

Capacity Strengthening for Community Led Total Sanitation (CLTS) Implementation in Mozambique

12th-26th April 2018

Assignment Report

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Contents

Acronyms	4
1. Introduction and situation analysis	5
1.1 The current open defecation situation	5
1.2 CLTS/SANTOLIC in Mozambique	6
2. Introduction to the assignment and strategy	8
3. Steps of the Assignment	10
3.1 Planning and Pre-triggering	10
3.2 Training of Trainers, Zambezia Province	11
3.2.1 Profile of participants	12
3.2.2 Training procedure	13
3.2.3 Participants' Evaluation of the ToT.....	16
3.2.4 Overview video.....	17
3.2.5 Outcomes and limitations of the training	17
3.2.6 Recommendations arising from the Training of Trainers workshop	17
Recommendations specific to trainer's capacity:	17
Recommendations specific to trainer's future trainings:	18
Recommendations specific to the outcomes of this training:	19
3.3 Institutional triggering, Zambezia Province.....	19
3.3.1 Overview of the institutional triggering methodology	19
3.3.2 Zambezia advocacy event and Institutional Triggering, Quelimane Ministry of Finance, 23 rd April 2018.....	20
3.3.4 Outcomes and limitations of the triggering.....	21
3.3.5 Recommendations specific to Zambezia Province next steps:.....	21
3.4 High level meetings, Maputo	22
3.4.1 Multi-sectoral meeting	22
3.4.2 High Level Institutional Triggering	24
3.4.3 Outcomes of the meetings	24
4. Overall Recommendations for follow up actions:	25
At National Level.....	25
Overall Urgent Recommendations at the National Level	26
At the Province Level.....	27

Cross-cutting issues.....	28
Annex 1: Agenda for the Training of Master Trainers for scaling up of CLTS in Mozambique.....	29
Annex 2: Training of Trainers – list of participants.....	33
Annex 3: Outline of Action plan by Training of Trainers participants, 16th-20th April 2018.....	37
Annex 4: Photographs from the Training of Trainers, Zambezia District, 16th-20th April 2018.....	39
Annex 5: Agenda for Institutional Triggering exercise, Zambezia District, 23rd April 2018.....	41
Annex 6: List of Participants at the Institutional Triggering Exercise, Zambezia Province, 23rd April 2018.....	43
Annex 7: Photographs from the Institutional Triggering Exercise at Quelimane, Zambezia District, 23 rd April 2018.....	29
Annex 8: Plan of Action for Mucori B, Presented by Januario Jocio at the Institutional Triggering, Zambezia Province, 23 rd April 2018	29
Annex 9: Group work presentations, Institutional Triggering, 23 rd April 2018	29
Annex 10: Agenda for Multi-sectoral meeting, 25 th April 2018	29
Annex 11: Participant List for Multi-Secotral Meeting, 25 th April 2018	29
Annex 12: Photographs from the Multi-sectoral Meeting, 25 th April 2018	29
Annex 13: Agenda for the High level Institutional Triggering, 25 th April 2018.....	29
Annex 14: Photographs from the High level Institutional Triggering, 25 th April 2018	29
Annex 15: Schedule for the overall Mission, 12 th to 26 th April 2018.....	29

Acronyms

CLTS/SANTOLIC	Community-Led Total Sanitation/Saneamiento Total por la Comunidad
CRAP	CLTS Rapid Appraisal Protocol
DA	District Administrator
DNAAS	Department of Water Supply and Sanitation
DPHRPOH	Department of Public Works (Provincial level)
ELC	Experiential Learning Cycle
ESAR	East and Southern Africa Region
ESARO	Eastern Southern Regional Office (UNICEF)
ODF	Open Defecation Free
OD	Open Defecation
PRONASAR	Mozambique's current Rural Water Supply and Sanitation Programme
ToT	Training of Trainers

1. Introduction and situation analysis

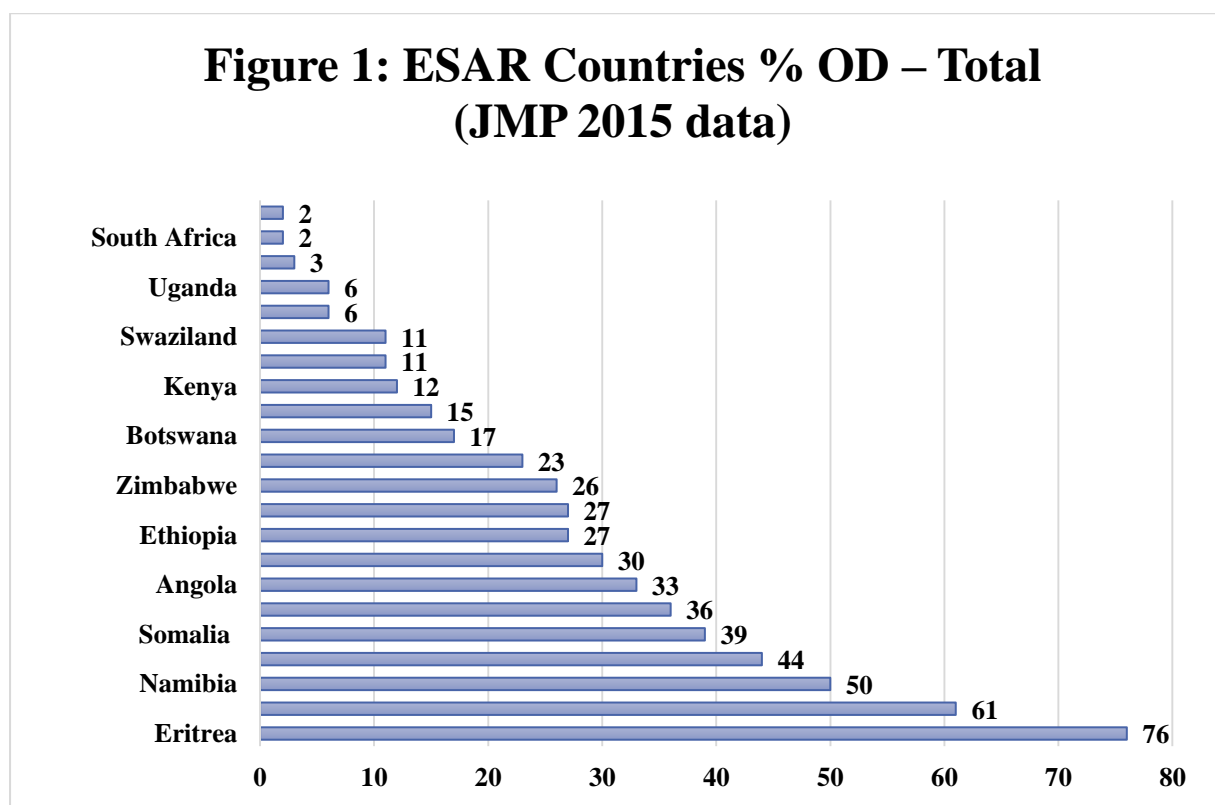
Following a National Sanitation Conference in 2014 and in line with the Sustainable Development Goals, Mozambique aims to become ODF by 2025. Though this is an ambitious target, a number of positive factors are established which, if they can be effectively harnessed in a co-ordinated initiative for scaling up, make it achievable.

This document reports on an assignment undertaken by CLTS Foundation in co-ordination with UNICEF Mozambique and UKAid, to strengthen both on-the-ground capacity for scaling up with this target in mind, and the institutional drive to do so. The assignment took place between 12th and 26th April 2018, and included four central events plus a number of introductory and planning / strategy meetings to prepare for these. These events were:

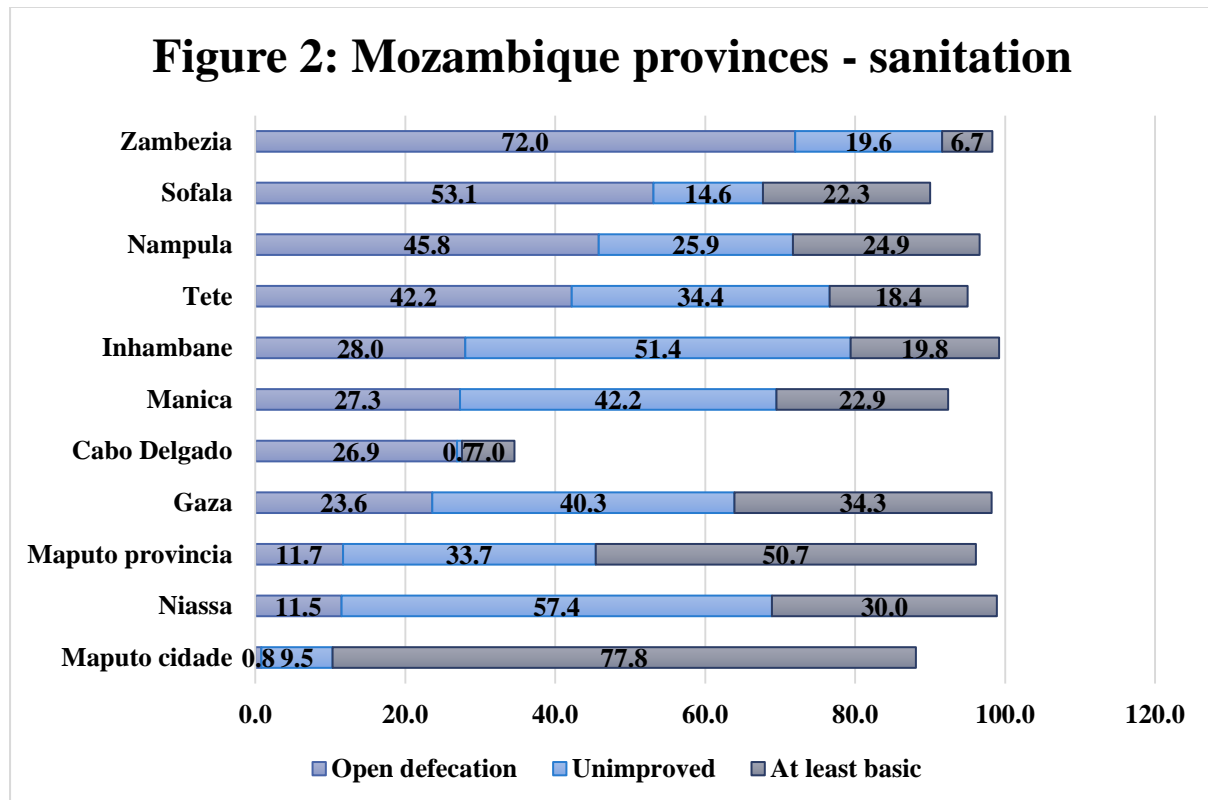
- A Training of Trainers 5-day hands on training, held in Quelimane, Zambezia Province, from 16th-20th April.
- A Province-level advocacy meeting / ‘Institutional Triggering’ in Zambezia Province , on 23rd April
- A National-level advocacy meeting / ‘Institutional Triggering’ held in Maputo on 25th April
- A high level advocacy event in Maputo on 25th April, to garner political will in support of National and Provincial level initiatives.

1.1 The current open defecation situation

Despite notable successes over the past few years – with currently around 3000 villages ODF, and three districts in Manica Province (Guru, Manica and Makosa Districts) poised to become ODF – overall levels of open defecation are relatively high in Mozambique in comparison to other countries in the ESAR region (see Figure 1) at 36% overall and 47% of the rural population.



The 36% of the population practicing open defecation in Mozambique represent about 10 million people. Around nine million of these are located in rural areas, but they are not evenly spread. As in other countries, there are high levels of inequality of access to sanitation, with only 8% of the poorest quintile having access to basic sanitation, compared to 67% of the richest quintile. Mozambique’s 10 Provinces (plus the city of Maputo) also have significant differences in levels of open defecation (see Figure 2)



Broadly, the Provinces can be divided into three groups according to OD levels:

- **High levels of OD:** Zambezia Province has highest levels of OD at 72%, followed by Sofala, Nampula and Tete
- **Medium levels of OD:** Inhambane, Manica, Cabo Delgado and Gaza form a middle category with moderate levels
- **Low levels of OD:** Lowest levels are in Maputo P, Niassa and Maputo C

1.2 CLTS/SANTOLIC in Mozambique

CLTS (SANTOLIC) was first introduced in Mozambique through a Training of Trainers workshop in 2008. Prior to that time, Government and donor approaches were mainly focused on hardware delivery approaches – mixing subsidised hardware (latrine slabs) with community contributions in general. In 2010, the Government introduced the Rural Water Supply and Sanitation Programme (PRONASA) which promoted CLTS as the approach for sanitation. Targets aligned to PRONASAR included a 5 year plan with targets of 50% sanitation coverage by 2019 (up from 12.4% at baseline in 2011).

UNICEF's IOM (One Million) programme also championed the CLTS approach in its 3 working Provinces of Manica, Tete and Sofala. This programme saw the establishment of around half of Mozambique's current 3000 ODF communities.

In 2015, in the face of slower progress than desired, a team from CLTS Foundation conducted an assessment using a diagnostic tool specially designed for this purpose – the CLTS Rapid Appraisal Protocol (CRAP) tool. This research identified gaps in the existing framework for driving sanitation improvements using a dedicated tool developed by CLTS Foundation and UNICEF ESARO, to review the quality of existing CLTS implementation and the degree of 'favourability' for sanitation scale up in each of the domains of:

- Policy, Roadmap and Directives
- Financial Planning and Budgeting
- CLTS Protocol
- Partnerships, Capacity and Leadership
- Monitoring and Coordination
- Post ODF Sustainability

Recommendations drawn from the diagnosis included:

- Promulgation of a strong policy impetus on sanitation with CLTS as the National sanitation approach. It is important to utilize the policy with a clear rural sanitation strategy and national roadmap with targets and budgetary provision.
- Establishment of a clear protocol mechanism involving all administrative levels for universalisation and standardisation in terms of process and outputs in terms of improved access to sanitation.
- Establishment of a strong leadership and coordination mechanism among the Ministries of Public Works, Housing, Water Resources Management, Health, Education, Economy and Finance, State Administration and Environment for effective actor coordination, mutual learning, pooling of resources and capacities to optimize the coverage and resources.
- Development of networks and links between the different sanitation actors for better coordination and engagement possibilities.
- Development of an institutional capacity plan across different lines of Ministries to build capacities of facilitators, national pool of trainers in various aspects of sanitation including the need for proper implementation and scaling up of CLTS.
- Systematic involvement of internal resources and strengths of the community.
- Development of a specific budget line is required to scale up sanitation in the entire country, which will facilitate the Provinces and Districts to implement activities with clear targets per year.
- Establishment of a strong monitoring, evaluation and learning system to have an effective process control and maintain quality while operating in a scale.

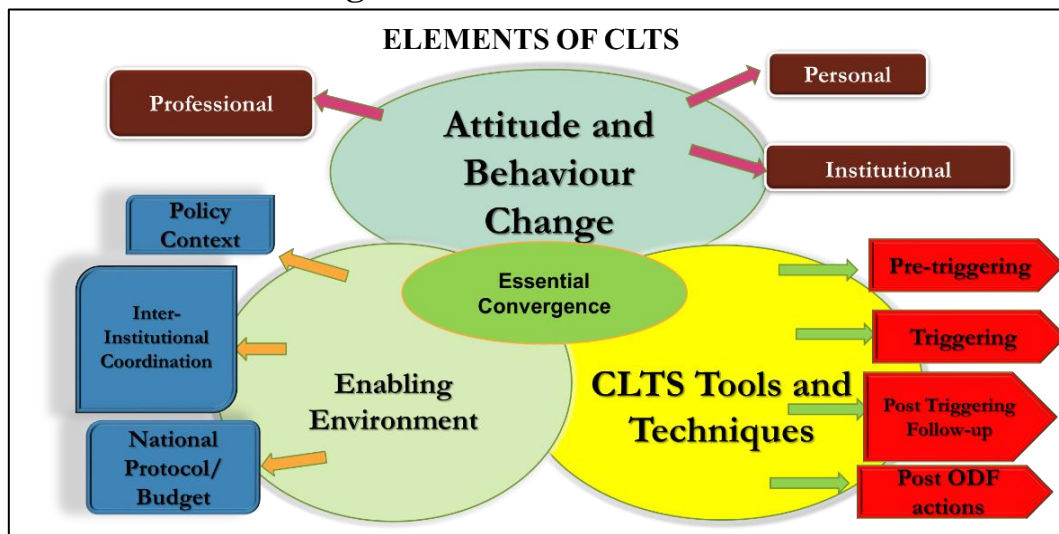
In the context of revisions to the National Rural WASH programme (PRONOSAR) and the development of a Sanitation Action Plan, various aspects of the gaps identified by these recommendations have evolved over the last three years, including the clear promotion of CLTS as the approach taken by PRONOSAR. There also exists a multi-sectoral group on Sanitation which brings together Government officials across ministries. The current Mission was designed to further strengthen remaining institutional and capacity gaps.

2. Introduction to the assignment and strategy

The overall objective for this assignment was to introduce / strengthen CLTS (SANTOLIC) principles in the Public Works; Health sector; Agriculture and Nutrition Security; Education and Human Development; Land, Environment and Rural Development; State Administration and Public Administration and Economy and Finance, with a view to achieving basic sanitation at National level and raising the profile of sanitation amongst the main actors.

The conception of the CLTS approach stands firmly on the three circles of action/change: **Attitude and Behaviour Change** focussed on professional, personal, required to successfully drive the approach; the establishment of capacity regarding **CLTS Tools and Techniques**; and the development of an **Enabling Environment**, including the policy context, inter-institutional coordination and a national protocol and budget (See Figure 3).

Figure 3: Elements of CLTS



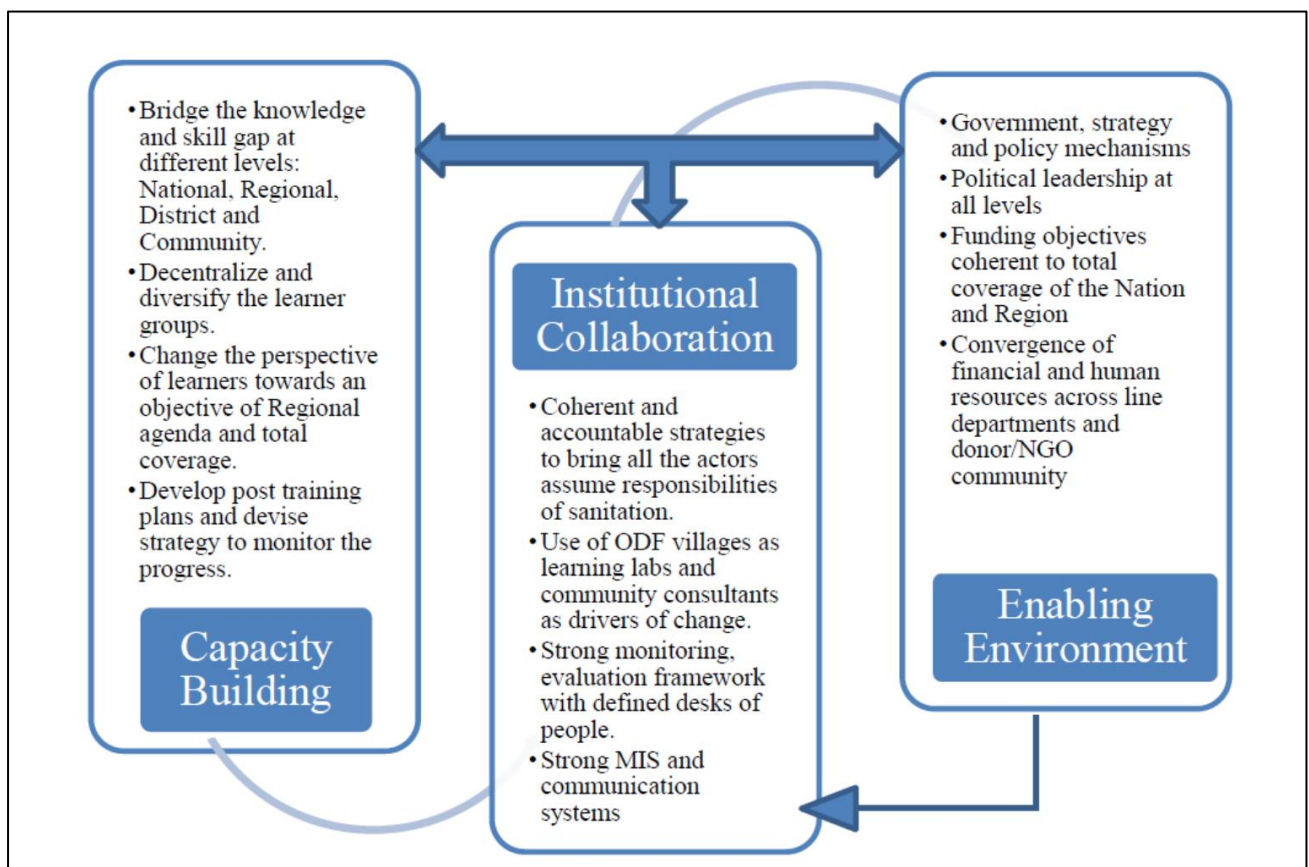
In terms of this framework, tasks for the Mission were focused in all three areas. The work flow was designed in order to strengthen key elements of capacity across the country and at National levels, as well as to focus on a particular area which would then have the potential to produce successful outcomes and become a learning laboratory for the scaling up of CLTS. Tasks focused equally on strengthening the enabling environment, especially inter-institutional coordination; alongside strengthening capacity in CLTS tools and techniques through a Training of Master Trainers (ToT). At the same time, the central role of behaviour change on the part of community members as the driving force of sanitation improvements; and attitude change among sanitation professionals and institutions would be communicated at National, Provincial and District Government levels, and among a key set of CLTS trainers.

Meeting the overall objective was agreed to involve:

- Identifying and motivating sanitation champions at Provincial, District and local levels, and facilitating the development and prioritization of sanitation plans specific to each level;
- Strengthening the Multi-sectoral Sanitation Group, aiming at an increased involvement of the Ministries involved in sanitation: Public Works, Housing and Water Resources, Agriculture and Food Safety, Health, Education, Economy and Finance, and State Administration and Public Administration.
- High level Advocacy with National Directors and Ministers to prioritize sanitation and achieve an open defecation free nation.
- Training of Trainers (ToT) to ensure greater capacity for awareness and mobilization in CLTS
- Assist in the integration of SANTOLIC principles into the curriculum of state training institutes in the Ministries of Public Works, Health, State Administration, Education and Agriculture.

Drawing on previous work elsewhere in sub-Saharan Africa undertaken by the CLTS Foundation, the activities and focus areas of this Mission were selected to operationalize key elements of a framework capturing critical elements to ensure effective scaling up: capacity building; strengthening institutional collaboration and the enabling environment more generally (See Figure 4)

Figure 4: Elements for Scaling up CLTS



The four events of the assignment were seen as contributing to these objectives as follows:

Event	Domain	Focus areas
Training of Trainers	<ul style="list-style-type: none"> • CLTS tools and techniques • Attitude and Behaviour change 	<ul style="list-style-type: none"> ✓ Laying robust foundations for scaling up further capacity building in CLTS implementation; ✓ Establishing foundations for Zambezia province to develop as a successful learning laboratory for scaled-up CLTS.
Provincial level advocacy meeting / institutional triggering at sub-national level	<ul style="list-style-type: none"> • Enabling Environment (especially inter-institutional coordination) • Attitude and Behaviour change 	<ul style="list-style-type: none"> ✓ Bringing all actors to assume responsibility for sanitation; ✓ Establishing convergence of financial and human resources at Provincial and District levels ✓ Establishing foundations for Zambezia province to develop as a successful learning laboratory for scaled-up CLTS.
National level advocacy meeting/ institutional triggering	<ul style="list-style-type: none"> • Enabling Environment (especially inter-institutional coordination) • Attitude and Behaviour change 	<ul style="list-style-type: none"> ✓ Bringing all actors to assume responsibility for sanitation; ✓ Establishing convergence of financial and human resources at National Level
High level advocacy meeting	<ul style="list-style-type: none"> • Enabling Environment • (especially national protocol and budgets) 	<ul style="list-style-type: none"> ✓ Establishing political leadership

3. Steps of the Assignment

3.1 Planning and Pre-triggering

The Mission was designed in a bottom-up manner, whereby the capacity of trainers from across the country, levels and institutions was to be developed, followed by an Institutional Triggering exercise at the Provincial level. The lessons and steps which emerged was to be further strengthened through Institutional Triggering exercise with the Multi-sectoral groups including Government officials from different Ministries and levels; and representatives from partner NGOs. This was followed by a high level meeting with the Ministers which was to become a ready reckoner of the support from the highest level towards making Mozambique ODF by 2029.

While the methodology for the ToT has been enumerated in Section 3.2, the overall institutional triggering methodology which included pre-triggering exercises, has been detailed out in Section 3.3.1 below, which focuses on meeting with key leadership figures at the District, Regional or National levels. This is important as a foundation for later meetings,

to gauge levels of understanding of CLTS and commitment to fast-tracking scaling up, and to begin a triggering process in cases where commitment is weak or hesitant.

The Mission therefore began with meetings with senior officials in Maputo and Quelimane, Zambezia Province, to begin to lay the groundwork for – and free up blockages to- fast-tracking sanitation work over the coming years. These took place alongside final planning and strategy meetings with partner staff responsible for the assignment in the Department Direcção Nacional de Abastecimento de Água e Saneamento (DNAAS – Department of Water Supply and Sanitation), Maputo and staff from key donor partners in sanitation, UNICEF and UKAid.

A meeting with the National Director of DNAAS, Mr. Nilton Trindade was successful in securing his support for two high level advocacy meetings at the end of the Mission which was to seek commitments from Ministers, National Directors and technical staff from a number of Ministries with responsibilities in sanitation to work in coordination to help CLTS flourish at scale and thereby, strengthen the role of the multi-sectoral sanitation group.

In a second layer of pre-triggering, in Quelimane, the administrative capital of Zambezia Province, the team met with the senior Provincial government officials: Mr Graciano Artur, Head of Public Works; Mr Aldo Mussasa, Provincial representative from the Education Ministry; and Mr Oscar, Provincial representative from the Health Ministry. It was clear from this meeting that the Department of Public Works (DPOPHRH) is the main driving force behind sanitation work, and there is minimal coordination at Provincial level between other relevant ministries.

3.2 Training of Trainers, Zambezia Province

The methodology for the Training of Master Trainers for CLTS has been developed through many years of experience by Dr. Kamal Kar, and follows the broad steps set out in the document '*Facilitating 'hands-on' training: Workshops for Community-Led Total Sanitation, A trainers' training guide*' (Kar, 2010). The training approach aims not only to produce actors capable of deeply understanding and communicating the CLTS approach and its tools to others, but also instils a strong sense of their commitment to pro-actively take the approach forwards as CLTS champions.

The methodology draws on Experiential Learning Cycle (ELC) methods to design a training in which participants:

- Experience training techniques themselves
- Experience participatory analysis
- Learn tools for and then put into practice CLTS triggering in live situations;
- Review and repeat to improve understanding and deepen skills and
- Observe the powerful and immediate outcomes of CLTS triggering in order to strengthen commitment and their ability to advocate it.

The agenda for the ToT from the perspective of the overall institutional framework for sanitation and CLTS in Mozambique set out the objectives of the training as follows:

- Accelerate the elimination of open defecation and adoption of safe sanitation across the country.

- Capacity development on effective and contextualized sanitation promotion methods across different Departments.
- Ensure the enabling environment of the integration of CLTS across line Ministries and different levels responsible for sanitation promotion.
- Ensure the availability of resource people across Provinces from different Departments to scale up CLTS in the entire country.

From the point of view of participants engaging with the training, objectives were expressed in terms of the skills and knowledge they would gain and the responsibilities this should entail as they move into training others.

By the end of this training workshop, all participants will have:

- Strengthened their **knowledge** and **understanding** of CLTS including its genesis, methodology, applications, spread and challenges and limitations.
- Gained / improved their **skills** to facilitate CLTS with local communities, with special reference to local governance and the institutional set up in rural Mozambique.
- Understood and **internalised** the importance of post-triggering follow up and post-ODF sustainability, including the mechanisms of scaling up across the District, alongside their understanding of pre-triggering and triggering.
- Acquired / refreshed their knowledge and skills as trainers to be **able to train and produce high-quality CLTS facilitators** to enhance the District / Province-wide coverage of CLTS in Mozambique.
- Be in a position to **develop** their Province / District / institution-wide training plan.

See Annex 4 for photographs of the 5 day Training of Trainers

3.2.1 Profile of participants

The training was introduced with a welcome address by the Provincial Head of Public Works, Mr Graciano Artur; Provincial coordinator of UNICEF, Michael Muianga; and Rustina Sumbane; National Ministry of Public Works. The participants were carefully selected to represent different levels of work at National, Provincial and District levels, and for their potential to become excellent CLTS trainers and champions. They came from Departments of Education, Health and Public Works as well as from NGOs and training/academic institutes. Aiming to create the human resources ready and in place to scale up CLTS all over Mozambique while also providing a strong team for quickly building up work in Zambezia Province, participants were engaged in work in 3 of Mozambique's 10 Provinces: Zambezia, Nampula and Capo Delgado. A number of participants were also engaged in work at the National level in Maputo, including participants from the Ministry of Public Works, and of Education. The majority of participants were engaged in work at Provincial and District levels and in Universities in Zambezia, in order to ensure sufficient capacity to fast-track and then show-case CLTS work in this Province.

Participants had the full range of difference in exposure to and understanding of CLTS: at least 11 were 'beginners'; about 9 had some theoretical knowledge of CLTS and wanted to know more about actual implementation; around 7 had good experience as implementers of the whole process from pre-triggering to sustained ODF. The training methodology included

a strategy to bring these together in mixed group work so that they could learn from each other and remain placed in supportive networks which will reinforce and develop their learning as they gain experience in CLTS.

On the basis of this profile, groups were formed from the beginning in which participants worked for most of the week, including for their village triggering. Each group was balanced with participants working at different administrative levels, different levels of experience with CLTS, in different Provinces, and care was taken to ensure that at least two people in each group were able to speak the local language of the villages to be triggered in the course of the training.

However, not all participants attended the whole training. Of the original selection, **32 participants were eventually fully trained** (See Annex 2). Five of these, District level implementers who were engaged by NGOs and private companies contracted by the Government to implement the sanitation policy, joined the training at the beginning of Day 2. They were added to the training in part to upgrade their understanding of the CLTS approach, and partly to ensure that sufficient local language skills would be available for the triggering exercises on Days 3 and 4. The fact these participants were absent on the first day, which intensively outlines the overall CLTS philosophy, was unfortunate since their main capacity needs were not for using tools, but rather for deepening their understanding of the logic of the approach.

3.2.2 Training procedure

Day 1 focused on the overall CLTS approach and philosophy, with activities around key points of the approach and information on how it has worked elsewhere in sub-Saharan Africa and further afield. Activities proceeded with group discussions of past sanitation projects participants had experienced, and what the elements of those were that caused them to fail, or limited their results. Silent role plays of different modes of conducting sanitation exercises in villages were also prepared and performed by participants in order to provide an opportunity for analysis of how body language is powerful in establishing the mood and methods, with the message that behaviour and attitude change needs to start with CLTS implementers. The three circles of CLTS that need to be brought together to achieve the Essential Convergence were discussed: Behaviour and Attitude Change; CLTS Tools and Techniques; and the Enabling Environment (see Figure 3, above).

For further details of the training schedule, see Annex 1.

Day 2 learning included live enactments of triggering tools, interspersed with video examples from the CLTS Foundation archive. Tools covered included village mapping including for emergency defecation; calculations of shit; the transect walk, or ‘walk of shame’; the food – water – shit tools; and the calculation of medical expenses. The ignition moment and how to use this to move into Part B of triggering was elaborated. The elements of Part B of triggering – making the ODF plan, the children’s procession, and bringing forward potential Natural Leaders and Community Consultants were also discussed.

The afternoon brought visits from representatives from the villages to be triggered, for pre-triggering work: discussing the logistics of the visit, and starting to build a relationship. Armed with the tools, the CLTS philosophy and principles, plus basic information about the villages to be triggered, participants were then able to begin developing their specific strategies for each location.

On **days 3 and 4** of the training, all participants had an opportunity to try out the triggering process for themselves, reflect on the first experience in detail, and then improve on the first attempt with another triggering in a different village. Day 3 began in groups making triggering plans: essential factors identified for triggering were to have a good strategy; good team work; and for each team member to be clear about what they need to do. However, since no triggering exercise ever goes exactly the same, this means having flexibility and a bank of skills, and a strategy to deal with challenges.

All villages identified for triggering – zones of Zalala, Mucori and Mussangane – have some kinds of particular challenges. All of these villages, arranged along Mozambique’s long coastline, have sandy soils, making building durable pits more complex. Zalala is built on the sandy hinterland of the beach, only a few hundred meters from the sea. In addition, it is relatively common practice in parts of Zambezia to defecate in the open, but then to cover the shit with earth or ash – Mucori and Mussangane village members use this practice. This means that triggering groups had to be ready to adapt their triggering tools: push for the community to think about what happens to covered shit when it rains, or when cows/dogs/chickens/humans walk on it; and understand how to identify and pull forward local technicians who have ideas about what can be done to stop pits from collapsing in sandy soils.

All the triggering exercises conducted through the training were successful in that, some members of each of the community committed to start to make a latrine immediately; all participants agreed that the second round of triggering exercise improved markedly on the first.

Points discussed in the two review exercises included:

- Being clear of team roles and individual tasks
- Handling big groups of community members
- Keeping people engaged in the issue and maintaining momentum
- Refraining from falling into ‘teaching’ mode, and insisting that ‘we are here to learn’ – this emerged particularly in relation to hand-washing demonstrations, which were initially done in ‘teaching mode’, without eliciting participants’ observations on hand-washing.
- How to find the balance between straightforward talk of ‘shit’ and offending community members.
- Handling transitions: initial mobilization of participants; transition from talking about the village to talking about OD areas; looking for that ‘ignition’ moment to guide transition to Part B.
- Being careful not to move into Part B activities before ignition moment has been arrived at.
- How to bring the children into a separate group and conduct their triggering; and how to calibrate this triggering with the adults’ triggering so that the children’s procession achieves maximum impact.
- The significance of local language facilitation to achieve maximum engagement and understanding.
- Improving women’s participation, especially in the Muslim community.

- Sharing ideas from other (local) communities to stimulate community engineers and local technology development actors to come forward.

Areas where further improvement was still needed for some groups included:

- **Transition from Part A to Part B:** Participants need to be careful to properly identify the ignition moments and take steps to use the momentum, including listening in on the participants chatter and pulling out people who voluntarily make positive statements about wanting to stop eating shit or wanting to build latrines.
- **Order and completion of tools:** While it is not necessarily important to complete all the Part A tools if ignition has arrived, it is important to reach the trigger point – with at least some people ready to commit to stopping OD – before Part B activities, such as identifying community engineers to draw possible latrine designs can be achieved.
- **Children’s triggering:** There is ample time during the adults’ triggering to draw the children properly into analysis and facilitate them to own the process. This means having them complete all the tools except the calculation of medical expenses and the Part B planning - rather than simply having them learn slogans. When children have internalised the fact that they are eating shit and want to have latrines, they can be an important force during triggering and post-triggering follow up and progress to ODF by reminding their parents, and perhaps helping them, to make latrines.

**Box 1: Triggered villages over two days in
Quelimane District, Zambezia Province**

- Zalala 1
- Zalala 2
- Mucori Zone B and C
- Mussangane Zone A
- Mussangane Zone B
- Mussangane Zone C

On **Day 5**, the final day of the training, there were four important steps. First, an analysis of how the second triggering improved over the first and what the reasons were. Participants brought forward what they did differently the second time, and why this led to better outcomes in terms of

triggered communities, ready to make commitments on building pit latrines and working towards ODF. Many observations were important:

- Better team work and communication
- Better initial mobilization
- Better use of and understanding of the tools
- Better children’s triggerings
- Successfully avoiding mentioning latrines until later stages
- Successfully avoiding using teaching mode, including for hand-washing exercises.
- Managing to steer discussions away from the provision of latrine slabs or pits.

Second, the discussion moved on to Post-Triggering Follow Up, and how to move from triggering to ODF. The Natural Leaders are key actors in this process – which is why representatives from five of the triggered villages were invited to the training venue to prepare and present their ODF plans of action, facilitated by trainee participants. This exercise served the dual purpose of a powerful demonstration of how community members can be mobilized to take responsibility for creating an ODF environment; and of providing opportunity for networks and contacts to be established with them to support post-triggering follow up.

Village	ODF target date
Mucori B	June 2018
Mussangane A	September 2018
Mussangane G	December 2018
Zalala 1	July 2018
Zalala 2	July 2018

Finally, participants also had to prepare their own plans of action – how will they be a CLTS champion? How will they conduct trainings in their respective institutions / spheres of operation? How many ODF villages will be created as a result of these trainings? Who will they train? Who will their training teams consist of?

New groups were formed for this exercise on a geographical basis in order to facilitate maximum coordination between the different administrative levels of activity at each level. Action plans were then critiqued by key National level and Provincial level actors who would be supporting the process of putting refined versions of these into operation. Their suggestions for improving action plans included:

- Specifying who would be responsible for each step;
- Identifying budgets for trainings;
- Being realistic about the scheduling for each step;
- Starting as soon as possible in order to capture new learning effectively and fast-track the outcome of arriving at ODF villages;
- Making careful strategic selections of who would be trained.

Participants agreed to update plans to incorporate suggestions and submit drafts for further discussion by Wednesday, 25th April 2018. (See Annex 3 for outline of the action plans)

3.2.3 Participants' Evaluation of the ToT

In a participatory exercise, participants were requested to evaluate the training on criteria related to meeting their expectations, and how far they will be able to operationalize their new skills in their future work. Results of the evaluation are presented below.

To what extent ...	Number of Participants				
	<80%	60-80%	40-60%	20-40%	>20%
Did the workshop meet your expectations?	15	11	5	4	1
Was the training useful to you in your work?	17	11	1	3	0
Do you feel capacitated to be a trainer?	20	9	1	1	0
Will your enabling environment affect you positively?	25	3	0	1	8
Were logistics arrangements adequate?	3	6	1	1	18

3.2.4 Overview video

During the course of the Mission, different aspects of the assignment were captured by the videographer, including a video giving an overview of the training procedure, triggering exercises and results of triggering in terms of community commitments. This video was showcased on day 4 of the ToT as a part of the assessment and the trainees were provided feedback on the basis of the captured imagery. A detailed video capturing all the 5 days of the ToT, both within the classroom and field is currently under production.

3.2.5. Outcomes and limitations of the training

All trainees received an overview of the CLTS approach; the hands-on methodology; and the tools for implementing CLTS. They also acquired hands-on experience of pre-triggering, triggering and identifying and beginning to work with Natural Leaders. However, they did not acquire hands-on experience of post-triggering follow up or post-ODF activities and it is crucial to provide support to the trainees in order to make them adept in this important stage of the CLTS process. Since these are key steps in the CLTS process, care should be taken to build their experience in this regard, see below.

Pre-triggering and triggering are complex team processes in which a number of skills are required including: planning and organisation; community mobilization skills; skills to work with and engage children; community ‘listening’ skills; crowd management; goal orientation; faith in local capacity and knowledge; and some technical skills and knowhow for infrastructure problem-solving. A number of trainees made clear progress in several of these skills over the two triggering opportunities, across which improvements were observable in a number of dimensions. Other trainees had opportunity in these processes to take previously developed skills and apply these in CLTS-specific situations.

However, it was not possible in the space of this 5-day opportunity to identify trainees with *all* these skills, though many showed flair in some of them. It is recommended that opportunities be made for trainees to further develop their skills; and that training teams be put together that aim to cover these multi-dimensional attributes (see below in Section 3.2.6).

Triggered villages are a tangible outcome of the training which should be followed up, see below in Section 3.2.6.

3.2.6 Recommendations arising from the Training of Trainers workshop

- **Recommendations specific to trainer’s capacity:**
 - i. The best trainers are those who can facilitate others to achieve the outcome of ODF villages. CLTS is an outcome-focused approach. Where training is not monitored in terms of these outcomes; and where trainers are not accountable to them, it is easy to arrive at a situation – like that in India – where large numbers of trainers are trained and large numbers of villages triggered, but few ODF outcomes have been achieved. To avoid this situation it is important that, **a connection should be maintained between training and its expression / outcomes on-the-ground. This can be achieved by linking trainees to implementation processes for sufficient time that they gain enough hands-on triggering and post triggering experience to deepen their understanding and broaden the experience that they are able to**

communicate to their own trainees. In order to demonstrate the most important point in developing CLTS trainers, it is recommended:

- ⇒ A complete Provincial level plan for engaging all the trainees from Zambezia province who underwent ToT need to be developed. It is essential to make a special arrangement to engage as many CLTS trainers as possible from Zambezia province to be actively engaged in providing follow up to the 6 villages in Quelimane District.
- ⇒ It is strongly recommended that the time limits for achieving ODF status as mentioned by the respective triggered villages needs to be followed to be able to stick to it. If possible, trainers from other Provinces and National level should be invited to participate in at least 2-3 ODF celebrations. These celebrations need to be planned meticulously where the ODF community takes the lead and welcomes the neighbouring villages to free themselves from the tyranny of the wrong practise of OD.

- ii. Trained participants of the ToT workshop should be carefully followed up and supported to further develop and carry out their training plans as proactive CLTS champions and to develop more CLTS champions. Ideally, this should include a strategy for trainees to gain further field implementation experience.
- iii. Follow up should include opportunities for digital or face-to-face networking amongst each other, in peer to peer exchange settings which can help further build their training skills, keep them in touch with implementation processes, and broaden their experience of different triggering and post-triggering scenarios.
- iv. To deepen the outcome-focused orientation, trainee groups should be multi-sectoral (Ministry of Health, Ministry of Education, and Ministry of Public Works). Each sector should be encouraged to identify indicators which can assess the outcomes of trainings in ways relevant to the sector. For example

- ⇒ Indicators for the Ministry of Education could include how many schools are in a specified District in which all children are fully ODF, i.e. they come from ODF villages.
- ⇒ Indicators for the Ministry of Health could include how many support actors (e.g. food providers) around hospitals and health posts come from ODF villages.

- **Recommendations specific to trainer's future trainings:**

- i. Future training should be conducted in teams consisting of trainees displaying specific skills (e.g. as mobilizers; as having strengths in conducting triggering tools; as having strengths in the classroom or in the field). We recommend at least 3 teams to be mobilized for further trainings in Southern, Northern and Central areas of Mozambique.
- ii. It is strongly recommended that trainees are enabled to maintain a functional network of trainer practitioners within and beyond these groupings, in order to continue to build skills and draw on the experience of other trainings in the development of their own.
- iii. Preparation for the trainees' own trainings should include the development of strategic and accurate participant lists, so that these sub-trainees can also be supported with follow up and properly integrated into institutional implementation plans.

- iv. Trainers' trainings should be properly supplied with training materials (in advance) so that trainings are effective and efficient. Training materials in Portuguese should be developed and supplied. CLTS Foundation could provide overview consultation services for this process.
- v. Each training workshop should produce at least a few ODF villages triggered during training, and should be monitored accordingly. Training workshops should thus include the development of proper follow up mechanisms for those villages.
- vi. Video training modules and materials in Portuguese should be developed using footage collected during this master training. These could be created by videographer Ernanio Mandlate supported by CLTS Foundation at the Kolkata office.
- **Recommendations specific to the outcomes of this training:**
 - i. Post triggering follow up should be put in place immediately to support the triggered villages. Frontline staff from Zambezia, including trainees where possible, should be given a role to ensure this follow up support.
 - ii. Triggered villages should be included in the plan for Post-ODF activities in the Province generally, including for monitoring sustained ODF and activities to promote scaling the sanitation ladder.

3.3 Institutional triggering, Zambezia Province

3.3.1 Overview of the institutional triggering methodology

Institutional triggering is a methodology that has been developed and used by the CLTS Foundation in a number of contexts, and at various different levels to bring about institutional change for improved coordination and greater speed of implementation of CLTS. It has been successfully used in Ghana, Madagascar, Timor Leste and Sudan among other countries.

Institutional triggering is a mechanism to bring about positive attitude change amongst institutional actors, inspiring them to commit their efforts and political will to support CLTS. It involves evoking strong sense of responsibility for the death, suffering, harassment and financial losses experienced by the population, especially children, as a result of controllable diseases such as cholera and diarrhoea. This is seen against a backdrop where some communities which have liberated themselves and become ODF with minimal facilitation and support have significantly reduced their disease burden.

A CLTS community triggering evokes emotions of shame, disgust and self-respect. In institutional triggering, the key individual changes sought are a sense of responsibility and commitment to act promptly. This includes action to empower all communities in a District or Region, and to spread stories of success about ODF communities, giving everyone the opportunity to liberate themselves from open defecation and its health consequences through their own actions. Much like CLTS triggering, institutional triggering should not be seen as a single event. It requires preparatory actions (pre institutional triggering), institutional triggering, and follow up (post institutional triggering follow up mechanism). Outcomes aimed for, include a plan or roadmap for radical change which includes a target date for achieving a clear goal that covers a substantial administrative area such as a ODF District, ODF Region or ODF Country.

3.3.2 Zambezia advocacy event and Institutional Triggering, Quelimane Ministry of Finance, 23rd April 2018

The meeting was attended by 58 participants from the Zambezia District administration and partner / NGO representatives, with a core group of 21 (of 22) District Administrators covering all Zambezia Districts barring one (Mocuba District) (See Annex 6).

In line with the Institutional Triggering methodology, the meeting was preceded by a pre-triggering meeting described in Section 3.1.

The meeting was focused on filling gaps in the third of the three CLTS circles: the Enabling Environment. Addressed and attended by His Excellency Abdul Razak, Governor of the Province of Zambezia, as well as key players from the Departments of Health, Education, and Agriculture/Rural Development, an important objective of the meeting was to raise sanitation up to the Provincial agenda, and make clear to administrative stakeholders that sanitation has backing at higher levels.

Institutional triggering aims to upgrade the level of knowledge and understanding of CLTS among such stakeholders, and at the same time to enhance their sense of personal responsibility for solving sanitation failures (for full agenda, see Annex 5). The core group of the 21 of the 22 District Administrators (DAs) who will play key roles in CLTS implementation and coordination in the Districts, along with other participants were first stimulated to take responsibility for action on sanitation using the ‘giant map’ participatory methodology: a huge paper map of Zambezia Province marking Districts on which the DAs stood in their respective Districts; made a rough assessment/analysis of the sanitation situation of other Districts; and wrote basic District level data on the map (See Annex 7).

Following a brief orientation in CLTS, two ‘live tools’ were used to show how the CLTS approach can be successful in changing the sanitation profile of the Province, and that this process has now begun in Zambezia. First, a rough cut of the video material collected during village triggering exercises and the overall Training of Trainers was used to give an overview of the approach and tools. Second, powerful use was made of a Natural Leader identified during these triggering exercises and subsequent presentations at the training. Januarío Jocia, community leader and Natural Leader from Mucori B, gave a strong summary of the triggering and the Action Plan developed by the village subsequently (See Annex 8). Observers were particularly interested to hear more about how the Calculation of Shit had been done in the village and how all the members in the community were going to be included in the process.

District Administrators absorbed this information to then make their own outline plans on three topics (See Annex 9):

- How to make an ODF District;
- How to monitor progress towards ODF districts;
- Recommendations for enhancing inter-departmental collaboration in support of efforts to create ODF Districts.

These plans were then synthesised and presented to His Excellency Abdul Razak, the Provincial Governor, alongside a specific Plan of Action developed by the Department of Health.

3.3.4 Outcomes and limitations of the triggering

His Excellency Abdul Razak, the Zambezia Provincial Governor has gained information on the CLTS approach to sanitation and the role of behaviour change; and been motivated to place sanitation higher on the Provincial Agenda. He is also aware that District Administrators have received an orientation and have begun planning on how to integrate the approach into their work, and are therefore, well placed to develop more concrete plans.

21 of 22 District Administrators in Zambezia have been exposed to ‘live’ examples of how CLTS works and have enhanced knowledge of key principles of the approach. They have also begun analysis of how CLTS could actually be carried out through their leadership, and been orientated towards scaled-up goals for sanitation: visualising outcomes in terms of ODF Districts rather than ODF communities. Guidelines on strategy (using Natural Leaders; defining indicators; stimulating inter-departmental collaboration) were implicit in the ‘hints’ provided for their group analysis, providing them with technical guidance to use as they further develop these plans.

Both of these outcomes require follow up to put them into action for scaled up sanitation – see recommended action below.

3.3.5 Recommendations specific to Zambezia Province next steps:

Action to build momentum at the Province level should take place as soon as possible, building on the momentum generated through this Mission.

Consider creating a strong focus on Zambezia as a fast-track sanitation Province which can then be showcased more widely, acting as a learning laboratory to stimulate fast-track work in other provinces, and a critical mass to generate spread. This could involve:

- Strategic selection of focus Districts to create learning laboratories at the lower level
- As part of this selection, establish a mechanism for rapidly identifying the District Administrators who are motivated to take action following this Mission. A possible strategy would be to send a circular to all District Administrators, via the Provincial Governor, giving notice of a rapid appraisal of their initiation of a community empowerment process and the capacity support needed to support them. Appraisal will be concerned with:
 - i. Engaging trainers (only those who have had involvement in successfully developing at least 10/15 ODF villages from pre-triggering, triggering through to post-triggering follow up)
 - ii. Conducting village triggerings and follow up
 - iii. Development of District plans and identifying budget
 - iv. Initiatives to bring traditional and religious leaders on board
 - v. Initiatives to support Natural Leaders and Community Consultants
- Actively building Champions at District and Province level.
 - i. Invest in the most motivated District Administrators emerging from this appraisal as CLTS Champions, which may include exposure visits to Champion sites in Mozambique and elsewhere (e.g. Zambia, Malawi).
 - ii. Invest in the Zambezia Governor as a CLTS Champion, including facilitating exposure / contact with other high level CLTS leaders in Mozambique and

elsewhere to build his understanding of how state / province wide scaling up has taken place elsewhere.

- Establishing a functional plan to support all Districts to roll out CLTS, with a focus initially on selected Districts.
- i. Facilitate the development of targets and roadmaps by all 22 District Administrators, for example Bringing together all the District Administrators and Heads of Partner NGOs under the leadership of the Provincial Governor in a 2 day workshop.
- **Orientate all actors towards creating Natural Leaders**, and write the emergence of natural leaders into programme outcome targets. Behaviour change at scale is like a social movement; Natural Leaders are the actors who disseminate the change via their social networks and local level institutional positions. Facilitate Natural Leaders to broaden their sphere of influence by institutionalising their roles and/or putting them in direct contact with other (neighbouring) communities and by showcasing their work.
- Identify actions to institutionalise CLTS at Province level, especially establishing a functional plan to support each District in the roll out of CLTS.

3.4 High level meetings, Maputo

On Wednesday, 25th April 2018, two high-level meetings were organised in Maputo. The first was a multi-sectoral advocacy meeting (See Annex 10) with planned participation of National Directors, technical staff from the Ministries that are part of the multi-sectoral group, sanitation sector partners, consultants and other important figures for the water and sanitation sector. The second was a short high-level Institutional Triggering with participation of Government Ministers, National Directors and sanitation focal points.

3.4.1 Multi-sectoral meeting

The profile of participants at the multi-sectoral meeting was somewhat different than anticipated, with officials from the Water and Sanitation Department, DNAAS, and partner organizations making up the majority of attendees (See Annex 11). However, one technical staff each from the Ministries of Education and Health also attended, and four District Administrators, two from each of Tete and Manica Provinces where UNICEF had previously focused the One Million sanitation programme. These administrators were from Districts in which good ODF results had been achieved. (See Annex 12)

The meeting aimed to equip participants with:

- An understanding of the CLTS approach, objectives and methodology and the need to focus on sustained behaviour change.
- Understanding the need to fast track work on sanitation through a collaborative inter-ministerial initiative and overview of the role of each Ministry in achieving sustainable sanitation.
- Opportunity for analysis of adaptations within Ministries / Departments which would support scaling up of CLTS.

Using a participatory methodology, the meeting began with analysis of levels of engagement of different ministries alongside levels of their significance to progress on scaled-up sanitation coverage.

This was followed by a short orientation on the CLTS approach, once again including ‘live’ examples – a rough-cut video documenting the events of the Training of Trainers and follow up Institutional Triggering in Zambezia; and live testimonies from Champions of the approach from Tete and Manica: the District Administrators in Manica and from Casola and Maque Districts in Tete.

Testimony from Manica and Tete on what they had done differently to implement CLTS included:

- Creating consultative committees linking government actors with external actors, and holding monthly meetings
- Working with religious and traditional leaders and engaging community leaders as central actors
- Working with formal and informal institutions at local levels
- Creating a sanitation forum
- Working through Community Health Workers (APEs)
- Working with schools and communities around them simultaneously
- Creating healthy competition between schools on sanitation
- Using popular media such as theatre and community radio
- Drawing on social solidarity to support poor community members and those less able to build latrines

Finally, participants were given opportunity in multi-sectoral groups to think strategically around four central questions:

- What directives are needed from the highest level to support inter-sectoral convergence on sanitation?

Insights included that:

- i. The Ministry of State Administration should take the lead on convergence since they lead at the District level and establish links with the community
- ii. District Administrators should be responsible for targets and indicators
- iii. The Ministry of Public Works should be responsible for developing standards and working with the Ministry of State Administration.
- iv. In collaboration with the Ministry of Health, Community Health Workers should be trained in new methodologies in order to achieve ODF areas.
- v. Through the Ministry of Education, teachers should be trained to trigger; basic sanitation infrastructure should be established in schools; and sanitation as preventative health should be included in the curriculum.

- What indicators would you recommend for monitoring of your ministry to track the speed of sanitation progress?

Insights included that each Ministry either can adapt existing indicators or can develop indicators relevant to sanitation. Examples were given for the Ministries of Health, Education, Public Works and State Administration.

- What can be done at National level to support Provincial level collaboration?

Insights included that:

- i. Speedy disbursement of funds should take place on the basis of Provincial and District Plans
 - ii. The National level should reach out with enhanced human resources
 - iii. A refresher course should be made available to technicians
 - iv. The influence of the Permanent Secretary can help
- What can be done to establish financial planning and budgets to support CLTS scale-up?
Insights included that:
 - i. Each of the Ministries should have a budget line for sanitation
 - ii. A District level budget line should be established on the basis of District plans
 - iii. The District Development Fund could be tapped on a competitive basis for sanitation funds, through specific costings for creating specified numbers of ODF communities
 - iv. A common provision fund should be established at Provincial level as a framework for joint and inclusive planning. Partners should all contribute into this common pool.

3.4.2 High Level Institutional Triggering

The high-level institutional triggering was attended by four key figures: Higino Francisco de Marrule, Minister of Agriculture and Food Security; Adriano Maleiane, the Minister of Finance; Carlos Bonete Martinho, Minister of Public Works and Dr Zacarias Zindoga, Permanent Secretary to the Ministry of Health. The National Director of the Ministry of State Administration also attended, responsible for all of Mozambique's 151 District Administrators. Other participants included senior technical staff from Ministries and leadership from a number of partner organisations (For detailed agenda, see Annex 13).

The meeting included an overview of Mozambique's relatively poor performance on sanitation in comparison to Eastern Southern Africa Region neighbouring countries, and a brief orientation on the CLTS approach. It also saw District Administrators from Tete and Manica present their good practice stories to Ministers, and saw engaged discussions on sanitation issues by Ministers in small groups structured to include high level technical staff and partners alongside the guests of honour (See Annex 14).

3.4.3 Outcomes of the meetings

The multi-sectoral advocacy meeting deepened participant's understanding of the CLTS approach and its implications for the administration of a scaled-up sanitation strategy. It also generated a number of insights into practical ways forward (see above), creating a basis for agreeing and proceeding with ways forward in inter-institutional collaboration.

While the high-level institutional triggering did not generate concrete commitments to sanitation on the part of Ministers, it clearly raised the profile of sanitation on the high-level agenda, a key step in creating an enabling environment for scaling-up. Generating an opportunity for mixed-group and mixed-level engaged discussion on sanitation with Ministers was a real achievement and will have contributed to enhanced understanding of the importance of the sanitation agenda.

4. Overall Recommendations for follow up actions:

The following are the broad recommendations which emerged from the CLTS Foundation team's visit between 11th and 27th April, 2018. These are some of the major recommendations which surfaced from the three major events conducted during the mission viz.

- National level Training of Trainers (ToT) (16th-20th April),
- Institutional Triggering of the Province and District level officials of Zambezia Province in Quelimane (23rd April) and
- High level meeting and Triggering of Senior Officials and Ministers in Maputo (25th April).

It is of extreme importance to act fast and utilize the momentum around sanitation that has been created through the preparation for this mission, its activities, and associated activity following the events described here across all levels.

It will be helpful to perceive the task for the next months as one of building a social movement around sanitation behaviour change. This framework puts in place concepts, strategies and methodology for scaling up CLTS with quality, allowing for strategic decision making in line with the methodology. It brings together core ideas and focus areas for the way forward, such as: building and using Champions; strengthening inter-ministerial and inter-institutional functional linkages amongst them; using social and institutional networks to spread sanitation ideas and change social norms in sanitation; and supporting capacity enhancement.

In concrete terms, this means:

At National Level

Building allies and working to articulate clear statements of common interests with strategically selected key Ministries in association with Ministry of Public Works. This could mean:

- Organising opportunities to elaborate and plan concrete areas of common interests leading to joint action with the Ministries of State Administration, Health and Education.
- For the Ministry of State Administration, strategic entry points are likely to be:
 - i. Around the role of District Administrators in drawing together the human resources and strategic thinking required for creating ODF Districts, and the budget pathways to support this, preferably within a commonly agreed timeframe.
 - ii. Around the institutional links between District Administrators and community / traditional / religious leaders, who are likely to be key actors in a scaling up process.
- For the Ministry of Health, strategic entry points are likely to be:
 - i. Preventative and public health mandates including the role of Community Health Workers in implementing these.
 - ii. Aligning high-level indicators and data collection so that the role of sanitation behaviour change at District Health Post levels and lower can be tracked and used to build evidence for and further momentum around behaviour change (e.g. declining cases of diarrhoea, cholera, etc. reported in District hospitals and Health posts in Administrative posts and Localidades).

- For the Ministry of Education, strategic entry points are likely to be:
 - i. The role of sanitation behaviour and reduced sickness in school attendance
 - ii. The role of teachers in influencing social norms
 - iii. Developing a school sanitation strategy that targets not simple ODF schools but ODF children attending them; i.e. linking schools triggering with community triggering in geographic terms; selecting target schools in relation to strategic District ODF planning.

Overall Urgent Recommendations at the National Level

- It is crucial to note that all the above mentioned points were summarized in a comprehensive manner during the High level meeting with the Ministers, National Directors and Ministry Secretaries along with the Partners on 25th April in Maputo. The summary of these recommendations which emerged during the meeting was elucidated by the Mr. Carlos Bonete Martinho, the Honorable Minister of Public Works, which was seconded by Mr. Adriano Maleiane, the Honorable Minister of Finance, Mr. Higino Francisco de Marrule, the Honorable Minister of Agriculture and Food Security and Dr. Zacarias Zindoga, the Permanent Secretary of Ministry of Health. In order to formalize the summary speech by the Minister of Public Works, it is recommended:
 - i. A high level team consisting of Natural Director of DNAAS, MISAU, MINEDH and MAEFP should jointly create document the summary of the recommendations which emerged from the four working groups and get the same endorsed by the three Honorable Ministers who were present at the High level advocacy meeting. A neatly worded and compiled document needs to receive signatures of the Ministers and be circulated amongst all the participants of the workshop for the purpose of information and record. The document may capture the two most important points, the urgent need for developing and putting in place mechanisms whereby the frontline staff of the Ministry of Public Works, Health, Education and Environment can work in harmony at the comunidade level. These efforts by the frontline staff must lead to ODF villages, localidades, administrative posts and eventually ODF districts.
 - ii. It is important to undertake initiatives of triggering and exposing all the 10 Provincial Governors to the CLTS/SANTOLIC approach which may be organized following the methodology which was used in the Zambezia province to trigger the District administrators in the presence of the Provincial Governor of Zambezia.
 - iii. Similar initiatives and methodology must be undertaken and followed to trigger the District administrators as was carried out in Zambezia to trigger the 22 District administrators in the presence of the Provincial Governor of Zambezia.

It is important to mention here that the enthusiasm generated during this Mission needs to be furthered with full vigour by engaging a small group of people who will follow up on all the activities and commitment as full-time staff at least for a span of two months.

- Points which emerged from the Debriefing meeting on the 26th April:
 - i. Formation of a joint hub for scaling up of SANTOLIC all across the nation as was carried out in Kenya. A centre can be established within the Ministry of Public Works/Health by drawing one or two full time/part-time staff from the Ministry of Health, Education and State Administration. This hub would act as a nerve centre and connect all the Provinces and the Districts to ensure supply of information, capacity

building mechanisms, new experiences from new areas and possibly, run a monthly/bi-monthly newsletter on SANTOLIC in Mozambique.

- ii. Identify and nurture champions emerging across all the different levels- Comunidades, Localidades, Administrative posts, Districts and Provinces.
- iii. Efforts undertaken by selected promising and potential champions need to be highlighted and their capacity should be built up through exposure visits, exchange visits and bringing their stories to the forefront through print and electronic media.
- iv. The hub should be capable of identifying and documenting emerging innovations from different Districts and Provinces as SANTOLIC is further rolled out.

At the Province Level

Consider creating a strong focus on Zambezia and/ or one or two other (low-hanging fruit) Provinces to fast-track sanitation in these Provinces which can then be showcased more widely, acting as a learning laboratory to stimulate fast-track work in other Provinces, and a critical mass to generate spread. This could involve:

- Cashing in on the triggerings in Quelimane District and the emergence of Natural Leaders there; generate post-triggering follow up activities and establish ODF outcomes. Frontline staff from Zambezia, including ToT trainees where possible, should be given a role to ensure this follow up support.
 - i. Strategic selection of focus Districts to create learning laboratories at the lower level
 - ii. As part of this selection, establish a mechanism for rapidly identifying the District Administrators who are motivated to take action following this Mission. A possible strategy would be to send a circular to all District Administrators, via the Provincial Governor, giving notice of a rapid appraisal of their initiation of a community empowerment process and the capacity support needed to support them. Appraisal will be concerned with:
 - ⇒ Engaging trainers (only those who have had involvement in successfully developing at least 10/15 ODF villages from pre-triggering, triggering through to post-triggering follow up)
 - ⇒ Conducting village triggerings and follow up
 - ⇒ Development of District plans and identifying budgets
 - ⇒ Initiatives to bring traditional and religious leaders on board.
 - ⇒ Initiatives to support Natural Leaders and Community Consultants
 - iii. Actively building Champions at District and Province level.
 - ⇒ Invest in the most motivated District Administrators emerging from this appraisal as CLTS Champions and provide new learning opportunities through exposure visits to Champion sites in Mozambique and elsewhere (e.g. Zambia, Malawi).
 - ⇒ Invest in the Zambezia Governor as a CLTS Champion, including facilitating exposure / contact with other high level CLTS leaders in Mozambique and elsewhere to build his understanding of how state / province wide scaling up has taken place elsewhere.
 - iv. Establishing a functional plan to support all Districts to roll out CLTS, with a focus initially on selected Districts.

- v. Facilitate the development of targets and roadmaps by all 22 District Administrators, for example bring together all the District Administrators and heads of partner NGOs under the leadership of the Province Governor in a 2 day orientation workshop.

Cross-cutting issues

- **Actively creating and using Champions.** Champions do not simply emerge; they need to be actively created from actors showing interest and potential. Champions are required at District, Provincial and National levels. Strategies include:
 - i. **Exposure visits:** Understanding the capacity for playing a role as sanitation behaviour change advocates can be generated by putting potential advocates in direct touch with those who are already playing this role at similar institutional levels in Mozambique or elsewhere (such as Zambia / Malawi / Madagascar).
 - ii. **Creating platforms or supporting existing institutional platforms** for Champions so that their influence is amplified. This might be by creating opportunities for Champions to speak out at associated meetings / events / in the media or by orienting a Champions existing platform of influence further towards sanitation behaviour change goals (such as working with religious leaders).
 - iii. **Using Champions to showcase success stories** and draw attention to ODF communities / districts which can be used as learning laboratories.
- **Actively creating and using large numbers of Natural Leaders:** Natural Leaders are local level Champions and are the driving force behind the dissemination of sanitation behaviour change at local levels through social and institutional networks. It is recommended that **all (implementing) actors be oriented towards creating Natural Leaders**, and write the emergence of natural leaders into programme outcome targets. Facilitate Natural Leaders to broaden their sphere of influence by institutionalising their roles and/or putting them in direct contact with other (neighbouring) communities and by showcasing their work at higher levels.
- **Establish and maintain a link between training and its outcomes** in terms of ODF villages and the emergence of Natural Leaders. The best trainers are those who can facilitate others to achieve the outcome of ODF villages and inspire Natural Leaders to take the work forward. While a cascade model for training may be relevant at the beginning of the movement-building process, **the vision for training should be for a model in which star trainers arise out of successful implementation processes** and are then facilitated to capacitate others.
- In the short term, and in relation to the ToT conducted for this Mission: Trainees should further build their own capacity and experience in post-triggering follow up to achieve ODF villages. This means:
 - i. As far as possible, linking trainees to implementation processes in Zambezia for sufficient time that they gain enough hands-on triggering and post triggering experience to deepen their understanding and broaden the experience that they are able to communicate to their own trainees.
 - ii. Establishing opportunities for digital or face-to-face networking amongst each other, in peer to peer exchange settings which can help further build their training skills,

keep them in touch with implementation processes, and broaden their experience of different triggering and post-triggering scenarios.

- iii. Fast-tracking the development of training materials in Portuguese. Video training modules and materials in Portuguese should be developed using footage collected during this Master Training. These could be created by videographer Ernanio Mandlate supported by CLTS Foundation at the Kolkata office.
- Consider designing a hand-holding support process for the scale-up, and contracting external facilitators for this, with inputs from CLTS Foundation if required.

Annex 1 – Schedule for the Training of Trainers



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Agenda for the Training of Master Trainers for scaling up of CLTS in Mozambique

(16th – 20th April, 2018)

The major focus of this National Level Training Workshop on CLTS is to enhance the capacity (including knowledge and skills) of the Master Trainers and Facilitators from the government ministries, Universities, departments and major WASH institutions on Community Led Total Sanitation (CLTS) in Mozambique. This is designed to fast-track the process of institutionalisation and nation-wide scaling up of CLTS. The TOT is being organized by UNICEF/DFID Mozambique and CLTS Foundation from 16th-20th April, 2018 to be held in Zambezi province. A total of 30 trainers from DNAAS, DPOPH, SNV, UNICEF, Mozambique and Water Aid among others are scheduled to participate in the hands on training workshop to update their knowledge, facilitation skills and all aspects of CLTS. The main objective of the training is:

- Accelerate the elimination of open defecation and adoption of safe sanitation across the country.
- Capacity development on effective and contextualized sanitation promotion methods across different departments
- Ensure the enabling environment of the integration of CLTS across line ministries and different levels responsible for sanitation promotion
- Ensure the availability of resource people across provinces from different departments to scale up CLTS in the entire country

At the end of the training, each participant or as group of participants will be able to develop a training module and associate budget to introduce this training in each university or institute and these institutions will be responsible to run this training on request. Each of the development agencies have identified trainers with potential to work as certified CLTS Master Trainers for their respective agencies.

During the 5 days' TOT, the participating trainers will undergo an intensive training both in the classroom and on field to sharpen their knowledge, skills and understanding of training of facilitators of CLTS to hasten up access to sanitation across Mozambique. A draft outline of the training schedule is as follows:

Day	Agenda	Method
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<p>Day 1 – April 16th</p>	<ul style="list-style-type: none"> • Welcome and keynote speech by Regional Governor, UNICEF Representative/others • Introduction of all present • Expectations from the workshop • Objectives of the workshop • Finalising schedule of the workshop • Genesis, Background, Rationale, Applicability, Methods, limitations and Dangers of CLTS • Why CLTS? • Attitude and Behaviour Change (ABCs) • Principles and Philosophy • Do’s and Don’ts including Role of Team Members and Facilitation Skills • Sharing global experience with a focus on Eastern and Southern Africa - Video and Slides presentation <p>All the above sessions will be facilitated totally in a participatory mode where Small Group Work, Large Group Presentations, Role Play, Lecturettes and Presentations will be used</p>	<ul style="list-style-type: none"> • Classroom- Full Day • Experiential Learning Cycle (ELC) Methods -Derived from evidence based principles of learning, ELC provides practical guidance about designing training sessions. The guidance in the ELC applies to both the intervention as a whole and to the individual lessons and activities. • The participants will be taken through the different methods and techniques of ELC on the first day.
<p>Day 2 – April 17th</p>	<ul style="list-style-type: none"> • Recap of Day 1 and Synthesis of Learning • Dry-run Practice of CLTS Tools and Techniques • Handling Challenging Situations during Triggering • Transition from Part A (Sanitation Appraisal) to Part B (ODF Planning) • Post Triggering Follow Up • Preparation for the Village Visit • Introduction and Negotiation between the Village Leaders (villages to be visited) and Participant Groups. • Arranging Logistics and Materials and transportation for the Village Visit. 	<ul style="list-style-type: none"> • Classroom-Full Day • Practical Application of ELC Methods. • Introduction to the various CLTS stages, tools and techniques • Pre-Triggering exercise. • There would be a strategy drawn up on how to conduct triggering and live demonstration using the different CLTS tools and techniques will be undertaken. • Arrangements for the next day’s Village Visit.
<p>Day 3 – April 18th</p>	<ul style="list-style-type: none"> • Travel to Village and Triggering of CLTS by Groups (Half Day) • Return to Training Centre and Review of Village Triggering experience 	<ul style="list-style-type: none"> • Classroom and Field • Triggering Exercise will be held in the First Set of Villages. • After the Village Triggering,

	<ul style="list-style-type: none"> • Video Playback and Synthesizing the Learning Points from First Day Village Exercise • Fine-Tuning and improving the Village Work Strategy based on the First Day's Field Experience 	Videos will be shown and Lessons from the Field will be used to Fine-tune the Strategy for the Next Day.
Day 4 – April 19 th	<ul style="list-style-type: none"> • Travel to Village and Triggering CLTS in new villages by Groups (Half Day) • Return to Training Centre and Review of Village Triggering • Video Playback and Synthesizing the Learning Points from Second Day Village Exercise • Preparation for Next Day's Community Presentation 	<ul style="list-style-type: none"> • Classroom and Field • Discussions and Summary. • The Fourth Day will Include the Following: <ul style="list-style-type: none"> - Reflections and Lessons from the Field Exercise - Clarifications on ELC Methods and CLTS Facilitation Skills - Drawing up Strategy to Prepare for Community Presentation the Next Day.
Day 5- April 20 th	<ul style="list-style-type: none"> • Reflection on the Experience of Village Visits and Drawing Conclusions for Future Work. • Facilitating the Triggered Community's Presentation (who would be invited to the training venue for sharing their experience and actions initiated already) • Sharing of the Video Recording on Community's Local Action Initiated over the Last 24 Hours • Reflections from the Community's Natural Leaders • Planning of Post Triggering Follow Up Activities of the Triggered Villages • Develop a roll out strategy for national level training across ministries and provinces • Action planning on Zambezia Province: Facilitate implementation plans for the districts in Zambezia • Evaluation and Closing 	<ul style="list-style-type: none"> • Classroom- Full Day • Discussions, Summary and Wrap up. • The final day will focus on: <ul style="list-style-type: none"> - Post Triggering Activities - Post ODF Activities - Strategy for Scaling Up CLTS in Mozambique

P.S. Each day's agenda will be divided in an appropriate manner and tea/coffee/lunch recess will accordingly be incorporated.

Annex 2 – Training of Trainers – list of participants

Training of Master Trainers for scaling up of CLTS in Mozambique (16th – 20th April, 2018)

	Name	Organisation	Province	Level of work	Level and Role	Contact details	Day 1	2	3	4	5
1.	Albertina Carlos Liala Assane	DPOPHRH	Zambezia	Province	Tecnica area social	846994801 bertinaassane@gmail.com	x	x	x	x	x
2.	Alfredo Garcia	UNILURIO	Nampula	Province	Docente	847507356 aperez8105@gmail.com	x	x	x	x	x
3.	Amélia José Mochapire	Ama	Cabo Delgado	District	Técnica de Governação Agua e Saneamento da ama	847936924 ameliamochapire@gmail.com	x	x	x	x	x
4.	Arcangelo B Amussala	DPS	Zambezia	Province	Technico do Departamenta de sauds publica	842121520 ayzamassala@gmail.com	x	x	x	x	x
5.	Aide	?	Zambezia	Province		848177096	x	x	x	x	x
6.	Armino Pedro	DNAAS	Zambezia	Province		844115790 armino.pedro@gmail.com	x	x	x	x	x
7.	Chandinho Vontade	SNV	Zambezia	Province	Assessor de Med	845174000 cvontade@snv.org	x	x	x	x	x
8.	Eddy Mulhovo	UEM	Maputo	National	Investigador	843587359 eddy.mulhovo@gmail.com	x	x	x	x	x
9.	Elcidia de Sousa	DPOPHRH	Zambezia	Province	Technica	824291453	x	x	x	x	x

10.	Eugenio Muvale	DNAAS	Maputo	National	Technico	840578182	eugenio.muvale@gmail.com	x	x	x	x	x
11.	Filomena Aide	MISAU- Direcção Nacional de Saúde Pública,	Maputo	National	ASA, tecnica de saude ambiental		filoaide@gmail.com	x	x	x	x	x
12.	Fominha Addinci Dora	DPS	Nampula		District - Tech Sanament- DPS Nampula	842475300		x	x	x	x	x
13.	Francisco Sumbane	Helvetas	Nampula		District - Coordenador de projecto da HELVETAS Swiss Intercooperation		Francisco.Sumbane@helvetas.org	x	x	x	x	x
14.	Geneto Mancel Jamal	SDPI Quelimane	Zambezia		Technica			x	x	x	x	x
15.	Gervásia Lapone	MAEFP- Direcção Nacional da Administração Local	Maputo		National – Technia Superior	846594782	glapone@hotmail.com	x	x	x	x	x
16.	Ilda Clara Miguel Bene	DPEDH			Provincial – Technica de saude escolar	829742290	Ilda.bene@yahoo.com	x	x	x	x	x
17.	Ivone Amaral	SNV	Zambezia					x	x	x	x	x
18.	Lucas João Francisco	DPEDH				846207911	lucasfielfrancisco68@gmail.com	x	x	x	x	x
19.	Mahamed	Universitad	Zambezia		Docenta			x		x	x	x

	Shabir J Mia	Pedagogia, Quelimane -											
20.	Marcio Danilo J. De Morais	DPOPHRH						x	x	x	x	x	
21.	Odete Muchanga	Amasi	Nampula		District- coordenadora da AMASI		odetemuchanga@yahoo.com.br	x	x	x	x	x	
22.	Quermildo Aliginar	CFPAS	Maputo		National	823996877	quermildojequessene@gmail	x	x	x	x	x	
23.	Rufina Novele	MINEDH- Direcção de Saúde e Nutrição Escolar	Maputo				rufina.macie@mined.gov.mz	x	x	x	x		
24.	Sergio António Baltazar	DPOPHRH						x	x	x	x	x	
25.	Stela Algumassi	MITADER	Zambezia		Provincial - Technician ambient	827646886		x	x	x	x	x	
26.	Eduada Chale	World Vision	Nampula		District – Comdemadona Tech	845219840		x	x	x			
27.	Arcanjo Ad	Sedi Consultur	Zambezia		District - Supervisor	845177096			x	x	x	x	
28.	Zecaianseca J Costa	SIDE LDA	Zambezia		District - Supervisor	84716886 /823235267	Zecacosta13@gmail.com		x	x	x	x	
29.	Sonia JE Bilale	ASA Consultores	Zambezia		District – Facilitator - tecnico	848774218			x	x	x	x	
30.	Trevor Moreira	Naza LDA	Zambezia		District – Animader - Technica	846032219	trevormoreira@gmail.com		x	x	x	x	

31.	Jose Alfredo	ASA - Consultors	Zambezia		District - Facilitator	840573975			x	x	x	x
32.	Limordo E Julio	NAZA LDA	Zambezia		District - Supervisor	845812261	limordoise quiel@gmail.com		x	x	x	x
	RESOURCE PERSONS											
1.	Ernanio Mandalate	Kisai – Maputo	Maputo		Videographer							
2.	Sra. Rostina Massingue	DNAAS	Maputo									
3.	Sra. Carlota Muianga	UNICEF	Maputo									
	Sergio simango	UNICEF										
4.	Dr Kamal Kar	CLTS Foundation										
5.	Kirsty Milward	CLTS Foundation										
6.	Megha Sen	CLTS Foundation										
7.	Jose Pires	UNICEF										
8.	Julio Cesar	Interpreter										
9.	Jose Ivo	Interpreter										

Annex 3: Outline of Action plan by Training of Trainers participants, 16th-20th April 2018

D-PETZ

CABO DELGADO PLAN TRAINING (MAIO - DEZEMBRO)

Nº	ACTIVIDADE	META	PERIODO	RESP.
1	Treinamento de 40 Facilitadores de Santolic (DPOPHIA/SAUDE/EDUCAÇÃO) MEIO AMBIENTE	2	Junho Agosto	FSU AMA
2	Despertar (Montepuez, Anuabe, Chiure e Macomia)	60	Junho Dez	FSU
3	Comunidades LIFECA	40	Nov Dez	Equipa multi-sectorial
4	Monitoria PÓS LIFECA	40	Março a Dezembro 2019	FSU

LOCAL DE TREINAMENTO (ANCUABE-DISTRITO)

Cabo Delgado

PLANO A ACCAÇÃO NAMPULA Maio - Dezembro

ITEM	ACTIVIDADE	LOCAL	Nº comunidades
2	CAPACITAÇÃO dos Formadores Distritais	5 Distritos	6
3	Nº de despertares nas capacitacoes	Comunidades	24 Despertares
4	Monitoria das Comunidades Despertadas	Comunidades	24
5	Pre-Avaliação das Comunidades	Comunidades	24
4	CAPACITAÇÃO dos Formadores nível Provincial	Provincia	1
6	AVALIAÇÃO das comunidades	Comunidades	24

Nampula

ACTIVIDADE	PRAZO	LOCAL	Responsavel	ORÇAMENTO
4- CAPACITAR TÉCNICOS PROVINCIAIS, DISTRICTAIS E COMUNITARIOS	Julho 2018	CABO Delgado	GAS Obras Publicas	1.810.000
1- CAPACITAR TÉCNICOS PROVINCIAIS, DISTRICTAIS E COMUNITARIOS	Julho	ZAMBIA	GAS MINED	1.810.000
CAPACITAR TÉCNICOS PROVINCIAIS	Agosto	Nampula	MISAU/ GAS	1.810.000
MONITORIA PÓS LIFECA	SETEMBRO	TODAS PROVINCIAS	MAEIP GAS	800.000,00

National Level

PLANO DA ZAMBÉZIA

PERÍODO	ACTIVIDADE	LOCAL	RESP
MAIO	FORMAÇÃO DE TÉCNICOS DISTRICTAIS E EMPRESA A. SOGAL	NAMAROI ILE MOCUBA	FORMADORES PROVINCIAIS
JUNHO	//	MILANGE MOLUNBO GURUE	//
JULHO	//	MAGANJA QUELIMANE LUBEIA MOLOCUE	//
AGOSTO	//	PERANE MULEVALA MOCUBELA	//
SETEMBRO	//	MOEIA MOZIMBOTA GILE	//

PLANO DA ZAMBÉZIA

PERÍODO	ACTIVIDADE	LOCAL	RESP
MAIO	SELECÇÃO DE DISTRICTOS COM PREVALÊNCIA DE CASOS DE DIARÉIA	QUELIMANE	
ABRIL E MAIO	ELABORAÇÃO DE T. D. R. DA EQUIPA DE FORMADORES	QUELIMANE	
JUNHO E SETEMBRO	MONITÓRIAS DAS EQUIPAS E ACTIV. DISTRICTAIS	13 DISTRICTOS	
MESES	ENCONTROS DE COORDENAÇÃO DA EQUIPA DE FORMADORES PROVINCIAIS	QUELIMANE	
SETEMBRO, AGOSTO, SETEMBRO, OUTUBRO	PRE-AVALIAÇÃO E AVALIAÇÃO DE CANDIDATAS A LITICA	DISTRICTOS	

Zambezia

Annex 4: Photographs from the Training of Trainers, Zambezia District, 16th-20th April 2018





Annex 5: Agenda for Institutional Triggering exercise, Zambezia District, 23rd April 2018



REPÚBLICA DE MOÇAMBIQUE
GOVERNO DA PROVÍNCIA DA ZAMBÉZIA

PROPOSTA DO PROGRAMA DA REUNIÃO DE ADVOCACIA SOBRE SANEAMENTO RURAL
23 ABRIL DE 2018 / QUELIMANE

Duração	Actividade	Responsável	Moderador
Primeira Parte da Reunião			
08h45	Entrada e registo dos participantes	Protocolo	Sua Excelência Governador
9h00	Entrada de Sua Excelência Governador e início da Reunião		
09h05	Nota de boas vindas Objectivos do Seminário e do despertar institucional e apresentação dos participantes	Sr. Graciano Artur DOPHRH/Zambézia	
09h15	Nota introdutória	Representante do UNICEF na Zambézia	
09h30	Discurso de Sua Excia. Governador da Província da Zambézia	Sua Excelência Governador	
9h45	Intervalo e saída de Sua Excia. Governador da Província da Zambézia		Sr. Graciano Artur DOPHRH/ Zambézia
09h50	Trabalho participativo sobre a situação actual da implementação do Saneamento Total Liderado pelas Comunidades (SANTOLIC) na Zambézia	Sr. Kamal Kar	
10h30	Discussão de grupo sobre desenho e implementação de um plano multisectorial Grupo 1 – Como tornar a distrito LIFECA?	Sr. Kamal Kar	

	Grupo 2 – Quais são os mecanismos de monitoria para a implementação do plano?		
Duração	Actividade	Responsável	Moderador
Segunda Parte da Reunião			
11h45	Entrada de Sua Excelência Governador da Província da Zambézia e início da segunda parte da Reunião	Sr. Graciano Artur DOPHRH/Zambézia	Sua Excelência Governador
11h50	Síntese das constatações do trabalho em grupo	Sr. Kamal Kar	
12h15	Apresentação do plano de acção da província	Director Provincial da Saúde/Zambézia	
12h40	Síntese e apresentação de estratégias para os passos seguintes	Sr. Kamal Kar	
13h00	Notas finais e Encerramento por Sua Excelência Governador da Província da Zambézia	Sua Excelência Governador	
13.30	Almoço: todos		

Annex 6: List of Participants at the Institutional Triggering Exercise, Zambezia Province, 23rd April 2018

Nome	Instituição/Função	Contacto	Email
Carloia muianga			
Daudo Mamudo A. J. Gid	SD/SPD - Lungela	827243420	mamudodaudo@fnet.co
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JOÃO NHAMBESSA	ADM. DIST. RITA	848487032	whambessa@gmail.com
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Hélia João	UNICEF	847457197	
Teresa Maria	UNICEF	012005221	teresa@comail.com

23 de Abril de 2013

Distribuição/Provincias

Nome	Instituição/Função	Contacto	Email
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Virgílio Gonzaga	6.ª Div. de Planej.	848952997	virgilio.gonzaga@gmail.com
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Joaquim Belhe	DPOPHRH-TEFE	824261050	joaquinbelhe@yahoo.com.br
Code Inacio Mussoco		846573154	codeinacio@gmail.com

 Distrito / Province

Nome	Instituição/Função	Contacto	Email
Alino Nhacume	DNAAS - chq rept	823032095	alinhacume@dnas.gov.mz
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Ramos Paula	FIPAG - Auditor	82687768	paularamos@yahoo.co
Ismael Oriá	DIABERZ - Auditor	822984030	oriaismael24@gmail.com
Deserto Solomense	DIAS	825013730	
Eugénio Muvale	DNAAS	840578182	eugenio.muvale@gmail.com
ARMANDO PEDRO	"	84-4115790	a.pedro@dnas.gov.mz
Engracia Massing	Adm/dora Distrito	866704719	engraciamassing@yahoo.co

— Distribuição

Nome	Instituição/Função	Contacto	Email
Paulo Mombaca	Lider Comunitário/le	—	—
CASIRO FARFAS	liv ALMOCEDE		:
Santiago Marques	DEPTE/ADMINISTRADOR	845205649	samarques008@gmail.com
Gabriel Daniel	Muene de 3ª Galão	867426304	
Rosario Segredo	DAS -	849539770	betosegredo@gmail.com
Fulgencio Aburque	PROFESSOR - DAS	865605428	faburque@gmail.com
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Lisa Rudge	DFID /	843413619	l-rudge@dfid.gov.uk
Julio Boston	translation	826194907	jsusm0223@yahoo.com

Orden	Nome	Instituição/Função/Distrito	Contacto	Email
01	Fonseca + António	GOVERNO DO ILÉMOZES	840551510	
02	SERGIO JULIÃO	GOVERNO. DIST. MOZITA	843781007	
03	Beto Nogueira Amado	GOVERNO DO AURÉ	844936782	
04	Leonardo Estevão Félix	GOVERNO DO LUNDO-MOZITA	844562234	
05	Tomás José Augusto	GOVERNO DO LUGELA	843689660	
06	Francisco J. José	GOVERNO DE MOLAMBA	845429639	
07	Motil A. Monarceniara	GOVERNO DE HALUNDO	846350207	
08	António Gilvaz Antunes	GOVERNO DE MILAURA	82608281	

Annex 7: Photographs from the Institutional Triggering Exercise at Quelimane, Zambezia District, 23rd April 2018





**Annex 8: Plan of Action for Mucori B, Presented by Januario Jocio at the Institutional Triggering,
Zambezia Province, 23rd April 2018**

Bem
vindo

MUCORI
" B "

MUCORI B

Calculo da Coca 2

1. $24 \text{ Kg} \times 30 \text{ dias} = 720 \text{ Kg}$
 $720 \text{ kgs} \times 12 \text{ meses} = 8.640 \text{ Kg}$
por ano

2. Gastos médicos

Hospital - 46.000 rts -

- Transporte
- Consulta
- Medicamentos

Curandeiros

- 1.500,00 rts
- Consulta
- Material

3. Doenças

- Malária
- Sarampo
- Diarria
- Toste
- Tuberculose
- Cólera
- Dor de Cabeça
- Hernia
- SIDA
- Lombalgias

3

MODELO DE LATRINA
MUCORI "B"

4 PLANO DE ACÇÃO

N	ACTIVIDADE	Período	Respon- sável
1	Fazer a COVA	1 Semana	Homens
2	Rachar o Coqueiro	1 dia	Homem
3	Tapar a Estrutura do Coqueiro com areia (cova)	1 dia	Homens
4	Construir a Casota com paus	2 dias	Homens
6	Visita de Monitoria dos técnicos da Província/Distrito	20 de Maio	Técnicos SDPI/DAS
5	Reunião da Comunidade	26 de Abril	Líderes
7	Pré-avaliação LIFECA	15 de Junho	SDPI/DAS
8	Avaliação LIFECA	30 de Junho	SDPI Equipa multifuncional

Annex 9: Group work presentations, Institutional Triggering,
23rd April 2018

TRABALHO DO GRUPO
PO-I

~~COMO CRIAR UMA EQUIPA?~~

- REUNIR COM OS LÍDERES COMUNITARIOS ~~PARA~~ LÍDERES RELIGIOSOS E ^{OUTROS} PARA SENSIBILIZAÇÃO SOBRE A IMPORTÂNCIA DO COMBATE AO FÉCALISMO A CÉU ABERTO.
- IDENTIFICAR PESSOAS DA COMUNIDADE COM CAPACIDADE PARA LIDERAR O PROCESSO DE COMBATE AO FÉCALISMO A CÉU ABERTO.
- IDENTIFICAÇÃO DE RECURSOS LOCAIS PARA CONSTRUÇÃO DE LATRINAS E IDENTIFICAÇÃO DE LOCAIS COM MAIOR OCORRÊNCIA DO FÉCALISMO A CÉU ABERTO

PLANO DE AÇÃO

- APOIAR A COMUNIDADE A ESTABELECER UM PLANO DE AÇÃO PRÓPRIO TENDO EM CONTA HÁBITO E RECURSOS LOCAIS
- DESENHAR UM PLANO DE MONITORIA CONJUNTO ENVOLVENDO TODOS ATORES (GOVERNO, LÍDERES, COMUNIDADES).
- DIVULGAR / PARTILHAR OS EXEMPLOS DE SUCESSO NO COMBATE AO FÉCALISMO A CÉU ABERTO.

Group 1: How to make an ODF District

- 1- INDICADORES G(2)
- EXISTÊNCIA DE DOENÇAS DE ORIGEM HÍDRICA;
 - INSUFICIÊNCIA DE LATRINAS E ATERRO, COPA E
 - USO INADEQUADO DE LATRINAS
 - ASPECTOS CULTURAIS (MITOS)
- 2- EQUIPA DE MONITÓRIA
- LIDERANÇAS LOCAIS (A TODOS OS NÍVEIS);
 - PARCEIROS
 - EQUIPAS TÉCNICAS MULTISSECTORIAIS;
- 3- TREINAMENTO
- SDPI, SDSMAS E SDEJT E PARCEIROS

- 4- METAS
- COBERTURA DE ABASTECIMENTO DE ÁGUA E SANEAMENTO
 - NÚMERO DE CAMPANHAS DE SENSIBILIZAÇÃO.
- 5- LÍDERES NATURAIS
- EMERGEM NA COMUNIDADE
 - O GOVERNO ENCORAJA

Group 2: How to monitor progress towards an ODF District

Group 3: Recommendations for enhanced inter-departmental collaboration

- GRUPO 3
- QUE RECOMENDAÇÕES TEMOS PARA MAXIMIZAR O DISTRITO NO ÂMBITO DO COMBATE AO LIFECA:
- ORÇAMENTO
 - ENVOLVIMENTO DE PARCEIROS, GOVERNO E COMUNIDADE LOCAL
 - PROMOÇÃO DO BEM-ESTAR/BOAS PRÁTICAS
 - PROMOÇÃO DE CAMPANHAS DE SENSIBILIZAÇÃO DAS COMUNIDADES PARA LIMPEZA, CONSTRUÇÃO DE LATRINAS ATERROS SANITÁRIOS LOCAIS
 - EXPOSIÇÃO DE VISITAS
 - TROCA DE EXPERIÊNCIAS A TODOS NÍVEIS
 - FORMAÇÃO ENGAJAMENTO LOCAL PARA O NÍVEL PROVINCIAL
 - MELHORES INDICADORES
 - FORMAÇÃO DE ACTIVISTAS COMUNITÁRIOS

Annex 10: Agenda for Multi-sectoral meeting, 25th April 2018



R-109, Block-DC,
The Residency, City Centre,
Kolkata 700064, India
Phone: (+91) 33 40651168
E-mail: cltsfoundationglobal@gmail.com

Agenda do encontro com o grupo multisectorial nível Nacional – Maputo

Local: DNAAS

Data: 25 de Abril

Haras: 09:00 as 14:00

Objectivos

O encontro junta técnicos, pontos focais e directores Nacionais provenientes do MISAU, MINEDH, MEAFP, MOPHRH-DNAAS, DPOPHRH; Campeões de SANTOLIC das províncias Tete, Manica e Sofala e representantes dos parceiros.

O encontro pretende equipar os participantes de:

- Um entendimento da abordagem de SANTOLIC, objectivos, metodologia e a necessidade de focalizar em mudanças de comportamento sustentáveis.
- Entender a necessidade de acelerar as actividades de saneamento através de uma colaboração inter sectorial e visão dos papeis e responsabilidades de cada um dos ministérios para o alcance de resultados sustentáveis.
- Uma oportunidade para a análise da adaptação entre os ministérios/departamentos que devem apoiar a expansão do SANTOLIC.

Resultados Esperados

- POs participantes chegam a um acordo comum sobre a importância da colaboração intersectorial, focalizando na descentralização, abordagens lideradas pela comunidade que resultem em mudanças de comportamento sustentáveis.
- Alinhar as áreas em que os diferentes ministérios podem por em prática a colaboração e compromisso dos participantes para expandir o SANTOLIC.

Tempo	Duração	Sessão
8:45 horas		Chegada e registo dos participantes, café
9:00 to 9:10 horas	10 minutos	Nota de boas vindas, introdução e razões do encontro- pela DNAAS/ DN

9:10- 9:30 horas	20 minutos	Introdução dos conteúdos do encontro e exercícios de quebra gela
9:30 to 9:40 horas	10 minutos	Definição de objectivos para o encontro de meio dia
9:40 to 9:55 horas	15 minutos	Apresentação ‘Onde Moçambique se encontra em termos de saneamento e prosperidade no geral?’ e <i>‘Como se compara com os países vizinhos?’</i>
9:55 to 10:25 horas	30 minutos	Discussão participativa e apresentação sobre ‘o que é SANTOLIC porque leva a resultados diferentes na região?’ e <i>‘Moçambique pode tornar se numa nação LIFECA ultrapassando os desafios do saneamento deficiente e fortificar sua prosperidade?’</i>
10:25 to 10:45 horas	20 minutos	Partilha de experiencias de Tete, Manica e Sofala
10:45 to 11:05 horas	20 minutos	Intervalo/café
11:05 to 11:50 horas	45 minutos	Trabalho em grupo: quais são as mudanças, reajustes e reestruturação necessárias para acelerar o acesso ao saneamento em Moçambique, níveis: A. Nacional B. Provincial C. Distrital e abaixo
11:50 to 12:30 horas	40 minutos	Apresentação pelos grupos com base nas discussões
12:30 to 1:10 horas	40 minutos	Apresentação do protocolo LIFECA
1:10 to 1:50 horas	40 minutos	Discussão participativa e deliberação nos passos a seguir na coordenação inter ministerial/departamental, para eliminação de FCA até 2015 E síntese
1:50 to 2:00 horas	10 minutos	Considerações finais, agradecimentos e encerramento

**Annex 11: Participant List for Multi-Sectoral Meeting, 25th
April 2018**



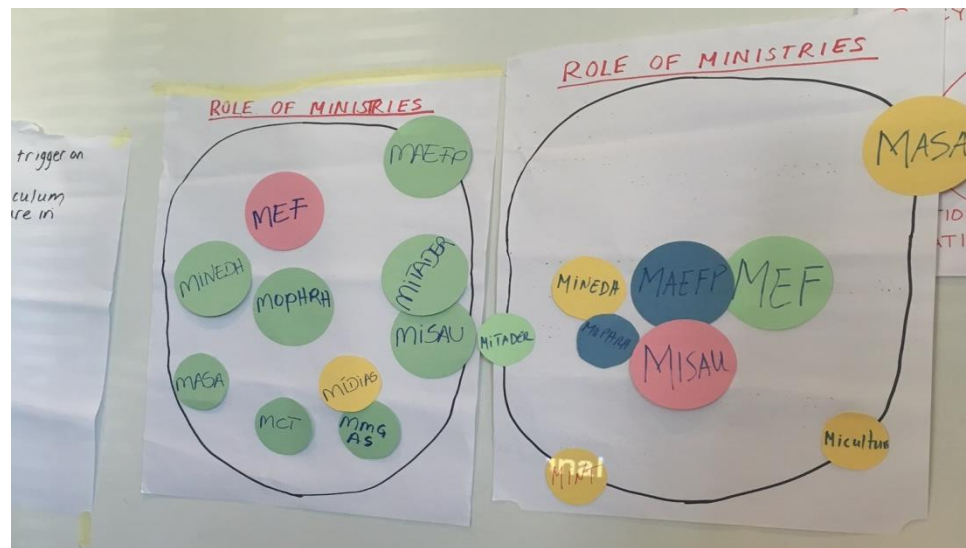
REPÚBLICA DE MOÇAMBIQUE
MINISTÉRIO DAS OBRAS PÚBLICAS, HABITAÇÃO E RECURSOS HÍDRICOS
DIRECÇÃO NACIONAL DE ABASTECIMENTO DE ÁGUA E SANEAMENTO

Seminário de Advocacia Institucional

Lista de Participantes					
Nº	Nome do Participante	Proveniência	Cargo/função	Cell	Correio electrónico
1	Godofredo Chiguanonine	Manica	Administrador	829621359	godofredo.chiguanonine@gmail.com
2	Helena Zebede	Manica	Administradora	843085280	hzebede@gmail.com
3	David Franque	Manica	Administrador	847580066	governadistritogov@gmail.com
4	Americo Tumbal	UNICEF	Oficial de Água/Saneamento	823042060	amurao@unicef.org
5	Fernando Pichito	SDC	SNPO	847150843	fernando.pichito@gmail.com
6	JULIE GRAHAM	SNV	COUNTRY DIRECTOR		jgrahame@snv.org
7	BENTO MUALOSA	DNAAS/DP		842341502	bmuajosa@gmail.com
8	Paulo Mucumbi	DNAAS/AS		823016001	baumatejua@gmail.com
9	Velder Mubate	DNAAS/DP	Técnica	840332216	veldermubate@gmail.com
10	Carloia Muianga	UNICEF	Oficial	823206010	cmuianga@unicef.org
11	Rufina Marie Nohel	WINEDH	Técnica	849866887	rufina.marie@mined.gov.mz
12	Americo António PAUG	TRISTAU		849113875	angelopaulo47@gmail.com
13	Jaime Mubate	DNAAS-DS	Técnico	844921352	mubatejaime@gmail.com
14	Rosário T. B. C. Soares	DOAFS	Coordenadora	800593080	rosario.t.b.c.soares@gmail.com
15	Mónica do Abreu	DNAAS	Técnica (01)	849005776	monica.01@pho.com.br
16	Alexandro Pedro	"	"	844105770	a.pedro@unicef.org
17	Wiser Tiz	DNAAS	Técnicas	842128635	francescoluis@rockmail.com

18	Tomoko Morita	UNICEF	Water Agua e saneamento	8425/12/99	tomorita@unicef.org
19	Agilto Cuamba	SNV/ASC	Assessor	823244035	ACUAMBA@SNV-ORG
20	Melya Lu	CLTS Foundation	Program officer	9038084825	melya@cltsfoundation.org
21	Kirshy Milward	CLTS F	Consultant	+44 7913887093	milward.boise@gmail.com
22	Rosado Nascimento	Administrador	Responsible de área / Diretor	84 3955318	rosadonascimento@outlook.com
23	Lisa Rudge	DFID	conselheira	84 341 3619	l-rudge@dfid.gov.uk
24	Eugenio Muvale	DNAAS	Técnico	840578182	eugenio.muvale@gmail.com
25					
26					
27					
28					

Annex 12: Photographs from the Multi-sectoral Meeting, 25th April 2018



Manica + Tete

Casda - 57 008

- Sanitation forum
- Finance for meetings
at DA level monitoring transport
- Consultative Committees
linkage with government
monthly meeting
- Religious leaders on board
- Formal + informal institutions

What is required in M+T to scale up

ca290 - 2 + 00

- have the technical capacity
- need finance
- Provincial government
- facilitate local leaders to represent elsewhere

GURU District - Manica

166-ODF 6-OD

- Sanitation forum
- Community Health Worker APEs
- Schools & Communities together
- Community leaders engaged
- Continuous Monitoring for sustainability
- Involving health + education
- Theatre, community radio

WORKSHOP OBJECTIVES

PARTICIPANTS WILL GAIN:-

- 1) ENHANCED UNDERSTANDING OF THE CLTS APPROACH, OBJECTIVES & METHODOLOGY + NEED TO FOCUS ON SUSTAINED BEHAVIOUR CHANGE
- 2) UNDERSTANDING OF THE NEED TO FAST TRACK SANITATION THROUGH COLLABORATIVE INTER-MINISTERIAL INITIATIVE & OVERVIEW OF THE ROLE OF EACH MINISTRY IN SUSTAINABLE SANITATION
- 3) ANALYSIS OF ADAPTATIONS IN MINISTRIES / DEPARTMENTS TO SUPPORT SCALING UP OF CLTS

Annex 13: Agenda for the High level Institutional Triggering, 25th April

Partnering to accelerate total sanitation coverage by 2029 and ending open defecation by 2025 in Mozambique

High level meeting of Ministers of the Sanitation multi-sectoral group with Dr. Kamal Kar

AGENDA

Location: Hotel in Maputo

Date: 25th April 2018

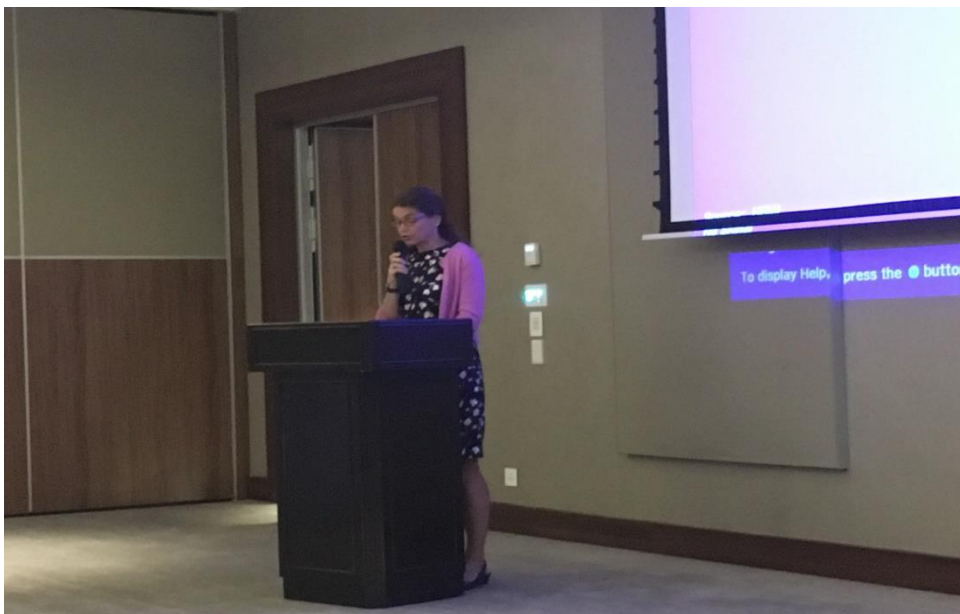
Time: 16.00 – 18.00

Time	Session	Person Responsible
15:30 hrs	Arrival	
16:00 hrs	Welcome and introduction	Master of ceremony – Director of Education
16:10 hrs	Objectives of the event Speech/ presentation of key messages for Ministers on the importance of a joint vision and action for eradicating open defecation in Mozambique before 2025 and improving total sanitation coverage by 2030.	MPOPHR H
16:20 hrs	Short intervention from representative of Partners	UK
16:30 hrs	Comments and overview by Dr. Kamal Kar	Dr. Kamal Kar
16:45 hrs	Reflections by the Ministers present	Ministers
17:15 hrs	‘Toast’ to a joint vision and commitment for Mozambique to be a country free from open defecation on or before 2025 and basic sanitation for all by 2030.	Liderado pelo Ministro DPOPHRH?
17:20 hrs	Cocktail and discussion time	Todos
18:00 hrs	<i>Fim do encontro</i>	

Cocktail: sit-down during presentations

Stand-up for toast and further discussion

Annex 14: Photographs from the High level Institutional Triggering, 25th April 2018





Annex 15: Schedule for the overall Mission, 12th to 26th April 2018

REPÚBLICA DE MOÇAMBIQUE

MINISTÉRIO DAS OBRAS PÚBLICAS, HABITAÇÃO E RECURSOS HIDRICOS

DIRECÇÃO NACIONAL DE ABASTECIMENTO DE ÁGUA E SANEAMENTO

PROGRAMA DA MISSÃO DR. KAMAL KAR

12 – 26 de Abril 2018

Data/hora	Actividade/Local	Objectivo	Responsável
12/ 04 (Quinta-feira)	Arrival of KK and team to Maputo Chek in - hotel ... Courtesy meeting and consultation with DNAAS, UNICEF and DFID	Align the program of activities and agree on aspects to be discussed at the institutional triggering meeting	DNAAS / UNICEF
13/04 09.00 – 14.00 h	Travel to Quelimane Meeting with DPOPHRH and DPS Chek in hotel: Vila Nagardaz or Hotel Elite	Coordination of the meeting with His Excellency Governor of the Province of Zambézia	DPOPHRH/DNAAS/UNICEF
14/04	Rest day		
15/04 (Domingo)	Trip to Gurué Arrival of participants Introductory meeting Logistic information Participants: Ministries of MISAU / MINEDH / MITADER / MOPHRH, MAEFP and teaching institutions: Health institutes / Teacher training institutes / Institute of Public Administration and Autonomous University / Universities-Unlúrio / Católica / independent consultants whose staff has the training	Introduction meeting	DNAAS/SDPI /DPOPHRH

<p>16/04 - 20/04</p>	<p>Training in CLTS</p> <p>Day 1</p> <p>Morning- Introduction / What CLTS</p> <p>Afternoon- Practical Exercises of CLTS</p> <p>Day 2:</p> <p>Morning- Preparation for the field work</p> <p>Afternoon: field practices in the community</p> <p>Day 3</p> <p>Morning- Review of lessons learned on day 2</p> <p>Afternoon- Field Practices in the Community</p> <p>Day 4</p> <p>Morning - Review of lessons learned on days 2 and 3</p> <p>The graduates should develop an Action Plan a training module in their respective institutions for the introduction of sanitation and hygiene promotion using CLTS</p> <p>Day 5 Discussion of the Training Plan, budget and implementation schedule</p> <p>Travel to Quelimane</p>		<p>Kamal Kar</p>
<p>21/4/</p>	<p>Rest Day</p>		
<p>22/4/18 Domingo</p>	<p>Preparation for institucional triggering Zambezia province</p>		
<p>23/04</p> <p>8:00-14:30</p> <p>15:35</p>	<p>Local institutional triggering</p> <p>Participants: His Excellency Governor of the Province of Zambézia, Provincial Directors, District Administrators and Community and Religious Leaders. Total participants = 60</p> <p>Place: Provincial Directorate of Finance</p> <p>Travel to Maputo (or on 24/4)</p>	<p>Melhorar o perfil de saneamento na provincia</p>	<p>Kamal Kar</p>
<p>24/4</p>	<p>Prepare for institutional trigger national level</p>		
<p>25/04</p> <p>09.00 – 14.00h</p>	<p>Advocacy meeting with multisectoral group:</p> <p>Participants: National directors, technical staff from the Ministries that are part of the multi-sectoral group, water sector partners, consultants and other important figures for the</p>	<p>Prioritize sanitaiton at national level with key decision makers</p>	<p>DNAAS</p>

AFTERNOON	<p>water and sanitation sector</p> <p>Location : DNAAS</p> <p>High Level Institutional Triggering</p> <p>Participants:</p> <ul style="list-style-type: none"> • Ministers • National Directors • Focal points for sanitation 		
26/4	Debrief DNAAS/UNICEF/DFID -meio dia	Conclusion and way forward	
26/4	Viagem de regresso do Dr. Kamal Kar		
	Produção do relatório da missão	recomendações documentadas	Kamal Kar
	<p>Total</p> <p>DSA: total 15 days Maputo: 5 days Qualimane: 4 days Rest of country: 6 days</p> <p>Team deployment: 13 days in country 2 days report writing out of country</p>		