



**MALAWI GOVERNMENT**



**OPEN DEFECCATION FREE (ODF) MALAWI  
STRATEGY**

**2011-2015**

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## MINISTRY OF AGRICULTURE, IRRIGATION AND WATER DEVELOPMENT

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## FOREWORD

The results of the survey undertaken by the National Statistics Office in 2008 revealed that despite Malawi making substantial progress in increasing coverage based on basic sanitation, about 11% of the population is still practicing open defecation. This practice, if left unchecked, would continue to facilitate the transmission and prevalence of waterborne related diseases within the communities. Various research findings have shown that failure to safely dispose and handle human excreta are some of the primary factors that are contributing to the spread of waterborne related diseases. Community-Led Total Sanitation (CLTS), School-Led Total Sanitation and Sanitation Marketing are some of the most recent developments that have proved to have great potential to improve sanitation coverage in the country, thereby facilitating the breaking of the transmission cycle. With the goal of creating a clean, safe and healthy environment, which often will result in improving people's health and well-being of the mind, Government resolved to develop a strategy which will support the implementation of the Malawi Growth and Development Strategy II. The ultimate objective is to totally eliminate the practice of open defecation in the country by the year 2015, thereby creating an Open Defecation Free (ODF) Malawi. The strategy so developed is what is to be known as the "ODF Malawi Strategy 2015".

The ODF Malawi Strategy 2015 has been developed through a wide consultative process involving most of the Sanitation and Hygiene stakeholders, as well as development partners. The strategy offers tremendous potential for the Government of Malawi, not only to eradicate open defecation, but also to prevent occurrence and prevalence of waterborne related diseases. This, if effectively implemented, could drastically reduce Government medical expenditure on curative treatments, thereby assisting in the socio-economic development of the country. Implementation of this strategy will, in addition, help Government in achieving the United Nations (UN) Millennium Development Goals (MDGs) set for the year 2015. It will also enhance the Government's capacity in meeting its commitments on poverty reduction and achieving socio-economic prosperity.

The Government strongly recognizes and appreciates the need to combat the adverse effects and consequences of open defecation and benefits envisaged from having an open defecation free state. To this effect it will do everything possible to ensure effective implementation of this strategy. It is for this reason that it calls upon all the key players and stakeholders to take part and play their active role in the rolling out and implementation of this strategy. Finally let me acknowledge the contributions of all who took part in the development of this strategy. It is only through this kind of partnership and collaboration that we can help our Government attain its Vision of ensuring "Sanitation for All in Malawi" and its Mission of "ensuring that all people in Malawi own and have access to improved sanitation facilities, practice safe hygiene and recycling and/or reuse of waste for the sustainable management of the environment and socio-economic development" as articulated in the National Sanitation Policy 2008. Let us all, therefore, in our own different ways take part in the rolling out and effective implementation of this strategy which holds a lot of promise to make our motherland a clean, healthy and sustainably managed environment.



Hon. Professor Peter N. Mwanza, (MP)

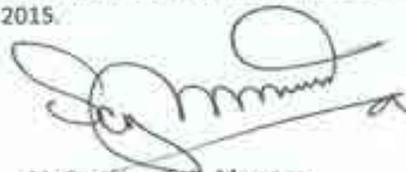
**MINISTER OF AGRICULTURE, IRRIGATION AND WATER DEVELOPMENT**

## PREFACE

To enable our Government attain its vision and mission on sanitation and hygiene promotion as stated in the National Sanitation Policy, 2008 the Ministry of Agriculture, Irrigation and Water Development; in collaboration with some of its key stakeholders resolved that a strategy for scaling up improved sanitation and hygiene countrywide, known as the ODF Malawi 2015 Strategy be developed. This is to be adopted and strictly adhered to by all stakeholders active within the sanitation and hygiene promotion sub-sector. This exercise championed by Ministry of Health and supported by all the key stakeholders, truly demonstrates the National nature of this initiative and effort. The ultimate goal as a sector is to completely eliminate open defecation within Malawi by the year 2015. This strategy, apart from addressing the issues of open defecation, also addresses the issues of sanitation monitoring and evaluation which contributes to improved governance the sanitation sector.

This strategy has basically highlighted steps to be implemented to ensure the effective scaling up of several key sanitation promotion approaches, including Community-Led Total Sanitation (CLTS), School Led Total Sanitation (SLTS) and Sanitation Marketing. Implementation of this strategy will among others strongly focus on undertaking extensive training and capacity building at district level, enhanced involvement of the Health Surveillance Assistants, effective engagement and involvement of Traditional, Religious and Natural Leaders, creation and use of structures at Traditional Authority level and use of school teachers; recognizing that school children and teachers can be very effective Agents of Change. Efforts shall also be made to ensure quality assurance at levels of the process covering pre-triggering, triggering, post-triggering, ODF verification, demand creation, service provision and scaling up. As stated above, the ODF Malawi 2015 Strategy also forms an integral component of the drive towards achieving improved sanitation coverage and the introduction of the district-level sanitation M&E Initiative. The M&E initiatives will be piloted across 4 districts initially then scaled-up to all the districts in Malawi, with the Ministry of Agriculture, Irrigation and Water Development and the Ministry of Health, supported by the National ODF Task Force spearheading the process.

Due to the cross-cutting nature of sanitation, it is the wish of the Ministry of Agriculture, Irrigation and Water Development that all stakeholders active in sanitation and hygiene promotion at multiple levels continue to work together and be fully involved in the implementation, development and refinement of this initiative. The Ministry views this initiative as a work in progress that will continue to evolve and undergo periodic reviews and refinements as the sector continues to understand fully the critical linkages between CLTS, SLTS, Sanitation Marketing, Monitoring and Reporting; and to incorporate any relevant other emerging developments both locally and internationally. The Government of Malawi therefore calls upon all its key stakeholders to fully embrace, participate and utilize the ODF Malawi Strategy 2015 and the District-Level Sanitation M&E Initiative which the Ministry of Agriculture, Irrigation and Water Development believes will enable it attain an Open Defecation Free status by the year 2015.



Mr Sandram C. Y. Maweru

**SECRETARY FOR IRRIGATION AND WATER DEVELOPMENT**

## **ACKNOWLEDGEMENT**

The Government of Malawi, through the Ministry of Agriculture, Irrigation and Water Development, would like to sincerely thank the National ODF Task Force, which includes members from the Ministry of Health, the Department of Sanitation, UNICEF, Plan, CPAR, EWB Canada, and World Vision for their active participation in developing this Strategy. Special thanks to the Ministry of Agriculture, Irrigation and Water Development for providing technical support and direction in the development of the ODF Malawi 2015 Strategy; and the initiation of the District-Level Sanitation Monitoring and Evaluation system. The ODF Task Force has been an integral part in carrying out stakeholder consultations and the drafting of the strategy and M&E initiative work plan. A special vote of thanks is also extended in advance to the District Councils and their staff who have agreed to be involved in the District-Level Sanitation M&E pilot. Government would also like to express its profound gratitude to individuals and institutions both within and outside Government that were consulted and provided various inputs in the production of this strategy and the M&E initiative.

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## LIST OF ABBREVIATIONS

ADC	Area Development Committee
AEC	Area Executive Committee
CDA	Community Development Assistant
CLTS	Community-Led Total Sanitation
DCT	District Coordinating Team
DC	District Commissioner
DHO	District Health Officer
EWB	Engineers Without Borders (Canada)
GVH	Group Village Headman
HSA	Health Surveillance Assistant
MP	Members of Parliament
NGOs	Non-Governmental Organizations
OD	Open Defecation
ODF	Open Defecation Free
SLTS	School-Led Total Sanitation
TA	Traditional Authority
VH	Village Headman
VHC	Village Health Committee
VHWC	Village Health and Water Committee
UNICEF	United Nations Children's Fund

## INTRODUCTION

The Government of Malawi is committed to providing adequate, reliable and sustainable sanitation and hygiene promotion services to the people of Malawi to attain its vision of ensuring “Sanitation for All in Malawi”. With 11% of the population still defecating in the open, The ODF Malawi 2015 Strategy has been developed to ensure complete elimination of open defecation in rural Malawi by 2015. The strategy compliments a number of other strategic initiatives being undertaken by Government for both the urban and rural communities that include the development of National 10 Year Sanitation and Hygiene Investment Plan and Strategy, and the Sanitation and Hygiene Master Plan for Low income areas.

The ODF Malawi, 2015 Strategy is in line with one of the provisions within National Sanitation Policy 2008 which states that “Open defecation shall not be tolerated in Malawi”. This is in addition to creating public awareness on improved sanitation, creating effective linkages between all relevant sanitation stakeholders and promotion of integrated and holistic planning, development and design of sanitation and hygiene promotions initiatives and programmes. The policy also stresses the need for undertaking relevant training and capacity building of government staff, school children, teachers and community members in sanitation and hygiene promotion related issues. The strategy basically aims at aligning, synchronizing and harmonizing sanitation and hygiene initiatives and interventions towards meeting the goals of the Malawi Growth and Development Strategy (MGDS) II. In addition, it is meant to guide the country in achieving the Millennium Development Goal (MDG) Numbers 1, 3, 4, 5,6 and 7 by the year 2015.

The operationalisation of this strategy requires the use of tools and approaches which will, in a much more sustainable way, rapidly accelerate the reduction of open defecation within communities, ensure the adoption and use of improved sanitation and attain sustained behavior change. Evidently Community-Led Total Sanitation (CLTS) has shown to be one such effective approaches for eliminating the practice of open defecation. Since its introduction in Malawi in 2008, over 2,000 villages have been triggered in 12 districts, over 800 of which have been declared “Open Defecation Free” (ODF). Given its proven potential to create a clean, safe, healthy and sustainably managed environment; apart promoting significant human health benefits, the Government of Malawi has decided to scale-up the approach in all 28 districts in 2011. The ultimate goal is to ensure that rural communities are living in clean and safe environments.

Sanitation Marketing and CLTS will therefore be very critical tools in meeting this goal. As mentioned previously, CLTS has been shown to be an effective approach to sanitation promotion in Malawi. Although there are still many lessons to be learnt on how to improve its effectiveness, more a focused, coordinated and intensive implementation of CLTS has potential to rapidly accelerate the construction and use of good basic sanitation facilities. Diarrheal diseases pose significant health risks for the rural, urban poor and peri-urban Malawian population and accounts for around 18% of deaths each year in children under the age of 5. The number of cholera cases in 2010 was 1,535 with 24 deaths. Increasing access to good basic sanitation and use of safe hygiene practices is key to the prevention of future diarrhoea and cholera cases. Although the goal of attaining an open defecation free Malawi by the year 2015, may appear to be a huge and scary endeavour, it is achievable as apparently the numbers practicing open defecation are quite small is currently estimated at only 7% of the rural population. Logistically this is manageable.

Adoption and use of this one comprehensive strategy by all stakeholders will help harness full potential and efforts of actors (including traditional institutions and natural leaders) in promoting

adoption and use of good basic sanitation facilities nationwide. This will offer an opportunity for all the players and stakeholders within the country to work together towards the same goal, outputs and outcomes; other than contradicting each other. Lastly, the move towards adopting the use of sanitation marketing alongside CLTS will require the sector to work towards improving the supply side of sanitation services which will be needed to complement and satisfy the demand created by CLTS.

With this thinking in mind, various CLTS stakeholders met in March 2011 to develop a strategy for achieving an open defecation free Malawi by the year 2015 and noted that several changes needed to be made on the current approach. These changes among others include possibility of the introduction and use of sanitation marketing in rural areas; increased involvement of traditional leaders; publicity for the strategy; mobilization of additional resources and better coordination.

## STRATEGY COMPONENTS

### 1.0 SANITATION & HYGIENE TOOLS AND APPROACHES

#### 1.1 SCALING-UP CLTS

All districts in Malawi have now received the “Training of Trainers” (ToT) training on the CLTS approach. This means that the approach can be adopted nationwide. However there are a number of additional and critical actions that need to be undertaken in order to support the scaling-up of CLTS triggering to accelerate the attainment increased open defecation free villages.

#### 1.1.2 TRAINING & CAPACITY BUILDING

In order to help scale-up CLTS, changes in current training and capacity building methods are recommended.

- *Creating a Critical Mass of CLTS Facilitators:* Excellent facilitators must be identified from all organizations currently implementing CLTS in a bid to form a large group of key facilitators who can be called upon to support of CLTS. More Extension Workers (including teachers, forestry, agriculture, community development, and ADC chairpersons) shall need to be trained for larger triggering teams that can handle multiple villages simultaneously. DCT training teams shall include HSA supervisors to reduce DCT training workload;
- *Action Learning:* there shall be need to include untrained extension workers in the triggering process so they can learn about CLTS from hands on experience;
- *Refresher Courses:* there shall be need to hold refresher courses for already trained staff twice a year to assure quality facilitation continues;
- *Sharing Lesson Learned:* there shall be need to share lessons being learned on CLTS through newsletter and discussion groups such as an annual meeting on lessons learned;
- *Orientation of Chiefs, Chief Executive Officers and District Commissioners:* Chiefs shall need to be trained on CLTS and Sanitation Marketing and given proper orientation on the Strategy and elements of the NSP, 2008
- *Exchange Visits:* Chiefs and natural leaders shall need to visit other villages to learn from them and other chiefs/natural leaders. Similarly, districts shall need to visit other districts to learn from each other.

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### 1.1.3 BUDGETING FOR THE SCALE UP OF CLTS THROUGH ROUTINE HSA WORK

HSAs are key players in CLTS. Sanitation and hygiene promotion falls under their job descriptions, as well as village level health monitoring. It thus makes sense that CLTS be included in their routine work as part of their package of tools which can be used to promote good health in the villages they supervise. Each time a village is triggered, the HSA for that village shall need to be included in the triggering team. Follow-ups shall be especially important for HSAs to take charge of. Village health inspections are part of their monthly work plans. This involves visiting each village in their catchment area to ensure that they have all the necessary facilities for good health, including latrines. Follow-ups are essentially the same thing - they can go to the village during their monthly inspections, follow-up with natural leaders to provide support and encouragement, help monitor the progress of latrines built, and provide support as needed for latrine construction (such as advise on appropriate local material). Given that these actions are already part of their work, this is an efficient and cost-effective way of ensuring progress is monitored. Furthermore, village level data is submitted to health centres by the HSAs on a monthly basis, and then to district offices on a quarterly basis. CLTS data management and progress tracking, which are currently inconsistent and not updated regularly, can thus be improved by integrating the approach into the routine work of HSAs.

Thus it shall be essential that CLTS is incorporated into District annual work plans with an adequate budget to allow the HSAs to effectively carry out this work. There shall be need to encourage District Commissioners (DCs) to make adequate provisions for CLTS in their annual budgets. If district resources are inadequate, additional resources shall need to be mobilised, provided to District Councils, and ring fenced for CLTS activities. Where appropriate, NGOs and projects shall also budget for the scaling up of CLTS as well as the other components outlined in this ODF strategy.

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### 1.1.4 TRADITIONAL AUTHORITY LEVEL TEAMS

In order to further accelerate CLTS triggering and intensify follow-up, a model for establishing a structure at the Traditional Authority (TA) level is proposed which will decrease the burden on district level teams. This shall involve the creation of TA level teams which would be led by the Traditional Authority. These TA level teams, which would include identified natural leaders, would work hand in hand with the government extension staff in their area, especially the HSAs. Previously, districts tended to finish triggering one TA before moving to another one. With this model, training can be provided to the TA level team so that they implement concurrently (with the district role reduced to support for training and monitoring) at a faster pace than before. TA level teams will be encouraged to be creative with their implementation to achieve their outcome goal of creating ODF villages. This will also bring in a competitive element between the TAs as they will then be rewarded with ample publicity both at the district and national level. To hold the teams accountable to providing results, TAs shall be required to submit the progress reports on sanitation and hygiene promotion in their respective areas to the DEC on a regular basis.

To encourage information exchange and lesson learning, Districts shall be encouraged to document their experiences and lessons through sessions periodically organized by the National "ODF Task Force".

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### 1.1.5 INVOLVEMENT OF NATURAL LEADERS

Natural leaders have proved to be key to villages achieving ODF status and have an important role to play in the ODF Malawi 2015 strategy. Summarized below are some suggestions on how to effectively involve natural leaders in the strategy.

- *Village Action Plans:* Natural Leaders shall need to be chosen during the triggering process to help spearhead the implementation of the village action plans for ODF achieving status;
- *Village Level Monitoring:* Natural leaders shall follow up with households to track and report their progress to the village headman and extension workers;
- *Support Vulnerable Households:* Natural leaders can be instrumental in identifying and mobilizing support for vulnerable groups in the village so that others within the village assist them in constructing sanitation facilities;
- *Sustainability:* Working with their HSAs natural Leaders can help monitor ODF status within the village to ensure ODF sustainability;
- *Accelerate Triggering:* Good and active natural leaders can be included in the TA teams to help accelerate triggering. They shall need to be identified and initially be included in triggering teams for training, and then eventually be supported to conduct their own triggering in their neighbouring villages (supported with appropriate incentive like caps, certificates, T-shirts, etc.). It's important that they work closely with the HSAs and other extension staff in the villages they trigger for reasons of follow-up and sustainability;
- *Collaboration with TA Level Teams:* Natural leaders shall work with the ADC, AEC and Village Health Committees to complement the effort of the TA level teams.
- *Capacity Building:* Natural Leaders shall be provided with specific capacity building initiatives (e.g. Networking opportunities with other natural leaders to share lessons learnt and experiences).

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### 1.1.6 SCHOOL-LED TOTAL SANITATION

There is evidence from other countries that School-Led Total Sanitation (SLTS) is an effective approach for creating ODF communities. Involvement of school children and teachers through SLTS shall need to be piloted in the near future to assess its effectiveness. If deemed effective, the approach shall be scaled up to all districts in Malawi.

The current approach involves triggering children in the village to prepare slogans/songs and help locally monitor ODF progress. This shall need to be supported by including teachers in CLTS triggering (and even targeting them as facilitators of CLTS) so that they can provide complementary support from the schools.

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### 1.1.7 QUALITY ASSURANCE

Experience and feedback from the current CLTS programme has provided a list of recommendations to improve the quality of CLTS triggering and thereby increase proportion of villages that become ODF.

#### 1.1.7.1 PRE-TRIGGERING

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- *Village Selection:* Begin triggering with villages with higher likelihood of success as these will provide good examples and motivation to other more difficult villages; in the end however, all villages shall need to be triggered.
- *Attendance:* CLTS triggering teams shall need to get assurance from traditional leaders during the initial contact that the men (who usually miss- out) will also be available on the triggering day.

#### 1.1.7.2 TRIGGERING

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- *Division of Labour:* Trained extension workers from different sectors shall be organized into triggering teams and allocated specific areas to cover;
- *Team Review and Reflection:* Triggering teams shall need to review performance immediately after *each and every single* triggering exercise;
- *HSA follow up role:* Each triggering team shall ensure that at least one member is from the catchment area (usually the HSA of the village being triggered) for reasons of follow-up and sustainability.
- *Effective Utilization of Tools:* The minimum set of triggering tools found necessary to ensure effective triggering shall include: community mapping, shit calculation, walk of shame and fecal-oral route with visual demonstrations with food, flies and fecal matter. Tools shall also be used to trigger for hand washing practice.
- *Involvement of Children:* Children can be very effective Agents of Change and as such, their role in CLTS must be emphasized during triggering (by triggering children separately from adults in communities and in schools through SLTS).

#### 1.1.7.3 POST-TRIGGERING (FOLLOW-UPS)

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- *Planning:* During post-triggering review and reflection session, the triggering teams will also create a work plan for follow-up action for the triggered village;
- *Follow-up Role Definitions:* the triggering team shall identify specific follow up tasks for the following actors: Natural Leaders; field workers (extension workers and their supervisors), Traditional leaders, and the DCTs at the district level;
- *Village Level Information Management:* At each level (village, Group Village, TA), there shall be a simple system of keeping up to date information on the progress of CLTS following a simple reporting mechanism. For example, natural leaders shall need to follow up with households, while extension workers shall need to check indicators in the village, and the GVHs and TAs shall need to be kept updated on how many villages are ODF in their areas

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## 1.1.8 ODF VERIFICATION

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### 1.1.8.1 VERIFICATION CRITERIA

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Standardized ODF verification criteria are needed in order to assess the nation's progress towards meeting its goal, as well as to allow for progress comparison between districts. Two levels of ODF achievement are recommended.

- *Level 1 - ODF*: Every household uses a latrine with privacy, there is no shit in the bush (100% latrine coverage, sharing is acceptable)
- *Level 2 - ODF ++*: Every household has a latrine with cover and hand washing facility (100% coverage, sharing is acceptable); all religious institutions, market centres and health centres in the catchment area have latrines with covers and hand washing facilities (100% coverage)

The figures for ODF and ODF++ coverage for each district shall be collected at the on-set of the scaling up exercise to create the baseline data that future progress can be compared against.

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### 1.1.8.2 VERIFICATION METHODOLOGY

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ODF status shall be verified at the village (or at the GVH level, to be decided by the district and TA level teams) and at the TA level.

At the village level, the Village Health and Water Committee (VHWC), HSA, and Headman (VH or GVH) shall nominate their village for ODF verification. The TA representative, district representative, and a selected NGO based in that catchment area (if available) shall then verify the ODF status of the village. These parties will conduct a random check of suspect households and possible OD sites to ensure that the village is truly ODF. Standardized verification tools (to be developed and distributed by the national ODF Task Force) will be used during verification.

At the TA level, the TA shall nominate their catchment area for verification. The District Health Officer (DHO), the DCT, and an NGO representative selected from the national level (such as Plan Malawi or EWB Canada) shall conduct the verification. These parties will conduct a random check of suspect households in suspect villages and check possible OD sites to ensure that the TA is truly ODF. Standardized verification tools will be used for the process (to be developed and distributed by the national ODF Task Force).

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### 1.1.8.3 ODF CERTIFICATION

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Villages and TAs, once verified with the process outlined above, shall receive certification. Recognition of certification by signposts and other appropriate means shall be provided for both ODF and ODF++ achievement to praise community members and encourage further sanitation and hygiene improvements. Follow-up checks by the HSAs and natural leaders shall be conducted twice per year for the certified villages and TAs shall ensure that the ODF status is maintained, and where need be provide support in re-attaining ODF status if a community reverts back to its previous non-ODF status.

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## 1.2 SANITATION MARKETING

CLTS creates the demand for sanitation facilities while sanitation marketing shall focus more on the supply side to help meet this demand, particularly for households to move up the “sanitation ladder”. In order for sanitation marketing to be effective, several components are required: trained masons, low cost latrine technologies options, a system of financing, and linkage with CLTS.

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### 1.2.1 TRAINING OF MASONS

The best masons in triggered areas shall be identified and trained in building and marketing the most appropriate latrine options to ensure the sustainability of the behaviour change achieved through the use of CLTS. These masons shall need to be certified to ensure easy recognition by communities and quality assurance of the product and/or services. Advertising support shall also need to be provided to the masons. In addition, communication support material to support marketing of these products shall be provided. Trainers will help develop low cost latrine options and share experience on innovations in design and construction techniques.

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### 1.2.2 LOW-COST LATRINE TECHNOLOGIES

Affordability is important aspect to consider when providing sanitation products and services. The best low cost options which take into account information on consumer needs shall need to be developed or identified. These options can be the development of new technologies or improvements which can be made to existing structures and/or technologies. Use of local materials shall be encouraged and promoted with special options for difficult conditions like water logged areas or unstable soils. Concrete slabs may also be appropriate for selected areas but the production of these shall be on a commercial basis. Ecological sanitation facilities options shall also be made available although the cost of these could be prohibitive. Guidelines/Manuals for the appropriate options in rural areas shall need to be developed and included in the training of masons.

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### 1.2.3 SYSTEM OF FINANCING

Village banking options shall be explored for communities to pay for low-cost latrines. In addition, microfinance shall need to be provided for sanitation businesses. Innovative ways of paying for sanitation products and services outside of monetary compensation shall also need to be considered (e.g. Exchanging goods like maize or chickens in lieu of payment.)

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### 1.2.4 LINKAGE WITH CLTS

The link must be fostered between those involved in CLTS and trained masons. Sanitary mason/producers shall need to be involved after villages are declared ODF to support the private sector involvement in the ODF strategy and effort shall need to be made to encourage communities to make use of their services.

## 2.0 INVOLVEMENT OF TRADITIONAL AND RELIGIOUS LEADERS

Increased involvement by traditional and religious leaders is seen to have great potential in enabling Government to reach the goal of attaining an ODF Malawi by 2015. Summarized below are some recommended ways to involve traditional leaders in scaling up CLTS.

### 2.1 POTENTIAL ROLES OF TRADITIONAL AND RELIGIOUS LEADERS

- *Training and Orientation:* Orientation on the NSP, 2008 and ODF Malawi 2015 for traditional and religious leaders shall need to be conducted at national level and then rolled out to district level to ensure their effective support;
- *Motivate Lagging Villages:* Traditional and religious leaders shall need to be actively involved in ODF celebrations so that they can help persuade villages slow in adopting and meeting ODF status to emulate the successful one;
- *Identify ODF Champions:* there shall be need to identify and promote CLTS champions among traditional and religious leaders to assist in promoting and publicizing the cause for an ODF Malawi by 2015;
- *By-laws:* Traditional leaders shall need to create by-laws for their areas to ensure ODF status is attained and sustained at village and TA levels;
- *Interaction:* CLTS teams and district staff shall need to meet TAs at their headquarters or during Chiefs' Council meetings wherever possible to rally and ensure their support and encouragement in triggering process and recognition of certification (transportation shall be provided for them where necessary).
- *Support the identified vulnerable people:* Both traditional and religious leaders shall engage the community to support the vulnerable. For example, they can mandate the youth within their areas to help build latrines for vulnerable community members.

## 3.0 PUBLICITY

Publicity for ODF Malawi 2015 is a critical component of the strategy. The media needs to play a prominent role in publicizing the strategy so that all levels of society are aware and motivated. This can mean the difference between success and failure in the implementation of the strategy. Orientations, competitions, rallies, recognition ceremonies and human interest stories are some of the events that can increase publicity and the media (TV, newspapers, national radio, and community radio) shall need to be involved to timely and adequately over these events wherever possible. Links with private companies (e.g. soap manufacturers) shall be encouraged in order to utilize their marketing expertise, skills and abilities. The Ministry responsible for Information shall also need to be involved as well as other key stakeholders involved in communication and publicity including PSI, UNICEF and others.

### 3.1 ODF MALAWI 2015 LAUNCH AND ORIENTATION

There shall be need to have a high profile launch of the ODF Malawi 2015 strategy with high level dignitaries and the press. This launch will also provide national level orientation for selected chiefs (those who have been identified as CLTS champions), MPs, national and district government representatives. Local level orientations shall also take place, but with the ownership taken on by

District Councils and TA Level Teams. It is important to note that any publicity must not be routine and should not dilute the elements of CLTS (that is, shame, fear and disgust at OD shall need to be maintained as the reason for becoming ODF, not the ensuing publicity).

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### 3.2 COMPETITIONS

Competition between villages or TA level shall be encouraged. For example, villages or TA level teams shall need to be informed when an ODF assessment will happen so that they can plan accordingly. Those villages or TAs that have achieved ODF status at the time of the assessments will be rewarded with public recognition.

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### 3.3 RECOGNITION CEREMONIES

Recognition ceremonies shall be held in order to reward ODF achievement. This shall also encourage communities that are slow in adopting and achieving ODF status.

ODF villages, TAs and districts shall be rewarded with recognition ceremonies. When a village, TA or district becomes ODF, a rally shall need to be held; with dances, food, and entertainment. The media, MPs, and other important stakeholders shall need to be invited to the event. Masons shall also need to be invited so as to promote sanitation marketing and movement up the “sanitation ladder”.

At the national level, after the launch of ODF Malawi 2015 an annual one day event to celebrate progress shall be held. Where possible, an Honorable Minister will preside over the celebration with selected MPs, traditional leaders, district representatives and other key stakeholders (including the media). A map showing the nation’s progress towards achieving the goal of an ODF Malawi by 2015 shall be displayed. The leading ODF district shall also be recognized at this event (the criteria for this reward will be determined by the national CLTS Task Force).

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### 3.4 COMMUNICATION SUPPORT MATERIAL

A logo shall need to be developed for ODF Malawi 2015 and communication support materials shall be created and disseminated to all stakeholders at national and local level. It is important to coordinate the development of this logo with the one being developed for the peri-urban sanitation project. The National ODF Task Force shall coordinate the development of key messages and materials to support the strategy. The media (TV, newspapers, national and community radio) shall also play an active role in publicizing ODF Malawi 2015. In addition, the possibility of incorporating this into popular radio programmes shall be explored (e.g. CLTS can be woven into the storyline of a popular radio show). It shall be important to brief and orient the publicity teams at all levels so that they are in line with the strategy.

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### 3.5 LINKAGE WITH OTHER CAMPAIGNS

Other campaigns for hygiene and sanitation promotion shall need to be linked and coordinated with the ODF Strategy. The National Hand washing Campaign is one example of an initiative that is

closely related to the strategy. Other campaigns shall need to be identified and a link created to ensure that initiatives are moving towards the same direction and complementing each other.

#### 4.0 NETWORKING, COORDINATION & INTEGRATION

To be successful the ODF Malawi 2015 strategy needs to be well coordinated.

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##### 4.1 NATIONAL COORDINATION

For national level coordination a small task force will be established named the National ODF Malawi 2015 Task Force. It will consist of key stakeholders at the national level who can provide diverse opinions, direction and help plan a way forward for achieving the ODF Malawi goal as well as for the National Hand washing Campaign. Members will include a representative from the Ministry of Health; the Ministry of Agriculture, Irrigation and Water Development; UNICEF; Plan Malawi; CPAR; Engineers Without Borders (Canada), World Vision, WaterAid, as well as other relevant Ministries and Departments including Gender and Education. This task force will be lead by the MoAIWD but chaired by the MoH; meet on a monthly basis to coordinate all activities under the ODF Malawi 2015 strategy; monitor its progress through information management; provide support to CLTS and sanitation marketing; and report to the National Sanitation and Hygiene Coordination Unit (NSHCU) on a quarterly basis.

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##### 4.2 LOCAL LEVEL COORDINATION

The District Coordinating Team (DCT) for each district will coordinate ODF Malawi 2015 activities at the local level. It is important to first establish buy-in and ownership of the strategy at this level in order to gain commitment from the local level. Once the buy-in and commitment is there, the DCTs will collaborate with the National ODF Task Force to ensure the strategy is being supported. It is important to get local commitment in order to ensure that sanitation and hygiene promotion initiatives and programmes do not contradict each other (e.g. some NGOs still subsidize latrines, which contradicts the no-subsidy principle of CLTS). All NGOs implementing sanitation and hygiene interventions shall need to be called to the DCT (especially those providing subsidies) for a programme appraisal so they can be advised on how best to support the ODF Malawi 2015 strategy. The DCT shall have updated CLTS/ODF data readily available so that they can advise the NGOs and TAs accordingly on how to support the strategy. The ODF monitoring indicators (to be developed by the National ODF Task Force in collaboration with key stakeholders) shall need to be communicated to all those implementing the strategy so they will align their monitoring efforts. The NGOs and TAs shall then be required to report their progress using the standardized ODF indicators to the district every quarter through the DEC. These shall eventually be forwarded to the National level Monitoring and Evaluation system, through the Ministry of Agriculture, Irrigation and Water Development. Lastly, districts, TAs and NGOs shall need to plan for ODF activities together, and the DWO shall follow up to make sure that these plans are adhered to.

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##### 4.3 RESOURCE MOBILIZATION AND LEVERAGE

Efficient allocation of resources to support the strategy is important. Resource coordination and harmonization of resources shall be explored further (to be lead by the National ODF Task Force). Development partners and NGOs will be encouraged to contribute to the ODF strategy. All

sanitation and hygiene implementers in Malawi will be required to align their activities with the strategy and play their active role and part in contributing to its achievement. Involvement can be as simple as switching the current sanitation approach of one organization to the ones outlined above, or as intensive as funding a district to work towards implementing the components of this strategy.

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#### 4.4 COMMUNICATION BETWEEN NATIONAL AND LOCAL LEVEL

In order to improve communication between national and local level ODF efforts, quarterly review meetings at the national, district and TA level (with representation from national level for district and district for TA) shall need to be held to review progress and lesson learnt, and plan a way forward. Standardized feedback forms shall also be designed and distributed for districts in order to make it easier for them to collect information, compare like for like and share with national level representatives and other districts. The feedback form shall be simple and include lessons learnt, issues found, and future actions that must be taken. The national level shall be responsible for compiling such information and providing feedback to the districts as well as any necessary changes to policy, strategy and/or guidelines. In addition, a contact list of all CLTS facilitators and other relevant stakeholders shall be created and distributed to the local level.

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#### 4.5 INFORMATION MANAGEMENT & REPORTING

Progress indicators for monitoring ODF Malawi 2015 shall need to be harmonized to meet the information needs of the NGOs, TAs, Districts and National level. From these indicators, one data management and reporting tool shall need to be created for districts to enable easy monitoring of progress and encourage sharing of like for like information between districts. This will be developed by the national ODF Task Force in collaboration with districts, relevant ministries, committees, NGOs, and other relevant stakeholders.

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#### 4.6 SUPERVISION

At the national level, a quarterly supervision schedule for CLTS and other ODF activities shall be established with specific dates so people can include it in their plans and coordinate their supervision efforts. At the district level, a similar schedule for supervision shall also need to be created and the relevant people informed in advance so they are prepared for the visits. At the TA/village level, Senior HSAs or EHOs at health centres shall create a schedule for supervision which shall be communicated to field staff.

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#### 4.7 EFFECTIVE USE OF SUBSIDIES

To be in line with the national policy, the zero-subsidy approach shall be adopted and applied by all implementers except for the case of vulnerable people, who shall need to be given subsidies after attaining ODF status in their area. The NGOs that are still providing hardware subsidies for latrine construction shall be called for a sensitization meeting and advised to stop providing subsidies, as this is not only against policy but also stymies private sector growth. The less damaging way to use subsidies after being declared ODF includes identifying the vulnerable people in communities (elderly without support, chronically ill/disabled, child headed households and female headed

households). It also involves finding suitable systems to identify the vulnerable; community members and traditional leaders shall collaborate to identify the vulnerable in their respective areas, using existing systems and structures like the VDCs. Communities shall also be motivated not to look for subsidies. These can be done through civic education and public awareness, and scaling up CLTS initiatives.

**APPENDIX A – ODF MALAWI 2015 STRATEGY ACTION PLAN**

Activity	2011	2012	2013	2014	2015	Total Cost (MK)	Funded? Y/N
<b>1.0 Sanitation and Hygiene Tools and Approaches</b>							
<b>1.1 Scaling up CLTS</b>							
<b>1.1.2 Training and Capacity Building</b>							
Training for extension staff in all districts (esp. HSAs)	x	x	x	x		204,165,000.00	
Refresher Courses for staff already trained in CLTS		x	x	x		18,452,000.00	
Identification of core CLTS facilitators for nation	x					-	
Annual nationwide meeting convened for lessons sharing		x	x	x	x	19,016,000.00	
International exchange visits for national level (ODF Task Force)		x		x		8,300,000.00	
Exchange visits between districts		x	x	x	x	44,576,000.00	
Orientation of chiefs, TAs, DCs, religious leaders, MPs, Councillors, Teachers, Magistrates, and other key stakeholders		x				929,600.00	
<b>1.1.3 Budgeting for the Scale up of CLTS through routine HSA work</b>							
Creation and dissemination of guide or manual for HSAs health centres and HSAs and their supervisors on CLTS		x				11,500,000.00	
Incorporate CLTS activities into annual work plans of districts		x				-	
<b>1.1.4 TA Level Teams</b>							
Print guide for triggering and verification at TA level and disseminate		x				1,500,000.00	
ToT to TA Level CLTS facilitators		x	x	x		7,616,000.00	

Activity	2011	2012	2013	2014	2015	Total Cost (MK)	Funded? Y/N
TAs submit progress of sanitation activities to District Executive Committees (DEC) on quarterly basis		x	x	x	x	-	
<b>1.1.5 Involvement of Natural Leaders (NL)</b>							
Capacity building initiatives for Natural Leaders (including networking opportunities for learning and exchange visits)		x	x	x	x	-	
<b>1.1.6 School-Led Total Sanitation (SLTS)</b>							
Train facilitators on SLTS		x	x	x		28,000,000.00	
Involve teachers in CLTS trainings		x	x	x		-	
<b>1.1.7 Quality Assurance</b>							
Post-triggering: Identify specific follow-up roles for NLs, extension workers, Traditional Leaders (TL), and DCTs; disseminate and orient stakeholders on role definitions once created		x				-	
Technical assistance provision to districts for quality assurance		x	x	x	x	20,608,000.00	
<b>1.1.8 ODF Verification</b>							
ODF definitions disseminated nationwide (to districts, NGOs and Development Partners (DPs))		x				-	
Baseline data collected based on ODF definitions, inputted into District-Level Sanitation M&E tool and submitted to ODF Task Force to monitor progress	x	x				-	
Develop guide for standardized verification process and disseminate to implementers, including standardized verification forms		x				1,500,000.00	
Conduct bi-annual visits to ODF villages to monitor sustainability of behaviour change		x	x	x	x	-	

Activity	2011	2012	2013	2014	2015	Total Cost (MK)	Funded? Y/N
<b>1.2 Sanitation Marketing (Rural)</b>							
<b>1.2.1 Training of Masons</b>							
Develop a national, systematic training program for local artisans involved in latrine construction.		x				1,510,000.00	
<b>1.2.2 Low Cost Latrine Technologies</b>							
Product development of a range of low-cost, modular latrine options		x				1,900,000.00	
Creation and dissemination of decision-making tool to identify suitable latrine options for environmental conditions		x				425,000.00	
Develop a multiple channel marketing strategy that integrates with new, low-cost latrine options		x				1,060,000.00	
Market test the key messages to the target audience identified during the formative market research (e.g. 'cost-effectiveness' of improved latrines to families that previously owned a basic latrine that collapsed)		x				-	
<b>1.2.3 System of Financing</b>							
Trial a vertically-integrated business model that includes existing entrepreneurs working with masons and female sales agents		x				744,500.00	
Develop financial, customer relation and business training programs for female sanitation entrepreneurs		x				590,000.00	
<b>1.2.4 Linkage with CLTS</b>							
Develop a tool to identify how and when sanitation marketing approaches should be integrated with existing CLTS programs		x				192,000.00	
Identify strategies to communicate the 'no subsidy' policy to NGOs, DC and village leaders		x				405,000.00	

Activity	2011	2012	2013	2014	2015	Total Cost (MK)	Funded? Y/N
<b>2.0 Involvement of Traditional and Religious Leaders</b>							
<b>2.1 Potential Roles of Traditional (TL) and Religious Leaders (RL)</b>							
Orientation of TL and RL on roles they can take on for the strategy		x				-	
<b>3.0 Publicity</b>							
<b>3.1 ODF Malawi 2015 Launch and Orientation</b>							
National ODF Strategy Launch	x					1,500,000.00	
Local Level Orientations		x				-	
<b>3.3 Recognition Ceremonies</b>							
Local Level ODF Recognition ceremonies		x	x	x	x	-	
TA Level ODF Recognition		x	x	x	x	140,000,000.00	
District Level ODF Recognition		x	x	x	x	21,000,000.00	
Annual ODF day to celebrate and measure strategy progress		x	x	x	x	6,000,000.00	
<b>3.4 Communication Support Material</b>							
Development of strategy logo and key messages	x					-	
Creation of billboards and other communication materials including newsletters	x	x				14,000,000.00	

Activity	2011	2012	2013	2014	2015	Total Cost (MK)	Funded? Y/N
Media involvement, including incorporation of CLTS into popular radio programmes	x	x	x	x	x	8,000,000.00	
<b>3.5 Linkage with Other Campaigns</b>							
Mass campaign for strategy (including health talks)		x	x	x	x	5,600,000.00	
Joint Sector Review presentation on strategy		x				-	
<b>4.0 Networking, Coordination and Integration</b>							
<b>4.1 National Coordination</b>							
ODF Task force reports strategy progress to National Sanitation and Hygiene Coordination Unit (NSHCU)		x	x	x	x	-	
Printing of ODF Strategy Documents	x	x				-	
<b>4.2 Local Level Coordination</b>							
All NGOs working in a district meet with the DCT to create a plan for supporting the strategy		x	x	x	x	-	
<b>4.3 Resource Mobilization and Leverage</b>							
NGO project budgets include components of the strategy		x	x	x	x	-	
Seek private sector funding and other resources for strategy					x	-	
Advocate for strategy at Health SWAp reviews		x	x	x	x	-	
Identify funding gaps for strategy	x	x				-	

Activity	2011	2012	2013	2014	2015	Total Cost (MK)	Funded? Y/N
<b>4.4 Communication between National and Local level</b>							
Quarterly review meetings at national, district and TA level to review progress and lessons learned		x	x	x	x	-	
Standardized feedback forms created and disseminated for ease of supervision		x				-	
Contact list of CLTS stakeholders created and disseminated		x				-	
<b>4.5 Information Management and Reporting</b>							
Compile and present ODF data to NSHCU and other relevant stakeholders periodically		x	x	x	x	-	
Harmonized indicators to monitor progress agreed upon and inputted into one information management tool	x	x				-	
Creation of District-Level Sanitation M&E system; consultation and evaluation meetings	x	x				10,000,000.00	
Capacity building for government staff on district level sanitation M&E system		x				-	
<b>4.6 Supervision</b>							
Supervision schedules created at all levels and disseminated to relevant stakeholders		x	x	x	x	-	
<b>4.7 Effective Use of Subsidies</b>							
Sensitization meeting held for NGOs known to subsidize, to advise them on strategy and policy (1 day meeting)		x				-	
Communities sensitized not to look for subsidies		x	x	x		-	
Develop system for identifying vulnerable people in communities		x				-	

APPENDIX B – BREAKDOWN OF COSTS FOR ODF STRATEGY

1.0 Sanitation and Hygiene Tools and Approaches						
1.1 Scaling up CLTS						
1.1.2 Training and Capacity Building						
Activity	Item	Unit Cost	Quantity	Frequency	Total (MK)	
Training for extension staff in all districts (esp. HSAs)	Overnight allowances for extension staff being trained	6,000.00	20	5	600,000.00	
	Overnight allowances for support staff	6,000.00	3	5	90,000.00	
	Overnight allowances for training facilitators	6,000.00	5	5	150,000.00	
	Fuel for transportation for field days	380.00	10	3	11,400.00	
	Refreshments	120.00	30	10	36,000.00	
	Hall Rental	2,000.00	1	5	10,000.00	
	Materials for triggering (package of flip chart, markers, fish, water bottles, colored papers)	500.00	4	2	4,000.00	
	Stationery for trainings (each with 20 notepads, 1 box of markers, 4 flip charts, 2 masking tape, 1 box of pens , 1 ream of paper)	6,000.00	1	1	6,000.00	
	Total for 1 training					907,400.00
	<b>Total</b>		907,400.00	225	1	<b>204,165,000.00</b>
Refresher Courses for staff already trained in CLTS	Lunch allowances for extension staff taking refresher course (to be held at health centres)	800.00	20	2	32,000.00	
	Overnight allowances for support staff	6,000.00	1	1	6,000.00	
	Lunch allowance for support staff	800.00	1	1	800.00	
	Overnight allowances for course facilitators	6,000.00	2	1	12,000.00	
	Lunch allowance for course facilitator	800.00	2	1	1,600.00	
	Refreshments	120.00	25	3	9,000.00	
	Stationery for course (each with 20 notepads, markers, 1 flip chart, 1 masking tape, 1 box of pens, 1 ream of paper)	4,500.00	1	1	4,500.00	

<b>Activity</b>	<b>Item</b>	<b>Unit Cost</b>	<b>Quantity</b>	<b>Frequency</b>	<b>Total (MK)</b>
Refresher Courses for staff already trained in CLTS (cont'd.)	Total for 1 refresher course				65,900.00
	<b>Total</b>	65,900	280	1	<b>18,452,000.00</b>
Identification of core CLTS facilitators for nation	N/A; Disseminate to stakeholders via email	0	0	0	0
	<b>Total</b>	0	0	0	-
Annual nationwide meeting convened for lessons sharing	Accomodation and breakfast	15,000.00	70	3	3,150,000.00
	Supper allowance for participants	1,000.00	70	3	210,000.00
	Lunch and refreshments through venue/hotel	1,500.00	70	3	315,000.00
	Fuel for transportation reimbursement	380.00	2,800	1	1,064,000.00
	Stationery (each with 60 notepads, 3 boxes of markers, 6 flip charts, 2 masking tape, 3 boxes of pens , 2 reams of paper, toner)	15,000.00	1	1	15,000.00
	Total for 1 annual meeting				4,754,000.00
	<b>Total</b>	4,754,000.00	1	4	<b>19,016,000.00</b>
International exchange visits for national level (ODF Task Force)	Return Flight	165,000.00	10	1	1,650,000.00
	Daily Allowance	50,000.00	10	5	2,500,000.00
	Total for 1 international exchange visit				4,150,000.00
	<b>Total</b>	4,150,000.00	1	2	<b>8,300,000.00</b>
Exchange visits between districts	Overnight allowances for participants	6,000.00	20	3	360,000.00
	Fuel for transportation	380.00	100	1	38,000.00
	Total for 1 district exchange visit				398,000.00
	<b>Total</b>	398,000.00	28	4	<b>44,576,000.00</b>

<b>Activity</b>	<b>Item</b>	<b>Unit Cost</b>	<b>Quantity</b>	<b>Frequency</b>	<b>Total (MK)</b>
Orientation of chiefs, TAs, DCs, religious leaders, MPs, Councillors, Teachers, Magistrates, and other key stakeholders	Lunch allowance for participants	800.00	30	1	24,000.00
	Venue rental	2,000.00	1	1	2,000.00
	Refreshments	120.00	30	2	7,200.00
	Total for 1 international exchange visit				33,200.00
<b>Total</b>		<b>33,200.00</b>	<b>28</b>	<b>1</b>	<b>929,600.00</b>
<b>1.1.3 Budgeting for the Scale up of CLTS through routine HSA work</b>					
Creation and dissemination of guide or manual for HSAs health centres and HSAs and their supervisors on CLTS	Printing of Guides	1,000.00	1,500	1	1,500,000.00
	Development of guide through 2 workshops	5,000,000.00	1	2	10,000,000.00
	Total for HSA guides				11,500,000.00
<b>Total</b>		<b>11,500,000.00</b>	<b>1</b>	<b>1</b>	<b>11,500,000.00</b>
Incorporate CLTS activities into annual work plans of districts	N/A; Done through routine district work	0	0	0	0
	<b>Total</b>		<b>0</b>	<b>0</b>	<b>0</b>
<b>1.1.4 TA Level Teams</b>					
Print guide for triggering and verification at TA level and disseminate	Printing	1,000.00	1,500	1	1,500,000.00
	Total for TA level guides				1,500,000.00
	<b>Total</b>		<b>1,500,000.00</b>	<b>1</b>	<b>1</b>
ToT to TA Level CLTS facilitators	Lunch Allowance	800.00	20	1	16,000.00
	Refreshments	120.00	20	2	4,800.00
	Fuel for facilitators	380.00	5	1	1,900.00
	Stationary	4,500.00	1	1	4,500.00
	Total 1 TA level ToT				27,200.00
<b>Total</b>		<b>27,200.00</b>	<b>280</b>	<b>1</b>	<b>7,616,000.00</b>

<b>Activity</b>	<b>Item</b>	<b>Unit Cost</b>	<b>Quantity</b>	<b>Frequency</b>	<b>Total (MK)</b>
Learning forums for TA level teams conducted periodically for ongoing support; can be tacked on to ADC meetings	N/A; Done through ADC	0	0	0	0
	<b>Total</b>	0	0	0	-
TAs submit progress of sanitation activities to District Executive Committees (DEC) on quarterly basis	N/A; Done through current district structure	0	0	0	0
	<b>Total</b>	0	0	0	-
<b>1.1.5 Involvement of Natural Leaders (NL)</b>					
Capacity building initiatives for Natural Leaders (including networking opportunities for learning and exchange visits)	N/A; Integrated into HSA support & exchange visits	0	0	0	0
	<b>Total</b>	0	0	0	-
<b>1.1.6 School-Led Total Sanitation (SLTS)</b>					
Train facilitators on SLTS	Approximate cost for 1 training (based on HSA training costs)	1,000,000.00	1	1	1,000,000.00
	<b>Total 1 SLTS Training</b>				1,000,000.00
	<b>Total</b>	1,000,000.00	28	1	<b>28,000,000.00</b>
Involve teachers in CLTS trainings	N/A; included in CLTS trainings	0	0	0	0
	<b>Total</b>	0	0	0	-
<b>1.1.7 Quality Assurance</b>					
Post-triggering: Identify specific follow-up roles for NLS, extension workers, Traditional Leaders (TL), and DCTs; disseminate and orient stakeholders on role definitions once created	N/A; include in TA level guide	0	0	0	0
	<b>Total</b>	0	0	0	-

<b>Activity</b>	<b>Item</b>	<b>Unit Cost</b>	<b>Quantity</b>	<b>Frequency</b>	<b>Total (MK)</b>
Learning forums for TA level teams conducted periodically for ongoing support; can be tacked on to ADC meetings	N/A; Done through ADC	0	0	0	0
	<b>Total</b>	0	0	0	-
TAs submit progress of sanitation activities to District Executive Committees (DEC) on quarterly basis	N/A; Done through current district structure	0	0	0	0
	<b>Total</b>	0	0	0	-
<b>1.1.5 Involvement of Natural Leaders (NL)</b>					
Capacity building initiatives for Natural Leaders (including networking opportunities for learning and exchange visits)	N/A; Integrated into HSA support & exchange visits	0	0	0	0
	<b>Total</b>	0	0	0	-
<b>1.1.6 School-Led Total Sanitation (SLTS)</b>					
Train facilitators on SLTS	Approximate cost for 1 training (based on HSA training costs)	1,000,000.00	1	1	1,000,000.00
	Total 1 SLTS Training				1,000,000.00
	<b>Total</b>	1,000,000.00	28	1	<b>28,000,000.00</b>
Involve teachers in CLTS trainings	N/A; included in CLTS trainings	0	0	0	0
	<b>Total</b>	0	0	0	-
<b>1.1.7 Quality Assurance</b>					
Post-triggering: Identify specific follow-up roles for NLs, extension workers, Traditional Leaders (TL), and DCTs; disseminate and orient stakeholders on role definitions once created	N/A; include in TA level guide	0	0	0	0
	<b>Total</b>	0	0	0	-
Technical assistance provision to districts for quality assurance	Overnight Allowance	6,000.00	3	3	54,000.00
	Fuel for transport	380.00	100	1	38,000.00
	Total 1 technical assistance session				92,000.00
	<b>Total</b>	92,000.00	56	4	<b>20,608,000.00</b>

<b>Activity</b>	<b>Item</b>	<b>Unit Cost</b>	<b>Quantity</b>	<b>Frequency</b>	<b>Total (MK)</b>
<b>1.1.8 ODF Verification</b>					
ODF definitions disseminated nationwide (to districts, NGOs and Development Partners (DPs))	N/A; Included in printing of strategy	0	0	0	0
	<b>Total</b>	0	0	0	-
Baseline data collected based on ODF definitions, inputted into District-Level Sanitation M&E tool and submitted to ODF Task Force to monitor progress	N/A; Use current structures on ground to collect info/HsAs	0	0	0	0
	<b>Total</b>	0	0	0	-
Develop guide for standardized verification process and disseminate to implementers, including standardized verification forms	Printing	1,000.00	1,500	1	1,500,000.00
	Total verification guides				1,500,000.00
	<b>Total</b>	1,500,000.00	1	1	<b>1,500,000.00</b>
Conduct bi-annual visits to ODF villages to monitor sustainability of behaviour change	N/A; Include in DCT supervision and HSA supervision work	0	0	0	0
	<b>Total</b>	0	0	0	-
<b>1.2 Sanitation Marketing (Rural)</b>					
<b>1.2.1 Training of Masons</b>					
Develop a national, systematic training program for local artisans involved in latrine construction.	Develop tender for two organisations (Southern and Northern) to prepare a national training program based on latrine options and supplier research	0	0	0	0
	Identify successful applicants	0	0	0	0
	Two Project Managers (1 per district) - 80 days @ 6000	6,000.00	2	80	960,000.00
	Travel allowance for Project Managers	75,000.00	2	1	150,000.00

Activity	Item	Unit Cost	Quantity	Frequency	Total (MK)
Develop a national, systematic training program for local artisans involved in latrine construction (cont'd.)	Conduct 2 pilot training sessions with 4 local suppliers and 4 female entrepreneurs	75,000.00	2	2	300,000.00
	Graphic design of teaching tools and aids	50,000.00	2	1	100,000.00
	Total artisan training program development				1,510,000.00
	<b>Total</b>	<b>1,510,000.00</b>	<b>1</b>	<b>1</b>	<b>1,510,000.00</b>
<b>1.2.2 Low Cost Latrine Technologies</b>					
Product development of a range of low-cost, modular latrine options	Contract four organisations (2 academic/ 1 private sector / 1 NGO) to develop conceptual drawings of affordable latrines based on consumer research	60,000.00	4	1	240,000.00
	Identify the winning conceptual designs - 2 organisations	0	1	1	0
	Two organisations conduct participatory, co-design workshops held in two districts (three villages in each district)	90,000.00	2	3	540,000.00
	Final designs are product and market tested in 2 districts (5 villages)	80,000.00	2	5	800,000.00
	Technical and non-technical drawings are prepared for the final designs	80,000.00	4	1	320,000.00
	Total artisan training program development				1,900,000.00
	<b>Total</b>	<b>1,900,000.00</b>	<b>1</b>	<b>1</b>	<b>1,900,000.00</b>
Creation and dissemination of decision-making tool to identify suitable latrine options for environmental conditions	Project Manager - 20 days @ 6000	6,000.00	1	20	120,000.00
	Graphic design of decision making tool	75,000.00	1	1	75,000.00
	Consultative workshop with 10 partners to refine and test decision-making tool	70,000.00	1	1	70,000.00
	Testing with local community and suppliers in two districts (4 villages)	20,000.00	2	4	160,000.00

Activity	Item	Unit Cost	Quantity	Frequency	Total (MK)
Creation and dissemination of decision-making tool to identify suitable latrine options for environmental conditions (cont'd.)	Total artisan training program development				425,000.00
	<b>Total</b>	425,000.00	1	1	<b>425,000.00</b>
Develop a multiple channel marketing strategy that integrates with new, low-cost latrine options	Develop tender for marketing company to develop strategy	0	0	0	0
	Contract marketing company top develop strategy and three marketing tools (e.g. print, radio and drama)	750,000.00	1	1	750,000.00
	Conduct market testing in 2 districts in 10 villages with government partners	8,000.00	2	10	160,000.00
	Revision and finalisation of marketing strategy and tools	75,000.00	2	1	150,000.00
	Total artisan training program development				1,060,000.00
	<b>Total</b>	1,060,000.00	1	1	<b>1,060,000.00</b>
Market test the key messages to the target audience identified during the formative market research (e.g. 'cost-effectiveness' of improved latrines to families that previously owned a basic latrine that collapsed)	N/A; Will incorporate with market testing in 2 districts in 10 villages	0	0	0	0
		0	0	0	-
<b>1.2.3 System of Financing</b>					
Trial a vertically-integrated business model that includes existing entrepreneurs working with masons and female sales agents	Two Project Managers (1 per district) - assistant EHO or EHO	6,000.00	2	40	480,000.00
	Meet with local TA chief and village chiefs	18,750.00	6	1	112,500.00
	Advertise for local entrepreneurs to attend fee-paying training	0	0	0	0
	Conduct training sessions with entrepreneurs in local village	6,000.00	5	2	60,000.00
	Provide basic marketing tools and aids to five entrepreneurs in each TA	6,000.00	5	2	60,000.00
	Provide ongoing support to entrepreneurs (2 visits by HSAs)	800.00	10	4	32,000.00

<b>Activity</b>	<b>Item</b>	<b>Unit Cost</b>	<b>Quantity</b>	<b>Frequency</b>	<b>Total (MK)</b>
Trial a vertically-integrated business model that includes existing entrepreneurs working with masons and female sales agents (cont'd.)	Total business model trial				744,500.00
	<b>Total</b>	744,500.00	1	1	<b>744,500.00</b>
Develop financial, customer relation and business training programs for female sanitation entrepreneurs	Two Project Managers (1 per district) - 20 days @ 6000	6,000.00	2	20	240,000.00
	Travel allowance for Project Managers	75,000.00	2	1	150,000.00
	Conduct 2 pilot training sessions with 4 female entrepreneurs	37,500.00	2	2	150,000.00
	Graphic design of teaching tools and aids	50,000.00	1	1	50,000.00
	Total business training program				590,000.00
	<b>Total</b>	590,000.00	1	1	<b>590,000.00</b>
<b>1.2.4 Linkage with CLTS</b>					
Develop a tool to identify how and when sanitation marketing approaches should be integrated with existing CLTS programs	Case-control study of sanitation marketing impact	SHARE Group Research funding?			
	Workshop with implementing NGO and government partners and other key stakeholders	70,000.00	1	1	70,000.00
	Allowance for district-level partners to prepare presentation to workshop	6,000.00	2	1	12,000.00
	Development of tool by Project Manager - 10 days @ 6000	6,000.00	10	1	60,000.00
	Graphic design of tool	50,000.00	1	1	50,000.00
	Total business model trial				192,000.00
	<b>Total</b>	192,000.00	1	1	<b>192,000.00</b>

Activity	Item	Unit Cost	Quantity	Frequency	Total (MK)	
Identify strategies to communicate the 'no subsidy' policy to NGOs, DC and village leaders	Project Manager - 20 days	6,000.00	1	20	120,000.00	
	Workshop with Sanitation Working Group and other key stakeholders	70,000.00	1	1	70,000.00	
	Graphic design of communication tool e.g. printed leaflet	75,000.00	1	1	75,000.00	
	Follow-up and distribution of communication tool with one-to-one meeting/phone call with NGOs and DC	1,500.00	40	1	60,000.00	
	Travel allowance for HSAs to present communication tool to village heads	800.00	100	1	80,000.00	
	Total for 'no subsidy' communication					405,000.00
	<b>Total</b>		405,000.00	1	1	<b>405,000.00</b>
<b>2.0 Involvement of Traditional and Religious Leaders</b>						
<b>2.1 Potential Roles of Traditional (TL) and Religious Leaders (RL)</b>						
Orientation of TL and RL on roles they can take on for the strategy	N/A (can be included at the orientation meeting or TA level teams activities)	0	0	0	0	
<b>Total</b>		0	0	0	-	
<b>3.0 Publicity</b>						
<b>3.1 ODF Malawi 2015 Launch and Orientation</b>						
National ODF Strategy Launch	1 day launch	1,500,000.00	1	1	1,500,000.00	
	Total for ODF launch				1,500,000.00	
	<b>Total</b>		1,500,000.00	1	1	<b>1,500,000.00</b>

Activity	Item	Unit Cost	Quantity	Frequency	Total (MK)
Local Level Orientations	N/A; District Councils and TA Level teams should plan and collaborate for this	0	0	0	0
	<b>Total</b>	0	0	0	-
<b>3.3 Recognition Ceremonies</b>					
Local Level ODF Recognition ceremonies	N/A; Villages encouraged to use own means for celebration	0	0	0	0
	<b>Total</b>	0	0	0	-
TA Level ODF Recognition	1 recognition ceremony	500,000.00	1	1	500,000.00
	Total for 1 TA recognition ceremony				500,000.00
	<b>Total</b>	500,000.00	280	1	<b>140,000,000.00</b>
District Level ODF Recognition	1 recognition ceremony	750,000.00	1	1	750,000.00
	Total for 1 district recognition ceremony				750,000.00
	<b>Total</b>	750,000.00	28	1	<b>21,000,000.00</b>
Annual ODF day to celebrate and measure strategy progress	1 nationwide ceremony	1,500,000.00	1	1	1,500,000.00
	Total for 1 annual recognition ceremony				1,500,000.00
	<b>Total</b>	1,500,000.00	1	4	<b>6,000,000.00</b>
<b>3.4 Communication Support Material</b>					
Development of strategy logo and key messages	N/A; Already with the ODF Launch preparations	0	0	0	0
	<b>Total</b>	0	0	0	-

<b>Activity</b>	<b>Item</b>	<b>Unit Cost</b>	<b>Quantity</b>	<b>Frequency</b>	<b>Total (MK)</b>
Creation of billboards and other communication materials including newsletters	IEC budget per district	500,000.00	28	1	14,000,000.00
	Total for IEC materials				14,000,000.00
	<b>Total</b>	14,000,000.00	1	1	<b>14,000,000.00</b>
Media involvement, including incorporation of CLTS into popular radio programmes	Budget for media per year	2,000,000.00	1	1	2,000,000.00
	Total for media involvement each year				2,000,000.00
	<b>Total</b>	2,000,000.00	1	4	<b>8,000,000.00</b>
<b>3.5 Linkage with Other Campaigns</b>					
Mass campaign for strategy (including health talks)	Budget per district	50,000.00	1	1	50,000.00
	Total for mass media campaign per district				50,000.00
	<b>Total</b>	50,000.00	28	4	<b>5,600,000.00</b>
Joint Sector Review presentation on strategy	N/A; Integrated into activities of ODF Task Force members	0	0	0	0
	<b>Total</b>	0	0	0	-
<b>4.0 Networking, Coordination and Integration</b>					
<b>4.1 National Coordination</b>					
ODF Task force reports strategy progress to National Sanitation and Hygiene Coordination Unit (NSHCU)	N/A; Integrated into regular work	0	0	0	0
	<b>Total</b>	0	0	0	-
Printing of ODF Strategy Documents	N/A; Donated by Plan Malawi	0	0	0	0
	<b>Total</b>	0	0	0	-

Activity	Item	Unit Cost	Quantity	Frequency	Total (MK)
<b>4.2 Local Level Coordination</b>					
All NGOs working in a district meet with the DCT to create a plan for supporting the strategy	N/A; Integrated into routine district processes	0	0	0	0
	<b>Total</b>	0	0	0	-
<b>4.3 Resource Mobilization and Leverage</b>					
NGO project budgets include components of the strategy	N/A; To be encouraged at ODF Launch and Annual ODF days	0	0	0	0
	<b>Total</b>	0	0	0	-
Seek private sector funding and other resources for strategy	N/A; ODF Task Force will manage and ODF Launch	0	0	0	0
	<b>Total</b>	0	0	0	-
Advocate for strategy at Health SWAp reviews	N/A; Members of ODF Task Force will do through routine work	0	0	0	0
	<b>Total</b>	0	0	0	-
Identify funding gaps for strategy	N/A; Members of ODF Task Force will do through routine work	0	0	0	0
	<b>Total</b>	0	0	0	-
<b>4.4 Communication between National and Local level</b>					
Quarterly review meetings at national, district and TA level to review progress and lessons learned	N/A; Part of quarterly supervision visits	0	0	0	0
	<b>Total</b>	0	0	0	-
Standardized feedback forms created and disseminated for ease of supervision	N/A; ODF Task force will create and disseminate via email	0	0	0	0
	<b>Total</b>	0	0	0	-
Contact list of CLTS stakeholders created and disseminated	N/A; ODF Task force will create and disseminate via email	0	0	0	0
	<b>Total</b>	0	0	0	-

Activity	Item	Unit Cost	Quantity	Frequency	Total (MK)
<b>4.5 Information Management and Reporting</b>					
Compile and present ODF data to NSHCU and other relevant stakeholders periodically	N/A; integrated into ODF Task Force meetings	0	0	0	0
	<b>Total</b>	0	0	0	-
Harmonized indicators to monitor progress agreed upon and inputted into one information management tool	N/A; ODF Task Force will decide with stakeholder consultation	0	0	0	0
	<b>Total</b>	0	0	0	-
Creation of District-Level Sanitation M&E system; consultation and evaluation meetings	1 national meeting with all districts and key stakeholders	5,000,000.00	1	1	5,000,000.00
	Total for district sanitation M&E meeting				5,000,000.00
	<b>Total</b>	5,000,000.00	1	2	<b>10,000,000.00</b>
Capacity building for government staff on district level sanitation M&E system	N/A; included in national meeting and quarterly supervision visits from health	0	0	0	0
	<b>Total</b>	0	0	0	-
<b>4.6 Supervision</b>					
Supervision schedules created at all levels and disseminated to relevant stakeholders	N/A; Integrated into routine work at all levels	0	0	0	0
	<b>Total</b>	0	0	0	-
<b>4.7 Effective Use of Subsidies</b>					
Sensitization meeting held for NGOs known to subsidize, to advise them on strategy and policy (1 day meeting)	N/A; ODF Task Force can have 1-on-1 meetings	0	0	0	0
	<b>Total</b>	0	0	0	-
Communities sensitized not to look for subsidies	N/A; Can be done through TA level teams and district councils	0	0	0	0
	<b>Total</b>	0	0	0	-
Develop system for identifying vulnerable people in communities	N/A; Done at policy/national level	0	0	0	0
	<b>Total</b>	0	0	0	-

