CHAPTER 12

# Tools for embedding post-ODF sustainability: experiences from SNV Nepal

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## Abstract

*In 2008, SNV introduced the Sustainable Sanitation and Hygiene for All (SSH4A) Programme that aims to build the capacity of local governments, the private sector, and other local stakeholders, for more effective service delivery in sanitation and hygiene – and also to sustain it. This chapter presents SNV Nepal's experiences in post-ODF interventions as part of this integrated approach, in particular, the tools and processes applied for monitoring ODF and ensuring its sustainability. These tools and processes include the drafting and endorsement of a district post-ODF strategy which encompassed existing post-ODF tools, such as the introduction of early detection tools to enable the identification of poorly maintained toilets, maintaining ODF, and sustainable hygiene behaviour. A behaviour change communication campaign was developed, based on formative research to identify the barriers and motivating factors to toilet use and handwashing with soap; and a process to re-verify ODF status was also created. These tools are presented in the context of Nepal's sanitation movement and SNV Nepal's experience in Kalikot (the first ODF district in the Mid-Western Region in Nepal).*

**Keywords:** Total sanitation, Post-ODF tools and process, Post-ODF strategy, ODF re-verification and monitoring Nepal

## The ODF and post-ODF scenario in Nepal

For a long time, sanitation in Nepal was viewed as part of water supply initiatives. Toilets in most cases were subsidized, and access and usage remained low. The introduction of the National Sanitation and Hygiene Master Plan in 2011 (Government of Nepal, 2011) brought change to the sector in many ways: local government has become more responsible for sanitation, while communities have become more responsive. In the Mid-Western Region, repeated cholera outbreaks pushed the government to take the lead, improve collaboration with stakeholders, and in the process create a sanitation movement. The extensive use of Community-Led Total Sanitation (CLTS) triggering as part of this led to open defecation free (ODF) declarations and by the end of 2015, 29 districts (out of 75), over 1,500 Village Development Committees (VDCs) (out of 3,900),

and 77 municipalities (out of 192) had been declared ODF. ODF is now the new norm, which in turn presents new challenges for the sector. While recent government data (NMIP, 2014) shows national coverage has reached 70 per cent from 43 per cent in 2010, issues with slippage and concerns with the quality of ODF verification and monitoring processes cannot be ignored.

The Interim Constitution of Nepal (Government of Nepal, 2007) and the 2015 Constitution of Nepal (Government of Nepal, 2015) identified access to sanitation as a fundamental right and, to support this, the country set a target to provide all Nepalese with access to basic sanitation services by 2017. Almost all districts have now prepared sanitation strategies. In general, the district sanitation strategy includes the current sanitation scenario in the districts (coverage, status), analysis of opportunities, barriers, and gaps (resource, policy, capacity), vision and objectives of the strategy, and strategic actions to reach the ODF targets (VDC and district targets), pro-poor support mechanisms, and the ODF declaration protocol, among others.[1] Furthermore, the sanitation movement has created a competitive environment resulting in districts achieving ODF ahead of their targeted time (year or months). This movement has been led by local government, involving the different sectoral actors (water, sanitation, and hygiene (WASH), health and education sectors) and also private entrepreneurs, local organizations, children, school teachers, and development agencies. Thus, sanitation is not left as a government's or development agency's agenda. Importantly, it has become a shared agenda for stakeholders supported though government-led coordination mechanisms and owned by communities and different actors through sensitization campaigns, rallies, debates, drama, or community-led triggering.

Within this context of harmonization, national plans and policies have been developed, for example the National Sanitation and Hygiene Master Plan (Government of Nepal, 2011), which indicated that ODF is a minimum condition of total sanitation,[2] and the Joint Sector Review on WASH (Ministry of Urban Development, 2011) which proposed looking at both rural and urban sanitation contexts. Gaps in capacity are also identified and acknowledged; for example, the second Joint Sector Review on WASH (Ministry of Urban Development, 2014) recognized a huge resource shortfall and a capacity gap in sanitation service delivery, especially in relation to reaching the remoter populations. It highlighted the need for developing a more precise and coherent strategy, and consistent implementation of post-ODF/total sanitation interventions. Moreover, the second Joint Sector Review has indicated an allocation of 20 per cent of district budget for water and sanitation, but the budgetary provision and mechanism has not been clarified. The Sector Development Plan (SDP) being drafted in 2015[3] is expected to bring uniformity in concepts and approaches of total sanitation and beyond (post-post-ODF) and needed clarity on sector financing.

In 2008, SNV, with the International Water and Sanitation Centre (IRC), developed the Sustainable Sanitation and Hygiene for All (SSH4A) programme,

an integrated package that combines sanitation demand creation, sanitation supply chain, behavioural change communication, and strengthening governance (Halcrow et al., 2014). SSH4A aims to strengthen the capacity of local government to lead and accelerate the progress while tailoring the solutions. Building on the successful intervention in the seven districts of the Mid-Western Region, and satisfactory scaling up in lowland areas in Nepal, SNV continued building capacity for sustainable service provision and sustainable behaviour change, for which ODF is the first milestone. After Kalikot District (one of the most remote and underdeveloped districts in Nepal) was officially declared ODF in 2012,[4] SNV supported the development of a district post-ODF strategy, incorporating a number of post-ODF tools to monitor and assess if ODF status was being sustained, and to discover if households were moving up the sanitation ladder.[5]

Initial results prove promising, with noticeably better outcomes in Kalikot than in other districts. In an ODF re-verification exercise,[6] the SNV annual monitoring in 2013 sampled 2,466 households across the seven districts in the Mid-Western Region and found 85 per cent sanitation coverage in SNV-engaged VDCs (SNV, 2013). If ODF status is equated with access to sanitation for individual households, then, on average the study revealed 15 per cent households reverted back to open defecation (OD). Ending OD is not only demonstrated by the building and retaining of toilets, it is whether those facilities are used in a proper way and by all. According to this data then, 73 per cent of households not only own but also use hygienic toilets in the Mid-Western Region (SNV, 2013), leaving 27 per cent of the population who either do not use their latrines for defecation or use them improperly.[7] Similar results were observed in a subsequent baseline survey conducted by SNV in further VDCs across six districts in the Mid-Western Region (SNV, 2014). Of the 85 per cent of households who owned a toilet, 72 per cent were using them in a hygienic way and 13 per cent of households had reverted back to OD. A difference is observable in the case of Kalikot District, in which the same annual performance monitoring (SNV, 2013) confirmed that only 2 per cent of households defecated openly – indicating sustainability even after nearly two years of ODF – and 89 per cent owned improved toilets (as per the JMP definition, WHO/UNICEF, n.d.).

In Kalikot District, the baseline survey of 2014 indicated that 96 per cent of toilets were functioning as intended and were also well maintained (SNV, 2014). However, some lacked privacy (13 per cent) due to issues with the lock and/or door. Further, not only was ODF consistently maintained in Kalikot, there was a tendency for toilets to be continuously upgraded over time. Figure 12.1 compares the figure from the 2010 baseline, the annual monitoring in three consecutive years 2011, 2012, and 2013, the baseline survey in a new area in 2014, and government data (NMIP, 2014).[8] It seems 90 per cent or more people owned improved toilets (as per the JMP definition) and had upgraded to a large extent since the declaration of ODF in 2012 (from 63 per cent to above 90 per cent).
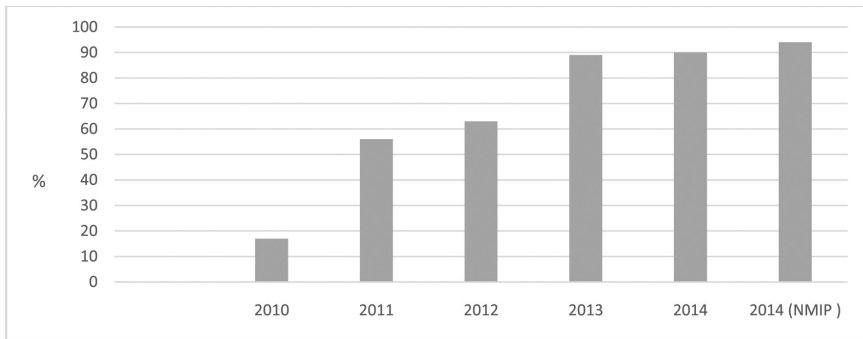
**Figure 12.1** Progress in improved latrines in Kalikot (% in the vertical axis refers to the sanitation coverage)

*Source*: Original figure based on data from baseline survey and end year monitoring reports, SNV Nepal

What led to this success is discussed below.

## Post-ODF strategy development

SNV engaged in developing a post-ODF strategy through a multi-stakeholder process in Kalikot District in 2012, integrating existing successful post-ODF tools such as early detection processes, and a behaviour change communication campaign, both of which are discussed later in this chapter. The strategy aimed to achieve a target of total sanitation for the district by 2017, while 50 per cent of VDCs were targeted to attain a total sanitized village status by 2015.[9] Total sanitation is measured against six behaviours: safe drinking water; hygienic use of toilets; handwashing with soap; food hygiene; environmental hygiene; and household hygiene. The District WASH Coordination Committee (D-WASH-CC)[10] monitors and confirms the achievement for each VDC and likewise Village WASH-CC (V-WASH-CC) confirms the achievement for the villages or community.

Apart from monitoring ODF, the strategy includes an evidence-based behaviour change process, with specific targets to attain total sanitation, re-verification of ODF, changing key behaviours for all (mainly two key behaviours, handwashing with soap and hygienic use of toilets), building capacity at district and village levels to implement and monitor the total sanitation activities, and institutionalizing a multi-stakeholder process. As a result of the strategy and its effective implementation, ODF is being sustained in Kalikot District with very few reversions. The strategy and related actions at different levels of government are outlined in Figure 12.2.

The post-ODF strategy for Kalikot District has been developed in a coordinated manner with collaboration of all district stakeholders, led by the D-WASH-CC. SNV, as a key player, provides technical advisory support to develop or to review the strategy. The strategy describes key actions to be taken, identifies available
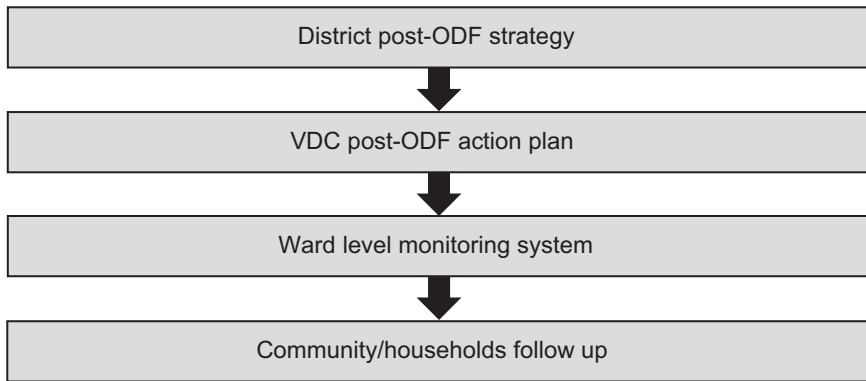
District post-ODF strategy

VDC post-ODF action plan

Ward level monitoring system

Community/households follow up

**Figure 12.2** Post-ODF strategy process and actions in Kalikot
*Source*: SNV Nepal

resources, assesses the capacity of implementers, and identifies resource gaps, all towards achieving the agreed targets. The strategy documents highlight the six behavioural indicators, the implementation modalities, joint monitoring and total sanitation declaration process and protocols, and the ODF re-verification process (see also Mukherjee, 2016, this book).

Based on the district strategy, the VDCs' post-ODF plans are developed with the V-WASH-CCs taking the lead. These plans include the village-level targets and actions to be taken, who are responsible for these actions, the timelines, the monitoring activities, and resource mobilization. The ward-level monitoring complements the VDC plans and is supportive in monitoring community-level progress and achievements. This is more to do with detecting any shortfalls in implementation.

Three villages in Kalikot District have attained Model Village (total sanitized village) status since SNV started the post-ODF activities. They have been officially confirmed by the D-WASH-CC monitoring team and endorsed by the D-WASH-CC meeting.

Moreover, enabling equal participation of people living with disabilities, females, and households living in poverty is of concern, particularly in the post-ODF scenario, if access for all is to be sustained (see also Patkar, 2016, this book; Roose et al., 2016, this book). SNV advocates for inclusive wash in its working districts and has signed a tripartite agreement with the Women and Child Office and Water Supply and Sanitation Division Office (WSSDO) in each district to prioritize this issue. Within the district total sanitation strategy in Kalikot and Rukum, space has been given for gender and social inclusion.

## Early detection processes to strengthen community assessment, household level monitoring, and to retain ODF status

At the village level, SNV emphasizes institutionalizing community monitoring and early detection to retain ODF status (see also Wamera, 2016,

this book). Adding to the recommendation of the *Community-Led Total Sanitation Handbook* (Kar with Chambers, 2008) for community participatory monitoring, districts are developing post-ODF 'early detection tools' to enable the identification of poorly maintained toilets and to ensure the quality of ODF processes and sustainable hygiene behaviour. The early detection process includes a community-wide assessment and observation using a self-assessment checklist (see Box 12.1); focus group discussions; key informant interviews; and triangulation of the data collected.

The early detection process is used at the community (ward) level. The V-WASH-CC is responsible for identifying gaps or slippage in the ODF process and for recommending effective remedial measures for maintaining ODF status and climbing up the sanitation ladder. The VDC secretary is the key person who owns the process and motivates the community. This process supports the identification of issues or problems, as well as supplementing the village-level database on a regular basis (the frequency is dependent on the V-WASH-CC's decision, but ideally every three months). This new surveillance system became very effective in Kalikot, and is still being used.

Detection tools (described in Box 12.1) were developed in cooperation with SNV and its local NGO partner, after ODF declaration, and used by the V-WASH-CCs. Initially, Lalu, Kotbada, and Malkot VDCs in Kalikot were assessed by the concerned V-WASH-CC a year after ODF. It was found that there had been about 10 per cent slippage due to the construction of new houses without toilets, and affordability constraints for the poor and single female-headed families. The details were confirmed by the V-WASH-CC, and a campaign was organized involving self-help and pro-poor support mechanisms. These are outlined in the National Sanitation and Hygiene Master Plan (Government of Nepal, 2011), and they have authorized the concerned V-WASH-CC to identify the poor[11] and provide necessary support if required.

Later, the piloted tool was adopted by the D-WASH-CC, and it is now being applied in all VDCs across the districts. Every surveillance report has helped to prepare and update the district sanitation status, and it has enabled the

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**Box 12.1 The checklist used in the early detection process to retain ODF status**

√ Details of the house owner, family size, and composition of the family (male, female and children).
√ Access to a toilet (yes/no).
√ Type of toilet (simple pit, pour flush with pan, VIP, etc.).
√ Type of containment (double pit, single pit, biogas, septic tank with soak pit or simple holding tank, or a soak-away pit only).
√ Date toilet was constructed.
√ Status of hygienic use and maintenance (not in use, used for other purposes, used but unhygienic, used in hygienic way with no visibility of faecal smears around the pan, wall and lid, availability of cleansing materials, etc.).
√ Availability of handwashing facilities (designated place for handwashing, distance of handwashing facility from the toilet, availability of soap, etc.).

identification of possible remedial measures (for instance, the households which had built the temporary toilets, upgraded their sub-structures as committed). Similarly, they could identify householders who did not use the toilets and were in need of being sensitized again. The recent household-level monitoring[12] (blanket survey) in three VDCs of Kalikot shows only 2 per cent slippage and, as stated by VDC Secretaries, the early detection tools have become instrumental in illustrating the on-the-ground reality, the need for re-sensitizing communities, and making everyone accountable. Now, this is an integral part of the VDC WASH plan.[13]

Moreover, the early detection tools were replicated in adjoining districts. In early 2015, SNV, through its implementing partners (local capacity builders or the local NGOs), applied the early detection tool in a VDC in Rukum (a new ODF district)[14] and found 20 per cent of people were not using their toilets, and another 10 per cent had toilets under construction. Some other key findings of this rapid assessment were:

- There had been a weak sanitation and behavioural change campaign; some communities had not been triggered;
- Some toilet adopters had built their toilets to 'show off' to other people, others had done so only to count towards the targets rather than to commit to a behaviour change;
- There had been poor monitoring at the community level;
- A number of V-WASH-CCs had not met for a long time.

After detecting and diagnosing the problem in Rukum District, SNV, through its local partner, started a post-ODF and behaviour change communication (BCC) campaign, while focusing on ODF retention and the proper use and maintenance of toilets. The following observations were made at the household monitoring in February 2015:

- 15 per cent more households started to use their toilets;
- 5 per cent more households completed their toilets and started using them;
- Community monitoring mechanisms were strengthened by the Women Citizens' Awareness Centre; they had conducted campaigns on their own while developing a revolving fund;
- The V-WASH-CC was active and had started to meet on a regular basis.

A strength of the early detection mechanism at the community level is that it is not only helping to sustain ODF and diagnosing problems, it is also instrumental in continuously engaging the community and local authorities for moving up the sanitation ladder (up to the six behaviours and beyond), where ODF is seen as only the bottom rung (see also Robinson and Gnilo, 2016a, this book). Thus, the process of community action is also being sustained and institutionalized.

In general, the following broader outputs were observed with the strengthening of community surveillance through early detection tools:

- Maps were made of the sanitation status in the community and  displayed for all to see.

- Communities and individuals were providing follow-up on a regular basis, as planned and agreed in the community or village (D-WASH-CC level).
- At the ward level, or V-WASH-CC level, reviewing of progress was being carried out.
- The VDC-level data base was maintained and updated by the VDC Secretary.
- Participatory monitoring and action planning was carried out.
- Ideas were provided for reviewing and developing the sanitation and behaviour change campaign.
- Help was given for tailoring the pro-poor approaches or the implementation of sanctions.
- Technological options were being offered so that people could make informed choices about sanitation improvements.
- Whole-community responses were considered, while also the specific constraints of individual households.

Thus, the early detection and community surveillance has proved itself as effective, not only in ascertaining the ODF status but also in updating the situation for a wider dissemination of issues to community members. Inspired by the successful examples of Kalikot and Rukum districts, SNV is encouraging all district stakeholders to include community surveillance as an integral part of their post-ODF strategies.

## Evidence-based behaviour change communication campaign

Post-ODF activities in Kalikot and other districts have been reinforced through a BCC campaign, designed by SNV on the basis of formative research (SNV Nepal, 2012). SNV Nepal carried out research on sanitation and hygiene behaviour in Kalikot in 2012 in order to identify the key barriers and motivators for hygienic toilet use. The major findings of the qualitative study were:

- Women had less voice and choice in the sanitation campaign; since there was less consultation with women, they had less knowledge about the benefits of a hygienic toilet;
- Poor access to water meant people did not use enough water to flush their toilets;
- People believed that maintenance of toilets was a personal matter and not a social concern;
- There was a general lack of knowledge about toilet hygiene and benefits of hygienic use;
- Affordability and availability of cleansing materials were big concerns;
- There was a general belief that the ODF environment, in particular the access to toilets, was enough to give dignity and good health.

Moreover, the research showed that disgust, embarrassment, avoidance of sanctions, and fear of illness were the key motivators for sustained behaviour

change in mid-western Nepal. On the basis of the research outcomes, BCC activities were intensified by SNV and its partners to ensure that the toilet adopters used their toilets on a regular basis and maintained their functionality and hygienic use.

The campaign focused on advocating at the district and VDC levels, creating pressure through different stakeholders, including D-WASH-CC or V-WASH-CC platforms, political parties, cross-sectoral actors, and social activists, to maintain the district or VDC ODF status and to raise awareness in the community about the reversion of ODF and how and why the continuation of the ODF environment was needed. A BCC activity plan was developed at the district and VDC levels (VDC role defined in BCC strategy), developing communication objectives, identifying the audience or target groups, developing the messages and identifying the effective disseminating channels and tools, mobilizing the communities through local partners, and monitoring the progress through V-WASH-CCs and or D-WASH-CCs.

In the community level campaign, activities included street drama, debates in schools and VDCs, mobilizing the teachers' and children's club, and mobilizing the local level health volunteers (see Figure 12.3). A mass gathering led by V-WASH-CC brought together health workers, female community health volunteers, social mobilizers, school teachers, students, and members of the community, to raise awareness on handwashing and hygienic use of toilets (see also Musyoki, 2016, this book; Wamera, 2016, this book). Regular, follow-up door-to-door visits were carried out by SNV partners, to identify



**Figure 12.3** Student rally, Mid-Western Region, 2013; placard reads:'Make a toilet. Is not an expense of wealth, it is the protection, promotion and preservation of community health'

*Source*: SNV Nepal

whether the community had received the message or not. Poster and wall painting campaigns were carried out, and the media engaged to broadcast behaviour change messages.

At the district level, key activities or strategic actions to sustain behaviour change were discussed by stakeholders and agreed. Activities in the district campaign included celebration of key events (such as Global Handwashing Day, International Women's Day, and World Environment Day) and organization of mass gatherings. These celebrations were usually focused on delivering key behaviour change messages, with a special focus on handwashing and use of toilets. Health workers were mobilized through District Public Health Offices, and education sectors (teachers and students) were mobilized through District Education Offices. Broader media, poster, and wall painting campaigns were also carried out at the district level.

## Re-verification of ODF

SNV has supported the district government in developing an ODF verification protocol and a joint monitoring protocol, which has now been integrated into the post-ODF strategy. It has applied various tools to verify not only the ODF status but also the wider aspects of sustainable sanitation and hygiene behaviour change.

Re-verification in households and at the community level is done by the community through the Ward WASH-CC or V-WASH-CC. SNV through its partner provides technical support, establishing indicators of verification, the process of verification, and representation of the outcomes after verification to the V-WASH-CC and later on to the D-WASH-CC. Re-verification of the entire village or VDC is conducted by the V-WASH-CC, VDC level stakeholders, and, occasionally, a D-WASH-CC representative. Technical support is again provided by SNV through its partner, for example in mobilizing the Social Mobilizers[15] and other actors with the tools and templates to assist the re-verification team.

In order to have the final endorsement of the re-verification, a monitoring visit is also carried out by the D-WASH-CC, which officially formulates a monitoring team comprising key district stakeholders. SNV mobilizes staff and partner organizations with the tools and templates to assist the re-verification and the finalizing of the re-verification process or protocols. It also funds the monitoring visits and organization of the endorsement meetings. This re-verification exercise has been applied in some VDCs in Kalikot and Rukum districts. The recently updated total sanitation strategies in both districts acknowledge this and have agreed to reassess the ODF on an annual basis as far as possible.

## Conclusions and ways forward

Post-ODF is a longer-term process of behavioural and social change and sustainable service provision, rather than a short-term, results-driven

campaign. It is not limited to retaining ODF status alone. Its effectiveness is measured against the achievement of clean and healthy communities and equitable access to improved sanitation for all. The integrated capacity building process used as part of the SSH4A programme has been effective in terms of first supporting area-wide ODF, then encouraging and monitoring progress up the sanitation ladder. This in turn is sustained through behaviour change aligned with the six focus behaviours of total sanitation (see also Robinson and Gnilo, 2016a, this book).

Replication of post-ODF tools in non-SNV engaged areas is relatively challenging; however, as a member of National Sanitation and Hygiene Coordination Committee SNV can play a significant role to achieve buy-in from all. The next big challenge is to ensure no slippage in ODF from the first day of ODF and effective implementation of various tools including early detection.

In order to develop an enabling environment and achieve sustainable ODF communities the following points are important:

- A clear and consistent national policy and achievable district and village-level plans should be formulated to ensure that the voiceless, and people with particular needs, are included in the total sanitation scenario (see also Patkar, 2016, this book).
- Monitoring ODF should be institutionalized and owned by WASH-CCs. Harmonization of the different sectors and ownership of the process is important, so the responsibility of embedding ODF status is not left as a government's or development agency's agenda, and is adopted by communities and multiple actors (see also Musyoki, 2016, this book).
- Evidence-based monitoring tools should be introduced in multi-stakeholder platforms and owned by all.
- Approaches and tools should be continuously adapted and revised based on what is found on the ground. Problems need to be detected and diagnosed, and approaches designed with the information gathered.
- The government should institutionalize ODF re-verification at certain intervals (ideally on an annual basis) and consider suspending ODF status after verification and monitoring if any VDC or district fails to comply. Re-verification processes should incorporate different actors, including community, local, and district level committees.
- The creation of an enabling environment and continuous support and guidance from government agencies and development activists are key motivators for ensuring people use and maintain their toilets. Hence, the government agencies should continuously steer the post-ODF movement, as they did for ODF (see also Thomas, 2016, this book; Wamera, 2016, this book; Musyoki, 2016, this book).
- Early detection and community surveillance has proved effective, not only in ascertaining the ODF status, but also in updating the situation for a wider dissemination of issues to community members.

- Access to sanitation for all and for all the time is still not perceived well by all the actors, hence the needs of all people should be taken seriously into account (see also Patkar, 2016, this book; Cavill et al., 2016, this book; and Robinson and Gnilo, 2016b, this book).

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## Endnotes

1. See also Mukherjee (2016, this book) for discussion on national sanitation strategies in Laos PDR, Vietnam, and Indonesia.
2. Total sanitation is the state where ODF status is retained and a village or community achieves six additional key behavioural indicators: personal hygiene; safe drinking water; safe food; use of latrine; household sanitation; and environmental sanitation.
3. This is due to be published later in 2016.
4. Kalikot had only 3 per cent sanitation coverage in 2008, where SNV piloted its first WASH project together with another four districts.
5. See Robinson and Gnilo (2016a, this book) for an alternative phased approach to achieving sustainable sanitation and hygiene behaviour change being trialled in the Philippines, which goes beyond the achievement of ODF status.
6. ODF re-verification is to assess how far ODF status is being retained; this exercise was led by the D-WASH-CC and SNV through its partner supported to carry out the assessment and set the process of re-verification.
7. Where faecal smears are visible around the pan, rodents can enter the toilet and come out easily, and there is no water seal or lid covering the squatting hole.
8. These reports are not published yet and are the internal products of SNV.
9. A total sanitized village is a village which is verified to have achieved all six key behavioural indicators mentioned earlier.
10. District WASH Coordination Committees (D-WASH-CCs) and Village WASH Coordination Committees (V-WASH-CCs) are the WASH coordination structures formulated in line with the recommendation of the National Sanitation and Hygiene Master Plan 2011, and they are responsible for on-the-ground implementation, monitoring, and sector harmonization.
11. The generic criteria outlined in the Master Plan define poor as having for example a female-headed household, a household which has had a food deficiency for more than six months, and indigenous or low caste people.
12. The local partner of SNV conducts regular monitoring and follow-up and updates the status.

13. The VDC WASH plan is usually a village-level strategic plan developed to support the district strategy. Each VDC prepares its WASH or sanitation plan, indicating resources for ODF and post-ODF activities, with clear targets and responsibilities assigned.
14. Rukum is a new ODF district in the Mid-Western Region, declared ODF in December 2014.
15. Community members who work on a voluntary basis and are usually hired and mobilized by the District Development Office.

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