

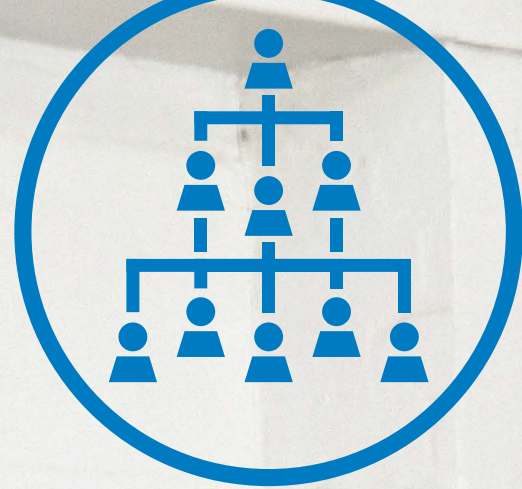
Community-Led Total Sanitation in South Africa

Guide, Tools & Training Aids

Alvin Lagardien, Deborah Cousins and Christophe Muanda

Report to the
Water Research Commission
by
Community Water Supply and Sanitation Unit
Cape Peninsula University of Technology

WRC Report No TT 626/14
February 2015



Welcome

(English)

Wamkele-kile xhosa

Welkom Afrikaans

Municipal professional officers interact with civil society residents, volunteers and local organisations about persistent open defecation in a serviced informal settlement (urban setting).



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Preface

Community-Led Total Sanitation (CLTS) has gained international recognition for its approach to raising consciousness “that no one is safe unless everyone is safe” from contamination (Kar & Chambers, 2008; IIED, 2010). The rapid spread of CLTS across diverse African countries suggests that linking sanitation directly to local open defecation (OD) practices, rather than toilets, mobilises community responsibility for conditions in variable settings.

In South Africa, ongoing sanitation challenges include reversion to basic services backlogs after subsidised toilet delivery. Widespread lack of community responsibility for sanitation is linked to popular expectations of municipal provision that result in a sense of entitlement to services. As a result, poor use and dysfunction of facilities continue after municipal delivery, despite costly investments in health and hygiene awareness.

The CLTS concept of fostering community responsibility for achieving and sustaining sanitation as an open defecation free (ODF) environment has potential in this context. A study initiated by the Water Research Commission (WRC) and carried out by the Community Water Supply and Sanitation Unit (CWSS) at Cape Peninsula University of Technology (CPUT) confirmed that adapting CLTS concepts to the South African context is an efficient approach to mobilising community responsibility and to fostering partnerships between communities and authorities to support and sustain sanitation programmes.

Mobilising communities uses triggering as a central process to efficiently activate local decisions to change daily behaviours in order to improve local conditions, regardless of existing levels of service.

Fostering partnerships between communities and authorities to shape programmatic fit with realities in both rural and urban settings may be achieved in stages by:

Collectively identifying areas for attention and identifying individuals to facilitate improvements using proven CLTS concepts

Training facilitators and local monitors as two key occupational competencies within Sector Education and Training Authority (SETA) and Expanded Public Works Programme (EPWP) processes to mobilise communities

Setting up local and municipal partnerships and roles to monitor, sustain and support action to improve sanitary conditions cooperatively

The WRC pilot study field-tested adaptations, tools and training aids over three years, in rural and urban case studies. Refined adaptations are designed for three stages, to enhance:

Eliciting buy-in by support institutions

Mobilising community-led responsibility for sanitation conditions

Maintenance and support for sustaining sanitation as a community-led initiative

In both rural and urban settings, extending local monitoring to reporting on progress creates space to develop joint action plans with support institutions.

Events are integrated with training in stages to guide programme implementation. Training to facilitate interaction between municipal and community perspectives ensures efficacy of adapting the CLTS approach. This guide is accompanied by a research report, *CLTS in South Africa: Lessons and Recommendations (WRC Report No 2088/1/14)*, as a comprehensive rationale for application in supply-driven environments.

Scope and Targets



This manual sets out a practical approach to incorporating CLTS concepts in sanitation programmes in South Africa.

It can be used by professional, municipal and civil society sanitation practitioners to:

Initiate a CLTS programme with a municipality to select appropriate sites for implementation

Develop capacity to facilitate community mobilisation and to monitor progress at a local level

Foster partnerships to support local CLTS initiatives and to maintain and sustain programme development

CLTS programme initiation requires an experienced CLTS practitioner and buy-in from a municipality for targeted sites. A sanitation practitioner with CLTS and training experience works with a local authority keen to address sanitation challenges related to inadequate infrastructure coverage, operation and maintenance and pollution of water resources. The approach aims to support community responsibility for development opportunities.

A CLTS initiation workshop provides the space for municipal buy-in, setting up of a CLTS programme task team, site selection, and to prepare for community mobilisation at selected sites.

After municipalities have bought into the CLTS programme and have selected a site and facilitators, facilitators are trained to mobilise communities to improve sanitation conditions through CLTS concepts. Community mobilisation results in a local action plan and the training of local monitors to support planned local action and to report on progress. Appropriate training and mentoring of CLTS facilitators and monitors is therefore central to programme implementation and success.

Training is scheduled and conducted by a CLTS practitioner guided by this manual. Skills development modules, provided in blocks of learning, accompany stages of the programme related to:

CLTS concepts and selection of sites

Mobilising communities using CLTS “triggering” concepts

Monitoring local CLTS initiatives

Refining CLTS programme and support plans

Programme partnerships should be based on support for local initiative, once residents of selected sites are mobilised to plan actions, carry these out and monitor progress to a local ODF environment. Progress reporting by local monitors includes action plans to follow up on community-led initiatives.

Local and municipal CLTS workshops provide opportunities for practitioners and programme task teams to review and refine programme support.

Local initiatives may be supported through programme partnerships related to infrastructure improvements and local economic development programmes (municipality), job creation and livelihoods (EPWP and donor funding), occupational capacity and enterprise development (SETA).

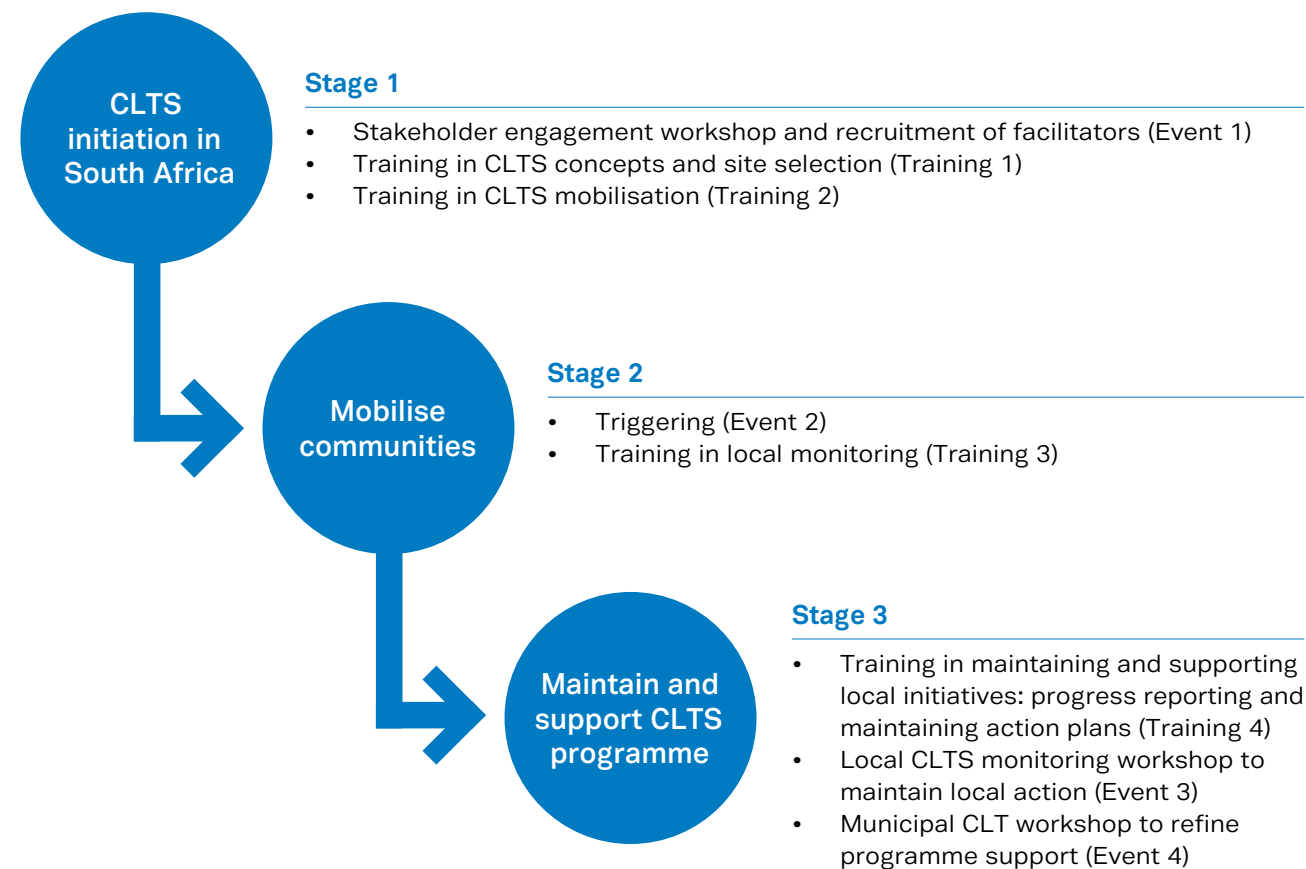
Process Summary

Guidance for stakeholder events (E) and training modules (T) relates to three stages of integrating CLTS concepts into the South African context that share examples of application:



Training in phases accompanies each progressive stage. Training guidelines are provided for learner assignments that reflect outcomes of individual learning for assessment.

Process overview: events and training



Acknowledgments



Thanks are due to sanitation stakeholders who have shown interest in learning from the pilot study and have set time aside to learn about CLTS. Those who actively explored ways to strengthen their roles in eradicating sanitation backlogs include:

- The Departments of Human Settlements and Water Affairs
- Amatole District Municipality and Mbashe Local Municipality in the Eastern Cape
- City of Cape Town professional officers and practitioners from diverse departments
- Chiefs and Headmen; Phutuma Secondary School; and Masiphumelele public library
- Civil society organisations including the Methodist Church, the Wetlands Committee and the Squatter Forum
- Volunteers in case study settings who undertook and shaped the local monitor role
- Participants from far afield who attended a WRC international CLTS seminar (Gauteng, February 2014)

We are grateful for the encouragement, interest and generous support from abroad. Ease of access to collated CLTS resources and shared experiences will continue to be much valued. In this regard, the sharing of African CLTS experiences by the Institute of Development Studies (IDS) at the University of Sussex – and by Plan-International in particular – is much appreciated.

Special thanks to experienced practitioner Samuel Musyoki (Plan-international, Kenya) for conducting the first field-based training in South Africa while enabling a proof of CLTS concepts.

Abbreviations

ASAP	Accelerated Sanitation Programme – programme to roll-out sanitation service delivery
CDW	Community Development Worker – deployed for community/municipal liaison
CLTS	Community-led total sanitation
CoGTA	Department of Cooperative Government and Traditional Affairs
CPUT	Cape Peninsula University of Technology
CSO	Civil society organisation
CWSS	Community Water Supply and Sanitation Unit (attached to CPUT)
DHS	Department of Human Settlements – leading sanitation delivery along with DWA
DM	District Municipality
DoH	Department of Health
DWA	Department of Water Affairs – leading sanitation delivery along with DHS
EPWP	Expanded Public Works Programme
EXCO	Executive Committee
IDP	Integrated Development Programme – a formal local government planning document
IDS	Institute of Development Studies, University of Sussex, UK – custodians of CLTS
IIED	International Institute for Environment and Development
ISD	Institutional and Social Development – division of departments intended to facilitate
LM	Local Municipality
M&E	Monitoring and evaluation
NGO	Non-governmental organisation
O&M	Operation and maintenance – usually refers to maintaining the functionality of facilities
OD	Open defecation, as evidence of human faeces in the open
ODF	Open defecation free
SQA	South African Qualifications Authority
SALGA	South African Local Government Association
SETA	Sector Education and Training Authority – covering all sector competencies
WRC	Water Research Commission

Introduction

This guide is designed to enable lead government departments responsible for driving implementation of national sanitation policy and local authorities responsible for addressing persistent backlogs in their areas to enhance their sanitation programmes.

The classic CLTS sequence is adapted to the supply-driven context of South Africa. It shifts emphasis from reliance on triggering by providing guiding steps with tools for pre-triggering and post-triggering stages.

The WRC pilot study field-tested application of this *Guide, Tools and Training Aids* over three years, in rural and urban case studies.

Refined adaptations are designed to encompass three stages to enhance:



Guidance is geared to make practical application accessible to sector practitioners and trainers, whether municipal professionals, consultants or non-governmental specialists, who seek to add value to sanitation programmes within the context of planned municipal delivery.

Learners are recruited and provided with training in key operational roles, on both local and municipal levels. Theoretical learning is accompanied by practical assignments and mentoring. Guidance for training CLTS facilitators and local monitors associated with targeted sites is integrated with key events to build implementation capacity as the programme unfolds.

An experienced CLTS practitioner oversees the flow of unfolding processes as set out in the guide, to ensure that events fulfil their purpose. Authentic examples from cases in rural and urban settings in South Africa populate each stage descriptor. The purpose, expected outcomes and key adaptation tools for each event and phase of training are explained, and instructions and field-tested prompts provided.

While training is linked to events and the application of tools at each stage of the CLTS programme, training guidelines are provided in the annexures of this document. Further detailed training materials to incorporate assessment tools ascribing to national standards are envisaged.



Stage 1

INITIATING THE CLTS PROGRAMME IN SOUTH AFRICA

PURPOSE

The purpose of the first stage is to initiate and foster partnerships by conducting stakeholder workshops to collectively identify potential areas and target sites for attention and individuals to facilitate improving sanitation conditions.

A CLTS programme is initiated by identifying partners, recruiting municipal facilitators and training them to select appropriate targets before triggering CLTS to mobilise community-led sanitation.

OUTCOMES

➤ Buy-in is obtained from support institutions, setting up an initial task team.

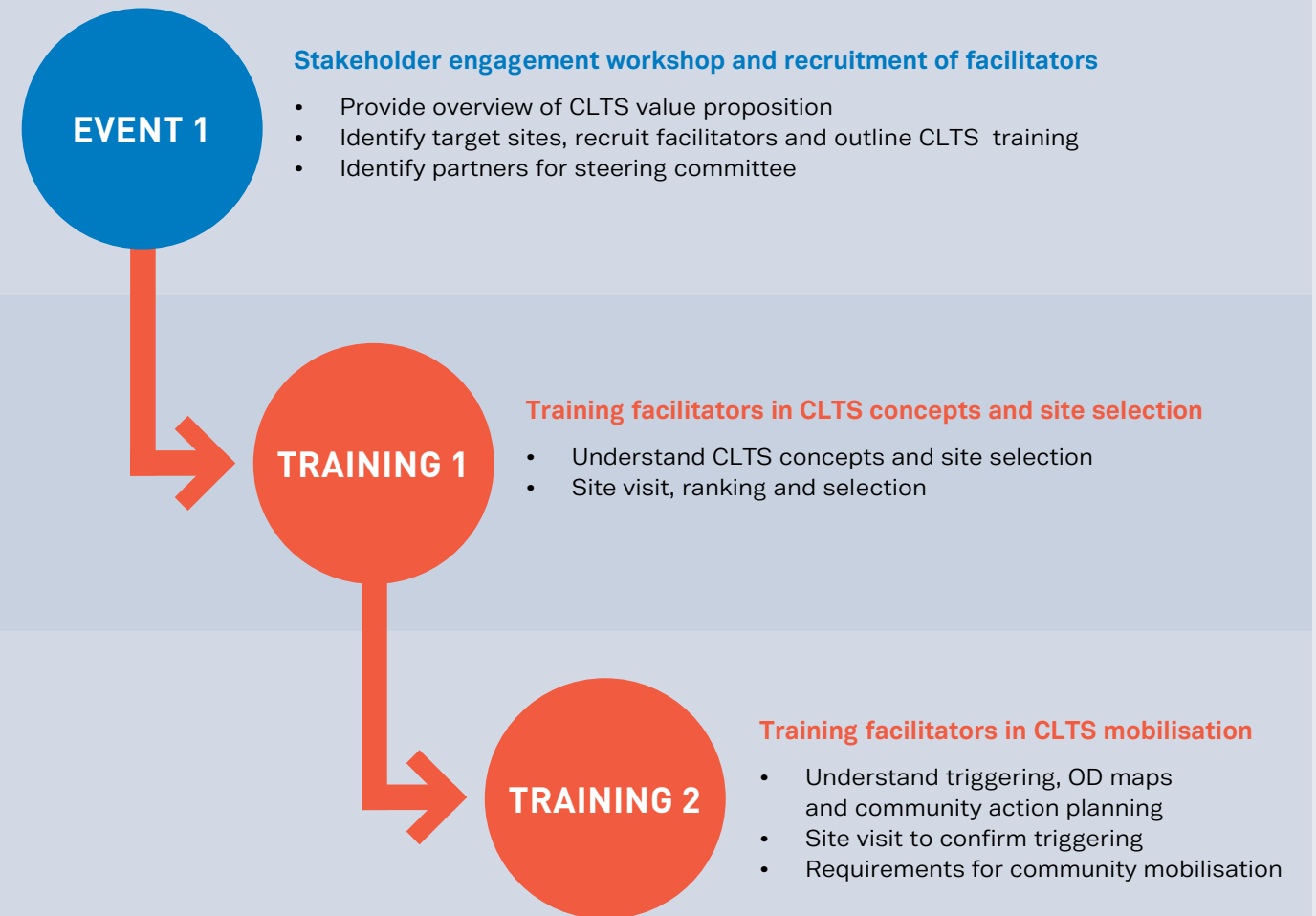
➤ Potential CLTS site list and related challenges are identified.

➤ Facilitators associated with each site are identified and recruited for training.

PROCESS SUMMARY

Initiate CLTS partnerships

Stage 1 overview



Event 1

STAKEHOLDER ENGAGEMENT WORKSHOP

PURPOSE

What is the stakeholder engagement workshop about?

A stakeholder engagement workshop is intended to set up the CLTS programme and encourage authority buy-in by engaging institutional participation in identifying areas of need and target sites, municipal champions as partners and intermediary facilitators for the CLTS programme.

The CLTS practitioner/trainer facilitates the stakeholder workshop to:

- Present CLTS concepts and the CLTS programme in context
- Identify possible sites and partners
- Recruit facilitators for training from amongst municipal officials

OUTCOMES

Expected outcomes include:

- Possible sites are identified, selected and confirmed by visits to the field.
- Partnering roles as champions or facilitators are undertaken.
- Facilitators are selected per site, and recruited for training.
- Training and events are scheduled.
- An initial task team is constituted for partnership to support the CLTS programme.

PROCESS AND TASKS

The CLTS practitioner/trainer develops the stakeholder workshop programme, convenes relevant tiers of stakeholders, and facilitates the workshop. The following activities are covered:

- The trainer presents an outline of the key elements, events and training programme.
- Participants identify sanitation backlog areas and possible sites for attention, in preparation for field visits to establish their suitability for community mobilisation.
- Participants identify municipal partners as champions on the basis of their current contributions to community sanitation in target areas of need.
- Facilitators from municipal departments are recruited for CLTS training, with practical assignments to conduct field visits to confirm target sites embedded in CLTS programme initiation processes, activities and events.

TOOLS

Tools for workshop inputs are provided as templates for participants to:

- Compile a baseline of possible target areas and sites (Tool 1)
- Identify stakeholder contributions to community sanitation (Tool 2)

Transcribe the templates onto newsprint for group discussion and inputs. Provide cards and markers to participants to note, share and arrange inputs during discussion.

A See Annexure 3, Page 62

Handouts given in the annexures for use include:

- CLTS fact sheet
- CLTS processes
- Outline of training programme
- Notes for training: triggering, OD map and community decisions
- Triggering reports

A See Annexure 4, Page 68

Guidance notes

Tool 1

MATRIX TO PROFILE SANITATION BASELINES ACROSS LEVELS

Purpose: Identify backlog areas of need to select appropriate target neighbourhoods

In Tool 1, questions that prompt stakeholder discussion and inputs are in bold type in the first row. Suggestions as examples of possible responses are shown in italics in the second row. Finalising suggestions by participants is facilitated by making use of materials to encourage stakeholder inputs.

NATIONAL/PROVINCIAL PERSPECTIVE	MUNICIPAL LEVEL – AREA BASELINES	COMMUNITY OPTIONS AS SITES OF NEED	NEIGHBOURHOOD DETAILS
Where are the backlogs?	What progress and current challenges?	Where and when is delivery planned?	What baseline details are available?
<i>Data summary specific to provincial context of sanitation backlog challenges</i>	<p>District municipality <i>Planning documents (IDP, ASAP), and progress reports</i></p> <p>Local municipality <i>O&M planning</i></p>	<p>Area Ward Settlements</p> <ul style="list-style-type: none"> <i>Backlog periods</i> <i>Names of settlements</i> 	<p>Baseline details</p> <ul style="list-style-type: none"> <i>Number of households</i> <i>Water sources</i> <i>Health trends</i> <i>Local organisations</i> <i>School location</i> <p><i>Details of sanitation conditions to be confirmed during subsequent field visit.</i></p>

Tool 2

CONTRIBUTIONS TO COMMUNITY SANITATION, ACROSS STAKEHOLDER LEVELS

Purpose: Clarify stakeholder contributions to identify partners and roles

Italics in the table suggest stakeholders as possible partners for particular support functions in community sanitation.

STAKEHOLDER CONTRIBUTIONS	PROVINCIAL LEVEL	DISTRICT MUNICIPAL LEVEL – AREAS	LOCAL MUNICIPAL LEVEL – AREAS	COMMUNITY LEVEL NEIGHBOURHOODS
Planning to address basic sanitation backlogs	<i>Relevant government departments or divisions</i>	<i>Water and sanitation managers</i>	<i>Senior officials; ward councillors</i>	<i>Traditional leaders; ward committees</i>
Implementation across levels		<i>Senior technicians</i>	<i>Environmental health and other field practitioners</i>	<i>NGOs CSOs</i>
Facilitation of community sanitation		<i>Environmental health; ISD function</i>		<i>Civil society: schools, churches, clinics, other...</i>
Monitoring of progress and challenges		<i>Senior technicians</i>		
Reporting and responding to challenges		<i>Senior technicians; environmental health</i>		

Questions that prompt stakeholder discussion and inputs are:

- **Who does what?** Participant stakeholders are to fill the template in.
- **Who may be champions?** Identify senior, off-site partners in champion roles.
- **Who are the field practitioners?** Identify facilitators to recruit for training.

A profile of the role and criteria for identifying CLTS facilitators is a useful handout.

TRAINING 1

COMMUNITY SANITATION CONCEPTS

PURPOSE

Initiating CLTS in the South African context is supported by a training module covering community sanitation concepts and a field visit to select target sites, respectively. The overall learning and assessment programme is outlined. Expectation of individual portfolios of evidence for summative assessment at the completion of training is explained.

The first module equips CLTS facilitators with understanding of their role in the CLTS programme and enables field-based profiling of local conditions to confirm selected targets and prepare for community mobilisation.

The first module trains and assesses recruited facilitators' understanding of community sanitation concepts. In order to establish existing knowledge and capabilities of learner applicants an initial assignment is set:

What is community sanitation? This provides an introduction to individual portfolios of evidence. Discussion of local realities includes a question of: *Who does sanitation?*

What is the intention of the first training module?

The first module is intended to set up the training programme, equip CLTS facilitators with basic knowledge of CLTS and apply criteria for selecting appropriate target sites for the CLTS approach.

Key activities are:

- Presentation of community sanitation and CLTS concepts
- Profiling areas of need and possible sites and identifying municipal champions
- Confirmation of CLTS facilitators
- Ranking and selection of target sites as a practical assignment for assessment

OUTCOMES

Expected outcomes include:

- Recruited facilitators acquire basic knowledge of CLTS principles regarding community sanitation concepts and mobilisation targets that relate to participatory community development processes
- CLTS facilitators in training plan and conduct field visits to possible sites collectively identified by stakeholders at the initiation workshop in order to inform the confirmation of target site/s

PROCESS AND TASKS

Facilitators recruited for training conduct field visits in order to profile conditions in possible target sites as a practical assignment. The trainer explains how field visits are planned, what is to be done and what is to be reported. It is important to make no reference to "sanitation" or toilets during the first field visit as introductions and random interviews must avoid pre-empting the triggering event.

In the practical assignment, the candidate facilitators undertake the following:

- Profile specific sanitation conditions at identified sites in order to target neighbourhoods
- Apply the ranking tool to select specific sites against indicators of favourable criteria for mobilising community-led sanitation
- Complete a report on the field assignment, and, based on the report, a triggering event at selected sites is organised and confirmed

Facilitators record existing conditions for site selection. Observations are scored against favourable indicators in the ranking tool.

A See Annexure 3, Page 62

Handouts

Tool 3

FIELD VISIT AND RANKING TEMPLATE

Purpose: Selection of target sites

Give a score and reason for scoring for each of the below:

Indicators for CLTS in South Africa: Physical Conditions	Scores	Reasons for scoring
General		
Sub-village or neighbourhood of up 100 households for triggering		
Where delivery of subsidised toilets (or upgrading) has not occurred or is not planned in the immediate future (1-2 years)		
Physical conditions		
Isolated or peripheral settlement without basic services		
Poor infrastructure network – lacking or inadequate		
Trees, bush, high grass provides cover for open defecation		
Settlement patterns provide space for latrines		
Shrinking space for open defecation due to development		
Safer water sources are restricted – unsafe sources used		
Faeces clearly find their way into unprotected water sources		
Current conditions and practices		
Experience of diarrheal disease and child mortality exists		
Interest in avoiding contamination of water sources is due to a high incidence of waterborne diseases and/or epidemics		
Where links between defecation habits and ingestion of faeces are visible or easy to see		
During rain or at night people defecate nearby their homes		
Organisational factors		
Tradition of voluntary joint action and women have a voice		
Municipality values a demand-driven approach to sanitation and may support community actions		
Field staff are experienced in participatory practice		

SCORING 1 most favourable 2 in-between 3 least favourable

Scoring is based on reasons for each score briefly given in the column, before counting totals.

RANKING [18-29] most favourable [30-41] in-between [42-54] least favourable

Ranking is based on total scores, which fall within a range of degrees of favourability.

Narrative reports use headings for clusters of indicators drawn from the ranking tool, to expand on the brief reasons for scoring.

PRACTICAL ASSIGNMENT FOR ASSESSMENT

Understanding favourable criteria for community-led sanitation initiatives is linked to principles of the CLTS approach and indicators compiled into a ranking tool to profile local baseline conditions.

An individual facilitator's report on findings from field observation includes:

- Plan and schedule for field visit: name of the site, contact persons, confirmations and dates
- Completed ranking tool with reasons for scoring against indicators and a total score
- Narrative report on the field visit per site, covering observations and open-ended interviews that contributed to scores

Example of existing conditions observed and scored on the ranking tool 3 in an Urban setting.



TRAINING 2

PREPARE FOR CLTS TRIGGERING TO MOBILISE COMMUNITIES

PURPOSE

The second training module focuses on developing understanding of the facilitation role, while acquiring skills to mobilise residents to respond to impacts of their sanitary behaviours. Practical application is preceded by understanding of theory.

Facilitators are trained to understand the sequence of questions and participatory activities of triggering as well as to schedule and organise a triggering event.

What is the intention of the second training module?

Training enables recruited facilitators to mobilise communities at target sites using basic CLTS knowledge acquired during a theoretical training module. Learner facilitators acquire practical skills for application and reporting as an outcome of the triggering event

During this module the trainer will conduct theoretical and practical training by:

- Clarifying the role of facilitation and working in teams
- Explaining questions as prompts for activities and facilitation principles
- Collating responses of participants and reporting on community plans
- Explaining practical application as part of the triggering event (Stage 2)

OUTCOMES

Expected outcomes include:

- Facilitators understand CLTS triggering as a participatory tool
- Facilitators understand that the key outcome of CLTS triggering is a collectively agreed action plan
- Resident volunteers who report back to champions are recruited as local monitors

PROCESS AND TASKS

Training requires a CLTS concept note that covers triggering for community mobilisation.

- Discuss facilitation principles, skills and tools involving use of materials in teams
- Explain triggering prompts as questions that maintain momentum of participation processes
- Rehearse OD mapping, calculation of quantities, transect walks and demonstration of contamination, and capturing of decisions made in response to final questions
- Materials required are prepared by facilitation teams for conducting the event
- Teamwork is planned and roles are clarified
- Expectations for assessment and formats for triggering reports are provided

PRACTICAL ASSIGNMENT FOR ASSESSMENT

The practical assignment requires facilitated reflection on the triggering event, which is conducted in the next stage of the CLTS programme.

Individual reports align with recording the triggering event in the second stage of the CLTS programme:

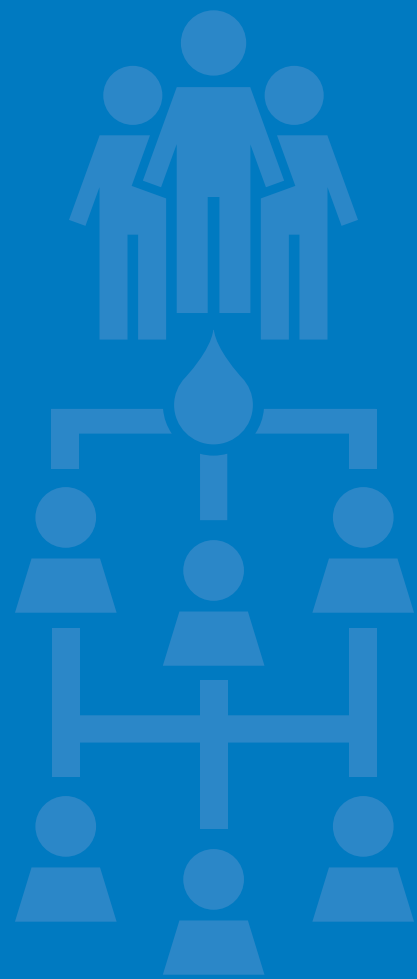
- Triggering in target areas
- Develop OD maps
- Facilitate community action plans
- Recruit local CLTS monitors

The assignment includes demonstrating understanding that facilitation of decision-making is not an educator role; noting that mobilising community actions is different from educating communities. Reports demonstrate understanding and skills acquired by facilitators, as outlined above.



Stage 2

MOBILISING COMMUNITIES



PURPOSE

The second stage of the CLTS programme focuses on the practical component of training facilitators to mobilise communities by facilitating triggering from OD mapping to community action plans. Local participants who volunteer to follow up on local plans are recruited by facilitators as local monitors.

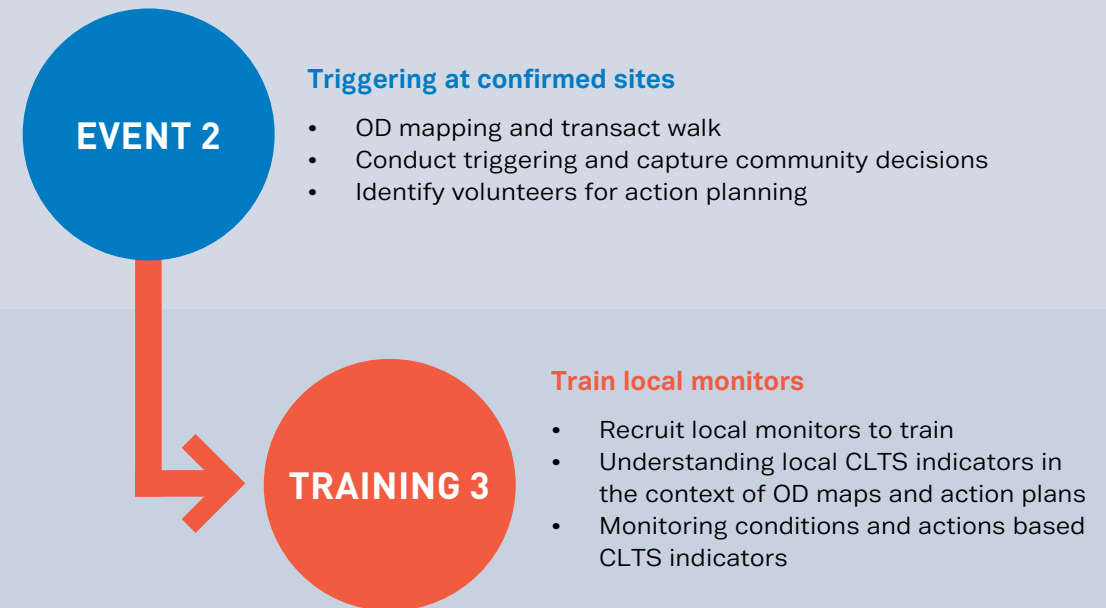
OUTCOMES

-  OD map, with located risks depicted visually
-  Community plan to take immediate actions
-  Profile of local volunteers who report back on triggering
-  Participation and responses of residents
-  Local monitors are recruited for training

PROCESS SUMMARY

Mobilise communities

Stage 2 overview



Example of triggering in an urban setting.



Event 2






TRIGGERING IN TARGET AREAS

PURPOSE AND OUTCOMES

What is the triggering event about?

The triggering event is intended to mobilise communities by developing OD maps of risks and collectively deciding on immediate actions they intend to take to prevent OD.

During the event, the trainer will oversee the process and the facilitators will conduct a practical assignment to:

-  Engage residents in developing OD maps showing the location of OD
-  Identify risks related to impacts of OD on health
-  Prompt collective decisions on what immediate actions residents plan to take
-  Collate a report on triggering
-  Recruit participating volunteers as local monitors







PROCESS AND TASKS

On confirming target site/s, oversight and mentoring of the triggering event includes adequate reporting on OD maps to local action plans for immediate change, as outcomes of triggering. The trainer will oversee triggering and the recruitment of local monitors while mentoring facilitators.

Focus on relatively small targets for initial triggering (less than 100 households). Villages in rural settings contain several sub-villages, while urban settings generally have “blocks” or smaller neighbourhoods within densely populated townships.

The trainer oversees facilitation of this event. Facilitators apply triggering in target sites to prompt participating residents to collectively plan to take immediate actions. Triggering target sites is the result of prompts and questions posed to residents who respond to questions.

Facilitators undertake activities comprising:

-  Introduce facilitation teams and explain that they will ask a series of questions that residents will be requested to answer, using materials provided.
-  Residents develop OD maps by showing where they live and where they defecate.
-  After calculating quantities of faeces produced, ask where the faeces go and what happens if faeces are not safely disposed of. Participating residents are invited to walk through the neighbourhood to collect evidence of fresh faeces (shit) for a demonstration of contamination.
-  Participating residents are asked what they want to do. Planned actions are compiled into an initial community plan comprising participants' decisions to take specific actions to stop OD within their neighbourhood.
-  OD maps and related community decisions and plans are collated.
-  Follow-up of each community plan is undertaken by volunteer participants.

Tool 4

MOBILISE COMMUNITIES

Purpose: CLTS triggering for community buy-in

Meet rural villagers or urban residents in a public space within the neighbourhood, not at a distant venue. Ask CLTS triggering questions to maintain focus. Make a postcard for your pocket: write out concise questions as prompts for activities on small card, as follows:

<p>1</p> <p>Where do you live? Where do you shit? (OD mapping)</p>	<p>2</p> <p>How much shit do you produce per person, per household, per day/week/month/year? (estimations using local volume references to calculate)</p>
<p>3</p> <p>Where does it go? Where is it? (collect fresh shit on a transect walk led by residents)</p>	<p>4</p> <p>How does it come back to us? What effects does this have? (demonstrate contamination)</p>
<p>5</p> <p>When do you want to stop? (ingesting others' shit) What do you want to do? (action plan)</p>	<p>6</p> <p><i>Additional question:</i> Will delivery of toilets improve conditions?</p>

Don't get caught up in discussing toilets during introductions – ask where they shit instead. Be clear about not providing hardware after pits are dug or hardware assistance if or when it is suggested.

Keep it simple and keep it flowing – maintain momentum for optimal participation.

- ➔ Do not keep people patiently waiting while you get materials ready for the next activity.
- ➔ OD mapping is more effective in a smaller village area. Showing where each household shits is more efficient than vague spreads across an area.
- ➔ Volume might be better to visualise than weight in calculating how much shit is produced: ask first for the best local reference for them to visualise estimated quantities as calculated.
- ➔ Transect walk verifies OD map, finds and fetches shit back to gathering point, where residents are able to join in. Keep gathering open and informal by inviting all who are met along the way to join.
- ➔ Demonstrate shit carriers, not just eating/drinking shit directly, e.g. flies, using a light brush of a stem of grass (similar to serrated fly feet). Encourage the sharing of examples from their experience, such as fingers not washed after shitting, feet/shoe soles contaminated, dogs licking children's hands and faeces.

Initial community decisions to take action are noted by capturing suggestions as they are made and prompting collective decision-making. Local volunteers are requested to report back on triggering to champions, and are recruited as local monitors to follow up on decisions taken as the outcome of the event.

A See Annexure 3, Page 62

Handouts:

- CLTS fact sheet (page 62)
- CLTS processes (page 63)
- Notes for training: triggering, OD map and community decisions (page 66)
- Triggering reports (page 67)

A See Annexure 5, Page 70

Guidance notes

TRAINING 3

LOCAL MONITORING

PURPOSE

Having completed the triggering event, this third training module focuses on developing and applying a checklist of local indicators to measure and report on progress towards establishing an ODF environment.

Local monitors are civil society volunteers who are recruited as learners after triggering.

What is the intention of the third training module?

Training enables local monitors to monitor local conditions and actions to report to facilitators. The trainer will oversee the entire monitoring process, referring to OD maps and community plans, and will clarify questions that prompt local monitors to measure and report on progress to establishing an ODF environment.

Facilitators collate the monitoring reports in order to:

- Monitor local conditions with regard to OD maps
- Monitor local actions taken towards establishing an ODF environment across neighbourhoods
- Identify challenges based on monitoring reports

OUTCOMES

Training for local monitoring as follow-up on triggering is central to maintaining the momentum of community-led sanitation.

- Local conditions are monitored with regard to OD.
- Local actions are monitored with regard to achieving ODF status.
- Challenges are identified and follow-up actions recommended.

PROCESS AND TASKS

The trainer will train and mentor facilitators to generate a list of local monitoring indicators from local monitors by prompting them to decide how and what they will measure and report on as progress to establishing an ODF environment.

- Train local monitors to follow up community decisions by monitoring and reporting on progress and challenges; both to the facilitator and, finally, as oral presentations to institutional partners.
- Facilitators are trained to refer to the triggered community decisions, maintain regular contact with local monitors and verify and collate overall monitoring reports with identified challenges to progressing to ODF status.

This third training module covers the following practical activities:

- Monitoring indicators are suggested and confirmed by volunteers recruited as local monitors.
- Local conditions are monitored with reference to OD maps and community action plans, in order to note where OD occurred. Changes and challenges are recorded by observation and reported.
- Community actions taken towards ODF status are monitored and recorded.
- Monitoring reports are compiled to present observed progress, based on indicators for measuring change and interaction with households (see Tool 5 below).

TOOLS

Local monitoring requires training and guidance to be taken up efficiently and the role must be adequately explained to be understood. Training uses products from triggering (OD maps and community action plans) and questions as prompts for developing local indicators of progress.

Tools include:

- Prompts to develop monitoring indicators in a checklist
- Format and guidance on monitoring reports

Tool 5

LOCAL MONITORING CHECKLIST

Purpose: Record progress to ODF status and challenges arising

The baseline OD map may assist local monitors to show where progress is and where challenges are located with coloured dots/markers; or monitors may show where there is OD and where households are not progressing as an overlay on OD maps.

However, the details of measuring actions as progress and challenges arising that may prevent or deter actions undertaken are recorded against the indicators chosen by local monitors for their checklist.

Volunteers recruited as local monitors choose appropriate indicators as measures by responding to the following questions as prompts:

- What will show you that ODF status is achieved?
- Apart from toilets, what else is involved in achieving an ODF environment?

Suggestions are written onto separate cards for further discussion and then sorted by the local monitors into a draft checklist.

After discussion and suggestions by local monitors, draft checklists are refined further by asking:

- What will show you that there is progress?
- How will you know you are getting there?

After compiling a local monitoring checklist, guiding questions for observation and interaction with individual households are discussed and noted.

Example (rural setting) of guiding questions for a local monitoring checklist:

Monitoring indicators	Questions for observation and interaction with households
Child access and safety	<i>Do you use this toilet? (ask the children)</i>
Parental oversight	<i>Where do the children shit? (ask the parents)</i>
Cleanliness of toilets	<i>Are toilets clean? How are they cleaned?</i>
Fly breeding reduced	<i>Is there evidence of fly activity at the toilet?</i>
Water sources clean	<i>Have you found any fresh shit at rivers/springs?</i>
Toilets in good condition	<i>Is the seat safe? Is the door closed?</i>
Other indicators (to add as needed)	<i>Are seat lids closed? Are doors functional?</i>

Challenges that arise as well as innovations are to be brought to outsiders' attention in reports submitted. Suggestions for addressing these specific challenges are included in monitoring reports.

PRACTICAL ASSIGNMENT FOR ASSESSMENT

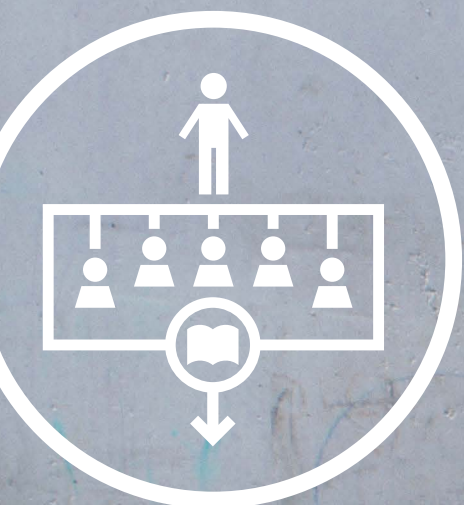
Practical assignments for assessment of local monitoring competencies include:

Local monitors who:

- Understand indicators of progress and challenges as locally specific
- Compile checklists for regular observation
- Record observations that are dated and specify neighbourhood locations
- Suggest follow-up actions that are noted with completed checklists

Facilitators who:

- Collate reports on local monitoring, challenges arising and progress reporting
- Collate verification reports, based on random field observations
- Note recommended actions for taking forward to the next stage



CLTS monitors who have closed off entry to the back of toilet row to discourage open defecation (urban setting).




Stage 3


MAINTAIN AND SUPPORT THE CLTS PROGRAMME


PURPOSE

The third stage focuses on ensuring that the CLTS programme is maintained and supported. The trainer oversees, mentors and trains facilitators to maximise interaction between municipalities and communities by extending progress reporting to developing cooperative action plans. Regular contact by facilitators with local monitors enables facilitators to collate progress reports on ODF status and challenges arising and to follow up action plans. Monitoring and progress reports provide the basis for revising follow-up by local monitors and cooperative action plans.

OUTCOMES

 Progress reporting to external support partners, completed as a basis for cooperative action planning and setting up a task team to oversee the joint action plan

 Completed monitoring report and revised follow-up action plan

 Completed progress report, including revised follow-up action plan

 Refined joint action plan

 Confirmed partners in a task team

PROCESS SUMMARY

Maintain and support CLTS programme

Stage 3 Overview



PROCESS AND TASKS

The CLTS programme at this stage includes local and municipal workshops to oversee progress reporting, and training to review local follow-up action plans and develop joint action plans to address challenges to stopping OD cooperatively.

After reporting to facilitators, local monitors revise their follow-up action plans. After reporting to municipal levels on progress and challenges, these revised follow-up action plans provide the instrument for incorporating municipal inputs for joint action plans.

TRAINING 4

PROGRESS REPORTING AND REFINING ACTION PLANS






PURPOSE AND OUTCOMES

Training for the third stage of a CLTS programme concerns progress reporting as a basis for revising local follow-up and refining action plans. Facilitators are trained to collate local progress reports and prompt revision and further refinement of action plans during local and municipal workshops. Local monitors are trained to revise their follow-up action plans and present authentic visual material for progress reporting to the municipality.

What is the intention of the fourth training module?





This training module provides facilitators and local monitors with competencies for progress reporting and cooperative action planning with municipal partners. Training focuses on enabling facilitators to support local monitors to revise their follow-up action plans based on challenges arising, and to present progress based on local monitoring reports.

To achieve this, the trainer prompts and guides facilitators to collate a comprehensive progress report for a workshop to develop joint action plans and oversees the following activities in which facilitators:

-  Collate local monitoring reports for workshops
-  Revise follow-up action plans based on reported challenges arising
-  Prepare oral presentation and visual materials in teams
-  Prompt contributions from support partners to add to joint action plans
-  Set up a task team to monitor joint action plans

TOOLS




Tools required for this training module include:

-  Initial community plan and local monitoring reports
-  Prompts to revise follow-up action plan: *What are you going to do? Who is going to do what, and by when?*
-  Progress report materials, prepared for oral presentation
-  Completed and approved local workshop programme/schedule




PRACTICAL ASSIGNMENT FOR ASSESSMENT

Progress reporting competencies include:

Local monitors who understand how:

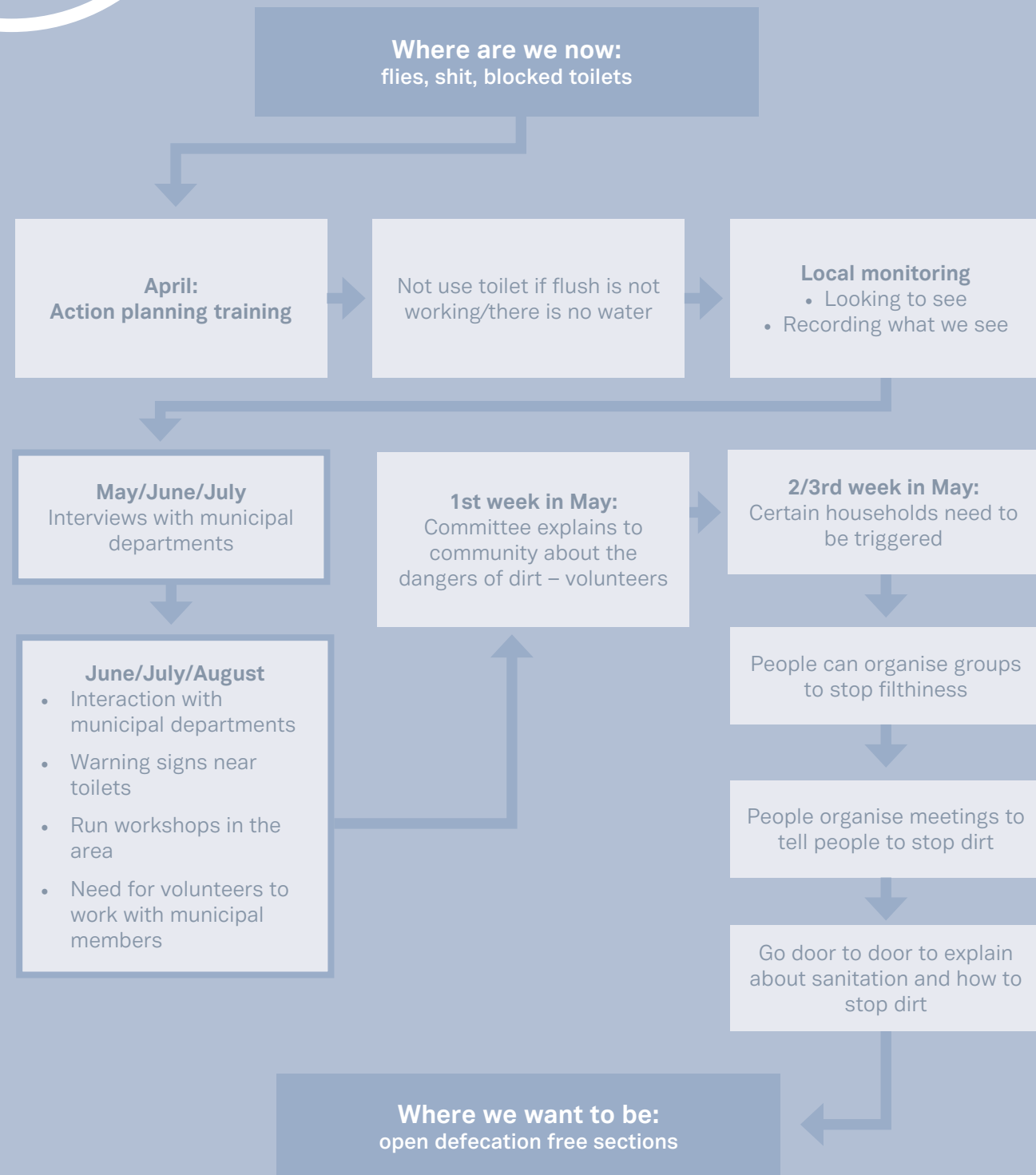
-  Local monitoring informs local action planning for follow-up
-  Progress reporting specifies neighbourhood locations and follow-up actions
-  Oral presentation of local monitoring and action plans makes use of authentic visual materials

Facilitators who understand that:

-  Reports on local monitoring, challenges arising and revised follow-up action plans are submitted and presented by local monitors
-  Providing local follow-up action plans serves as an instrument for prompting municipal responses and cooperative action planning
-  Reports on participation and outcomes: joint action plans, confirmed task team and recommended actions for task teams



Example of a revised action plan (urban setting)



Events

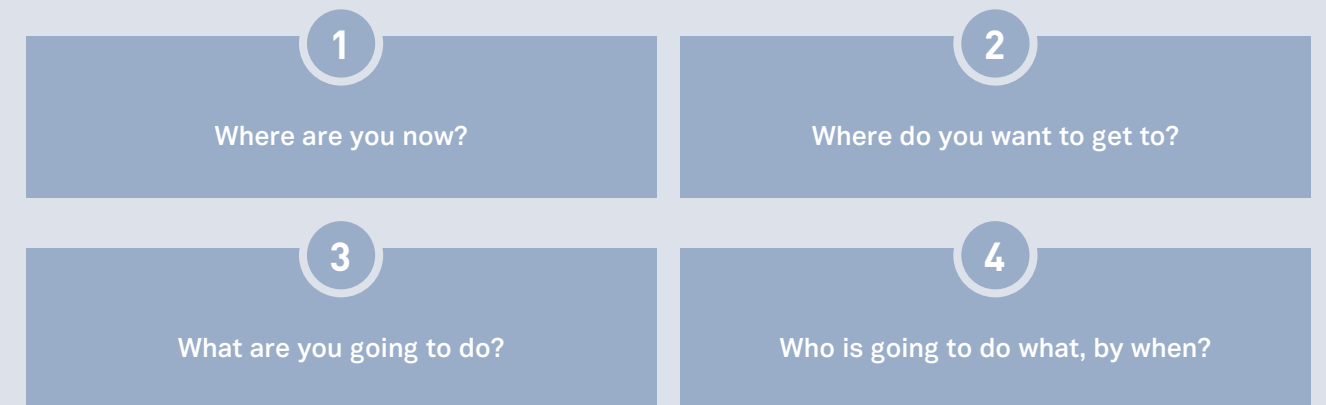
TWO WORKSHOPS



The trainer role for both workshop events is to oversee and mentor facilitators to compile progress reports based on local monitoring and revised follow-up action plans. The trainer ensures that progress reporting by local monitors prompts responses in both local and municipal workshops.

The facilitator prompts cooperative action planning by asking questions and preparing material for answering these.

Questions serving as prompts for action planning are posed in the following sequence:



Event 3

LOCAL MONITORING WORKSHOP

PURPOSE

The local monitoring workshop is set up to report on monitoring to the facilitator, revise local follow-up action plans and prepare to present progress reports to support partners. Facilitators support local monitors to:

- Monitor and report on progress of the community action plan and challenges arising
- Match challenges identified with effective follow-up actions
- Take outcomes emerging from discussion into follow-up action plans

What is the local monitoring workshop about?

This workshop is an opportunity for municipal facilitators to provide feedback to local monitors with regard to local monitoring and progress reports. Based on discussion, follow-up actions are revised to address specified challenges. Materials are prepared for presentation to the municipal workshop.

Key activities include:

- Providing feedback on local monitoring reports
- Revising the follow-up action plans
- Developing progress reports for the municipal workshop

OUTCOMES

Preparations for oral and visual presentation of progress are completed, including:

- Final community monitoring report developed
- Revised follow-up action plans are prepared as an instrument for joint action plans
- Local monitors prepare to present community progress reports to municipal workshop
- Progress reporting prompts responses by support institutions/municipal departments

PROCESS AND TASKS

The local workshop is based on local monitoring reports which inform the revision of follow-up action plans by local monitors. During the workshop, the trainer will oversee the process and mentor the municipal facilitator to facilitate the local workshop to:

- Examine local monitoring reports
- Revise follow-up actions planned in response to challenges reported
- Prepare a progress report for presentation to a municipal workshop

TOOLS

Required tools for achieving this event include:

- Local monitoring reports are submitted by local monitors
- Progress reports are based on authentic material and records, including challenges arising
- Existing follow-up action plans are revised to respond to challenges (iteratively)

Tool 6

REVISE FOLLOW-UP ACTION PLANS

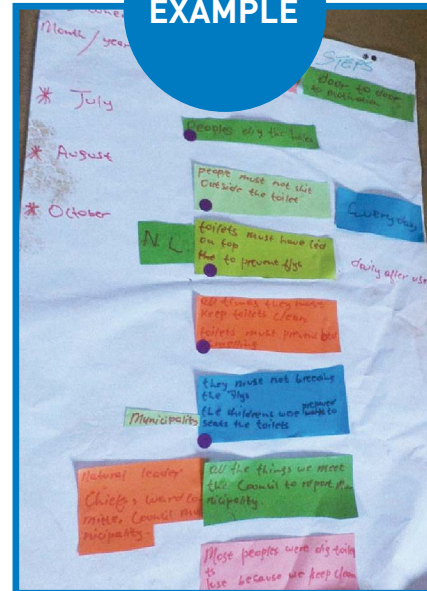
Local monitors discuss their suggestions to address challenges arising and then write up **steps** to get from **Where they are now**, to **Where they want to get to** on separate cards, arranging steps between.



Local monitors refine their follow up action plans as a focus group in a rural setting.



EXAMPLE



Revising follow-up actions

- Trigger people who have not been triggered.
- People are to build toilets that are safe for children.
- There must be no shit that goes to the river.
- Progress reporting to municipality, ward councillor, ward committee, (chiefs and headman in rural settings).

Responses to questions and decisions taken by local monitors are written onto cards to add into the revised follow-up action plan.



Who takes responsibility to carry out the step?



By when will the step be completed?

Event 4

MUNICIPAL WORKSHOP



PURPOSE

The municipal workshop is set up for local monitors to present progress reports to support partners.

What is the municipal workshop about?

This workshop provides an opportunity for local monitors to report to municipal officials on local progress towards ODF status, challenges, and their revised follow-up action plans. The trainer oversees the workshop process to ensure that participants identify challenges and opportunities for municipal support. Facilitators prompt the development of a joint action plan.

Key activities taking place include:

- Present progress based on local monitoring – report on progress towards ODF status
- Present identified challenges and discuss the revised follow-up action plan
- Identify challenges and opportunities for municipal support
- Develop and agree on a joint action plan
- Establish a task team to monitor the joint action plan

OUTCOMES

Expected outcomes include:

- Collated progress reports and challenges
- Opportunities for municipal support identified
- Joint action plan developed
- Programme plan and roles for a task team

PROCESS AND TASKS

The trainer shall oversee and mentor facilitators to conduct and facilitate a municipal workshop to elicit responses to reports on progress to ODF status and inputs regarding challenges arising. The workshop space to develop joint action plans is created by presenting revised, local follow-up action plans, explained orally by local monitors. This provides the material as an instrument for adding municipal support as planned actions. When developing a joint action plan, facilitators may prompt stakeholders to plan verification of ODF status and celebration of ODF status if it is achieved.

TOOLS

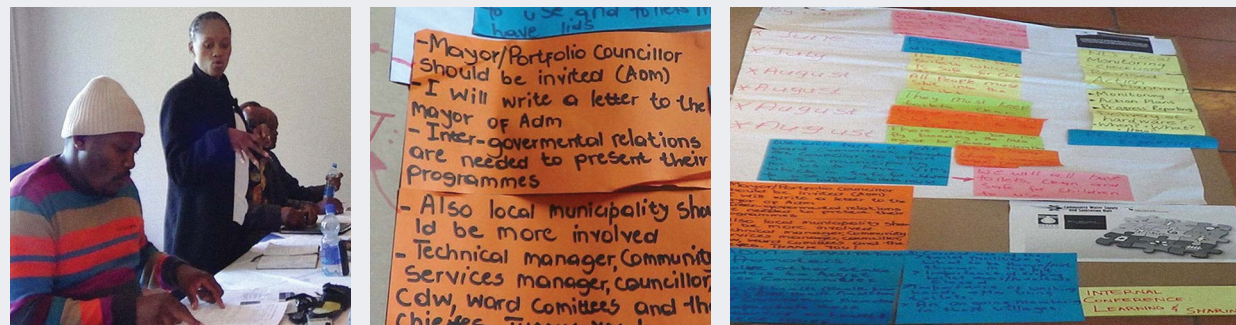
Required tools for achieving this event are collated outcomes of the local workshop, including:

- Progress report with prepared and authentic materials
- Revised, local follow-up action plan prepared as an instrument for adding steps of partners
- Colour cards to code authors of actions/steps added to joint action plans

Tool 7

JOINT ACTION PLAN

A ward councillor and district sanitation officer contribute their planned actions.



Example of progress reporting materials for joint action planning with municipalities: triggering maps, local monitoring, innovations and challenges.



Recommendations for Application

CLTS has gained popularity internationally as an effective approach to achieving and sustaining sanitation, anchored in concepts of “community-led” as the driving agency for change. “Total sanitation” requires safe disposal of faeces so that open defecation (OD) does not occur (IIED, 2010). Core to the CLTS approach is to focus on achieving open defecation free (ODF) neighbourhoods by triggering community decisions to take immediate action, regardless of hardware or service delivery.

In South Africa, supply-driven sanitation challenges are revealed in continued sanitation backlogs after delivery, and in lack of community ownership and responsibility for organisation and management, despite costly hygiene education; amidst claims that “it is not properly done”. Services delivery expectations and the lack of communal responsibility for sanitation lead to poor use, care and maintenance and inhibit local behavioural change, as a sense of entitlement occupies spaces for dynamic modes of participation by beneficiaries.

On the other hand, CLTS is adaptable to different geographic and cultural contexts as a cost-effective, fast and sustainable approach for accelerating sanitation. CLTS puts communities in charge of their sanitation and hygiene matters, addressing the challenges faced by subsidy-led approaches. In South Africa, shaping a CLTS programme for areas of need as targets for a community-led approach to sanitation may simultaneously initiate sites for training as key instruments for building capacity across levels of agency. Prioritising investment into capacity development and support of facilitators and local monitors to engage with communities, rather than a household subsidy, is recommended.

Facilitators play a key mediation role between local communities and municipalities, and improving local sanitation conditions cooperatively – which is instrumental to CLTS programme development – is reliant on the will and capability of those recruited for training.

An experienced CLTS practitioner who is an accredited trainer is best positioned to initiate and oversee CLTS programme development while training and assessing competencies of two operational levels:

MUNICIPAL FACILITATORS
Capacity is built to implement in areas of need other than sites selected for practical training.

LOCAL MONITORS
Community-based volunteers in target sites are trained to fulfil an essential local-level function.

Theory that underlies practical components of training is essential for building participatory development capabilities for both operational levels.

Participatory appraisal of local conditions by CLTS triggering culminates in local decisions and community plans by residents to take immediate action to stop OD in their neighbourhoods. Local monitoring of change provides the basis for planning follow-up actions to address challenges that arise. The iterative revision of follow-up action plans is a key adaptation that requires training and mentorship of local monitors as well as facilitators’ insights into municipal roles, functions and protocols for progress reporting in the third stage of adapting CLTS in this context.

Political will and commitment from leadership is essential for planning and management of CLTS programmes, which rely on systematic implementation, monitoring, evaluation and reporting, especially when going to scale. In order to overcome resistance and scepticism, initial engagement of top management and municipal partners will contribute to buy-in and the shaping of cooperative institutional responses to community-led initiatives.

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Annexures



This self-built latrine, probably inspired by a urine diversion design, uses available local materials for a top structure over a trench that has two openings on its platform to rotate the seat as the trench fills up.

Annexure 1

ROLES OF CLTS PRACTITIONERS AT THREE OCCUPATIONAL LEVELS

Details of three different roles are shown in relation to events (E) and training (T) in the tables below:

ROLES OF THE CLTS PRACTITIONER/TRAINER	
STAGE 1: CLTS INITIATION IN SA	
EVENT 1 (E1) Stakeholder engagement workshop to set up CLTS programme partnership & to recruit facilitators	Initiate and set up CLTS programme: <ul style="list-style-type: none"> • Present the CLTS concept (in order to obtain buy-in) • Identify municipal partners and sites • Identify possible sites • Identify and recruit CLTS facilitators
TRAINING 1 (T1) Train facilitators on CLTS basics and triggering, to select targets and recruit neighbourhood leaders	Conduct training on CLTS basics: <ul style="list-style-type: none"> • Present the CLTS concept and its requirements • Outline requirements, expectations and assessments • Explain the triggering process and requirements (site profiling) • Train: Mentor site profiling, ranking and selection
TRAINING 2 (T2) Train facilitators to trigger	Train recruited facilitators to trigger (stage 2 preparation): <ul style="list-style-type: none"> • Explain how to mobilise community participants to facilitate OD mapping and prompt a community plan • Explain how to capture and report on triggering events

STAGE 2: MOBILISE COMMUNITIES	
EVENT 2 (E2) <ul style="list-style-type: none"> • Trigger in targeted areas and develop OD maps and community plans • Recruit volunteers as local monitors and develop follow-up action plans 	Oversight and mentoring of the triggering process and follow-up action planning: <ul style="list-style-type: none"> • Community mobilisation • Development of OD map • Development of a reporting schedule and reports
TRAINING 3 (T3) Train facilitators and monitors to monitor based on OD map and action plan.	Train monitors and facilitators to: <ul style="list-style-type: none"> • Monitor local conditions with regard to OD maps • Monitor local actions towards ODF status • Compile monitoring reports • Development of follow-up action plan
STAGE 3: MAINTAIN AND SUPPORT CLTS PROGRAMME	
TRAINING 4 (T4) Train facilitators to report progress and prompt revision of action plans	Train facilitators to: <ul style="list-style-type: none"> • Collate local monitoring reports • Prompt revision of action plans based on monitoring reports • Set up and conduct local workshop • Engage partners to garner support for local initiatives
EVENT 3 (E3) Local monitoring workshop to review action plans	Oversee local workshop and support the facilitator Validate revised action plans
EVENT 4 (E4) Municipal workshop on progress and challenges	Facilitate municipal workshop to: <ul style="list-style-type: none"> • Report on progress to ODF status presented by local monitors • Identify challenges and opportunities for municipal support • Prompt joint action planning (local and municipal actions)

 ROLES OF THE FACILITATORS	
STAGE 1: CLTS INITIATION IN SA	
(E1) Stakeholder engagement workshop to set up CLTS programme partnership and to recruit facilitators	Participate and contribute in stakeholder workshop processes
(T1) Train facilitators on CLTS basics, to select target neighbourhoods for triggering	Undergo training to: <ul style="list-style-type: none"> Conduct field visit to baseline target neighbourhoods Profile, rank and select sites Mobilise communities
(T2) Train facilitators to trigger	Undergo training to: <ul style="list-style-type: none"> Mobilise communities for the triggering event
STAGE 2: MOBILISE COMMUNITIES	
(E2) <ul style="list-style-type: none"> Trigger in targeted areas and develop OD maps Develop action plans and recruit 	Trigger in target areas and develop OD maps: <ul style="list-style-type: none"> Conduct transect walk (field visit) Identify risks Develop OD map Facilitate the development of action plan and recruit: <ul style="list-style-type: none"> Facilitate the development of action plan based on OD map Facilitate community report-back Recruit local monitor
(T3) Train facilitators and monitors to monitor based on OD map and action plan	Undergo training to learn how to: <ul style="list-style-type: none"> Monitor local conditions with regard to OD maps Monitor local actions towards ODF status Compile monitoring reports
STAGE 3: MAINTAIN AND SUPPORT CLTS PROGRAMME	
(T4) Train facilitators to report progress and revise plans	Undergo training to learn how to: <ul style="list-style-type: none"> Collate local monitoring report for the workshop Set up local workshop Revise action plans based on monitoring report
(E3) Local monitoring workshop to review action plans.	Facilitate local monitoring workshop: <ul style="list-style-type: none"> Provide feedback to monitors and revise action plans Develop progress reports for municipal workshop
(E4) Municipal workshop on progress and challenges	Participate in the municipal workshop: <ul style="list-style-type: none"> Report on progress towards ODF status and challenges

 ROLES OF THE LOCAL MONITORS	
STAGE 1: CLTS INITIATION IN SA	
(E1) Stakeholder engagement workshop to set up CLTS programme partnerships and to recruit facilitators	Participant representatives of civil society organisations could serve on task team
(T1) Train facilitators on CLTS basics and triggering, to select targets and recruit neighbourhood leaders	<ul style="list-style-type: none"> Active volunteers who emerge during the field visit to select favourable target sites may choose to be trained at this stage Entry levels are assessed based on an initial assignment: <i>What is community sanitation?</i>
(T2) Train facilitators to trigger	There may be volunteers who are briefed and opt to participate in this component of training
STAGE 2: MOBILISE COMMUNITIES	
(E2) <ul style="list-style-type: none"> Trigger in targeted areas and develop OD maps Develop community plans and recruit 	Participate in: <ul style="list-style-type: none"> OD mapping Developing an action plan based on OD map Volunteering to follow up on community plans
(T3) Train facilitators and monitors to monitor based on OD map and action plan	Undergo training to learn how to: <ul style="list-style-type: none"> Monitor local conditions with regard to OD maps Monitor local actions towards ODF status Compile monitoring reports
STAGE 3: MAINTAIN AND SUPPORT CLTS PROGRAMME	
(T4) Train facilitators to report progress and revise plans	Prepare visual materials for progress reporting
(E3) Local monitoring workshop to review action plans.	Participate in the local monitoring workshop to: <ul style="list-style-type: none"> Report on progress Report on challenges Revise follow-up action plan
(E4) Municipal workshop on progress and challenges	Oral presentation of progress, including monitoring, challenges and local follow-up action plans

Annexure 2

OVERVIEW OF CLTS PROGRAMME PROCESSES

CLTS PROGRAMME	EVENTS (E) AND TRAINING (T)	OUTCOMES	PROCESS AND TASKS	HANDOUTS AND NOTES
CLTS INITIATION IN SA STAGE 1	1. Stakeholder workshop to set up CLTS partnership and to recruit facilitators (E1)	Buy-in obtained - task team set up: <ul style="list-style-type: none"> Potential CLTS site list and related challenges identified Support partners identified Facilitator identified per site and recruited for training 	<ul style="list-style-type: none"> CLTS practitioner organises and facilitates stakeholder workshop Preparation: Identify and invite partners Facilitation: <ul style="list-style-type: none"> Provide overview of CLTS approach Identify target sites Facilitate participatory stakeholder focus groups to populate: <ul style="list-style-type: none"> Tool 1 to identify possible target sites Tool 2 to identify partners and facilitators Identify partners for task team Recruit facilitators to train 	<ul style="list-style-type: none"> Workshop programme Handouts: CLTS factsheet; Outline of training programme Handout: Roles of partners, facilitators and local monitors over stages
	2. Train facilitators: CLTS concepts and select target sites (T1)	<ul style="list-style-type: none"> Understanding of CLTS concepts and requirements Site: ranked and selected against criteria 	<ul style="list-style-type: none"> Trainer¹ explains CLTS concepts and site selection Facilitators conduct site visit, complete selection and report 	<ul style="list-style-type: none"> Handout on understanding CLTS factsheet Tool 3 ranking tool applied in a field visit to possible target sites; scores and reasons for scores are accompanied by a narrative report Notes on understanding CLTS concepts, site selection
	3. Train facilitators to trigger; recruit monitors (T2)	<ul style="list-style-type: none"> Understanding of CLTS mobilisation Triggering sites confirmed 	<ul style="list-style-type: none"> Explain triggering process and facilitation of OD mapping to community decisions on actions Site visit to confirm triggering date, resident participation and schedule 	<ul style="list-style-type: none"> Handouts: CLTS fact sheet, CLTS processes, Notes for training, Triggering reports Guidance notes for collation and reporting on triggering

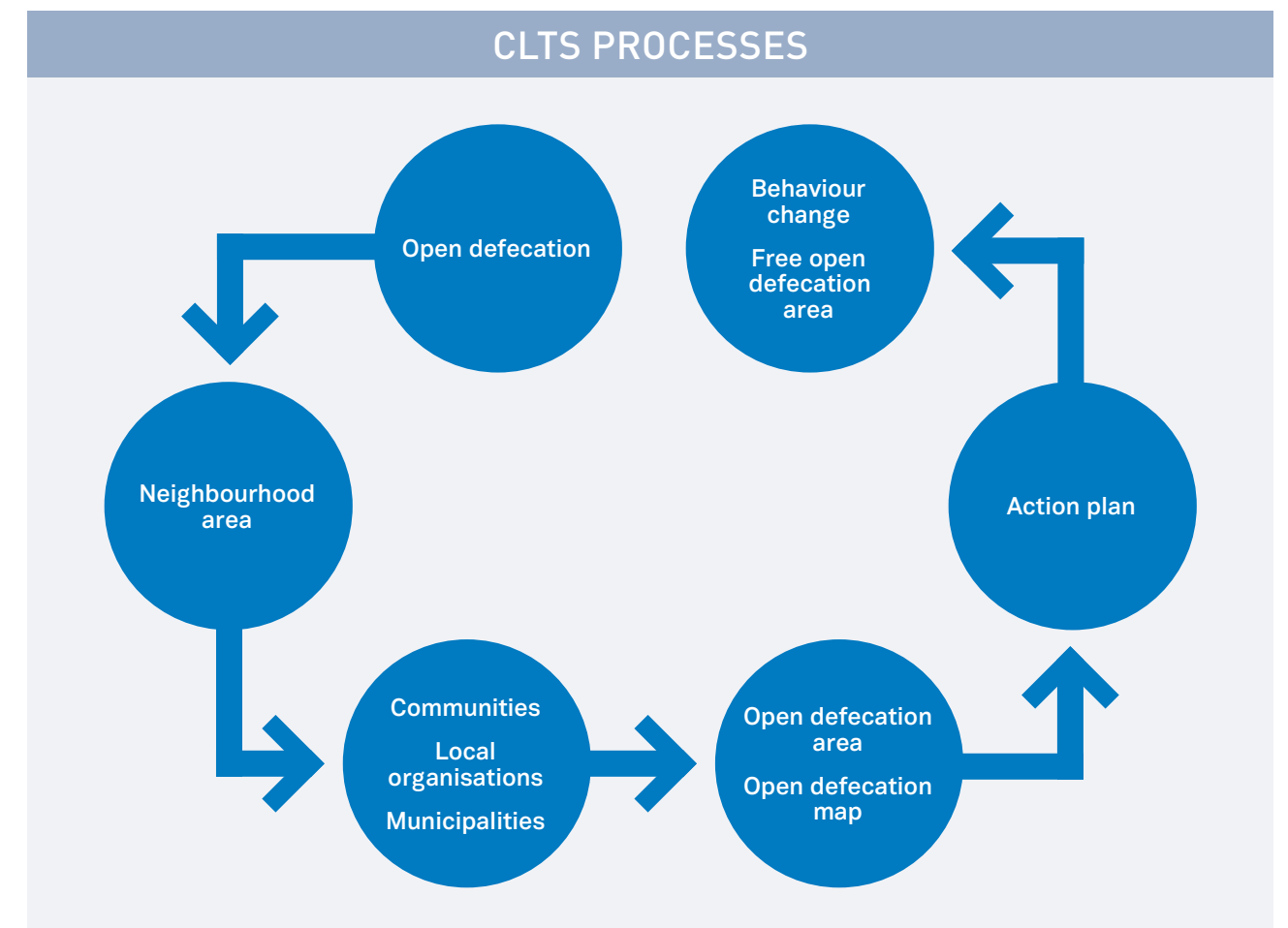
1. Referred to as sanitation practitioner

MOBILISE COMMUNITIES STAGE 2	4. Trigger in confirmed sites to develop OD maps and collate community decisions	<ul style="list-style-type: none"> OD map and community decisions collated Action list related to OD map, for local workshop Local action plans collated Local monitors recruited and reporting scheduled 	<ul style="list-style-type: none"> Triggering: carry out OD mapping, transect walk Capture community decisions and identify volunteers for reporting Facilitate translation of report on OD conditions to local action plan Recruit local monitors to train 	<ul style="list-style-type: none"> Tool 4 for triggering Criteria for local monitors recruited for training
	5. Recruit local monitors and develop action plan (E2)	<ul style="list-style-type: none"> Understand CLTS monitoring indicators Local monitoring is conducted and reported as per schedule 	<ul style="list-style-type: none"> Explain and identify local indicators based on OD maps and community decisions Monitor local conditions and local actions based on local indicators 	<ul style="list-style-type: none"> See Training 3 for guidance on training local monitors Tool 5 prompts for developing local monitoring indicators checklist
MAINTAIN AND SUPPORT CLTS PROGRAMME STAGE 3	6. Train monitors to monitor against local indicators (T3)	<ul style="list-style-type: none"> Understand maintaining and supporting CLTS initiatives Programme for local workshop 	<ul style="list-style-type: none"> Explain purpose of local and municipal workshops and related reporting and facilitation actions 	<ul style="list-style-type: none"> Tool 5 prompts for developing local monitoring indicators checklist.
	7. Train facilitators to collate reports and facilitate local workshop (T4)	<ul style="list-style-type: none"> Feedback on monitoring and site progress reports for workshop Revised action plans for monitors Site progress report to municipality 	<ul style="list-style-type: none"> Monitoring reports reviewed, report produced and action plans refined at workshop Develop progress reports for municipal workshop 	<ul style="list-style-type: none"> Tool 6 revising follow up action plans Notes for preparing progress reports to municipal workshops
	8. Local monitoring workshop to review action plans (E3)	<ul style="list-style-type: none"> List of municipal support actions Completed joint action plan 	<ul style="list-style-type: none"> Reports on CLTS progress and facilitate development of joint action plan 	<ul style="list-style-type: none"> Tool 7 joint action plans. Notes for local and municipal workshops Template for site support plan
	9. Municipal workshop on progress and challenges. (E4)			

Annexure 3

HANDOUTS

CLTS FACT SHEET	
What is CLTS?	Community-led total sanitation (CLTS) is an innovative methodology for mobilising communities to completely eliminate open defecation (OD). Communities are facilitated to conduct their own appraisal and analysis of OD and take their own action to become open defecation free (ODF).
What does CLTS focus on?	CLTS focuses on local communities for sanitation conditions as not being sites of OD. CLTS is an innovative approach to mobilising communities to completely eliminate OD. Communities are facilitated to conduct their own appraisal and analysis of OD, make decisions and take their own action to become ODF environments.
What does CLTS entail?	<p>CLTS focuses on the behavioural change needed to ensure real and sustainable improvements – investing in community mobilisation instead of hardware, and shifting the focus from toilet construction for individual households to the creation of ODF environments.</p> <p>CLTS triggers the community's desire for change, propels them into action and encourages innovation, mutual support and appropriate local solutions, thus leading to greater ownership and sustainability.</p>
Why have CLTS in South Africa?	<p>CLTS has a great potential for creating a culture of good sanitation through mobilising communities to take collective action to improve sanitation conditions.</p> <p>CLTS mobilises behaviour change – this is different from information transfer modes of health and hygiene awareness that are part of service delivery. The behavioural changes process is based on collective consciousness-raising of severe impacts of OD. Participants realise the implication of their actions.</p>



OUTLINE OF TRAINING PROGRAMME

The CLTS practitioner/trainer presents an overview of the training programme, explaining the facilitator role in CLTS programme development, purpose of the training, content and expected outcomes.

The trainer:

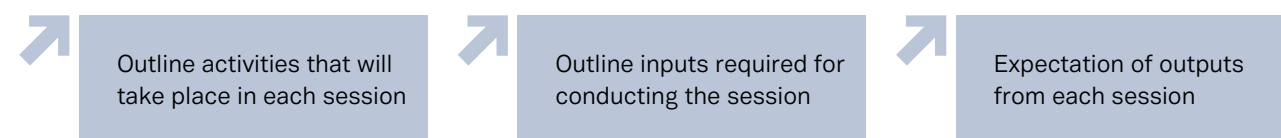


Two core National Qualification Framework (NQF) Unit Standards, registered with the South African Qualifications Authority (SAQA), that apply to curricula, modules and assessments are:



The trainer explains Unit Standards (US) as forming part of one-year learnerships for 120 credits. Related terms and acronyms and an outline of assignments to establish entry levels, assessment procedures and the training schedule are explained.

The trainer explains that attendance of classroom sessions, completion of practical assignments and submissions of assignments for assessment are essential for acquiring credits. The trainer provides an outline of modules and assignments, explaining assessment and moderation procedures for accredited training:



	TRAINING	KNOWLEDGE	PRACTICAL
FACILITATOR	T1 Training facilitators in CLTS concepts and site selection	CLTS concepts	Site ranking and selection
	T2 Training facilitator in CLTS mobilisation	Understanding CLTS processes	Site preparation, triggering action planning and monitoring
	T4 Training in maintaining and supporting local initiatives	Understanding CLTS reporting using local and municipal workshops to support CLTS initiatives	Conducting local and reporting to municipal workshops
MONITOR	T3 Train local monitors	CLTS indicators for conditions and actions	Monitoring conditions and actions related to OD map

Handouts that guide compilation of individual portfolios of evidence (PoE) from assignments will be provided to each candidate learner.

NOTES FOR TRAINING: TRIGGERING, OD MAP AND COMMUNITY DECISIONS

The trainer will oversee triggering and the recruitment of local monitors while mentoring facilitators.

A practical assignment for facilitator training is conducted as part of Stage 2. On confirming target site/s, oversight and mentoring of the triggering event includes adequate reporting on OD maps to local decisions on actions for immediate change, as outcomes of triggering.

Triggering target sites is the result of prompts and questions posed to residents who respond to questions.

The trainer shall oversee facilitation of this event. Facilitators in training prepare to undertake the following activities:

- Introduce facilitation teams and explain that they will ask a series of questions that residents will be requested to answer, using materials provided.
- Residents will develop OD maps by showing where they live and where they defecate.
- After calculating quantities of faeces produced, ask where the faeces go and what happens if faeces are not safely disposed of.
- Participating residents are invited to walk through the neighbourhood to collect evidence of fresh faeces (shit) for a demonstration of contamination.
- Participating residents are asked what they want to do. Decisions are compiled into specific actions to stop OD within their neighbourhood.
- OD maps and related community decisions are to be collated.
- Follow-up of community decisions is undertaken by volunteer participants.

TRIGGERING REPORTS

The facilitator will write a triggering report that includes elements below:

a) OD map and transect walk

The facilitator should provide the following evidence:

- Photo with evidence of open defecation
- OD Maps of the neighbourhood showing area or spot where open defecation occurs or has occurred

b) Triggering

The facilitator should provide the following evidence:

- List of community members who attended the event (see attendance register template)
- Report covering community decisions

c) Capturing community decisions

The facilitator should provide the following evidence:

- A triggering report that includes the OD map and Community decisions listing immediate actions as a collective plan

Annexure 4

STAGE 1 STAKEHOLDER ENGAGEMENT WORKSHOP GUIDANCE NOTES

STAKEHOLDER WORKSHOP PROGRAMME

The trainer convenes relevant stakeholder institutions, including municipal professional officers and field-based practitioners, to introduce and set up a CLTS programme. The trainer presents the workshop programme (see example in template below).

WORKSHOP PROGRAMME				
TIME	SESSION	ACTIVITY	INPUTS	OUTPUTS
1.5 HOURS	Registration	Attendance register		
	Introduction	Outline of programme and activities Clarify expectations and explain process	Programme	
	Introduction to CLTS	Presentation, questions and discussion	CLTS factsheet	Questions, discussion and amendments
2 HOURS	Profiling of case study areas	Participants identify potential sites	Tool 1: profile sanitation baselines	Potential sites selected
	Selection of partners	Identify partners to support CLTS	Tool 2: Contributions to community sanitation	List of partners and facilitators
Lunch break		Lunch and informal discussion – networking		
1.5 HOURS	Recruitment	Discuss training and complete the recruitment	Roles of CLTS practitioners – Annexure 2 as handout	List of candidate facilitators and monitors
	Scheduled CLTS Triggering and reports	Presentation and discussion of schedule of events	CLTS schedule	Agreed CLTS schedule
	Way forward and schedule agreed	General discussion	CLTS schedule; Other issues pertaining to CLTS	CLTS programme and schedule
	Closure	Informal discussion – networking	Attendance register	Contact details Additional information for candidates

1 LIST OF POTENTIAL INVITEES

The workshop invitees must meet the following criteria:

- Be a member of an organisation directly or indirectly related to sanitation field:
 - Municipality (local or district)
 - Government department (local, provincial and national)
 - Civil society or non-governmental organisation
- Have experience, an interest or knowledge related to sanitation or community development
- Be willing to work and serve as a partner in supporting community sanitation
- Be willing to share knowledge and experience during the workshop

2 ATTENDANCE REGISTER

Should be completed, leaving a column for noting identified partnership roles to complete, only after possible areas of need and sites have been identified (Tool 1) and contributions have been discussed and noted (Tool 2).

CRITERIA FOR PARTNERS

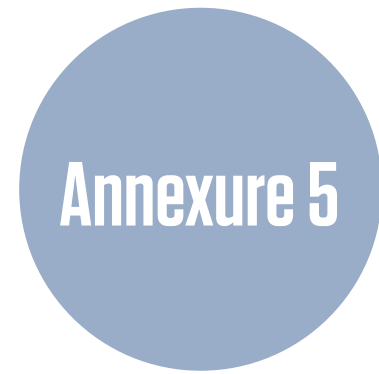
CLTS partners are individuals associated with support organisations which are:

- Involved in the sanitation field and having a track record
- Willing to contribute to sanitation improvement
- Have a tradition or record of voluntary participation in community activities
- Willing to assist the trainer and local community to maintain the CLTS programme

CRITERIA FOR FACILITATORS

Criteria for recruitment of candidate facilitators:

- Have a link with communities (able to mobilise residents)
- Willing to participate in training and learn
- Willing to facilitate workshop (at local level)



STAGE 2 MOBILISE COMMUNITIES GUIDANCE NOTES

NOTES ON UNDERSTANDING TRIGGERING, OD MAP AND COMMUNITY DECISIONS

Mobilising participant residents is by means of triggering events, which comprise:

- OD mapping of neighbourhood risks and collating community decisions. OD maps detail the existing OD conditions within a neighbourhood
- Asking residents where fresh faeces (shit) can be found and identifying risks through a transect walk, followed by demonstrating contamination
- Prompting community decisions to take local actions to stop OD

NOTES FOR TRAINING FOR FACILITATION AND REPORTS OF TRIGGERING

Training to facilitate and report on triggering:

- Neighbourhood, facilitator team, community participants and date
- CLTS triggering questions: OD baseline maps, community action plans
- Facilitation Dos and Don'ts
- Resistance to change continuum

Local volunteers are invited to recruit as local monitors for training.

CRITERIA FOR CANDIDATE LOCAL MONITORS

Candidates should motivate their applications by explaining why they intend to be involved in CLTS. The motivation can be verbal or written. The following criteria should be applied:

- Is a resident of the specific site where CLTS intervention will take place
- Demonstrates knowledge of the area and relationship with residents
- Able to speak local language(s)
- Able to mobilise communities and willing to learn



STAGE 3
MAINTAIN AND SUPPORT
CLTS PROGRAMME
 NOTES AND TEMPLATES

NOTES ON LOCAL AND MUNICIPAL WORKSHOPS

The facilitator should be trained to do the following in preparation for progress reporting to the municipal workshop:

- Analyse the monitoring reports and provide feedback on progress to monitors
- Facilitate the development of refined action and monitoring plan for each monitor, based on workshop inputs and suggestions
- Collate a site progress report and municipal report, based on the local workshop

TEMPLATE FOR SITE PROGRESS REPORT TO MUNICIPALITY

The facilitator should be trained to do the following in preparation for and progress reporting to the municipal workshop:

CONDITION ON OD MAP	STATUS	CHALLENGES (IF ANY)	WAY FORWARD