



Annual Report FY2013

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Acronyms and Abbreviations

BCC	Behavior Change Communication
CDC	Center for Disease Control and Prevention
CHF	Cooperative Housing Foundation
CHT	County Health Team
CLTS	Community-Led Total Sanitation
CSC	County Steering Committee
CWC	Community WASH Committee
DALY	Disability-Adjusted Life Year
DQA	Data Quality Assessment
EHT	Environmental Health Technician
GHI	Global Health Initiative
GHWD	Global Hand Washing Day
GoL	Government of Liberia
IPC	Interpersonal Communication
IR	Intended Result
KAP	Knowledge Attitudes and Practices
Libra	Libra Sanitation, Inc.
LISGIS	Liberia Institute for Statistics and Geo-information Services
LMWP	Liberia Municipal Water Project
L-MEP	Liberia Monitoring and Evaluation Program
MDG	Millennium Development Goals
MOHSW	Ministry of Health and Social Welfare
MOE	Ministry of Education
MPW	Ministry of Public Works
MLM&E	Ministry of Lands Mines and Energy
M&E	Monitoring & Evaluation

NCU	National Coordination Unit
NLN	Natural Leader Network
NWSHPC	National Water, Sanitation, and Hygiene Promotion Committee
ODF	Open Defecation-Free
PE	Peer Educator
PMP	Performance Monitoring Plan
POU	Point-of-Use
PRS	Poverty Reduction Strategy
PSI	Population Services International
PTA	Parent Teachers Association
RBHS	Rebuilding Basic Health Services
R&E	Reporters & Editors
SWIP	Small WASH Infrastructure Projects
SOP	Standard Operating Procedures
TRaC	Tracking Results Continuously
UNICEF	United Nations Children Fund
USAID	United States Agency for International Development
USG	United States Government
WASH	Water Sanitation and Hygiene
WG	WaterGuard©
WSSC	Water Supply and Sanitation Commission

Executive Summary

FY2013 has been a time of redesign, focus, and success for the IWASH program. In September 2012, the Midterm Evaluation was released and it recommended several changes to:

1. Employ the strengths of Population Services International (PSI) (Social Marketing) and Global Communities (WASH field implementation) in a coordinated fashion to optimize the efficacy of IWASH
2. Apply public/private partnership models to maintenance of community water systems
3. Engage the Government of Liberia (GoL) and other WASH sector stakeholders in developing the WASH enabling environment
4. Reduce life of project targets for WASH hardware
5. Include hygiene behavior change and safe water in Community-Led Total Sanitation (CLTS) programming
6. At field offices, collaborate closely with GoL counterparts, support them materially and financially, and collocate when and if possible

IWASH has responded to all these suggestions as follows:

1. PSI has worked with Global Communities staff to develop a social marketing campaign to compliment the CLTS program, the centerpiece of IWASH implementation
2. Global Communities has applied a public/private partnership model in the WASH Entrepreneur project, and as a result the project has exceeded targets for pump repair and indications of sustainability
3. IWASH has been instrumental in developing the CLTS National Guidelines and is engaged in developing National Hygiene Promotion Guidelines, as well as leading initiatives in water quality management and social marketing for safe water as a sector-wide activity
4. Hardware targets have been substantially reduced and replaced with CLTS and other sustainable WASH activities
5. Hygiene behavior and safe water messaging are two CLTS scale up activities that IWASH is developing as the national leader in CLTS implementation
6. IWASH has successfully developed a complete county and district structure for GoL CLTS implementation in target areas through lobbying and providing time-bound incentives

The success in FY2013 can be summarized in a few performance numbers as shown below:

	Target	Actual
Population with access to safe water	71%	74%

This performance was exceeded primarily through the successful implementation of the WASH Entrepreneurs program – training private individuals in the businesses of repairing hand pumps and providing other WASH products and services.

	Target	Actual
Population with access to sanitation	47,500	33,567
Communities Open Defecation Free (ODF)	105	121
Communities in CLTS	135	147
Community that requested CLTS	30	51

Access to sanitation was below target because the planning number for community size for CLTS was too large, but the number of communities participating in CLTS and the number going ODF were both exceeded. The time taken for achieving ODF is also reducing; from 4 months to 1 month, and community requests to participate in CLTS is 70% higher than anticipated. Demand development for sanitation, through peer to peer

communication and social marketing is performing beyond expectation. The formation of Natural Leader Networks (NLNs) for CLTS implementation may prove to be the most powerful legacy of the IWASH program. CLTS driven by NLNs is less expensive, faster, and likely more enduring than the top down model in which CLTS is implemented by NGOs partnered with GoL. This is largely due to the NLN members being from the same clans and vicinity as the CLTS target communities. The implementers have already brought their own communities to ODF status and can draw upon the support of clan leadership to encourage follow through on community plans.

Development of the WASH enabling environment has also been very successful in relation to CLTS structures in GoL as well as policy development and dissemination. The County CLTS Focal Persons and District Environmental Health Technicians in IWASH counties are the first in Liberia. Having this GoL structure as well as the County and District CLTS Steering Committees is essential to the sustainability of CLTS. IWASH counterparts at county and district level work together on a daily basis and in the next reporting period will be collocated.

Policy development and dissemination has progressed. IWASH has participated in the following policies, technical guidelines, and national initiatives in the past year:

1. WASH Sector Capacity Needs Assessment (complete)
2. WASH Sector Investment Plan (complete)
3. WASH Capacity Development Plan (complete)
4. National Guidelines on CLTS (complete)
5. National Guidelines on Hygiene Promotion (in progress)
6. National Water Quality Management Guidelines (in progress)
7. Safe Water Social Marketing Initiative (in progress)

IWASH is taking an NGO leadership role on items 4 through 7 on this list.

In the final quarter of FY2013, IWASH conducted three meetings to disseminate WASH policies and technical guidelines at the district level in Bong, Nimba, and Lofa Counties. The workshops were very well attended and responses from attendees indicated that the information they gathered fundamentally shifted the way the local government officials viewed their role in the WASH sector. One District Commissioner, on realizing his roles as district lead in the WASH sector, said that he would stop the practice in the district hospital of washing soiled linens in the nearby river (a breach of the medical waste management policy). Overall, the participants increased their knowledge about WASH policies and guidelines by 26% (from pre and post training testing).

The IWASH program has been redesigned and refocused and is now in a successful mode of operation. Activities are becoming more and more effective and mutually supportive. As an example, many of the WASH Entrepreneurs are also CLTS Ambassadors who have not only brought their own communities to ODF status, but have brought other communities to ODF also. They are now adding soap making and selling to their capabilities so that the rural communities can shift their hygiene behaviors as well.

Introduction

Global Communities began implementing the five-year, USAID-funded IWASH program, which facilitates accelerated achievement of the Millennium Development Goals (MDGs) related to water and sanitation, in February 2010. One year later, USAID asked CHF to realign the IWASH program by narrowing its geographic focus and devoting greater effort and resources to improving the enabling environment at multiple levels of government; the realignment embraces the tenets of both the USAID/Forward approach and the Global Health Initiative (GHI) strategy, and allows for greater program focus and impact. In the reporting period, IWASH responded to a midterm evaluation by refocusing the activities of the program into 10 projects. This process was captured in a program modification document, which was approved by USAID in May of 2013. The 10 projects are aligned with intended results that support the program goal. The modification streamlines the activities of the program, allowing them to achieve a more sustainable impact with the resources available.

This year the IWASH program has used the refocusing of activities to accelerate its impact on developing water and sanitation resources in Liberia. IWASH has created a sustainable model for pump maintenance in rural Liberia that utilizes a private sector approach. The results exceeded targets and appear to be continuing to pick up speed. The program is also the national leader in Community-led Total Sanitation (CLTS), the national sanitation methodology, with more communities triggered and a higher Open Defecation-Free (ODF) success rate than any other implementer in the country. IWASH is now stepping into hygiene promotion as a scale up activity to CLTS, by leading the development of National Hygiene Promotion Guidelines.

As a leader in the WASH sector, IWASH is partnered with all relevant Ministries in the Government of Liberia (GoL) to support the enabling environment. While working with the national level policy makers has been effective in developing a framework for implementation, it has revealed that neither county and nor district level GoL officials often have a thorough understanding of WASH policies, technical guidelines, or their roles in bringing them to fruition. IWASH has led a series of policy dissemination workshops at the county and district levels, bringing national representatives from each WASH related ministry to describe key documents and the role of local government in enacting the policies and procedures.

The IWASH program has taken advantage of the feedback from the midterm review, refocused activities, and is now achieving success in improving water, sanitation, and hygiene access and utilization, as well as the enabling environment, in Liberia.

Implementation Activities by Program Objective and Expected Results

The IWASH program goal is “to make measurable improvements in water supply, sanitation and hygiene (WASH), as well as in the enabling environment for WASH, in target areas within the three counties of Bong, Lofa and Nimba, and selected communities in greater Monrovia”. This is to be accomplished through three intended results: 1) increased access to water demand, 2) increased community knowledge and use of potable water supply and storage technologies, sanitary practices, and water hygiene, and 3) improved enabling environment for WASH at the national, county, district, and community level. For each of these intended results, the IWASH program has several projects aimed at improving the WASH attributes in the target areas where the program is being implemented. Activities sites in Bong, Nimba, and Lofa are mapped in attachments 1, 2, and 3. The projects are listed below, arranged under the relevant intended result (IR).

IR 1: Increased Access to Water Supply, Sanitation, Hygiene, and household level products

- WaterGuard Sales and Distribution
- Small WASH Infrastructure Projects (SWIP)
- Private Public Partnership (PPP) Urban Latrine Construction
- Training and Establishment of WASH Products and Services Entrepreneurs

IR 2: Increased community knowledge and use of potable water supply and storage technologies, sanitary practices, and water hygiene

- Community-led Total Sanitation (CLTS)
- Development of WASH Products and Services Guide
- Social Marketing of ODF CLTS

IR 3: Improved enabling environment for WASH at the national, county, district, and community level.

- Institutionalization of CLTS within Government
- WASH Policy Development, Improvement, and Dissemination
- Water Point Functionality and Water Quality Data Management

Increasing access to WASH products improves the supply side of the WASH equation. The IWASH program’s four projects for increasing supply side deal with: 1) “point of use” (POU) water treatment through WaterGuard sales and distribution, 2) SWIP, water supply and latrine construction for schools and health clinics, 3) urban latrines constructed in the Greater Monrovia/Paynesville area, and 4) establishing WASH Entrepreneurs who can fix water sources and supply products such as WaterGuard and soap. By increasing target population’s access to basic WASH products and services, IWASH expects that utilization will also increase, once demand has been created through developing community awareness using the behavior change methodologies included in IR2.

Increasing community knowledge and use of safe water, sanitation, and hygiene (IR2) has become the core of the IWASH program. This has come about through a realization that the sustainability of water supply and sanitation infrastructure is not possible without communities valuing those resources. In Liberia after the war, many NGOs constructed latrines and water supply points that were never maintained. The government of Liberia lacks the resources to maintain the infrastructure and communities have believed that it was not their responsibility to maintain them. By developing target communities’ awareness of and desire for safe water, sanitation, and hygiene, as well as a realization of their ownership of these resources, IWASH seeks to empower communities to create and maintain their own facilities. The IR2 projects are: 1) Community-led Total Sanitation and related messaging with the goal being open defecation-free communities, 2) development

of a WASH products and services guide to assist communities to take ownership of WASH resources, and 3) social marketing of CLTS to expand awareness of and desire for the benefits prior to engagement.

The third intended result (IR3) deals with the enabling environment for improved WASH in Liberia. There are two main aspects to this: 1) creating and developing the capacity of the GoL structures for CLTS implementation at national, county, district and community levels, and 2) developing the policies and technical guidelines for WASH in Liberia and disseminating those documents to county and district level officials so that they may be implemented.

The projects defined under IR3 are: 1) institutionalization of CLTS within Government – ensuring that key staff are hired and trained to perform CLTS in target areas, 2) WASH policy development, improvement, and dissemination, 3) water point functionality and water quality data management. The third element of this IR includes two water supply related activities. One of these activities, the water point functionality system, has been determined to be redundant due to a similar project being implemented in Liberia. In place of this activity, an addition technical guideline is being developed with support from the IWASH program – the National Hygiene Promotion Guideline.

Implementation indicators

The indicators that have been developed for the performance management plan (PMP) for IWASH are presented in the table below, arranged by IR. The targets for FY 2013 and life of project (LOP) are presented along with the performance for the year and, where appropriate, cumulative performance. For hardware installation and maintenance deliverables, cumulative performance makes sense. Some of the behavior change indicators are to be measured at the end of the program, rendering cumulative performance irrelevant. For these indicators IWASH is doing a rapid survey to assess the penetration and adoption of messaging. The results of this survey will provide an indication of the current awareness of target community members with regard to the importance of safe water (treated with WaterGuard) and personal hygiene. Hygiene promotion and safe water messaging are focus areas for FY2014, as enhancements to the CLTS scale up activities.

Many of the performance indicators are affected by more than one of the 10 IWASH projects. In the right hand column of the PMP table the projects that affect indicators are noted. In the next section of the report each of the projects is described in detail, previous year performance is reviewed and next year plans are described.

Performance Management Plan Table

GOAL/IR Results Statements	Indicators	2013 Target	2013 Performance	LOP Target	Performance 2010 - FY2013	IWASH Project Effecting Performance
GOAL: Improved water supply, sanitation, and hygiene	Percentage (%) of children under 60 months of age with diarrhea in the last 2 weeks	Target determined after LDHS results		Due to be measured by LDHS in 2014		All Projects
IR 1: Increased access to water supply, sanitation, hygiene and household level products as a result of USG assistance	1-1 Percentage (%) of population using improved drinking water source ⁽¹⁾	71.2% Cumulative (20,600 persons)	74.1% Cumulative (40,996 persons)	76.1% Cumulative (14.1% > baseline)	74.1 Cumulative (12.1% >baseline)	2. SWIP 6. WASH Entrepreneurs
	1-2 Percentage (%) of population using an improved sanitation facility ⁽¹⁾	22% Cumulative (47,500 Persons)	20.1% Cumulative (33,567 Persons)	26% Cumulative (13.3% > baseline)	20.1 Cumulative (7.4% >Baseline)	2. SWIP 3. PPP Urban Latrines 5. CLTS
	1-3 Percentage (%) of IWASH target communities that report that they know a place within their district to buy hand pump spare parts if their hand pump spoils	50%	70%	65%		4. WASH Entrepreneurs 6. WASH Products & Services Guide
	1-4 Percentage (%) of IWASH provided water facilities that broke and were repaired by community within one year of being	75%	100%	75%	100%	4. WASH Entrepreneurs 5. CLTS

	handed over to community					
	1-5 Percentage (%) of IWASH school latrines properly managed after 1 year of handing over to school authorities	60%	63%	70%	63%	2. SWIP 5. CLTS
IR 1.1 Increased access to Non-Household level IWASH products	1.1-1 Number of people gaining access to an improved water source (first time access)	0	845	4,360	5,205	2. SWIP
	1.1-2 Number of water points constructed or rehabilitated in target communities. (1)	58 (6 New H/Dug 52 Rehabs)	89 (5 New, 84 Rehabs)	244 - LOP	175(36 New,139 Rehabs)	2. SWIP 4. WASH Entrepreneur
	1.1-3 Number of "girl friendly" latrines constructed at schools	6	6	17	17	2. SWIP
IR 1.2 Increased access to Household level IWASH products	1.2-1 Number of IWASH wholesale and retail outlets regularly stocking POU water treatment products. (1)	0	0	51		1.WaterGuard Distribution
	1.2-2 Number of Water Guard bottles sold or distributed	66,041 per year	23,574	366,694	301,922	1.WaterGuard Distribution
	1.2-3 Number of IWASH-trained WASH products and services entrepreneurs actively selling WASH product and	7	11	21	11	4. WASH Entrepreneur

	services in IWASH communities					
IR 2: Increased community use of potable water supply and storage technologies, sanitary practices and water hygiene	2-1 Liters of drinking water disinfected with USG-support point-of-use water treatment products	56,762,239	20,155,770	315,173,493	258,143,310	1. WaterGuard Distribution 4. WASH Entrepreneur 5. CLTS
	2-2 Percentage (%) of care givers in IWASH-targeted communities who cite different critical times when they wash their hands with soap	N/A	N/A – see CLTS survey	10% CEM		5. CLTS
	2-3 Percentage (%) of caregivers in IWASH communities that can show a container of treated drinking water with POU water treatment product WaterGuard	N/A	N/A – see CLTS survey	10% > baseline		1. WaterGuard Distribution 4. WASH Entrepreneurs 5. CLTS To be reported in 5 th year according to PMP
	2-4 Percentages(%) of beneficiaries able to show the latrine they are using to defecate	N/A	N/A – see CLTS survey	10% CEM		5. CLTS To be reported in 5 th year according to PMP
	2-5 Percentage (%) of primary caregivers that are able to show a safe place they dispose of child feces	N/A	N/A – see CLTS survey	10% CEM		5. CLTS To be reported in 5 th year according to PMP
	2-6 Percentage (%) of triggered communities that achieved ODF status	78% (105/135) per year	80% (117/147)	75%	75% (147/196)	5. CLTS

	2-7 Percentage (%) of ODF communities that maintained their status after one year of being “verified ODF”	90%	90%	90%	90%	5. CLTS
IR 2.1: Increased community knowledge of potable water supply and storage technologies, sanitary practices and water hygiene	2.1-1 Percentage (%) of target group that knows that clear water is not always safe for drinking	N/A	N/A – see CLTS survey	75% CEM		5. CLTS To be reported in 5 th year according to PMP
	2.1-2 Percentage (%) of target group that can cite two ways of fecal-oral transmission	N/A	N/A – see CLTS survey	75% CEM		5. CLTS To be reported in 5 th year according to PMP
	2.1-3 Percentage (%) of the target group that knows washing hands with soap removes germs	N/A	N/A – see CLTS survey	75% CEM		5. CLTS To be reported in 5 th year according to PMP
	2.1-4 Percentage (%) of target group who knows that treated drinking water can be contaminated if the water is not stored properly	N/A	N/A – see CLTS survey	75% CEM		5. CLTS To be reported in 5 th year according to PMP
IR 2.2: Increased social norms for potable water supply and storage technologies, sanitary practices and water hygiene	2.2-1 Percentage (%) of target group who reports that their neighbors understand the importance of treating their drinking water	N/A	N/A – see CLTS survey	10% CEM		5. CLTS To be reported in 5 th year according to PMP
	2.2-2 Percentage (%) of target group who reports that their neighbors take	N/A	N/A – see CLTS survey	60% CEM		5. CLTS To be reported in 5 th year according to PMP

	some actions to store their drinking water properly					
	2.2-3 Percentage (%) of target group that believe that their neighbors consider washing hands with soap as a good cleanliness practice	N/A	N/A – see CLTS survey	50% CEM		5. CLTS To be reported in 5 th year according to PMP
IR 2.3: Increased Community demand for ODF Status	2.3-1 Number of communities verified “Open Defecation Free”	105	121	220	147	5. CLTS
	2.3-2 Number of communities that express interest in CLTS by returning completed CLTS request forms	30	51	75	51	5. CLTS 7. Social Marketing ODF Status
	2.3-3: Number of natural leaders that emerge as CLTS ambassadors	24	28	48	28	5. CLTS 7. Social Marketing ODF Status
IR3: Improved enabling environment for WASH at national, county, district and community level	3-1 Percentage (%) of IWASH communities using their own funds (cash box) to operate and maintain their drinking water source ⁽¹⁾	85%	86%	85%	86%	4. WASH Entrepreneurs 5. CLTS
	3-2 Percentage (%) level to which County Steering committee (CSC) follow their TOR in applying CLTS	60%	48%	75%		5. CLTS 8. CLTS in GoL

	3-3 Percentage (%) of project community's water infrastructure reports are captured in the county database on a quarterly basis	65%		70%		This activity has been removed from IWASH implementation plans.
IR 3.1 A functional CLTS structure and system institutionalized at national, county, district and community levels	3.1-1 # of monitoring visits made by GOL CLTS governing structures per IWASH ODF community. (NTCU,CSC,DSC)	3 (2 CSC, 1 NTCU/ ODF Community)	3 minimum	3 visits per ODF community	3 minimum	8. CLTS in GoL
	3.1-2 Number of functional district Natural Leaders Networks established by IWASH	6	6	6	6	8. CLTS in GoL
	3.1-3 A National CLTS Guideline developed and published with IWASH input	1	1	1	1	9. WASH Policy Dev& Dissemination
IR 3.2 The GoL rural water infrastructure monitoring and reporting system strengthened	3.2-1 Number of community water points on which water point reports are received regularly	139 (65% Of 214 wells in Jorquelleh district		150 (70% Of 214 wells in Jorquelleh district Based on Water point atlas p- 25)		This activity has been removed from IWASH implementation plans.
	3.2-2 A national water quality electronic database developed and capturing data from counties	1	0 (in progress)	1		10. Water Monitoring Systems
IR 3.3 GoL WASH policy	3.3-1 Number of GoL WASH policy	1	1	7	7	9. WASH Policy Dev& Dissemination

documents developed and disseminated at county and district	documents that IWASH fully participated in developing					
	3.3.2 Number of policy dissemination workshops conducted by IWASH at county and district levels	3 district	3	4	4	9. WASH Policy Dev & Dissemination
IR 3.4 National Hygiene Promotion Guidelines developed	3.3-1 A National Hygiene Promotion Guideline developed and published with IWASH input	0	0 (in Progress)	1		9. WASH Policy Dev & Dissemination

Progress Report: IR1 – Increased Access to WASH

1 WaterGuard Distribution

Implementation indicators and outcome indicators

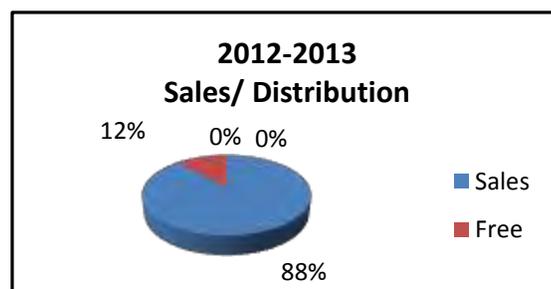
Indicator	2013 Target	2013 Performance	LOP Target	Performance to date
1.2-1 Number of IWASH wholesale and retail outlets regularly stocking POU water treatment products. ⁽¹⁾	0		51	
1.2-2 Number of WaterGuard bottles sold or distributed	66,041	23,574	366,694	301,922
2-1 Liters of drinking water disinfected with USG-support point-of-use water treatment products.	56,762,239	20,155,770	315,173,493	258,143,310
2-3 Percentage (%) of caregivers in IWASH communities that can show a container of treated drinking water with POU water treatment product WaterGuard	N/A	N/A – See CLTS survey	10%> baseline	

1. Procurement and Social Marketing of WaterGuard

During the reporting period a total of 23,574 bottles of *WaterGuard* (WG) were sold or distributed. 2,748 of the total bottles were distributed as free samples during the cholera outbreak in Lofa County, as well as during national events such as Global Handwashing Day and World Water Day (part of supporting MOHSW, under Intermediate Result 3).

1.1 Rebranding of WaterGuard

The WG distribution/sales goal for the length of the project has been revised to 366,694 units of WG of which 25% is free distribution; to date we have reached 82% of that target. Although we are on target to reach the Life of Project (LoP) goal, there has been a renewed focus on the sales, marketing and distribution of WG in order to change past sales trends and more firmly establish WG as a desirable brand that consumers make a habit of purchasing and using.



Under the revised marketing plan, new consumer-facing strategies have been employed. These include: **(a) increased emphasis on the emotional benefit of the product:** The new tagline for WaterGuard is “Pour, Relax, Drink” this tagline places an emphasis on the actual steps of using WaterGuard, making it catchy and simple. The emotional benefit is communicated through the simple steps and the “relax” message that allows a caregiver to be confident she is doing what she needs to for her family to be healthy and happy.

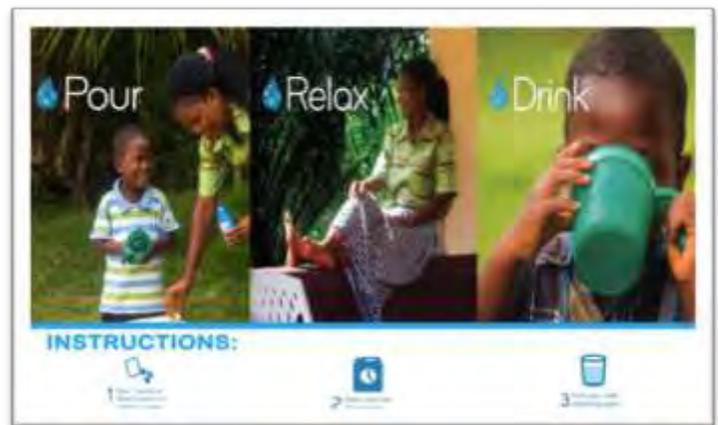
(b) New packaging: for the WaterGuard bottle was designed to emphasize the link with cleanliness and the simplicity of the steps that caregivers can take to be confident using WaterGuard will contribute to a family’s over all wellbeing. The clean droplet graphic is iconic and recognizable from across a shop counter, which will keep the product closer to the front of mind for prospective users.



(c) New print advertisements: PSI world applied a rigorous pretesting process to the new print ad for WaterGuard (pictured) before presenting it to MOHSW. The print ad has now made its debut in each of the counties. All of the re-activated sales points have this print ad placed at their locations, and in October new billboards will be placed in main thoroughfares of major cities in each of the IWASH counties.

(d) New radio jingles: popular Liberian recording artist F.A. produced a melodic radio jingle, intended to mimic “The Azonto,” a popular form of music in Liberia. The jingle captures the tagline message of “Pour, Relax, Drink” and is short and catchy so it will be easy for our audience to remember.

(e) Development of branded point of sale (POS) materials that will enhance visibility at sales points: each sales point has been branded with a miniature billboard, a “sold here” sticker, and a point of sale WaterGuard display case.



New WaterGuard Print Campaign

(f) Recruitment of a full-time Marketing and Sales Manager along with the recruitment of full-time Supply Chain Agents based in the counties:

a full-time Marketing and Sales team has been recruited and they are actively ensuring that WaterGuard is consistently available on the market. The Marketing and Sales manager is overseeing the supply chain agents whose job is to create linkages between the community and retailers, between retailers and wholesalers, and between wholesalers and Mano Manufacturing (MANCO).

1.2 Improving Distribution Channels

Through the first three years of the project, WaterGuard was distributed directly by PSI. This set up a parallel, unsustainable supply chain that attempted to deliver one product to many sales points in the IWASH Counties. Due to inconsistent consumer demand, limited resources, and poor infrastructure it was difficult to keep a consistent supply throughout the IWASH counties (and elsewhere in Liberia).

To establish a more sustainable delivery system and reduce the project costs associated with transporting WaterGuard near and far, PSI negotiated a distribution deal with MANCO, the manufacturer of WaterGuard. Under the new arrangement, MANCO is responsible for distributing WaterGuard throughout the counties, using their existing wholesale network. In turn, PSI is responsible for the marketing and demand creation of WaterGuard and will fill in any gaps in Manco’s distribution network. This new agreement ensures that WG reaches more outlets in the IWASH counties (and elsewhere in Liberia).

The distribution agreement with MANCO was finalized and signed in July. Distribution through MANCO commenced in August in Montserrado and distribution in the counties is expected to commence in early October. In the interim PSI has made arrangements to transport an initial stock of WaterGuard to established WaterGuard wholesale points in the counties.

WaterGuard has been well received in the counties by the selected sales points. Although there has been a delay with WaterGuard getting into the counties through MANCO's distribution channel, retailers have been finding ways to source their supply from Monrovia. One WaterGuard retailer from Ganta, Nimba County, told a supply chain agent, "I will not wait for your supply, mine is on the way from Monrovia, I don't like to go out of WaterGuard in my shop."

1.3 Discontinuation of White bottle WG

Distribution of WaterGuard at no cost to the recipient is a vital activity for emergency response to mitigate the risk of a cholera outbreak. While there is a positive health impact due to reduced or averted cholera, there is evidence that the mass distribution of free WaterGuard has suppressed willingness to pay for the sold product, thus decreasing the health impact that WG can have during "regular" periods without cholera outbreaks but with the ongoing high levels of diarrheal disease. In an effort to continue to supply WaterGuard in emergency situations without compromising the demand for the sold product, PSI developed a voucher scheme that will allow WG to get to those in most need for free without undercutting the private sector incentive to stock and sell the product.

In the event of an emergency, beneficiaries will be given a voucher that can be redeemed at designated sales points. This will reinforce perception of the product's value and awareness of private sector supply channels for future consumer purchase, as well as allow the retailers to receive payment for the WaterGuard, rather than be by-passed when free WaterGuard is distributed directly to recipients. The voucher scheme is currently being piloted in Montserrado County. However, to date there has not been a cholera emergency declared this rainy season and thus there has been no need to distribute vouchers. There are plans to put mechanisms in place to be able to use the vouchers in the IWASH counties in emergency situations. Until the voucher scheme is launched in the counties (expected date: Early 2014), PSI will continue to respond to cholera emergencies by distributing the blue bottle with a flyer stating that it is a sample.

PSI has been working along with the MOHSW Cholera task force as well as the Montserrado County Health team to identify "triggers" for cholera emergencies. This will guide the decision as to when it is necessary to distribute vouchers or free WaterGuard.

Progress Report: IR1 – Increased Access to WASH

2 Small WASH Infrastructure Projects

Implementation indicators and outcome indicators

Indicator	2013 Target	2013 Performance	LOP Target	Performance to date
1-1 Percentage of population using improved drinking water source. ⁽¹⁾	71.2% Cumulative (20,600 to reach)	74.1% Cumulative (40,996 Persons reached)	76.1% Cumulative (14.1% > baseline=101,608 persons)	74.1 % Cumulative (12.1% > baseline =87,004 Persons reached)
1-2 Percentage of population using an improved sanitation facility. ⁽¹⁾	22% Cumulative (6.6% > baseline= 47500 persons)	20.1% Cumulative (33,567 persons reached) 33,567/47,500 = 70% of yearly target	26% Cumulative (13.3% > baseline=95,768 persons)	20.1% Cumulative (7.4% > baseline =53,335 persons reached)
1-5 Percentages of IWASH school latrines properly managed after 1 year of handing over to school authorities.	N/A	63%	70%	63%
1.1-1 Number of people gaining access to an improved water source (first Time access)	0	845	4,360	5,205
1.1-2 Number of water points constructed or rehabilitated in target communities. ⁽¹⁾	58 (6 New, 52 Rehabs)	94 (5 New, 89 Rehabs)	244 - LOP (37 New, 207 Rehabs)	180 (36 New, 144 Rehabs)
1.1-3 Number of "girl friendly" latrines constructed at schools	6	6	17	17

The Small WASH Infrastructure Project (SWIP) activity targets have been almost completely reached in FY2013. Installation of 6 hand dug wells was planned and 5 have been completed. Six school latrines were also planned and all 6 have been completed. The remaining hand dug well will be completed in FY2014, during the dry season. Population percentages using improved water sources in target areas have been exceeded for the year and are on track for being exceeded for the life of project (LoP), but this is more due to the WASH Entrepreneur project (see Project 4) successes than SWIP interventions. Population percentages using improved sanitation facilities are under target for the year, but this is due to low community populations in CLTS communities (see Project 5). Activities planned for this project in FY2013 and LoP have been met with the exception of the one hand dug well in Gormenyenah, to be implemented in FY2014.

A table listing all the SWIP activities planned and completed in FY2013 is provided below.

SWIP Activities FY2013

County	Location	Type	Status
Bong	J.S Clarke school (Gbarnga)	Hand dug well	Completed and functional
Bong	Dorothy Cooper public school (Gbarnga)	Hand dug well	Completed and functional
Bong	Gbeyanyeatown	Hand dug well	Completed and functional
Bong	Gormenyenah	Hand dug well	Not started
Bong	Sayewoipublic school Gbarlorkpala	School Latrine	Completed and functional
Lofa	Balakpalasu clinic	Hand dug well	Completed and functional
Lofa	Voinjamapublic school	School latrine	Completed and functional
Lofa	Popalahunpublic school	School latrine	Completed and functional
Lofa	Konadupublic school	School latrine	Completed and functional
Nimba	Lowlaypublic school	Hand dug well	Completed and functional
Nimba	Lowlaypublic school	School latrine	Completed and functional
Nimba	Bahnhigh school	School latrine	Completed and functional

Facilities constructed in FY2011 requiring action

County	Location	Type	Problem	Planned Action
Lofa	Bazagizia Clinic	Bore hole well	Did not produce water after completion	Several attempts failed, clinic site is poor for water access
Lofa	Konia Clinic	Bore hole well	Completed but producing turbid water	Dig a deeper hand dug well
Lofa	Gbanway Clinic	Bore hole well	Completed but producing turbid water	Dig a deeper hand dug well
Lofa	Zorzor Central High School	Bore hole well	Producing very muddy water	Dig a deeper hand dug well
Nimba	Kpaytuo Clinic	Bore hole well	Producing Turbid water	Dig a deeper hand dug well
Nimba	Nyanpa Community	Hand dug well	Iron content high	Transfer pump hardware to an existing well

Six water sources implemented in FY2011 have problems that require attention to develop a solution. Five of the sites have defined action plans that will involve engaging our WASH Entrepreneurs to install replacement water sources. The Bazagizia clinic water source solution is more complex. Several attempts to dig a well at the site have failed and it may be that water will have to be

transported from the functioning well in the community. The community has been unsupportive of suggestions to have a piped access from the community well to the clinic, believing that the clinic could deplete the well. IWASH will reengage with the community, the clinic, and the Ministry of Public Works to develop a solution during the dry season of FY2014.

Progress Report: IR1 – Increased Access to WASH

3 Public Private Partnership Urban Latrines

Implementation indicators and outcome indicators

Indicator	2013 Target	2013 Performance	LOP Target	Performance to date
1-2 Percentage of population using an improved sanitation facility. ⁽¹⁾	22% Cumulative (6.6% > baseline=47500 persons)	20.1% Cumulative (33,567 persons reached) = 33,567/47,500 = 70% of annual target	26% Cumulative (13.3% > baseline=95,768 persons)	20.1% Cumulative (7.4% > baseline =53,335 persons reached)

The public private partnership (PPP) urban latrines project is constructing modern toilet and hygiene facilities in the Greater Monrovia/Paynesville area. The project is jointly funded by USAID and Chevron Liberia. In the first grant provided by Chevron, funds were provided for constructing two facilities. One facility, located in New Georgia Estates, was completed in FY2012 and a second facility was completed in Logan Town in June of FY2013. In August of 2013 a second agreement was signed between Global Communities and Chevron to provide construction funding for 3 additional latrines to be built in the same Greater Monrovia/Paynesville area.

The IWASH modification anticipated completion of the Logan Town facility in FY2013 and signing of a new agreement with Chevron. The outcome indicator target presented below is affected by this project, as well as by the implementation of sanitation facilities under SWIP and CLTS projects. The population numbers are aggregations of CLTS communities, school communities and urban communities surrounding PPP latrines. As mentioned above, percentage of population using an improved sanitation facility performance for FY2013 is below target due to lower than anticipated population in CLTS communities. This project met target for FY2013 and is on track for 100% performance against LoP target.

Key achievements/Success stories

During FY2013 this project completed the construction of a modern toilet and hygiene facility in Logan Town and signed a new agreement with Chevron to support construction of an additional 3 facilities. Key achievements are listed below:

- Logan Town Inauguration June 19, 2013 with Acting Mission Director Kim Rosen
- Logan Town Facility tour, July 26, 2013 with visiting DDA Global Health, Katie Taylor
- Chevron II agreement signing, August 20, 2013

Utilization of the Logan town facility has been significantly higher than that of the New Georgia facility. Global Communities monitors the facilities through independent parties to understand the average daily usage by men, women and children. In monitoring reports of the New Georgia facility, usage increased from 68 people per day at six months of operation, to 90 per day at the one-year mark. New Georgia's increase in daily usage is substantial. Usage at Logan Town has been high since its opening. Below is a comparative use table of New Georgia and Logan Town.

	Initial Usage	Usage after 6 months	Usage after 1 year
New Georgia	50	68	90
	Initial Usage	Usage after 3 months	
Logan Town	179	105	

One key factor in increasing the utilization of the facility has been the reduction of usage fees for Logan Town. The New Georgia fees are 10 Liberian Dollars (LD) to use the toilet. In Logan Town we set the fee at 5LD for the first 3 months to encourage usage and see if the facility could break even at that rate. This fee has proved too low to cover operating costs, but it has encouraged very high usage. In a recent review UNICEF conducted of all latrines in Monrovia, most latrines had between 40 and 60 usages a day – only one received 100 uses a day. Fees varied between 5 and 10 LD per usage. Both of the IWASH facilities are surpassing this usage. Proper operation and maintenance are also likely factors for the increased usage. No other facilities in Monrovia are managed privately, they are community managed, and maintenance is an ongoing problem.

New developments impacting implementation

Identifying appropriate land for latrine construction in the densely populated slum communities targeted by this project is the most challenging aspect of the work. To assist this effort, IWASH has engaged municipal leaders in Monrovia City Corporation and Paynesville City Corporation, as well as Commissioners, Superintendents, and District Representatives to get assistance in locating available land. At this time we have 15 potential sites under evaluation (see table below). The plan for FY2014 is to get all three facilities under construction early in the dry season, so that earthwork, foundations and walls can be completed before the heavy rains start. We will leverage support from local leaders to ensure adherence to the projected schedule.

Proposed Sites Visited & Assessed for Latrine Construction

No.	Name of Communities	Location	Contact Person	Contact #	Remarks/Observation
1	Wroto's Town	Sinkor	Rev. Isaac Zotos Chairman	886566461	There are 2 existing latrines close to the proposed land shown by the community chairman.
2	Plank Field Community	Sinkor	Mr. Peter S. Tiah, Chairman	886207567	There is an unfinished latrine on the proposed land shown by the community chairman. There is some disputes about the land. Limited vehicle access.
3	19th to 24th Street beach-side	Sinkor	Mrs Kou Johnson, Chair Lady	886401625	Proposed land is good for construction according to Program Engineer. Presently working with community Chairlady.
4	12th Street Swamp side	Sinkor	Mr. Henry Tomah Chairman	886368814	Proposed land is not good for construction according to Program Engineer. (Wet/swamp land) Limited vehicle access.
5	Fiamah Community	Sinkor	Mr. Joseph Donor, Chairman	05-214099	There is an existing latrine (constructed by Concern Worldwide) on the proposed land shown by the community chairman. According to him, there is a need for one more.
6	Red Light 1st Site	Paynesville	Paynesville City Corporation (Miss. Davies)	886675598	Proposed land is good for construction according to Program Engineer & IWASH COP. But the land falls within the right -away of the Somalia Drive Road.
7	Red Light 2nd Site	Paynesville	Paynesville City Corporation (Miss. Davies)	886675598	Proposed land is good for construction according to Program Engineer, IWASH COP & MPW. But issues with the land owner.
8	Red Light 3rd Site	Paynesville	Paynesville City Corporation (Miss. Davies)	886675598	Land falls within the planned expansion roadway right-away.
9	GSA Road	Paynesville	Paynesville City Corporation (Miss. Davies)	886675598	Proposed land is a wet/ swamp land & it is not accessible
10	Sayon Town (1st Site)	Bushrod Island	Chairman Dannis	886274555	Proposed land is a wet/ swamp land & it is not accessible
11	Sayon Town (2nd Site)	Bushrod Island	Chairman Dannis	886274555	Proposed land is accessible but it is a wet land.
12	Battery Factory	Garnerville High way	Marie Numer	886523543	New community, with less sanitation problem
13	Jallah Town	Sinkor	Marie Numer	886523543	Wet & swampy land, no vehicle access
14	Calra Town	Bushrod Island	Jacob	886455079	Wet & swampy land, few vehicles access to few sites, most latrines closed due to high water table and central sewer lines blocked.
15	Pejoe Garage	Free Port	Jacob	886455079	Wet & swampy land, no vehicle access

Progress Report: IR1 – Increased Access to WASH

4 WASH Products & Services Entrepreneurs

Implementation indicators and outcome indicators

The following table contains indicators that are affected by the WASH Entrepreneurs program.

Indicator	2013 Target	2013 Performance	LOP Target	Performance to date
1-1 Percentage of population using improved drinking water source ⁽¹⁾	71.2% Cumulative (20,600 to reach)	74.1% Cumulative (40,996 Persons reached)	76.1% Cumulative (14.1% > baseline=101,608 persons)	74.1 % Cumulative (12.1% > baseline =87,004 Persons reached)
1-3 Percentage of IWASH target communities that report that they know a place within their district to buy hand pump spare parts if their hand pump spoils	50%	survey	65%	
1-4 Percentage of IWASH provided water facilities that broke and were fixed by community within one year of being handed over to community	75%	100%	75%	100%
1.1-2 Number of water points constructed or rehabilitated in target communities ⁽¹⁾	58 (6 New 52 Rehabs)	89 (5 New, 84 Rehabs)	244 - LOP (37 New, 207 Rehabs)	175 (36 New, 139 Rehabs)
2-1 Liters of drinking water disinfected with USG-support point-of-use water treatment products	56,762,239	20,155,770	315,173,493	258,143,310
2-3 Percentage (%) of caregivers in IWASH communities that can show a container of treated drinking water with POU water treatment product WaterGuard	N/A	survey	10% CEM	To be reported in 5 th year according to PMP
3-1 Percentage of IWASH communities using their own funds (Cash box) to operate and maintenance their drinking water source ⁽¹⁾	85%	86%	85%	86%
3-3 % of project communities water infrastructure reports captured into the county database on a quarterly base	65%	survey	70%	

The WASH Entrepreneur project aims to cultivate set of business people who can provide WASH related services and products to rural communities in Bong, Nimba, and Lofa counties. The project started in Bong and has moved to Nimba; implementation in Lofa will begin in November. The main services targeted are facilitating CLTS and pump repair. The main products targeted are WaterGuard and soap. It is difficult to source these products and services in rural villages, so IWASH has identified people in rural villages to train and support to become WASH Entrepreneurs. In Bong and Nimba counties Entrepreneurs have been trained and are actively pursuing their businesses.

WASH Entrepreneurs are given a rigorous training in pump repair and basic small business management. During the training several hand pumps are repaired that have been previously assessed to prepare materials. The business training focuses on job costing and record keeping. At the conclusion of training, the graduates are recognized by a ceremony officiated by district commissioners and officials from the Ministry of Public Works (MPW). Graduates are presented with tools required for pump repair and ledgers for job costing. At the first graduation in Bong County the Assistant Minister of Public Works, George Yarngo, presented tools to graduates. After graduation, Entrepreneurs are given contracts to repair hand pumps at schools and health clinics to launch them in business and improve access to safe water in the target county.

The first activities in launching this project were to select trainees and identify water sources to be repaired. The IWASH program worked with county level MPW staff to identify broken hand pumps at schools and health clinics and assess the work required to repair them. There is no current listing of broken hand pumps and this work was accomplished through field visits to schools and clinics. Trainees were identified by two means: 1) people who had been trained in pump repair through previous initiatives and had some level of proficiency in pump repair, and 2) Natural Leaders who expressed interest in pump repair and qualified for selection. All candidates were tested to ensure they had the basic literacy and numeracy required to be successful in running a small business.

The first trainees graduated from training in Bong County May 31st2013. They were given their first contracts for pump repair in June. In Nimba, the training was completed on September 6th. Following the training, the WASH Entrepreneur Project Manager supports the trainees through technical problems in pump repair. The Project Manager has more than 20 years of experience in pump repair and installation with MPW and NGOs.

In each of the three counties the WASH Entrepreneurs were targeted to complete 50 hand pump repairs at institutions (schools and health clinics) through IWASH contracts. The planning assumption was that upon completion of the hand pump repair contracts the Entrepreneurs would find work on their own. To further facilitate this transition and to provide a scale up activity for CLTS communities that become open defecation free (ODF), IWASH has agreed to pay for the spare parts required to repair the hand pumps in ODF communities – the communities only have to pay for the labor of the Entrepreneur. This both rewards the ODF communities for their efforts and engages the Entrepreneurs in networking with Natural Leaders in ODF communities to find those in need of pump repair.

All indicators related to this project have been exceeded with the exception of WaterGuard distribution. The WASH Entrepreneur's participation in WaterGuard distribution is planned to begin in October (FY2014). A meeting is planned for October where the wholesalers in each county and the WaterGuard Sales Manager meet with WASH Entrepreneurs to bring them into the distribution network.

In the table below information is provided about the accomplishments of the project through September 30th in Bong and Nimba counties.

	Entrepreneurs Trained	Institutional Hand Pumps Repaired	ODF Community Pumps Repaired	Non-ODF Community pumps Repaired	Independent Pumps Repaired
Bong County	16	31	7	18	7
Nimba County	20	21	0	5	0
Total	36	52	7	23	7

Key achievements

Through the WASH Entrepreneur project, in the space of 2 months 89 wells have been repaired (52 in schools and clinics, 37 in communities). We have been able to activate 2 spare parts suppliers in Nimba to ensure that all materials for the AFRIDEV hand pump are available for sale in Sanniquellie and Ganta. We are still working on the supply chain in Gbarnga (Bong County). In our last training the group agreed to advocate through local leaders to encourage communities to take action to repair their hand pumps. WASH Entrepreneurs are preparing to reach out to all the districts in target counties to maximize repairs during the dry season.

WASH Entrepreneur Success Story

Esther Moye's life changes as a WASH Entrepreneur

Before Esther Moye was trained as WASH Entrepreneur by IWASH she supported her family through subsistence farming without the ability to accrue currency. The lack of access to currency, as a result of working only in the home, is an obstacle many women face to having an equal say over how family finances are allocated. After her training Esther went out to test her new skills on the only hand pump in a village, which had been broken down for over a year. As Esther recalls, "The men in the village and every one stood around to see if a woman could repair their pump."

To every body's surprise, including Esther herself, after completing her repairs water gushed out of the pump. The whole village was happy and applauded her. They paid her a fee of \$800 Liberian Dollars (10 USD), in addition to other gifts, including chickens. In addition to completing repairs for local communities, Esther has worked on several paid contracts for IWASH. In her testimony Esther said her employment as a WASH Entrepreneur has made her a strong financial support to her family.

Esther was able to talk to and shake hands with President Helen Johnson in a national health care event in Bomi County, where she presented her story to empower other Liberian women to join the effort to work towards a cleaner, safer living environment. Since that event Esther has become involved in the CLTS project, becoming a Natural Leader, inspiring communities to become ODF.

New developments impacting implementation

In FY2014 Entrepreneurs will be encouraged to distribute WaterGaurd for point of use water treatment and soap. These activities are complimentary to the support of hygiene promotion activities by CLTS Natural Leader Networks. Global Handwashing Day is October 15th and IWASH will be supplying soap

for activities in Bong and Nimba counties through a soap-making workshop conducted with WASH Entrepreneurs. The workshop will train WASH Entrepreneurs to make soap and provide them with the basic equipment and materials to get started. By participating in Global Handwashing Day, they can get started in promoting soap for proper hygiene and as a profitable element of their business.

The WaterGuard distribution network is in the process of reestablishment and WaterGuard is now available in limited quantity in Bong, Nimba and Lofa counties. In October, the WaterGuard Sales Manager and distributors will hold a meeting in each county with WASH Entrepreneurs to engage their participation as retailers. Large-scale supplies will be available at that time.

Progress Report: IR2 – Increased Knowledge and Use of Improved WASH

5 Community-Led Total Sanitation (CLTS)

Implementation indicators and outcome indicators

Indicator	2013 Target	2013 Performance	LOP Target	Performance to date
1-2 Percentage of population using an improved sanitation facility. ⁽¹⁾	22% Cumulative (6.6% > baseline= 47500 persons)	20.1% Cumulative (33,567 persons reached) = 33,567/47,500 = 70% of yearly target	26% Cumulative (13.3% > baseline=95,768 persons)	20.1% Cumulative (7.4% > baseline =53,335 persons reached)
1-4 Percentage of IWASH provided water facilities that broke and were fixed by community within one year of being handed over to community	75%	100%	75%	100%
1-5 Percentage of IWASH school latrines properly managed after 1 year of handing over to school authorities.	60	63%	70%	63%
2-1 Liters of drinking water disinfected with USG-support point-of-use water treatment products.	56,762,239	20,155,770	315,173,493	258,143,310
2-2 Percentage (%) of care givers in IWASH-targeted communities who cite different critical times when they wash their hands with soap.	N/A	N/A –See Interim Survey	10% CEM	To be reported in 5 th year according to PMP
2-3 Percentage (%) of caregivers in IWASH communities that can show a container of treated drinking water with POU water treatment product WaterGuard	N/A	N/A –See Interim Survey	16% CEM	To be reported in 5 th year according to PMP
2-4 Percentages of men and women able to show the latrine they are using to defecate.	N/A	N/A –See Interim Survey	10% CEM	To be reported in 5 th year according to PMP
2-5 Percentage of primary caregivers that are able to show a safe place they dispose children feces.	N/A	N/A –See Interim Survey	10% CEM	To be reported in 5 th year according to PMP
2-6 Percentage of triggered communities that achieved ODF status	78% (105/135)	80% (117/147)	75%	75% (147/196)
2-7 Percentage of ODF communities that maintained their status after one year of being “verified ODF”	90%	90%	90%	90%

2.1-1 Percentage of target group that knows that clear water is not always safe for drinking	N/A	N/A –See Interim Survey	75% CEM	To be reported in 5 th year according to PMP
2.1-2 Percentage of target group that can cite two ways of fecal-oral transmission.	N/A	N/A –See Interim Survey	75% CEM	To be reported in 5 th year according to PMP
2.1-3 Percentage of the target group that knows washing hand with soap removes germs	N/A	N/A –See Interim Survey	75% CEM	To be reported in 5 th year according to PMP
2.1-4 Percentage of target group who knows that treated drinking water can be contaminated if the water is not stored properly	N/A	N/A –See Interim Survey	75% CEM	To be reported in 5 th year according to PMP
2.2-1 Percentage (%) of target group who reports that their neighbors understand the importance of treating their drinking water	N/A	N/A –See Interim Survey	10% CEM	To be reported in 5 th year according to PMP
2.2-2 Percentage (%) of target group who reports that their neighbors take some actions to store their drinking water properly.	N/A	N/A –See Interim Survey	60% CEM	To be reported in 5 th year according to PMP
2.2-3 Percentage (%) of target group that believe their neighbors consider washing hands with soap as a good practice of cleanliness	N/A	N/A –See Interim Survey	50% CEM	To be reported in 5 th year according to PMP
2.3-1 Number of communities verified “Open Defecation Free”	105	121	220	147
2.3-2 Number of communities that express interest in CLTS by returning filled in CLTS request forms.	30	51	75	51
2.3-3: Number of natural leaders that emerge as CLTS ambassadors.	24	28	48	28
3-1 Percentage of IWASH communities using their own funds (Cash box) to operate and maintenance their drinking water source. ⁽¹⁾	85%	86%	85%	86%
3-2 % level to which County Steering committee (CSC) follow their TOR in applying CLTS	60%	48%	60%	

Community-Led Total Sanitation (CLTS)

CLTS is an innovative community-led methodology for mobilizing and engaging communities through a series of steps to completely eliminate open defecation. Communities are facilitated to conduct their own appraisal and analysis of open defecation and take their own action to become open-defecation free (ODF). CLTS focuses on rapid behavioural change with measurable and sustainable improvements – investing in community mobilization instead of hardware. The CLTS approach is rooted in the community’s desire for change; based in a context of community ownership and empowerment, CLTS provides a framework that fosters the emergence of innovative, mutually supportive and appropriate local solutions, ensuring sustainable development. CLTS works with communities through the pre-triggering, triggering and post triggering stages to achieved ODF status. After achieving ODF status, communities continue to climb the sanitation ladder by improving the

quality of latrines, using zinc instead of thatch for roofing, and concrete instead of wood for floor slabs. Community internalization of the CLTS vision is so high that scale up measures using community resources.

The IWASH program is the lead partner for the Ministry of Health and Social Welfare's CLTS implementation. IWASH works closely with the CLTS National Technical Coordinating Unit (NTCU) to ensure that CLTS is the approach used for sanitation in Liberia. To date, the rate of success in IWASH target communities (80%) is making CLTS a major tool for developing sanitation access in the country. Now there are four international implementers using the CLTS approach (UNICEF, Plan –Liberia, Concern World Wide, and Water Aid).

The IWASH team worked closely with the NTCU to develop and publish the National Guidelines for CLTS. The objective of the CLTS guidelines is to foster a consistent and sustained approach to sanitation development at the community and household level.

The NTCU and IWASH also developed a one-year plan of action, which covered the October 2012 to September 2013 period. Highlights of this plan listed below:

1. Finalization of the standard operational procedures (National Guidelines)
2. Deployment of CLTS Coordinators in the three target counties (Bong, Lofa and Nimba)
3. Development of the CLTS implementation plan in collaboration with the NTCU and share this plan with county authorities
4. Verification of communities for ODF certification and celebration
5. Development of county CLTS plans
6. District consultation meeting
7. Scheduling of pre-triggering, triggering and post triggering session activities
8. Training of natural leaders
9. Organization of the natural leader networks
10. Monitoring CLTS progress of triggered communities

The target for implementation FY2013 was to trigger 135 communities in 3 counties and guide 105 of these communities to achieve ODF status. Actual performance exceeded these targets, by triggering 147 communities and bringing 117 to ODF status. Progress to date is as follows:

Performance in relation to the IWASH performance management plan (PMP) indicators is also strong. The targets for numbers of communities to be triggered and to bring to ODF status were consistent with the NTCU plan targets, with the exception of number of beneficiaries. The NTCU plan did not specify beneficiary numbers, but the PMP does, and the planning numbers anticipated larger community populations than actual. Community selection was made by CLTS county steering committees.

Targets for community interest in CLTS have also been exceeded. Fifty-one communities have requested triggering by filling in forms, which they have submitted to the District Steering Committees. This is a strong indicator that peer-to-peer communication, as well as the social marketing activities, are increasing community-led demand and lowering resistance to adoption. This is especially encouraging in the context of Liberia, where post-conflict relief activities have resulted in a culture of reliance on the humanitarian sector, and an underdevelopment of community-led initiatives.

Many of the indicators in the PMP are related to hygiene promotion and safe water behaviors and have only life of project (LOP) targets (note indicators with N/A under FY2013 targets). IWASH is developing long-term strategies to monitor and evaluate these indicators, and has conducted a rapid survey to establish a point of reference. The results of this survey are presented in the table below. The survey was conducted in target communities in Bong and Nimba counties.

Survey has information in three areas: 1) safe drinking water, 2) hand washing, and 3) latrines. In the safe drinking water area, it appears that people understand the importance of safe water (90%, 79%, 80%) and to a lesser degree that clear water is not necessarily clean water (43%), but do not take action to ensure their water is safe (3%). This survey suggests the social marketing for safe water is a justifiable activity to identify the motivators to shift people's behavior to treat their drinking water.

In the area of hand washing, high percentages of people in target communities can identify two of the 5 critical times for washing hands (before eating – 76% and after toilet – 82%), but other times were marginally recognized. More attention will be paid to hygiene communication in FY2014, with hygiene promotion training given to NLN members.

In the latrine usage area a high percentage of people could show a safe place to dispose of children’s feces (85%) and the latrine they use (88%). Given that these are ODF communities the number should be higher, so IWASH staff will investigate why some respondents could not give a satisfactory answer. Periodic surveys will be conducted in FY 2014 to better understand community behavior and knowledge.

Safe drinking water	Bong & Nimba (Total)
How many members of target group in IWASH-targeted communities can show a container of treated drinking water?	8 out of 263 (3%)
How many members of target group know that treated drinking water can be contaminated if the water is not stored properly?	239 out of 263 (90%)
How many members of target group know that clear water is not always safe for drinking?	114 out of 263 (43%)
How many members of target group report that their neighbors understand the importance of treating their drinking water?	209 out 263 (79%)
How many members of target group can report that their neighbors take some action to store their drinking water properly (in bucket with top or jerrycan)?	211 out of 263 (80%)
How many members of target group can identify an individual/WASH entrepreneur who can fix hand pumps if needed?	Out of the 153 communities with hand pumps, 108 could identify a hand pump repairer (70%)
Hand Washing	
How many members of target group in IWASH-targeted communities are able to cite different critical times when they wash their hands with soap?	70 (26%): when dirty, 200(76%): before eating, 217(82%): after toilet, 61(23%): before cooking, 60(22%):after cleaning child’s pupu
How many members of target group in IWASH-targeted communities believe their neighbors consider washing hands with soap as a good practice of cleanliness?	258 out of 263 (98%)
How many children in this community wash their hands after defecating?	220 out of 263 (83%)
How many children in this community wash their hands before eating?	236 out of 263 (89%)
Latrine	
How many members of target group are able to show a safe place to dispose of children’s feces?	224 out of 263 (85%)
How many members of target group are able to show the latrine they are using to defecate?	232 out of 263 (88%)

Formation of CLTS District Steering Committees in 3 counties

The NTCU facilitated the formation of District CLTS Steering Committees in the three IWASH target counties. District GoL staff from all the Ministries that have a stake in CLTS in Liberia attended the meetings. At the

meetings the NTCU explained the CLTS approach and oversaw the establishment of CLTS Steering Committees in each of the 6 health districts (Bong-Jorquelleh 1& 2, Lofa-Voinjama & Kolahum and Nimba-Gbelagay & Sanniquellie-Mah).

These District Steering Committees conduct regular coordination meetings and pay visits to CLTS communities to monitor progress. As per the CLTS national guidelines, the steering committee is to ensure the identification and mobilization of district level stakeholders, establishment and maintenance of effective coordination mechanism, mobilization of available resources and capacity building initiatives in the district. The District Committee is to be in close contact with the County CLTS Steering Committee. The District Committees verify ODF communities in their district and support the monitoring teams by resolving issues raised by monitors and communities. These committees are also the link to key influencers in the district, providing support to the monitoring teams and the Natural Leader Networks.

Training of CLTS Facilitators

In February of this year, IWASH facilitated the training of 156 CLTS facilitators for Bong, Lofa, and Nimba counties in 6 districts. The facilitators were members of local government, youth groups, women's groups, traditional councils, and local NGOs that were selected for training by the County CLTS Steering Committees. The training was conducted by representatives from the NTCU and IWASH, and took place over a period of 20 days in Bong, Lofa and Nimba counties. During the training, the facilitators assisted in the triggering of 120 CLTS communities. Teams of six people targeted 40 communities each within the period of 10 days in target districts. A total of 240 Natural Leaders were identified through the triggering process. Two Natural Leaders were identified in each community.

Validation was conducted in the 6 districts with 10 communities per session. The validation session is an activity within the triggering, where triggered communities come together to present their community plan to county and local leaders. Community members have to present their plan for achieving ODF status. The local authorities pledge their support and commitment to the CLTS process. This process is led by the most senior GoL or traditional leader. During the session a ceremony takes place involving the lighting of a candle- all key stakeholders light their own candle. Then there is a candlelight procession in silence and commitment is shown to the realization of the CLTS goals.

In August 2013, a total of 27 communities were triggered. This triggering was led by the Natural Leader Networks in 4 districts in the 3 target counties (Bong -10, Lofa-10 & Nimba-7). Those 27 communities were triggered by 54 trained Natural Leaders from the Network. To date 148 communities have been triggered by the IWASH program (Bong-51, Lofa-50 & Nimba-47).

Training of Natural Leaders (NL)

Natural Leaders are community members that demonstrate interest during the pre-triggering and triggering sessions in helping and leading other community members to find solutions to their sanitation problems by achieving ODF status. NLs become community role models for sanitation. Their tasks include monitoring their communities' daily and encouraging community efforts to achieve ODF status. They complete and submit CLTS monitoring forms for the district monitoring team and the EHT on a regular basis. They are the focal points for CLTS in the community. They also partner with community leadership, e.g. the town chief, to feedback to the community any progress made in achieving ODF status. Their work is completely voluntary.

NL training is a 2-day session. A total of 6 NL training sessions were conducted each county (Bong, Nimba and Lofa). These trained NLs work closely with the District EHTs and IWASH monitors in the county.

The criterion for evaluation of the success of a NL is measurement of the progress their community has made towards ODF status. Communities have successfully achieved ODF status by working in accordance with their action plans. A total of 148 communities were triggered by the IWASH team and NLN, and 296 NLs were trained during this reporting period.

Monitoring of Triggered Communities

The activities and progress of the 148 communities that have been triggered to date are being monitored by CLTS monitoring field teams that consist of IWASH field officers and GoL County and District CLTS Focal

People and, since August, the NLN. These teams visit each CLTS community up to three times a week to ensure that the NLs in each community maintain the CLTS activities journal and work with families to achieve ODF status.

Natural Leader Network (NLN)

NLs that are successful in bringing their communities to ODF status are encouraged to coordinate with other localized networks to provide mutual support. These localized networks are clan-based associations. The IWASH team then works with members of NLNs to trigger and monitor new communities. The NLN members take the place of IWASH field monitors. The IWASH field monitors and GoL CLTS focal people take the role of supervising the NLN members. This transition began in August.

The total of 9 NLN were established in 6 districts (Sanniquellie-Mah-3, Gbelaygeh-1, Jorquorlleh (1 & 2) -2, Kolahun-1 & Voinjama-2) of the 3 counties (Bong, Nimba & Lofa). The NLN have a total membership of 226 members from 117 communities in three counties.

NLN Achievements

The NLNs were able to motivate 35 communities to apply for the CLTS in August 2013. 27 communities qualified for triggering. Each network member participated in a 1-day CLTS community triggering training session. The NLN then members took the lead in the triggering process with support from the county and district steering committees in the 27 communities. The NL's role is to monitor each community to achieve ODF status within a period of 3 months. Fourteen communities achieved ODF status in 1 month and 13 were close to achieving ODF status in October 2013. In Nimba County the NLN triggered 7 communities and in less than 30 days all 7 achieved ODF status. Three towns in Nimba achieved ODF status through "self-triggering" (without the guidance of a NL), in the same period.

From this initial experience with NLNs it appears that they can bring triggered communities to ODF status faster than IWASH field monitors. The NLN members are from the same clan as the community members they are monitoring and can speak from recent experience about how their communities became ODF.

Those NLs who brought their communities to ODF status in September are now part of the NLN and presently working together to engage other nearby communities for the CLTS process. The NLNs will trigger a minimum of 12 communities per county per month for the first half of FY2014.

Open Defecation Free (ODF) Verification & Celebration

Open defecation free (ODF) status is attained through the process of verification that is controlled directly by the NTCU. Communities request verification from the County CLTS Steering Committee (CSC). The CSC confirms the progress of the community through the County Focal Person and then contacts the NTCU requesting verification on behalf of the community.

A total of 117 communities were verified as ODF in the reporting period. In this verification process NTCU staff members come to the field to observe the community. They are able to determine whether the community has fulfilled a standard list of indicators developed by IWASH that reflect ODF status.

ODF celebrations are public recognitions of the achievement of each village that attains ODF. Celebrations were performed in June, July, August and September of this year. Usual guests at the events include: the County Superintendent, Development Superintend, County Inspector, County Health Team, CLTS County Steering Committee (CSC), Ministry of Public Work, NTCU, international and local NGOs (BRAC, ACF, ICRS, Liberia National Red Cross, Save the Children –UK), District Development Council, nearby non-CLTS communities, ODF communities and the NLN. Special guests have included: the President of Global Communities, the Assistant Minister of Public Works and the Director for Occupational and Environmental Health.

The celebration agenda is included below:

1. Overview of the project
2. Remarks
3. Certification and planting of ODF billboard
4. Recognition of ODF community and Natural leader
5. Presentation of sanitation tools
6. Vote of thanks

The NLs perform a drama depicting the benefits of living in a clean community. The formal agenda is typically followed by dancing, eating and interaction with other communities and leaders of the district and county. During the celebration, local media conducts interviews, which are broadcasted on local radio to spread awareness of CLTS success.

The county inspector and development superintendent have expressed appreciation for the IWASH and GoL team for the level of work that has been achieved, and for the communities for their unity and cooperation. They stressed the importance of maintenance of the ODF. Non CLTS community chiefs who attended the event often requested in their remarks that the IWASH team and NLN to consider their community in the next CLTS triggering.

Key achievements/Success stories

1. Establishment of and Support to Natural Leader Network

Natural Leader Networks are formed from CLTS Natural Leaders who bring their own communities to ODF. They organize themselves to provide mutual support to remain ODF and to act as CLTS implementers, partnering with IWASH. During the first month of implementation the NLNs achieved ODF in 14 of 27 triggered communities. The best IWASH triggered communities achieved ODF after 3 months. We anticipate that the NLN driven CLTS will be very successful.

The success of the NLN driven CLTS appears to be associated with two main factors: 1) the NLN members are local from the same clan as the community they are working with (same language, same culture), and 2) the NLN members have just brought their own communities to ODF, so they know how to convince others about the importance of becoming ODF. The NLNs are creating enthusiasm around CLTS implementation, and some communities are becoming infected with it even though they have not been triggered. Four communities in Nimba self-triggered after coming into contact with CLTS communities triggered by NLNs. As the news of ODF communities spread in the county, one of the self-triggered communities in Nimba invited the district, clans and other communities to the ODF celebration in their town (Karto town) in a radio announcement on the local radio station. The communities see ODF status as something good and a source of pride so they all strive to get it.

2. Animal removal

The county authorities in Nimba have tried for several years to remove pigs from town to increase public sanitation, but have had no success. One of the requirements for communities becoming ODF is that no animals' feces are present in the town. With many communities achieving ODF status, people have adopted the practice of fencing pigs. The CLTS approach achieved the removal of pigs from the towns. In one ODF community a natural leader had over forty pigs and was able to remove them from the town and fence them in an appropriate location.

3. Community escape fines after ODF celebration

It is the district tradition for the inspectors to do a monthly visit in each of the villages and towns. If any community is found unsanitary that community pays a fine of 500LD by cooking a meal for the inspector. Jamieyea town, Bong County is one of the communities that inspectors usually visit because it is always dirty. The town chief was always concerned about payment of these fines each month because if the fine is not paid the town chief must remain at the district head office until the fee is met. While the chief is held at the district head office the youth in the town must carry rice and oil to

the inspector's village. Jamieyea community had to raise money every month before the inspector's arrival. The town chief worked with the community to clean the town, but when the inspector arrived he would always find something that was not right and charge a fine. Every year the town would pay a total of 6000LD in fees to the inspector.

In February Jamieyea was pre-triggered, there had no latrine, feces and garbage was seen everywhere. The triggering process took place that same month and they achieved ODF status in June 2013. Jamieyea now has 6 pour flush family latrines with hand washing facilities, 3 garbage pits and each house has a clothesline. Grass in the community is cut very low. The money that they saved from inspector fees they were able to use to build a concrete floor and squat pits.

After the celebration the inspector visited the community to receive his usual fines but to his great surprise the road leading to the town that was usually bushy was very clean and in the town he saw latrines were constructed with hand washing facilities. He could see garbage pits, clotheslines and dish racks. The inspector looked everywhere but could not see any reason to fine the town. He approached the chief and asked for him to pay his walking fee, but the chief replied "I am so sorry, but we used the money to clean our town and build the latrines".

The chief explained the CLTS process to the inspector and he left the town. Since that time, the town has paid no fines. The chief of Jamieya is promoting ODF in other communities in his district. He told the IWASH team that his town will be the showcase for ODF because CLTS has brought pride to him and his people.

4. Natural Leader goes the extra mile to bring ODF status to community

One of our ODF communities in the Sanniquellie-Mah district was triggered by the IWASH/MOHSW team in February 2013. According to the NL Oscar Kpolar, he was not present during the triggering process (he had been selected in pre-triggering). While returning to the town he saw the team leaving. In his own words, when he got to the town most of the people were unhappy and they said to him some people came and insulted the whole town, saying we are eating our own pupu. As he gathered the stories from the town he was not convinced that NGO staff would intentionally insult community members. He was able to convince them that their action plan was good and they should work on achieving their plan. The only problem was that they wanted a pour flush latrine with dirt bricks, but they did not have the money to pay for a mason to build the latrine (the mason was asking for 3000 LD (\$43) for the construction of one latrine).

Oscar Kpolar, who is a mason, volunteered to build latrines for all families' without cost. He was able to build the total of 12 pour flush latrines with concrete slabs. Oscar Kpolar, in the past, used his skills to build homes without latrines. As CLTS NL he is designing homes with latrines and building latrines for other communities.

Oscar's Town of Yelekoyee has been ODF since June of 2013 and the community appreciates Oscar for this support in guiding the community to achieved ODF status.

5. ODF celebration heals tribal conflicts

Since the war in Liberia, especially Lofa County, the Mandingo and the Lorma tribes often have problems working together as they used to do before the war. However, Lorma and Mandingo towns were both a part of CLTS and achieved ODF status within the same period. Despite their differences, after the triggering process members from the two communities had to consult each other on how to

achieve ODF status, starting with the NLs of each town. There had been competition between the communities, each striving for their community to be the best.

The IWASH ODF celebration strategy is that communities that are in walking distance of each other should plan and celebrate together when they become ODF. The two towns agreed to have the ODF ceremony in Peter Town, the Lorma community. Women were selected from both towns for the cooking and men to prepare the venue for the celebration. During the celebration both communities danced and ate together.

Today the link that was broken between these two communities has been mended and the relationship that they had before the war is returning as community members reconnect.

In the ODF celebration remarks, both towns' chiefs praised the IWASH CLTS approach. They acknowledged that CLTS not only achieves ODF, but it is also an approach that unifies people.

6. ODF communities attracting more development resources

One of the elements of the National Guidelines for CLTS is that after a community achieves ODF status they will be prioritized for GoL county development activities. The IWASH team also works with other NGOs to prioritize ODF communities for development interventions, since they have already shown a commitment to self-organization and self-development. After some communities in our target counties achieved ODF status, other non-health NGOs selected these counties for intervention. According to the communities, these NGOs were impressed by the community's commitment to ODF status. These NGOs believe that greater success can be achieved by working with communities that have been sensitized to and shown commitment to a sustainable development model.

In the three counties, Bong, Nimba and Lofa, an organization that focuses on livelihoods and nutritional development gave goats to six ODF communities. The community provides land that is fenced for the goats. Fencing animals away from town is also a feature of ODF communities.

In Voinjama district, a lawyer who works for the County Judiciary and spoke at an ODF celebration donated zinc roofing sheets to help villagers upgrade from thatch. He gave a total of 60 sheets to the 8ODF communities at the ODF ceremony. He told the audience that after the conflict in Liberia, villagers were always looking for handouts, but these communities were different. They wanted to live in clean communities and were willing to do the work themselves.

During one of our ODF celebration, teachers working in a district school that is near the ODF community said the school is about a 10-minute walk from the ODF community, but they prefer living in the ODF community. According to them, the town that the school is in would provide them free lodging, but they are willing to pay for lodging to live in the ODF community.

New developments impacting implementation

In FY2014, CLTS triggering will be led by NLNs in all but the largest communities. In the larger communities (district seats), the IWASH team (along with GoL counterparts) will lead the triggering and CTLS monitoring processes with the support of NLNs. NLNs will be involved in the triggering and monitoring, but given the more complex social and political dynamics in larger towns, IWASH staff will take a lead role along with GoL. This will be a pilot for larger community CLTS in Liberia.

The focus for FY2014 will be on developing and disseminating hygiene promotion and safe water messaging to ODF communities, while supporting the expanding work of the NLNs. There is great momentum within the NLNs for growing CLTS in their clans and IWASH will support that growth.

Progress Report: IR2 - Increased Knowledge and Use of Improved WASH

6 WASH Products & Services Guide

Implementation indicators and outcome indicators

Indicator	2013 Target	2013 Performance	LOP Target	Performance to date
A Simplified WASH products and services Guidelines developed	0	80%	1	80%

WASH PRODUCTS AND SERVICES GUIDE

Development of the WASH Products and Services Guide commenced during the second half of this reporting period. The guide is a simple to read resource for communities engaged in CLTS. It includes instructions on how to construct and assemble locally made WASH products, as well as information on the use of WaterGuard and listings of WASH contacts by area (WASH Entrepreneurs, District EHTs, County Focal People for CLTS, and IWASH staff).

At this point the text is written and most of the artwork has been completed. Because many rural community members cannot read, drawings will be used to communicate all important construction and assembly concepts. The manual will illustrate the making, assembly or use of WASH products such as soap, tippy-tap (for hand washing), dish-racks, hand washing stick, clotheslines, WaterGuard, latrine slabs, household latrine construction options, well culverts, and garbage pits. The manual will also feature commonly replaced parts of the Afridev hand pump and other accessories. Contact locations and telephone numbers of WASH service providers such as IWASH trained WASH entrepreneurs, local outlets for hand pump spare parts and WaterGuard sales points will also be featured in the manual.

The manual will be an easy-to-read (mostly sketches and instructions) tool targeting mainly CLTS Natural Leaders and communities that have been triggered and are progressing toward or have achieved ODF status. It is expected that with the support of Natural Leader Networks and use of the manual, community members will be empowered to manage their own water and sanitation resources for improved health and hygiene practices. The WASH resources directory will allow them to easily locate WASH service providers in their respective localities.

A draft of the manual is expected to be completed by mid-October and will be shared with the Department of Environmental and Occupational Health and the Division of Health Promotion at the Ministry of Health and Social for review and approval before the final copy is produced for circulation in November.

Progress Report: IR2 - Increased Knowledge and Use of Improved WASH

7 Social Marketing of Community-led Total Sanitation

Implementation indicators and outcome indicators

Indicator	2013 Target	2013 Performance	LOP Target	Performance to date	
2.3-3: Number of natural leaders that emerge as CLTS ambassadors.	24	28	48	28	5. CLTS 7. Social Marketing ODF Status
2.3-2 Number of communities that express interest in CLTS by returning filled in CLTS request forms.	30	51	75	51	5. CLTS 7. Social Marketing ODF Status

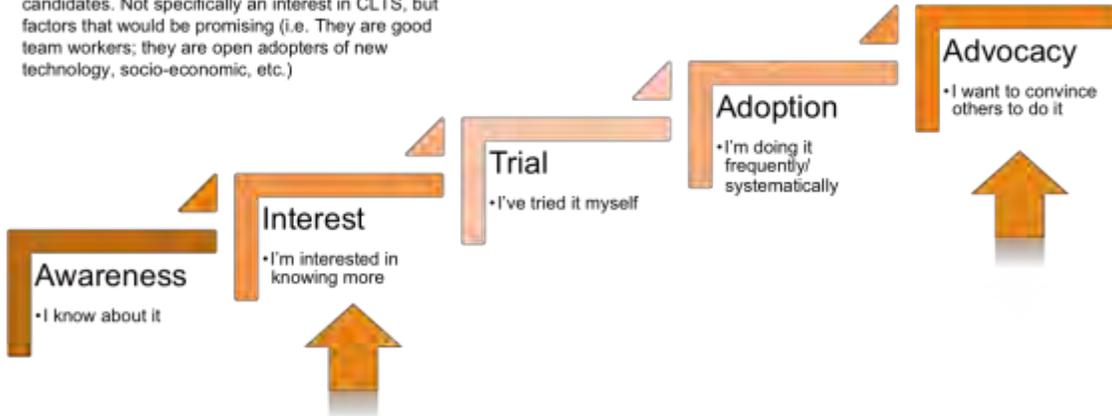
The IWASH program has implemented CLTS successfully in Lofa, Bong, and Nimba Counties and wanted to build on its success by using social marketing to expand the reach and improve the success rate of CLTS in the IWASH counties and, potentially, beyond. The key to achieving this was to develop a marketing approach to build the interest of non-triggered communities in Open Defecation Free (ODF) and to develop specific interventions to support Natural Leaders from ODF communities to work with neighboring communities. Interest and advocacy are two key stages of change from the Adoption Stairway, a marketing model that helps identify which particular behaviors and segments of the audience to target.

Need to build criteria for selecting communities to pre-trigger

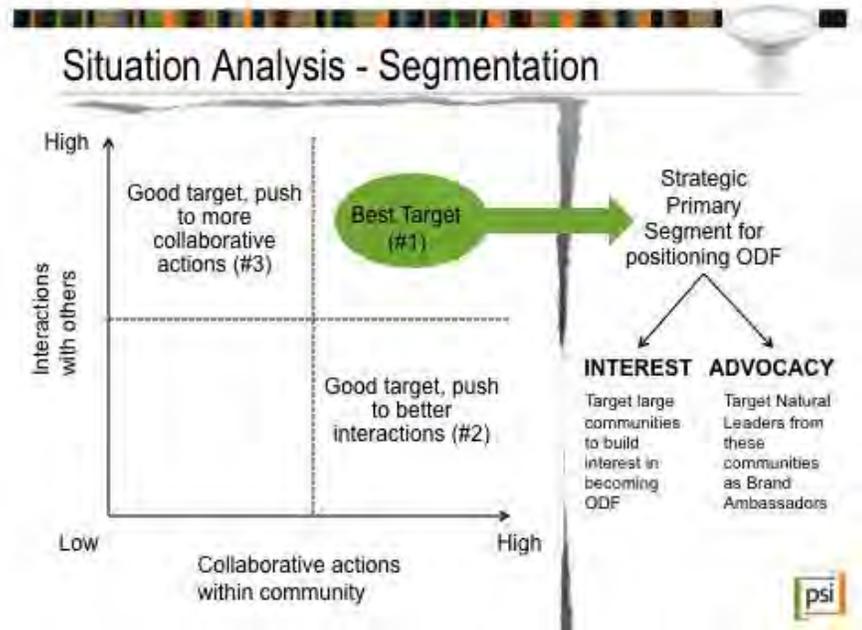
Criteria to help choose which communities might be candidates. Not specifically an interest in CLTS, but factors that would be promising (i.e. They are good team workers; they are open adopters of new technology, socio-economic, etc.)

Need to build criteria for selecting CLTS/ ODF advocates

Criteria to help choose which communities or individuals might be natural advocates.



Following an insight from the audience research carried out in early 2013 that communities that already collaborate and that have high levels of interaction with neighboring communities are most likely to adopt CLTS and reach ODF status, an innovative segmentation approach was developed to segment communities based these characteristics. This is ensuring that IWASH is working with high-potential communities (to build interest in ODF) and Natural Leaders from communities showing high levels of collaborative actions and interactions to advocate “organically” for ODF. The results from the most recent round of triggering show that a higher proportion of triggered communities are reaching ODF status and they are doing so faster. This is a preliminary indication that the segmentation scheme is contributing to increased effectiveness.



2.1 Consultation

A one-day consultative workshop on Social Marketing of the Community-led Total Sanitation initiative was held in Monrovia at *The Marketplace Conference Center* on January 15, 2013. This workshop brought together 33 representatives from the IWASH team, WASH partners from NGOs, USAID, and relevant government agencies, including the MoHSW, MPW and MOE.

The day consisted of informational presentations on the IWASH program and PSI's DELTA marketing planning process. There were also interactive activities on how CLTS can be enhanced through the use of social marketing.

The participants were also presented with case studies on Nigeria and Zambia that highlighted stories of successful CLTS implementation and the rapid spread throughout the two countries. The intention was that lessons learned from CLTS implementation in these countries inform CLTS social marketing strategy. The twin goals of the social marketing strategy were to increase the demand for CLTS uptake in communities and to increase the rate of achievement of ODF status of triggered communities throughout the IWASH Counties, and eventually Liberia.

2.2 DELTA Marketing Process

In April 2012, the IWASH team, WASH NGOs, USAID, and the Government of Liberia came together to identify how social marketing could complement CLTS to accelerate sanitation gains. PSI used its marketing planning process to facilitate a workshop on (1) expanding target communities' demand for open defecation free (ODF) practices, and (2) increasing and sustaining the rate of adoption of ODF practices in triggered communities. Workshop participants were interested in exploring how and whether communities could "self-trigger" and whether additional health promotion methods could be used to facilitate conversion from non-conformers (open defecators) to conformers (ODF villages). In order to inform the design of a strategy that combined health promotion approaches, formative research was conducted to:

- a. Identify project area communities' perceptions of CLTS and ODF status
- b. Identify drivers and barriers to communities practicing ODF continuously
- c. Identify what individuals and communities see as the payoff for practicing ODF
- d. Determine competing behaviors to ODF practices from audience perspectives (e.g., convenience, smell, distance from feces, cleanliness, and pride)
- e. Identify strategies used to overcome identified barriers

PSI's marketing planning process employs insights about consumers and service providers in the design of social marketing programs and to turn evidence into action. The process helps program staff and partners to think about what motivates the target population to perform certain behaviors. The outputs of the marketing planning process typically include an audience profile, key messages in the form of a positioning statement for the desired products, services and behaviors, marketing objectives, strategies to disseminate the messages to consumers, and a research plan to monitor implementation of the strategies and changes in consumer behavior. The process ensures insights are used to plan programs and to create a seamless flow from health context to audience profile to strategy. PSI's framework for behavior change is used to analyze target populations' opportunity, ability and motivation to adopt a desired behavior.

The collaborative effort in Liberia looked to apply a marketing lens to develop an overarching demand creation strategy for sanitation, complement "classic" CLTS with social marketing, and to think about the next steps needed in Liberia to increase sanitation coverage. Participants identified what factors community mobilization is likely best placed to influence and what factors social marketing may be best place to influence. For example, the group used the findings from the consumer insight research to understand the dimensions of pride and what factors feed into this emotion.

2.3 Marketing Plan

2.3.1 Target Audiences/Archetypes

In developing the marketing plan for the social marketing of CLTS there were two target audiences developed with the following archetypes: *Mumus* Community and *Mulbah the Natural Leader*.

Mumus is a lively community that is collaborative as evidenced by collective projects to get things done in the community. Mumus has a strong leadership structure.

Mumus does not have access to basic services and the community residents practice open defecation as well as other unsafe hygienic practices, such as drinking untreated water and not washing their hands regularly. The residents of Mumus aspire to have clean, safe, and healthy community and are open to new ideas. They are willing to work together to improve the community.

The brand positioning that was developed for Mumus is as follows: "For Mumus, a *pupu-free* community is the best development choice that brings enduring prestige gained from being respected by other communities and that is better than a few minutes of freedom."

In order to help Mumus, IWASH will implement marketing activities that will influence the following behavioral determinants: subjective norms¹ and brand appeal.²

The second archetype was *Mulbah*. Mulbah is in his mid-thirties and lives in a rural village that lacks access to basic services and sanitation. Despite this, Mulbah's community is a CLTS community that has recently achieved ODF status and Mulbah played an active role in his community's achievement. Even though he is the head of his household and the only provider for his family through farming, Mulbah is willing to engage in community work during his limited free time. Mulbah's community is using the Koo method to get things done. This means that every family in the community gets together at certain times to work on something that will improve the quality of life in the community. Mulbah is much respected in his community. He understands the benefits of being an ODF community and wants to encourage other communities to follow suit. However, Mulbah fears that if his time is spent on something else, he will not be able to provide for his family anymore, Mulbah needs support to become an ODF Champion.

The brand position that was developed for Mulbah is as follows: "For Mulbah, being a champion of community development will help forge a name for his family and community and be worth every minute invested."

In order to support Mulbah, IWASH will implement marketing activities that will influence the following behavioral determinants: social support and brand appeal.

<u>Determinants of Desired Behavior Change</u>	
Community	
→	Brand Appeal & Attributes: Increase in the number of Communities that see ODF as a desirable status and a source of pride
→	Subjective Norm: Increase in the number of Communities that think that other communities believe that ODF is a symbol of development and a source of pride
Natural Leaders	
→	Social Support: Increase the number of Natural Leaders who received support from the families and communities to go out and become a CLTS Champion
→	Brand Appeal and attributes: Increase the number of Natural Leaders who emerge as CLTS champions

¹Subjective norms are defined as the perceived pressures to comply with what an individual or individuals believe others in the social group believe about a behavior. They take the form, "I believe people in this area believe that having a clean community is a sign of progress/development."

² In this case the brand is not a tangible product but becoming/being a *pupu-free community*.

2.3.2 Activities

The IWASH marketing plan includes a series of related activities that began shortly after the Delta workshop in April 2013 and will commence through June 2014.

Establish a Brand Identity: The first step in establishing a brand personality was designing a logo to be associated with *pupu-free* community status. This logo is used on the billboards that are placed in the verified ODF communities. This logo also appears on *Mulbah the ODF Champion's* uniform. The objective of the logo is for people to associate the symbol with cleanliness and, crucially, development. The logo was pretested and a large majority of respondents said they associated the logo with a developed community, aligning it with the key message, "CLTS is the path to development."

Radio Dramas: Radio dramas were created to tell the story of the Mumusu Community and how they worked their way from being a community that practiced open defecation to a community that is ODF. The community also captures the story of Mulbah and explains how he served a natural leader in his own community and went on to be an ODF Champion by going out to other communities and encouraging them to follow suit. The dramas are ten episodes long. During the dramas' runs live talk shows that feature community leaders, WASH actors and the GoL feature discussions of issues such as open defecation and also advocate for non-ODF communities to work towards ODF status. The radio dramas are airing on community radio stations throughout the counties and extend to other communities as well. Field staff report that communities hearing the dramas as far from IWASH communities as Grand Gedeh County have expressed interest in being triggered to UNICEF.

Street Theatre: To supplement the radio dramas there will also be a live street theatre performance in 15 markets (5 per IWASH County). The street theatre will be used as a medium to create a buzz about CLTS in the communities and get more communities on board. The Natural Leaders/ODF Champions will also be at the street theatre to provide more information about what CLTS is and also to engage communities to get on the pathway to development. The street theatre will be a traveling road show that will go on for a period of two weeks and be produced by a local theatre company.

Billboards: Billboards have been developed that will be placed in local markets in selected IWASH communities. The billboards were designed to reinforce the message that CLTS is the path to development and that



ODF Community Billboard



CLTS Market Billboard

communities must make a choice about which path they wish to go down. The billboards reinforce the linkage between improving sanitation and achieving development.

Progress Report: IR3 – Improved Enabling Environment for WASH

8 Institutionalization of CLTS within the Government of Liberia

Implementation indicators and outcome indicators

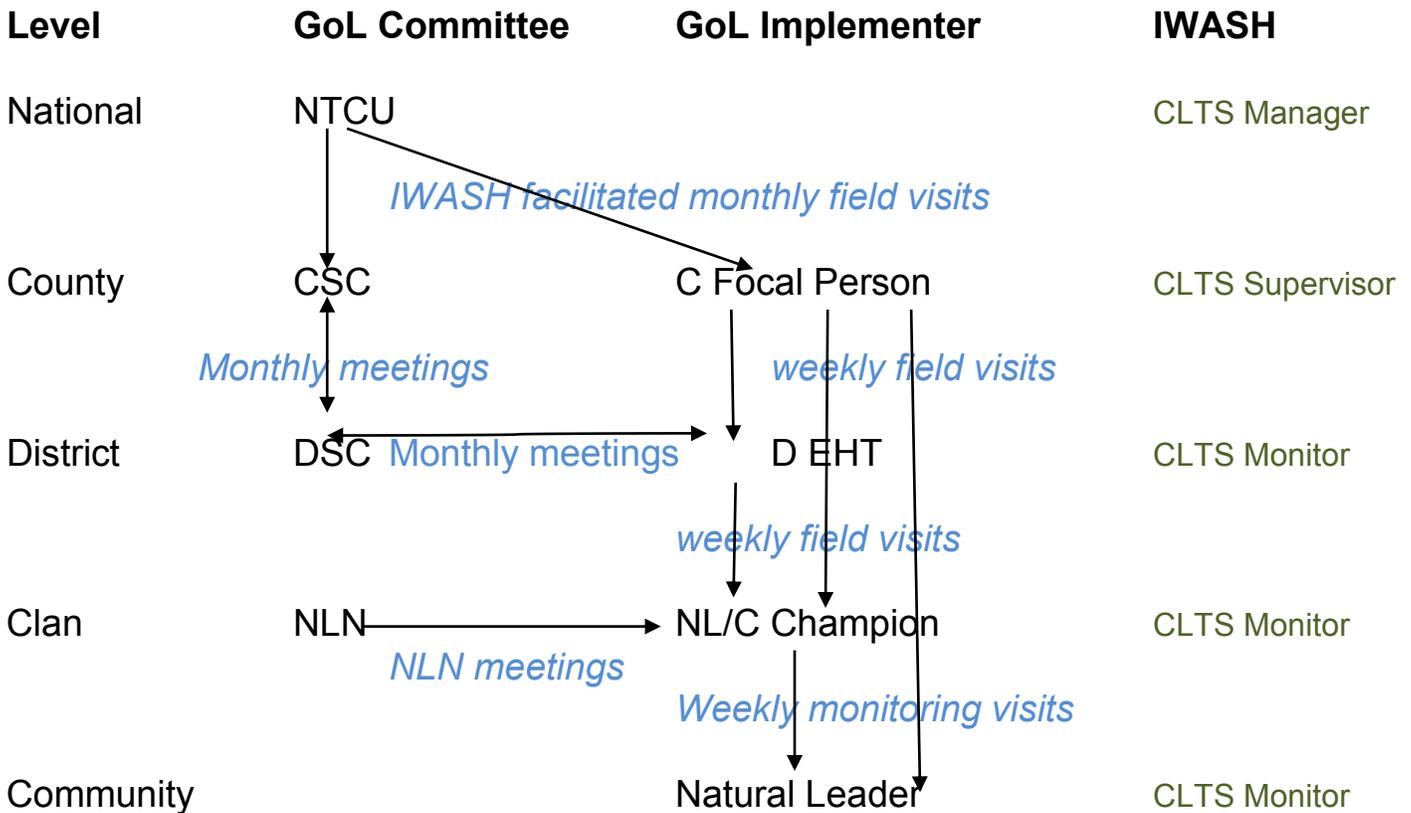
Indicator	2013 Target	2013 Performance	LOP Target	Performance to date	
3-2 % level to which County Steering committee (CSC) follow their TOR in applying CLTS	60%	48%	75%	In progress	5. CLTS 8. CLTS in GoL
3.1-1 # of monitoring visits done by GOL CLTS governing structures per IWASH ODF community. (NTCU,CSC,DSC)	3 (2 CSC, 1 NTCU per ODF Community)	3 minimum	3 visits per ODF community	3 minimum	8. CLTS in GoL

The institutionalization of CLTS within the Government of Liberia (GoL) refers to the national county, and district level structures required for effective and sustainable CLTS. The IWASH program, as the first CLTS implementer to utilize the CLTS guideline methodology, worked with the National Technical Coordinating Unit (NTCU) for CLTS to install County CLTS Focal People in each target county and then District Environmental Health Technicians who act as District CLTS Focal People. In addition, County and District CLTS Steering Committees have been formed and have met regularly during the reporting period. The structure and the roles within the structure are new, so capacity building has been a major activity during the reporting period. The capacity development primarily involves IWASH staff working side by side with GoL counterparts. At the county level, this is the IWASH County Supervisor and the GoL County Focal Person. Co-planning and co-supervising are key activities, as well as co-reporting to County CLTS Steering Committees, at WASH Coordination Meetings, and at IWASH Program Review Meetings. At the district level, it is the IWASH CLTS Monitors and District EHTs, who monitor implementation on a daily basis, participate in feedback meetings, and report to District Steering Committee Meetings.

On a monthly basis IWASH facilitates NTCU members to visit each target county and meet with county and district level GoL staff to review progress and maintain close communication. The NTCU staff members also meet with District and County Steering Committees to review their involvement in the CLTS progress.

The installation of County Focal People occurred in IWASH target counties in April 2013. District EHT installation has been more challenging. Between April and September 2013 GoL counterparts at the district level were an assortment of MPW and MoHSW staff, but not consistently District EHTs. In some districts EHTs were not available and new District EHTs had to be requested by the County Health Team. This was challenging in an environment where thousands of currently employed health workers are not on salary. In July there was a strike called by health workers on this issue. After consistent lobbying and pressure, in September IWASH managed to attain a complete GoL counterpart structure for CLTS in target districts.

This timing was critical as Natural Leader driven CLTS began in late August, which requires intensive oversight by District EHTs. In order to easily visualize the levels of CLTS structure and the interactions between them, a graphic is provided below.



Key achievements/Success stories

The IWASH program is the first CLTS implementer in Liberia to have complete GoL structures in place consistent with the guidelines for CLTS implementation in Liberia. GoL counterparts attend IWASH review and planning sessions held in Monrovia and Gbarnga. The success of the IWASH CLTS program is due to this strong coordination.

IWASH supported an EHT coordination meeting in Nimba in 2013 organized by the GoL where CLTS was a major topic. EHTs from all districts in the county were involved and learned about CLTS. These kinds of meetings will be initiated in all target counties. IWASH has also agreed to support a national EHT conference that will feature CLTS in October 2013.

New developments impacting implementation

IWASH will support the NTCU to hold a national EHT workshop that will feature CLTS and the successes achieved through collaboration with the IWASH program.

Progress Report: IR3 – Improved Enabling Environment for WASH

9 WASH Policy Development, Improvement, and Dissemination

Implementation indicators and outcome indicators

Indicator	2013 Target	2013 Performance	LOP Target	Performance to date	
3.1-3 A National CLTS Guideline developed and published with IWASH input.	1	1	1	1	9. WASH Policy Dev& Dissemination
3.3.2 Number of policy dissemination workshop conducted by IWASH at county and district levels	3	3	4	4	9. WASH Policy Dev& Dissemination

Development of the Guidelines for Community-led Total Sanitation (CLTS) Implementation in Liberia

In the early stages of this reporting period it became clear to IWASH management in conjunction with MoHSW's National Technical Coordinating Unit on CLTS, that a national guideline was necessary to standardize the approach for this sanitation implementation. Recent history of sanitation programming in Liberia has been dominated by relief NGOs giving materials and paying wages for community members to construct latrines. These latrines were often unused and when used, not maintained. CLTS methodology requires that no financial or material resources be given to communities – the community members must decide to take action and use their own resources. To make the shift nation-wide, the NTCU and IWASH decided to develop the Guidelines for Community-led Total Sanitation Implementation in Liberia.

A series of technical planning meetings were convened by the ministry with partners including IWASH, UNICEF, the USAID-funded Liberia Municipal Water Project, Ministry of Public Works, and WaterAid. The Task Force reviewed the way CLTS was being practiced by implementing partners especially where some of these partners were enticing communities with material subsidies in constructing latrines in the absence of any control from government and complete lack of procedures and processes for CLTS implementation. The Task Force then began the development of the guidelines for CLTS that clearly define the structures, processes, systems and steps in CLTS implementation to be managed by government MoHSW with support from MPW. A draft of the CLTS guidelines was then circulated for review by partners. Following the review process, the government approved a final version of the guidelines and 100 copies were printed for circulation with funds provided by IWASH.

CLTS implementation in the country is now controlled by the government with standardized procedures and structures as a result of the initiative taken by the IWASH project to engage government on this key sanitation service delivery methodology. ODF communities, especially in IWASH implementation counties, are growing in

number. UNICEF and the WASH Consortium are following the national guidelines for CLTS and monthly meetings are held to discuss implementation issues.

A review and revision of the guidelines is scheduled to take place in December 2013. Based on the experiences of IWASH, UNICEF and the WASH Consortium there are areas of the guidelines that can be expanded upon to include social marketing, Natural Leader Networks, and hygiene promotion methodologies as scale up activities.

JOINT WASH SECTOR REVIEW AND LAUNCH OF TWO MAJOR WASH DOCUMENTS

IWASH participated in the first annual Joint WASH Sector Review, as well as the launch of the Sector Investment Plan (SIP) and the launch of the Capacity Development Plan (CDP). IWASH formed part of the Task Force that developed the SIP and the CDP. The review process was conducted February 5-6th and the launch was held February 7th at the S.K. Doe sports complex in Monrovia and attended by H.E. Ellen Johnson-Sirleaf. The review process provided the platform for all key stakeholders to present and discuss the progress made in sector goals, analyze achievements, address challenges, raise lessons learned, and identify gaps to prioritize for 2013 activities.

WASH POLICIES DISSEMINATION WORKSHOPS

Developing WASH policies and guidelines is essential to creating an enabling environment, but these documents must also be actively disseminated to county and district level government officials. Without this dissemination there will be little knowledge of the existence of these documents in rural Liberia. The IWASH program began dissemination of policies and guidelines in FY2012, targeting county level officials by bringing them to a meeting in Bong County. In this fiscal year IWASH conducted 3 meetings targeting district level GoL officials in Bong, Nimba, and Lofa Counties. A total of 70 local government officials attended the workshops and increased their knowledge of WASH related policies by 26%.

The policies and guidelines reviewed during these meetings include:

- Liberia WASH Compact
- WASH Sector Strategic Plan
- WASH Supply and Sanitation Policy
- The Guidelines for Water and Sanitation Services in Liberia
- Guidelines for CLTS in Liberia
- Environmental and Occupational Health Policy
- Health Care Waste Management Policy
- The Liberia Water Atlas
- National Integrated Water Resources Management Policy
- National Policy in Decentralization and Local Governance

IWASH, in partnership with the USAID funded Liberia Municipal Water Project (LMWP), managed 3 workshops in the final quarter of FY2013. The first workshop was conducted from August 27-30 in Kolba City, Kolahun District, Lofa County, the second from September 1-5 in Saclepea City, Saclepea-mah District, Nimba County

and the third from September 17-20 in Gbarnga City, Jorquelleh District, and Bong County. A full report on the workshops is provided in Annex 4.

A series of 4 planning meetings were conducted in Monrovia to develop budgets, set workshop schedules, identify and select participants and facilitators, and identify and select policies and technical documents for dissemination. Representatives attended these meetings from IWASH, the LMWP, and government ministries.

A total of 70 county and district based staff from the Ministry of Internal Affairs, Ministry of Public Works, Ministry of Health and Social Welfare attended the three workshops (Nimba 22; Bong 26; and Lofa 22). Among the participants were members of the Local Steering Committees set up by the Liberia Municipal Water Project in the three counties and from Robertsport in Grand Cape Mount County. The participants included Assistant Superintendents for Development, County Project Planners, Statutory District Superintendents, District Commissioners, WASH Coordinators, District Environmental Health Technicians, City Majors, and County Inspectors.

Facilitators who presented the policies and technical documents include directors from the key WASH ministries: Land, Mines and Energy, Public Works, Health and Social Welfare, and Internal Affairs which has oversight for all GoL activities in the counties.

To evaluate knowledge gained about WASH policies and technical documents during the workshops, pre and post-workshop tests were conducted that showed an average pre-workshop knowledge of 47% and an average post-workshop knowledge of 73%. Average change in knowledge, gained by the participants as a result of the workshop according to the analysis of the pre and post workshop tests, was 26%.

During the workshops, participants expressed appreciation for the dissemination activity. They explained that though they occupy senior positions in their respective counties and districts they were not aware of issues of WASH policies and did not know their role with respect to the WASH sector. Development Superintendents who attended the workshops were not aware of the County Development Agenda available to their counties and did not know that they were responsible to lead on WASH activities in their counties. Participants also expressed that due to the limited pre-workshop knowledge of WASH policies and technical documents, they had not in the past made any effort to ensure that WASH issues were placed on the development agenda of their respective counties and districts. They had also not moved to advocate for financing of WASH activities in their respective counties and districts. This lack of awareness has affected WASH funding in prior GoL budgets and IWASH will work with county and district officials to ensure WASH funding advocacy in the future.

A District Commissioner recounted how he had observed medical waste (laundry/washing of beddings from the medical center) contamination of a creek just behind the medical facility in his district. He had not realized that this is against the policy of Health Care Waste Management, nor did he realize that it was part of his responsibility as the WASH lead in the district to ensure that such practices are not conducted. This District Commissioner said that after attending the workshop and understanding the policy, he will engage the District Environmental Health Technicians in his district and the County Health Team to ensure that best practices of disposing of health care waste in his district is adhered to, especially as it relates to pollution of surface water.

Participants raised the issue of burial within towns in all the three counties and vowed to completely stop the practice. Most often the in-town burials are of government officials or other influential people. Burials in-town make it difficult to select an acceptable site for well construction.

During the discussions on the guidelines for CLTS implementation in Liberia, a participant informed the gathering in Nimba that he was proud of 12 communities in his district attaining ODF status and that as Statutory District Superintendent; he will work with IWASH to ensure that all the 191 communities in his district achieve ODF status.

A comprehensive report of the workshops is attached as an annex.

Key achievements/Success stories

Key accomplishments during the workshops were:

- County WASH Plans Developed
- County Development Agendas to include WASH funding
- District level agreements for CLTS support
- Intention of Ministry facilitators to replicate the workshops in all counties

The participants developed County WASH plans that will be shared at the county level during WASH consultative meetings involving all stakeholders. It was recognized that the County Development Agendas are now expired and an agreement was made to ensure that new agendas will include WASH funding. Participants also agreed to support the District Commissioners and EHTs to promote CLTS implementation in their respective districts. The officials from the government ministries who facilitated during the workshops have begun consultations with other WASH partners active in other counties to explore ways of replicating the workshops in these other counties

A key success story is that of Hon. D. Bartuah-Bartuah, Sr, Statutory District Superintendent of Gbelleh-geh District, Nimba County who has embraced the CLTS process in his district and is working closely with the IWASH team in mobilizing communities in his district to achieve ODF status. Hon. Bartuah-Bartuah has worked with Natural Leaders in his district to ensure that all cattle are either fenced within the communities or taken out of the communities. He has also been working with Natural Leaders to ensure that burials do not take place in communities in the district and is engaging other officials at the county level to advocate for WASH. Hon. Bartuah-Bartuah has vowed to actively engage with the CLTS process until all communities in his district attain ODF status.

WASH SECTOR CAPACITY DEVELOPMENT NEEDS ASSESSMENT

From July to October 2012, IWASH served as a member of the Capacity Development Task Force (CD-TF) of the National Water, Sanitation and Hygiene Promotion Committee (NWSHPC). IWASH participated in the activities of the WASH sector capacity development needs assessment that was undertaken by a team from UNICEF and WSP and headed by Sarah House, a consultant who led the assessment. IWASH was represented on the CD-TF by LeRoy T. Johnson, Deputy Chief of Party and Jenny Schmitzer, an IWASH intern. The work of the CD-TF led to the publication of the Liberia Water, Sanitation and Hygiene Sector “Capacity Development Needs Assessment: July – Oct 2012”.

Following the successful completion of the needs assessment, IWASH continued the engagement with the CD-TF to produce the WASH sector Capacity Development Plan: 2012-2017. The CD plan was developed as a result of recommendations from the assessment process following reviews, discussions, and feedback. The CD plan identifies gaps and challenges facing the sector in terms of institutional, human and material capacity. The CD plan also lists advanced measures to combat these gaps and challenges with corresponding roles and responsibilities of various actors and the financial resources needed to achieve the recommended measures. All these efforts are geared towards creating an enabling environment for WASH at all levels of the Liberian society as it transform from a post-conflict situation to development.

COLLABORATION AND COORDINATION AT NATIONAL AND SUB-NATIONAL LEVELS

As a member of the National Water, Sanitation and Hygiene Promotion Committee (NWSHPC) IWASH participates in the regular monthly meetings of the committee during which issues of WASH are discussed with all stakeholders active in the sector. IWASH is also actively engaged in supporting monthly WASH coordination meetings at the county level with actors engaged in the IWASH counties including the local and international NGOs, County Health Teams, Ministries of Public Works, Internal Affairs, Liberia Institute for Geo-statistics and Information System (LISGIS) and civil society actors.

ESTABLISHMENT OF THE NWRSB AND THE WSSC

IWASH, as a member of the Task Force for the establishment of the National Water Resources and Sanitation Board (NWRSB) and the Water Supply and Sanitation Commission (WSSC) also attended meetings of the Task Force geared at planning strategies of engagement with government for the speedy establishment of these bodies as enshrined in the Liberia WASH Compact and the Sector Strategic Plan. A meeting with key WASH sector government ministers is planned to advocate for their direct involvement in ensuring that these WASH bodies are formed as soon as possible either through the national legislature or through the issuance of Executive Orders by the President.

SUPPORT TO THE WASH REPORTERS & EDITORS NETWORK

IWASH has also continued engagement with the WASH Reporters and Editors Network in ensuring that achievements made by the project are highlighted in the media. Through this effort, the Network also receives compensation for capacity development to conduct some of its activities. The WASH R&E Network also supports achievements made by IWASH in collaboration with Chevron Liberia in the construction of a modern public-owned and private-managed latrine in Logan Town that was carried in several newspapers and posted on the Shout Africa Social Network. Similar achievements made in project implementations have also been covered by the WASH R&E network in newspapers and aired on national and local radio stations across the country.

These collaborative engagements create a framework within which IWASH and other partners are able to discuss and plan improvements to the WASH sector environment and service delivery to the Liberian people.

New developments

In June, IWASH's COP began attending the Hygiene Promotion Subcommittee at the request of the Deputy Director for the MoHSW's Department of Occupational and Environmental Health, to participate in the development of National Hygiene Promotion Guidelines. It became evident that the critical need was to bring in a consultant with international experience in developing national hygiene promotion guidelines. The COP discussed the benefits of hygiene promotion guidelines with the program's AOR and reached agreement to fund the consultant through IWASH.

Through international advertising and a competitive selection process with the participation of all subcommittee members, a suitable candidate was chosen. The consultant has extensive international experience in developing national policies and guidelines in the WASH sector and specifically in hygiene promotion. She completed her first trip to Liberia in September 2013 and a draft of the guidelines is anticipated in the first week in October.

After the draft is reviewed, feedback is given and the revised guidelines are deemed acceptable by the subcommittee, a second visit by the consultant will focus on validation and dissemination. Stakeholders in Monrovia and each of the counties will participate in final workshop. This activity takes the place of a water point functionality monitoring activity that could not be implemented (see project 10 Water Point Functionality and Water Quality Data Management).

Progress Report: IR3 – Improved Enabling Environment for WASH

10 Water Point Functionality and Water Quality Data Management

Implementation indicators and outcome indicators

Indicator	2013 Target	2013 Performance	LOP Target	Performance to date
3.2-1 Number of community water points on which water point reports are received regularly at the county level per quarter.	139 (65% of 214 well in Jorquelleh district based on Water Point Atlas)	This activity has been removed from IWASH implementation plans.	150 (70% of 214 well in Jorquelleh district based on Water Point Atlas)	This activity has been removed from IWASH implementation plans.
3.2-2 A national water quality electronic data base developed and capturing data from counties.	1	0 (in progress)	1	0

Two activities were identified under this project in the program modification, but neither of them were rigorously researched prior to inclusion. Each of the activities seeks to manage water information. One activity is creating a reporting system for water point functionality built on the data collection system used by MoHSW at the community level. The information is collected by General Community Health Volunteers and passed to health clinics, then to the County Health Team and finally collected by MoHSW. Water point functionality data management is the responsibility of MPW. There is a system that has been developed for taking inventory of and mapping water source functionality. It cannot be updated yet, but that enhancement is in process by the Dutch company that developed the system (AKVO). The updating mechanism will be smart phones with GPS software that allow “online” updated to the mapping system. MPW is not interested in creating a “paper-based system” that would be redundant to the AKVO system. This activity has been dropped. In its place, IWASH has committed to supporting the development of National Hygiene Guidelines. These guidelines will provide a framework for national scale promotion of hygiene messages and a system for harmonizing hygiene messages.

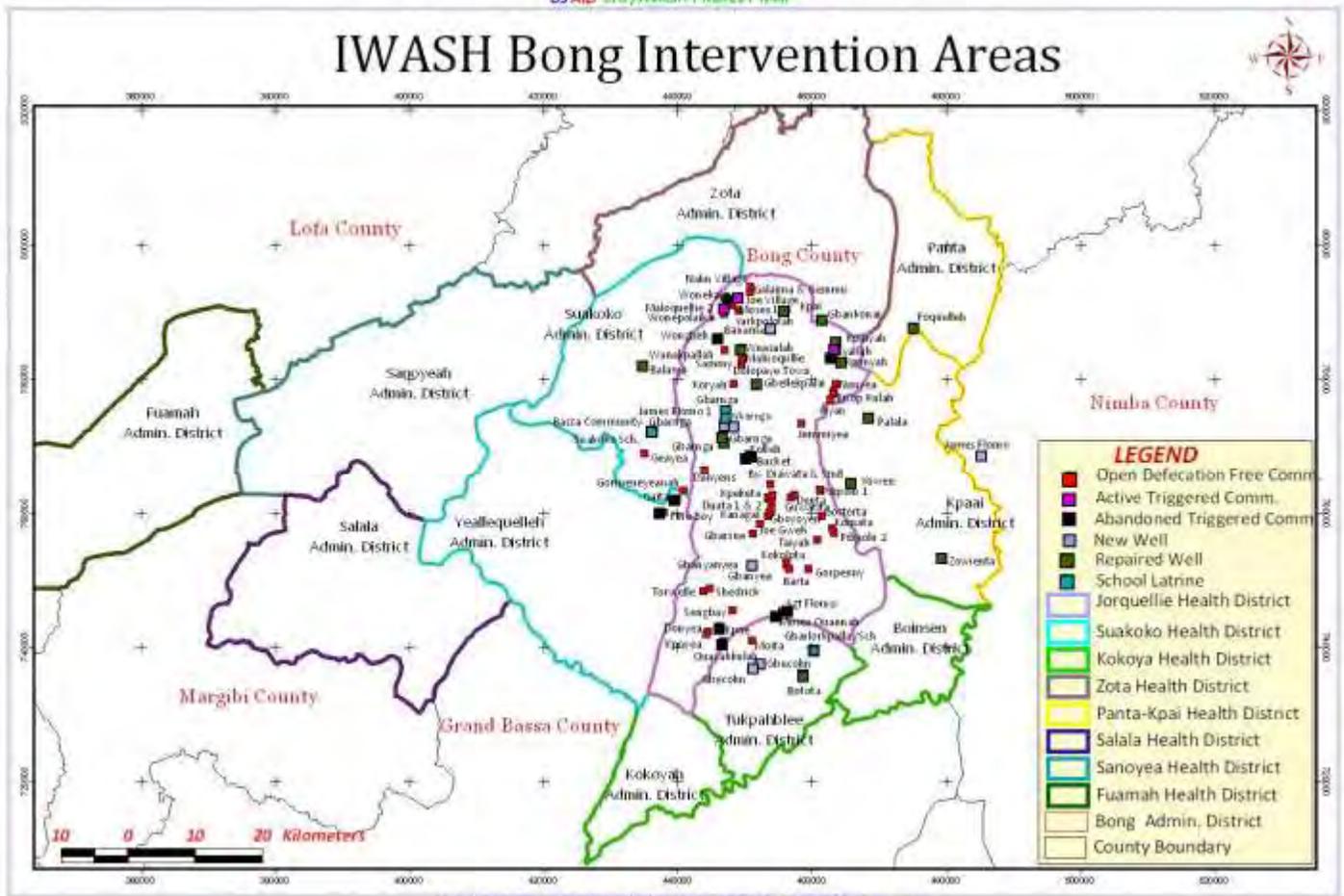
IWASH began participating in the Hygiene Promotion Subcommittee in July 2013, after an appeal for support was made at the National Water Sanitation and Hygiene Promotion Committee meeting. After discussion with the MoHSW, which has responsibility for hygiene promotion, it was clear that there was commitment and momentum within the ministry for this activity. Hygiene promotion is a key activity for the IWASH program in the next phase of CLTS and developing national guidelines will provide excellent insights on the best possible implementation as well as provide consistency among CLTS

implementers during hygiene promotion scale up. IWASH presented the opportunity to support the National Hygiene Promotion Guidelines to the AOR in the IWASH fortnightly meetings and received agreement on dropping the water point functionality activity and replacing it with the National Guidelines for Hygiene Promotion activity. This new activity fits better within Project 9: WASH Policy Development, Improvement, and Dissemination. Achievements related to this activity are included there.

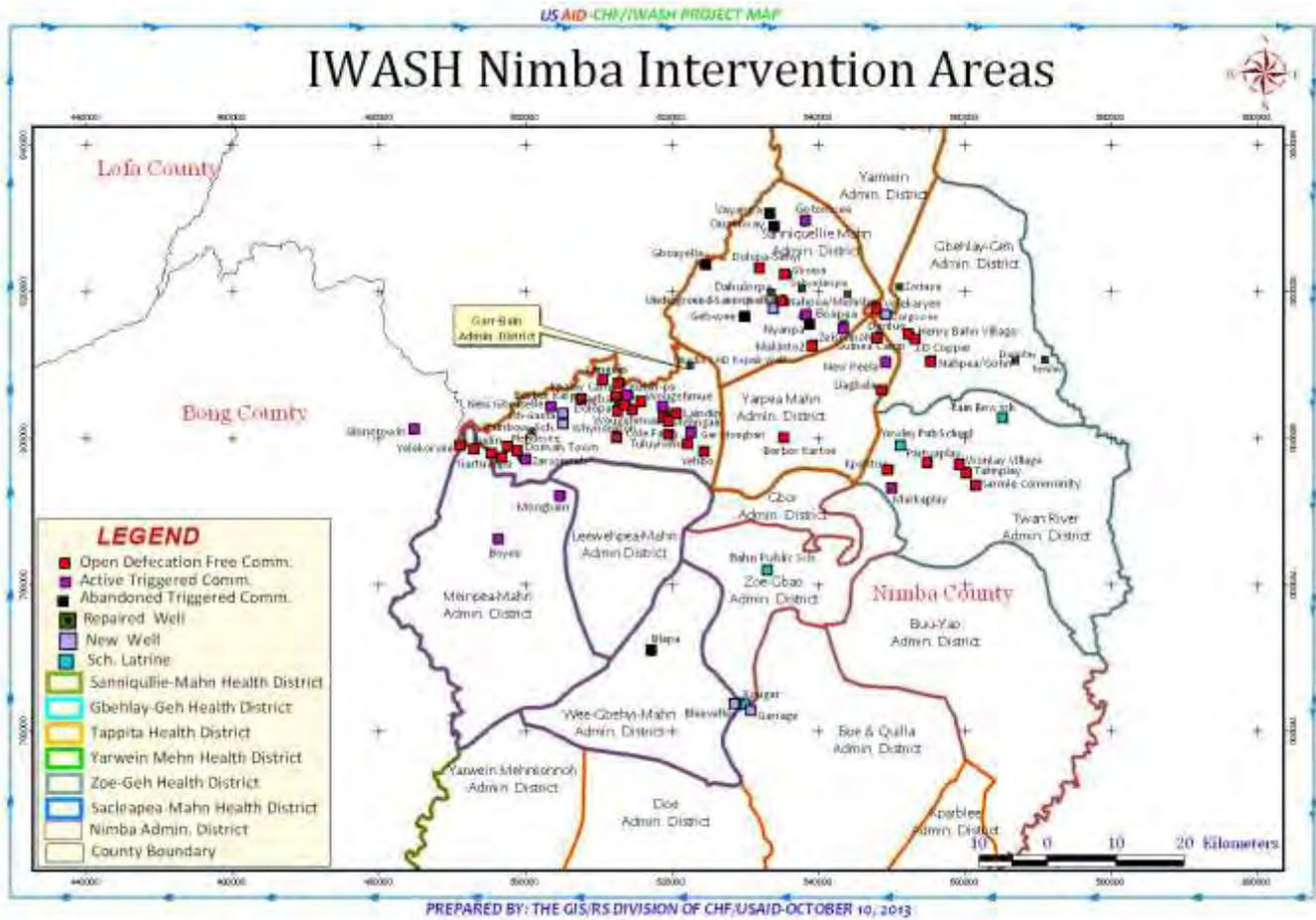
The second activity under this project, developing a national water quality electronic database, is an initiative that has been started in partnership with the World Health Organization (WHO). Initial meetings have been held with WHO as well as discussion with other stakeholders, including MoHSW, UNICEF, LMWP, and the WASH Consortium. This activity will be pursued in FY2014.

Annex I

US AID - CHF / IWASH PROJECT MAP

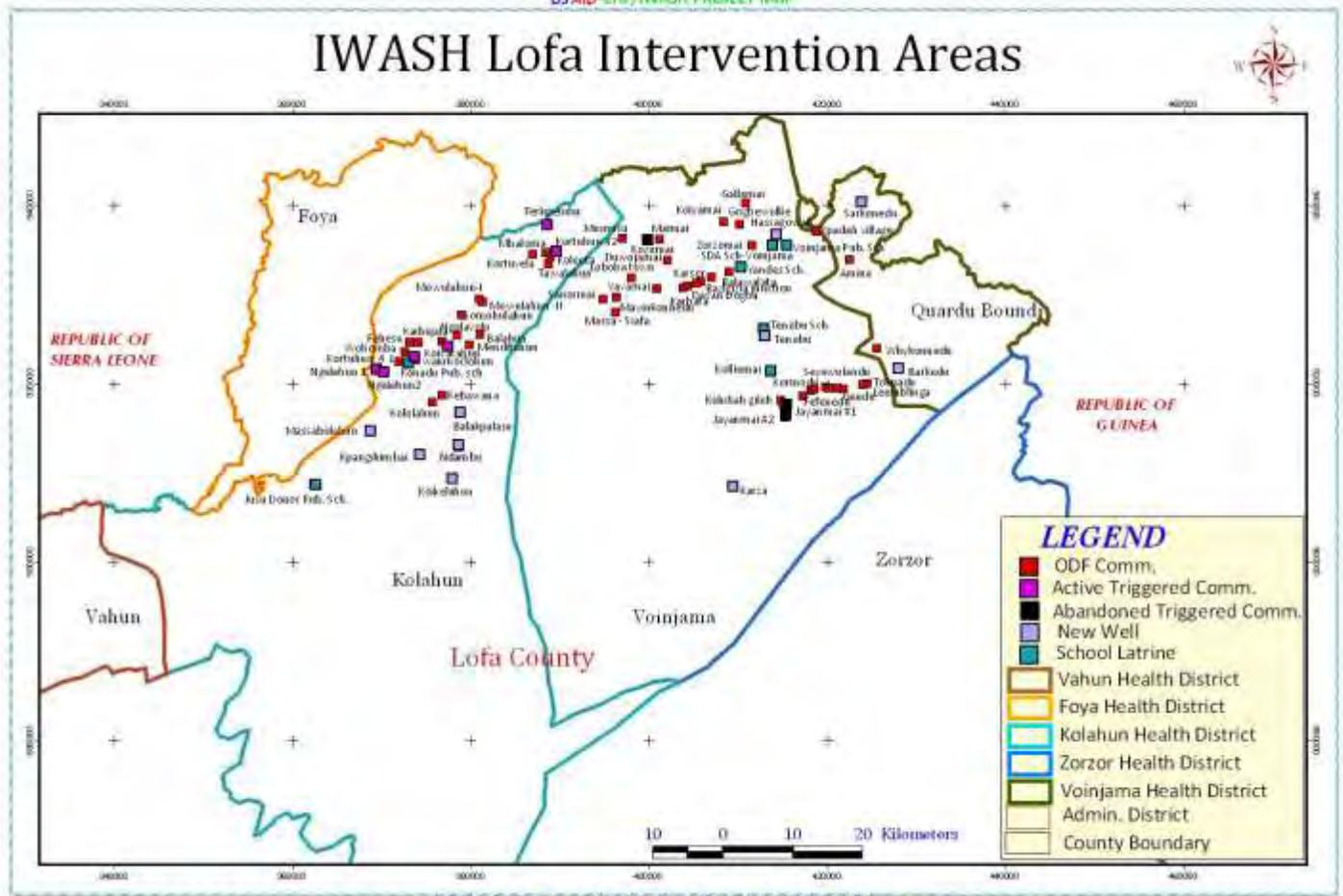


Annex II



Annex III

US AID - CHF / IWASH PROJECT MAP



Annex IV



CAPACITY DEVELOPMENT WORKSHOP REPORT

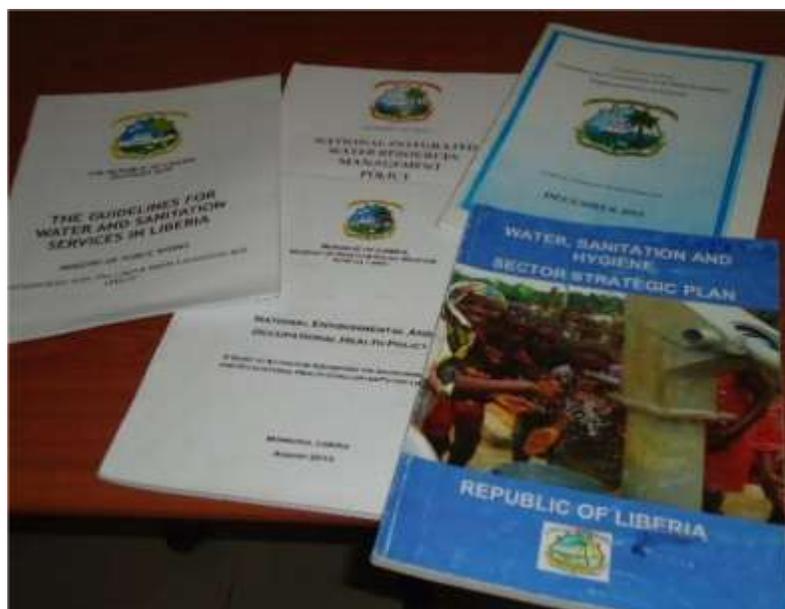
WASH Policies and Technical Documents Dissemination

Bong, Lofa, Nimba, and Grand Cape Mount Counties

August 27th to September 5th 2013

Water, Sanitation and Hygiene (IWASH) Program in Liberia USAID Cooperative Agreement No. 669-A-00-10-00087-00

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List of Abbreviations and Acronyms

CHF	Cooperative Housing Foundation
CHT	County Health Team
CLTS	Community-Led Total Sanitation
DEOH	Division of Environmental and Occupational Health
EHD	Environmental Health Division
EHT	Environmental Health Technicians
ESA	External Support Agency
GOL	Government of Liberia
GWSSL	Guidelines for Water and Sanitation Services in Liberia
HCWM	Health Care Waste Management
INGO	International Non-Government Organization
IWASH	Improved Water Sanitation and Hygiene
IWRM	Integrated Water Resources Management
KAP	Knowledge, Attitude and Practice
LWSC	Liberia Water and Sewer Corporation
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MIA	Ministry of Internal Affairs
MLM&E	Ministry of Lands, Mines and Energy
MOE	Ministry of Education
MOHSW	Ministry of Health and Social Welfare
MPW	Ministry of Public Works
NEOHP	National Environmental and Occupational Health Policy

NWRSB	National Water Resources and Sanitation Board
NWSHPC	National Water, Sanitation and Hygiene Promotion Committee
OD	Open Defecation
ODF	Open Defecation Free
SSP	Sector Strategic Plan
SWA	Sanitation and Water for All
USAID	United States Agency for International Development
WASH	Water, Sanitation and Hygiene
WSSC	Water Supply and Sanitation Commission WSSP
WSSP	Water Supply and Sanitation Policy

CAPACITY DEVELOPMENT FOR GOVERNMENT OF LIBERIA COUNTY AND DISTRICT LOCAL OFFICIALS

WASH Policies and Technical Documents Dissemination Workshops conducted in Kolba City, Kolahun District, Lofa County; Saclepea City, Saclepea-mah District, Nimba County and Gbarnga City, Jorquelleh District, Bong County, August 27th to September 5th 2013

Background:

Findings of a IWASH conducted Knowledge, Attitudes and Practices (KAP) survey of government of Liberia local government officials at county and district levels revealed that there is a vast lack of awareness of WASH policies and technical standards among key local stakeholders thereby limiting their involvement in general WASH activities in the counties and districts.

This lack of awareness is largely attributed to the fact that when WASH policies and technical documents are developed at the national level, very little effort, if any, is made to involve county and district level actors in the activities that lead to the development, and once this documents are completed, they are sometimes distributed to a select few in the counties with no corresponding dissemination action taken either at county or district levels

As a result of this grim reality, issues of WASH are completely ignored when county and district development initiatives are conducted for implementation with a total lack of advocacy for WASH at county and district levels.

As one of the IWASH intermediate results is to create an enabling environment for WASH at national, county, district and community levels, the IWASH team identified the distribution and dissemination of WASH policies and technical documents at county and district levels as a way of developing the capacity of county and district actors in order to encourage greater participation of these actors in WASH related activities with emphasis on the roles and responsibilities these documents ascribe to the actors. The first of these workshops was conducted from Wednesday June 13, 2012 to Friday June 15, 2012 at the Gbarnga Youth Center, Gbarnga City, Bong County with focus on mainly county level actors.

Based on lessons learnt from this first workshop, it was decided that another workshop focusing on mainly district level actors be conducted in order to create more awareness and develop capacity for WASH at district level

In preparation for the training, IWASH engaged national level government of Liberia partners from the

Ministry of Lands, Mines, and Energy; the Ministry of Health and Social Welfare, the Ministry of Internal Affairs, and the Ministry of Public Works. The USAID- funded Liberia Municipal Water Project was also approached and showed

great enthusiasm to become a part of the activity. Series of preparatory meetings were held during which a plan of action (general workshop schedule) was adopted, participants and facilitators identified, venues and dates agreed.

This report covers the events of the three workshops conducted in the three counties. Participants from Grand Cape Mount County (LMWP) attended the Gbarnga session.

WASH related Policies and Technical Documents Covered

The National Policy on Decentralization and Local Governance

The national Integrated Water Resources Management Policy

-  The Water Supply and Sanitation Policy
-  The National Environmental and Occupational Health Policy
-  The Health Care Waste Management Policy
-  Guidelines for Community-Led Total Sanitation Implementation in Liberia
-  The Liberia WASH Compact
-  The Water and Sanitation Sector Strategic Plan
-  The Guidelines for Water and Sanitation Services in Liberia
- The Liberia Water Point Mapping Atlas

Pre and Post Testing

As a way of evaluating knowledge gained during the workshops pre-test and post-test questions were given to the participants before and after each workshop session.

In Lofa county participants scored an average of 48% in the pre test and an average of 85% in the post test, a total of 37% knowledge gained

In Nimba county participants scored an average of 41% in the pre test and an average of 60% in the post test, a total average of 19% knowledge gained.

In Bong county participants scored an average of 30% in the pre test and an average of 72% in the post test, a total average of 42% knowledge gained

For all the three workshops combined, participants scored an average of 39% in the pre test and an average of 72% in the post test, a total average of 33% knowledge gained overall

Training Overview

At the beginning of the sessions in each county, both USAID-funded projects (IWASH and LMWP) were clearly explained to participants stating amount of funding, objectives, activities, coverage, target populations and expected results. This exercise was conducted by Mr. Elmos Glay, Deputy Chief of Party,

Liberia Municipal Water (LMWP) project, and LeRoy T. Johnson, Deputy Chief of Party, Improved Water Sanitation and Hygiene (IWASH) project

The objectives and expected results of the training were also discussed with the participants and include:

Objectives:

At the end of the workshops, participants will

- Receive copies of WASH policy documents and technical papers
- Understand WASH policy application and interpretation
- Understand the roles and responsibilities of local stakeholders in application, interpretation and implementation of WASH policies and technical documents
- Develop at least six months action plans on WASH policies and technical documents towards mainstreaming WASH in County Development Agendas

Presentations on WASH Policy Documents:

Due to the fact that one workshop schedule was developed for all the trainings during the preparatory meetings the facilitation of the workshops followed a set pattern as prescribed in the workshop schedule.

National Policy on Decentralization and Local Governance: January, 2011

As the government of Liberia has embarked on a process of decentralizing government from Monrovia base to a more participatory system that will include the establishment of a system of participatory local governance, it was decided during the preparatory meetings that the policy on decentralization and local governance form part of the workshop resource materials and facilitation process. The Decentralization and Local Governance policy was facilitated in Lofa County by Mr. Augustine Kollie, National Consultant on Decentralization and Local Governance at the Ministry of Internal Affairs and in Nimba and Bong counties by Mr. Jonathan Wordsworth, Admin Assistant to the Director of ??? at the Ministry of Internal Affairs. The facilitators informed the participants that the objective of the Decentralization and Local Governance Policy is to transfer power from Monrovia directly into the hands of rural populations who will then develop their own agenda for development. Mr. Wordsworth said participants should become “Generational Thinkers” rather than “Self Thinkers” and that they as local should take the lead in ensuring that the policy is implemented.

During the facilitation process, participants complained that even though some of them participated in the process of developing the document they were not in possession of this key government policy document and were therefore not aware of the provisions of the final approved and printed version. The role and responsibilities of county and district officials in local governance under the decentralization process were discussed by participants with particular emphasis as these roles and responsibilities were linked to WASH development in the counties, districts, clans, and communities. As there were very limited copies of the document, it was generally agreed that the offices of the superintendent will take the lead to ensure that the Ministry of Internal Affairs make available copies of the document to county authorities. The Assistant Superintendents for Development in each county were mandated to be the lead persons to ensure that the document reached the local stakeholders. During the discussions in Nimba County, participants resolved to initiate advocacy activities with their legislators to ensure that action is taken to speed up the process of legislation for the decentralization and local governance process to be fully implemented in the country.

National Integrated Water Resources Management Policy (IWRM) July, 2009

The National Integrated Water Resources Management Policy discussion was facilitated by Director Govego Woloba Karwee, Director for Rural Water, Ministry of Public Works, and Director Jefferson Worlo Wylie, Director for Liberia Hydrological Services, Ministry of Lands, Mines and Energy. About 75 percent of the participants in the three counties confirmed that they had no previous knowledge of the IWRM and its provisions. During the discussion that followed, the facilitators explained the structure and content of the IWRM with emphasis on the roles and responsibilities of local stakeholders on how to interpret and implement the document. Issues of water resources management as it relates to structures, processes, systems and coordination to ensure that Liberia's water resources are wisely utilize especially for consumption by people were discussed. Pollution of underground and surface waters also formed part of the discussions and the establishment of Water Committees at county, district, clan and community levels as prescribed by the document.

During the discussions, the issue of contamination of ground water and surface water by mining, rubber production and logging activities were highlighted by participants. It was agreed that local authorities will engage with perpetrators of water pollution in their respective localities in order to curtail this practice.

[The Integrated Water Resources Management Policy of Liberia .ppt](#)

Water Supply and Sanitation Policy (WSSP) (April, 2009)

The presentation of the WSSP was conducted in Lofa County by Director Karwee from the Public Works Ministry who was joined by Director Jefferson Wylie from the LHS, Ministry of Lands, Mines and Energy. During the presentation, Director Karwee took the participants through the structure of the WSSP in the following manner;

- Liberia's Vision of Water Supply and Sanitation Policy
- The Objectives of the Policy
- The Sixteen Guiding Principles of the Policy
- The Key Policy Statements and Strategies
- Policy Instruments
- Institutional Reforms

During the presentation, the facilitators informed participants that as senior county and district government stakeholders, they were responsible to ensure that all aspects of the policy as they relate to the supply of water and sanitation services are enforced. The facilitators stressed that water and sanitation issues are issues of rights and not privilege and should therefore be given priority when development issues are addressed. Participants lamented that fact that over the years, they had not placed water and sanitation issues on county development agendas but that with the knowledge gained through the presentation, they will work towards ensuring that issues of water and sanitation are prioritized. The participants vowed to work within the dictates of the WSSP in future endeavors

[WSSP Presentation.ppt](#)

National Environmental and Occupational Health Policy (August 2010)

The NEOH Policy was presented by Director D. Omarley Yeabah, Director of the Division of Environmental and Occupational Health, Ministry of Health and Social Welfare. In his presentation, Director Yeabah took the participants through the structure of the NEOH policy in this manner;

- Introduction/Background to the Development of the Policy
- The Policy Considerations
- The Structure of the Policy Division into Chapters and Two Major Components
- The Chapter Focus
- Operationalization of the Policy
- Leadership Structure of the Department of Environmental and Occupational Health
- Role of County and District Environmental Health Technicians

Director Yeabah informed the participants that the Division of Environmental and Occupational Health has mandates for issues such as water, sanitation and hygiene, food safety and quality, vector and

parasites control, chemical safety, health care waste, port health, occupational health and safety, disaster and emergency preparedness littering in public places and communities, environmental health and sanitation. The facilitator said for the purpose of the workshop, attention will be focused on the mandates that are directly related to WASH. Director Yeabah said with regards to WASH, the policy clearly states the roles and responsibilities of Environmental Health Technicians as they conduct their activities in the counties, districts, and communities including water quality and safety and the conduction of water quality tests and chlorination.

During the discussion, participants expressed concern again over the fact that they have been in the dark of critical policies such as the NEOHP therefore making them ignorance of the roles and responsibilities they have as local stakeholders in ensuring the implementation of these policies. Most of the EHTs in the three counties said they will utilize the knowledge to educate the members of communities in which they work about issues of environmental and occupational health. The said EHTs are being regarded as “policemen” for cook shops and garbage collection activities but that with the new dispensation, they will be able to perform their duties better in close collaboration with the superintendents and commissioners. The issue of having stray animals such as pigs, cattle, sheep and goats generated lively debates in the three counties and participants vowed to work towards ridding their communities of stray animals.

[NEOH Policy.ppt](#)

National Policy on Health Care Waste Management (HCWM) (November 2009)

The National Policy on Health Care Waste Management was presented by Director D. Omarley Yeabah. In his presentation, Director Yeabah took the participants through the structure of the NEOH policy in this manner;

- Objectives of the Policy
- Definition of Health Care Wastes, Hazards, and Public Health Impact
- Health-care Activities (for humans)
- Brief Introduction to the Problems of Health Care Waste Management
- Requirements for Improved Health Care Waste
- Hazardous Health Care Waste
- Major Sources of Health Care Waste □ Minor Sources of Health Care Waste □ What Is Risk?
- Who Is At Risk?
- Public Health Risks of Hazardous HCW
- Waste Segregation
- Recommended Color Coding of Containers
- Waste Collection

- Waste Storage Facilities
- Waste Storage Periods
- Off-site Transportation
- Waste Labeling
- Off-site Vehicle Design
- Treatment and Disposal Options
- Criteria for Choice of Options
- Treatment and Disposal Options for Waste
- Incineration
- Wastes not to be Incinerated
- Incineration of HCW – some Advantages and Disadvantages

During the discussion on the topics, the District Commissioner for Foyah District in Lofa County told the gathering in Lofa that he observed that workers in the hospital in his district were using a creek behind the hospital as a laundry for hospital clothes such as blankets, linen, etc. He said he was not aware that it was part of his responsibility to ensure that such practice is not conducted as it pollutes the water for other people downstream who use the water for drinking. This revelation by the Commissioner brought about a heated debate among the participants and at the end of the debate, the Commissioner vowed to work with the EHTs in the district to ensure that the hospital cease from doing laundry in the creek. The highlight of Director Yeabah's presentation was a visit by the entire workshop team of participants and facilitators to the Kolahun District hospital to observe that health facility was treating and dealing with its waste. During the visit, it was observed that a lot of HCW regulations were not being adhered to and the hospital staff were advised to take more care in dealing with HCW.

The issues of burying in towns and operating funeral homes in towns were also highly debated in the three counties and participants vowed to ensure that burying in the town and operating funeral homes are abolished.

[Health Care Waste Management presentation.ppt](#)

The Guidelines for Water and Sanitation Services in Liberia (October 2010)

The Guidelines for Water and Sanitation Services was presented by Director Karwee from MPW. During the presentation, Director Karwee took the participants through the document in this manner;

- Background
- Structure
- Operations at County Levels
- Roles and Responsibilities of Participants-GoL and Implementing Agencies

Director Karwee informed the participants that the following factors lead to the development of the Guidelines namely;

- Lack of Effective Implementation
- Non-adherence of Technical and Procedural Standards
- High Rate of Failures and Non-functional WASH Facilities
- Lack of Capacity at Community Level
- Unsuitability of Central Structures to Address Maintenance and Sustainability Problems

Participants were also told that the Guidelines provides the standards and procedures for the construction of hand-dug wells, Drilled wells, Excreta disposal, family latrines using the CLTS approach, testing of well yield, Water points constructed/rehabilitated & assessment forms, hand over form for drilled well, disinfection of wells, pit latrine construction/rehabilitation/assessment forms.

On the roles and responsibilities of local stakeholders, Director Karwee in his presentation stated the following:

Operationalization at County / District levels

The Guidelines are meant to be used as tools for technicians, implementers and decision makers.

County Level: (Dev. Supt. Office) recipient and discussant of project proposals and PCAs, introduces IPs and explain proposals and PCAs to Commissioners.

District Level: Commissioners, Paramount/Clan chiefs and General town chief discuss proposals, PCAs and Plan of Action of Intervening Agencies.

Community Level: Commissioner's office discusses proposals, PCAs and Plan of Action for community inputs on the roles and responsibilities of ministries and agencies;

MLME/(LHS): engages in water supply investigation assessing the available surface and ground water potential and water demand;

MOH/ (DEOH): enforcement of public health laws, waste management, disinfection of drinking water, environment

MOE/(SHD): software activities related to water supply and sanitation in schools in collaboration with MOH;

MPW/(RWSS): water supply for pop. less than 5,000, technical knowledge to ensure service sustainability through community ownership, assist VWSCs /county admin/GOL partners to enforce standards, monitor and coordinate NGOs activities in rural water and sanitation services.

LWSC: independent urban water and sanitation authorities in county capitals for population above 5,000 people

[Technical Guidelines.ppt](#)

Liberia Water Point Atlas (2011)

The presentation of the Liberia Water Point Atlas was done by Director Karwee who took participants through the document in this manner;

- Introduction and Background
- Scope and Methodology of Mapping
- Mapping Results
- Investment Requirements and Priorities
- Stakeholders Roles and Responsibilities

Director Karwee in his presentation told participants that due to the high level of non-functional water points in the country, WASH partners and government identified the need to conduct an inventory of water points in order to develop a Water Atlas for the country that will inform development initiatives on where the needs are greatest so as to decide where to conduct increased water access interventions. Director Karwee also stated that the Water Atlas needs to be updated periodically and that it was the duty of local stakeholders such as Superintendents, County Project Planners, Commissioners, Chiefs and WASH Technicians to conduct surveys and feed survey results to national level planners on where to construct new water facilities and where to conduct rehabilitation and repairs. [Water Point Atlas 2011 Dissemination ppt](#)

Liberia WASH Compact (May 2011)

The Liberia WASH Compact was presented by Director Wylie and Director Kawee and was presented in this manner;

- Background
- Milestones
- 4 Key Compact Commitments

The facilitators informed participants that the Liberia WASH Compact was put together by the Liberian government and development partners in response to addressing the issues of water as stated in the Millennium Development Goals (MDGs). Participants were told that with President Ellen Johnson-Sirleaf serving as Goodwill Ambassador for Water for Africa, a compact to address WASH issues in Liberia became a necessity rather than an option.

The facilitators informed the participants that the compact has 4 key commitments namely;

- To establish and Strengthen Institutional Capacity
- To Ensure Equity and Prioritized Service Delivery
- To Develop a Monitoring System
- To Improve Sector Financing Mechanisms

The facilitators explained in details how each commitment will be addressed and what impact they will have in improving WASH sector service delivery. On roles and responsibilities of local stakeholders, the facilitators told participants that it was their responsibility to work with national stakeholders to ensure that the commitments of the compact are met at all levels of national governance. The need for advocacy was stressed so as to prioritize WASH service delivery on the county development stage within the overall national development agenda.

Participants again complained for not being given the opportunity in the past to have these documents in their possession and to be kept in the dark about such critical and crucial policy issues especially as they deal with water, sanitation and hygiene promotion activities.

[Liberia WASH Compact.ppt](#)

Water Sanitation and Hygiene Sector Strategic Plan (2012-2017)

The SSP was presented by Director Jefferson Wylie who told participants that the SSP was developed to implement the WSSP of 2009. Director Wylie said the SSP developed through a participatory process involving government Liberia, civil society organizations, donors, and other development partners. He said the SSP incorporated findings and commitments included in three stages

- Poverty Reduction Strategy 1 (July 2008-June 2011)
- MDGs (2011-2015)
- Poverty Reduction Strategy 11 (July 2012-June 2017)

Director Wylie did not present a power point but rather led the participants through the document in stages and explained each stage as they went along. He called on participants to utilize the SSP and ensure that its provisions are incorporated into county development plans especially in areas of access to WASH products and services, sanitation and hygiene behavior change. Director Wylie said the SSP has entrusted the responsibility of WASH to county government and therefore they should take the lead in putting WASH in Social Development Funds budgeting. Participants voiced views of commitment and support for WASH.

Guidelines for Community-Led Total Sanitation Implementation in Liberia

The presentation of the Guidelines for Community-Led Total Sanitation Implementation in Liberia was delivered by Mr. George Woryonwon, WASH National Coordinator, Ministry of Health and Social Welfare and also a member of the National Technical Coordinating Unit (NTCU) for CLTS implementation. Mr. Woryonwon presented in this manner;

- What is CLTS and How is it Different from Other Interventions
- Background/Introduction
- Reasons for Choosing CLTS for Liberia
- What Does CLTS Intends to Achieve
- Why CLTS Guidelines
- Operationalization of CLTS, How Does It Work (Management In Liberia)
- Expansion of CLTS Through Natural Leaders Networks (NLNs)
- Definition and Responsibilities of CLTS structures
- Requirements for Implementers
- Steps in CLTS Implementation
- Criteria for Community Selection for CLTS in Liberia
- Stages of CLTS
- Tools for Triggering
- Post ODF
- Reporting and Documentation
- Miscellaneous
- Annexes

Mr. Woryonwon took the participants through a lively discussions in all the counties on the CLTS process and its implementation that the participants especially from Grand Cape Mount found very fascinating as they had not being part of the CLTS process as it is being done in the other three counties. Mr. Woryonwon talked about the experience of Global Communities in engaging Natural Leaders in a Network of behavior change activists who are now triggering communities on their own and leaving behind a trail of Open Defecation Free (ODF) communities. He talked about national level, county level, district level and community level CLTS structures such as the NTCU, County CLTS Steering Committees, District CLTS Steering Committees and Community Natural Leaders as well as the role and responsibilities each unit plays in the implementation of CLTS. Mr. Woryonwon said the objective of

CLTS implementation is to make all communities in Liberia ODF and to follow-up on scaling up the sanitation ladder towards improved environment. Participants from Grand Cape Mount extended an invitation to the facilitator to visit the county in order to facilitate the implementation of CLTS activities in the county. A participant from Nimba County, Hon. Moses Bartuah-Bartuah, District Commissioner for Twan River District, said he already had 12 ODF communities ODF in his District and that he was going to work to make all the 91 communities in the district to become ODF.

[CLTS Presentation.ppt](#)

Planning Sessions:

During the first workshop in Lofa, a Plan of Action deriving from issues raised during the presentations was developed for implementation. This plan was shared at the other workshops and endorsed based on the similarities of views. The Plan covers a six month period of activities that participants agree to undertake as a way of acting on the knowledge gained to improve on WASH service delivery in their respective localities. The plans incorporate the activities, expected results, responsible lead persons/agencies, timelines, and monitoring mechanisms.

[Post Workshop Action Plan](#)

Workshop Schedule:

During the planning sessions among stakeholders at the national level, a generic work plan was developed to be used for all locations.

[2nd CD Workshop Schedule.doc](#)

Participants/facilitators Listing:

A total of sixty eight (68) participants and 8 facilitators took part in the three workshops [Participants/facilitators listing](#)