



Department of Health



**Community Development tips for
successful implementation of RWSSP**



**RWSSP Journey Checklist
Explained.**

This programme is funded by European Union





Department of Health

INTRODUCTION	3
SERVICE DELIVERY APPROACH (RATHER THAN PROJECT COMPLETION).....	3
COMMUNITY MOBILISATION	3
STAGE 1. PRE FLIGHT CHECKLIST	5
<i>Promoting better Understanding:</i>	5
<i>Generating Motivation:</i>	5
<i>Promoting Ownership:</i>	6
<i>How to facilitate this.</i>	6
STAGE 2 TAXIING TO THE RUNWAY	10
<i>Activities to be completed during this phase</i>	10
STAGE 3 RUNWAY CHECKLIST	12
STAGE 4 – TAKE OFF.....	14
CONCLUSION.....	14
TECHNICAL ADVISORY NOTES	15

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1. INTRODUCTION

These tips for successful implementation of RWSSP are intended to be used in conjunction with the 'RWSSP Journey Checklist.' This checklist is designed to help ensure that you implement your project in a manner that promotes effectiveness and sustainability.

The RWSSP Journey checklist is a field guide based on a checklist used by pilots before taking off. You are sending your communities on a journey to better health. The checklist helps to ensure they get there successfully. It identifies milestones to be reached in each stage of the journey. If these milestones are missed or overlooked they will have implications on the success and sustainability of your project. You may get your water supply installed and latrines built, but there will be no ownership or capacity to maintain them. So how long will they last ?

To use the checklist ensure that you have completed all the milestones in each stage before moving onto the next. Whilst the milestones are considered essential you will all have your own ways of how to achieve them. No two projects or approaches are the same and we recognize the immense collective talent available in all NSAs funded under Phase 2. The checklist is designed to act as a reminder so that you do not proceed too quickly whilst leaving the community behind.

Successful, sustainable projects require a **Service delivery approach** and active **community mobilisation**. These are explained in more detail below;

1.1 Service Delivery Approach (rather than Project approach)

If your project is for 12 months, this is not 12 months to finish the water supply, install latrines and provide training. It is not 12 months simply for construction and a bit of training. It is 12 months to implement a sustainable water, hygiene and sanitation service that will last for 10-15 years. This means not only completing the basic project outputs but also ensuring there is the capacity in place to maintain it. Developing capacity takes perhaps three times as long as a simple engineering/training project. Project completion without capacity cannot be sustainable and will fail shortly after you leave.

1.2 Community Mobilisation

Community Mobilisation = Understanding x Ownership x Motivation x Capacity

Delivering a simple water, hygiene and sanitation project is largely an engineering process with some training included. There is no real need for the community to become too involved, other than to agree to where pipes will be placed and to attend the training. To deliver a long term hygiene and sanitation service however is different, & requires dedicated participation by the community, since they are the ones who will sustain the service delivery in the long run. If you are to really engage the community and take them forward with you you need to ensure;

Understanding – they need to be clear from the start about all aspects of the project

Ownership – the community need to feel and know that this is their project

Motivation – they need to be motivated to implement the project and maintain the outcomes.

Capacity – they need to have the knowledge, skills, rules and resources to manage the water supply & promote improved hygiene and sanitation

What is Capacity Building ?

Capacity Building should not be confused with training, they are different.

If someone has the capacity to do the job – this means they first have to know what the job is, they then need to have the skills and knowledge to do it, the resources, and the operational framework (ie the job descriptions, regulations, schedules etc)

Think of the community as the team that flies the plane. One of their first tasks will be to assign roles and responsibilities. They need to identify who are the pilots, who are the engineers, who are the stewards (there are no passengers on this RWSSP plane, everyone is involved). In the community this is part of the planning process. First identify what roles are needed and what the job involves, and then identify the right people; for instance who will be on the WATSAN committee, who will be laying pipes, monitoring progress etc

The crew then needs knowledge and skills, based on the job they are expected to do. The pilot needs skills in how to fly, the flight engineer in how to fix the plane etc. Normally this will involve some formal training, practical experiences (training in a flight simulator) and reference manuals. The community also needs skills and knowledge. Remember to use a variety of approaches; practical demonstrations, reference materials, theory etc, since people actually learn very little from just a formal training approach. Everyone will need knowledge on improved sanitation since this is everyone's job, the committee will also need skills on book keeping, taking minutes, organizing meetings etc.

So, our plane has a crew and it has the necessary knowledge and skills, now it needs rules and procedures. The rules and procedures are the framework that guides how the team work together. The flight crew need to know their flight schedule for instance, the flight engineer will have a maintenance schedule to complete before the plane is allowed to take off, the pilot needs permission from air traffic control, the stewards need meal schedules etc. The same with the community, they need to develop rules and procedures for example; land use agreements, water maintenance routines, use of water rules and regulations, rules governing deliberate vandalism, a constitution for the community committee outlining how they operate etc. However well trained a flight crew is they are fairly useless without rule and regulations – the same for this project, they need a framework to work with

Finally the team cannot do their job without resources. Of course the pilot needs a plane, your community needs materials to build water supplies and latrines. There is more to it than that however, what is the point in having a maintenance schedule and a trained artisan if they don't have the tools to fix a leak?. You cannot give people jobs with responsibilities without giving them the resources they need to do the work

So capacity building is about knowledge, skills, rules and resources.

1. Identifying the right people for the job
2. Giving them the knowledge/skills they need to do their jobs well
3. Developing agreed rules and procedures
4. Provide the resources they need to do their job

When you work through the project ask if you are really giving the community the capacity to implement and sustain the project in the long term

2. Stage 1. Pre Flight Checklist

This is about the first awareness raising stage of the project. At the start of the project it is essential you promote good;

- ✓ Understanding
- ✓ Motivation
- ✓ Ownership

If this is missed you leave your community behind on your journey.

2.1 Key Principles

2.1.1 Promoting better Understanding:

You need to ensure that all members of the community fully understand the project and what it is trying to achieve. This means informing them about the main goal of the project.

To improve health in the community

- and how this will be achieved, through; 1) improved water supply 2) sanitation, 3) hygiene and 4) effective community management.

You need to explain the components of your project, what kind of water supply you are anticipating, what hygiene and sanitation initiatives are planned and how you think it might be managed. Don't be too prescriptive at this stage. The community need to know that they will be part of the final planning process.

Explain the time frame – how long will the project implementation stage last.

Explain that the project is an initiative of the Department of Health, funded by the European Union

2.1.2 Generating Motivation:

The community may be motivated by learning about the potential benefits of the project. Motivation is something you will need to work on throughout project implementation. Potential benefits are detailed below.

- 1) Fewer Deaths. Explain why this project is important. Water borne diseases such as Cholera and Diarrhoea are major killers in PNG, particularly of young children.(17% of under 5 child deaths are due to Diarrhoea) These deaths are tragic and AVOIDABLE. (Australia is 0%) Good Hygiene and sanitation, supported by clean water will reduce deaths.
- 2) Less illness. Its not just deaths however, improved hygiene and sanitation will save them money from going to the doctors with stomach upsets and skin diseases such as grille. Less illness also contributes to a better quality of life
- 3) More time and less drudgery. Having the water supply close to the village will save them a lot of time, which they can use relaxing or in income generating activities such as new gardens and bilum making.

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- 4) More money. Fewer trips to the doctors will save them money. In addition they may make some more money during the time saved in water collection.

Finally, in Phase II RWSSP will probably only be supporting around 300 villages in the whole of PNG. They have been selected as one of these. They join a small team. They should be congratulated

2.1.3 Promoting Ownership:

How can you help promote ownership?

- 1) Language. It is important at this stage to use the right language. This is not to be considered a gift to the community, a Christmas present. It is a partnership. They have their responsibilities, and you have yours. This is *their* project - if they want it. The NSA and the EU are there to help.
- 2) Their Commitment. Like any partnership being part of the project requires commitments which they must understand and agree to before the project can proceed. They need to discuss this amongst themselves and if they feel they can make these commitments then the project can go ahead.

What are these commitments? There will be some variations between projects but as a minimum they will include:

- Paying 10% of the material costs of the project
 - Providing all labour and local materials free of cost
 - A long term change in hygiene and sanitation behaviour (washing hands, using latrine, keeping house surrounding tidy, better animal husbandry etc)
 - Community management of the water supply and hygiene and sanitation initiatives over the long term – 10 years?
 - Active participation in the planning stages of the project
 - Monitoring project impact (completing a baseline and final evaluation)
- 3) Planning Explain to the community that there will be a planning process to finalise the project details where everyone will be consulted. They will also need to develop an implementation plan. Helping design the final details will help ensure ownership.
 - 4) 10% contribution In the meantime they need to start collecting their 10%. Explain how much is going to be spent on materials and what the community 10% contribution is. Explain they need to make a plan about who will pay, how the money will be raised, and by when. Explain that this money is not going to the EU, or to the NSA – it goes directly to the hardware shop. You can't buy the hardware with only 90% of the money.

2.2 How to facilitate this.

A lot of Stage 1 is about sharing information with the community, and this is probably best done in an initial large gathering so that there is a common understanding amongst everyone. Use posters so that people can see the important information as well as hear it. Use the most appropriate language.

Poster 1. The Project	The 4 main components of the project. Material budget and their contribution.
Poster 2. Benefits of the project	Fewer deaths, less illness, more time, more money

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Poster 3. Their commitments	This one is probably best developed during the meeting by asking the community what they think their commitments are – and then writing them up
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Encourage discussion and questions. Once you have covered the main areas you could ask the large group if they want to break up into smaller groups to discuss the project and ask questions. This may help women to raise questions/concerns. Keep a note of all the questions asked and concerns raised on posters and then when you come together again in one group share these with everybody. You will need one facilitators for each group

Keep checking that the community are understanding what is being discussed so that you do not leave people behind. Most people do not talk at all during these gatherings, they tend to be dominated by a few men. Ask quiet people in the crowd if they have questions.

After the main gathering arrange to have small focus group meetings – perhaps a week later, so that you can discuss the project again and answer any questions. A focus group is a small group of about 10-15 people that are likely to have the same issues/concerns (for example a group of young mothers, young men, widows etc). See the TAN at the end of this document.

At the end of the meetings the community needs to know what will happen next. This will most likely be PHAST and CLTS workshops, followed by community planning of the proposed water and sanitation facilities. Explain that before then they need to have a plan for collecting the 10%, and they need to start on their baseline monitoring.

After a couple of weeks return and work through the checklist. Are community members still aware of the project, can they remember their commitments? Do they have a plan for collecting the 10% etc. This step is best done with a walk through the community asking people as you meet them about the project. Don't worry if understanding is low, just repeat the first meeting and ask them to attend. Its important at this stage that everyone understands what is happening- it will save you a lot of time and effort later on

During these early meetings you will also have to plan your baseline data collection.

Previous projects have reported considerable success with signing MoU's or Community Commitments with the community. These are quite simple documents to prepare and simply list what the communities and the NSA's obligations are. This can be an extremely useful process since it ensures everyone has the same understanding, and the document can be used to motivate the community throughout implementation should commitment begin to slacken. The document can be signed by traditional leaders, the Water and sanitation committee, or representatives from various groups in the community. These should be prepared after the community is fully aware of the project but before any actual planning

After these initial meetings you should find that you will be able to tick off all the boxes on your Pre Flight checklist. You are now cleared to taxi to the runway

Example of a community Commitment/MOU

Community Commitment for Drago Water supply and sanitation project

Name : Drago Water Supply and Sanitation Project

Purpose: To improve the health of community member living in Drago village by implementing improved water supply hygiene and sanitation practices

Funded by : Drago village, Department of Health and the European Union .

Introduction to the project

Drago Water Supply and Sanitation Project aims to improve health through improving the villages water supply and improving hygiene and sanitation practices. The project is being implemented by the Drago community in partnership with Green Trees NSA.

Key activities include:

- ✓ Installing 16 rainwater catchment tanks
- ✓ Training on improved hygiene and sanitation
- ✓ Community action planning for improved hygiene and sanitation
- ✓ Construction of 34 VIP latrines

The construction and training phase of the project, with support from Green Trees NGO is scheduled to last until June 2011

Commitments

To ensure success this project requires key commitments on behalf of the Drago Viillage community and the Green Trees NGO. These are listed below;

The Drago community commits to;

- Active involvement in the planning process
- Raising 10% of the cost of the materials in time for construction to start
- Providing labour for construction activities
- Attending training courses on improved hygiene and sanitation
- Forming a working committee to oversee the project and to provide long term management.

(Cont overleaf)

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- Monitor project progress
- To properly maintain all new facilities over the years.
- To maintain improved hygiene and sanitation behavior over the long term.
- To provide a secure environment, free from conflict, for the safety of the Green Trees NSA staff.
- To abide by all land use agreements signed during this project and to not damage any of the structures constructed

The Green Trees NSA commits to

- Facilitating a transparent and fair project that listens to all voices in the community.
- Ensuring available funds are used in the most effective and efficient manner
- Providing transparent accounting of materials purchase to the community
- Facilitating the development and capacity building of a functioning water and sanitation committee.
- Providing technical expertise on the construction of the water supply and VIP latrines
- Planning for the purchase and delivery of materials
- Providing good quality hygiene and sanitation training to the community
- Ensuring the community has the capacity to continue with improved hygiene and sanitation once project funding stops in June 2011
- To address any community concerns promptly and efficiently

Conflict resolution

The water and sanitation committee represent the community and are the first contact to discuss any uncertainty by community members. Where considerable disagreement occurs the village magistrate will be called upon to intervene.

All activities must be implemented in accordance with European Union and Department of Health guidelines.

The people below are authorised to sign
on behalf of the Drago Community

on behalf of Green Trees

Name: Date

Name: Date

Name Date

Name Date

Name Date

Name Date

3. Stage 2 Taxiing to the runway

This stage is all about planning the project

Once you have completed Stage 1 you can then move on to Stage 2, the planning stage. There are a number of activities to be completed here, and it is up to individual NSAs to decide how best these should be done.

3.1 Activities to be completed during this phase

3.1.1 PHAST & CLTS

PHAST and CLTS are two very motivating events that should perhaps be done early in this stage. They should result in a community action plan for improved hygiene and sanitation. Both PHAST and CLTS should be conducted with as many of the scheme population as possible. Department of Health may have useful PHAST training skills, they may also be good at facilitating Healthy Island. If you have money in your budget and they have the skills try and encourage them to work with you on Hygiene and sanitation training.

3.1.2 Community Committees

In addition it is a good idea to form a Community committee early on, so that you can work hand in hand with them and develop their capacity. These committee are sometimes referred to as WASH (Water, Sanitation and Hygiene) committees, or WATSAN (Water and Sanitation) Committees. The important thing to remember is that the community needs to work with you to develop a detailed Terms of Reference for the committee, and then nominate candidates most suited to do the job. So, TORs first, and then committee members who have the skills to implement the TORs.

The Community committee are important to sustain the project outputs. You need to work on developing their capacity over the time of your project. They are the pilots of the plane!! Once you have your team, work with them to see what skills they have, and what skills they are lacking to implement the TORs effectively – a capacity assessment. Once you know what skills they are lacking develop a training/capacity building programme for them so that when you come to leave they have all the skills they need to implement their TORs effectively. Remember that their capacity development means some theory with plenty of practical application.

3.1.3 Community based planning

A great tool here is a community map. Either draw one at the start of the meeting, or take a copy of one with you if the community has already drawn one previously.

The community management team along with members of your team should embark on a fact finding mission to help plan the final water and sanitation initiatives. Hold focus group discussions with women, men, children. Try not to have more than 15-20 in a group at a time. Get their opinions on the water project, ask them questions, listen *to* what they say. If you are planning a rainwater catchment talk to them about where the tanks should be positioned and where the tap stands should be. If tanks are to be positioned alongside existing houses ensure that tap stands are positioned some way away

to ensure fair and equal access. If your scheme is gravity fed, talk about where the tap stands should be, whether they want laundry areas, showers etc.

Discuss sanitation issues. Discuss where the latrines are to be located, and their design. Try and avoid a one design approach to your latrines. Remember the basics, the excrement must be covered to avoid flies landing on it – anything after that is flexible. Take paper and pens along to the meetings, draw pictures In addition



spend time, particularly with women and children, about the design of latrines. Women can face considerable hardships with personal hygiene during their menstrual cycle – discuss these issue with them in their focus groups and see how the project can help. Children also are often scared to use latrines because of their design and location. Find out from them what their needs are. Design latrines that meet the needs of the people.

Once you have heard from all your key informants you need to work with the Community Management Team to bring all these suggestions together into a comprehensive plan. In a gravity fed system, this should include the route from the source to the village, in a rain catchment it should include the placement of tanks as well as taps. It should also include details on latrine construction- design and location It may not be possible to please all the people, aim to please most of the people and remember to put the last first ie, aim to please the most vulnerable sections of society first. Conduct a risk assessment of the proposed plans. What are the risks associated with the final designs? These could include for example possible problems with land agreements, maybe upsetting a powerful village member. Try to anticipate all the things that could possibly go wrong. If a risk is highly likely to happen – DO NOT IGNORE IT, make a plan to address it.

The Management Team should then present the final plan to the community whilst you are there. Community members should discuss the final arrangements. You and the management team will need to use your best judgement to facilitate agreement on the final approved designs should there be differences of opinion.

3.1.4 Implementation planning

Work with your community management team to draft out a community implementation plan. A good start to this is to do a seasonal calendar and build on this. Start by writing the months across the top of the page then down the left hand side include key events in the community calendar. This may include for example Christmas, festivals, busy harvest times etc. These dates can be effectively ruled out for any community activities. Then include the key activities that are required for the completion of your project and fill in the months when they should be done. You may have already started this as part of PHAST, if so build on what you have already done. One

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key date will be “collection of the 10%” if this has not been collected already. Only after this date should you include “arrival of materials” other key activities may include:

- Collecting sand and gravel
- Collecting/delivering materials
- Preparing rain catchment bases
- Making latrine slabs
- Digging and constructing latrines
- Hygiene and sanitation training of trainers
- Digging channels for gravity fed system
- Constructing sediment tanks
- Laying pipes and plumbing
- Constructing tap stands/showers/laundry
- Collecting monitoring data

Once this has been done the community management team should check it through with the community members to assign responsibilities and to check they are happy with the timings.

To complete this stage, you need to sign all required land use agreements, and have them authorized by a relevant authority, for example a local magistrate, and finally, the committee needs to have collected the last of the community 10%

Work through the checklist. Can you put a tick next to each milestone with confidence? Are you and the community still together? Time to head off down the runway.

4. Stage 3 Runway Checklist

This is the implementation stage. There are a number of activities that are being implemented at this stage.

4.1 Construction

Materials should be arriving according to your implementation schedule, and village teams identified during the previous stage should be installing the water supply with your engineer as well as constructing latrines in response to the hygiene and education awareness raising.



4.2 Water use rules and regulations

As well as helping to manage the construction side of the project and hygiene and sanitation training, the community committee will need to start working on developing the rules and regulations for water use if this has not been done already. This should be a consultative process with small focus groups in the community and then presented for

final discussion to the whole community. For rainwater harvesting projects the rules and regulations should explain how much water each individual is entitled to, but this is less critical for gravity fed projects. In addition the rules and regulations should explain, amongst any other issues identified;

- ✓ How funds will be collected to pay for maintenance of the supply.
- ✓ Who is responsible for conducting maintenance for the water supply and how they will get any funds required.
- ✓ What happens in case of willful damage to the supply.
- ✓ What is the procedure for extending the water supply.
- ✓ How disputes will be settled.

4.3 Training and Capacity Building



Hygiene and sanitation awareness, started in the previous stage, should continue with teachers and the community water and sanitation committees taking a greater role. You should work with the community to identify ways in which hygiene and sanitation awareness can become institutionalised, ie, how the process can be implemented on a regular basis without further NSA support.

You should also be working with the community water and sanitation committees building their capacity to ensure they can continue managing improved hygiene and sanitation after the project finishes. Remember that this requires ensuring they have a guiding framework (TORs, Constitution, Water Rules and Regulations, Maintenance schedules, land Use agreements etc), the rights skills and appropriate resources.

This is also the stage where you should be producing and distributing training/reference manuals. These could include for example:

- Operation and maintenance manuals for whoever is responsible for operation and maintenance, and ensuring they have the skills to use it.
- Reproducing hygiene training materials for teachers, community health workers, community management committee so that they can continue the hygiene and sanitation messages.
- Distributing improved hygiene posters, or even arranging a school poster competition.
- Distributing HIV/AIDS materials

Finally, try strengthening partnerships with Provincial and District Health authorities. Invite them out to visit your project to see progress.

5. Stage 4 – Take Off.

This is where your involvement with the project comes to an end. If you have done your job well you will have guided the community to a safe take off, and helped them develop the skills, resources and rules to fly their plane to a healthy destination. All that is left for you to do is jump out and open your parachute.

But don't do this before they are safely off the ground – Use the checklist to see if it is time to bail out.

- Does the water supply actually work as it was designed – don't leave until it does?
- Have all latrines been constructed, no slabs laying around on the floor unused?
- Are people using the latrines and keeping them clean?
- Are people storing water safely in their houses (a key improved hygiene activity)?
- Have people changed their hygiene and sanitation behaviour? (use the monitoring forms you have been given to measure this)
- Is the community committee functioning?



Conclusion

The aim of this booklet, and the RWSSP Journey Checklist, is to help promote successful project implementation. It cannot guarantee success, this will require good management and careful facilitation on behalf of the NSA. It can however act as a guide/reminder to project co ordinators and field workers to help structure their activities and to ensure that the project moves forward without forgetting key milestones/achievements.

Please contact the RWSSP PMU on any aspect of project implementation should you require new ideas, advice, skills or opinions.



Technical Advisory Notes

RWSSP produces a number of Technical Advisory Notes to provide information on effective project implementation. Following are some related to Community Development.

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