



FIRST EDITION

Community Participation in Monitoring

Supplementary Module 7m



RSU/N-WASHE May, 2000

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CONTENTS

Preface	i
Section 1 Introduction	1
Section 2 Preparation for Participatory Monitoring	7
Section 3 Using the Participatory Activities	15
Section 4 Evaluation and the next stage	19

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PREFACE

THE CORE TRAINING MANUALS AND SUPPLEMENTARY MODULES

The Core Training Manuals and Supplementary Modules have been produced to support the implementation of WASHE in Zambia.

WASHE

Water Sanitation Health Education



WASHE has been developed in Zambia over the last ten years. Learning mainly from the experiences of Western and Southern Provinces, it is now recognised as a sustainable approach to rural water supply and sanitation. The government has adopted this as a strategy towards the implementation of rural water supply programmes.

The Core Training Manuals provide the background to this development and explain its context in view of decentralisation. The Manuals are intended to provide flexible guidelines to assist the growth of WASHE, primarily at district level.

The Supplementary Modules provide community management guidelines for use at all levels; national to community. The series include technical, participatory health and hygiene education and community management titles. Each Module has been written to 'stand alone' or be used as part of an overall community management approach where each title in the series complements the next. It is helpful to get to know the titles and become familiar with the contents to enable you make informed decisions.

At the back of this Module is a list of the titles that comprise the Core Training Manuals and Supplementary Modules Series. Full details of the contents of each title can be found in ***The Water Sector Reform Support Unit Publications List***. All titles are available from the RSU.

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The National WASHE (N-WASHE)
Co-ordination and Training Team.

The N-WASHE Team is a multi disciplinary group, based in Lusaka to develop WASHE principles and assist its national implementation

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The concept of the Project Cycle for Community Management in Rural Water Supply is elaborated in more detail in Section 1 of this Module



The guidelines and materials form the basis for the advocacy and training work of the National WASHE Co-ordination and Training Team (N-WASHE), which is the implementing unit of the RSU.

The Core Training Manuals and Supplementary Modules were developed and drafted by the Community Management and Monitoring Unit (CMMU). This edition is produced by the RSU.

This is Supplementary Module 7m in the Project Cycle for the Community Management in Rural Water Supply and is called Community Participation in Monitoring.

Community Participation in Monitoring is **Stage Twelve** in the Project Cycle for Community Management of Rural Water Supply.

WHO THE SUPPLEMENTARY MODULES ARE FOR

The Supplementary Modules are written for people who intend to develop community management as part of their overall objective for rural water supply and sanitation. These people are likely to represent :

- district councils and D-WASHE committees
- specific line ministries
- NGOs
- donors
- volunteer agencies
- development organisations

The individuals are likely to be :

- rural and peri-urban extension officers from WASHE line ministries
- environmental health technicians
- community development workers
- community health workers
- teachers
- project personnel

The guidelines have been developed within a Zambian context but can easily be adapted to meet the needs of other developing countries.

Throughout the Core Training Manuals and the Supplementary Modules, *the Community* refers to a group of people with a common present or potential interest in WASHE. A single family unit is referred to as a *household*.

By *Community Management* we mean : the ability of the community to have the *responsibility, authority, accountability and control* of the WASHE process that exists for their benefit.

The RSU believes that community management will only become a reality if issues of gender are seen to be integral to the project cycle and participatory process. By *gender* in rural water supply we mean : *the context and reality of both women's and men's lives that can together effect self determined change. Gender is not a women's issue alone.*



See Supplementary Module 8 - WASHE and Gender

HOW THE SUPPLEMENTARY MODULES WERE DEVELOPED

CMMU was mandated in 1993 to address issues of long term sustainability in the rural water and sanitation sector. CMMU began a programme of participatory research throughout the country and it was during this time that it became evident that some regions had a greater chance of sustainability than others. The approaches being used by projects involved in the sector varied from one area to the next. Whilst projects agreed that a community management approach through participation was appropriate, there was little or no standardisation. The absence of a standardised community management approach for Zambia meant that the quality of delivery and ultimate level of choice for the community was at best patchy.

In order to address this the CMMU set about collecting "best practice" ideas, knowledge and materials from around the country. It concentrated on participatory techniques, technology options and community management issues for rural water supply and sanitation. The result, through a series of consultative workshops, committees and core working groups, is the current series of Supplementary Modules. The RSU, which has taken

over the activities of the CMMU, further recognises the need to continue with the promotion of the WASHE concept. The district level training of the WASHE concept is being undertaken by the N-WASHE Training and Co-ordination Team.

ACKNOWLEDGEMENTS

Many people and organisations were involved in the development of the Core Training Manuals and Supplementary Modules. The RSU would like to thank Community Education and Participation (CEP) - Mongu; Rural Water for Health Project (RWHP) - Solwezi; Irish Aid - Northern Province; Rural Water Supply (JBG) - Central Province and Village Water Supply (GTZ) - Kabompo, for their input and constructive criticism during the elaboration of the methods. Additionally, we would like to acknowledge our appreciation of all Government, donor and NGO field workers at community, extension, district, provincial and national level for their invaluable experience, ideas and opinions. Special thanks to all the members of staff of the former CMMU for the research and development done to produce these modules.

The research and development required and the production of these publications would not have been possible without considerable financial support from Irish Aid, European Union, NORAD and UNICEF, for which we are most grateful.

Section
1



INTRODUCTION

SECTION ONE

ABOUT THIS MODULE

This Module looks at the **twelfth stage** of the project cycle for the community management in rural water supply. It provides step-by-step guidelines to community participation in monitoring. This Module is designed to be used in conjunction with the other titles in Supplementary Modules 7a - 7p.

- Section 1 Introduction
- Section 2 Preparation of Community Participation in Monitoring
- Section 3 Facilitating the Participatory Activities
- Section 4 Evaluation and the Next Stage

The format is designed to help you :

- find things quickly
- work systematically through the contents
- prepare yourself for participatory activities with the community

The following icons appear in the margin to alert you to specific information and tips:



Tells you that further information is available



Brings your attention to important information



Describes a specific technical approach



Reminds you to evaluate progress so far



Indicates when to act



Indicates when participatory meetings are provided in your text

Remember, the Supplementary Modules are intended as guidelines. The final choice of action will be based on your dialogue with the community, their needs as they perceive them and local circumstances. Community management is a dynamic process - be creative and use local expertise and the advice of local institutions wherever possible.

In the margin of each page you will find useful information and tips.

Space has also been left for your own notes.

THE APPROACH

To equip you with the knowledge and skills to :

- understand the basic philosophy of a participatory approach to community management
- understand the project cycle for the community management of rural water supply
- facilitate the enhancement of the community participation in monitoring
- prepare the community and yourself for the next stage in the project cycle

The CMMU was mandated to look at issues of long term sustainability in the rural water supply and sanitation sector. The provision of information on and guidance about community management strategies using participatory methods and techniques is part of the process.

The RSU believes that a **participatory approach** to community education and sensitisation is an effective way of ensuring **community participation** which leads to **community management**, that ultimately ensures **sustainable development**. In rural water supply the long term aim of government is to see programmes that are "community based" and it is in this context that the CMMU developed the "project cycle for community management in rural water supply".

The terms community participation and community management are often used interchangeably and this is misleading. Community participation is an activity, or series of activities, that through the community's involvement leads to community management. So, for example, community participation might be:

- the contribution of labour
- collecting river sand and breaking stones
- collecting money as a contribution towards the water point
- attending a meeting that you have asked them to attend

All these examples ask that the community be involved but this is very different to taking a lead and being responsible for the decisions and consequences of those decisions.

OVERALL OBJECTIVES OF THIS MODULE

THE COMMUNITY MANAGEMENT PROCESS



The RSU/N-WASHE believe that a participatory approach to community education and sensitisation is an effective way of ensuring community participation which leads to community management that ultimately ensures sustainable development



Community participation is a stage of community involvement that leads to community management.

Community Management is a **process** and if facilitated effectively will develop a true sense of ownership and continued development for community gain and benefit. Community management and acceptance of ownership is the ultimate goal in such a participatory process.

The RSU agrees with current thinking that community management means the community has the responsibility, authority, accountability and control over their development. Community management works throughout the life cycle of a project or facility and beyond and so leads to sustainable development.

So the basic components of community management are :

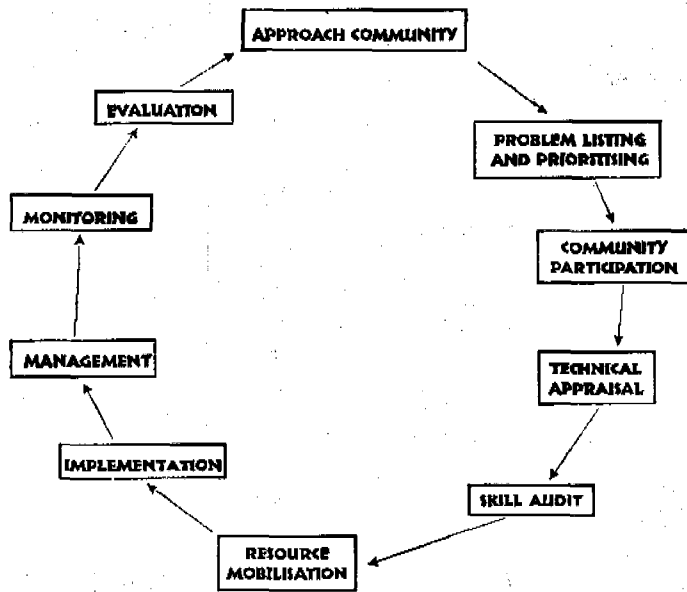
- **community responsibility** : the community assumes ownership of "the system" and "the process"
- **community authority** : the community has the right to make decisions about the action (or intervention) taken to change their situation
- **community accountability** : the community accepts the consequences of its decisions and understands that action rests with them
- **community control** : the community has the power to implement its own decisions

DEVELOPMENT OF THE METHOD

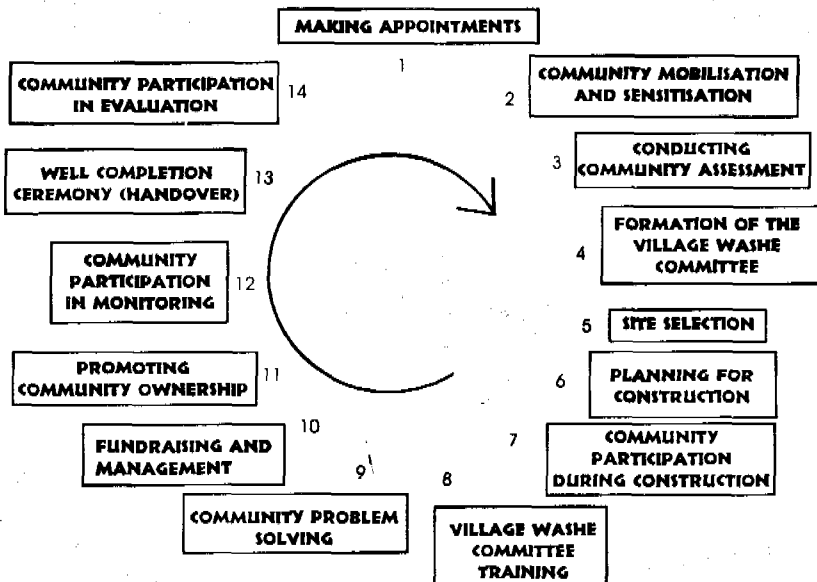


In November 1995, the CMMU initiated the formation of a core group of actors that are involved in rural water supply projects in Zambia. The task before the group was to compile and further draft the Supplementary Modules that are now known as series 7a - 7p. The Supplementary Modules were to concentrate on community participation for community management in rural water supply projects.

The core group agreed to focus on specific participatory techniques that related to the project cycle for community management in rural water supply. The project cycle, in 14 stages, has been adapted from the standard project cycle that is widely used in participatory community development projects throughout Zambia.



STANDARD PROJECT CYCLE



PROJECT CYCLE FOR COMMUNITY MANAGEMENT IN RURAL WATER SUPPLY

The stages in the project cycle for community management in rural water supply form the basis for the Supplementary Modules series 7a -7p. So, for example, this Supplementary Module is 7m and looks at creating awareness on the need to monitor operation and general management of the facility using a participatory approach. This is stage 12 of the project cycle.



It is important that you fully understand the Project Cycle, how the stages interconnect and are flexible. Read Supplementary Module 7a before you start work.

It is intended that the reader becomes *the facilitator* of the process of community management. That means that the information acquired from this Module becomes *shared knowledge* between the reader and the community so that community based decision making becomes a reality.



FACILITATION

Section
2

PREPARATION FOR PARTICIPATORY MONITORING



SECTION TWO

PREPARATION FOR PARTICIPATORY MONITORING

By the end of this section you will :

- understand the importance of creating awareness of the need to monitor the O & M, use and management of the facility as a way of ensuring sustainable community management by taking corrective action immediately
- have thought about the preparation you need to do before discussing monitoring with the community

SUGGESTED APPROACH

A number of participatory activities for use with the community are suggested as a way of helping the people realise that monitoring of a facility is not a new concept; everyone does some form of monitoring at household level on a daily basis. The suggested activities are designed to be used as part of the overall project cycle approach. It is, however, important to first answer some questions in order to prepare yourself adequately for the field.

Why a participatory approach now?

The sustainability of the resource or investment is the overall intention of all development programmes in rural water supply. A participatory approach is important at this stage of a project because :

- the community needs to be made aware that as everything else in their daily livelihood, the water facility also needs to be monitored
- it is important to ensure that the community collectively identifies issues or aspects to be monitored, frequency of monitoring and who will be responsible/co-ordinate this monitoring
- the community has been made aware that to ensure sustainability through community management (responsibility, accountability, authority and control) there is need to establish a monitoring system which will help identify problems and seek immediate solutions
- monitoring of a communal water facility is a collective effort that most people will have a part to play, e.g. collect data, monitor behaviour, identify solutions, etc. Therefore, the community needs to participate though it will also expect feedback.

What else needs to be considered?

There are some important factors to be considered and clear about before discussing monitoring with the community; these include :

- the understanding that monitoring involves record - keeping and regular checking
- the fact that monitoring can either be verbal, written, by observation
- the fact that a good monitoring system should provide feedback to the beneficiaries who then participate in finding solutions, (if there is a problem) review strategy to improve efficiency or merely inform the community of the status quo
- monitoring of the water facility is a joint venture between the V-WASHE, the community and the extension worker
- the fact that a good monitoring system will help easy evaluation of the programme at a later stage

Monitoring is an on-going activity done to find out whether the activities are going as planned and what results and effects are being achieved. Undesired results demand an immediate correction reached collectively by the community. Good results of a project depend very much on continuous monitoring even after the implementation stage.

Information collection and analysis is an integral part of monitoring and corrective measures need to be developed based on these. There is always need to collect information on progress whilst asking ourselves; are all activities of the project done as planned? Also, information on effects and sustainability is important especially after the implementation stage. It is important to find out if the facilities are functional, are they in good condition, are water committees performing appropriately.

In order to get the right information, indicators will need to be developed to measure progress and effect over time. For example, at the beginning of a sanitation project it could be noted that only 1% of the community have pit latrines. An indicator in this case would be a percentage increase in the number of households with pit latrines.

Important indicators of monitoring that need to be developed and reflected on the participatory activities include :



Those who observe or see something that needs attention should inform the appropriate person or correct person or correct the situation him/herself

- the V-WASHE committee managerial performance :-
 - frequency of committee meetings
 - management performance or effectiveness in maintenance (How long is the downtime and why?), supervision and problem solving
 - record - keeping in terms of minutes, contributions and payments (income and expenditure properly registered) and funds kept safely
 - performance is accounted for to the users i.e. performance of the water facility and the status of the Treasury
- Technical performance of the water facility :
 - availability of water and at what times, if not available why?
 - general operations of the facility (opening - closing times, drainage, etc.)
 - cleanliness of the water point
 - type and frequency of breakdown
 - repairs and downtime
- Health and Hygiene Practices
 - household latrines with handwashing facilities increase in number
 - latrines used and maintained
 - village hygiene improves (more refuse pits, plate racks, general village cleanliness)
 - selected and measurable hygiene risk decrease
- Gender Aspects
 - female members of the V-WASHE participate actively in decision making
 - women in the community have regular contact with female V-WASHE committee members

Downtime is the time taken before the facility is repaired



- women and men in the community recognise the importance of sharing responsibilities in the management of WASHE activities/projects
- Continuous involvement of the users/ community :
 - water charges/contributions to O & M of the new facility are being paid as agreed
 - community health educators still perform their tasks adequately, (also establish which are the main topics)
 - general satisfaction with the work of the V-WASHE committee
- community monitoring performance of the agency :
 - number of visits by the extension staff/agency staff (per week, month, quarter, etc.)
 - contacts of these workers with the community (hold discussions with whom, where, etc.)
 - activities initiated and supported by these
 - appropriateness and usefulness of training of community members

What preparation needs to take place?

The RSU/N-WASHE strongly advises that considerable preparation is undertaken before work with the community begins. Careful planning will benefit everyone and will minimise the confusion that can arise when nobody is sure who is doing what, when and why. It is never a good idea to work in isolation and good community development relies on people as the main resource. As facilitators, you will need to seek the assistance of others and ideally form a facilitation team. We suggest the following guidelines be adopted when forming a facilitation team.

In Zambia it is likely that an external agency (NGO or Donor) is involved in projects for rural water supply. By their nature these agencies come into the area from the *outside*. Whilst they are often very experienced they probably do not have the wealth of local knowledge that is at the finger-tips of those who work and live close to the community on a permanent basis.

In all cases where there is external agency involvement it is important that a partnership is formed with GRZ counterparts. These people are likely to be Environmental Health Technicians (EHTs).

Community Development Officers (CDOs) and other extension officers that are active in the project area. Additionally, it is valuable to harness the co-operation and assistance of Traditional Birth Attendants (TBAs), Community Health Workers (CHWs) and any other active community animators. Agency staff must take the responsibility for making viable links with the GRZ extension services.

Good indicators are always selected and tested in a participatory approach with both men and women in the community



Agency staff and agency project workers should be seen to support the process of development and they should always be mindful of their responsibility to strengthen existing services and structures.

The facilitation team should work in liaison with the D-WASHE committee, where they exist, to ensure that the relevant line ministries and other actors in the project area are aware of their work. This prevents duplication and allows the team to benefit from the lessons of previous projects. It is very important that all projects are part of a strategic plan for development in the district.

What activities will we facilitate?

This Module suggests a number of participatory activities that are known to be appropriate in creating awareness for the need to monitor community programmes. The following activities have been suggested :

Facilitation - a team effort

- facilitation is intensive and demanding - share the work load
- each aspect of facilitation needs to be prepared in advance - share the responsibility
- during the facilitation, the main facilitator will need constant back up - share the effort
- facilitators need feed back on their performance and the reaction of the participants - share reflection and evaluation
- a team of facilitators provides greater creativity and productivity - share your talents



- open ended story/drama
- plenary discussion - Monitoring check list

The activities are described in Section 3. The activities are designed to help the community understand the need for monitoring.

Remember, the activities and guidelines for facilitation are flexible and should be adapted to suit the particular community you are working with. Therefore, be creative and use the ideas and expertise of others and your own valuable experience and knowledge of what works best. The activities are described to allow for optimum participation by all *the users* and these will include;

traditional leaders, local councillors, women and men in the community. The aim is to involve as many people as possible. The issues related to each of the factors are described as this Module progresses.

It is important that the facilitation team feels comfortable with the activities and is aware of the desired outcomes. At the end of the Module, in Section 4, there is an evaluation exercise to help the facilitation team assess their impact.

The materials that you will need to facilitate participatory monitoring are listed in Section 3 alongside each activity.

Guidelines for working in groups :

You will often ask the community to work in small groups and we suggest that you bear in mind the following :

- be sensitive to community culture and norms
- decide with the community if men and women should work separately (remember that depending on the gender balance, you will get different feedback)
- traditional leaders and councillors can dominate groups and this can have a negative effect upon participation
- groups bigger than 10 are counter-productive - not everyone will be heard or participate effectively
- always attach a facilitator to a group, not necessarily to take a lead but to OBSERVE!



A good facilitator is

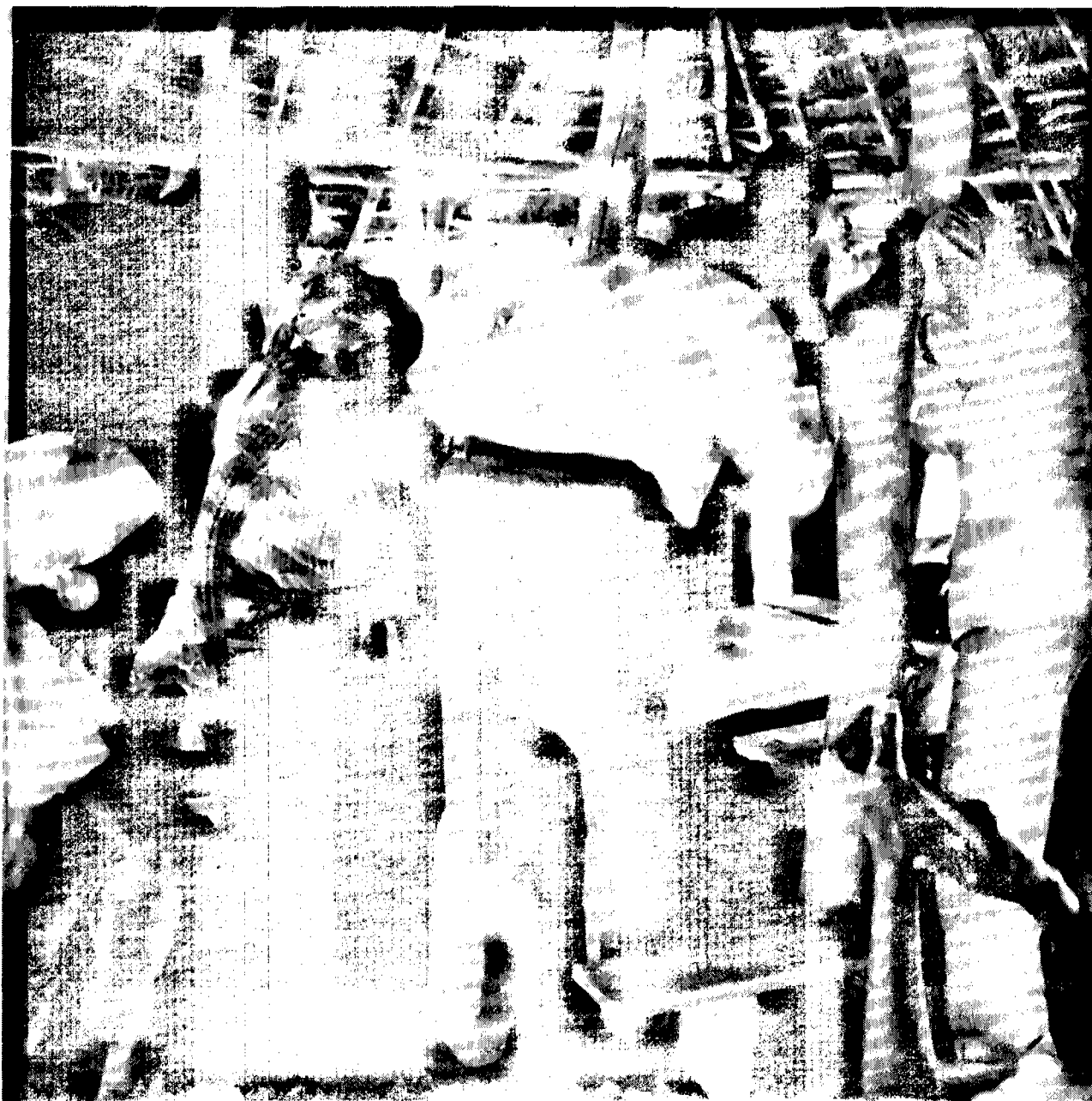
- patient and able to listen
- self aware, open
- willing to learn
- confident but not arrogant
- respectful of others
- able to create an atmosphere of mutual respect and confidence
- flexible to the dynamics in the group
- a clear writer



The D-WASHE Committee is a sub-committee to the District Development Co-ordinating Committee (DDCC) and is responsible for the development of all district rural water and sanitation activities. This takes the form of the D-WASHE Plan

Section
3

USING THE PARTICIPATORY ACTIVITIES



SECTION THREE

FACILITATING THE PARTICIPATORY ACTIVITIES

By the end of this section you will :

- be familiar with the activities and tools that are suggested for facilitating discussions on the need to monitor
- understand the issues relating to monitoring and how this is done on a daily basis at household level

SUGGESTED APPROACH

There are a number of activities that can be undertaken to facilitate discussion on the importance of monitoring. Some of the activities will be familiar to the facilitating team and the community.

When using a tool you have already used it is important to be mindful that :

- a. The context is different and this is to be made clear to all and
- b. You do not overuse a particular tool as this may lead to boredom and a lack of interest.

It is important to be very clear about the objectives and facilitate discussion on how concepts used individually can be used collectively for the water point.

SUGGESTED ACTIVITY ONE : OPEN ENDED STORY

PREPARATION



The open ended story has been highly utilised in this series of Supplementary Modules 7a - 7o. This is due to its adaptability to suit the prevailing situation/conditions.

The message in this open-ended story is based on the need to be constantly informed of the situation or ask to be informed. It also highlights the need to physically assess the situation. This would together help prevent any crisis in terms of running out of food unexpectedly or a major breakdown of the facility and funds not being available for repairs and/or purchase of spare parts. The story also helps to relate the monitoring of the water points to household level monitoring on a daily basis.

The Story

Chibole lived with her mother and father in village X. At the age of 12 she has learnt how to grind mealie meal from maize, millet and cassava and also help her mother with most of the cooking. Bashi Chibole (father of Chibole) had gone to the city to visit their sick granddaughter (daughter to Chibole's elder sister). He had been gone for two weeks. He returned with their son-in-law and they arrived late in the night. Bana Chibole (mother of Chibole) started preparing a meal for them. She cooked the relish which smelt very nice, her son-in-law and her husband were anxiously waiting for the meal. When Bana Chibole started to prepare the nshima, she warmed the water and went to collect the mealie-meal. Unfortunately the mealie meal bin was empty. It was too late in the night to ask from her neighbour!



An open-ended story can very easily be turned into a drama



This story is just a guide create an appropriate one!

Remember to adapt the story and use local foods, language and proverbs

Guidelines to facilitating the activity :

- introduce the activity and ask one of the V-WASHE members to co-facilitate
- remind the community of the need to listen attentively as the story will form the basis for discussion
- narrate the story to the community
- discuss the story and relate it to the management of the water facility; discussion points may include :
 - what the story implies and if it may likely occur in the community?
 - why and how this can be avoided?
 - what would be the reaction of those who need water?
 - what needs to be checked, how and by whom?
 - what aspects need to be monitored at the water point?
- it is important to identify and discuss who the information noted during monitoring should be passed on to.
- in summary, highlight what has been agreed in terms of why monitoring is important, what to monitor, who should be responsible, how often it should be done, who the information is utilised,



Other discussion points may include::

- why are certain people given the responsibility of monitoring
- what are the indicators to use when monitoring
- how often should monitoring be done

See Section 2 on what else needs to be considered to help facilitate the discussion

SUGGESTED ACTIVITY TWO : MONITORING CHECKLIST



PREPARATION

This is really not a separate activity but a continuation of the previous one.

In the pervious activity the outcome identified what is to be monitored, by whom, how, why and how often?The checklist will also state what is the likely effect of this and action to be taken; by who, when and how?

1 hour to discuss items to be included BUT this is done over time



The checklist is in the form of a table and is used for monitoring activities directly related to the water point. It is intended that the checklist will ease monitoring and enable quick identification of a problem and find its solution to avoid more serious consequences.

Below is an example of a Monitoring Checklist:

Remember, this is just a sample, the list is endless. It is also important to keep all monitoring records carefully as they will be required and referred to during evaluation.

WHAT IS TO BE CHECKED?	WHO WILL CHECK IT?	HOW OFTEN?	HOW SHOULD IT BE CHECKED?	LIKELY PROBLEM TO ARISE	ACTION TO BE TAKEN	BY WHOM?	WHEN	WHO
1. Strokes before water comes out	Caretaker/Community especially women	Every 3 months	Actual pumping	Problem may worsen, more strokes before water comes, worn out foot valve	Replace foot valve and check raiser pipes Replace leather caps	Caretaker and community	Within the month	Buy new valve, caps, raisers CP in maintenance
2. Slab	Community caretaker	Yearly	Observation	Surface water or spillage may contaminate the water underground	Buy cement to mend the cracks	Caretaker, Treasurer	Immediately	
3. Fence								
4. Surrounding								
5. Contributions								
6. Latrine Construction								

**Section
4**

**EVALUATION
AND THE NEXT
STAGE**



Use this page to make your own notes.



SECTION FOUR EVALUATION AND THE NEXT STAGE

By the end of this section you will have :

- assessed whether or not you have met your objectives
- taken action if the objectives have only been partly met
- thought about the next stage in the project cycle

SUGGESTED ACTIVITY ONE : REVIEW

As a facilitation team it is very important to assess how your work is going. Community development is a dynamic process and constantly demands an adjustment of approach and flexibility on your part.

After each visit to the field assess how well it went taking into account:

- the overall response of the community
- the success of the activities vis a vis the objectives
- community and facilitation team cohesion

Remember that you are working within the context of the **PROJECT CYCLE** and by now you should have achieved Stage Four. Your objectives were to :

- understand the basic philosophy of a participatory approach to community management
- understand the project cycle for the community management of rural water supply
- facilitate participatory selection of an appropriate monitoring system for the community
- prepare the community and yourself for the next stage in the project cycle

1 - 2 hours



Materials you will need for this session :

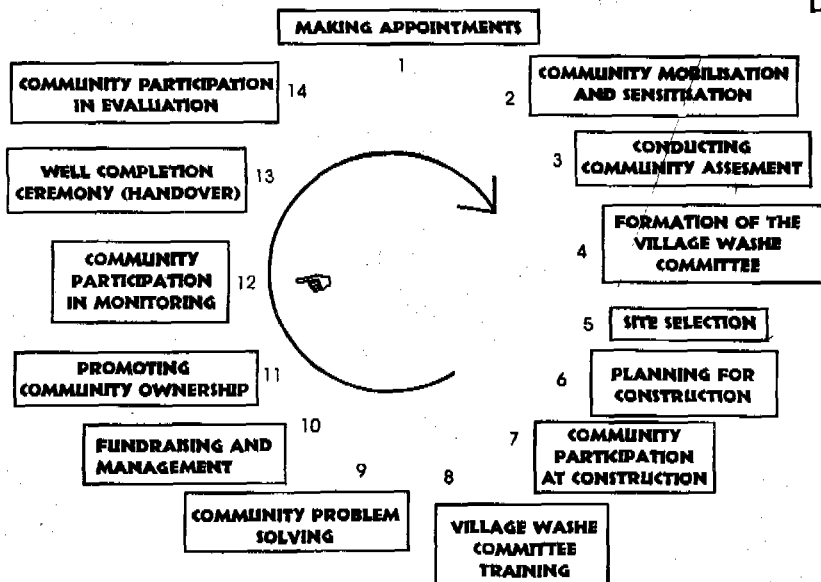
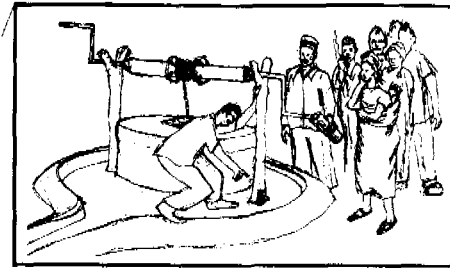


- all your notes from the visit
- any data, reports etc.

**ORIGINAL
OBJECTIVES**



So, the current stage in the project cycle is :



If you feel that *only* some of the objectives have been achieved then it is advisable to rethink your strategy before moving on. Review each activity that has been undertaken and decide whether or not it was due to :

- poor facilitation - be self critical
- misunderstanding on the part of the community - how can this be rectified?
- poor co-ordination - how can this be improved?
- inadequate participation of all or some groups, e.g. women - is there anyone who you can work with in the community to change this?

There may be other reasons to those listed above and you should take these into account.

If you need to do further work with the community to achieve the objectives in Stage Four, avoid simply repeating the activities as this will achieve very little. Be creative!

SUGGESTED ACTIVITY TWO : COMMUNITY REVIEW

Although the facilitation team may be satisfied that it has achieved its objectives for this stage it is important to make sure that the community agrees!

Before moving on conduct a review session with the community using the **visualised project cycle** to establish :

3/4 - 1 hour depending on progress and the amount of monitoring that needs to take place.



- the progress so far
- if anything went wrong and why
- the timeframe of the project against your agreed aims
- if the community feels ready to go on to the next stage of the project cycle

The Visualised Project Cycle from ToolKit 7c.

Guidelines for the session :

- always visualise where the community has got to by showing the pictorial representation of the project cycle
- ask open questions and encourage the community to solve the problems which arise
- do not be tempted or persuaded to move on if problems have not been sorted out - unsolved issues now will lead to failure in the future
- be aware that often the stages of the project cycle overlap or run alongside each other - sometimes it is impossible for one stage to simply stop and the next to start, this is OK as long as the stages and activities are running smoothly
- if the community wishes to change the project cycle order, add stages or rethink its strategy, be prepared for this and use your knowledge and experience to guide the decisions

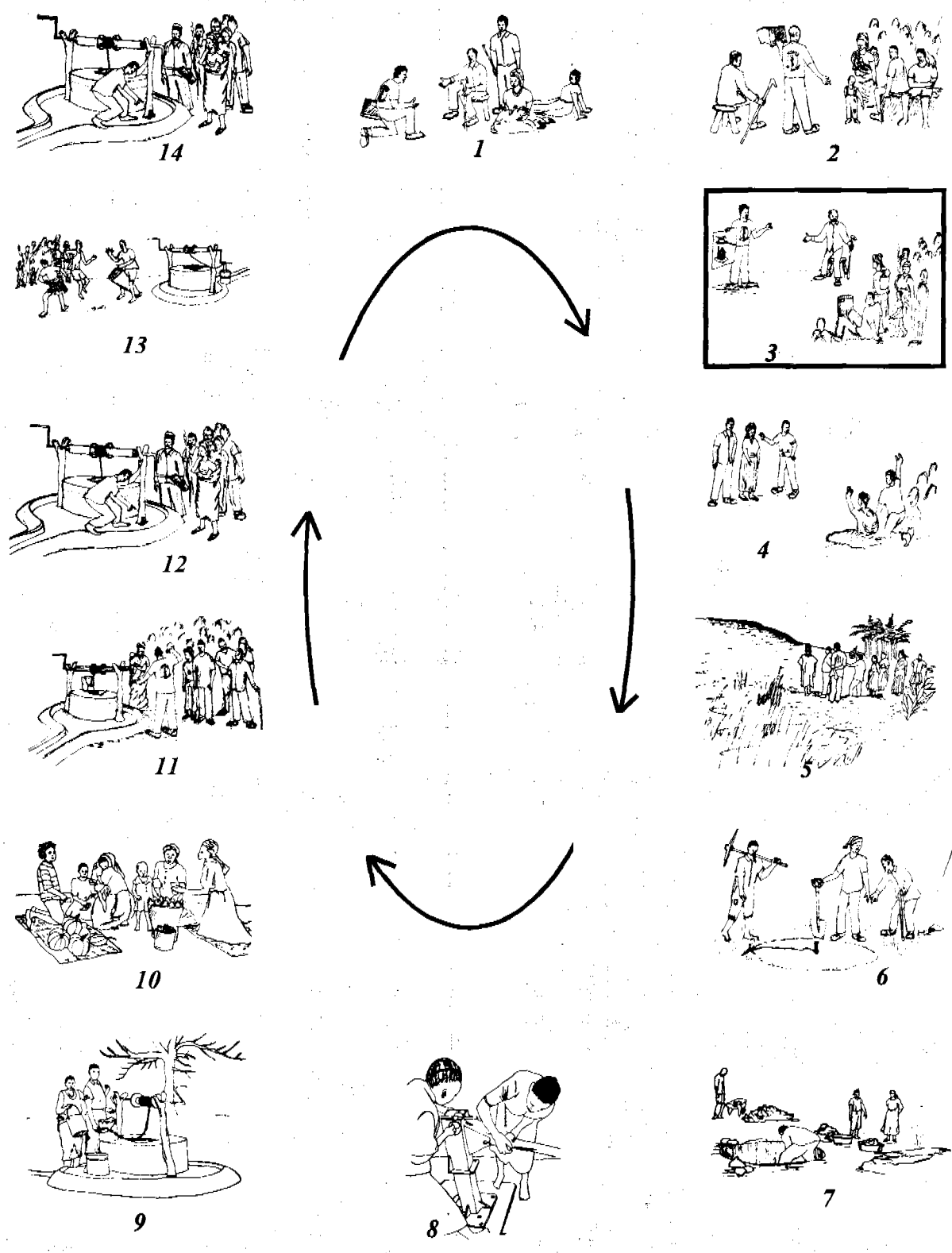
Open questions :

- induce curiosity
- touch matters of common interest
- bring out good qualities in people
- have a purpose i.e. to move a group forward
- are not leading



The next stage shows the visualised project cycle highlighting the stage the community is about to move on to.

THE VISUALISED PROJECT CYCLE



You are now ready to go on to **STAGE THIRTEEN - WELL COMPLETION/HANDOVER** which is Supplementary Module 7n.

THE CORE TRAINING MANUALS AND SUPPLEMENTARY MODULES

No TITLE/DESCRIPTION

MANUALS

- Manual 1 Understanding the WASHE Concept
- Manual 2 Water Sector Reforms and Implications for WASHE
- Manual 3 Introducing WASHE at District Level
- Manual 4 Establishing WASHE at District Level

SUPPLEMENTARY MODULES

- 1a Coverage Parameters for Rural Water Supply in Zambia
- 1b The Status of Rural Water Supply in Zambia
- 1d Partners in WASHE
- 2b Technology for Rural Water Supply :
Technology Costs
- 5a Options for Excreta Disposal Facilities
- 6a Participatory Health and Hygiene Education (Theory)
- 6b Participatory Health and Hygiene Education (Practical)
- 7b Making Appointments
- 7c Community Mobilisation and Sensitisation
- 7d Conducting Community Assessment
- 7e Formation of a Village WASHE Committee
- 7f Site Selection
- 7g Planning for Construction and Rehabilitation
- 7h Community Participation During Construction
- 7i Village WASHE Committee Training
- 7j Community Problem Solving
- 7k Fund Raising and Management
- 7l Promoting Community Ownership
- 7m Community Participation in Monitoring
- 7n Well Completion Ceremony (Handover)
- 7o Community Management in Evaluation
- 7p Group Dynamics and Energiser Tool Kit
- 8a WASHE and Gender