

CHAPTER 10

Roles and responsibilities for post-ODF engagement: building an enabling institutional environment for CLTS sustainability

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Abstract

Sustainable Development Goal (SDG) 6 aims for sanitation activities and programmes which succeed at creating sustainable, community-owned, and managed sanitation for all. It is becoming more and more apparent that post-open defecation free (ODF) support is often necessary to ensure sustainable outcomes for Community-Led Total Sanitation (CLTS). This chapter argues for the need for governments to play the leading role in these activities. Drawing on experience from Kenya and Zambia, this chapter outlines the roles and responsibilities of different government levels (national, local, and community-based institutions) and the actions that will be necessary for them to take. At all three levels the role of the development community is considered and suggestions given on how they can support governments to take the reins of CLTS programmes and post-ODF activities. This will be essential if we are to commit to the ethos of the SDGs and fulfil goal 6.

Keywords: Sustainable Development Goals (SDGs), Kenya, Zambia, Government, Development community, Community-based organizations, Open defecation

Introduction

Community-Led Total Sanitation (CLTS) is practised in over 30 countries in the African continent, and it has been adopted in many government sanitation policies and strategies.¹ We are now in a different phase in most countries, with second and third generation problems emerging, and many governments taking a leading role in CLTS. The goalposts are moving from achieving open defecation free (ODF) communities to post-ODF sustainability. Alongside this, it has become imperative to ‘think more boldly about how to position ODF in the context of broader public health and national development initiatives’ (Wijesekera and Thomas, 2015: 208).

Ensuring government leadership, developing capacities of institutions and other stakeholders, and working towards sector harmonization have been

identified as major bottlenecks for achieving the Sustainable Development Goal (SDG) sanitation target of universal access by 2030 (Hueso, 2015). The roles and responsibilities of central and local government, as well as local community-level institutions, will vary (Mukherjee, 2016, this book). They may differ according to the country and the specific government structures, policies, and institutional relationships that are in place. However, ownership of the process is needed at all levels. This chapter looks at the different actions national and local governments, community groups, and local institutions can take to sustain CLTS outcomes. This chapter, drawing on the experience in Kenya and Zambia, also proposes actions the development community – bilateral and multilateral donors, UN agencies, and international and national NGOs such as Plan International – can take to support these different governance levels.

National governments and CLTS

Government leadership is now widely regarded as essential to the scaling-up and sustainability of CLTS (Bongartz, 2014). There is political will and support for CLTS by many governments in Africa. This was in part influenced by international NGOs such as Plan International, WaterAid, the Water and Sanitation Program (WSP), and the United Nations International Children's Emergency Fund (UNICEF) United Nations International Children's Emergency Fund. Zambia, Malawi, Kenya, and Ethiopia, among others, have integrated CLTS as a core area within their interagency coordination mechanisms² to guide different stakeholders in implementation. They have embarked on programmes to scale-up CLTS and developed national ODF roadmaps for accelerating the coverage and use of improved sanitation facilities.

ODF road maps

Governments that developed ODF road maps seem to have been reading from the same script, inspired by the urgency to accelerate the attainment of Millennium Development Goal (MDG) 7c, to halve the number of people without access to basic sanitation by 2015. However, the timeframes for the road maps were unrealistic and defied all development planning logic. For example, while the ODF Rural Kenya by 2013 campaign was launched in May 2011, the road map itself was launched only in May 2012 and maintained the end date of December 2013 (Ministry of Health, 2012). Out of a targeted 269 districts, only one had been declared ODF by the end of 2013. Kenya was not alone in this. The only difference is that other countries were somewhat less ambitious with the timing of their ODF road maps.

Many countries were fixated on rapid scaling-up and reaching as many people as possible, counting the number of villages, communities, chiefdoms, districts, and counties to be declared ODF. For example, in Zambia the target was to reach 3 million people, while for Kenya it was to deliver 30,000 ODF villages (Government of Zambia, 2012). Malawi had a target of complete elimination of open defecation (OD) in rural Malawi by 2015 (Ministry of

Health, 2011). The question is whether the national ODF road maps were unduly motivated by MDG hurry and the funding opportunities that came with it. Certainly, under such self-imposed pressure, CLTS was seen to hold the key. All the road maps became short-term CLTS scaling-up projects. They all stopped at ODF and had very little focus on post-ODF sustainability. Now, countries have had to confront their failures and review their road maps.

The Sustainable Development Goal 6.2 to ‘achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations’ offers a new opportunity to go beyond short-term ODF targets. Extending strategies to include sustainability and post-ODF plans is vital. Ensuring that everyone is included is also crucial; the needs of the poorest and least able must be integrated into national strategies (Chambers, 2012; Patkar, 2014; Patkar and Gosling, 2014; Wilbur and Jones, 2014; Cavill et al., 2016, this book). The enthusiasm and support that can be generated by setting short-term targets to achieve ODF needs to be balanced by establishing and embedding strong institutional frameworks, building adequate capacity, and securing finance to ensure long-term sustainability (Wijesekera and Thomas, 2015).

National level strategies on sanitation should provide:

- The country’s aspiration or vision for change;
- A policy direction and institutional framework that creates an enabling environment for devolved structures of government, partners and communities, to drive the change process;
- Channelled resources to local government authorities, NGOs, the private sector, and other capable stakeholders in order for them to implement programmes and projects;
- Facilitation and support for knowledge management processes, including monitoring evaluation and research and post-ODF activities, as these are critical for learning and improvement (Government of Zambia, 2012; Ministry of Health, 2011 and 2012).

More information can be found in Table 10.2.

Central financing

Most CLTS programmes are externally funded. However, the government, as the duty bearer,³ has a mandate to ensure universal sanitation access. It is important not only to establish coordination mechanisms but also to ensure adequate resources (both financial and human) are allocated and equitably distributed at different levels and phases of CLTS (pre- to post-triggering and post-ODF) to actualize this mandate. But, even if self-financed, for CLTS to be implemented effectively and post-ODF maintained sustainably, resources need to be where the shit is! There is a need to interrogate where, and for what, CLTS resources are being invested, and to consider whether shifting more resources from the centre to the frontline would have a positive impact on outcomes and their sustainability.

Since the adoption of Kenya's new constitution, sanitation is now a county government matter. Previously, a large proportion of resources were committed to national level activities for inter-agency coordination meetings, workshops, travel, national ODF celebrations, capacity building, and knowledge management (see Table 10.1). Activities at the national level can be very expensive, as they often involve technocrats who require high allowances, expensive accommodation, and transport.

Table 10.1 National ODF Rural Kenya by 2013 budget breakdown

	Dec 2012 (KES in millions)	Jun 2013 (KES in millions)	Dec 2013 (KES in millions)	Total (KES in millions)	Total (US\$ m)
National support services	348.83	678.55	555.69	1,583.08	18.63
Provincial/district and village level investments	325	648	648	1,620.9	19.07

Source: ODF Rural Kenya by 2013 Campaign Roadmap (Ministry of Health)

So far, there are no studies that have been carried out to show levels of funding at different institutional levels: national, sub-national, or community. In Kenya, however, the ODF road map revealed that nearly 50 per cent of the budgets were going to national level activities. The balance is shared between sub-national, district, and village level activities. Resources earmarked for the community level are minimal, even for activities up to ODF, let alone post-ODF.

While the situation in Kenya is beginning to change, national governments need not compete for the limited resources with devolved structures that are at the frontline, where the core business of ending and sustaining ODF status happens. Rather, there is need to mobilize and disburse resources that are required to support the devolved structures for their effective implementation and sustaining of CLTS processes. Financing mechanisms need to be well coordinated within government departmental budgets and also within NGO budgets. The integration of CLTS (including post-ODF) programming into existing public health systems is another important role for national government, establishing the link between health and sanitation (Chambers and von Medeazza, 2014), and ensuring continuing government involvement. Wijesekera and Thomas (2015) identified the lack of political will at local and national levels to integrate CLTS programming with health care strategies as one of three reasons for slippage post-ODF. CLTS training could also be integrated into public health courses and training at university and training colleges, which would be a cost-effective way of creating the needed capacity for CLTS. Such mainstreaming efforts would also make it easier to integrate CLTS into public health programmes, as well as into the broader community development discourse and practice.

Development community supporting national government⁴

SDG 6.a. focuses on the importance of supporting national sanitation programming: 'expand international cooperation and capacity-building support to developing countries in water and sanitation-related activities and programmes'. Changing the focus from supporting individual and short-term projects to supporting national programming will be an important shift in helping to achieve universal access as well as sustainable outcomes. Supporting the establishment of strong government frameworks for implementing CLTS and incorporating post-ODF activities, coaching, capacity-building, and networking, is an important role that the development community should be playing (Raeside, 2010; Soublière, 2010; Bongartz, 2014).

Leveraging adequate funding and resources for CLTS and post-ODF work is a key function of national governments in order to ensure sustainability. But there are only limited mechanisms for holding governments to account, in terms of where and how resources are invested, as well as for ensuring that there is increased budgetary allocation and deployment of staff to support CLTS processes post-ODF. The development community can support and strengthen institutional mechanisms such as participatory budgeting and citizens' social accountability platforms that can be used at national, sub-national, and local government levels to ensure adequate budget allocation and strengthened mutual accountability. So far there has been only a limited effort on the part of the development community to push governments to be transparent and accountable or to match cooperating partners' contributions. The development community can support the establishment of conditional grants and demand-driven technical support for sub-national governments, NGOs, and entrepreneurs.

In countries with devolved structures, such as Kenya, emphasis will need to be put on advocacy for funding at the county level, and funding and human resource gaps need to be honestly acknowledged by policy-makers within the national government. Equity issues across the whole country will need to be considered, based on the assessments of the rates of OD, to avoid situations where one county or district is better funded and resourced than another. Convincing governments, especially finance ministries, of the cost-effectiveness of funding CLTS post-ODF, and also the cost-effectiveness of carrying out CLTS activities, is critical in securing budgets within a context of limited funds and competing interests.⁵

The development community can also support capacity building related to leadership in, and the management of, CLTS processes. Training for CLTS so far has focused on 'how to' aspects of CLTS. This is why even sub-national staff should be providing strategic leadership, and having a long-term vision that sees CLTS beyond ODF. They have instead focused on short-term goals of delivering ODF villages and, at best, chiefdoms or districts. To this end, as part of research undertaken by the Water Institute

at the University of North Carolina, together with Plan International USA and Kenya, a CLTS Management Resource Pack (Fox et al., 2013) has been developed. The research project 'Testing CLTS Approaches for Scalability' in Kenya means local government staff can significantly influence the success of CLTS (Crocker and Rowe, 2015) and are therefore now evaluating whether strengthening the management capacity of sub-national government personnel actually influences CLTS outcomes (Crocker and Venkataramanan, 2014).⁶

Members of the development community have written about the potential for NGOs to play a convening and brokering role (Green, 2015) and for donors to support collaboration and coordination between government levels and departments (Hueso, 2015). A stronger focus on learning and sharing in order to influence decision-making could help strengthen these relationships and help to avoid duplication, as is being done through the Kenya Interagency Coordination Committee and thematic working task forces, and in Zambia through the WASH Alliance.

Local governments and CLTS

The significant role of local government should be implementation. A recent study shows that, at local government levels, CLTS programmes are largely supported and implemented by non-governmental actors (Crocker et al., 2015). However, in a number of countries with well-established decentralized structures of government, CLTS is being implemented through public health officers at the sub-national level (Crocker et al., 2015). At local or village levels, community health workers (CHWs) and volunteer Natural Leaders play central roles. However, local governments' capacity is limited. There is a lack of personnel and funding, even with support from national governments and other cooperating partners. The areas covered are vast, and few frontline officers have transport to facilitate their movement to carry out follow-up and monitoring post-ODF activities. CHWs in some countries have become so overloaded that it is difficult for them to complete all their duties to a satisfactory standard. Meanwhile, Natural Leaders, who are passionate and committed, can only cover areas not far from their neighbourhoods. For them to cover wider areas, they would require transport and additional support, either from the government or from NGOs. There are also questions regarding how to ensure Natural Leaders stay motivated and what incentives should be in place (see Wamera, 2016, this book).

Local government financing

Adequate funding is needed to support the new responsibilities and activities devolved to the local government level (McCullum et al., 2015), and it is important that funding is distributed among counties in an equitable way. It is important that the devolved governments prioritize post-ODF CLTS

processes and budget for them. This way, the central government budgets will take into account priorities and budget proposals from local or devolved government when allocating resources. Devolved governments have a significant role in influencing budget allocations, and they can engage in budget advocacy to ensure increased allocation for CLTS activities, including post-ODF sustainability initiatives. Kenya, for instance, has participatory budgeting guidelines.⁷ If these are utilized properly, it will be possible to take into account community action plans for attaining and sustaining ODF, thus ensuring adequate allocations at the national government level. In Zambia, the District Water, Sanitation and Hygiene Education Committees are involved in the development of CLTS work plans geared towards attaining ODF chiefdoms. This could be extended to include post-ODF activities. In Kenya, ODF road maps are being developed at the county level, meaning that the maps are rooted in local realities (Wijesekera and Thomas, 2015). While this is a promising practice, guidance will be necessary to ensure post-ODF sustainability activities are included in the devolved government road maps.

Local government supporting community action

Sub-national or local governments should organize volunteers and provide resources to support them in undertaking follow-up, monitoring, and reporting post-ODF. It could be possible to outsource or fund community-based organizations (CBOs) that demonstrate that they have the necessary competence and commitment to lead different aspects of CLTS at the local level. Such CBOs can be trained and linked to the sub-national management teams for periodic review and reporting. Initiatives such as the micro planning processes recently tried out in Kenya by UNICEF and the Ministry of Health (Singh and Balfour, 2015) can aid the process of identifying potential groups and Natural Leaders who can be engaged throughout the CLTS process, from pre-triggering to post-ODF.

Devolved governments can play an important role in facilitating relationships and interactions between community-based groups and the national government, as well as facilitating learning opportunities, strengthening CBOs' capacity to attain and sustain ODF. It is a matter of accompanying and coaching community-level facilitators and local leaders to manage CLTS at scale and engage in post-ODF activities.

In Zambia, the District Water, Sanitation and Hygiene Education (D-WSHE) committees are working with chiefs and the village elders to follow up and monitor CLTS activities. This is done together with CHWs and the Natural Leaders or 'CLTS champions'. Post-ODF follow-up can be integrated into existing local government primary health care systems and strategies, such as in Kenya, where CHWs carry out post-ODF follow-up within the community and are accountable to the county government (see Wamera, 2016, this book).

Development community supporting local government

Assisting local governments in establishing systems for local planning and monitoring of CLTS programming is something the development community can do, particularly where sanitation service delivery is devolved to county-level, as in Kenya. UNICEF, in consultation with the Ministry of Health, developed a micro-planning tool (a data collection template and database) which was rolled out across all 47 counties in Kenya. It mapped out the steps and costs of reaching ODF status (Singh and Balfour, 2015). Initiatives such as this need to be extended to include post-ODF activities and follow-up, mapping the costs involved, so that sufficient budgets are allocated to ensure sustainability.

Community structures and CLTS

SDG 6.b focuses on supporting and strengthening the participation of local communities in improving sanitation and water management. There are various influential local institutions and structures that should be engaged to ensure sustainability and help to embed new social norms. But these critical institutions and key influencers within the community have first to be identified. Dooley et al. (2016, this book) show how social network analysis can be used to identify key influencers from all sections of the community as part of the pre-triggering process. These local individuals and institutions need to be supported before ODF – and after – if we want to ensure ODF is sustained (Wamera, 2016, this book). What their role might be, and the support they need from local government and development partners, is explored below.

Community institutions and structures such as schools, religious institutions, CBOs, women's groups, existing health promotion groups, and local media are important in mobilizing, particularly for post-ODF activities and follow-up (Wamera, 2016, this book). They need to be identified in the pre-triggering phase. For example, respected religious and spiritual leaders can be encouraged to preach and trigger their congregations and followers to abandon OD and adopt appropriate sanitation and hygiene behaviour (Balfour et al., 2014; WSSCC, 2015). In Zambia, the roles of Safe Motherhood Action Groups (SMAG), CHWs, and volunteers, are being redefined (Wiscot Mwanza, personal communication). The decentralized structures are recognizing the important part those closer to the communities can play, not only during triggering but also in ensuring sustainability post-ODF. They are building cooperative relationships between government frontline staff in health service provision and other community-level players. The joint work of CHWs and compensated volunteers⁸ is having a significant impact on the management of diseases, strengthening service provision, and increasing the capacities of communities (Wiscot Mwanza, personal communication).

In Zambia, the traditional leadership structure has counteracted weaknesses in local government, strengthening ODF actions. Chiefs, village elders, and Natural Leaders are champions for CLTS. Chiefs trigger sanitation behaviour change in their chiefdoms. Headmen and women follow-up and monitor in their own villages and also in neighbouring villages. When chiefs 'buy in'

to the concept and process of CLTS they ensure that all the village elders in their chiefdoms join in the movement and include it within their daily work routines, without requiring external resources. Investing in building a movement of traditional and Natural Leaders or champions can contribute significantly to ensuring the sustainability of CLTS. The traditional leadership structure is particularly strong in Zambia. Similarly respected community leaders may be more difficult to find in other contexts. It is also important not to assume traditional leaders will always be suitable Natural Leaders (Bardosh, 2015). Selecting solely people with power within a community can reinforce existing social inequalities, and could lead to the exclusion of poor and marginalized sections of the community.

Devolved government can leverage resources from the development community to support existing local institutions that in turn support post-ODF engagement. As of now, very little money goes to local level efforts, for example, to facilitate natural and local leaders and grassroots champions who play a critical role in sustaining ODF. With appropriate support from local governments and from the development community, they could gain confidence, and be very effective.

Post-ODF activities

We should be cautious when prescribing specific post-ODF activities; formative research is essential when designing or selecting the most effective activities. However, some ideas for post-ODF activities are presented below:

- Folk media, particularly participatory education theatre is a powerful tool in working for community-led behaviour change. In order to ingrain good hygiene practices in the daily lives of the community, frontline government workers, teachers, and community leaders can be encouraged and supported in engaging in folk theatre groups that perform skits on sanitation themes.
- In Kenya's Siaya County, the TACI youth group, working with Plan International Kenya, has been engaging with their communities in using drama, poetry, songs, and traditional dances for continued awareness creation. They were doing this even before they came across CLTS, but after learning about CLTS they came up with plays that are performed to communities during triggering and after ODF.
- Plan International Kenya also engaged a local comedy group 'Vitimbi' who produced a series of plays that were shown on TV and reached over 4 million viewers nationwide. The focus was on ending OD and maintaining good hygiene (Bongartz et al., 2010). Sustained reflections and reinforcement of new norms help to change behaviour and practice.
- Writers can be supported in composing popular poems and songs, based on their understanding of the local context; these can be performed at meetings, special occasions, and celebrations. Champions from among youth and children can also be identified and involved in public activities, such as special rallies.

- In Kenya and Zambia, working with local TV and radio stations, talk shows have been carried out to engage the public in dialogue around CLTS behaviours and norms. Explicit documentaries can be important triggers for discussions on hygiene and promoting behaviour change. Those investing in CLTS beyond ODF could also consider equipping Natural Leaders and youths with photography and video skills so that they can producing similar trigger materials for use during monitoring exercises.

Table 10.2 summarizes the roles and responsibilities at different levels regarding capacity building, financing, and advocacy for post-ODF engagement. It also shows the support the development community could provide to national and local government and community institutions.

Table 10.2 Summary of the role of different government levels and the role of the development community

National government (Through mandated line ministry and supportive ministries, e.g. finance and planning):	Development community support:
<ul style="list-style-type: none"> • Creating vision and policy guidance; • Ensuring inter-agency coordination; • Providing budget support and disbursement; • Linking devolved governments to funding opportunities; • Defining what post-ODF means; • Connecting post-ODF activities with the larger development agenda; • Supporting knowledge management. 	<ul style="list-style-type: none"> • Support local and national governments in planning and monitoring of programming including post-ODF activities; • Convening and brokering relationships between different government levels and stakeholders;
<p>Devolved government (Province, county, district):</p> <ul style="list-style-type: none"> • Micro-level visioning, operational planning and budgeting for post-ODF activities; • Implementation oversight and guidance; • Capacity building; • Monitoring and supervision; • Administering post-ODF grants for CBOs and NGOs; • Reporting against plans and targets. 	<ul style="list-style-type: none"> • Supporting and strengthening the development of accountability mechanisms; • Policy and budget advocacy to ensure favourable institutional environment and adequate budget support post-ODF;
<p>Community (Community institutions and structures at ward, chiefdom, location, and village levels):</p> <ul style="list-style-type: none"> • Formulating community action plans post-ODF; • Implementing projects; • Following up and monitoring situation post-ODF at the local level; • Facilitating sharing and reflection meetings within and between communities; • Reporting to devolved governments on findings; • Linking with public health technicians, government frontline staff, artisans, entrepreneurs, to improve facilities. 	<ul style="list-style-type: none"> • Supporting evidence-based research for instance on the cost-effectiveness of post-ODF activities; • Support capacity building of staff at different government levels on management of CLTS post-ODF; • Supporting local solutions and initiatives that support post-ODF sustainability; for example participatory design of sanitation solutions.

Conclusion

The SDGs are an opportunity to define the roles and responsibilities of the key actors and institutions to achieve sustainable sanitation for all. As described in this chapter, post-ODF processes to ensure sustainability need to be embedded in government processes and systems from the national to the community level. This is a complex challenge, and will involve different levels of government taking on clearly defined roles alongside working and interacting closely together to ensure they support and reinforce each other. The development community can play a central role in supporting governments to establish their roles, in facilitating relationships and strengthening capacity of governance and accountability at all levels. Ensuring meaningful participation of communities and engaging all members within a community is also key.

There is a significant task ahead through capacity building and effecting institutional change. This requires more than training in skills. A lot is required in terms of power dynamics, attitudes, mind-sets, and behaviours of the individuals who make up the institutions. And the institutions themselves might be resistant and take more time to change. We need to know more about how to effect this institutional change, and what incentives are needed to ensure the change is sustained. Experiences and learning need to be documented. Hosting or attending events which bring key actors at different levels together for sharing and learning would be one way to begin exploring the possibilities.⁹ Exposing people to the realities of challenges being faced at the frontline might be another way of adding value to such events. Experiential learning such as 'immersions' and reflection on such realities might move them to taking radical decisions that can support and sustain change.

About the author

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Endnotes

1. Countries that have CLTS within their national strategies include Benin, Cameroon, Cambodia, Cote d'Ivoire, Ethiopia, Gambia, Ghana, Guinea, Guinea Bissau, Indonesia, Kenya, Liberia, Mali, Mauritania, Niger, Nigeria, Pakistan, Philippines, Senegal, Sierra Leone, Togo, Uganda, and Zambia. Many countries have now written national verification and certification guidelines, some of which are available here <http://www.communityledtotalsanitation.org/resource/national-protocols-and-guidelines-verification-and-certification> [accessed 4 September 2015].

2. Inter-agency coordinating committees oversee sector-specific implementation, for instance water, sanitation, and hygiene (WASH), Education, and Health. CLTS has become a sub-theme with a dedicated working group.
3. 'Duty bearer' in relation to sanitation means that 'governments have an obligation to respect, protect and fulfil the right to sanitation, using the maximum of available resources to progressively realize the right' (COHRE et al., 2008: 2).
4. These include international NGOs, local civil society organizations, UN agencies. and donor agencies.
5. In the context of Community Health Worker (CHW) programmes, which potentially could be involved in post-ODF follow-up (see Wamera, 2016, this book), a cost-effectiveness study conducted in Kenya, Indonesia, and Ethiopia indicated that 'CHW programmes in contexts where they work with an integrated team supported by the health system have a high likelihood of being cost-effective' (McCollum et al., 2015: 8).
6. <http://waterinstitute.unc.edu/clts/>
7. Participatory Budgeting is a process through which citizens have an unprecedented opportunity to set development priorities, decide on the agenda, and monitor spending in their communities. Beyond budgetary tracking, participatory budgeting is a process through which the population decides on the destination of all or part of the available public resources. See <http://www.fahamu.org/Participatory-Budgeting>
8. Volunteers are given bicycles to enable them to move around, they are linked to income generating opportunities and economic empowerment, and given the opportunity to participate in exchange visits and training.
9. This is occurring in a number of countries, for example in Ghana (www.communityledtotalsanitation.org/resource/taking-stock-clts-implementation-ghana) and Nigeria (www.communityledtotalsanitation.org/country/nigeria). In Indonesia, TSSM introduced annual inter-district Stakeholder Learning Reviews for comparing progress across districts, participatory learning analysis of implementation experiences, and sharing of lessons, knowledge resources, and expertise developed between districts (Mukherjee, 2016, this book). On the regional and global level, the CLTS Knowledge Hub (www.communityledtotalsanitation.org) convenes sharing and learning events and workshops throughout the year to enable people engaged and interested in CLTS to share experiences, challenges, and innovations.

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