

CLTS Training Manual For Natural Leaders



unicef 



Introduction

This manual has been designed by the Ministry of Health and Sanitation (MoHS), UNICEF and GOAL to help support Natural Leaders during the pre-triggering, triggering and follow-up of CLTS communities. The following pages will give simple examples of how to carry out each stage of CLTS. The booklet is not meant to be a script to read out whilst triggering however. A good natural leader will use his or her own methods based on their experiences and what has been learnt during training. In this respect, this booklet merely offers guidelines to help improve their existing knowledge of CLTS.

The pictures at the end of the booklet show good examples of latrines and hand washing facilities and can be used to show communities what is happening around Sierra Leone, providing inspiration for the facilities they may wish to build. Again this booklet should be used for motivation only, not to dictate to communities which latrines they must build. Allow the communities to choose for themselves, this is the whole idea of CLTS.

Finally on behalf of myself, the Government, UNICEF and our NGO partners I would like to thank you all for your hard work and dedication in promoting better hygiene and sanitation across Sierra Leone and wish you all the best with your future activities.



Dr. Alhassan L. Seisay
Deputy Chief Medical Officer (Ministry of Health and Sanitation)



CLTS Latrine in Pujehun ©UNICEF/ACEPT 2010

What is CLTS?

- *Community-led Total Sanitation (CLTS)* is a method used by communities to achieve “*kaka free*” or *Open Defecation Free (ODF)* status, by building latrines and ensuring all families wash their hands with soap. This will prevent disease within the community.
- *Open Defecation Free (ODF)* means that every family in the community is now using their own latrine and using good hand washing practices.
- This approach is different because communities do not receive money from NGOs or the Government.
- Instead the community makes their own decision to change their sanitation situation after *triggering* and use affordable local materials to build household latrines.
- *Natural Leaders* are those people who volunteer to help improve sanitation in their community, following *triggering*.
- *Natural Leaders* also trigger other communities through demonstrations, encouraging people to talk openly about *kaka*.
- Because the need for good sanitation is understood, and the latrines are wanted, latrines are well used and maintained in CLTS communities. Disease is also significantly reduced.

Natural Leader in Kenema demonstrates his hand washing facility
©UNICEF/MUWODA 2010



Pre-triggering



Natural Leader in Bombali District during a pre-triggering session of a neighbouring community ©UNICEF/PACT 2009

How should I select a community?

- Try and target communities which are **close to your own village** it will save you time and energy.
- **Begin with the “easier” communities**, for example communities that:
 - Are already interested in CLTS
 - Smaller in size
 - Far from towns and main roads
 - Have had no NGO subsidies in the past
 - Have serious sanitation problems
- You can then move onto **larger communities** who often do not want to be put to shame by their smaller neighbours. As a natural leaders, it is important that you help promote this natural competition.
- Try not to trigger too many communities at once. Having a smaller number of excellent CLTS communities is much better than having a larger number of poorly performing ones.

How should I build trust with a community before Triggering?

- Visit the community at a convenient time, before people go to their farms may be best. Ask them which is the best time.
- Identify the chief, head speaker, women's leaders, the imam, pastor, youth leader and teachers and speak to them one on one.
- Do not tell them you are coming to help with them with their sanitation needs.
- Hold a community meeting. Just ask questions, do not give answers.
 - “I am here for a learning trip - I just want to learn about the health situation of your community.”
 - “Which diseases are the biggest problem in this community?”
 - “What impact does this have on the community?”
 - “Do people have their own latrines and hand washing facilities?”
 - Do you have any other health problems here?

- Meet with women's groups, youth groups, community development organisations, mothers clubs etc to learn more about the community's health situation.
- Gain a good understanding of the community before you trigger the community - this will need several visits.
- Let the community agree on the best time for you to come back. Always let them know you are coming so as many people as possible can be present.



Triggering

Community in Kenema listens to the facilitator during triggering
©UNICEF/GOAL/CORD 2010



How should I trigger a community?

- Visit the community at a time which is convenient for them.
- Everyone should know you by now, but still introduce yourself. Make special effort to greet the chief, head speaker, imam, youth leader and women's group leaders.
- Repeat again what you said during pre-triggering:
 - I am here for a learning trip - I just want to learn about the health situation of your community."



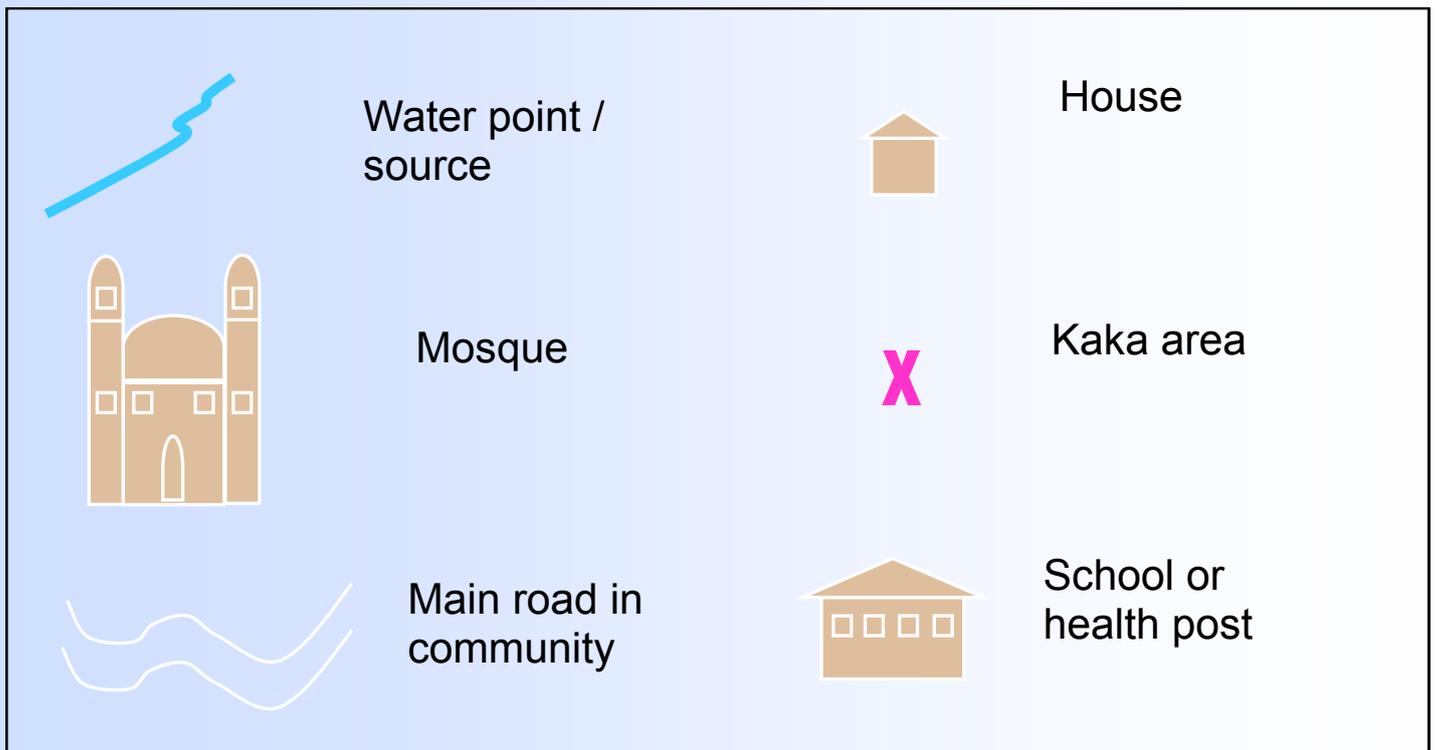
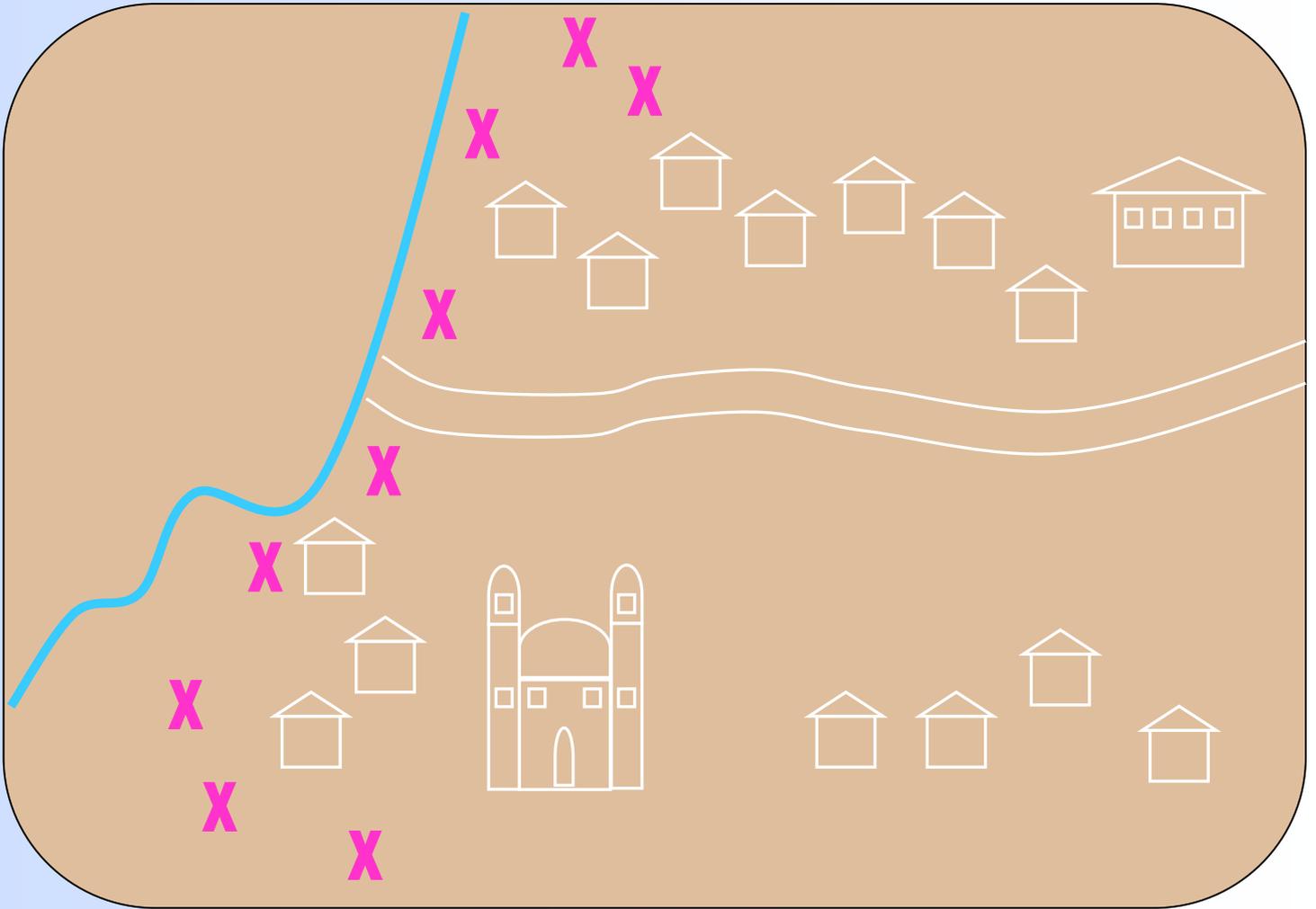
©UNICEF/GOAL/CORD 2010

Tool 1: "Kaka Mapping"

How should I help facilitate "Kaka Mapping?"

- Ensure Kaka Mapping is carried out first during triggering. Most community members will find it to be the most interesting part and it will help capture their attention.
- Use whichever materials you have available (stones, ash, cooler, chalk). Use a stick or chalk to draw with on the ground.
- Tell the community:
 - "I just want to learn about the structure of the village"
 - "Can you draw the main village road?"
 - "Where is the mosque or church?"
 - "Where is the school?"
 - "Where is the health post?"
 - "Where are people's houses?"
 - "Where do the community get their water?"
- For large communities, don't draw every house just cover the general housing areas.

Example of a Kaka Map



- “What happens if you eat a lot of food?”
- Use the discussion to identify the community’s own local word for *kaka*.
- Warning: they may feel offended if you immediately start talking about “kaka” or “shit.” If the word comes from the community it is more acceptable.
- “Where does the community go to the toilet?” Mark it on the map.
- Point to a house near the defecation areas, ask the owners “does this kaka here affect you?”
- Point to mosques or public areas, explain to them how kaka can travel to these areas.
 - “What happens when you do kaka here and it rains?”
 - “What happens if a fly touches the kaka and then touches someone who is praying in the mosque, is this person still clean?” Ask the imam what he thinks about this.
- You should then pretend that you are going to leave. “Thank you for your time. I really can’t believe people do kaka in these places. It can’t be true!”

- The community should then offer to show you – the youth and children especially.
- The older people and community leaders will probably be against the idea. Keep trying to encourage them. Do not give up.

Community in Moyamba draw Kaka Map ©UNICEF 2009



Tool 2: "Walk of Shame"

How should I help facilitate the "Transect Walk?"

- The idea of the *Transect Walk* is for the community to show you their areas of open defecation. This should be an embarrassing experience for them, so much so that it encourages them to change their behaviour.
- Most people will not like the idea of the walk so they will refuse to go. Explain to them:
 - "I just want to see what is happening. Please let us go, don't feel bad."
- The most "dirty areas" should have already been identified on the map. Use this to guide the direction of the walk.
- When you arrive at the kaka area ask "Who actually did this?" It is unlikely that anyone will admit to doing it.
- Point to any animals that may be close-by eating around the area. Ask the community:
 - "What happens when these animals touch or eat your kaka?"

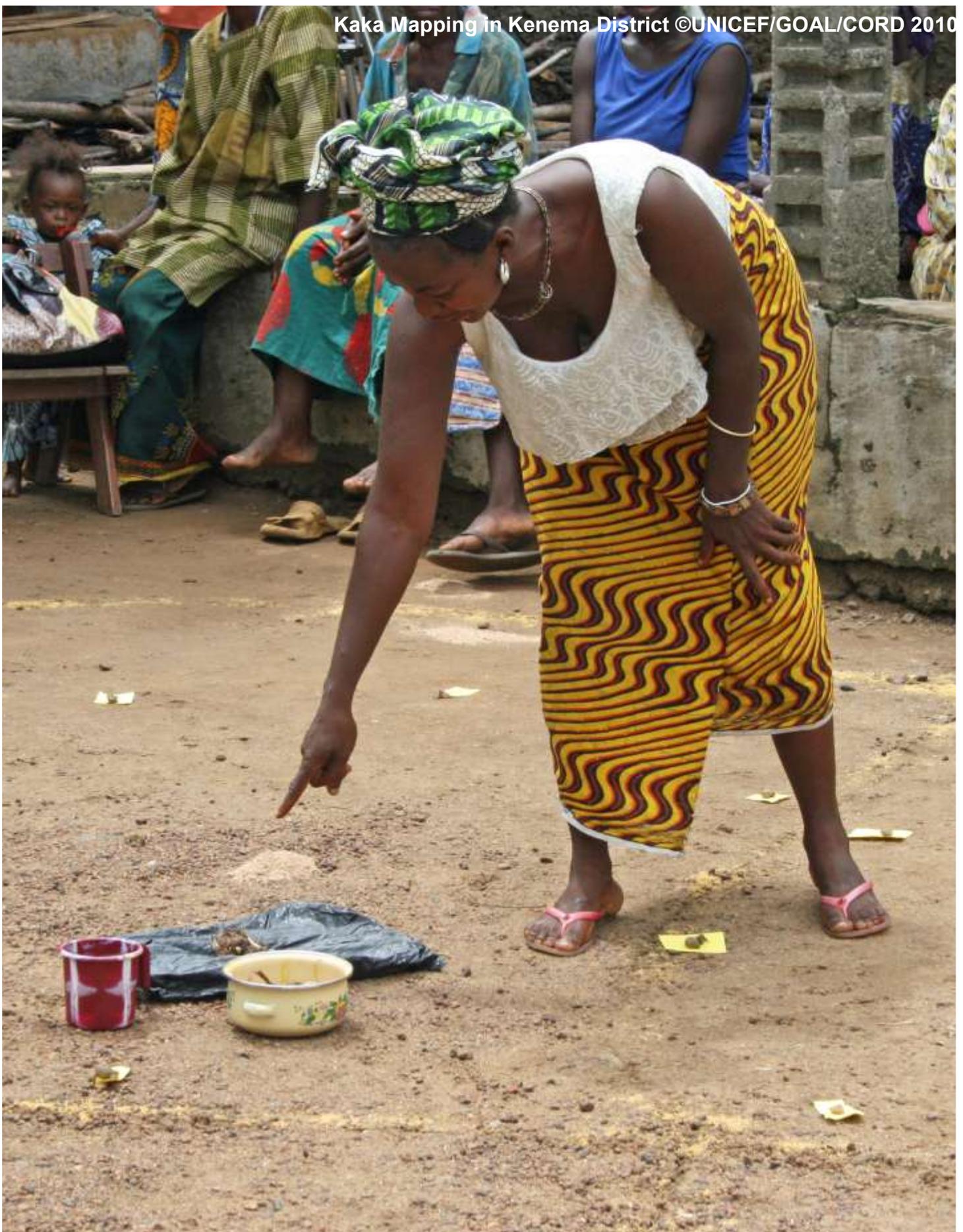
- “Will you eat these animals?”
- “What happens when your children touch them or they come near your house.”
- Then bring everyone back to the mapping area.
- Those people who feel most ashamed may not want to return immediately. Wait a few minutes and allow other community members to encourage them to come back. If this doesn't work, encourage them yourself.
- During this time take a piece of *kaka* in a plastic bag, you will need this for the next stage. Try not to let the community see you do this. If its not possible, ask one of the youths to assist you.



Tool 3: "Kaka and Food"

How should I help facilitate "Kaka and Food?"

- Show the community the piece of kaka you have found. Place it on the ground in the open, on top of a plastic bag.
- The community will be very shocked. Respond by saying "Well I found it, it was just lying around."
- Put a piece of bread, cake or banana down. After a minute of two flies will start to arrive and maybe even some animals. Say to the community:
 - "Now let us look at what is happening."
 - "Do you see how the flies move back and forth?"
 - "Would anyone like to come and eat the food?"
 - "Why not?"
- Warning: Be very careful at this moment. Do not tell people "you are eating kaka." They need to decide this for themselves. If you tell them, they will feel insulted.
- Instead say: "How do you consider kaka? Is it something which we should eat?"



- “Have you ever seen anyone eating kaka?” When they say “no” say “Oh, I’ve heard that people do it sometimes.”
- Also ask them:
 - “When you go to the toilet in the open, is there any possibility that the *kaka* can come back to your house?”
 - “How?”
 - “What happens if a fly goes on the *kaka* then your food?” What do you do? Can you wash your food?
- Everyone should then have made the connection that they are eating their kaka.
- Warning: Ensure that they realise that you have not told them this, that they instead have decided it for themselves.
- Ask the chief “is it me that said you are eating *kaka*. I don’t want to get in trouble.”
- A lot of people will now start being very shocked.
- Make sure that health overseers, traditional birth attendants, teachers and chiefs help answer the next questions...

- “Which are the most common illnesses in this community?”
- “What impact does this have on your family?”
- “What do you think are the main causes are of these diseases?”
- “How much does it cost if a child is sick in this community?”



Tool 4: "Kaka and Water"

- Begin by saying:
 - “Oh no I stepped in some kaka during the *Transect Walk*.”
- Use a stick to touch the bottom of your shoe and put it in a bottle of water. Ask the community:
 - “Would anyone like to drink this water?”
 - “Why not?”
- People will be very shocked. Use this opportunity to encourage them to make the link between kaka and water sources:
 - “What happens if there is kaka here and it rains, where does it go?”
 - “What happens if it washes into the river?”
 - “What do you use the river for?”
 - “What will happen if you drink this water?”
 - “How much does it cost to go to the hospital when you are sick?”

Tool : 5"Kaka Calculations"

- Ask the community:
 - “How much *kaka* does an adult make a day?”
- Ask them to guess how much using something familiar e.g. a “butter cup.”
 - “If one *kaka* is two butter cups, how much is it per day?”
 - “How much *kaka* per week? Per month? Per year?”
 - “Now how many people in the village?”
- Multiply this figure by the number of people in the village to give the number of cups of *kaka*.
- Generate discussion by asking the following questions:
 - “Is there any vehicle on this earth that can carry this much *kaka*?”
 - “Do you think this is good for your environment?”
 - “Where does all this *kaka* go?”

"Ignition"

- After you have finished doing all the demonstrations, it is good to give the community time to think about what they have seen. This is the most critical part of the whole Triggering process. This is known as "Ignition" and is the time when people decide what to do about their open defecation activities.
- Let the community speak to you, ask them:
 - "How do you feel about the situation?"
 - "What do you want to do about it?"
- Not all communities will give an immediate response. Some may be undecided on what they will do. Others will be certain that they will do it without outside support whilst others will ask you for money.
- Explain to the community:
 - "I am not here to make you change, I have nothing to offer you except for my experience and advice. I do not get paid to do this."
 - "What I can tell you is building latrines can be simple and cheap. I know this because I have seen it in my own community."

Community in Kenema discuss what they have witnessed during triggering ©UNICEF/GOAL/CORD 2010



How can I recognise a Natural Leader?

- Natural leaders will always come forward during triggering, they are the individuals who show the most enthusiasm towards improving sanitation in their community.
- They can become obvious at any stage during triggering – but especially during the “Transect Walk” or “Kaka Mapping” stages where they will usually volunteer to take the lead.
- They will be among the first to tell you they will begin latrine construction.

How should I encourage the best people to come forward?

- Say to the community:
 - “Thank you to everyone today for hosting me, in particular those people who have helped lead the triggering. Thank you for your hard work and dedication. “
- The community should now have decided which action to take. Ask them:
 - “Who will lead this project?”

- Natural Leaders may step forward automatically, or the community may have to take time to discuss the issue. Be patient and wait for their decision.





How should I help facilitate a Plan of Action?

- Once the community has decided to construct their own latrines it is important to make a [Plan of Action](#).
- The plan must be kept very simple and displayed at a central point in the community so everyone can see it, put it next to the Open Defecation Map if possible.
- The plan must include:
 - The number of latrines that need to be constructed
 - The date at which they will be completed
- In smaller communities it may be useful to write a list of all the house owners and also hang this up. When a latrine is complete, you can put a tick next to their name. It is a useful way of showing progress.
- As a facilitator, you should not tell the community which latrines to construct. Instead you can help offer guidance and inspiration. Ask the community:
 - “What do you need from a latrine?”
- Highlight other communities’ experiences to show which latrines are sustainable and which are not (use the pages at the back of this book to help you).

What happens if the community still refuses to build latrines?

- It is important that you never force communities to build their latrines. They must be motivated to do it themselves or CLTS will never work. If they continue demanding subsidy, try saying the following:
 - “Thank you for showing me around today, it’s been very interesting. I have learnt a lot.”
 - “Is it ok if I bring visitors to come and look how this community is eating their kaka?”
 - “I do know that it is possible to build latrines without subsidy. My own village has already built latrines using only their own materials and tools - it has worked very well.”
 - “Which is more expensive a house or a latrine? A latrine is smaller than a house and it uses the same local materials and tools.”
- Invite them to visit your community. If your community is too far away, ask them to visit a closer community that has also done well in CLTS.
 - “Do you want to take some time to think about it, I can come back to talk to you again another day if you like?”



Natural Leader in Bombali encourages neighboring community to begin latrine construction ©UNICEF/Pikin to Pikin 2009

Post Triggering



Father in Port Loko District constructs his families latrine ©UNICEF/Pikin to Pikin 2009

It is best to return to the community around one week after triggering to follow up and monitor progress. Digging should have ideally commenced by this point.

Visit the chief and other community leaders

- Explain to them:
 - “I am here to see how the latrines are progressing.”
- Ask the chief if he or she has a latrine. If the answer is no, ask:
 - “What will you do if you get a special visitor?”
 - “How will you feel if you have to tell them to go to the bushes?”
- If the chief does have a latrine and no-one else does explain that:
 - “Even though you have a latrine you are still eating kaka, because no-one else has one. All of that kaka is coming back inside your community, remember what you saw last time I was here?”
 - “I am not forcing people to build latrines. Its something you have to decide for yourselves.”
- Ensure that you speak to imam, pastor, health workers, women’s group leaders and youth leaders, ask them how they see the progress.

Take a tour of the community to monitor latrine construction

- Take a tour of the community. If progress has occurred, make sure you praise everyone for their hard work and achievements.
- If no progress has occurred, meet with entire community to find out why.
- If its because of the “farming season” respond by saying:
 - “Do you spend all day every day at your farm?”
 - “Which days do you usually rest? Can you not dedicate some of this time to build latrines?”
- If its because of “no money for materials or tools” respond by saying:
 - “If this is true, how do people manage to build their houses? You use the same materials and tools that you would need for a house.”
 - “You know, the Government, donors and NGOs will no longer give money for latrine construction. It is your kaka and therefore your responsibility.”



Community in Bombali begin latrine construction ©UNICEF/Action Aid 2009

Also ask the community:

- “How many latrines have you started so far?”
- “Which type of latrines are being constructed - which type of roof, slab, cover and door do they have?”
- “Have hand washing facilities been made available?”
- Discuss this information with the community and pass it on to your supervising NGO.
- Encourage the community to create WASH committee to help monitor progress with the natural leaders.

How should I encourage help for weaker and poorer community members?

- Usually community members will volunteer to assist widows, blind or disabled community members with their latrine construction. But this is not always the case.
- As a natural leader it is your job to help ensure everyone has access to a latrine.
- Ask the community:
 - “Is every family in this community able to build their own latrine?”





- If the answer is “no”, encourage the community to discuss the issue:
 - “What can be done about this situation?”
 - “You know, as we discussed before, if some people are without latrines, kaka will still come into your houses and everyone will suffer - because they will still be eating their kaka.”
- It is important you do not force the community to help weaker and poorer community members. They need to decide this for themselves.

How should I encourage the community to construct good hand washing facilities?

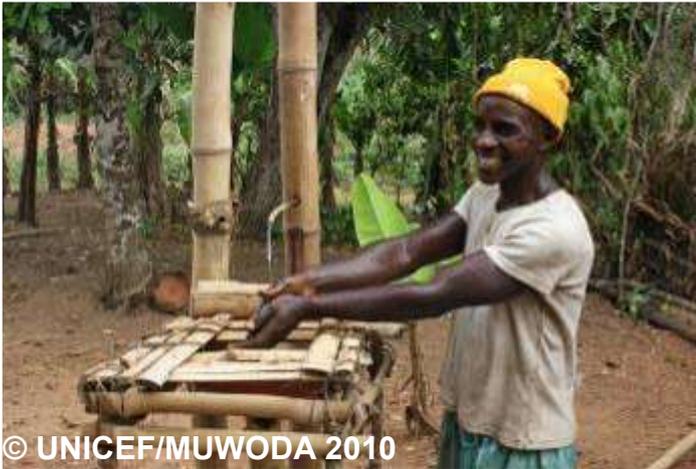
- It is important for you as the Natural Leader to start talking about the importance of hand washing immediately after triggering. It should be left until this stage to prevent people being confused by too much information.
- Try and make sure teachers and health care workers are present to help support you. Explain to the community the connection between not washing hands (with soap or ash) and disease.
- Ask the mothers:
 - When you clean your child's bottom with your hands, what happens when you then go and prepare food?"
- Ask the rest of the community:
 - "What happens if you don't wash your hands after going to the toilet, you shake hands with people and eat your food..."
 - "Did you know that a tiny piece of kaka has very small germs on it. They are so small you can't even see them. This is what makes you sick."
- Ask the imam:
 - "What happens if you don't wash your hands before going to the mosque?"



Girl in Moyamba practices hand washing with soap © UNICEF 2010

Which hand washing facilities could the community use?

The most successful CLTS communities have designed their own innovative hand washing facilities. Below are just a few examples of ones currently being used across Sierra Leone.



Sink and tap

This sink is made from **bamboo**, **rubber** and **string**. It has two taps which are filled from the top with a drainage pipe for waste water.



“Tippy Tap”

Made from a piece of **bamboo** this is one of the simplest and most popular hand washing facilities used in Sierra Leone.



Water and ash

This is the most basic form of hand washing facility. It is cheap and very easy to use. **Ash** can be used if **soap** is not available - it is just as effective!

Are there any other innovations that the community can use to help improve hygiene?

In order to ensure that a CLTS community is *really* clean, the following innovations can also be used to promote better hygiene and sanitation.



Plate rack

A **wood** or **bamboo** plate rack can be used to dry pots and other utensils away from the animals and dirt.



Clothes line

A **wood** or **bamboo** clothes line can be used to dry clothes and other material away from the animals and dirt.



Compost heap

This is a place where the community can put **organic rubbish** (e.g **cassava leaves**, **palm kernels**). After a few months the compost can be used to fertilise nearby farms.

ODF Verification



CLTS Latrine in Moyamba © UNICEF/Safer Future 2010

- A community must meet all three of the following criteria in order to be declared Open Defecation Free (ODF):
 - All households must have their own latrine and they must be using it.
 - All households must have access to their own hand washing facilities and must be using them.
 - There must be no open defecation in the community.
- When you feel a community is ready for ODF verification you must tell the NGO you are working with. They will then inform the District CLTS Task Force who will come to inspect the community.



District Environmental Health Officer visits community in Moyamba © UNICEF 2010

Celebrating ODF Status



ODF Celebrations in Moyamba © UNICEF 2010

- Once a community has been declared ODF, ask them:
 - “How would you like to celebrate this achievement?”
- It is important that the community decides this for themselves. It is also important that they set the date.

- As Natural Leader, you help the chief to invite as many people from surrounding CLTS communities as possible (especially those who are struggling with CLTS or have just been triggered). It is also good to invite PHU “in- charges,” health workers, imams and paramount chiefs.
- Possible ideas for ODF celebrations:
 - Speeches from the chief, community health overseers, paramount chief and imams.
 - Dances, songs, performances by community members.
 - A social night for youths from the surrounding area.



ODF Celebrations in Moyamba © UNICEF 2010



CLTS Latrine in Port Loko © UNICEF / DIP 2011



CLTS Latrine in Kenema District © UNICEF / MUWODA 2010



CLTS Latrine in Moyamba District © UNICEF / Safer Future 2009



CLTS Latrine in Kenema District © UNICEF / GOAL 2010



CLTS latrine in Port Loko District © UNICEF/DIP 2010



CLTS Latrine in Moyamba District © UNICEF / GOAL 2011



CLTS Latrine in Kenema District © UNICEF / MUWODA 2009



CLTS Latrine in Port Loko District © UNICEF / Pikin to Pikin 2009

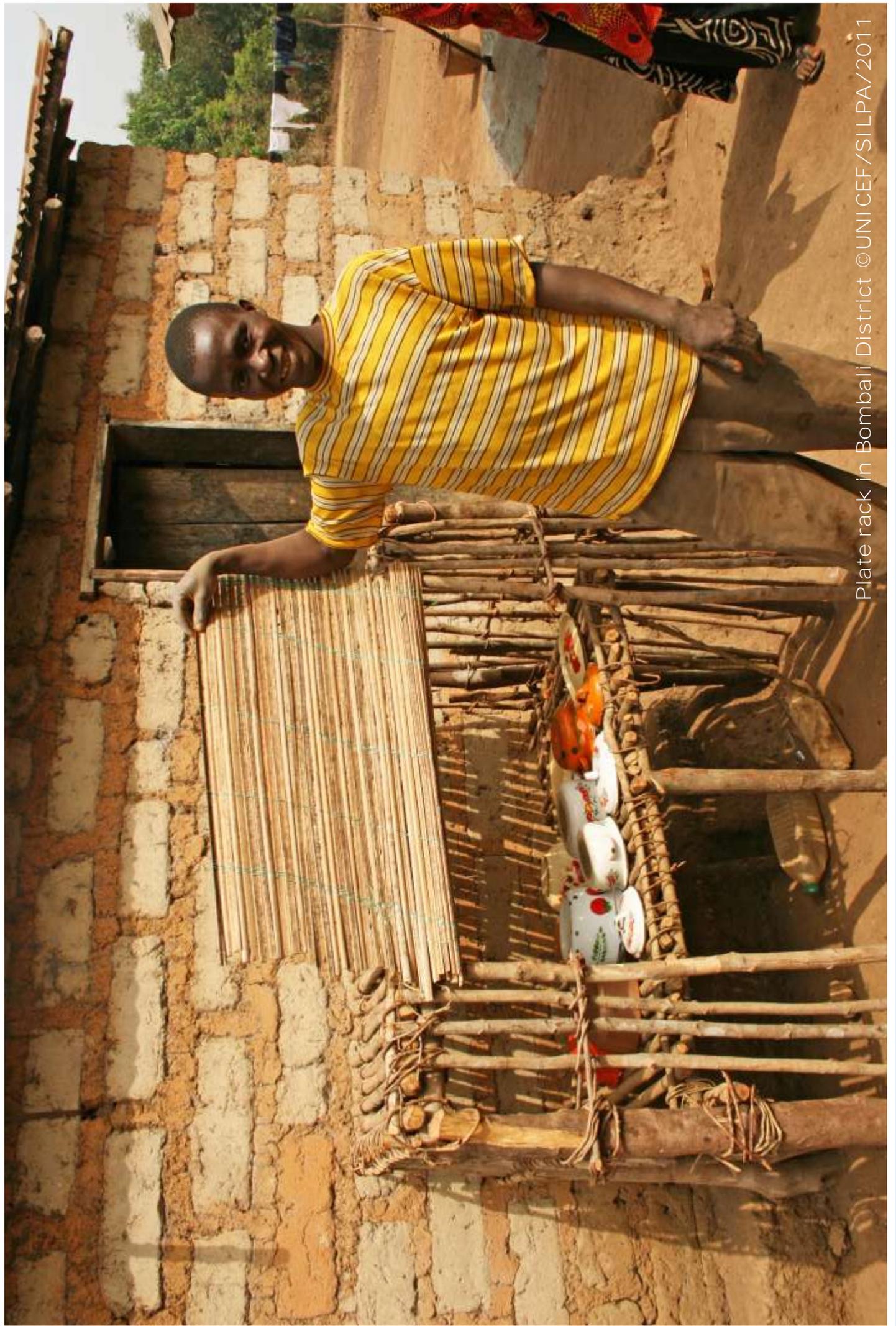


Plate rack in Bombali District ©UNICEF/SILPA/2011



Washing line

Compost heap

Plate drying rack

Hand washing facilities



Bamboo hand washing facilities in Kenema © UNICEF/MUWODA 2010



Bamboo hand washing facilities in Kailahun © UNICEF/MUWODA 2010



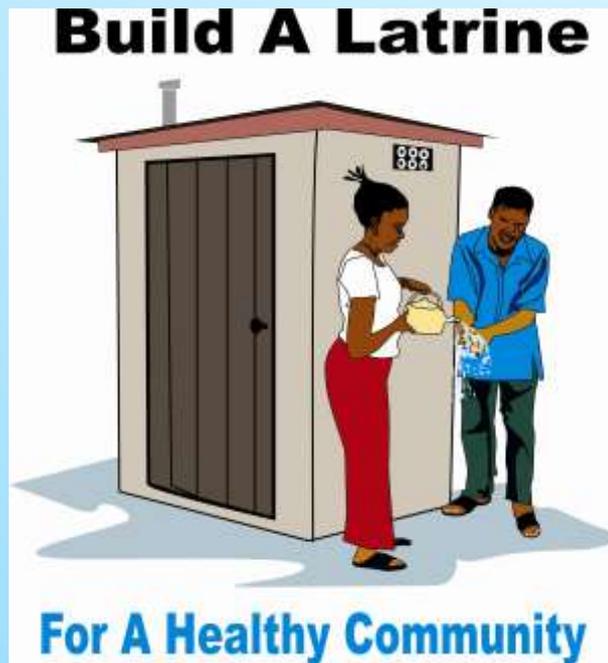
“Tippy Tap” hand washing facilities in Pujehun © UNICEF/PACE 2010



Good example of latrine cover in Tonkolili © UNICEF/CIP 2010



Good example of latrine cover in Tonkolili © UNICEF/CIP 2010



CONTACTS

If you would like more information about WASH in Sierra Leone please contact:

Thomas Amara
Manager
Environmental Health Division
Ministry of Health and Sanitation
Tel: +232 7668 1957

Wusum Koroma
Chief Engineer
Water Supply Division
Ministry of Energy and Water Resources
Tel: +232 222 6670

Claudius Wilson
Director of the Inspectorate
Ministry of Education, Youth and Sports
Tel: +232 7661 7933

Victor Kinyanjui
WASH Manager
UNICEF Sierra Leone,
Phone: +232 7662 6540
E-mail: vkinyanjui@unicef.org

