

# CATALYTIC PROGRAMMING FOR SCALE & SUSTAINABILITY

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Conversations, reflections and lessons  
from the 2016 Global Sanitation Fund  
Learning Event



## About WSSCC

The Water Supply and Sanitation Collaborative Council (WSSCC) is at the heart of the global movement to improve sanitation and hygiene, so that all people can enjoy healthy and productive lives. Established in 1990, WSSCC is the only United Nations body devoted solely to the sanitation needs of the most vulnerable and marginalized people. In collaboration with our members in 150 countries, WSSCC advocates for the billions of people worldwide who lack access to good sanitation, shares solutions that empower communities, and operates the GSF, which since 2008 has committed over \$112 million to transform lives in developing countries.

## About the GSF

The Global Sanitation Fund (GSF) invests in behaviour change programmes that enable large numbers of people in developing countries to improve their sanitation and adopt good hygiene practices. The GSF was established in 2008 by WSSCC to help address the global sanitation and hygiene crisis. It is the only global fund solely dedicated to sanitation and hygiene.

The GSF supports national programmes that are community-based and government-supported. Across GSF-supported countries, diverse networks of stakeholders form vibrant sanitation and hygiene movements. Together, they work to create the conditions for millions of people in their countries, and tens of millions across the globe, to live in open defecation free environments and access adequate toilets and handwashing facilities.

WSSCC gratefully acknowledges the donors that, through its lifetime, have made the GSF's work possible: the Governments of Australia, Finland, the Netherlands, Norway, Sweden, Switzerland and the United Kingdom.

## Acknowledgments

The GSF Secretariat sincerely acknowledges all of the invaluable contributions to this publication from diverse stakeholders. This publication explores the conversations, reflections and lessons that emanated from the sessions, workshops and presentations at the 2016 GSF Learning Event from 24 to 30 April in Madagascar. The report has been written by the GSF Secretariat. Key content contributions have been provided by Kirsty Milward, a consultant with the CLTS Foundation and Jamie Myers, Research Officer for the CLTS Knowledge Hub, an initiative of the Institute of Development Studies. They both participated in the Learning Event as part of a core documentation team. Essential input has also been provided by representatives from key GSF partner organizations who actively participated in the Learning Event. These colleagues are: Cheryl Hicks, Executive Director, Toilet Board Coalition; Marielle Snel, Senior Expert, IRC; Christopher Schwabe, Director, Medical Care Development International; and George Yap, Senior WASH Advisor, Plan International Canada. Above all, the GSF acknowledges the essential input from the more than 70 participants representing all GSF-supported programmes as well as the WSSCC and GSF secretariat. These participants included programme managers, implementing agency staff, Programme Coordinating Mechanism representatives and other government actors, technical experts, and other WASH actors.

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## EXECUTIVE SUMMARY

### LEARNING THEMES

Successfully contributing to universal access to sanitation and hygiene entails a strong preoccupation with the following aspects:

- Incorporating effective approaches for scale and decentralized programme delivery.
- Incorporating effective approaches to ensure sustainable behaviour change, as well as the sustainability of built capacity within institutions and other stakeholder groups.
- Ensuring a truly inclusive approach that leaves no one behind.
- Addressing the challenge of monitoring and evaluating all of these aforementioned aspects.



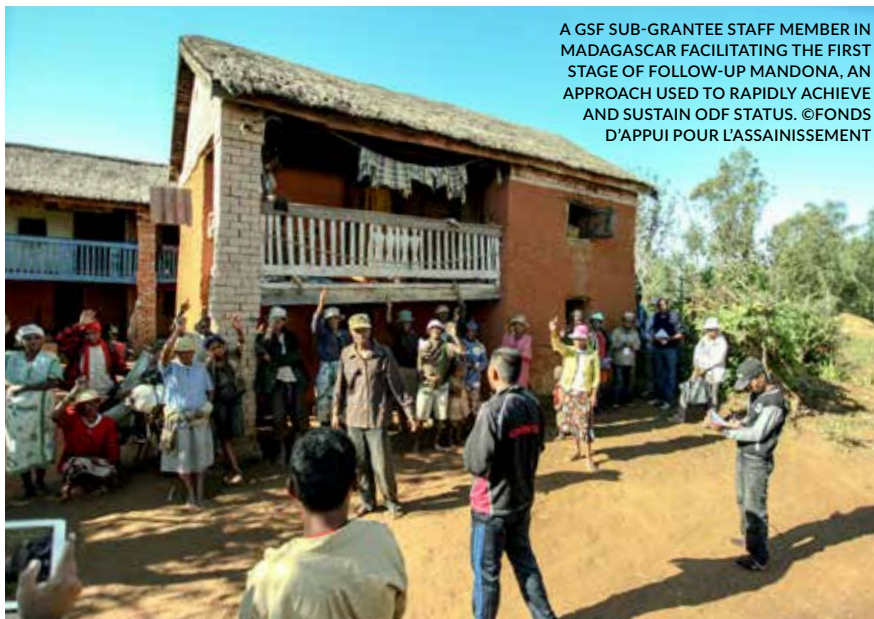
The 2016 GSF Learning Event primarily focused on the three core considerations for GSF-supported programmes: scale, sustainability and equality. A key aspect in this regard is what success looks like for GSF-supported programmes, and how these programmes evolve to achieve this success. The GSF aims to contribute to universal access to sanitation and hygiene, as envisioned in national strategies or roadmaps, as well as the Sustainable Development Goals. The Fund aims to achieve this by catalyzing the creation, demonstration, and replication of nationally-owned, results-based models for sustained sanitation and hygiene behaviour change at scale. To achieve this, programmes are envisioned to go through three distinct, but often highly overlapping phases: design, demonstration and transition.

The Learning Event presented an opportunity for country programmes to reflect on these three phases in the context of their country. To this end, all 13 active country programmes were asked to prepare reflection papers, which served as inputs for the various sessions of the Learning Event.

All of the learning themes mentioned in the adjacent box were the key themes of the Learning Event. This publication is therefore structured to reflect these themes, exploring relevant conversations, reflections and lessons.

## ENGAGING COMMUNITIES: LEARNING FROM MADAGASCAR

During the first few days of the Learning Event, participants visited three regions covered by the GSF-supported programme in Madagascar. The visits involved interacting with Sub-grantees and community members in intervention, non-intervention, open defecation and open defecation free (ODF) villages, to better understand the transformative journey sparked by the Community-Led Total Sanitation (CLTS) process. These interactions were coupled with live CLTS sessions, allowing participants to witness a set of innovative approaches to achieve ODF status and ingrain behaviour change beyond ODF.



### OBSERVATIONS

Participants observed various innovative approaches towards ODF, including:

- Strategic site selection
- Follow-up MANDONA
- Institutional Triggering
- Igniting the ODF movement
- The U Approach

Approaches to sustain behaviour change beyond ODF were also observed or explored. They included:

- Climbing the sanitation ladder
- Sanitation Ladder Triggering
- Local Community Governance
- Moving from ODF to behaviour change maturity
- Using CLTS as an entry point for further community development

## STRATEGIES AND APPROACHES FOR REACHING SCALE

### Planning for scale

GSF-supported programmes aim to operate at scale in order to demonstrate that ending open defecation or achieving improved sanitation at a national scale is not only possible, but also cost-effective, sustainable, and can ensure that nobody is left behind. As raised amongst participants, reaching scale with quality behaviour change interventions requires strategic planning from the beginning. The key consideration in planning for scale is demonstrating a model for achieving ODF within the specific context, often within a given state or region, to eventually reach nationwide replication.

### Conversations, reflections and questions:

Discussions revolved around ODF roadmaps and how they are critical for many GSF-supported programmes in planning for and achieving scale. Participants also discussed going beyond rural ODF at scale and planning for scale in urban areas and public spaces.

### Decentralized delivery systems

As a key link between achieving scale and ensuring institutional sustainability, each GSF-supported programme is implemented through a variety of



### KEY LESSONS LEARNED

#### Planning for scale

- Aim to achieve ODF status for administrative units above the village level.
- Build an implementation army.
- Facilitate an enabling environment.
- Align programming with existing structures and institutions.

decentralized institutions, organizations, and actors. Participants discussed how they leverage and support locally-based structures to transform sanitation and hygiene behaviour at scale.

#### **Conversations, reflections, and questions:**

Discussions explored the key challenge of ensuring adequate resourcing to ensure the sustainability of collective behaviour change. Participants also highlighted the need to unpack what decentralized delivery looks like in different contexts.

#### **Capacity building and quality assurance of CLTS facilitators**

As the principle implementers and coordinators of programme activities, building the capacity of Sub-grantees is essential for reaching scale with quality.

#### **Conversations, reflections, and questions:**

Participants noted that bringing Executing Agency staff closer to Sub-grantees greatly enhances the capacity to facilitate hands-on training, ensure quality control and link different levels of implementation.

Another key discussion revolved around incorporating emerging local actors such as Natural Leaders and Community Consultants, who can greatly enhance both the scale and the quality of high-quality CLTS facilitation. Participants also highlighted the need to ensure the sustainability of built capacity among Sub-grantees and local actors during the transition phase of GSF-supported programmes.

#### **Building the movement**

GSF Executing Agencies and Sub-grantees do not act in a vacuum. Instead, dynamic movements involving diverse actors at all levels are critical for igniting collective behaviour change at scale, and for continuing the fight against open defecation beyond the life of the programme.

#### **Conversations, reflections, and questions:**

Key themes explored in the discussions were: valuing local actors and initiatives; cataloguing Institutional Triggering approaches; following up on commitments made during Institutional Triggering sessions; and promoting local accountability.



## **KEY LESSONS LEARNED**

### **Decentralized delivery systems**

- Decentralization goes beyond local governments and NGOs – it involves informal or other non-state actors.
- Decentralization is critical to strengthening local capacity.
- Decentralization facilitates ownership at all levels.

### **Capacity building and quality assurance of CLTS facilitators**

- Go beyond formal training.
- Focus on those with the skills.

### **Building the movement**

- Bring sector actors together.
- Involve everyone.

- Start where you will succeed by identifying areas where political support is highest.

### **Understanding ‘slippage’**

- Slippage factors vary across countries.
- Behaviour change is the principle slippage determinant.
- High-quality CLTS facilitation is the most effective strategy to address slippage.

### **Sanitation technology and supply-side approaches**

- Supply-side development approaches are most effective when behaviour change is ingrained.

### **Handwashing promotion**

- Rather than trying to change

behaviour through health sensitization, growing evidence suggests that social messaging, building on a set of common motivators or triggers, is often more effective in improving handwashing behaviour.

### **Reaching the most vulnerable**

- High-quality CLTS is key.
- Promote local solidarity mechanisms – the most effective solutions to ensure that nobody is left behind usually come from the community itself.

### **What are we measuring?**

- ODF goes beyond just stopping defecation in the open. Instead, ODF commonly refers

to completely breaking oral-faecal contamination by including criteria such as the overall hygiene of latrines and the presence of handwashing stations with soap or ash.

- Differences in definitions across GSF-supported programmes also reveal to what extent ODF goes beyond simply ending defecating in the open.

### **Monitoring and verification at scale**

- Leverage existing, locally-based monitoring and verification structures.
- Promote government leadership.



## STRATEGIES FOR SUSTAINABILITY

### Understanding ‘slippage’

As programmes mature and the challenge shifts from bringing communities to ODF to sustaining their ODF status, many are confronted with the issue of slippage. This concept refers to communities returning to previous unhygienic behaviours, or the inability of some or all community members to continue to meet the criteria for maintaining ODF status.

### Conversations, reflections, and questions:

Themes explored during the discussions included the definitions of slippage, criteria for sustainable infrastructure and how to ensure smarter monitoring and verification.

### Sanitation technology and supply-side approaches

As communities are triggered and take collective action to end open defecation, climbing the ‘sanitation ladder’ is a key aspect of sustainability. However, major challenges remain in ensuring that the promotion of sanitation and hygiene technologies is affordable,

appropriate, and reinforces – rather than undermines – collective behaviour change.

### Conversations, reflections, and questions:

Discussion topics included: accelerating private sector engagement; understanding that sanitation marketing – like CLTS – is not a silver bullet; developing community-based supply chains; ensuring equality; and enhancing market access in rural areas.

### Handwashing promotion

Despite being one of the most effective ways to prevent some of the leading causes of mortality and morbidity, the uptake of handwashing with soap (or ash) often falls behind other health indicators.

### Conversations, reflections, and questions:

Discussions reflected on the power of ‘nudging’ hygiene behaviour, school handwashing events, climbing the ‘hygiene ladder’, and the challenge of systematically measuring the uptake of handwashing.

## REACHING THE MOST VULNERABLE

There is a need to enhance and refine monitoring frameworks as GSF-supported programmes mature and transition to scale. This includes working with other sector partners and governments to harmonize national ODF verification systems and protocols, and capturing impact-level health and social indicators.

### What are we measuring?

Definitions of ODF frequently vary across, and within, countries. This has critical implications for evaluating programme performance, benchmarking value for money, and communicating how GSF-supported programmes contribute to the sustainable improvement of adequate sanitation and hygiene for everyone.

### Conversations, reflections, and questions:

Discussions focused on the varied criteria for improved sanitation, adopting a standardized GSF ODF

definition, capturing the nuances of the behaviour change journey, and shifting the focus from ODF to total sanitation.

### Monitoring and verification at scale

Monitoring and verifying the ODF status of thousands of communities poses significant financial and capacity challenges.

### Conversations, reflections, and questions:

Discussions focused on: community-driven monitoring; going beyond simply checking results and using the verification process to support other programming aspects; exploring what qualifies as a ‘third party’ verification actor; using sampling methodologies; and promoting best practice verification systems.

## REFLECTIONS AND NEXT STEPS

A key aim of the Learning Event was to provide country teams with concrete ideas, approaches and innovations to adapt to their contexts, in order to improve the outcomes and impact of their programmes. While this aim was achieved, it is clear that many reflections and discussions from the event require more answers, and suitable follow-up. The GSF is committed

to continuing and improving its learning journey. Moreover, the GSF is committed to continuing and improving the sharing of its lessons learned, reflections and struggles with partners in the wider WASH sector and beyond. It is hoped that this report can inspire further learning and sharing, both within the GSF family and beyond.

# ACRONYMS AND ABBREVIATIONS

<b>CLTS</b>	Community-Led Total Sanitation
<b>EA</b>	Executing Agency
<b>PCM</b>	Programme Coordinating Mechanism
<b>GSF</b>	Global Sanitation Fund
<b>ODF</b>	Open defecation free
<b>WASH</b>	Water, sanitation and hygiene
<b>WSSCC</b>	Water Supply and Sanitation Collaborative Council

## KEY TERMS AND CONCEPTS

**Community-Led Total Sanitation (CLTS)**<sup>1</sup> is an integrated approach to achieving and sustaining ODF communities. CLTS entails the facilitation of a community's analysis of its sanitation profile, including practices of open defecation and its consequences, leading to collective action to become ODF. CLTS focuses on igniting change in sanitation and hygiene behaviour within whole communities, rather than constructing toilets through subsidies. Approaches in which outsiders 'teach' community members are not considered CLTS.

**Triggering**, in the context of CLTS, refers to a facilitated journey of self-realization mobilizing communities to take action to end open defecation and improve their sanitation and hygiene. Within GSF-supported programmes, communities are triggered prior to other CLTS activities through a community meeting or event, using a range of tools and approaches. During the Triggering event, a community identifies faeces

in the open environment, and through a facilitated understanding that they are unknowingly ingesting faeces, community members take action to end open defecation and improve their sanitation and hygiene behaviour. Triggering is also typically facilitated throughout the CLTS process, such as during follow-up visits, to achieve and sustain behaviour change. Central to the Triggering methodology is the provocation of disgust and shock.

**Institutional Triggering** involves implementing the same principles used in community Triggering to ignite action within key organizations, agencies, and institutions inside and outside the sanitation sector, to end the practice of open defecation. National and local government entities are among the target participants for Institutional Triggering.

**Open defecation free (ODF)** generally refers to a state in which no faeces are openly exposed to the air. In many countries, ODF criteria for communities go significantly beyond the visible absence of faeces in the open environment. For example, such criteria can require the complete disruption of oral-faecal con-

<sup>1</sup> Definitions for CLTS and ODF adapted from Kar, K. with Chambers, R. (2008). *Handbook on Community-Led Total Sanitation*. Retrieved from <http://www.communityledtotalsanitation.org/sites/communityledtotalsanitation.org/files/cltshandbook.pdf>



tamination, by ensuring latrines are fly-proof and that handwashing facilities with soap or ash are available. Within GSF-supported programmes, ODF criteria are defined according to national standards.

**Scale:** In the context of GSF-supported programmes, working ‘at scale’ refers to going beyond villages to facilitate sanitation and hygiene behaviour change at higher administrative levels. These levels range from local to regional administrative divisions, as defined by country governments. Determinants and definitions for working at scale vary according to the context. For GSF-supported programmes, planning to work at scale requires incorporating relevant approaches into the design of the programme.

**Slippage:** This concept refers to communities returning to unhygienic behaviour, or the inability of some or all community members to continue to meet ODF criteria. Types of slippage include: non-compliance with ODF criteria; community members returning to open defecation; seasonal slippage; members of ODF communities defecating in the open outside their own community; slippage caused by outside communities and communal conflict; and institutions contributing to a reversal in sanitation and hygiene gains.

**Executing Agencies** receive grant funds from the GSF and manage GSF-supported country programmes. The diverse range of Executing Agencies across the 13 GSF-supported programmes include NGOs, government entities, associations and private companies. Executing Agencies select, supervise, and support Sub-grantees, disbursing funds to these organizations.

**Sub-grantees** receive funds from Executing Agencies to implement country programme activities within communities, providing technical services in some cases. They are comprised of NGOs, government entities, associations and private companies. The GSF supports the work of hundreds of Sub-grantees across 13 country programmes.

**Programme Coordinating Mechanisms (PCMs)** are nationally-recognized, typically government-led coordinating bodies for sanitation and hygiene within

GSF-supported countries. They set the vision and strategy of GSF-supported programmes. PCMs include representatives from government, civil society and international organizations from across the WASH sector and related sectors. In addition to leading the development of Country Programme Proposals, they also provide strategic guidance to Executing Agencies and ensure that the work supported by the GSF is consistent with national policies and activities of National WASH Coalitions. Where possible, PCMs are sub-sections of existing national WASH sector coordination mechanisms. The existence, or creation, of a PCM is a requirement for GSF funding.

**Natural Leaders** are activists and enthusiasts who emerge and take the lead during CLTS processes, driving their community to end open defecation and ensuring that everyone can access adequate sanitation and hygiene. Men, women, youths and children can all be Natural Leaders.

**Community Consultants** are Natural Leaders who carry their passion for ending open defecation beyond their borders, and are involved in Triggering sessions and follow-up activities in neighbouring communities. This may be done either on their own or in coordination with local implementing agencies, who may pay community consultants small stipends for supporting communities to achieve ODF status.

**Note on the terms ‘toilet’ and ‘latrine’:** In the context of this report, the term ‘toilet’ refers to both pit latrines and other sanitation fixtures. The term ‘latrine’ refers explicitly to pit latrines.

**Note on the terms ‘community’ and ‘village’:** This report uses the term ‘community’ to refer to any village-related social group, settlement or administrative division engaged by GSF-supported programmes. ‘Village’ is sometimes used to refer explicitly to villages, as defined by the national and GSF-supported programme criteria. Across the GSF network, communities and villages vary considerably in size and structure. The GSF is working to harmonize the way the in which it reports on communities and villages across the countries it supports.

IMPLEMENTING PARTNERS, WASH EXPERTS, AND HIGH-LEVEL GOVERNMENT REPRESENTATIVES FROM ACROSS THE GLOBE GATHERED IN MADAGASCAR FOR THE 2016 GSF LEARNING EVENT. CONVERSATIONS, REFLECTIONS AND LESSONS FROM THE EVENT ARE EXPLORED IN THIS PUBLICATION. ©FONDS D'APPUI POUR L'ASSAINISSEMENT



## 1

## INTRODUCTION

Following the GSF's launch in 2008, the first GSF-supported programmes began implementation in 2010. At the first GSF Learning Event in Malawi in September 2012, considerable time was spent exploring the particulars of running a global financing mechanism and establishing appropriate systems and procedures. Participants also discussed potential programming approaches, but for many countries these discussions were still based on relatively little direct experience.

Benefiting from over five years of implementation experience, the second GSF Learning Event was held in Madagascar from 24 to 30 April, 2016. The event focused first and foremost on what have become core considerations for GSF-supported programmes: scale, sustainability and equality.

A key aspect in this regard is what success looks like for GSF-supported programmes, and how these programmes evolve to achieve this success. The GSF aims to contribute to universal access to sanitation and hygiene, as envisioned in national strategies or roadmaps, as well as the Sustainable Development Goals (SDGs). The Fund aims to achieve this by catalyzing the creation, demonstration, and replication of nationally-owned, results-based models for sustained sanitation and hygiene behaviour change at scale. In order to fulfill their catalytic role, GSF-supported programmes need to have a relatively sustained in-country presence. As summarized in the 2015 Progress Report,<sup>2</sup> programmes are envisioned to go through three distinct, but often highly overlapping phases: design, demonstration and transition. The initial design phase is essential for ensuring that the programme is nationally-owned, and that nationwide replication of the model is planned from the outset. During the demonstration phase, GSF-supported programmes aim not just to successfully implement a limited project, but show how the vision of an ODF nation can be realized. A focus on results at scale through dynamic behaviour change approaches, implemented through decentralized systems, is key for demonstrating the replicability of the model. During this phase GSF-supported programmes apply a variety of approaches including, but not limited to, Community-Led Total Sanitation (CLTS). The transition phase needs to leverage programme results to show that reaching nationwide coverage, as envisioned in national sanitation strategies, is not only possible, but also cost-effective and sustainable.

The Learning Event presented an opportunity for country programmes to reflect on these three phases in the context of their country. They discussed where they would position themselves along this continuum, and what particular challenges they faced and lessons they had learned to date. To this end, all 13 active country programmes were asked to prepare reflection papers, which served as inputs for the various sessions of the Learning Event. And importantly, the five-person country delegations for each of these programmes consisted of key actors central to the programmes' development and phases. The delegations included staff from Executing Agencies, as well as representatives from Programme Coordinating Mechanisms and selected Sub-grantee organizations.<sup>3</sup>

The table on page 10 provides an overview of the phases in which the various country programmes positioned themselves. It is clear that most countries are still very much in the demonstration phase.

All of the aspects mentioned in the box above were identified in a 2015 mid-term evaluation of seven GSF-supported programmes. The evaluation highlighted that while programmes have made considerable gains in these areas there was still significant learning needed. These aspects were therefore the key themes of the Learning Event.

This publication is structured to reflect these themes. **Chapter 2** provides a comprehensive look at what participants took away from three days of in-depth



## KEY LEARNING THEMES

Successfully contributing to universal access to sanitation and hygiene entails a strong preoccupation with the following aspects:

- Incorporating effective approaches for scale and decentralized programme delivery.
- Incorporating effective approaches to ensure sustainable behaviour change, as well as the sustainability of built capacity within institutions and other stakeholder groups.
- Ensuring a truly inclusive approach that leaves no one behind.
- Addressing the challenge of monitoring and evaluating all of these aforementioned aspects.

<sup>2</sup> See WSSCC. (2016). *Global Sanitation Fund Progress Report 2015: A catalyst for large-scale results*. Page 13. Retrieved from <http://wsscc.org/wp-content/uploads/2016/06/GSF-Progress-Report-2015.pdf>

<sup>3</sup> See 'key terms and concepts' on page 6 for a description of these actors.



exposure to the host programme in Madagascar. **Chapter 3** focuses on the lessons that were shared, conversations had, and questions asked. Rather than taking a session-by-session approach, this chapter reflects the four themes of scale, sustainability, equality, and monitoring. The report ends with some final reflections and suggestions for further reading.

With programmes at different stages of evolution, the Learning Event brought to the fore GSF learning on effective programming, as well as a range of innovative methodologies and approaches developed by country programmes. Participants discussed the potential for wider application and replication of the learning, methodologies and approaches. The Learning Event also served to inform programme planning and quality enhancement, and identify opportunities for further learning and exchange.

Participants' feedback at the end of the event confirmed the achievement of the Learning Event's objectives. There was also a widespread appreciation of and resolve to replicate key innovations discussed. Furthermore, a set of ambitious country-level commitments were made at the end of the event.<sup>4</sup> In true CLTS style, the GSF Secretariat will keenly follow up on these commitments.

For GSF partners, WASH actors and other interested stakeholders, it is hoped that this publication will provide an informative overview of key discussions, lessons learned and questions for further exploration and documentation. The GSF Secretariat also hopes that Learning Event participants use this content as an inspiring reminder of the unique event, as well as the work ahead.

<sup>4</sup> Read the commitments on page 47.

COUNTRY	EVOLUTION PHASE	EXPECTED LIKELIHOOD OF SCALE-UP/REPLICATION
Benin	Demonstration	Very high (programme currently implementing specific components of the national sanitation and hygiene strategy)
Cambodia	Transition for first phase of programme; design/ demonstration for second phase of programme	Likely/good potential for replication
Ethiopia	Demonstration	Part of the national programme
India	Demonstration/transition	Increased requests from state governments to work on co-financing mechanism – Memorandum of Understanding (MoU) signed
Kenya	Early demonstration	Has potential, thanks to goodwill of all partners
Madagascar	Demonstration, moving to transition	Current gains and experiences provide ample opportunities to scale up even further
Malawi	Between demonstration and transition	Some aspects, e.g. a shift in focus from achieving ODF status at the village level to the Traditional Authority level
Nepal	Demonstration and transition	Already completely aligned with government and contributing to achieving the 2017 national sanitation target
Nigeria	Demonstration	Scale-up initiatives in the two states where the programme is active: MoU in place with state governments for replication of programme model in additional Local Government Area (LGAs) / UK Department for International Development grant to replicate programme model in additional LGAs
Tanzania	Demonstration	The programme forms part of National Sanitation Campaign
Togo	Demonstration	High / Programme to be transferred to Ministry of Health
Senegal	Transition	The programme influenced the new rural sanitation policy, to be rolled out in the coming year
Uganda	Shifting to transition	The programme will be replicated to scale, with the revision of the national sanitation strategy and development of the national sanitation roadmap





THE GSF LEARNING EVENT EXPLORED WAYS TO IGNITE SANITATION AND HYGIENE MOVEMENTS. IN NEPAL FOR EXAMPLE, SCHOOL CHILDREN HAVE BEEN ACTIVELY ENGAGED IN THE MOVEMENT. ©UN-HABITAT



## 2

# ENGAGING COMMUNITIES: LEARNING FROM MADAGASCAR

## 2.1. OVERVIEW OF THE GSF-SUPPORTED IN MADAGASCAR

Launched in 2010, 'Fonds d'Appui pour l'Assainissement' (FAA)<sup>5</sup> is the national programme supported by the GSF in Madagascar and part of the Diorano WASH coalition. The programme's Executing Agency is the NGO Medical Care Development International. The majority of the programme's funds are directed towards various local Sub-grantees implementing Community-Led Total Sanitation (CLTS), Sanitation Marketing and Behaviour Change Communication activities. Initially starting in 14 out of

<sup>5</sup> Translated to 'Sanitation Support Fund'.







Madagascar's 22 regions, the programme expanded to the remaining eight regions of the country in 2014. FAA does not cover all districts and communes across these regions but aims to catalyze a movement towards total coverage.

The Madagascar context presents significant challenges for a large-scale sanitation and hygiene programme. According to the World Bank, Madagascar is one of the world's poorest countries, with 81 percent of the population living under \$1.90 per day.<sup>6</sup> The political crisis in 2009, just prior to the FAA's launch one year later, combined with a strong emphasis on top-down, subsidy

driven approaches, created an adverse operating environment for the FAA. Madagascar also presents logistical difficulties for reaching scale – small villages (numbering on average 5 to 20 households) are scattered over large geographic areas, and are often inaccessible due to poor roads. Madagascar's destructive cyclones have been an additional challenge. Despite these daunting obstacles, by the end of 2015 the programme reported enabling a cumulative total of more than 1.6 million people living in over 13,700 villages to achieve open defecation free (ODF) status. The FAA's case thus suggests that CLTS has every possibility of producing results in contexts less operationally challenging.

<sup>6</sup> The World Bank. (2016). Poverty headcount ratio at \$1.90 a day (2011 PPP) (% of population). Retrieved from <http://data.worldbank.org/indicator/SI.POV.DDAY?locations=MG>

## 2.1. OVERVIEW OF THE FIELD VISIT: FORMAT AND OBSERVATION

During the first three days of the Learning Event, participants visited four of the FAA's 27 Sub-grantees – ADEMA, Caritas, Miarintsoa and SAF FJKM – working in the Analamanga, Itasy and Vakinankaratra regions, respectively.

The visits involved interacting with Sub-grantees and community members in intervention, non-intervention, open defecation and ODF villages, to better understand the transformative journey sparked by the CLTS process. These interactions were coupled with live CLTS sessions, allowing participants to witness a set of innovative approaches to achieve ODF status and ingrain behaviour change beyond this achievement.



### FOCUS OF THE FIELD VISITS

- Sharing innovative methodologies to generate sanitation behaviour change at scale
- Discussing the potential for wider application and replication of these methodologies
- Exposing participants to the tangible and intangible aspects of sanitation and hygiene behaviour change
- Encouraging recommendations for the FAA programme, the WASH sector in Madagascar, and the wider GSF family

### INNOVATIVE APPROACHES TOWARDS ODF

#### Strategic site selection

As Sub-grantees do not have the capacity to trigger and follow-up with thousands of communities on their own, there is a need to be strategic about the selection of communities. This also ensures that once rendered ODF, these communities will have a positive spillover effect on neighbouring communities. During the field visits, participants were shown how a strong foundation can be built to achieve improved sanitation at scale.

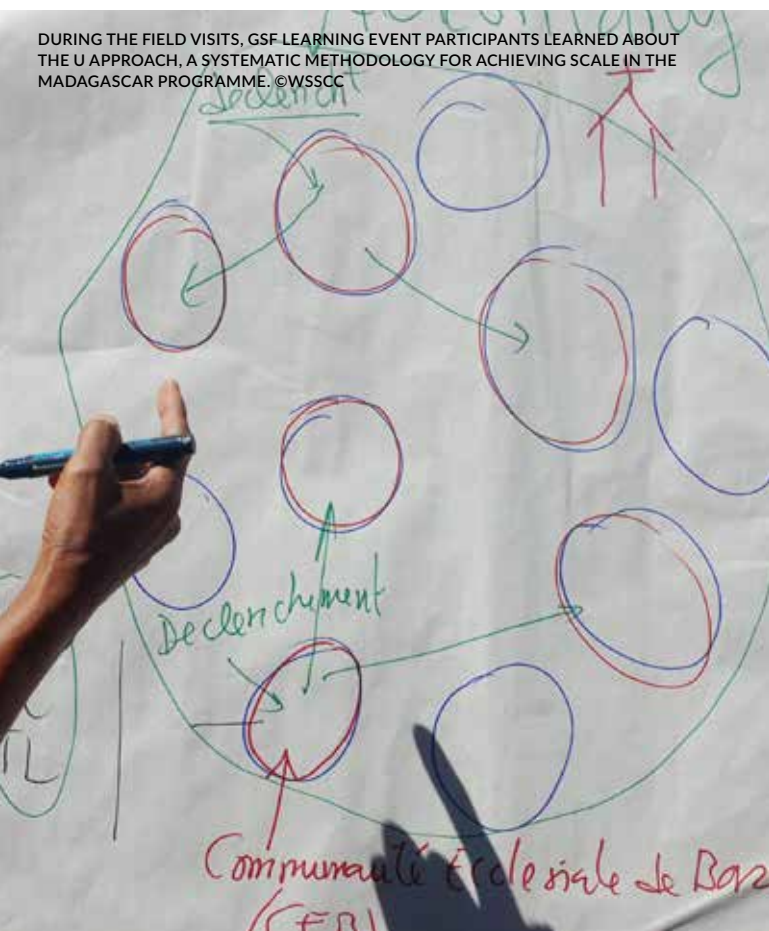
#### Follow-up MANDONA

Follow-up MANDONA is an action-orientated, collective approach for post-Triggering follow-up visits. The approach is designed to accelerate the achievement of ODF status in the shortest time possible, by bringing the entire community together. 'Mandona' is both a Malagasy word meaning 'to push' and an acronym summarizing the core principles of the approach where the community always takes the lead. The principles are: motivate households; analyze the sanitation situation; norms and standards for ODF; decide to act now; organize actions; no one left behind; and advance to ODF status. Keeping with the same community-driven spirit of CLTS during post-Triggering phases, Follow-up MANDONA applies the same principles of Triggering to reinforce collective behaviour change, empower emerging Natural Leaders, and rapidly advance communities to ODF status.<sup>7</sup>

#### Institutional Triggering

Institutional Triggering is a powerful tool for building a broad-based sanitation movement involving decision makers and influential leaders within and beyond the sanitation sector. This approach is inspired by the same principles as community-level Triggering, to show that poor sanitation affects everyone. National and local government entities are among the target

DURING THE FIELD VISITS, GSF LEARNING EVENT PARTICIPANTS LEARNED ABOUT THE U APPROACH, A SYSTEMATIC METHODOLOGY FOR ACHIEVING SCALE IN THE MADAGASCAR PROGRAMME. ©WSSCC



<sup>7</sup> See WSSCC. (2016). *Follow-up MANDONA: A field guide for accelerating and sustaining open defecation free communities through a Community-Led Total Sanitation approach*. Retrieved from <http://wsscc.org/resources-feed/follow-mandona-field-guide-accelerating-sustaining-open-defecation-free-communities-community-led-total-sanitation-approach/>

<sup>8</sup> Read more about Institutional Triggering and other innovative approaches in: WSSCC. (2015). *Learning, progress and innovation: Sanitation and hygiene promotion in Madagascar*, 'GSF in focus' series. Retrieved from [http://wsscc.org/wp-content/uploads/2015/08/GSF\\_Madagascar\\_Case\\_Study\\_web.pdf](http://wsscc.org/wp-content/uploads/2015/08/GSF_Madagascar_Case_Study_web.pdf)



participants for Institutional Triggering. Once triggered, the actors engaged make public commitments to create an enabling environment for improving access to sanitation and hygiene for all. The institutional champions that emerge from the Institutional Triggering process follow up on the commitments.<sup>8</sup>

### **Igniting the ODF movement**

Generating a broad-based sanitation movement is vital for ending open defecation at scale. The aim is to strengthen, mobilize, and empower emerging champions to effectively participate and fight against open defecation within and beyond their own area of residence or intervention. During the visit, participants

interacted with diverse local actors that are working to end open defecation at different levels. Participants were able to explore the different aspects and methodologies for igniting the ODF movement in Madagascar.

### **The U Approach**

The U Approach is a systematic methodology for achieving scale by triggering influential actors and institutions, and selecting strategic intervention sites to create a strong base of ODF communities. The dynamic actors emerging from this strong base are then deployed to progressively scale up behaviour change to other villages, followed by progressively larger administrative units, until universal ODF coverage is achieved.<sup>9</sup>

## **BEYOND ODF**

### **Climbing the sanitation ladder**

In the FAA context, climbing the sanitation ladder involves valuing local technologies, materials and skills emerging from the communities themselves, as opposed to imposing externally developed technologies. Diverse sanitation marketing approaches cover everything from supporting small-scale entrepreneurs to low-cost solutions implemented directly by latrine owners. During community visits, participants observed the different types of products, services, payment options, and markets that communities are using to address the supply side of sanitation themselves.

### **Sanitation Ladder Triggering**

Sanitation Ladder Triggering aims to evoke a collective desire to upgrade facilities, in order to prevent ingesting faeces in the future as latrines degrade, fill up, or collapse. The approach uses the same principles as community-level CLTS Triggering. In contrast to conventional sanitation marketing approaches, which use external knowledge, designs, and advertising, Sanitation Ladder Triggering builds on the existing local technologies, expertise, and leadership fostered during the journey to ODF status.

### **Local Community Governance**

The principle of Local Community Governance is to effectively transfer the leadership for maintaining and sustaining sanitation improvements from the Sub-grantee to the community and local governance structures. For example, 'asam-pokonolona' – a deeply rooted tradition of collective community work in Madagascar – is adapted for the community to self-evaluate their sanitation situation and receive and provide intra-community support to maintain ODF status. These activities are recorded through a household logbook and the village sanitation register. During

the field visits, participants had the opportunity to ask community members how they are organizing community work and ensuring that nobody is left behind.

### **From ODF to behaviour change maturity**

Sanitation and hygiene behaviour change is a non-linear process where becoming ODF is just the first step in a community learning process to reach behaviour change maturity. Within the FAA programme, Sub-grantees work closely with Natural Leaders, Community Consultants, and other influential local actors to analyze, monitor and address internal and external factors for 'slippage' (see key terms and concepts on page 6). During community visits, participants observed the steps taken to ensure sustainability and reflected on whether a slippage analysis is applicable to their own contexts.

### **Beyond sanitation: CLTS as an entry point**

For many communities, attaining and sustaining ODF status is only the beginning. The benefits of improved sanitation, combined with the collective energy unleashed during the CLTS learning journey, often has multiple and unintended positive effects on community development. During community visits, participants explored the emerging linkages between ODF status and economic improvement, food security, social cohesion, increased school attendance, human dignity, enhanced self-esteem, and improved security for women and girls.<sup>10</sup>

<sup>9</sup> For more on the U Approach, see pages 36 – 48 of Milward, K., Pradhan, S. & Pasteur, K. (2014). *Promising Pathways: Innovations and Best Practices in CLTS at Scale in Madagascar*. Kolkata: CLTS Foundation. Retrieved from <http://wsscc.org/resources-feed/promising-pathways-innovations-best-practices-clts-scale-madagascar-english>

<sup>10</sup> For more on tracking the knock-on effects beyond sanitation in the FAA programme, see pages 109-115 of Milward, K., Pradhan S., and Pasteur K. (2014). *Promising Pathways: Innovations and Best Practices in CLTS at Scale in Madagascar*. Retrieved from <http://wsscc.org/resources-feed/promising-pathways-innovations-best-practices-clts-scale-madagascar-english>



# 3

## CATALYTIC PROGRAMMING FOR SCALE AND SUSTAINABILITY

### LESSONS, CONVERSATIONS AND FURTHER QUESTIONS

*This section reflects on the main themes discussed at the Learning Event, with each sub-section directly linked to specific sessions at the event. These sessions generally included presentations from individual country programmes, an exchange of lessons learned, and some general discussion and observations linked to the presentations or from other participants. The following sections are therefore structured to introduce the session topics, share the key lessons that were distilled from the discussion, and highlight the main conversations and reflections shared. The sections also include relevant extracts from country programme reflection papers submitted as inputs to the sessions, as well as examples from the 2015 GSF Progress Report.<sup>11</sup>*

<sup>11</sup> These extracts and examples are presented in purple-shaded boxes.

## 3.1 STRATEGIES AND APPROACHES FOR REACHING SCALE

### PLANNING FOR SCALE

GSF-supported programmes aim to operate at scale in order to demonstrate that ending open defecation or achieving improved sanitation at a national scale is not only possible, but also cost-effective, sustainable, and can ensure that nobody is left behind. However, as raised amongst participants during the Learning Event, reaching scale with quality behaviour change interventions requires strategic planning from the beginning.

Conversations confirmed that scale is relative across GSF-supported programmes. In some countries such as Malawi and Nepal, the number of people reached by the GSF-supported programme is a significant portion of the national population. In India and Nigeria, however, the size of the population reached is much smaller in proportion to the national population. In Senegal, despite being one of the smaller programmes the GSF supports, the programme has so far been the only initiative in the country to cover and achieve ODF status for an entire department (Matam). The key consideration in planning for scale is demonstrating a model for achieving ODF within that context, often within a given state or region, to eventually reach nationwide replication.

#### Conversations, reflections, and questions:

**ODF roadmaps:** WASH sector-wide roadmaps (sometimes called strategies, investment plans or master plans) to achieve universal achievement of ODF status or improved access are critical for many GSF-supported programmes to plan and achieve scale. Developed by government-led WASH sector coordinating bodies, ODF roadmaps are action plans that outline

**Malawi:** Only about 3% of traditional authorities in Malawi have achieved ODF status. The Programme decided to shift the focus from achieving ODF status at the village level to the larger traditional authority level, in order to move towards achieving ODF at scale. This approach is something that the Government wants to scale up to other parts of the country.

the roles and responsibilities, strategies, timelines, and associated costs for eliminating open defecation within a given administrative area.

In 2015, the President of Madagascar publicly committed to eliminating the practice of open defecation and decreed 2015 as the Year of Sanitation and Hygiene. To this effect, a 2015-2019 roadmap was developed and adopted by the Government. The movement to combat open defecation is entirely led by the Government through the Ministry of Water, Sanitation and Hygiene. The GSF-supported programme serves as an essential mechanism for the achievement of national objectives defined in the roadmap.

ODF roadmaps are also powerful anchors for uniting diverse actors around a common goal. Under Nepal's Sanitation Master Plan, which sets out the principles, mechanisms, and milestones for achieving universal

**Benin:** In order to support nationwide coverage the Programme aims to build effective implementation tools for the Government, convince other partners about the effectiveness of the programme strategy, and secure new funding for the departments not covered by the programme. Moreover, the programme is implementing specific components of the national sanitation and hygiene strategy. With CLTS and the removal of all subsidies currently embedded in the national strategy, it is expected that activities in programme communities will have a knock-on effect on neighbouring communities. This should thus help generate strong demand for improved sanitation and hygiene within local populations.

sanitation coverage by 2017, the GSF-supported programme is targeting 17 out of 75 districts while other sector partners cover the remaining districts. A key outcome of the master plan is to institutionalize the roles and responsibilities of implementing partners and key stakeholders, within and beyond the sanitation sector. As part of this process, these actors are working with coordinating committees at the national, regional, district, and village levels.

**Going beyond rural ODF at scale:** While GSF-supported programmes have achieved significant results at scale

in rural areas, reaching universal access to improved sanitation and hygiene also means planning for scale in urban areas. Similarly, while GSF-supported programmes have effectively transformed household-level sanitation through collective behaviour change approaches, there are still significant gaps in prompting the provision of facilities in public places and institutions. During discussions, there was a strong interest, and numerous questions, around how programmes can strategically form partnerships to address sanitation and hygiene in urban areas and public spaces.



## KEY LESSONS LEARNED

### 1 Aim to achieve ODF status for administrative units above the village level:

An effective strategy for planning for scale, shared by several GSF-supported programmes, involves planning for interventions to achieve ODF status beyond the village level from the outset. In Malawi for example, the programme shifted the focus of its interventions from achieving ODF status at the village level to the traditional authority level, which is a larger administrative unit comprised of multiple villages. Similarly, in Nigeria, Sub-grantees such as the Obanliku Local Government Area WASH Unit have found it much more effective to focus each intervention on achieving ODF at the ward level, rather than within scattered individual communities. This is helping the Sub-grantee better plan for achieving ODF status across the entire LGA.

By conceptualizing and aiming to achieve ODF at higher administrative units, programmes are able to strategically plan for greater

scale. This includes engaging higher-level champions at the district level to trigger traditional authority leaders, as systematized in the U Approach developed by the FAA programme in Madagascar (see page 14).<sup>12</sup>

### 2 Build an implementation army:

Effective planning for scale means understanding that Sub-grantees will not be able to reach scale on their own. From the outset, strategic planning for the incorporation of diverse actors and organizations in implementation will allow programmes to quickly achieve scale with quality. These diverse actors include local governments, civil society organizations, community-based groups, and networks of Natural Leaders and Community Consultants. In Madagascar, for example, reaching scale would not have been possible if it was not for an army of local actors representing more than 60,000 Natural Leaders, 2,000 Community Consultants, and 600 local technicians and engineers who work alongside

Sub-grantees. Another example is in Ethiopia, where the GSF-supported programme is run through local government health departments under the Federal Ministry of Health. Within this programme, an expansive network of Health Extension Workers supports women's networks and 'Health Development Armies' – clusters of volunteers representing around 30 households – to help plan, implement, and monitor WASH initiatives.

### 3 Facilitate an enabling environment:

Aligning with national sanitation and hygiene strategies, harmonizing approaches and indicators, and forging strong partnerships, is an important pre-requisite for achieving scale. In Tanzania, the GSF-supported programme was designed by the wider sector to align with the National Sanitation Campaign, but the enabling environment was not sufficiently strong. Harmonizing monitoring and evaluation tools, conducting joint CLTS training, and building a close

working relationship with the Ministry of Health and Local Governments are key elements for transitioning to working at scale in Tanzania.

### 4 Align programming with existing structures and institutions:

Rather than building parallel systems, an important element in planning for scale used across GSF-supported programmes is leveraging existing structures and institutions to more effectively work and sustain results at scale. In Uganda, where the Executing Agency is the Ministry of Health, a decentralized system of local government councils extending from the district to the community level are used as the basis for programme planning. This has allowed the programme to cover a wide geographic area while also allowing health extension workers to quickly reach the village level. In Malawi, the use of local government health extension workers and engagement of traditional leaders has been effective for reaching many more communities than through Sub-grantees alone.

<sup>12</sup> See pages 36–48 of Milward, K., Pradhan S., and Pasteur K. (2014). *Promising Pathways: Innovations and Best Practices in CLTS at Scale in Madagascar*. Retrieved from [http://wsscc.org/resources-feed/promising-pathways-innovations-best-practices-clts-scale-madagascar-english](http://wsscc.org/resources/feed/promising-pathways-innovations-best-practices-clts-scale-madagascar-english)







LOCAL ACTORS IN THE GSF-SUPPORTED PROGRAMME IN UGANDA, INCLUDING A COMMUNITY ENGINEER (FAR LEFT) AND AMURIA DISTRICT HEALTH OFFICE STAFF. © WSSCC/PATRICK ENGLAND



## DECENTRALIZED DELIVERY SYSTEMS

As a key link between achieving scale and ensuring institutional sustainability, each GSF-supported programme is implemented through a variety of decentralized institutions, organizations, and actors. Following presentations from Ethiopia, Senegal, and Nigeria, participants discussed how they leverage and support locally based structures to transform sanitation and hygiene behaviour at scale. The use of decentralized delivery systems varies considerably across country contexts. In some cases, formal state structures, such as local governments, are the

principle GSF Sub-grantees. In other cases, local NGOs take the lead. In some GSF-supported programmes, combinations of local governments and NGOs as Sub-grantees have complemented each other's strengths, combining dynamic implementation with institutional sustainability.

### Conversations, reflections, and questions:

For many GSF-supported programmes, decentralized delivery systems involve a clear delineation of roles and responsibilities at all levels: national, regional,

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**Uganda:** The GSF-supported Uganda Sanitation Fund is directly aligned with Uganda's decentralized government system, with implementation led by district local governments down to the sub-county, parish, and village levels. Programme planning, budgeting, implementation, and monitoring and evaluation are carried out by these decentralized local government structures.

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and local. GSF-supported programmes decentralize interventions amongst different actors, organizations, and agencies at each level, such as for capacity building, CLTS activities, and monitoring and verifying results. In Nigeria, for example, the bulk of behaviour change activities are conducted by staff from Local Government Area WASH Units, supported by local civil society organizations. Sub-grantee training, quality control and oversight, and coordination with other partners are the responsibility of the state government's Rural Water Supply and Sanitation Agency, working in partnership with the programme's Executing Agency.

While GSF-supported programmes strengthen the capacity of decentralized delivery systems at multiple levels, a key challenge is ensuring adequate resourcing to ensure the sustainability of collective behaviour change. This is especially the case for local governments with limited capacity for resource mobilization. Going forward, what role will leveraging local financing play as GSF-supported programmes transition



## KEY LESSONS LEARNED

### 1 Decentralization goes beyond local governments:

Effective decentralized delivery also means engaging informal or other non-state actors at the local level beyond local governments and NGOs, such as community-based groups, religious institutions, or associations of Natural Leaders. Leveraging these existing or emerging networks of local actors is vital for achieving results at scale with quality. In Senegal, for example, decentralization means that local Imams, school hygiene clubs, and associations of Natural Leaders play important roles in bringing down programme implementation to the village level, and help ensure that sanitation and hygiene promotion continues beyond the scope of GSF support.

**2 Strengthened local capacity:** Decentralizing the implementation is not only critical for reaching scale, but also for system strengthening. GSF-supported programmes often revitalize and strengthen previously dormant local government departments responsible for promoting sanitation and hygiene, or alternatively, facilitate the emergence of dynamic coalitions, alliances, or associations of local actors and community-based groups from the bottom up. In cases like Nigeria, both processes are emerging. While GSF support is helping to revitalize formally under-resourced local government WASH Units, groups of Natural Leaders from different communities are forming ward-level WASH Federations to facilitate Triggering, follow-up, and post-ODF sustainability.

### 3 Decentralization facilitates ownership at all levels:

Alignment with national strategies and existing structures is critical for ensuring ownership of the programme, especially at local levels. In Ethiopia, decentralizing how activities are planned and carried out has fostered a strong sense of programme ownership from Health Extension Workers and households involved in 'Health Development Armies'.

within a country? What tools can be used to decentralize advocacy?

Given the diverse strategies across GSF-supported programmes involving government, civil society, and movements of CLTS champions at all levels, there is a need to unpack what decentralized delivery looks like in different contexts. This includes further exploring how different combinations of institutions, organizations, and actors are impacted by and impact on levels of decentralization, and the potential of accelerating scale and enhancing sustainability. This will be the subject of a dedicated GSF study in between 2016 and 2017.



LOCAL ACTORS WORK TOGETHER TO  
CONSTRUCT A TOILET. ©UN-HABITAT NEPAL



## CAPACITY BUILDING AND QUALITY ASSURANCE OF CLTS FACILITATORS

High-quality CLTS facilitation is essential for reaching scale, consolidating the sustainability of behaviour change, and ensuring that nobody is left behind. As the principle implementers and coordinators of programme activities, building the capacity of Sub-grantees – usually overseen by Executing Agencies – is essential for reaching scale with quality. During the Learning Event, participants shared their lessons learned for strengthening Sub-grantee performance.

### Conversations, reflections, and questions:

**Bringing Executing Agency staff closer to Sub-grantees** greatly enhances the capacity to facilitate hands-on training, ensure quality control and link different levels of implementation. In Uganda, the placement of Field



## KEY LESSONS LEARNED

- 1 Go beyond formal training:** As an action-orientated approach, high-quality CLTS skills are not built in workshops alone. On-the-job, hands-on training in the field is an essential component for building the capacity for high quality CLTS facilitation for Sub-grantees. Learning from fellow CLTS facilitators is usually more effective than top-down, cascade training. An over-reliance on formally trained 'master trainers' beyond the initial stages of the programme may slow down the process of developing high-capacity CLTS facilitators at scale. Instead, identified methods for effective peer learning include frequent review meetings within Sub-grantee organizations and hands-on, peer-based technical support between Sub-grantees. An example of the latter is on-demand 'coaching' systems involving facilitators with demonstrated skills, such as in Madagascar and Togo. Other methods include technical support missions and exchanges between GSF-supported programmes.
- 2 Focus on those with the skills:** Facilitating high-quality CLTS is not a skill that everyone necessarily has. There is therefore a need to recognize those that can take the lead, and that not everyone that has been formally trained will be able to conduct high-quality Triggering, follow-up, or other CLTS training. One solution for building broad-based skills within Sub-grantee organizations, as used in Uganda, is to promote the formation of mixed-skill CLTS teams, to ensure that everyone can gain hands-on experience.

Officers from the Ministry of Health within each target region has significantly increased the on-demand technical support provided to health extension workers for CLTS facilitation. This has also enhanced monitoring, evaluation, and reporting. However, care must be taken to ensure real skills transfer to local staff, so as to not have a breakdown in progress once field-based Executing Agency staff leave at the end of a programme.

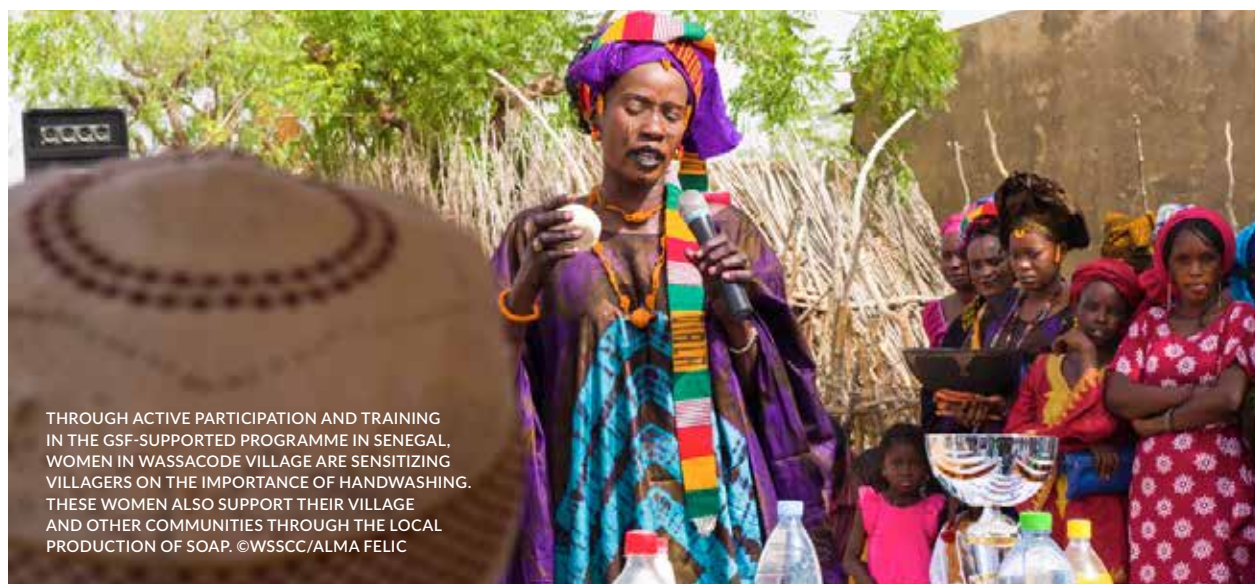
**Incorporating emerging local actors** can greatly enhance both the scale and the quality of high-quality CLTS facilitation, especially as Natural Leaders and Community Consultants take the place of external facilitators and technicians. Increasing the number of community-based facilitators can also help address a shortage of highly skilled CLTS facilitators within Sub-grantee organizations. However, a large amount of the conversation at the Learning Event focused on the sustainability of this model. Going forward, participants agreed that programmes will need to find ways to ensure that Natural Leaders and Community Consultants remain motivated to continue to trigger and follow up with communities around them.

The idea of using incentives to retain the motivation of Natural Leaders to work within the community was debated. The Madagascar Executing Agency proposed that, particularly for Natural Leaders, it is more important to continue to identify new people who can step up as Natural Leaders. Moreover, programmes should let each ‘wave’ of Natural Leaders follow their own curve from high motivation and high performance to a lower level of motivation and performance over time. At such a point they could then be ‘let go’ or the demand on them decreased, and newly engaged Natural

**Senegal:** The transfer of powers through building the capacity of different local actors (village committees, Natural Leaders, women’s groups, and artisan associations) has proven to be critical for achieving results and ensuring sustainability. This training has focused on project management, administration and finance, hygiene and sanitation behaviour change communication, sanitation technology development, and soap making.

Leaders could take over. This suggestion was hotly debated. At its core, the debate centred on breaking the dependency cycle completely and identifying many ‘self-starters’ and champions to carry the movement forward, versus the moral duty to pay people.

**Ensuring the sustainability of built capacity among Sub-grantees and local actors** is therefore a key question during the transition phase of GSF-supported programmes. This is especially relevant as staff turnover, resource constraints, and declining motivation after the life of the programme erode the base of high-quality CLTS facilitators. GSF-supported programmes must continue to learn about and document models that can more fully institutionalize the development and transfer of CLTS facilitation skills. This is especially pertinent for emerging local actors and the effectiveness of different incentive systems for Natural Leaders and Community Consultants.





## FORMS OF INSTITUTIONAL TRIGGERING

- **Institutional Triggering sessions**, as conducted in Madagascar and Nepal, are facilitated to galvanize support from agencies, organizations, and influential leaders. Key outcomes include signed commitments to take action to end open defecation, forming multi-sector tasks groups or committees, and the creation of ODF roadmaps.
- **Taking political leaders along to field visits or ODF celebrations**, and using these events as strategic opportunities to trigger these actors. This approach has been utilized by GSF-supported programmes in Togo, Uganda and other countries.
- **ODF 'clinics'**, as conducted in Nigeria, are opportunities for political, religious, and traditional leaders in local communities to meet with Natural Leaders. These actors trigger each other, showcase local technologies, and create local-level action plans to end open defecation.



## BUILDING THE MOVEMENT

Executing Agencies and Sub-grantees of GSF-supported programmes do not act in a vacuum. Instead, dynamic movements involving diverse actors at all levels are critical for igniting collective behaviour change at scale, and for continuing the fight against open defecation beyond the life of the programme.

After presentations from Togo, Nigeria, and Nepal, participants discussed their strategies and approaches for building or supporting these movements to ignite behaviour change at scale.

As a key approach to building the movement, different forms of Institutional Triggering are used in several GSF-supported countries to build movements

INSTITUTIONAL TRIGGERING IN ACTION: A GSF-SUPPORTED FACILITATOR TRIGGERS THE LEADERS FROM MORARANO COMMUNE, MADAGASCAR, INCLUDING THE MAYOR (CENTRE). ©FONDS D'APPUI POUR L'ASSAINISSEMENT





at national, regional, and local levels. While the specific tools and methodologies vary across contexts, the overall goal of Institutional Triggering is to galvanize commitment to improve sanitation and hygiene from influential actors. This is achieved by evoking collective feelings of pride, dignity, solidarity, and duty.

### Conversations, reflections and questions

**Valuing local actors and initiatives:** Natural Leaders and Community Consultants are the building blocks for dynamic grassroots movements and the most important resource for rapidly reaching scale. In Nigeria, the formation of these actors into federations has allowed the programme to reach more communities than local government staff could on their own, including those

in more difficult areas. Facilitating regular meetings involving Natural Leaders and key stakeholders is one of the principle platforms for building the movement and creating local action plans to end open defecation. In Senegal, the monitoring committees that were created at the start of the CLTS process with the assistance of the Sub-grantees were transformed into expanded development committees with village association status. These new committees will be able to support all the development activities in the village and, thus, create a real community dynamic in the long term.

**Cataloguing Institutional Triggering approaches:** Various forms of Institutional Triggering are used across GSF-supported programmes in order to consoli-



## KEY LESSONS LEARNED

- 1 Bringing the sector actors together:** A strategic moment for igniting the movement is the design of a new master plan or programme. In some cases the collaborative effort of designing a new GSF-supported programme may provide such an opportunity. In Togo, for example, the introduction of the GSF was an opportunity for the government and the sanitation sector to come together and design a model programme for the country. During this phase, triggering top-level government commitment and national ownership was key for bringing others on board. In other cases, the GSF strategically contributes to national ODF plans. In Nepal, the adoption of the 2011 Sanitation Master Plan was a key milestone in establishing an institutional framework for uniting the sector around a common goal of ending open defecation by 2017.
- 2 Start where you will succeed:** Emerging champions are key for consolidating commitment and action to improve sanitation and hygiene on the part of the triggered institution. One of the key outcomes from Institutional Triggering is the identification of areas where the political support is highest. As learned from the experience in Togo, beginning work in those areas is an effective way to jump-start the emergence of these dynamic movements.
- 3 Involve everyone:** Facilitating the emergence of dynamic movements must go beyond the sanitation sub-sector so that sanitation and hygiene becomes everyone's issue. In both Nepal and Nigeria, multi-sector bodies have come together to create sanitation and hygiene task forces at both local and regional levels. These groups can influence other leaders, support behaviour change activities, verify results, and lobby for increased investment in sanitation facilities in public places. As demonstrated in Nigeria as well as many other GSF-supported programmes, closely involving influential traditional and religious leaders is an effective method to trigger the emergence of sanitation and hygiene movements at all levels.

date political commitment from leaders at all levels. There is a need to further document these processes and identify which tools, strategies, and approaches are the most effective in building broad-based movements.

**Following up on commitments:** A common challenge identified by participants is the follow-up of commitments made during an Institutional Triggering session. What are the most effective methods for holding decision makers accountable for their commitments? For example, how can emerging champions be better har-

nessed to follow up on signed commitments, or which other innovative approaches based on CLTS can be adopted for the Institutional Triggering context?

**Local accountability:** In countries such as Nepal, a key challenge in building dynamic movements is that local leaders are not elected, which can potentially raise legitimacy challenges – especially if Sub-grantees are local government entities. In these contexts, how can triggering action to improve sanitation and hygiene act as an entry point to improving local level governance?

**Togo:** National ownership of the GSF-supported programme has been taken by leaders at all levels. This has been achieved through Institutional Triggering at national, regional, and local levels, as well as refinement of CLTS in the programme's pilot phase. Through these activities, actors and decision makers at all levels have strongly engaged with the national movement to end open defecation.

A FIELD OFFICER IN UGANDA LEADS A GROUP DISCUSSION WITH SUB-GRANTEES ON WAYS TO IMPROVE THEIR CLTS FACILITATION. ©WSSCC/PATRICK ENGLAND





## 3.2 STRATEGIES FOR SUSTAINABILITY

### UNDERSTANDING ‘SLIPPAGE’

As programmes mature and the challenge shifts from bringing communities to ODF to sustaining their ODF status, many are confronted with the issue of slippage. This concept refers to communities returning to previous unhygienic behaviours, or the inability of some or all community members to continue to meet the criteria for maintaining ODF status. However, the definitions, extent, and monitoring of slippage vary considerably across contexts, and therefore requires a nuanced discussion on the patterns of slippage experienced in countries. After a presentation based on an upcoming GSF publication on slippage and sustainability, participants discussed how they experience and address slippage in their programmes.

#### Conversations, reflections and questions

**Definitions of slippage:** There were still many questions on how slippage can be defined and measured within each programme’s country context. Does slippage only occur when ODF criteria is missing, or is there more to it? How many households need to ‘slip’ before the entire community does? Can slippage only be deduced when we see an impact on health outcomes? How can facilitators distinguish between slippage which will correct itself quickly, and slippage that needs external facilitation?

**Madagascar:** Based on the principles of CLTS, approaches which address the sustainability of behaviour change have emerged over the past few years. These include, among others: Local Governance (communities and local actors set up mechanisms for self-maintenance and self-monitoring of post-ODF status); the Community Sanitation Marketing Model, where communities diagnose their infrastructure problems, identify the solutions that suit them, and establish their own work plans to scale up the quality of latrines; the Local Communication Model, which uses testimonies and voices of the communities themselves through semi-structured interviews featured on local radio stations; and the WASH Everywhere Approach, where key messages to support sustainability and maintenance are targeted towards churches, restaurants, schools, health centres, and other key public institutions.



### KEY LESSONS LEARNED

#### 1 Slippage factors vary across countries:

People revert back, often temporarily, to unhygienic behaviour for multiple reasons which are often highly context specific. For example, in a four-country ODF sustainability study commissioned by Plan International, several external and internal slippage factors were identified.<sup>13</sup> During the Learning Event, participants raised several slippage factors that they have observed in their own countries:

- **Environmental slippage** refers to externally induced disruptions in access to facilities due to weather and climactic considerations. This can be caused, for

example, by heavy rains causing latrines to collapse (Uganda, Malawi, and Cambodia) or a lack of water for handwashing during dry seasons (Ethiopia). In extreme cases, natural disasters can cause slippage on a large scale, such as during the 2015 earthquake in Nepal, or during Madagascar’s cyclone season. According to the participants, environmental slippage is often self-corrected by the community, and is often a good indicator of the maturity of behaviour change.

- **Migration patterns** were identified as a major slippage factor in Benin and Senegal, where pastoral communities may practice different sanitation and hygiene

behaviour in different environments. In Nigeria, the migration of non-triggered internally displaced persons has caused host communities to lose their ODF status, although in some cases, host communities have successfully triggered their guests.

- **Inequality** has the potential to be a significant slippage risk factor. GSF-supported programmes have observed that the most vulnerable or discriminated against are those that are more likely to revert to, or continue, unhygienic behaviour. In India, for example, people living with HIV/AIDS face extreme stigma, and face significant barriers to attending Triggering sessions or accessing facilities.

<sup>13</sup> Tyndale-Biscoe, P., Bond, M. & Kidd, R. (2013). *ODF Sustainability Study*. Retrieved from [http://www.communityledtotalsanitation.org/sites/communityledtotalsanitation.org/files/Plan\\_International\\_ODF\\_Sustainability\\_Study.pdf](http://www.communityledtotalsanitation.org/sites/communityledtotalsanitation.org/files/Plan_International_ODF_Sustainability_Study.pdf)



**Criteria for sustainable infrastructure:** There was a consensus that adequate infrastructure is an important factor in preventing slippage. However, rather than thinking about the sustainability of infrastructure solely in physical terms (for example, by assessing durability and reusability), can sustainability also be measured by other indicators? For example, when latrines are built with locally available materials and expertise from community members, this could indicate that if damaged the latrines can be easily rebuilt.

**Smarter monitoring and verification:** There is general agreement across the GSF network that there needs to be more nuanced systems for monitoring and verification. These systems must recognize that behaviour change is dynamic, and that some slippage is an expected aspect of working at scale.

Categorizing communities based on their slippage risk could be a solution. One approach used in Madagascar, for example, uses a 'traffic light' system. Communities are classified as green (low risk of slippage), yellow (some risk of slippage, but will correct it on their own),



## KEY LESSONS LEARNED

- 2 Behaviour change is the principle slippage determinant:** Participants generally agreed that the most important slippage factor does not necessarily stem from the external environment or issues surrounding infrastructure or hardware. Rather, the principle slippage determinant is the extent and maturity of collective behaviour change that develops in a community over time. As one participant phrased it, the 'toilet in the mind' is much more important than the 'toilet in the field'.
- 3 Strategies to address slippage:** There is general agreement across GSF-supported programmes that the most effective method to address slippage is through high-quality CLTS facilitation. Such facilitation must focus on improving behaviour, valuing dynamic local actors, and supporting the community's own initiatives. But there is also recognition among participants that there is a difference between slippage that the community can correct on its own, and slippage that





may require additional external facilitation.

In Malawi, ODF communities are engaged just prior to the rainy season so they are triggered to make their latrines more durable. During follow-up visits, communities could also be facilitated to identify their own slippage risks, and create an action plan to make sure that nobody will eat shit ever again. In Madagascar, facilitators aim to address slippage from the outset by triggering a collective

conviction to never tarnish their dignity again by ingesting faeces in the future. This is especially pertinent during the critical period where latrines fill up and people transition to new ones. Overall, there was a consensus that effective slippage interventions repeatedly trigger 'the mind', rather than focus on the physical aspects. Moreover, these interventions leverage collective pressure and solutions from the wider community to take corrective action.

and red (high risk of slippage and may need external facilitation). Classification criteria include the maturation of behaviour change (length of ODF status), quality of infrastructure, and other external environmental, socioeconomic, and political factors. This system has helped the programme target its monitoring and mitigation measures, while also allowing for results verification to assess the status of communities with varying levels of slippage risk. Another issue raised by participants was that externally driven monitoring and verification is not enough.

Local perceptions of a community's behaviour change journey are critical, and need to be incorporated in the monitoring process. Moreover, the enormous scope for community-driven mechanisms to progressively detect and address slippage was recognized. There needs to be further investigation into how community understanding of slippage can be incorporated into a participatory monitoring framework. Programmes must also explore how local sustainability mechanisms can emerge and link with the work of Sub-grantees and/or local governments.

## SANITATION TECHNOLOGY AND SUPPLY-SIDE APPROACHES

As communities are triggered and take collective action to end open defecation, climbing the ‘sanitation ladder’ – i.e. progressively adopting more hygienic, long-lasting, and safer sanitation facilities – is a key aspect of sustainability. This progression is also an indication of maturing behaviour change. However, major challenges remain in ensuring that the promotion of sanitation and hygiene technologies is affordable, appropriate, and reinforces – rather than undermines – collective behaviour change. Participants discussed a range of issues, inspired by presentations from India, Uganda and Cambodia.

**Cambodia:** One of the main sustainability challenges is during rainy seasons, particularly in villages where there are still considerable numbers of basic and/or shared facilities. With many households still using dry-pit and/or improved dry-pit latrines, the challenge of sludge management is now emerging.

Marketing approaches can actually impede sustainable behaviour change. In Cambodia, the rapid uptake of Sanitation Marketing across the country has led to impressive gains in developing sanitation as a viable business model and expanding technological options for households to climb the sanitation ladder. However, in some cases, it has actually prolonged the time it takes for communities to end open defecation. This is because marketing more elaborate, external technologies often encourages households to save up for more expensive facilities over long periods of time, rather than immediately use or construct low-cost, local

### Conversations, reflections and questions

**Accelerating private sector engagement:** As noted by some participants, supporting sanitation businesses has the potential to significantly enhance the speed and scale of access to improved sanitation across GSF-supported programmes. Furthermore, attaining ODF status can also become an entry point for new business ventures. For example, selling human waste for treatment into fertilizer or biofuels can generate new income generation opportunities for communities and households. Actors can also explore the development of business models that can capture revenue along the entire sanitation value chain.

**Sanitation Marketing, like CLTS, is not a silver bullet:** While they can be a potentially effective method for encouraging households to invest in improved facilities, in some instances, market-based Sanitation

options. As also discovered in Uganda, this is often a result of conducting CLTS and Sanitation Marketing activities in parallel. Moreover, there are concerns that there are few incentives for entrepreneurs to offer lower cost technologies with slimmer profit margins. This can potentially leave the most vulnerable behind.

**Community-based supply chains:** How can supply-side development more fully put communities in the driver’s seat? In Uganda, entrepreneurs and masons have engaged in promoting sanitation technologies in their own shops. However, how can existing Natural Leaders, Community Consultants, or other community actors be leveraged to extend the supply chain to those areas that are the hardest to reach? Also, how can locally designed technologies be integrated into the wider supply chain?



## KEY LESSONS LEARNED

**1 Sequencing supply-side development and behaviour change:** While developing different technological options for communities to climb the sanitation ladder is an important component for sustainability, it is not a substitute for community-led behaviour change. Instead, emerging experience from some GSF-supported programmes indicates that supply-side development approaches – which include Sanitation Marketing – are most effective when behaviour change

is ingrained. This is also the case where local technologies and initiatives are prioritized over external solutions. As discovered in Cambodia and Uganda, for example, introducing improved sanitation technologies through local masons and entrepreneurs works best once communities have reached and maintained their ODF status.

In India, a greater focus on collective behaviour change has been added on top of a previously supply-side driven strategy

based on subsidies and incentives. This has therefore resulted in a reorganization of supply-side aspects. Under the ‘Swachh Bharat’ (‘Clean India’) campaign, activities are sequenced so that communities are first triggered and develop ODF plans. Local masons are supported by Sanitary Marts ready to build toilets that meet the government’s high design standards. In addition, families are given a subsidy after construction, with upfront financing provided to poor households.



With access to finance identified as a constraint for rural households, community-based financing mechanisms have potential to expand supply within rural areas. In Ethiopia, for example, village money saving systems called ‘equbs’ are used to save money for slabs and sanitary products. In Uganda, Village Savings and Loan Associations are being connected to sanitation loans made available through banks, in order to offer their members financing for building or upgrading latrines. While this pilot project is still in its early stages, there is significant scope for this model to extend sanitation financing to rural areas at scale.

**Ensuring equality:** Participants explored questions such as how the expansion of sanitation supply chains can ensure that those that are most vulnerable have access to affordable and appropriate facilities. Relying on market mechanisms alone often leaves out the most vulnerable. As an alternative, are community-based solidarity mechanisms filling this gap? In Ethiopia, existing informal networks at the kebele level (the smallest administrative unit in the country) are important vehicles for ensuring that the poor, elderly, and disabled have access to improved sanitation. These networks can provide land or materials, offer labour for construction, or provide an entire latrine. In Madagascar, Nepal, and Senegal, community donations or communal cash boxes are used in order help poorer households afford sanitation upgrades.

Furthermore, Sanitation Marketing can also be an opportunity for marginalized groups to increase their income or improve their status in the community. For example, in Senegal, local women’s groups have been supported by the programme to start marketing their own locally produced soap.

**Market access in rural areas:** Participants wanted to know how supply-side approaches can be adapted and

applied to rural areas where they operate. In these areas markets are less developed, consumers are less concentrated, there are fewer supply linkages, transportation costs are higher, and ‘first movers’ that have demonstrated the viability of sanitation as a business are usually lacking. How can business incubators be conceived in remote areas? For example, could existing local technicians, masons, and artisans be formed into viable cooperatives that can operate at a greater scale than if they were reached individually?

**India:** The GSF-supported programme in India is addressing environmental barriers, which impede physical accessibility to infrastructure. These include: toilet and squat pan designs which are difficult to use for people with disabilities, older people and pregnant women; pans and traps that are improperly sized and daunting for young children; and the lack of suitable options for water-logged areas, sandy soil or flood-prone areas.

LOCAL SANITATION TECHNOLOGY ON DISPLAY AT THE GSF LEARNING EVENT.  
©WSSCC/OKECHUKWU UMELO



**Tanzania:** A Sub-grantee supports a scheme where local entrepreneurs and artisans work with households to improve existing latrines. After assessing all latrines in the village, artisans itemize costs for improving individual latrines. If an owner wants an artisan to improve his or her latrine right away, he or she must sign a form agreeing to pay for the materials and labour costs within two months. The artisan then obtains the relevant materials from an entrepreneur via a loan agreement, and builds the latrine.

## HANDWASHING PROMOTION

Despite being one of the most effective ways to prevent some of the leading causes of mortality and morbidity, the uptake of handwashing with soap (or ash) often falls behind other health indicators. During the Learning Event, participants shared lessons around approaches for promoting greater uptake of sustainable handwashing practices within their own programmes. This discussion was inspired by a study taking place within the GSF-supported programme in Nigeria.

### Conversations, reflections and questions

**‘Nudging’ hygiene behaviour:** Apart from CLTS or other behaviour change communication approaches, one powerful method for improving hygiene practices is ‘nudging’ – the use of environmental queues that structure behaviour towards desired outcomes. While frequently used in high-income countries to influence short-term changes, early evidence from Bangladesh<sup>14</sup> indicates that nudging has the potential to help sustainably improve handwashing uptake. The proof-of-concept study examined the effect of nudging primary school students through simple, low-cost queues. These included connecting latrines to handwashing stations with brightly coloured hands painted on them, via paved pathways painted with bright footprints. In the two schools studied, handwashing after using the latrine increased from 18 to 74 percent six weeks after introducing the nudges. If integrated into GSF-supported programmes, particularly in institutions such as schools, health centres, and markets, nudging could be a potentially useful way to complement collective behaviour change. An interesting question at the Learning Event was whether these same nudging techniques could be applied at the household level. What roles could emerging community leaders and local engineers play in developing and promoting context-specific nudges within communities?

**School handwashing events:** Handwashing events involving school children are common across several GSF-supported programmes. In Tanzania, for example, individual tippy taps in schools are being replaced with communal facilities where students are able to wash their hands together at specified times. In Nigeria, Global Handwashing Day events are celebrated each year by bringing classroom representatives from ODF communities together to become ‘hygiene heroes’. By transforming handwashing into



social events with peers, there is an opportunity to create and reinforce norms.

However, questions remain on how effective school hygiene promotion is in the absence of systematic links with behaviour change at the community and household level. Moreover, further evidence is needed to demonstrate the long-term impacts of these school handwashing events on students, families, and communities, versus other interventions.

**Climbing the ‘hygiene ladder’:** Access to soap is not universal. In some contexts where GSF-supported

<sup>14</sup> Curtis, V., Danquah, L. & Aunger, R. (2009). Planned, motivated and habitual hygiene behaviour: an eleven country review. *Health Education Research*, 24(4), 655–673. Retrieved from <http://www.ncbi.nlm.nih.gov/pmc/articles/PMC2706491/>

<sup>15</sup> Dreifelbis, R., Kroeger, A., Hossain, K., Venkatesh, M. & K. Ram, P. (2016). Behavior Change without Behavior Change Communication: Nudging Handwashing among Primary School Students in Bangladesh. *International Journal of Environmental Research and Public Health*, 13(1). Retrieved from <http://www.mdpi.com/1660-4601/13/1/129/>





programmes are operating, soap is either altogether unavailable or unaffordable for the majority of the rural population. According to the World Health Organization, handwashing with ash is recommended if soap is not available.<sup>15</sup>

**Systematic measuring:** Systematically measuring the uptake of handwashing with soap or ash at critical times is a consistent challenge across GSF-supported programmes. The key question is how to find appropriate indicators to measure collective shifts in norms. In Madagascar, communities often agree on their own indicators for measuring handwashing uptake. One such activity consists of planting flowers underneath the handwashing station. As the flowers grow and bloom, the community knows that the handwashing station is being used.



## KEY LESSONS LEARNED

**The power of motivators:** Rather than trying to change behaviour through health sensitization, growing evidence suggests that social messaging, building on a set of common motivators or triggers, is often more effective in improving handwashing behaviour.

Highly context-specific, this approach aims to change behaviour by associating emotions or cultural symbols with a positive or negative behaviour. While every situation is different and requires an adapted response, an 11-country review of behavioural determinants of hygiene<sup>16</sup> pointed to a number of common motivators or triggers for people to want to change their behaviour or learn a new behaviour.

These motivators are disgust, nurture, and affiliation, the latter of which relates to one feeling that they are aligning with the social norm. The handwashing trials carried out as well as advances in behaviour change research also point to some common success factors for achieving sustainable handwashing behaviour change at scale: habit creation, social norm creation, and integration into other programmes.

The GSF and the London School of Hygiene and Tropical Medicine launched a study to investigate the effectiveness of handwashing promotion based on context-specific motivators in communities in Nigeria. The study aims to help improve the uptake of handwashing with soap or ash within the context of CLTS.

During the formative research stage, the study examined three social triggers – disgust, nurturing, and respect for others. The latter trigger was found to be the most powerful.

The concept of respect was packaged into participatory community-level and compound-level interventions and sessions. These sessions were delivered by specially trained CLTS facilitators to a group of villages that already underwent CLTS Triggering, which was facilitated by the GSF-supported programme in Nigeria.

To accurately determine the behavioural outcomes of these interventions, these villages will be compared to villages that only received CLTS Triggering and normal follow-up from the Nigeria programme. These villages will also be compared to a set of non-triggered villages, to establish the baseline. While the results of the observational analysis are forthcoming, customizing Triggering approaches for handwashing around context-specific social messages can be a novel way to support the CLTS process. For example, this can be incorporated during post-Triggering follow-up or as a post-ODF activity.

<sup>16</sup> See Howard, G. (2002). *Healthy Villages: A guide for communities and community health workers*. Retrieved from [http://www.who.int/water\\_sanitation\\_health/hygiene/settings/](http://www.who.int/water_sanitation_health/hygiene/settings/)

### 3.3 REACHING THE MOST VULNERABLE

Sustaining community-wide sanitation and hygiene behaviour change requires that everyone can access and use improved sanitation and hygiene. Even the most vulnerable must become active participants in their community's collective behaviour change journey. Ensuring equality and non-discrimination is a priority for GSF-supported programmes, especially where social disadvantages are extreme. In India, for example, the programme works in two states with some of the highest levels of ethnic minorities, tribal populations, and members of the 'untouchable' caste. Participants at the Learning Event agreed on the need to more systemically integrate, monitor, and document equality and non-discrimination approaches and strategies across GSF-supported programmes. Moreover, the event was an opportunity to explore how participants viewed vulnerability within their own context, as well as what they are doing to make sure nobody is left behind.

Participants agreed that they are already working in some of the hardest to reach areas in their countries. By targeting poor rural communities in areas that are typically left out of development initiatives – particularly in sanitation and hygiene promotion – GSF-supported

**Kenya:** The GSF-supported programme in Kenya is mainstreaming equality and inclusion by sensitizing key stakeholders and building the capacity of implementers and community leaders. The programme has also developed a tool that allows facilitators to map vulnerability in a community. Data is collected and monitored on a monthly basis.

A DISABLED MAN DEMONSTRATING HOW HE USES HIS HANDWASHING STATION DURING A FOLLOW-UP MANDONA SESSION. ©RUSHPIN/CLIFFORD OGAN





programmes are helping to reduce these gaps. Among other activities, this is being achieved through decentralized delivery models and diverse movements of dynamic local actors.

### Conversations, reflections and questions

**Monitoring and evaluating equality:** Presentations and discussions during the Learning Event identified several methodologies for monitoring and evaluating equality and non-discrimination. In Cambodia, a Participatory Social Assessment and Mapping (PSAM) tool is in the process of being rolled out as a catalyst for ingraining equality and inclusion into community-led behaviour change. PSAM uses a series of facilitated mapping and monitoring tools, which allow community members to self-analyze and understand how inequality manifests itself in their own context. The Sanitation and Hygiene Applied Research for Equity consortium have also developed a series of programme tools and manuals for integrating inclusion into CLTS in particular, and WASH programming in general.<sup>17</sup>

**Behavioural vulnerability:** In the context of sustainable collective behaviour change, vulnerability may not only be structural, but behavioural as well. Those that are most likely to slip back into unhygienic practices may not only be those that are the poorest or most marginalized – they could also be those that may be relatively better off. In India, men are reported to be less likely to attend Triggering sessions or consistently use sanitation facilities. Similarly in Nigeria, men are reported to be the ones least likely to wash their hands at critical times. Vulnerability analysis within GSF-supported programmes should therefore consider how these different dimensions of vulnerability can impact the sustainability of behaviour change.

**Who defines vulnerability?:** A key question asked by many participants is how exactly vulnerability is defined, and who has the power to make these definitions. Is vulnerability, inequality, and marginalization being defined by outsiders – bringing in their own power dynamics – or by communities themselves? In the same community-driven spirit as CLTS, how can communities be better engaged to define, identify, and monitor vulnerability within their own contexts, through pre-Triggering approaches or PSAM, for example?

Communities are not homogenous spaces, and internal power dynamics may leave some with more voice than others. As such, what approaches and strate-



## KEY LESSONS LEARNED

**1 High-quality CLTS is key:** Sustainably ending open defecation through collective behaviour change approaches, such as CLTS, can only work if everyone – including the most vulnerable – is engaged. All community members must be triggered, actively participate in decision-making, and receive support to access adequate sanitation and hygiene. However, it cannot be automatically assumed that everybody is always included. Equality and non-discrimination are integral to high-quality CLTS facilitation.

Several GSF-supported programmes integrate tools and approaches specifically dealing with equality and non-discrimination in their CLTS approach. In Kenya and Togo, information on vulnerable and marginalized groups is collected during the pre-Triggering stage. With this information, facilitators can try to ensure that everyone is able to attend the Triggering session, and that their special needs are considered by the community during follow-up. In India, collective behaviour change approaches are carefully structured for marginalized groups. For example, people living with HIV/AIDs are triggered at Community Care Centres where they receive their medicine. Special behaviour change communications materials are also created for those that are illiterate, deaf, or blind, especially since the majority of Triggering tools are focused on images, visual observations and text.

**2 Local solidarity mechanisms:** A triggered community realizes that open defecation impacts the dignity of everyone. As emphasized by participants during discussions, most notably from Togo and Madagascar, the most effective solutions to ensure that nobody is left behind usually come from the community itself. As part of high-quality facilitation, inclusive CLTS means building social cohesion and community solidarity to ensure that those that are least able can access and use adequate sanitation and hygiene. In most cases, high-quality CLTS enhances existing support systems that are already in place to provide locally appropriate solutions. In Senegal and Madagascar, communal cash boxes at the village level are used to collect donations for latrine construction. Similarly in Nepal, donations from community members are given to the least able to buy or upgrade their latrines.

Local solidarity mechanisms do not always emerge automatically. Dynamic local actors – Natural Leaders, Community Consultants, and other champions – are the most powerful vehicle for building and strengthening these support systems for the most vulnerable. Ensuring that CLTS facilitation promotes the emergence of Natural Leaders from all segments of a community – especially women – is important for ensuring that nobody is left behind.

<sup>17</sup> Find out more: <http://www.shareresearch.org/themes/equity>

gies can be used at each CLTS stage to ensure that marginalized and discriminated groups are actively participating? Also, how can community-led vulnerability analysis be effectively applied at scale?

#### **Embedding inclusion into supply-side activities:**

Participants felt that there is far greater scope for integrating accessible latrine designs into the array of technological options available to households for climbing the sanitation ladder. Artisans and masons, for example, can be trained in developing accessible technological options for those living with disabilities – as practiced in Senegal. In India, toilet and squat pan designs are modified for the disabled, the elderly, pregnant women, and young children. The programme also addresses institutional barriers for poor and marginalized groups, such as a lack of specific policies, access to finance, construction knowledge and skills, and consultation mechanisms.

However, market-driven approaches may not always be the most appropriate model for extending accessible, affordable, and appropriate hardware options to the most vulnerable. In the absence of subsidy-based approaches, how can community-driven models – such as Sanitation Ladder Triggering – be used to

develop local technology options for ensuring that facilities are safe and accessible?

**Triggering for equality:** CLTS impacts on human dignity by triggering collective feelings of shame and shock at unknowingly ingesting faeces. Can equality also serve a similar triggering function? For example, would a community accept the indignity that their elders face when trying to use an inaccessible latrine? Or would a community accept the fact that their mothers, sisters, wives, and children risk their safety to defecate in the bush late at night or early in the morning? How can CLTS facilitators embed equality in their CLTS approach either during the Triggering event itself, or as part of a follow-up session?

All of these questions and more are the subject of an in-depth study on the GSF's approach to equality, which began in the second half of 2016. The study aims to collect evidence and better understand how GSF-supported programmes are addressing issues such as marginalization, vulnerability and stigma. The study is also exploring whether and how GSF-supported programmes are progressively increasing equality. A report on the study is foreseen by the second quarter of 2017.



## **IN FOCUS: PROMOTING EQUALITY AND NON-DISCRIMINATION IN THE INDIA PROGRAMME**

The GSF-supported programme in India faces daunting inequality and discrimination challenges. Tackling access to and use of improved sanitation and hygiene for the most vulnerable is critical for reaching, and sustaining, ODF status. The programme is thus addressing the multifaceted institutional, attitudinal, and environmental barriers, which impede access to sanitation services by the poor and marginalized. Specific actions include:

- Developing awareness amongst women, men and children on health and hygiene issues, particularly informing women of their

key entitlements under the programme

- Training Sub-grantee staff on gender issues, menstrual hygiene management, and disability, and as well as strategies to address these aspects during programme implementation
- Undertaking formative research to identify different triggers of behaviour change for men and women, and using appropriate media channels to target each group
- Ensuring that exclusive consultations are organized with these groups
- Using Behaviour Change Communication materials

that are relevant and useful for each group, including people with visual or auditory impairments

- Designing special training programmes to enhance the capacity of vulnerable groups
- Developing a menu of sanitation hardware options that are affordable, accessible, and appropriate for different groups, particularly the elderly, people living with disabilities, pregnant women, and children
- Ensuring government stakeholders are fully aware of the special needs and requirements of these groups

- Supporting collectives of vulnerable groups to leverage resources from government schemes

The programme's efforts to promote equality and sustainability have been monitored through regular field visits by staff members, specially-commissioned studies, outcome surveys, and an independent mid-term review of the programme. So far, the greatest challenges identified have been the rapid pace of implementation and the focus on the hardware elements, rather than on collective behaviour change.





ENSURING ACCESS TO AND USE OF IMPROVED SANITATION AND HYGIENE FOR THE MOST VULNERABLE IS CRITICAL FOR REACHING, AND SUSTAINING, ODF STATUS. WITH A FOCUS ON BEHAVIOUR CHANGE, THE GSF-SUPPORTED PROGRAMME IN INDIA IS SUPPORTING THE DEVELOPMENT OF SANITATION HARDWARE OPTIONS THAT ARE AFFORDABLE, ACCESSIBLE, AND APPROPRIATE FOR PEOPLE LIVING WITH DISABILITIES. ©WSSCC/JAVIER ACEBAL





## WHAT DOES ODF MEAN TO YOU?

As part of an exercise to establish different programmes' interpretation of CLTS, participants were asked what ODF meant to them. Some of the responses, providing interesting insights into what should potentially be measured, included:

- It is not about facilities. It's about a community's 'spirit' of changing their own sanitation situation to improve their health
- Collective, community-wide action to stop 'eating shit'
- Completely disrupting oral-faecal contamination, usually transmitted through hands, water, and flies
- An environment that promotes health, productivity and wellbeing for everyone
- The point where the community realizes that they can do something together
- The restoration of human dignity
- The first step of total sanitation, and an entry point for multiple development issues beyond sanitation

## 3.4 MEASURING AND VERIFYING AT SCALE

Participants noted that there is a need to enhance and refine monitoring frameworks as GSF-supported programmes mature and transition to scale. This includes working with other sector partners and governments to harmonize national ODF verification systems and protocols, and capturing impact-level health and social indicators, such as for diarrhoea, nutrition, and equality.

Measuring value for money was identified as a strategic advocacy tool. While achieving sustainable results at scale is vital for demonstrating that the GSF model works, it is equally important to showcase its cost effectiveness to governments and other sector partners. There is a clear need to demonstrate the value for money of GSF-supported programmes alongside attaining results at scale. However, given varying contexts and considerations, it is not always straightforward to benchmark the relative cost efficiency between programmes, across countries, and over time. These aspects will be covered in a GSF value for money study report, which is expected to be released by late 2016.





## WHAT ARE WE MEASURING?

The GSF aims for sustainable use of adequate sanitation facilities for all, with the number of people living in ODF environments one of the most important indicators used by supported programmes. However, definitions of ODF frequently vary across, and within, countries. This has critical implications for evaluating programme performance, benchmarking value for money, and communicating how GSF-supported programme's contribute to the sustainable improvement of adequate sanitation and hygiene for everyone.

Compiled from country reflection papers, Table 1 captures the ODF definitions used across GSF-supported programmes.

TABLE 1: IN-COUNTRY ODF CRITERIA	
ALL COUNTRIES	No faeces in the open environment
	Every household has access to a latrine
	Evidence of continued latrine use
MOST COUNTRIES	Latrines are clean (no open defecation, and anal cleansing materials adequately disposed of)
	Latrines are completely fly-proof
	Squat hole is covered
	Existence of handwashing station with soap or ash
	Latrine superstructure provides privacy
SOME COUNTRIES	All households have a latrine
	All households have an improved latrine according to country standards
	Ash is used inside the pit
	Latrines available in public institutions

### Conversations, reflections, and questions

**Criteria for improved sanitation:** Across GSF-supported programmes the criteria for improved sanitation ranges from incorporating international definitions set by the WHO/UNICEF Joint Monitoring Programme (JMP) for Water Supply and Sanitation to following strict national criteria. Using JMP criteria has sometimes caused confusion, as there is often no commonly understood definition across the WASH sector at the national level. Given the range of definitions used, the comparability between different country contexts for calculating programme performance and value for money is limited.

**Towards a standardized GSF ODF definition:** Participants discussed whether the GSF should adopt minimum criteria for ODF across the programmes it supports – a recommendation in a 2015 diagnosis of the GSF monitoring and evaluation system.

Standardizing ODF criteria across GSF-supported programmes would not substitute national criteria, especially when such criteria are more stringent. Rather, a standardized definition should serve as a common reference point for monitoring and evaluation, value for money, understanding slippage and sustainability, and inter-country learning. Moreover, this can be a powerful



## KEY LESSON LEARNED

### 1 ODF goes beyond just stopping defecation in the open:

There is often a misconception that ODF only means ending the practice of defecating in the bush. Instead, ODF commonly refers to completely breaking oral-faecal contamination by including criteria such as the overall hygiene of latrines and the presence of handwashing stations with soap or ash.

Differences in definitions also reveal to what extent ODF goes beyond simply ending defecation in the open. In some countries, ODF means ensuring that latrines provide sufficient privacy for users. In others, stipulations are made to ensure the existence of facilities in public spaces or institutions, such as schools, marketplaces, and communal areas. Other differences are more subtle, but have important implications for how behaviour change is measured – for example, the distinctions between latrine construction, access, or use.



## ODF DEFINITION

Based on the most common criteria used by supported programmes, a GSF-wide ODF definition could consist of the following criteria:

- No faeces in the open environment
- Everyone is able to access and use latrines
- Latrines are hygienic and do not contribute to environmental contamination
- Handwashing stations with soap or ash are situated close to latrines and can be used by everyone



Based on a framework used by IRC, the international WASH knowledge centre, a broader set of criteria was discussed as a potential framework for minimum ODF standards. These include:

- **Accessibility:** Everyone should have access to latrines, at all times, and in all places. This means incorporating the entire life cycle – especially for women and girls – which considers the needs of all generations.
- **Usage:** There must be consistent and sustained use of sanitation and hygiene facilities by everyone.
- **Reliability:** Sanitation infrastructure must be sustainable.
- **Environmental protection:** The risk of environmental contamination should be minimized, with latrines situated at least 15 metres away from water sources.

advocacy instrument to influence policy, especially where currently adopted criteria exclude key elements, such as handwashing.

**Capturing the nuances:** Working within a binary indicator – either ODF or non-ODF – fails to capture the

full behaviour change journey that communities undertake to achieve sustainable and equal sanitation and hygiene for all. To what extent could the GSF adopt indicators that capture various stages of this behaviour change journey? Ethiopia, for example, charts community progress along the sanitation ladder with different ODF 'phases'. Similarly, the GSF could adopt multi-tiered ODF indicators, with more enhanced levels incorporating equal access to extra-household sanitation, faecal sludge management services, governance and the enabling environment, and other domains of hygiene.

**Beyond ODF?:** Moving beyond breaking the oral-faecal transmission route, how can the GSF support the shift from focusing on ending open defecation to achieving total sanitation? As ODF is achieved at scale, how can GSF-supported programmes improve public and private service standards along the sanitation change, incorporating, for example, solid and liquid waste management? These questions will become increasingly salient as GSF-supported programmes increase their engagement within peri-urban and urban settings.

These considerations will form the basis for work on a revised GSF Results Framework, to be completed in late 2016.



## MONITORING AND VERIFICATION AT SCALE

Systematic and robust monitoring and verification of programme results are necessary for managing programmes, tracking sustainability, and ensuring accountability. However, monitoring and verifying the ODF status of thousands of communities poses significant financial and capacity challenges. Furthermore, verification systems often go far beyond

checking results, and can potentially add significant value to GSF-supported programmes. During the Learning Event, participants described how ODF monitoring and verification systems operate within their own country, and shared the opportunities and challenges related to implementing these systems at scale.

**TABLE 2: IN-COUNTRY VERIFICATION PROCESS**

ALL COUNTRIES	Self-verification by community
	Verification by Sub-grantee and submission of results to EA
	Periodic spot-checks by EA and submission of results to GSF Secretariat
MOST COUNTRIES	Nationally-recognized ODF verification protocol
	Official ODF certification by government-led body
	Third-party verification
SOME COUNTRIES	Verification conducted at multiple administrative levels
	Verification by Country Programme Monitors
	Verification by Programme Coordinating Mechanisms
	Multiple verification rounds
	Sustained ODF required for official certification
	National post-certification monitoring

Compiled from country reflection papers, Table 2 summarizes the different aspects of ODF monitoring and verification systems used by GSF-supported programmes. While most countries have national ODF verification protocols, many of which specify the involvement of third-party bodies, there are wide variations in the specified frequency, levels, duration, and methodology of the verification process.

### Conversations, reflections, and questions

**Community-driven monitoring:** What is the purpose of ODF verification, and who should benefit from it? It was discussed that, instead of external bodies

**Nepal:** The GSF-supported programme in Nepal aligns with the government monitoring system that works at multiple tiers of joint validation and verification through district and regional WASH coordinating committees. There is also interim joint monitoring from the national government to validate the quality of claimed results before ODF status can be confirmed.



## KEY LESSONS LEARNED

### 1 Leveraging existing structures:

The use of locally-based structures and networks is an effective solution for monitoring and verifying at scale. Not only is it cost-effective to use existing systems, but it also promotes sustainability by strengthening local governance. In Uganda and Tanzania, Village Health Teams, supported by Health Extension Workers from district local governments, are responsible for data collection and monitoring sanitation and hygiene practices before and after ODF status is

attained. In Tanzania, Village Chairmen and Executive Officers fulfill a similar function.

**2 Government leadership** of the monitoring and verification process is seen as essential across GSF-supported programmes. This helps ensure that the entire WASH sector follows the same procedures, and helps facilitate enhanced ownership of the programme. In most GSF-supported programmes, nationally-recognized ODF verification guidelines have been established (or are currently

being developed), with government agencies at various levels usually taking the lead. In Togo, Tanzania, and Malawi, the local implementing agency submits reports to the local government-led sanitation committee to initiate the verification process. However, in many cases, there are often significant time delays, knowledge gaps, and/or financing constraints – especially while working at scale – which require significant capacity building investments on the part of the programme.

determining whether a community has met their own expectations for ODF, monitoring and verification should directly benefit, and be driven by, communities themselves. The movement of local actors generated through CLTS is currently being harnessed for community-driven monitoring. In Senegal, for example, networks of Natural Leaders are formally linked with village associations to monitor and ensure that their community's sanitation and hygiene status is maintained. In Nigeria, committees of Natural Leaders are being brought together into ward-level WASH federations, which conduct verification visits across multiple villages.

**Ethiopia:** To succeed, Community-Led Total Sanitation and Hygiene (CLTSH) must be a cross-sector effort involving all stakeholders, including Natural Leaders from the village, kebele leaders, agricultural development agents, school teachers, students, women and children. Such integration and collaboration enhances a sense of ownership and buy-in for the entire community. Thus, depending on the level of verification and certification (village, kebele, woreda, zone, region or national certification), the team should encompass as many actors in the process as possible.

**Beyond verification:** In most GSF-supported countries, monitoring and verification systems go beyond simply checking reported results. In Madagascar, for example, verification visits to communities are also used as an opportunity to re-trigger, reinforce collective behaviour change, and build pride in their achievements. If a community does not meet the ODF criteria, a Follow-up MANDONA session is facilitated on the spot so that the community identifies what needs to be done, and makes the improvements immediately.

In many instances, particularly where national protocols stipulate the formation of third-party ODF verification bodies, verification can be a strategic entry-point for coalescing diverse actors within and beyond the WASH sector. In Nepal, multi-stakeholder WASH coordination committees at each administrative level are instrumental vehicles for the national movement towards total sanitation. A similar system



in the Nigeria programme, involving Local Sanitation Task Groups, has evolved from bodies initially focused solely on third-party ODF verification, and into dynamic advocacy and coordination bodies. Especially when linked with existing community-level WASH governance mechanisms, these bodies can be powerful vehicles for monitoring the sustainability of behaviour change and ensuring that sanitation becomes a standard component of broader, post-ODF development packages.

**What qualifies as a 'third party':** Third-party verification systems, often specified in national ODF protocols, are meant to involve actors that are not directly implementing programme activities, to ensure the reliability of reported results. However, what are the criteria for third-party bodies – especially when the movement towards total sanitation involves everyone in implementation? Additionally, do third-party





MONITORING COMMUNITIES IN THE GSF-SUPPORT PROGRAMME IN CAMBODIA. ©WSSCC

**Nigeria:** The Local Task Group on Sanitation (LTGS), a group comprised of political, traditional, religious and community leaders in Local Government Areas, is active in the GSF-supported programme. The LTGS undertakes monthly verification visits to communities with the aim of verifying the ODF status of communities in line with the national ODF protocol. Apart from verification, the LTGS also plays a key role in encouraging non-progressive communities to end open defecation, and provides an opportunity for advocacy and coordination amongst diverse stakeholders towards a common goal.

verification systems necessarily improve the accuracy and accountability of reported results, and if not, what capacity building investments are required (and by whom)?

**Sampling methodologies:** Several GSF-supported programmes use sampling methods in order to manage monitoring and verification for thousands of communities. It was clear that more guidance is desired on the recommended sample size, how often such sampling should be done, and for what period of time. Moreover, if it is not feasible to monitor and verify every community at all times, it was suggested that categorizing communities by slippage risk could be used to support monitoring and verification.

**Promoting best practice verification systems:** It was felt that further analysis is needed on what type of monitoring and verification systems can best serve to assure the quality of results. This analysis should also explore how such systems can contribute to local ownership, programme learning, and the enhancement of diverse movements towards achieving total sanitation for all. Based on the experience of GSF-supported programmes, could the GSF develop a checklist for best practices in ODF verification?



## ODF VERIFICATION SYSTEMS: BEST PRACTICE

In developing a checklist for best practices in ODF verification, some general questions to consider are:

- Does the verification system work at scale?
- Is it robust?
- Is it cost-effective?
- Does it involve diverse stakeholders?
- Is it participatory?
- Is it nationally owned?
- Does it address equality and sustainability?

## 4

## FINAL REFLECTIONS AND NEXT STEPS


A key aim of the Learning Event was to provide country teams with concrete ideas, approaches and innovations to adapt to their contexts, in order to improve the outcomes and impact of their programmes. Post-meeting feedback confirmed that most teams had particularly appreciated learning more about Follow-up MANDONA and Institutional Triggering, and were keen to apply these approaches back home.

Yet while the event provided significant lessons and inspiration, it is clear from the previous chapter that many reflections and discussions require more answers, and suitable follow-up. The GSF must continue to explore how to effectively address slippage; how to successfully mainstream principles of equality; how to actively and effectively support national decentralization processes; and how to reliably monitor for at scale.

The GSF is committed to continuing and improving its learning journey. Various sections in this report made reference to ongoing or planned exercises, assessments or studies on elements of effective programming for sustainable, equitable and collective sanitation and hygiene behaviour change at scale. Some of these exercises will be spearheaded by the GSF Secretariat, and others by GSF-supported programmes themselves. At all levels, the GSF is committed to continuing and improving the sharing of its lessons learned, reflections and struggles with partners in the wider WASH sector and beyond. To this end, the GSF is extremely grateful for the participation of a range of WASH sector partners at the Learning Event. It is hoped that this report can inspire further learning and sharing, both within the GSF family and beyond.







A CLTS COORDINATOR FROM MADAGASCAR (CENTRE) FACILITATES FOLLOW-UP MANDONA IN A TOGOLESE COMMUNITY. THE APPROACH ENABLED THE INDIVIDUAL ON THE LEFT TO HELP HIS NEIGHBOUR BUILD A MODEL HANDWASHING STATION.  
©WSSCC/ASU DURMUS



## EXPANDING GSF LEARNING INITIATIVES

**Inter-country exchanges:** Recently, the GSF rapidly expanded peer-to-peer learning across country programmes as a powerful method for sharing innovations and best practices. Drawing on the richness of implementation experience across GSF-supported programmes, these exchanges involve intensive technical support from master facilitators in providing hands-on, field-based demonstrations and skill development for key Executing Agency and Sub-grantee staff. During the Learning Event, participants from Uganda, Nigeria, Benin, and Togo, recognized the peer-to-peer technical support they have received in Triggering, Follow-up MANDONA and Institutional Triggering. They highlighted the value that these exchanges have for building high quality CLTS facilitation within their programmes, and consequently, accelerated results delivery at a greater scale.

Further expanding this inter-country, hands-on learning model will involve further expansion of a global cadre of CLTS coaches. These coaches will be able to provide on-demand technical support for country programmes to strengthen CLTS facilitation quality, strategies for scale and sustainability. Moreover, such exchanges may in future be used to support peer review processes between programmes, replacing or complementing evaluations carried out by external consultants.

**Real-time learning:** In Cambodia, the first GSF action learning grant has been awarded, which focuses on generating real-time learning for implementing partners, to solve complex problems as they occur. Building on renowned research, the activities under this grant are designed to inform strategic implementation for the GSF-supported programme in Cambodia and support the rigorous documentation of knowledge and evidence. A key activity under the grant is real-time learning through social media. Sub-grantees and implementing partners are encouraged to use WhatsApp and Facebook to document their observations and share them with peers immediately. Through the rapid feedback and exchange generated, implementing actors can make effective adjustments to their approaches in real time. These lessons are being aggregated by a dedicated learning partner, WaterAid, and transformed into short narratives that are fed back into programme implementation.

**Accelerating documentation and dissemination:** Based on the complexity and richness of the discussions at the Learning Event, it is clear that there must be continued investment in documenting innovations, best practices, and lessons learned. The GSF is well placed to capture, aggregate, and disseminate in-country and inter-country learning in order to become a learning hub for supported programmes, and the sector at large. Prime examples include this very report, a case study on learning and innovation in Madagascar, a Follow-up MANDONA handbook, and an upcoming reflection paper on slippage and sustainability.<sup>18</sup>

<sup>18</sup> See Chapter 5 for links to some of these publications.

# FURTHER READING

## PUBLICATIONS

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## WEBSITES

CLTS Foundation: <http://www.cltsfoundation.org>

CLTS Knowledge Hub: <http://www.communityledtotalsanitation.org>

Institute of Development Studies: <http://www.ids.ac.uk>

IRC: <http://www.ircwash.org>

Medical Care Development International: <http://www.mcdinternational.org>

Plan International Canada: <http://plancanada.ca>

Sanitation and Hygiene Applied Research for Equity consortium: <http://www.shareresearch.org>

Toilet Board Coalition: <http://www.toiletboard.org>



# ANNEX

## Country programme follow-up commitments at the GSF Learning Event (24-30 April, 2016)

### BENIN

- Share what was discussed at the Learning Event with Executing Agency and PCM actors
- Refine monitoring and evaluation tools to make them more participatory
- Reflect on how local authorities can be more strongly involved
- Develop an advocacy strategy to address institutions such as schools and churches

### CAMBODIA

Promote:

- Strategic village selection
- Institutional Triggering
- Follow-up MANDONA
- Sanitation and hygiene improvement through religion

### ETHIOPIA

Promote:

- Follow-up MANDONA, including
- Sanitation Ladder Triggering
- Institutional Triggering, modified to the Ethiopian setting
- Urban-led Sanitation for urban areas

### KENYA

- Strengthen learning and documentation - in Kenya, among the GSF family/wider sector, and globally
- Assess slippage and the measures to take
- Strengthen monitoring and evaluation

### INDIA

- Set up a rapid action learning unit in Bihar
- Improve the monitoring framework for slippage
- Introduce comprehensive water, sanitation, hygiene, solid and liquid waste management in all intervention villages

### LAOS

- Follow-up step-by-step with the GSF and WSSCC to finalize the programme design phase
- Try to apply the Institutional Triggering carried out in Madagascar to Laos
- Organize learning exchanges with other GSF- supported programmes where possible (e.g. Cambodia) and follow up on the WSSCC membership programme

### MADAGASCAR

- Include aspects of sustainability, monitoring and evaluation and scale up of sanitation in the expansion proposal
- Review the operational plan for sustainability
- Accelerate the movement through enhanced Institutional Triggering

### MALAWI

- Formalize institutional commitments - need to reinforce follow-up of the commitments
- Explore opportunities for enhancing handwashing station technologies
- Enhance government ownership of WASH programmes, in terms of resource mobilization at the district level – budget for the whole of Malawi is 0.03% of annual budget

## NEPAL

- Process the documentation of the sector movement and roadmap
- Revisit the sanitation and hygiene masterplan beyond 2017 (taking into account the Sustainable Development Goals)
- Re-activate the urban thematic group to make urban sanitation a prime agenda

## NIGER

- Facilitate Institutional Triggering of new members of parliament and new authorities in the Ministry in charge of sanitation. Results: Secure at least 50 new WSSCC members and to put in place the Programme Coordinating Mechanism
- Debrief the WASH Ministry on the learnings from the GSF Learning Event, to get them to focus more on the inventory of CLTS in Niger. This specifically relates to approaches, tools, infrastructure, human resources and their limits, and the phenomenon of slippage and the mechanisms for monitoring and follow up
- Carry out a mapping of the local skills in CLTS, in order to identify the key resource persons and turn them into strategic allies

## NIGERIA

- Accelerate the use of Community Consultants to achieve results at scale. Put in place a clear plan to bring Natural Leaders to the fore and bring them into the programme
- Finalize the programme's advocacy plan and include in it targeted Institutional Triggering
- Develop clear local government ODF roadmaps for each intervention area

## SENEGAL

- Strengthen post-Triggering monitoring (Follow-up MANDONA) as a key step in capacity strengthening and a tool for community ownership of activities
- Manage learning and sharing in real time in order to bring all actors up to the same level
- Facilitate Institutional Triggering at the national level – a key step in development and strengthening of the movement. This will facilitate the involvement of the highest level authorities in the achievement of objectives

## PAKISTAN

- Organize a learning workshop under the Strategic Engagement Plan. Draw on lessons from other GSF-supported countries and the wider sector in Pakistan, especially in regards to Triggering, Sanitation Marketing, scale, and equality
- Incorporate lessons from other GSF-supported countries in the design of the Pakistan programme

## TANZANIA

- Share knowledge gained in Madagascar with all Sub-grantees and local government authorities, and as a result adjust some of the activities to achieve and monitor results at scale
- Facilitate Institutional Triggering at different levels: this includes inviting the Madagascar team to support the Tanzania team, to ensure quality
- Improve learning, documentation, and sharing:
  - At the national level (Executing Agency, Sub-grantees, Programme Coordinating Mechanism, GSF)
  - At the implementation level (Executing Agency, Sub-grantees, local government authorities, Programme Coordinating Mechanism Chair)

## TOGO

- Facilitate Institutional Triggering of the Ministry of Territorial Administration and Decentralization
- Develop the capacity of Sub-grantees on new themes
- Finalize the design of the CLTS approach in schools
- Design and experiment with urban and peri-urban sanitation

## UGANDA

- Use the U Approach and empower emerging leaders to trigger villages within the local government areas
- Cluster villages into manageable numbers of households
- Integrate Sanitation Ladder Triggering in the Follow-up MANDONA strategy



CONSTRUCTING A HANDWASHING STATION IN  
BENIN. ©WSSCC/ASU DURMUS

BACK COVER: A GSF-SUPPORTED COMMUNITY IN  
UGANDA CELEBRATES THE COLLECTIVE DECISION  
AND EFFORTS OF A COMMUNITY TO IMPROVE  
SANITATION AND HYGIENE ARE ALWAYS A CAUSE  
FOR CELEBRATION. ©WSSCC/PATRICK ENGLAND





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