at start of project
2. Develop data collection instruments and train people to collect data
3. Collect baseline data and other data at appropriate stages
4. Write reports at appropriate stages - EHSU will prepare quarterly activity reports against workplans including:
   A) Tasks completed and results realised
   B) Progress on current tasks
   C) Analysis of delays and proposed corrective action

Materials:
- Data collection instruments
- Report formats
ANNEX A: LEVEL 1 Verification Towards ODF Declaration

Name of Community
District
Date of Verification
Date Community was Triggered

**Background Information on the Community**

Did the Community as a whole meet to confirm their commitment to stop OD?  
YES  [ ]  NO  [ ]

How many people were at that meeting?

How many women and children were present?

What date did community set for itself to attain ODF status?  
NO DATE WAS SET

What immediate actions did the community members decide to undertake to stop OD?  
*attach details from Action Plan if one exists*

Who were the Natural Leaders (NL) who championed the CLTS process?

1.  
2.  
3.  
4.  
5.  
6.  

Is the Community Map developed at ‘Triggering’ available?  
*Please request to see it*

**ODF VERIFICATION**

The following items must be verified using Spot Observations, formal and informal conversations in the community. The team should undertake a community walk through the community to get first-hand information on the required items.  
The pass mark is from 85% to 100%

*Each indicator has a maximum Marks as shown against it whilst the minimum is 0.*  
*Put marks in the appropriate box*

<table>
<thead>
<tr>
<th>01. Absence of Open Defecation in the community (Total Marks =30)</th>
<th>Max Marks</th>
<th>Marks Obtained</th>
</tr>
</thead>
<tbody>
<tr>
<td>There are no faeces seen:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>a) on the refuse dumps</td>
<td>6</td>
<td>0</td>
</tr>
<tr>
<td>b) in the near-by bushes</td>
<td>6</td>
<td>0</td>
</tr>
<tr>
<td>c) in-between houses (alleys and pathways)</td>
<td>6</td>
<td>0</td>
</tr>
<tr>
<td>d) former key OD places</td>
<td>12</td>
<td>0</td>
</tr>
</tbody>
</table>
### 02. The Community has implemented actions towards achieving ODF  
(Total Marks = 25)

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>a)</td>
<td>There is evidence of improved defecation practices (proper disposal of faeces, children do not defecate on refuse dumps)</td>
<td>5</td>
</tr>
<tr>
<td>b)</td>
<td>There are local regulations to discourage OD in the community and these are being applied</td>
<td>5</td>
</tr>
<tr>
<td>c)</td>
<td>There is evidence of on-going household latrine construction within the community</td>
<td>5</td>
</tr>
<tr>
<td>d)</td>
<td>Individual community members (adults) are aware of the general effort towards stopping OD in the community</td>
<td>5</td>
</tr>
<tr>
<td>e)</td>
<td>Children are aware of the general effort towards stopping OD in the community</td>
<td>5</td>
</tr>
</tbody>
</table>

**Marks Obtained**

### 03. Initial efforts at Household Latrine Construction  
(Total Marks = 15)

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<tbody>
<tr>
<td>a)</td>
<td>Construction of Household latrines by Natural Leaders</td>
<td>5</td>
</tr>
<tr>
<td>b)</td>
<td>Community has plans to construct Household latrines</td>
<td>5</td>
</tr>
<tr>
<td>c)</td>
<td>Community members have started action on household latrine construction</td>
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**Marks Obtained**

### 04. Community Self Assessment  
(Total Marks = 15)

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<tbody>
<tr>
<td>a)</td>
<td>The Community Map is being used to monitor progress</td>
<td>5</td>
</tr>
<tr>
<td>b)</td>
<td>The Community conducted a Self Assessment test</td>
<td>5</td>
</tr>
<tr>
<td>c)</td>
<td>The Community has records of its Self Assessment Test</td>
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**Marks Obtained**

### 05. Hand Washing With Soap  
(Total Marks = 15)

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<tbody>
<tr>
<td>a)</td>
<td>Household latrines with Hand washing facilities</td>
<td>5</td>
</tr>
<tr>
<td>b)</td>
<td>Availability of soap/ash and water in the hand washing facility</td>
<td>5</td>
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<tr>
<td>c)</td>
<td>Evidence of household members practicing hand washing with soap</td>
<td>5</td>
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**Marks Obtained**

**TOTAL MARKS OBTAINED**
ANNEX B: Do and Don’ts of CLTS in Small Towns

1. Develop a set of criteria for selecting and prioritizing communities
   - There must be a need and an expression of need from the community leadership.
   - The District Assembly should be ready to lead the way and be supportive of the process.
   - Look out for conflicts (latent or open) and let that guide the approach you adopt.
   - Conflicts are not necessarily bad. Sometimes they provide opportunities to learn.
   - Do not attempt to deal with or solve the conflict if you do not have experts mandated to do so.

2. Conduct a WASH baseline assessment for the community(ies) selected
   Consider:
   - Demographic and social data.
   - Systematically gather, analyse and use community WASH data for planning and programming.
   - Make provision for geo-referencing of WASH facilities and services.
   - Identify different groups and sects and the interests they pursue.

3. Establish appropriate partnerships and alliances
   - Build alliances with stakeholder agencies and individuals.
   - Consider organisations with previous experience and lessons to share. Build networks.
   - Assess capacities, identify gaps and plan to bridge those gaps.

4. Continuously build capacity and harmonise approaches among implementing agencies.
   - The best resource persons for CLTS live in and belong to the community.
   - Identify and encourage natural leaders (NLs). They know their communities better.
   - Learn from NLs and let them lead the way.
   - Do not pay NLs. You may not be able to sustain it nor get the best out of them that way.

5. Plan and conduct preparatory visits for purposes of learning.
   Work with other agencies but:
   - Deal with communities through Municipal/District Assemblies (Local Government Authority) in whose jurisdiction the community falls.
   - Visit the community.
   - Read about the community.
   - Take note of outstanding issues and follow-up on these issues not very clear to you.
   - Pace out your plan but a realistic pace is that determined by the community.
   - Work with existing community structures and established channels of communication.

6. “Small towns” are large and have peculiar neighbourhoods.
   - Learn more about the neighbourhoods and use your knowledge of these guide your activities.
   - Segment towns into manageable units.
   - Follow existing and known boundaries (imaginary or real) in demarcating boundaries.
   - Look out for various kinds of leaders and work with both formal and informal leaders.
   - The smaller the section/neighbourhood the better.
7. **Leadership is crucial at all levels.**
- Community and neighbourhood leaders are the entry points into the communities.
- Heads of districts and implementing agencies and should be encouraged and supported to play their roles as leaders.
- Inform and keep regional/national level agency leaders with sanitation and related mandate in the loop.
- Respect, include and encourage appropriate roles for traditional leadership.

8. **Introduce innovations in mobilizing communities or sections**
- Local/existing sports and games are widely used.
- Incorporating spontaneous thoughts.
- Gender equality and social inclusion are real challenges to be planned for in small towns CLTS.
- It is not enough for women, children and Persons Living with Disabilities (PLWD) to be heard. Their needs must be considered in deciding community options.
- Settler communities and migrants should be mobilized and not allowed to de-select themselves from sections and collective decisions and actions.

9. **Triggering and Post-triggering monitoring is crucial**
- The timing of community profiling, analyses and triggering should be suitable to the community and its leadership. Do not push communities into making rush decisions.
- There should be very frequent follow-up visits and support immediately after triggering, and gradually spread out as the community develops.
- Monitoring is not for its own sake. The visits are to identify strengths and potential pitfalls and to encourage sections or whole communities to act towards abandoning open defecation.
- Give positive feedback and provide support in various forms.
- Document events and outcomes and use these to learn and guide NL and communities.
- Share lessons learn and plan for replication.

10. **ODF self-assessment and district verification processes**
- Encourage Natural Leaders to lead the process and mobilize communities towards ODF.
- Let district facilitators / officials verify and support communities.
- Refer to other officials.