

## **Lusaka Declaration**

### **Statement and Recommendations from the Regional Sharing and Learning Workshop of CLTS Decision-makers, Practitioners and Networkers in Lusaka**

*World Toilet Day, 19 November 2010*

Decision-makers, practitioners and networkers, including representatives from 12 African countries, meeting in Lusaka in the week before World Toilet Day, wish in their personal capacities to give the following statement and recommendations the widest possible circulation. These statements and recommendations, on which there is a high degree of consensus, are based on a wide span of experience. They are highly relevant to the policies, programmes and projects of Governments, international agencies and NGOs.

If CLTS is to fulfill its enormous potential, there is a long way to go. Well implemented, it promises to transform the health, dignity and wellbeing of tens of millions who live in rural areas in SubSaharan Africa. Applied in informal urban settlements it may also have major impact. In the three and a half years since it was introduced in SubSaharan Africa it has become established or gained a foothold in more than 26 countries in the region. But it faces many obstacles: despite the efforts of increasing numbers of informed and convinced champions, its spread is hindered or prevented by embedded institutional, professional and personal barriers. Our extensive and diverse experiences lead us to make the statements and recommendations which follow. Accepting and resolutely implementing these are in our view vital if the enormous potential of CLTS is to be achieved.

#### ***Triggering and follow up***

After pre-triggering visits, effective triggering demands flipping from teaching to hands-off facilitation. Facilitators say they are there to learn. They do not criticise or instruct; they perform, in a friendly, joking and provoking way. Triggering thus demands behaviour that conflicts with many conventional and professional norms. Those who trigger need confidence through practice. Many find the radical changes of attitude and behaviour difficult. Others find it liberating, fulfilling and fun. It is difficult to appreciate this without experiencing a triggering personally.

It is important to know the degree of ignition achieved. Follow-up after triggering is essential, and frequently neglected. Often triggering is an event which is counted and reported. But without follow-up it is often a non-event. Much of the gap between communities triggered and those declared ODF results from lack of follow-up encouragement and support.

*We recommend:*

1. Enabling and encouraging policy and decision makers in Governments, donor agencies and NGOs to understand CLTS better through observing and participating in a triggering process
2. Ensuring continuous and sensitive follow up and encouragement after every triggering. Adequate personnel, time and resources have to be allocated for this.

### ***Schools and children***

Schools and children are an indivisible component of the community and can play a vital part in successful CLTS. Triggered children make presentations to adults, influence their parents, and monitor OD practices. Schools and teachers as natural leaders can take a lead in CLTS campaigns and activities.

*We recommend:*

1. Triggering children as a separate group who then influence adults and have an active role in curbing open defecation
2. Recognising and reinforcing the key part that can be played by children and teachers as role models and in maintaining facilities
3. Encouraging the inclusion of hygiene education in national educational curricula

### ***Champions and Natural Leaders***

The energy and commitment of champions and natural leaders are key to the successful spread and sustainability of CLTS. Natural leaders are those people who emerge to take a lead in implementing the community plans after triggering while champions are those who influence others to join the cause. Champions are found to have a critical role to play at all levels, from senior political leaders and officials to local level staff and village/community leaders. They include politicians, government staff, retired public servants, religious leaders, NGO staff, chiefs and headmen, villagers and community members. Both champions and natural leaders emerge as leaders through CLTS triggering and processes. Champions and natural leaders of all sorts at all levels need to be recognized, identified and encouraged and enabled to have maximum influence.

*We recommend:*

1. Ensuring that champions in governments and other organisations remain in positions where they can influence policy and support CLTS and good practice. Continuity in such positions for a number of years is critical.
2. Encouraging and enabling natural leaders and champions at the local level to influence their peers for the spread and sustainability of CLTS
3. Establishing support mechanisms through setting up natural leaders' consultancy networks to professionalise their work and hire their services
4. Motivating champions and natural leaders through capacity development, cross visits, trainings, recognition, exposure, mentoring and coaching, and in other ways

### ***Verification***

Standards and practices of verification vary widely. For instance, lax verification is often associated with ambitious target driven programmes and lowers quality and inflates the numbers of communities recorded as open defecation free (ODF). Strict verification keeps numbers declared ODF lower and maintains standards but the impression it can give of low achievement may be penalised, or it may be feared that it will be penalised.

*We recommend:*

1. all those responsible for verification to review the range of options and adopt and evolve practices to optimise standards and incentives
2. the failure of some communities to be taken as a positive sign of good standards of verification
3. applauding governments and organisations that sponsor research that finds a gap between claims and realities, and that take corrective action with their statistics and reporting

### ***Sustainability and follow-on after verification***

ODF verification is never the end of the story but always the start of a new one. Latrines collapse. They fill up. They are flooded. Some people revert to OD. Migrant labour, passers-by, and others near markets continue with OD. Communities need to take action, and may need encouragement and support. Households may need access to markets, materials and masons in order to move up the sanitation ladder. Water supply contamination may be or may become an issue.

The collective behaviour change and solidarity of CLTS can provide a springboard and sometimes new leadership for other activities: solid waste, animal waste and waste water management; other aspects of environmental cleanliness; social concerns for the poorer and weaker; and so on. For sustainability and moving up the sanitation ladder, new skills and supporting structures at community, market, local government and central government levels may be needed.

*We recommend:*

1. Accompanying communities post-ODF and encouraging their own monitoring of sustainability and of ODF behaviour
2. Ensuring that institutions, markets and skills are in place as needed for sustainability and moving up the sanitation ladder
3. Encouraging and supporting communities in moving beyond ODF to other activities

### ***The culture of allowances and rewards***

Some practices with allowances and rewards threaten CLTS. Government and other agency practices in some countries of giving special allowances for CLTS outside government policy can undermine commitment and passion and reduce cost-effectiveness. For example, allowances for triggering but not for follow-up widen the gap between numbers of communities triggered and numbers ODF. Rewards are often given to communities declared ODF and to leaders and natural leaders for such achievements. These can have many bad effects: as incentives for false declarations; as disincentives to other communities if they do not receive them, or delay action while waiting for them; as substituting material rewards for the rewards of no longer eating one another's shit and so undermining sustainability.

*We recommend:*

1. Confronting and tackling the problems of allowances which undermine CLTS, for example those for triggering without follow up.
2. Making celebration, pride, self-respect and recognition the rewards for achieving ODF status.

### ***Training, trainers and facilitators***

Training has to be hands-on with real time practice in communities, and of a quality and with follow up that leads to communities triggered becoming ODF. A minority of those who receive training have a strong aptitude for facilitating triggering. They also need mentoring. The limitations of cascade training need to be recognised.

*We recommend:*

1. Hands on training in real time with communities
2. Careful selection and mentoring of trainers
3. Caution in recruiting trainers who lack an ODF track record
4. Mentoring and support for facilitators
5. Facilitators working in teams

### ***Going to scale with quality***

Taking CLTS to scale with quality is of immense importance for achieving the MDGs and for the wellbeing of populations. Governments are the main actors. Understandably, both governments and donors often want to go to scale too fast. Setting very ambitious targets can be counterproductive and lead to low achievement, high cost to benefit ratios, and misleading reports of achievement. Going to scale with quality requires a strong institutional structure for coordination and management. It also requires informed identification and easing of constraints. As well as household hardware subsidies, other constraints are often the lack of suitable people engaged full-time on CLTS and the numbers of good trainers and their time.

*We recommend:*

1. Units and staff committed full time to CLTS at the national and lower levels, and with adequate resources
2. Identification of good managers, trainers and champions and wherever possible committing them to work full-time on CLTS
3. Going to scale sequentially by community, subdistrict and district, building on sound foundations of success and with close monitoring.
4. Support to government decentralised structures to strengthen local CLTS capacity.

5. Encouraging frequent field exposures, including triggering, for political leaders, managers, donors and others.

### ***Refreshing and, reinvigorating***

As in many domains, so with CLTS, refreshing and reinvigorating can be beneficial. This has been the case where programmes have gone to scale too fast without adequate capacity building and reorientation. Subsidy and rewards have distorted or inhibited community initiatives. Cascading/classroom training and where attempts have been made to combine didactic elements of approaches with CLTS triggering have been ineffective.

*We recommend:*

1. Training to refresh, reinvigorate and where necessary reorient trainers
2. Ensuring that CLTS triggering and follow up are not weakened by other approaches

### ***Frontiers of innovation: urban, ICTs and technologies***

Recent experiences in Kenya (Mathare) and Mauritania (Rosso) have shown the promise of CLTS approaches in informal urban settlements. This is being called UCLTS (Urban CLTS). Trials with ICTs (Information and Communication Technologies) have explored monitoring and mapping progress with mobile phones, GPS (Geographic Information Systems), Participatory GIS (Geographic Information Systems), and social media (such as *ushahidi*, participatory video and community radio). Other sanitary and other technologies have been and are being evolved.

*We recommend:*

1. Action learning, reporting and research on all of these
2. Proactive networking and communication to disseminate findings

### ***Harmonisation***

Policies and approaches by different organisations are often contradictory. The same organisation in the same country supports hardware subsidy in one programme and CLTS in another. Or a Government has embraced CLTS as policy but an NGO continues with hardware subsidy. Then there are cases where INGOs work on CLTS separately from the Government. Donor and other international agencies pursue and advocate different policies. Some organisations support going to scale with speed; others urge a more gradualist approach. Supply through marketing can be a

constraint that needs to be eased. However, programmes for marketing quite commonly get ahead of demand.

*We recommend:*

1. Government to be recognised everywhere as the primary player in CLTS, the only organisation able to take it to scale across a whole country. NGOs should work with and support Governments
2. All governments, NGOs and aid agencies to be discouraged from providing individual household hardware subsidies
3. Coordinating institutions (e.g. CLTS National Task Teams) to ensure consistency of policy and practice, especially regarding principles, scale and speed
4. Demand generated through CLTS should precede supply.

Implementing these recommendations will be challenging. In our considered view they are vital if CLTS is to fulfill its extraordinary potential. We urge all concerned to take them forward.

*Lusaka, World Toilet Day, 19<sup>th</sup> November 2010*