FOLLOW-UP MANDONA

A field guide for accelerating and sustaining open defecation free communities through a Community-Led Total Sanitation approach

Fonds d'Appui pour l'Assainissement
Madagascar

GLOBAL SANITATION FUND

> " In the beginning, Follow-up MANDONA (FUM) was meant to improve our post-triggering CLTS facilitation. But as time passed, the approach was enhanced by continuous learning from the field, and it soon evolved into one of our central strategies for ending open defecation. FUM is even being applied in several other countries at scale. At its heart is a focus on sustainable behaviour change led by communities, rather than external subsidies or prescription, through local knowledge, self-support systems, and immediate actions to address sanitation and hygiene challenges on their own terms.
>
> — Eugène De Ligori Rasamoelina, MIARINTSOA NGO, pioneer of the FUM approach "

> " I am glad that the Malagasy NGO, MIARINTSOA, with the help of the FAA programme, WSSCC and the GSF, has systematically documented their experience of post-triggering follow-up from their implementation of CLTS over the last 4-5 years. Publication of this Follow-up MANDONA handbook is indeed a step forward towards country-wide scaling up of good practice of CLTS in Madagascar and beyond. I must say that the emergence of thousands of ODF villages in Madagascar, starting with my multiple support visits to the country since 2010 to strengthen the approach, is a brilliant example of quality CLTS implementation with its central philosophy of local empowerment. I believe that this handbook will be useful in understanding and ensuring post-triggering follow-up in CLTS for sustained behaviour change.
>
> — Kamal Kar, Chairman, CLTS Foundation "

> " This handbook dispels the myth that CLTS is a static, limited approach. Quite to the contrary, CLTS is evolving in new, dynamic directions and is more relevant for the sector than ever before. As approaches such as Follow-up MANDONA emphasize, CLTS is not just a one-off event. It is a continual process of community-driven action and learning to sustainably transform sanitation and hygiene behaviour, serving as an entry-point for development goals beyond ending open defecation. Without CLTS, there is simply no way to effectively improve sanitation and hygiene at scale.
>
> — Christopher W. Williams,
> Executive Director, Water Supply and Sanitation Collaborative Council "

GLOBAL SANITATION FUND

The Global Sanitation Fund (GSF) invests in behaviour change activities that enable large numbers of people in developing countries to improve their sanitation and adopt good hygiene practices. Established in 2008 by the United Nations Office for Project Services (UNOPS)-hosted Water Supply and Sanitation Collaborative Council (WSSCC), the GSF is the only global fund solely dedicated to sanitation and hygiene.

The GSF supports national programmes that are community-based and government-supported. Across these countries, a diverse network of stakeholders, including households, local governments, community-based organizations, NGOs, academic institutions and local entrepreneurs, form vibrant sanitation and hygiene movements. Together, they help create the conditions for tens of millions of people to live in open defecation free environments and access adequate latrines and handwashing facilities.

FONDS D'APPUI POUR L'ASSAINISSEMENT

Launched in 2010, Fonds d'Appui pour l'Assainissement (FAA) is the national programme supported by the GSF in Madagascar. Through the FAA, tens of thousands of actors are working hard to eliminate open defecation nationwide, especially for the most vulnerable and marginalized. As part of the broader Diorano WASH coalition, local governments, community leaders, civil society, the private sector and other actors form a vibrant movement, drive national strategies and promote sustainable outcomes.

The programme's Executing Agency is the NGO Medical Care Development International. In addition, the majority of the programme's funds are directed towards various Sub-grantees – local organizations that implement community-led total sanitation, sanitation marketing and behaviour change communication activities.

ACKNOWLEDGEMENTS

FOREWORD

Sanitation is the world's silent development crisis; 2.4 billion people currently do not have access to adequate sanitation, with 946 million practicing open defecation. Hundreds of sanitation programmes around the world, such as the Global Sanitation Fund (GSF)-supported Fonds d'Appui pour l'Assainissement (FAA) programme in Madagascar, are addressing this crisis through Community-Led Total Sanitation (CLTS)[1]. This powerful participatory approach focuses on changing sanitation and hygiene behaviour, rather than building toilets. First pioneered by Kamal Kar and the NGO VERC in Bangladesh, CLTS is now implemented in more than 50 countries with at least 16 governments adopting it as their national sanitation strategy.

The CLTS approach targets entire communities, rather than individual households, to change their sanitation and hygiene behaviour without the use of subsidies, prescription, or external technology. Through a participatory 'triggering' exercise, CLTS ignites a community-wide awakening that open defecation leads to unknowingly eating each other's shit, provoking feelings of shock, disgust, and indignity. If done well, this sparks immediate action to become open defecation free (ODF) – a journey driven by emerging 'Natural Leaders' who encourage and support their fellow community members to ensure that everyone can use and access adequate sanitation and hygiene – especially the most vulnerable.

During the early days, the FAA programme struggled to achieve results. However, with the initial support of Kamal Kar and the CLTS Foundation, we began to understand the true spirit of CLTS. This involves putting communities squarely in the lead of the entire CLTS journey - not just the triggering session, but also the broader continuum of pre-triggering, triggering, follow-up, and post-ODF activities. During this journey, we discovered that one in-depth, systematic method for follow-up after the initial triggering event is especially effective in accelerating and sustaining ODF status: Follow-up MANDONA (FUM). From the initial seeds planted by MIARINTSOA NGO, a sub-grantee of the FAA programme, and benefitting from the technical expertise from the CLTS Foundation, FUM has blossomed into a powerful tool for ending open defecation not only in Madagascar, but other national sanitation programmes in Uganda, Benin, Togo, and Nigeria.

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1 See Kar, Kamal with Robert Chambers (2008) *Handbook on Community-led Total Sanitation*. London: Plan International (UK). http://www.communityledtotalsanitation.org/sites/communityledtotalsanitation.org/files/cltshandbook.pdf

As community dynamics keep evolving, sanitation and hygiene actors must continuously innovate their tools to facilitate lasting behaviour change. Learning from the community itself is essential for this process, and as this handbook emphasizes, is the true spirit of CLTS. This spirit of community-led learning provides a wealth of knowledge for practitioners, and ensures that CLTS continues to be a living, rather than static, approach. It was from this dynamic that FUM emerged as a way to improve our post-triggering work. Through FUM, both communities and facilitators take a learning journey together to transform adverse sanitation and hygiene behaviours into opportunities for sustainable development.

Through this handbook, we are now excited that we are able to share FUM to an even wider audience. Illustrated with photos, case studies, and tips, this field guide provides a practical, step-by-step guide for how CLTS practitioners around the world can implement this approach in their own contexts. While FUM may have been pioneered in Madagascar, it is our hope that others develop it further as one of many tools for addressing the global sanitation crisis.

Dr. Joséa Ratsirarson
Madagascar Country Director, Medical Care Development International
Executing Agency of the FAA programme

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ACRONYMS AND ABBREVIATIONS

CLTS   Community-Led Total Sanitation
FAA   Fonds d'Appui pour l'Assainissement
FUM   Follow-up MANDONA
GSF   Global Sanitation Fund
OD   Open defecation
ODF   Open defecation free
SIDAs   Small, Immediate, Doable Actions
WSSCC   Water Supply and Sanitation Collaborative Council

KEY TERMS

Community-Led Total Sanitation (CLTS)[2] is an integrated approach to achieving and sustaining open defecation free (ODF) communities. CLTS entails the facilitation of the community's analysis of their sanitation profile, their practices of defecation and the consequences, leading to collective action to become ODF. Approaches in which outsiders 'teach' community members are not CLTS in the sense of this handbook.

Triggering refers to a journey of self-realization where a community identifies faeces in the open environment, and through a facilitated understanding that they are unknowingly ingesting faeces, takes action to end open defecation and improve their sanitation and hygiene behaviour. Central to the triggering methodology is the provocation of disgust and shock, which is why the most graphic terms (such as 'shit') are used during triggering sessions and CLTS facilitation in general. In the context of this handbook, 'triggering' is specified as both the meeting, event or session that takes place prior to Follow-up MANDONA and as the broader CLTS method for provoking disgust and shock to achieve and sustain behaviour change.

Open defecation free (ODF)[2] means no faeces are openly exposed to the air. A direct pit latrine with no lid is a form of open defecation (fixed-point open defecation), but with a fly-proof lid (with or without the use of ash to cover the faeces after defecation) it qualifies as an ODF latrine. Defecating into a trench and covering the faeces can be part of the transition from OD to ODF.

Follow-up MANDONA (FUM) is an action-oriented approach to accelerate the end of open defecation after the initial CLTS triggering session. Based on CLTS principles, FUM involves a series of facilitated sessions with the entire

community to reinforce behaviour change and collectively undertake small, immediate and doable actions to become ODF in the shortest time possible.

Small, Immediate, Doable Actions (SIDAs) are relatively simple and quick activities that move a community in the direction of ODF status on the spot. SIDAs should never be instructed by outsiders, but instead are initiated and led by triggered community members themselves.

Natural Leaders[2] are activists and enthusiasts who emerge and take the lead during CLTS processes, driving their community to end open defecation and ensuring that everyone can access adequate sanitation and hygiene. Men, women, youths and children can all be Natural Leaders.

Community Consultants[3] are Natural Leaders who carry their passion for ending open defecation beyond their borders, and are involved in triggering sessions and follow-up activities in neighbouring communities. This may be done either on their own or in coordination with local implementing agencies, who may pay community consultants small stipends for supporting communities to achieve ODF status.

Community Engineers are innovative community members that use available and affordable materials to invent local sanitation and hygiene technologies – ranging from latrine designs to handwashing facilities. Community Engineers are usually skilled in construction and using tools, often helping out their neighbours and those that are less able.

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2 Definitions adapted from Kar, Kamal with Robert Chambers (2008) *Handbook on Community-led Total Sanitation*. London: Plan International (UK). http://www.communityledtotalsanitation.org/sites/communityledtotalsanitation.org/files/cltshandbook.pdf

3 Definition adapted from Kar, Kamal (2010) *Facilitating 'Hands-on' Training Workshops for CLTS: A Trainer's Training Guide*. Geneva: Water Supply and Sanitation Collaborative Council. http://wsscc.org/resources-feed/facilitating-hands-training-workshops-community-led-total-sanitation/

Community members in Uganda celebrating their village's achievements towards ending open defecation after a FUM session. ©WSSCC/ Patrick England

1. INTRODUCING FOLLOW-UP MANDONA

1.1 Origins and approach

Follow-up MANDONA (FUM) is an action-oriented approach for accelerating community-wide sanitation and hygiene behaviour change following the initial triggering session. Directly based on Community-Led Total Sanitation (CLTS) principles, FUM involves a series of participatory, facilitated sessions that brings the entire community together to analyze their sanitation situation and collectively undertake small, immediate and doable actions to end open defecation (OD) in the shortest time possible.

Following up with communities after the triggering event is essential to monitor and support their advancement towards open defecation free (ODF) status. However, mechanical follow-up approach conducted by external facilitators

A latrine owner stands beside her fly-proof 'model latrine'. ©Pim van der Male

A local resident in the town of Ambatolahy, in the Menabe region, builds a latrine cover during the Follow-up MANDONA process. ©FAA/Joséa Ratsirarson

based on individual house-to-house visits are often inefficient, do not reinforce behaviour change, and are slow to bring communities to ODF status.

Recognizing these limitations, MIA-RINTSOA NGO – a Sub-grantee of the Fonds d'Appui pour l'Assainissement (FAA), the GSF-supported programme in Madagascar – pioneered FUM as a method to accelerate the collective momentum to end open defecation after the initial triggering session. If fully triggered, FUM can help bring a community to ODF status in only a few visits, if not immediately.

What does 'MANDONA' mean?

'Mandona' is both a Malagasy word meaning 'to push' and an acronym summarizing the approach's core principles where the community, rather than the external facilitator, always takes the lead:

M otivate households
A nalyze the sanitation situation
N orms and standards for ODF
D ecide to act now
O rganize actions
N o-one left behind
A dvance to ODF status

Community members taking turns to look inside a latrine to collectively analyze their sanitation situation. ©FAA/ Joséa Ratsirarson

FUM has also proven to be an effective tool for addressing fixed-point open defecation (i.e. latrines that do not meet the ODF criteria), enhancing the sustainability of ODF status, and building a strong rapport with communities. Moreover, FUM is a simple approach, directly based on CLTS principles, which can be adopted in a wide variety of contexts. Currently, FUM is being implemented by other GSF-supported programmes in Benin, Togo, Uganda, and Nigeria[4].

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4   For more on the GSF-supported programmes in Benin, Madagascar, Nigeria, Togo and Uganda visit, visit www.wsscc.org/global-sanitation-fund/#GSFCountries

Open defecation free criteria

Definitions of ODF vary across countries. For many national sanitation programmes that the GSF supports (such as the FAA) the minimum standard for ODF means the total disruption of faecal-oral transmission routes meeting the following criteria:

1. No defecation in the open
2. All latrines are fly-proof
3. Handwashing with soap (or ash) after defecating and before eating

Why Follow-up MANDONA?

Community members in Madagascar building a handwashing station with local materials during FUM. ©FAA/Joséa Ratsirarson

Emerging Natural Leaders that volunteered to help their neighbours after a FUM session in Uganda. ©WSSCC/Patrick England

Members of a local community organization celebrating the end of open defecation in their fokontany (county). The sign reads: 'VSL Mamitsara Anjalazala: active for sanitation and the fight against open defecation'. ©FAA/Joséa Ratsirarson

To rapidly achieve ODF status: FUM significantly reduces the time between triggering and achieving ODF status. FUM encourages creativity amongst community members to find realistic solutions that best fit their specific challenges in ending open defecation, and triggers the immediate implementation of these solutions by the entire community to quickly reach ODF status.

To build on community initiatives: In order to rapidly advance towards ODF status, FUM emphasizes 'coaching' community members to help their neighbours. This ignites the emergence of dynamic community support systems, driven by new Natural Leaders and Community Consultants, to help those that are the least able access safe, private, and sustainable sanitation.

To enhance sustainability: As a continuation of the triggering event, FUM reinforces community-wide conviction to stop unintentionally eating each other's faeces, thereby allowing behaviour change to stick. Moreover, FUM is a great opportunity to institutionalize social norms and establish local governance systems to sustain their ODF status.

1.3 Principles and process

FUM, like CLTS, always focuses on changing community-wide behaviour first, and improving infrastructure second. Most importantly, FUM places the responsibility for dealing with OD solely with the community – both for identifying problems, and for coming up with solutions. **Remember:** open defecation is the community's problem, not the facilitator's.

FUM's method for mobilizing collective action to end OD is based on the same method of CLTS triggering, which **closely follows three phases.**

FIGURE 1 Three-phase process of a FUM session

PHASE A
Facilitate self-analysis

Community identifies OD
in their environment

Using triggering tools, people realize
that they are eating each other's shit

This provokes shock, disgust,
and impacts on dignity
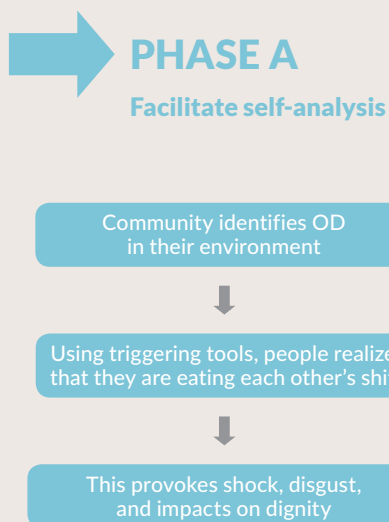
FUM Phase A

Provoking feelings of shock and disgust in a Nigerian community during a triggering session. FUM is based on the same principles as triggering. ©RUSHPIN/Jason Florio (credit for photos on pages 12 and 13)

PHASE B

Capturing the 'ignition moment'

"Is it acceptable to be ingesting shit in this community?!"

PHASE C

Facilitate Small, Immediate, Doable Actions

Expected results

- Community models: fly-proof latrines, clean open defecation areas, handwashing facilities, etc.
- Advancing towards ODF status by replicating the model together
- Emerging Natural Leaders, champions, Community Engineers
- Action plan for what needs to be done
- Date for the next follow-up (if necessary)

FUM Phase C

A facilitator 'capturing the ignition moment' after provoking disgust.

Women declaring to take immediate action to end open defecation and stop eating shit.

Facilitators in Madagascar visiting a community to discuss the time and venue for the FUM session. ©FAA/Grégoire Rabenja

2. FOLLOW-UP MANDONA IMPLEMENTATION STEPS

Mirroring the CLTS methodology outlined in the *Handbook on Community-Led Total Sanitation* (2008) by Kamal Kar and Robert Chambers, the implementation of Follow-up MANDONA involves *pre-FUM*, the *FUM session* itself, and *post-FUM*. These phases are not separate from the wider CLTS process, but are instead a direct continuation of the triggering event. The phases should be repeated and adapted until the community achieves ODF status, and can be further repeated and adapted thereafter, to help sustain behaviour change. This section will give an in-depth description on each of these three phases, a detailed description on their most important implementation steps, as well as several tips and challenges that facilitators should look out for.

2.1 Pre-FUM

Pre-FUM involves the preparatory work that occurs before initiating the FUM session, namely visiting the target community to establish the date, time and venue, creating a context-specific facilitation strategy, and organizing team members. Pre-FUM is an essential step for ensuring a successful FUM session. Inadequate pre-FUM means that community members will not be available, or the facilitating team will miss important opportunities to maximize the impact of their FUM session.

→ **Deciding when to start:** Pre-FUM begins immediately after the initial triggering session is finished. This is why it is essential for the triggering facilitators to ensure that the date and time of their next visit is clearly established, which

USERS BEWARE!

While the stages and steps presented below provide a practical guide on facilitating a FUM session, it should not be treated as a rigid 'activity checklist'. Like triggering, FUM facilitation is not a mechanical, step-by-step process. It is essential that facilitators improvise, innovate, and adapt to the context that they work in.

largely depends on the outcome of triggering. Following the typology and approach outlined in the *Handbook on Community-Led Total Sanitation,* a rough guide is outlined in the table below.

→ **Setting a date, time and venue with the community:** It is important for the facilitation team to arrange an appointment for the FUM session in person. This can either take place immediately after the triggering meeting (as it might be in a 'matchbox in a gas station' scenario) or as a separate visit. It is not enough to arrange an appointment for a FUM session over the phone (but it is advisable to call the community prior to your pre-FUM visit).

The goal of pre-FUM is to ensure that everyone is able to attend the FUM session, or at the minimum, 70 percent of the community including one adult representative from each household. One strategy is to identify and

	MATCH IN A GAS STATION	PROMISING FLAMES	SCATTERED SPARKS	DAMP MATCHBOX
TRIGGERING RESULT	The whole community is motivated to take immediate action to end OD	The community is in favor of change, but a significant number remain indecisive	Some community members are motivated, but the majority are not convinced	The whole community is not interested in ending OD
FUM SESSION TIMING	Begin the FUM session immediately – either the following day or on the spot	Arrange an appointment for the FUM session by asking the community to set the date/venue	Together with the community, set a date for a second triggering meeting for those that did not attend	Do not set any dates. Instead move to more strategic communities[5].

5   These 'non-strategic' communities should never be abandoned outright. Instead, focus on achieving ODF status in more favourable communities first, and then engage Natural Leaders from these surrounding communities to strategically re-trigger more challenging communities. For more information on the application of this strategy, see *Promising Pathways: Innovations and Best Practices in CLTS at Scale in Madagascar.* Kolkata: CLTS Foundation (2014) Milward, Kristy, Sisir Pradhan and Katherine Paster, http://wsscc.org/resources-feed/promising-pathways-innovations-best-practices-clts-scale-madagascar-english/

A facilitation team preparing a strategy and demonstration materials for a FUM session. ©FAA/Andriamparany Andy

engage influential community members or groups – traditional authorities, religious leaders, and community-based organizations – which can use their networks to mobilize as many people as possible.

Most importantly, the appointment date, time and venue should be set by the community – not the facilitator; it is not your time that is important, but the time of the community. Be sure that a specific date, time and venue is set by the community. This ensures maximum attendance and that the community is responsible for mobilizing themselves. The facilitator's responsibility is to respect the community's schedule by arriving on time for the session.

→ **Preparing a strategy for the FUM session:** In addition to ensuring full community mobilization for the FUM session, a key element of pre-FUM is developing a strategy to further ignite and sustain behaviour change. During the pre-FUM visit to secure a suitable date and time from the community, the facilitating team must be alert to

i **Managing large communities**

For communities with big populations, or with households spread out over a large geographic area, it may be more practical to agree with the community to host the FUM session in multiple venues to ensure that everyone is able to participate. However, it is important that these separate sessions occur simultaneously in order to create community-wide momentum.

community dynamics, additional opportunities to trigger behaviour change, and potential threats to the achievement of ODF status.

For example, during pre-FUM facilitators should:
- Re-assess the community's current sanitation situation
- Determine the extent of behaviour change and momentum to end OD
- Ask children if there are any remaining OD areas
- Identify vulnerable households and emerging support systems
- Anticipate adverse geology, conflicts, or other obstacles to achieving ODF status
- Engage emerging Natural Leaders
- Take an inventory of local technologies that can be spread throughout the community
- Identify traditions and beliefs that could be harnessed to ignite and sustain behaviour change
- Continue to build confidence by showing appreciation for local initiatives to end OD and build rapport with community leaders

These elements should directly inform a context-specific strategy for maximizing the impact of the initial FUM session (see case study 1). This includes selecting triggering tools and demonstrations which would have the greatest impact on the community – especially those not used during the initial triggering session.

→ **Team coordination:** Like the triggering event, the FUM session relies on strong teamwork and coordination between facilitators. Each team member should define and practice their roles well in advance:
  - **Lead Facilitator:** Takes the lead in directing the other facilitators, opens and closes the session with the community
  - **Co-Facilitator(s):** Supports the lead facilitator during the creation of the community's 'model' latrine and its replication through the entire community
  - **Environment Setter:** Encourages community members, especially those standing on the sidelines, to fully participate
  - **Documenter:** Photographs and records best practices, local technologies, and the names and contact details of emerging Natural Leaders and Community Engineers

Ideally, these should be the same facilitators which conducted the triggering event. This ensures that the facilitators have an existing knowledge and rapport with the community, as well as a personal stake in helping the community achieve ODF status.

1 Going beyond community mobilization

It is important to visit the community in person to agree on a date, time and venue for the FUM session that's most convenient for them. It is also an invaluable opportunity to build rapport with community leaders and identify potential triggering tools from the surrounding environment. The following story is from SAF-FJKM – a faith-based organization and a Sub-grantee of the FAA programme – which illustrates the value of conducting the pre-FUM in person.

Holly, the Project Manager for SAF-FJKM, visited the rural commune of Soavina to observe a Follow-up MANDONA session during the height of the harvest season. Jaina, the technical assistant for SAF-FJKM in the region, explained that they would meet the community of Mandritsara at 14:00 the following day. Aware that the community is normally busy in the field, Holly exclaimed, "We are in full harvest season! I'm not sure we will have enough attendees because everyone is farming during the afternoon. It will be a wasted effort. It's better to focus on other activities".

However, Jaina explained that he visited Mandritsara with his team the previous week, and that the community established the meeting date, time, and venue that was most convenient for them. To confirm the appointment, and put Holly's mind at ease, Jaina called the Natural Leader in Mandritsara, who reassured the team that the entire community is aware of the meeting and that everyone was ready to honour their commitment to attend, despite the harvest period. He explained to Holly: "You're absolutely right in considering the local context and if enough people will participate. However, this is why we go to the community in person – so they can establish the time that's most suitable for them, and provide an assurance that they will attend. Failing to respect these appointments risks the future of our work."

Holly asked what else Jaina and his team observed during their pre-FUM visit in Mandritsara, and what their strategy is for the next day. Jaina recalled that open defecation areas were already cleaned up and all households had built a latrine, but most of these latrines allowed flies to enter the pits and carry shit to everyone's food. "We therefore thought that a good entry point to trigger

the community would be Mr. Charles' latrine – it is so nauseating even he will be disgusted!''

Jaina continued: ''I also noticed that this community is very religious. Every time we go there, the community always starts the meeting with a prayer. So tomorrow I will re-trigger them by touching on the fact that the Bible emphasizes cleanliness. Do you remember the verse in Deuteronomy 23? I also found another interesting verse in Hosea 8:5. I think this will be very powerful.'' Curious, Holly asked what these verses meant. Laughing, Jaina replied, "I see that your Bible is full of dust".

Lessons from the story:
- Always focus on mobilizing everyone in the community to participate in the FUM session
- Always respect the date, time and venue agreed with the community
- Always organize actions in communities together with Natural Leaders
- Always identify promising FUM strategies
- Always create new tools adapted to local contexts
- Always work in a team

Local government facilitators from the Uganda Sanitation Fund programme building rapport with community members through song and dance. ©WSSCC/Patrick England

2.2 **The FUM session**

The FUM session begins as soon as the facilitators arrive in the community on the agreed date and at the agreed time and venue. The session is roughly divided into four distinct stages:

- Initial community meeting
- Creating 'community models' (fly-proof latrines, clean OD areas, handwashing facilities)
- Replicating the models together
- Community debriefing

A facilitator from Madagascar's FAA programme during the opening FUM meeting. ©FAA/ Andriamparany Andy

The initial FUM meeting with a community in Uganda. ©WSSCC/Patrick England

The more people that attend the FUM session, the better chance there is of quickly achieving ODF status. As a general rule, if less than 70 percent of the community attends the FUM session, and if there is not at least one adult representative from each household participating, consider whether or not to continue with the session. Instead, the facilitator should conduct another pre-FUM on the spot to secure a later date, time and venue that ensures full community participation.

Each stage of FUM is described in detail below, including a suggested guide on how the key steps in each stage are sequenced.

Stage 1 – Opening community meeting

The first stage of FUM process is to meet the assembled community at the agreed venue. This meeting sets the tone for the session and evaluates together the progress made towards ending open defecation to date. Detailed in order, this stage involves four key elements:

→ **Build rapport and set a lively environment:** Similar to triggering, a vital determinant of success for FUM is setting a high-energy, fun environment. First (re)introduce yourselves, and insist that you have returned to the community to learn even more from them. Make sure that you communicate that you are not coming to inspect or monitor. It is a good idea to start the session with a joke or funny story, or even better, ask the community if they would like to exchange songs and dances with you. Keeping the FUM session lively means that everyone will be fully engaged, and equally important, a strong bond is built between facilitators and the community.

A volunteer agrees to lead his community and facilitators to his latrine. ©FAA/Grégoire Rabenja

→ **Reinforce the triggering session's central message:** Ask if the community recalls having a meeting with your team (or other outsiders) recently, and ask what they discussed. The aim is for the community to remember what they discussed during the triggering session. If the community is triggered, they will quickly recall that they realized how open defecation leads to everyone unintentionally eating each other's shit.

→ **Review of ODF action plan and progress made:** Ask if the community came up with an action plan to end OD during the last meeting (either the triggering event or the previous FUM session). Further inquire if some community members gave suggestions to end OD, what their suggestions were, and if any actions were carried out. Be sure to applaud whatever efforts the community has made towards ODF status, even if they are minor. This is intended to build their dignity, underscore that they are capable of making changes, and emphasize that you are there to learn from them – not to lecture or scold. If the community did not meet the ODF goal that they set for themselves, the facilitator may even provocatively invite the community to clap for themselves for continuing to eat each other's shit.

→ **Find an entry point to visit with the entire community:** The next step during the introductory session is to find an

> **i** **Don't stop with latrines!**
>
> If sanitation or latrines are mentioned, ask why they think these things are important. It may be necessary for the facilitator to provoke a collective self-realization that the purpose of using latrines and washing hands with soap (or ash) is to stop eating shit. When someone reaches this conclusion, have them repeat their realization to the entire group and applaud them. Before proceeding, ensure that the community agrees with their analysis.

'entry point' for everyone to visit together. Entry points are any identified aspect of poor sanitation and hygiene that indicate that community members are continuing to eat each other's shit. These can include open defecation areas, non-fly-proof or dirty latrines, an absence of handwashing facilities, or a latrine that is difficult to access for a person living with disabilities. Entry points lead to the creation of community models in stage 2 of the FUM session.

There are numerous ways to facilitate this. One method is to ask if someone has built a latrine, or has made significant progress in completing one, and if they agree to showcase their achievement to the rest of the community. Another example is asking where everybody had gone to defecate the morning of the meeting, and ask to visit the place where they defecated. If some community members indicate that they went to the bush, this can be used as another triggering opportunity for the facilitators. Natural Leaders identified during the pre-FUM visit are ideal starting points for identifying these entry points and encouraging the emergence of self-support systems.

! Warning: 'Unideal' entry points

It is important that the selected entry point allows everyone to be engaged. Entry points that are difficult to access, such as a latrine situated in a way that limits everyone's full participation, should be avoided wherever possible. These factors should be identified during the pre-FUM visit.

If an unideal entry point is visited, it may be necessary for each community member to take turns viewing it, while holding the discussions in a more spacious area. The facilitator may also use creative methods to ensure everyone can participate. This can include assigning enthusiastic community members (or children) as 'reporters' to relay information and trigger others.

1 2 3 Stage 1: Results summary

- Trust is built between the community and facilitators
- A lively environment is set and everyone is having fun
- The community describes what they have achieved since the triggering session
- Efforts made towards achieving ODF status are recognized and applauded
- Everyone realizes that they are still eating shit
- An entry point for facilitating the creation of a community model is found
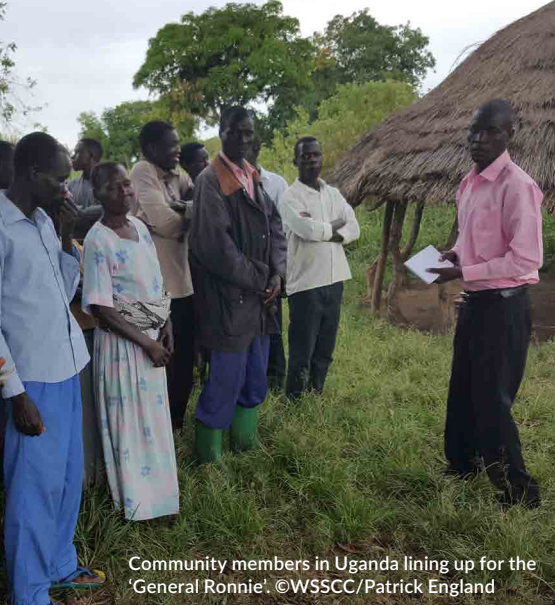
Community members in Uganda lining up for the 'General Ronnie'. ©WSSCC/Patrick England
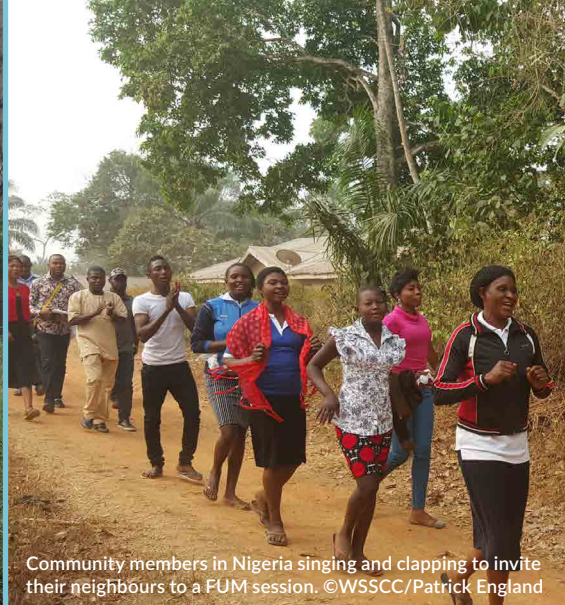
Community members in Nigeria singing and clapping to invite their neighbours to a FUM session. ©WSSCC/Patrick England

The 'General Ronnie' mobilization tool

Named after its creator from the GSF-supported Uganda Sanitation Fund programme, the 'General Ronnie' is a tool for proactive mobilization and for enhancing participation during the creation of model latrines. This exercise lets the community take the lead while building trust with facilitators.

If only a few community members assemble for the session, as a last resort before deciding to repeat pre-FUM, the team may decide to mobilize as many people as possible. This is done by asking present Natural Leaders to line up (with community members and facilitators behind them), and like 'Generals', lead their CLTS troops through each section of the community – singing and dancing to muster as many people to the meeting as possible.

If the community is large, the 'General Ronnie' tool can similarly be used for dividing the community into smaller, more participatory groups while visiting households to create the community's model latrines. This is done in the same manner, with volunteers leading the facilitators and other community members to their households.

Building handwashing facilities using local technologies, such as this facility in Madagascar, is a key aspect of the Follow-up MANDONA process. ©WSSCC

2 **Stage 2 – Creating a community model**

The second stage in FUM is the creation of a community model – a community-owned exemplar for how to stop faecal-oral transmission and contribute to the attainment of ODF status. Depending on the context, the entry point for stage 2 can be any aspect of poor sanitation and hygiene identified in stage 1 that indicates community members are continuing to eat each other's shit. For the rest of the handbook, we will use a latrine as the entry point and community model.

During the second FUM stage, the entire community is encouraged to develop context-appropriate solutions to create the community model through Small, Immediate, Doable Actions (SIDAs). This takes place in front of everyone and draws on the use of triggering tools, so that everyone is re-triggered and motivated to immediately replicate these actions themselves. The sequence of steps for facilitating the creation of the community model is listed below:

FIGURE 2 Creating a community model
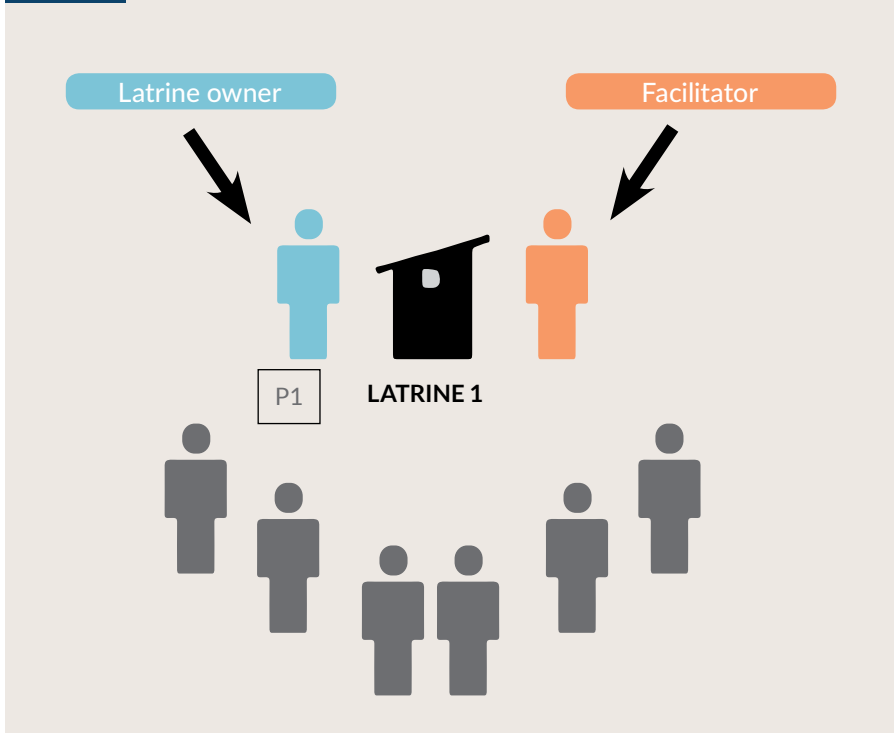
→ **Recognize the latrine owner's achievements:** First, ensure that the entire community assembles at the identified entry point, or in this case, a latrine. Acknowledge the latrine owner on the progress made so far, even if it is minimal, and invite everyone to clap for the initiatives taken. To determine if the latrine owner is already triggered (i.e. refuses to unknowingly ingest shit any longer), ask why he or she uses the latrine, and where he or she defecates when away from the house.

→ **Facilitate collective self-analysis:** With the permission of the latrine owner, ask everyone to view inside the latrine. The team member acting as the Environment Setter should encourage those standing

1 2 3 Fly-proof latrine criteria

A fly-proof latrine completely cuts the faecal-oral transmission chain, and is part of the minimum ODF criteria. This means that flies are unable to access faeces both inside and outside the pit:

- No faeces are visible inside or around the latrine
- The latrine floor is sealed without any gaps
- The squat hole is covered without any gaps
- Any anal cleansing materials are either disposed inside the pit or fully covered

Many definitions of fly-proof latrines also include the use of ash, sprinkled in the pit and around the squat hole, to help deter flies.

Community members gathering around a latrine.
©FAA/Grégoire Rabenja

A FUM facilitator meeting with a latrine owner.
©WSSCC/Patrick England

on the periphery to become engaged, and ensure that women, children, and other community members that are often left out (female-headed households, widows, the elderly, and people living with disabilities or HIV/AIDS) are actively participating.

Once everyone has had a good look inside, ask what they appreciate about the latrine. Each answer that identifies how the latrine prevents people from eating shit should be followed by a congratulatory applause to confirm the good practice.

Next, ask what the latrine owner thinks should be improved. He or she may comment on how the roof, walls, or other more superficial aspects about the latrine's construction can be improved. However, the goal is to

Women taking a look inside their neighbour's latrine. ©WSSCC/Patrick England
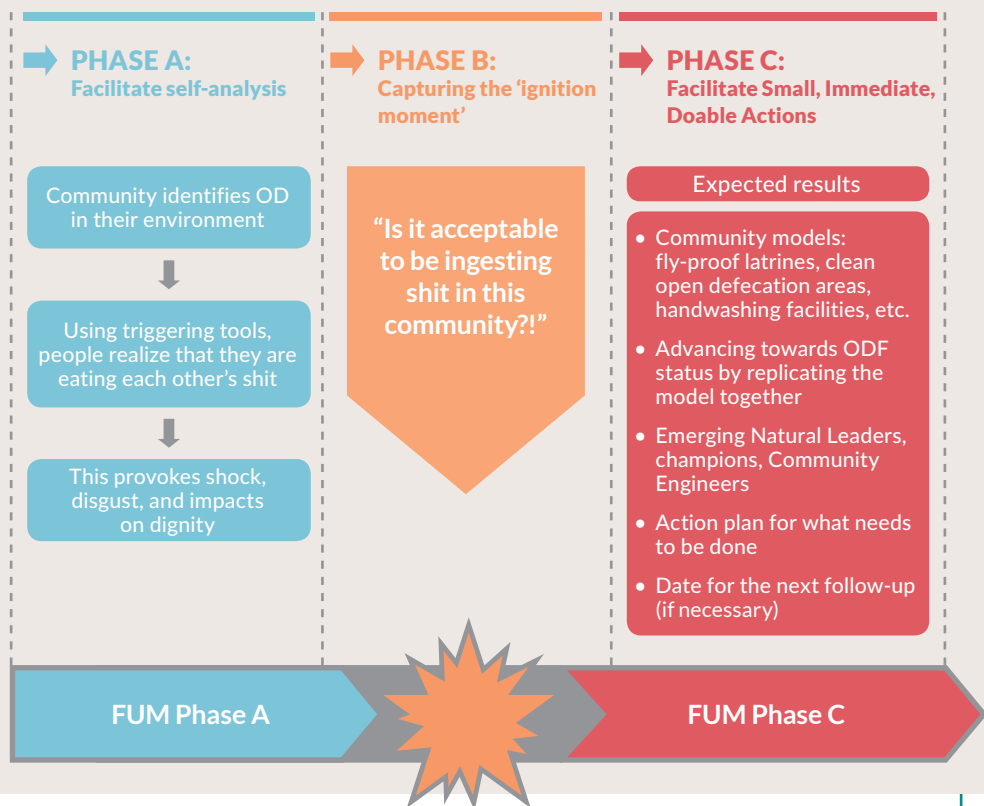
Triggering for handwashing with soap

A number of tools for triggering handwashing with soap have been field-tested and compiled by UNICEF Malawi. A practical review of these tools is available in the second issue of the *Frontiers of CLTS* series, produced by the CLTS Knowledge Hub.

initiate phase A of the triggering method (figure 3) by first letting the community identify shit in the environment, and then using triggering tools to facilitate a collective self-realization that they are eating this shit. For example, someone may point out that there are many flies in the latrine. Using the triggering approach, the community should be led to a self-realization that since flies are freely entering and exiting the pit, and that the flies go into their kitchens and onto their food, they are eating each other's shit.

FIGURE 3   Three-phase process of a FUM session

PHASE A:
Facilitate self-analysis

Community identifies OD in their environment

Using triggering tools, people realize that they are eating each other's shit

This provokes shock, disgust, and impacts on dignity

PHASE B:
Capturing the 'ignition moment'

"Is it acceptable to be ingesting shit in this community?!"

PHASE C:
Facilitate Small, Immediate, Doable Actions

Expected results

- Community models: fly-proof latrines, clean open defecation areas, handwashing facilities, etc.
- Advancing towards ODF status by replicating the model together
- Emerging Natural Leaders, champions, Community Engineers
- Action plan for what needs to be done
- Date for the next follow-up (if necessary)

FUM Phase A

FUM Phase C

Capturing the ignition moment

Each triggering tool should be used to emphasize its central message: open defecation means that everyone is unintentionally eating shit. Once the facilitator observes that this is internalized by the community, one powerful tool to impact on peoples' dignity and capture the ignition moment is asking: "Do you accept that?" and/or "Do you feel comfortable with you and your family eating shit?"

In the instance that the community is not already triggered, and do not immediately identify the different ways that they are eating shit during their self-analysis, the facilitator may need to ask provocative questions. For the fly example, the facilitator may ask: "What are those little black animals flying around the pit? What are they doing inside of there? Where else do they go afterwards?" Or to trigger handwashing with soap, the facilitator can ask, "What do you usually do when you leave the latrine?" Tools normally associated with the initial triggering session – such as the fly and food, fly and water, and shit and shake demonstrations – should be used to support this process.

→ **Capture the ignition moment:** When someone understands that they are still eating shit, have them repeat their analysis to the entire community. Ensure that everyone agrees with their assessment, and capture the moment by asking the community if they think that continuing to eat shit is acceptable.

Facilitators can creatively use children to trigger. This child is demonstrating how flies land on faeces in the pit and then onto everyone's food.
©WSSCC/Patrick England

A woman triggered during a FUM session in Uganda. ©WSSCC/Patrick England

Community remembers refusing to eat shit any longer after the ignition moment was captured. ©WSSCC/Patrick England

→ **Small, Immediate, Doable Actions (SIDAs):** Once the community identifies how they are eating shit, and refuse to do so any longer, ask what they should do about it. After the owner, together with other community members, identifies the necessary improvement(s) needed to ensure that the latrine prevents people from eating shit, ask how long it would take to make those improvements.

A latrine owner building a fly-proof cover for the squat hole. ©WSSCC/Patrick England

A latrine owner fly-proofing by using mud to fill in cracks in the latrine's floor. ©WSSCC/Patrick England

SIDAs are not just about latrines, but anything that pushes a community closer to becoming ODF. For example, this man in Nigeria is covering up OD with dirt. ©RUSHPIN/Clifford Ogan

A latrine owner building a simple handwashing station. ©Tiana Théodorson

! Never instruct SIDAs!

Even if a solution seems obvious to you, never sensitize, instruct, or prescribe. Always use a triggering technique to first facilitate their own understanding that they are unknowingly eating shit, and then let the community improvise and test SIDAs on their own. If triggered, they will always be able to find the ideal solution for their own context.

FUM IMPLEMENTATION STEPS

The first goal of facilitating SIDAs is for the latrine owner to carry out the identified improvements immediately. If they suggest that they will make the improvements later, remind the community that you are only there to learn, and ask if they think that eating shit until that time is acceptable.

The second goal is to facilitate community-led skill transfer; it is important to ensure that everyone can observe how the latrine owner is carrying out the SIDAs so they can replicate it themselves later.

Note: If FUM is carried out directly after triggering, there may not be any completed latrines yet. In this case, the initial focus of FUM may not be to create a model latrine per se, but rather use the SIDA approach to immediately eliminate open defecation, wherever it is, and ignite collective momentum towards becoming ODF.

Alternatively, it is possible to use existing dirty, or unused, latrines that were there before the triggering session. This is effective in contexts with relatively high latrine coverage, but where a lack of fly-proof facilities and/or handwashing stations constitute 'fixed-point open defecation' and allow the continuation of faecal-oral contamination.

1 2 3 SIDA examples

- Removing identified OD
- Closing or cleaning OD areas
- Marking sites for new latrines
- Building fly-proof covers
- Building handwashing stations
- Providing soap, ash, or water for handwashing facilitates
- Discarding or covering anal cleansing materials
- Using ash/smoke to remove flies

- Filling cracks or holes in the latrine floor
- Assisting disadvantaged community members
- Unlocking latrines
- Cleaning latrines
- Creating collective action plans and targets
- Creating a taskforce of Natural leaders
- Agreeing on community by-laws

CREATING A COMMUNITY MODEL

Community self-analysis and triggering

Creation of the community's model latrine

Pouring ash in the pit to deter flies

Fly-proofing the latrine floor

Small • Immediate **2** Doable • Actions

Placing a fly-proof cover over the hole

Constructing a handwashing station

→ **Remember to gauge their energy:** The facilitator should be alert to the level of enthusiasm and attentiveness of the community. This will determine the number of SIDAs that can be realistically taken for one session.

→ **Continually confirm with the community that these actions are simple and quick:** Too many messages and actions may raise the level of perceived effort to become ODF, draining the enthusiasm of the community. In some circumstances, it may be more effective to focus the initial FUM session on one or two SIDAs and save the others for later sessions – or even better, trigger emerging Natural Leaders to carry out this process themselves.

→ **Repeat SIDA steps until a model latrine is created:** Replicate the above steps until the latrine owner creates a latrine that completely prevents people from eating shit and meets the ODF criteria. Remember to always trigger using tools before each SIDA. The goal is to improve behaviour, not facilities. Triggering the community to understand the purpose behind each action (to stop eating shit) means that sanitation and hygiene behaviour change is continually reinforced.

A family standing next to their completed 'model latrine' in Nigeria. ©RUSHPIN/Clifford Ogan

A child filling water in his family's new handwashing station. ©WSSCC/Patrick England

A model fly-proof floor and cover. ©WSSCC/Patrick England

Keeping up the energy

While the latrine owner is busy getting materials to make his or her model latrine, remember to keep the community engaged. Don't be shy!

A useful tool is exchanging songs, dances, and stories. If the community has already performed, offer one of your own songs, dances or stories, and encourage everyone to join in. This keeps everyone engaged between SIDAs, and helps build a strong rapport in preparation for your next visit.

Facilitators from the Uganda Sanitation Fund dancing to a song sung by a community. ©USF/Cecilia Adyero

2   Encouraging community self-support

Follow-up MANDONA is not only an effective method for reinforcing and sustaining behaviour change, it is also a powerful approach for ensuring that those that often get left behind are able to receive support. This story illustrates how facilitators from Famonjena – a local NGO and Sub-grantee of the FAA programme – encouraged community self-support during a Follow-up MANDONA session in Andrakomasina village, central Madagascar.

Razafindalana Raphael, also known as 'Dadabe' ('Grandad'), is one of the oldest people in his village, and greeted the Famonjena team as they arrived to start their Follow-up MANDONA session. Since the triggering session, the village made significant progress in becoming ODF: their open defecation area was closed, and everyone used pit latrines, many of which were fly-proof with handwashing facilities. The facilitators encouraged everyone to congratulate themselves, and Dadabe volunteered to show his own latrine.

Once the village arrived at Dadabe's latrine, the facilitators first applauded his accomplishment. However, he was aware that he had not yet made his latrine fly-proof, and had not yet built a handwashing station. Dadabe was very old, having lost both his wife and children, and was recovering from recent ill health. When community members began to suggest ways that he could improve his latrine, Dadabe insisted, "It's is better to deal with the others first. I am not able to do it. I am old, and you can see that I am not feeling well. It will be difficult for me; I can no longer dig, deal with the mud, or fetch water. Plus I cannot afford the materials!"

Facilitated by the Famonjena team, everyone agreed that Dadabe's latrine was causing everyone else to eat shit. Nobody thought this was acceptable. Neither did Dadabe, so he suggested that he would make the improvements once he recovered. "So is it acceptable to continue eating shit in the meantime?", asked Son, the lead facilitator. Again, nobody accepted this. "So as a community that refuses to eat shit any longer, what can we do right now?"

Three energetic youths immediately stepped up to help. They fetched water, mixed the mud to fill gaps in the latrine floor, and gathered local materials

Volunteers helping Dadabe improve his latrine. ©FAA/Grégoire Rabenja

Dadabe and the Natural Leaders standing next to his model latrine. ©FAA/Grégoire Rabenja

for a handwashing station and squat-hole cover. In only a few minutes, these Natural Leaders helped Dadabe make his own model latrine. He also learned that he could use ash to clean his hands rather than buying soap, and smiled as he gathered ash from his kitchen to test out his new handwashing facility. "And I had to pay nothing!", he exclaimed.

After congratulating the community for this accomplishment, Son asked: "But are there other people in the village like Dadabe that can't make these improvements on their own? Is it acceptable for us to continue to eat shit from their latrines too?" Led by the Natural Leaders, everyone split up to help those that were least able to replicate Dadabe's model latrine. When the facilitator left that afternoon, the village was ODF.

Lessons from the story:
- Always show appreciation for the steps taken to become ODF, even if they are small
- Always pay special attention to vulnerable community members
- Always use triggering tools to prompt immediate action
- Always pay attention to how Natural Leaders can support others

A model latrine in Madagascar. ©WSSCC

Stage 2: Results summary

- Achievements of the household or latrine owner are recognized
- Everybody looks inside
- The community remarks what they like about it
- Faecal-oral pathways are identified together
- The latrine owner, supported by the community, identifies how it can be improved

- The community is triggered before each improvement is made
- The latrine owner carries out improvements immediately
- Everyone observes how each SIDA is being done
- Triggering and SIDA steps repeated until the latrine becomes a community model by meeting the ODF criteria

3

Stage 3 – Replicating the model together

Once one latrine has been made fly-proof, has a handwashing station, and there is no OD in the surrounding area, it becomes a model latrine that other households can replicate. Stage 3 of the FUM process focuses on encouraging everyone to go back to their households to carry out the same actions straight away, so that the entire community can quickly become ODF on the spot. Three key points are important for replicating the community model:

→ **Mobilize community-wide SIDAs:** To mobilize immediate action, confirm with the community that the model latrine helps prevent people from unknowingly eating shit, and that the improvements needed to make the model were quick and simple to do. Examples of key questions to ask include:
  • Does everyone agree that continuing to eat shit is unacceptable?
  • How long did these actions take?
  • Were they easy to do?
  • Do we have the local materials and expertise to do it?
  • Can we do this together right now?

The facilitator and community then agree on a timeframe for replicating the model latrine. The timeframe is relatively short, usually less than 20 minutes depending on the size of the community. Again, if the community suggests that they do it later and not right away, you can prompt immediate action by asking if the community feels comfortable with eating shit for just a while longer.

Natural Leaders helping to fly-proof a latrine floor. ©FAA/ Grégoire Rabenja

Community members helping each other build a handwashing facility. ©FAA/Andriamparany Andy

→ **Encourage a 'snowball' effect:** Once the agreed time for improving latrines has passed, the facilitator invites the owner who built the first model latrine to support another household who has not yet been able to build an appropriate latrine. Other community members are thereafter encouraged to support each other, creating a 'snowball' effect – a second person supports a third person and so on, until all households have moved towards ensuring that their latrines completely block oral-fecal contamination (see figure 4 below).

Throughout this exercise the facilitator should pay close attention to people who are not able to replicate the model on their own, and work with emerging Natural Leaders to ensure that these vulnerable people are able to receive support (see case study 2).

→ **Never leave anyone behind:** The FUM session should help the community get as close to ODF status as possible. Don't stop facilitating when only one or two community model latrines have been created! Everyone should be triggered and take immediate action to ensure that their community does not eat shit

i **Triggering community-wide action**

If the community recognizes that they are eating shit, but insists on starting SIDAs the following day, try asking if they think it's acceptable to eat shit together with their families for dinner!

A disabled man demonstrating his handwashing station during a FUM session. ©RUSHPIN/Clifford Ogan

any longer. This includes ensuring that the community helps marginalized people (such as widows, female headed households, the elderly, and people living with disabilities and HIV/AIDs) access safe sanitation and hygiene.

➜ **Remember to record progress made:** While the community is making the improvements, the facilitating team should ensure that the results are recorded to determine the progress to ODF status. Emerging Natural Leaders are important allies in collecting this household data, especially if the community is large.

A Natural Leader showing his household monitoring sheet during a FUM session. ©RUSHPIN/Clifford Ogan

FIGURE 4   Replication of a model ODF latrine through self-support

Latrine owner

Facilitator

LATRINE 2
P2   P1

P1   LATRINE 1

LATRINE 3
P2   P3

LATRINE 7

LATRINE 4
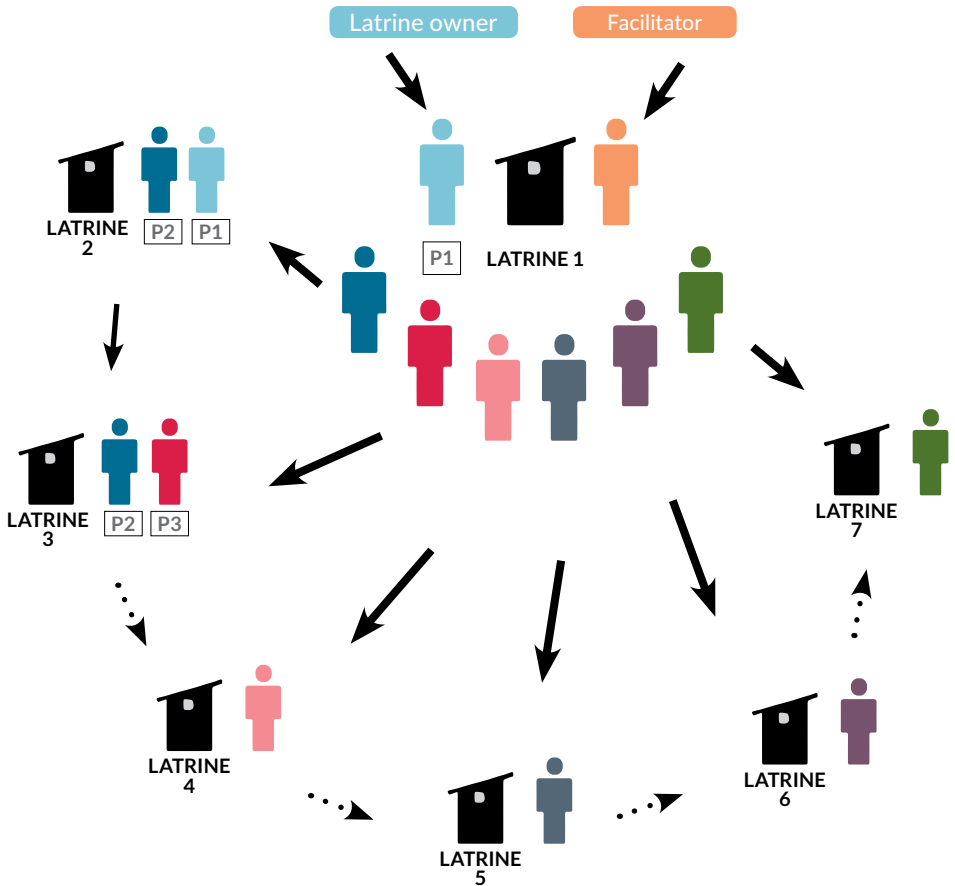
LATRINE 5

LATRINE 6

Stage 3: Results summary

- Everybody realizes how fast and simple improvements are
- Everyone agrees to start straight away
- A time frame is agreed
- Nobody is left behind

- Households are supported by the first latrine owner
- Natural Leaders and Community Engineers are identified
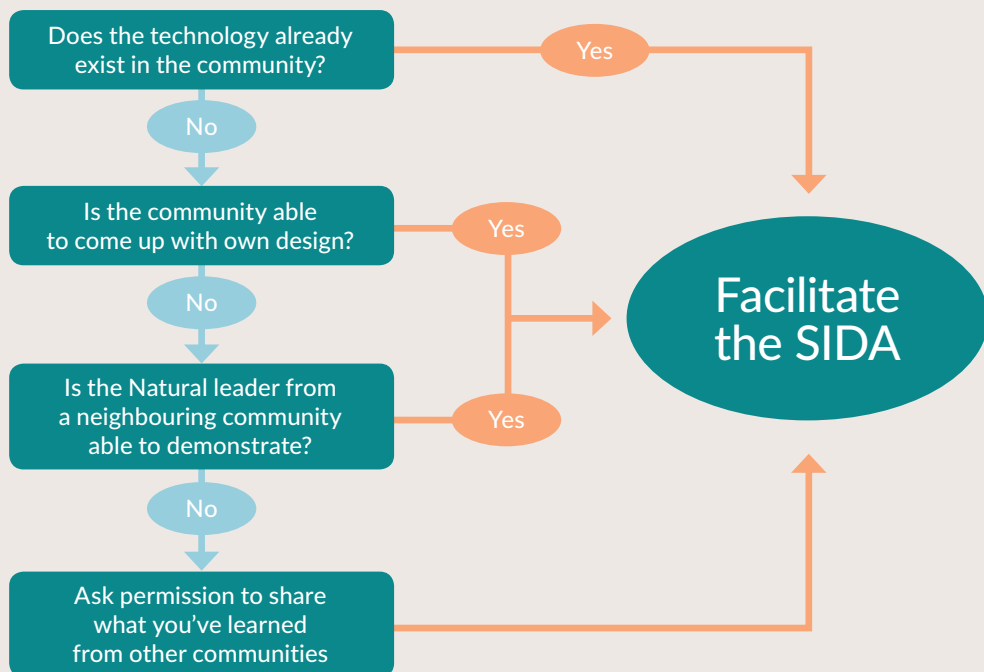
Introducing low-cost technology

As much as possible, solutions should come from the community itself. However, if they are not aware of the low-cost technologies available, ask if the community would be interested to learn about what their neighbours are doing.

The facilitator could then ask if he could share low-cost technologies he or she learned about in neighboring communities. For example, if the community is having difficulty designing a simple handwashing station, inform them that you have seen another community use a punctured water bottle suspended by a string, or fastened to a movable stick. Or, if the community is not already aware, mention that you

learned from their neighbours that ash could be used instead of soap to remove shit from your hands after anal cleansing. Do not make the improvements yourself. Only provide verbal guidance and let the community come up with their own solutions.

An even more effective approach is asking the community if they would like Natural Leaders from neighbouring villages to share how they are using low-cost, local solutions to make their community ODF. This is a great method for building a network of 'Community Consultants' – Natural Leaders who become influential CLTS facilitators for other communities.

FIGURE 5 Decision tree for introducing appropriate technology

Natural Leaders summarizing what they have learned together during the FUM debriefing. ©WSSCC/Patrick England

4 Stage 4 – Community debriefing

Once everyone has replicated the SIDAs on their own or with support from their neighbours, everyone should reconvene to conclude the FUM session. During this feedback session, the community assesses their progress towards ODF, and what actions are still needed. During this final stage, the facilitators should:

→ **Publically acknowledge and show appreciation for emerging Natural Leaders and Community Engineers.** Be sure to ask them to summarize what they learned to the community, and what they feel needs to be done next.

→ Ask the community when they intend on stop eating shit (ODF target date), their **action plan** for achieving this, and when the community would like the facilitators to come for the next visit.

→ Facilitate the formation of **local governance mechanisms**, such as sanitation and hygiene task groups or building on community traditions (see case study 3). Depending on the context, it may

1 2 3

Setting the next FUM session

Each FUM session should get the community as close to ODF status as possible. During the closing meeting, ask the community when everyone will stop eating shit, and ask if you could visit on this day to celebrate with them. This could be as early as the following day.

be more suitable for this to take place in future FUM sessions as priority shifts towards sustaining ODF status.

➡ Collect the **contact details** of Natural Leaders and Community Engineers. This should be done discreetly as not to disturb or delay the community feedback meeting.

➡ **Leave the community with a challenge.** For example, ask how Natural Leaders will ensure that those that did not attend the FUM session will also be triggered, or how those that are unable to carry out the SIDAs on their own will receive assistance.

➡ Avoid concluding the session with administrative tasks or long speeches. Leave the community as soon as possible – even discretely – **to maintain energy and momentum!**

Community members in Nigeria agreeing to trigger and follow-up on their neighbours.
©WSSCC/Patrick England

Collecting the names and phone numbers of Natural Leaders during the community debriefing.
©FAA/Joelina Ratefinjanahary

## 3 Sustainability and local governance

Sustaining behaviour change is one of the major challenges in the sanitation and hygiene sector. Within the FAA programme, one solution has been the integration of FUM with the Malagasy tradition of collective community work – or 'asam-pokonolona'. This is just one example of how FUM can adapt existing traditions, beliefs, and practices to help engrain improved sanitation and hygiene behaviour as a habitual part of everyday life.

Asam-pokonolona is a 200-year old tradition established by the ruling king of Madagascar at the time. Back then, the capital city of Antananarivo was surrounded by vast, unproductive marchlands that spread disease. To clear the idle land and provide food to the growing city, the king ordered that all of the capital's inhabitants should transform the marchlands into rice paddies. This tradition of mobilizing for regular, self-organized work is still used throughout Madagascar when collective work is needed to improve community life – such as building a road, weeding a large field, etc.

Sub-grantees of the FAA programme use FUM to integrate sanitation and hygiene within this engrained behaviour. As a community approaches ODF status, FUM sessions focus on how a community can use asam-pokonolona as a way to involve everyone in the maintenance and improvement of latrines once or twice a month. During this process, each household evaluates their own sanitation situation, and asks for, or provides, support in order for the whole community to maintain their ODF status. This is achieved through dedicating time to clean and make small upgrades to latrines, for example making sure there is a tight fitting drop-hole cover, ash is used in the latrine, and water is available for handwashing. Through this process, behaviour change is solidified and the community is mobilized to gradually climb the sanitation ladder.

All asam-pokonolona activities, including household participation in sanitation improvements, are recorded in logbooks that are managed by fokontany (county) chairmen. Once FUM has engrained sanitation and hygiene within a community's asam-pokonolona tradition, Sub-grantees limit their involvement to monitoring this logbook. The objective of this approach is to transfer

the leadership and technical capacity for maintaining and sustaining sanitation improvements to the community and local governance structures. This includes both the technical and organizational know-how necessary to ensure the maintenance of facilities and sustainability of behaviour change.
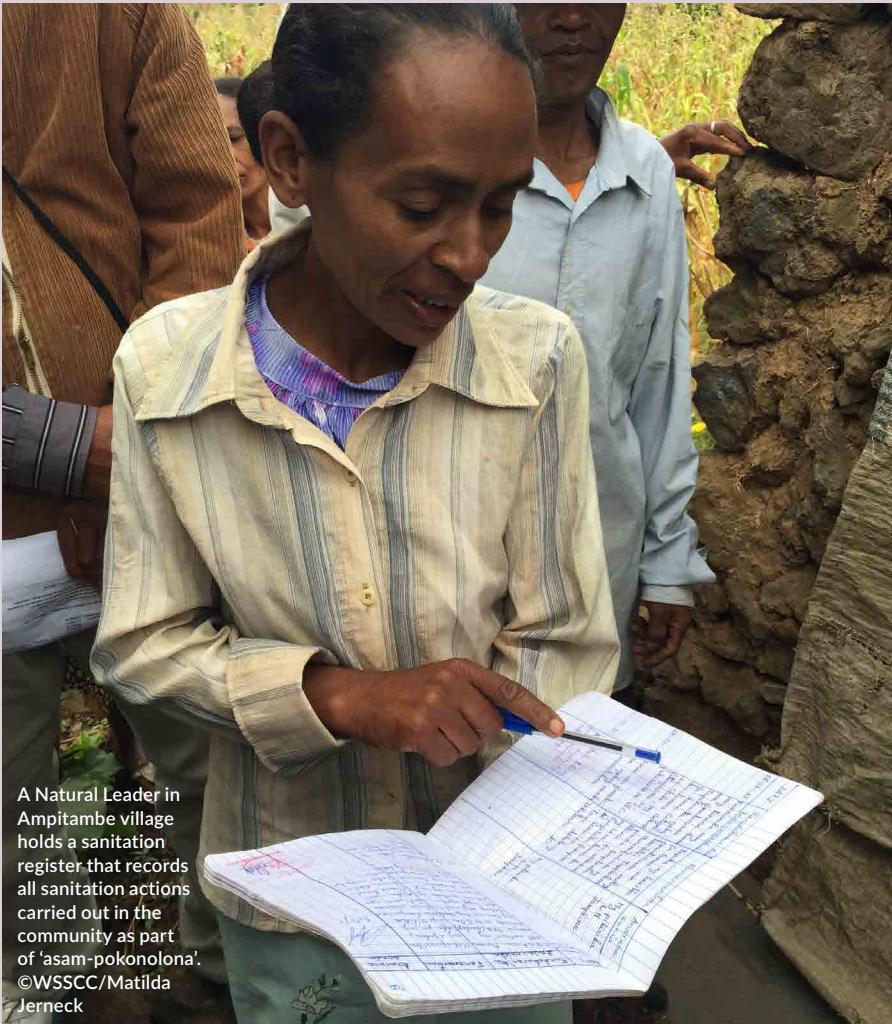
A Natural Leader in Ampitambe village holds a sanitation register that records all sanitation actions carried out in the community as part of 'asam-pokonolona'. ©WSSCC/Matilda Jerneck

Post-FUM

The final phase involves a critical self-review of the FUM session amongst the facilitating team on what worked well, what needs to be improved, and what are the ways forward. In general, facilitators should include the following aspects as part of their post-FUM activities:

→ **Assess the results to date and plan for the next visit:** Conduct an overview the recorded follow-up data, analyze the outcome of the session, and identify improvement areas for your next follow-up visit. This assessment should tie back to your next pre-FUM visit. A few examples of key questions the facilitators should ask include:

- How close is the community to ODF status? If so, what systems are in place to ensure the behaviour change is sustainable?
- Was the pre-FUM adequate? Did enough community members attend the session? Was the use of triggering tools maximized?
- Are there any disadvantaged households that may need special attention for the next visit?
- Who are the emerging Natural Leaders, Community Engineers, and Community Consultants? How could they be more strategically used to accelerate, and sustain, ODF status?
- Are there any other specific threats and challenges – socio-economic, political, environmental, or geological – that remain?

Facilitators evaluating the result of their FUM session and the next steps. ©FAA/ Andriamparany Andy

Facilitators calling Natural Leaders in the community following the FUM session.
©FAA/Andriamparany Andy

→ **Record local technologies:** Be sure to make note of local innovations, such as latrine designs, handwashing stations, and squat-hole covers. These local technologies may not only help this community achieve ODF status, but can be showcased to other surrounding communities by Natural Leaders and Community Engineers.

→ **Maintain regular contact with Natural Leaders:** A successful CLTS programme involves shifting mindsets from 'we can do it all' to 'let's do it all together'. Natural Leaders are your 'CLTS army' and most important resource for helping their own communities, as well as others, advance towards ODF status. Make sure to continually keep in contact with Natural Leaders to stay updated on community progress, arrange visits to neighboring communities, and build a dynamic network of Community Consultants.

3. KEY FUM FACILITATION ATTITUDES AND BEHAVIOURS [6]

Do	Don't
Prioritize changing behaviour	Prioritize improving infrastructure
Applaud the achievements of the community or household	Forget to recognize actions taken to become ODF, no matter how small
Allow them to identify problems and come up with their own solutions	Point out problems, prescribe designs, or make improvements yourself
Trigger before facilitating any improvements	Sensitize, lecture, or leap into making improvements without triggering first
Ask the community how quick and simple it was to create the model latrine	Forget to emphasize how quick and simple it is to become ODF
Encourage everyone to immediately make these improvements together	Leave a community without helping everyone advance towards ODF status
Recognize those who take the lead and come up with their own innovations	Ignore emerging Natural Leaders and Community Engineers
Encourage disadvantaged sections of the community to participate	Discount women, children, and others who often get left out
Encourage support for community members who are less able	Overlook existing or emerging community support systems
Build rapport by creating a fun, high-energy environment	Be boring!
End the visit on a celebratory note and leave as soon as possible	Deplete momentum by drawing out the debriefing session

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6   See Kar, Kamal with Robert Chambers (2008) *Handbook on Community-led Total Sanitation*. London: Plan International (UK). http://www.communityledtotalsanitation.org/sites/communityledtotalsanitation.org/files/cltshandbook.pdf

Local handwashing technology
in Madagascar. ©FAA

4. FURTHER READING ON CLTS

Kar, Kamal with Robert Chambers (2008) *Handbook on Community-led Total Sanitation.* London: Plan International (UK). http://www.communityledtotalsanitation.org/sites/communityledtotalsanitation.org/files/cltshandbook.pdf

This foundational text provides a comprehensive and practical overview of CLTS, providing a step-by-step guide on implementing each step of the CLTS continuum - pre-triggering, triggering, post-triggering, and going to scale. Essential reading for all practitioners, the *CLTS Handbook* is illustrated with examples and case studies from around the world.

Kar, Kamal (2010) *Facilitating 'Hands-on' Training Workshops for CLTS: A Trainer's Training Guide.* Geneva: Water Supply and Sanitation Collaborative Council. http://wsscc.org/resources-feed/facilitating-hands-training-workshops-community-led-total-sanitation/

The guide includes useful information on how to organize, conduct, and follow-up CLTS training of facilitators for trainers all around the world. This handbook further helpful for those who manage and supervise trainers and facilitators by allowing them to appreciate the flexibility, specific support needs and special ways of working that CLTS entails.

'Frontiers of CLTS' series. Brighton: CLTS Knowledge Hub, Institute of Development Studies. http://www.communityledtotalsanitation.org/resources/frontiers

Each issue of the 'Frontiers of CLTS' series focuses on an emerging aspect of CLTS from around the world, providing examples and recommendations for practitioners. Current issues include participatory latrine design, triggering for handwashing with soap, enhancing inclusivity for people living with disabilities, sustainability, preventing violence, and integrating CLTS with menstrual hygiene management.

Musyoki, Samuel Musembi, Petra Bongartz, and Angela Milligan (eds) (2010) *Tales of shit: Community-Led Total Sanitation in Africa,* 'Participatory Learning and Action' series No. 61. London: International Institute for Environment and Development. http://www.communityledtotalsanitation.org/sites/communityledtotalsanitation.org/files/PLA61_full.pdf

This themed issue of the 'Participatory Learning and Action' series provides examples of implementing CLTS in East, Southern, and Western Africa. Written by practitioners, this volume of case studies highlights emerging CLTS issues, challenges, and innovations in Africa covering community-level processes, management/organizational changes, going to scale, and tips for trainers.

Milward, Kristy, Sisir Pradhan and Katherine Paster (2014) *Promising Pathways: Innovations and Best Practices in CLTS at Scale in Madagascar.* Kolkata: CLTS Foundation. http://wsscc.org/resources-feed/promising-pathways-innovations-best-practices-clts-scale-madagascar-english/

Promising Pathways describes Madagascar's experience in taking CLTS beyond a bounded, project-based framework and towards a national movement. Based on field research and written for practitioners, this book distills the strategies, innovations, and models for taking CLTS to a national scale that can be applied to other contexts.

(2015) *Learning, Progress and Innovation: Sanitation and Hygiene Promotion in Madagascar,* 'GSF in Focus' series. Geneva: Water Supply and Sanitation Collaborative Council. http://wsscc.org/wp-content/uploads/2015/08/GSF_Madagascar_Case_Study_web.pdf

This edition of 'GSF in Focus' details CLTS innovations from the FAA programme in Madagascar, providing practical lessons on achieving results at scale, igniting behaviour change, supply-side development, and sustainability.

The Water Supply and Sanitation Collaborative Council (WSSCC) is at the heart of the global movement to improve sanitation and hygiene, so that all people can enjoy healthy and productive lives. Established in 1990, WSSCC is the only United Nations body devoted solely to the sanitation needs of the most vulnerable and marginalized people. In collaboration with our members in 150 countries, WSSCC advocates for the billions of people worldwide who lack access to good sanitation, shares solutions that empower communities, and operates the Global Sanitation Fund (GSF), which since 2008 has committed over $109 million to transform lives in developing countries.

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