

FIRST EDITION



# Community Participation During Construction

Supplementary module 7h



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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

**W**ater **S**anitation **H**ealth **E**ducation



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 implementation of Rural Water Supply Programmes.

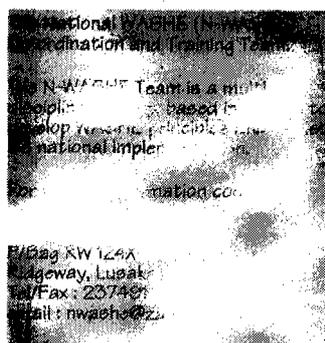
The Core Training Manuals provide the background to this development and explain its context in view of decentralisation. The Manuals are intended to provide flexible guidelines to assist the growth of WASHE, primarily at district level.

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 to 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 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 1st edition is produced by the RSU.

This is Supplementary Module 7h in the Project Cycle for the Community Management Rural Water Supply and is called Community Participation During Construction.

### 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 affect self determined change. gender is not a woman's issue alone.**

**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 the 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 levels for their invaluable experience, ideas and opinions. Special thanks to the members of staff of the former CMMU for the research and development done to produce these Modules.

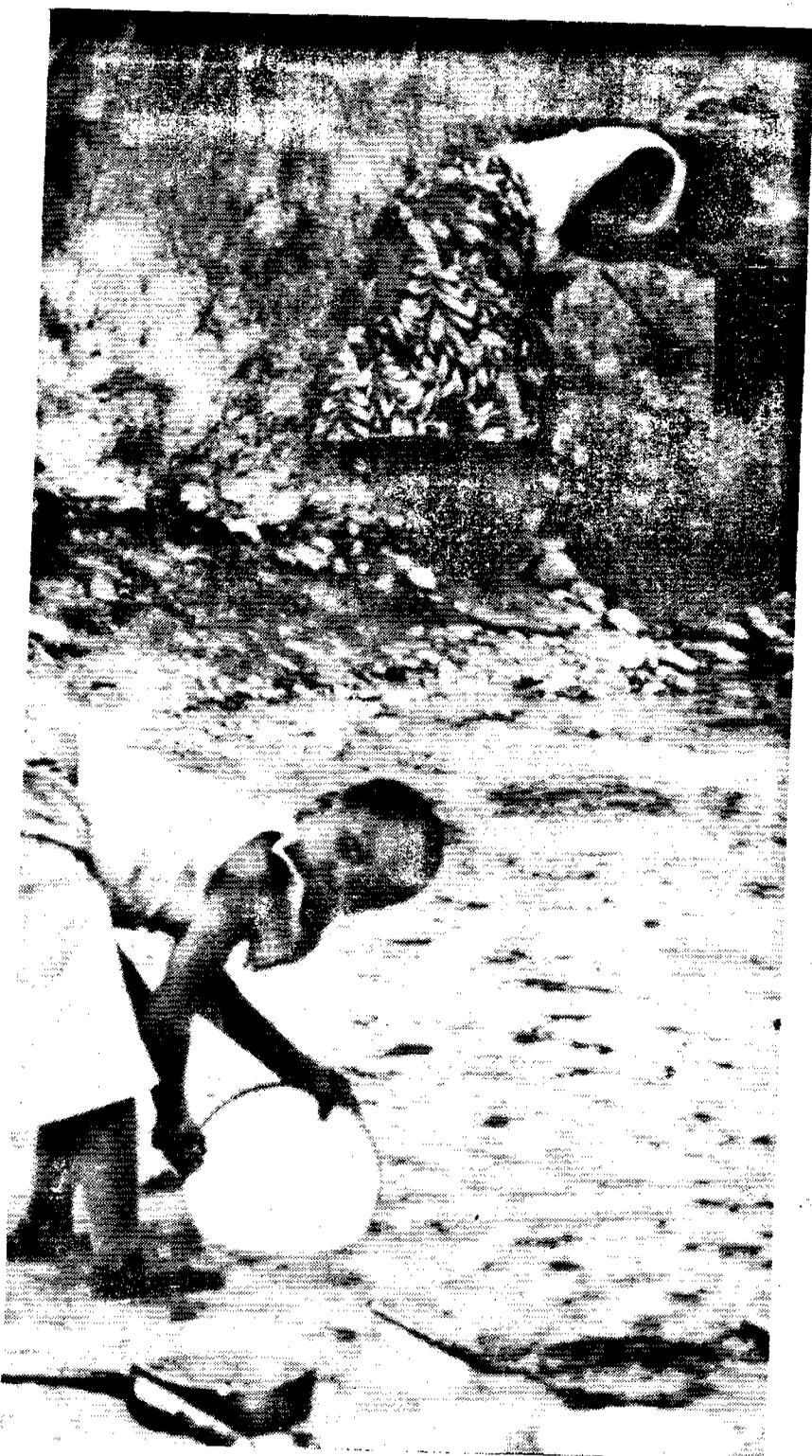
The research and development required and the production of these publications would not have been possible without considerable financial support from the Irish Aid, European Union, NORAD and UNICEF, for which we are most grateful.





**Section  
1**

**INTRODUCTION**



## SECTION ONE : ABOUT THE MODULE

Throughout this Module we talk about participation during construction. However, if you are involved in rehabilitation the process is equally valid



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

- Section 1 Introduction
- Section 2 Preparation for Community Participation During Construction
- 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 an important point



Describes a new technique or approach



Reminds you to evaluate progress so far



Time spent on an activity



Indicates when to use the participatory materials that are provided in your tool kit

**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 during construction
- 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/N-WASHE 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 OBJECTIVE 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 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 :

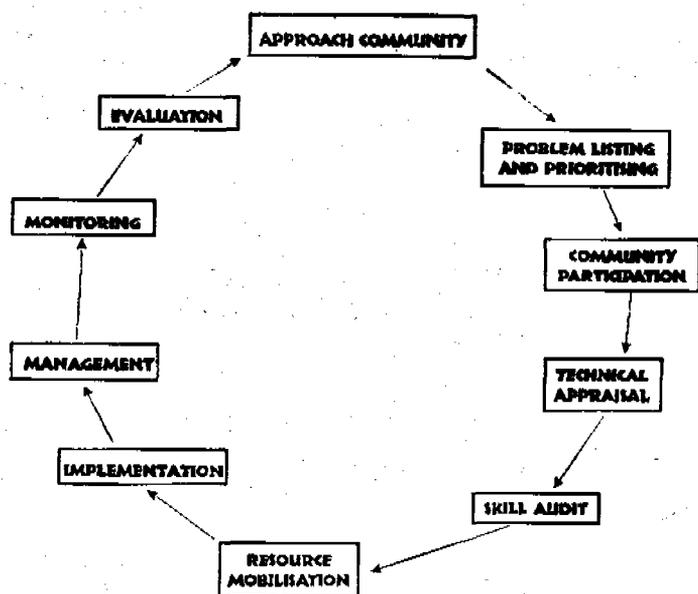
- **community responsibility** : the community assumes ownership of "the system" and "the process"
- **community authority** : the community has the right to make decisions about the action (or intervention) taken to change their situation
- **community accountability** : the community accepts the consequences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

## DEVELOPMENT OF THE METHOD

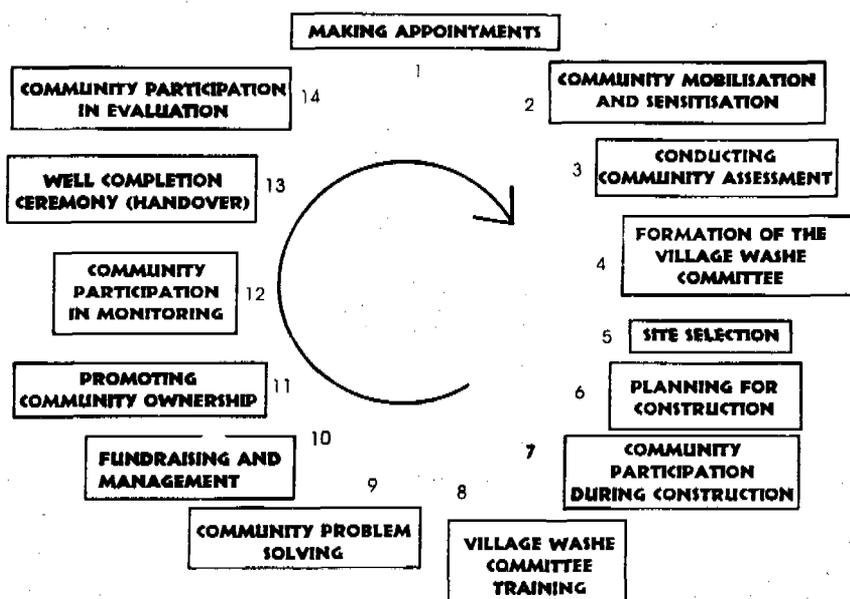


In November 1995 the CMMU initiated the formation of a **core group of actors** that are involved in rural water supply projects in Zambia. The task before the group was to compile and further draft the supplementary Modules that are now known as Series 7a - 7p. The Supplementary Modules were to concentrate 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 7a -7p. So, for example, this supplementary Module is 7h and looks at facilitation of community participation during construction; it is stage 7 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  
COMMUNITY  
PARTICIPATION  
DURING  
CONSTRUCTION**



## SECTION TWO

### PREPARATION FOR COMMUNITY PARTICIPATION DURING CONSTRUCTION

By the end of this section you will

understand the need to use participatory techniques to enhance the community's interest in, and commitment to, the construction programme

understand the importance of community participation in ensuring work continuity so that construction is completed within the planned time frame

have thought about the need to discuss issues of

#### SUGGESTED APPROACH

A number of participatory activities, for use with the community, are suggested as a way of ensuring community participation during construction and these activities are designed to be used as part of the overall project cycle approach. However, it is important to first answer some questions to prepare yourself adequately for the field.

#### ***Why use a participatory approach now?***

The overall intention of all development in rural water supply is the sustainability of the resource or investment. Community Participation During Construction is very important because :

- the community will have participated in planning for construction and made a commitment which should now be executed
- participating in construction is seen as one of the ways of enhancing a sense of community ownership of the facility
- during construction there should be continuity and the work completed as intended within a set timeframe
- the community needs to be reminded of their share of roles, responsibilities, tasks or division of labour as planned

The Village Water, Sanitation and Health Education Committee (V-WASHE) is the community institution charged with responsibility to co-ordinate and mobilise the community and take on community management roles, including advocacy



It will be important to build the capacity of the V-WASHE committee throughout the construction period. This will mean supporting them in their decision making and promoting their roles and responsibilities. Remember, the V-WASHE is not exclusive. It works with the community of which it is an integral part

See Supplementary Module 7g - Planning for Construction and Rehabilitation



**What else needs to be considered?**

Prior to conducting activities to enhance community participation during construction, there are a number of important issues to consider and be clear about. These include :

- the need to understand the poor effect that delays can have if there is a time lapse between the planning and the construction stage
- importance of careful, well thought out planning so that delays are minimised and disappointment avoided
- an appreciation of the disruption and additional pressure that is imposed on people's lives during the construction period
- the importance of communication so that resources, human and material, are only mobilised when needed
- the tasks that women and men will do during construction
- an understanding that rotas will change if work is delayed to fit in with other community priorities
- issues of accountability between the community and the implementing agency
- the need to understand that there are likely to be unavoidable delays during construction, for example funerals, illness and changes in priority, and these should be respected
- the need to reach a balance between the time constraints that the implementing agency faces and the pace of community life

Hand icon  
 A delayed start can be disruptive for everyone, the community and the implementing agency. When there is a time lapse between planning and construction the negative effects include:



A delayed start can be disruptive for everyone, the community and the implementing agency. When there is a time lapse between planning and construction the negative effects include:

- disruption to an individual's activities
- work starting at the wrong time of year, e.g. too close to the rains which may hinder completion
- changing priorities leading to a lack of motivation or interest in participating.
- poor health, poverty and hunger which is greater at certain times of the year, again this means that people are unable to participate
- the schedules of the implementing agency may mean further unavoidable delays as different communities demand their services and time



See Supplementary Module 7g- Planning for Construction and Rehabilitation for an overview of the issues that were discussed during the planning stage



Hand icon  
 The facility team should work in liaison with the D-WASH committee, where they exist, to ensure that the relevant line ministries and other actors in the project area are aware of the 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.

Agency must take the responsibility for making visible links with the GFS extension services.

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 facility team should work in liaison with the D-WASH committee, where they exist, to ensure that the relevant line ministries and other actors in the project area are aware of the 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.

**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 feedback 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

**A good facilitator is :**

- patient and able to listen
- each aspect of facilitation needs to be prepared in advance - share the responsibility
- self aware, open
- willing to learn
- confident but not arrogant
- respectful of others
- able to create an atmosphere of mutual respect and confidence
- flexible - able to change course and sequence
- sensitive to the dynamics in the group
- a clear writer

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

**What preparation needs to take place?**

The RSU/N-WASHE strongly advises that considered 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 the facilitator, you will need to seek the assistance of others and ideally by now you will have formed a facilitation team. However, if a team does not exist we suggest the guidelines in the margin be adopted.

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 fingertips 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.

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.

Once the facilitation team has been convened it is important that they plan the activities that they are going to do with the community *before* arriving in the village.

### ***What activities will we facilitate?***

This Module suggests that the following participatory activities are used to facilitate greater community participation during construction :

- review of the project cycle and previous activities
- review of seasonality analysis activities
- performing a community play
- open ended story
- V-WASHE meeting

The activities are described in Section 3. The activities are designed to help the community understand why their participation is so important.

***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 maximise community participation in a fair, equitable way that encourages the community to share responsibilities equally between women and men.

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 participation during construction with the community are listed in Section 3 alongside each activity.



Section  
3

**FACILITATING  
THE  
PARTICIPATORY  
ACTIVITIES**



## SECTION THREE

### FACILITATING THE PARTICIPATORY ACTIVITIES

By the end of this section you will :

be familiar with the activities that are suggested for the facilitation of community participation during construction

understand the issues related to this stage of the project

#### SUGGESTED APPROACH

There are a number of stages and activities that can be undertaken to meet the objectives of ensuring community participation during construction. The main objective is to maximise the participation of men and women to meet their own targets and aims.

It is important that you are clear about the reasons why maximising the participation of community members is so important during construction. It is also important to look at this stage of the project cycle in relation to the last, which looked at planning for construction or rehabilitation.

See Supplementary Module 7g -  
Planning for Construction and  
Rehabilitation



**Remember** that the objectives of ensuring participation is not solely to provide labour or materials. If the community participates during the construction stage it is hoped that this will help to foster ownership, of the water point. If the community feels a sense of ownership, it is more likely to undertake community management activities in the future.

Being involved in the construction of the water point also reinforces the fact that the project is being community managed rather than being agency led. Community confidence will be raised if the people themselves successfully co-operate, co-ordinate and implement construction. They will be "learning by doing", and this is the most effective way of building capacity.

We suggest that the area of increased participation is looked at through a series of connected stages. The activity for each stage is listed below.

### STAGE ONE : REVIEWING AGREED ACTIONS AND RESPONSIBILITY

This stage looks at the planning that has taken place for either construction or rehabilitation. It bridges the time lapse that may exist between planning and the beginning of construction. It reminds the community of the agreements that were made between themselves and the implementing agency regarding participation, responsibility and partnership.

The following activities are suggested for Stage One :

- review of the project cycle and the activities that took place during the planning stage
- seasonality analysis

### STAGE TWO : REAFFIRMING A COMMITMENT

This stage renews the commitment of the community to meet the deadlines and targets set by them during the planning stage. It looks at the possible difficulties and problems that may hold up progress and discusses solutions.

The following activities are suggested for Stage Two :

- performing a community play
- an open ended story

### STAGE THREE : MANAGING PARTICIPATION

This stage is primarily targeted at the V-WASHE Committee, but also the community to make sure that they are better equipped to manage the participation process on behalf of the community

- holding a V-WASHE and community meeting

## STAGE ONE : REVIEWING AGREED ACTIVITIES AND RESPONSIBILITY

By the end of this stage you will have :

assisted the community to look back at the decisions that it made during the planning stage

started the process of remotivating the community, if this is necessary

reminded the community of the actions it agreed to take, its responsibilities and those of the implementing agency

1-2 hours



### SUGGESTED ACTIVITY ONE : REVIEW OF THE PROJECT CYCLE AND PREVIOUS PLANNING ACTIVITIES

#### PREPARATION

During the planning stage for construction or rehabilitation, which was Stage 6 of the project cycle for rural water supply, the community agreed upon a number of things. These were :

- why planning is so important to the successful completion of the project
- the type of technology to be used, its opportunities, constraints and implications
- the tasks which need to be carried out to allow the community and the implementing agency to work effectively together
- the best time for construction or rehabilitation
- a detailed work schedule that listed the activities and those people responsible
- looking at what happens when things go wrong and the need for collective responsibility

Successful construction is dependent on how well the community and the implementing agency work together. If one of them does not fulfil their obligations, the other is let down and the project may fail as a result.

See Supplementary Module 7g - Planning for Construction and Rehabilitation



If there have been delays caused by any number of reasons, it may be necessary to review agreed actions and responsibilities. These may need adjusting so that both parties are able to fulfil their roles.

It is advisable to work with the V-WASHE committee to assess how things are going, so that agreement can be reached if there is a need to hold a review meeting with the community.

The purpose of the review meeting would be to look back at the planning stage and see what needs to be adjusted in order to reschedule the construction work. It may mean that rotas need to be re-organised if some community members can no longer participate as planned.

It is important to facilitate the meeting in a positive manner that reinforces community led management and partnership.

Consider the following points if you are preparing for a community review meeting :

- is the V-WASHE committee clear about what was decided during the planning stage
- conduct a review with the V-WASHE of the progress that has been made in preparation for construction or rehabilitation. For example, have some tasks already started and were these on time, has money been collected if necessary?
- have there been any problems between the community and the V-WASHE committee? If so, are they resolved or are they still in need of attention
- make sure that the committee members are familiar with all the decisions that were taken during the planning stage and that they have all the visualised materials for example, the visualised project cycle and the work schedule
- ask a committee member(s) to facilitate the meeting, so giving leadership responsibilities to the community rather than the implementing agency or facilitation team



It is important to take into consideration the effectiveness of the V-WASHE committees. If they are not working together, it is likely that the community may not have been mobilised successfully

It may be necessary to do some work with the V-WASHE to build their confidence and solve any problems that exist prior to the community review meeting



See Supplementary Module 7i - V-WASHE Committee Training

- before the meeting, run through the format and make sure that everyone understands the objective. Remember you are hoping to :
  - remotivate the community to participate in the construction activities
  - highlight any problems to do with participation and solve them
  - remind everyone of their roles and responsibilities
  - adjust the plans if necessary
  - refer to the seasonality analysis used during planning

#### **Guidelines for facilitating the community meeting :**

- open the meeting by highlighting the current stages of the project cycle on the visualised project cycle diagram
- explain that before beginning construction it is important to make sure that everyone is still committed and ready to participate
- ask one of the V-WASHE committee members to review the work schedule seasonality analysis and any other related materials, explaining how and why they were drawn-up
- discuss what progress has been made and establish if there are any problems
- reach a consensus that the plans are still able to move ahead and reaffirm starting dates and targets, asking :
  - are these realistic?
  - does anything need to be adjusted?
- summarise the next stage of the process and set tasks and deadlines as appropriate

This meeting is particularly useful if there has been a time lapse between planning and actual construction. It is possible that not all of the tasks that were allocated have been carried out, this should be rectified before investing time, energy and resources in actual construction.



See Supplementary Module 7g - Planning for Construction and Rehabilitation



**Things to look out for :**

- some activities will probably have taken place already, or at least they may have been started. Check the progress of these and assess whether or not completion of the work will be delayed
- remind the community of the discussions that were held in relation to gender - are men and women fulfilling their agreements or have either taken on added responsibilities and tasks. Why has this happened?
- is the project still on course from a season point of view? Are community members anticipating any problems which may have been unforeseen, for example early rains, a recent death or changing priorities
- be prepared to re-do the work schedule and reinforce the need to work with the V-WASHE committee. Are they and the rest of the community communicating effectively? If not, why is this the case?



See page 31 Supplementary Module 7g - Planning for Construction and Rehabilitation, Stage Three: Agreeing upon actions and responsibilities



Seasonality considers the best time in the community year to undertake participatory activities. Seasonality analysis was discussed during the assessment and planning stage of the project. See Supplementary Module 7d- Conducting Community Assessment page 40 and Supplementary Module 7g - Planning for Construction and Rehabilitation, page 33



Always evaluate the meeting with the community and the V-WASHE committee. Does the committee need assistance to carry out further planning activities? Is the community still committed to the project? Should the project continue, or is there need for further work in the area of community involvement and commitment? Can the implementing agency still work within the set time frame, or does this need to be readjusted? Is the implementing agency fulfilling its roles?

**STAGE TWO : REAFFIRMING A COMMITMENT**

By the end of this stage you will have :

- renewed commitments to the project
- reminded the community of when it had planned to complete the project
- looked at the problems of not meeting set targets

**SUGGESTED ACTIVITY ONE : PERFORMING A COMMUNITY PLAY**

**PREPARATION**

Drama is an excellent tool for allowing people to think about issues while they are being entertained. The use of drama means people learn through what they see and hear and they can relate the situations that are portrayed to everyday life.

Drama was last used during Planning for Construction and Rehabilitation when the V-WASHE took part in a community role play. The community will be familiar with the use of drama and introducing the play this time will be easier.

As we have said in previous Modules, many local drama groups exist in Zambia that are willing and interested in animating rural water supply issues. Obviously, working with drama groups infers some cost for allowances and transport, and this needs to be taken into account. By now, the skills within the facilitation team will be developing and these people could be involved in performing the play. Also, try and involve the V-WASHE committee as their direct involvement will help them to have a better understanding of the issues.

Discuss the content with the performers and the V-WASHE committee. Encourage these people to contribute ideas and to think of ways to make the play as relevant as possible to the community. Make sure that everyone understands the messages in the play and why these are important to demonstrate through drama.

Community plays are most effective when they :

- are short
- have one theme
- are educative
- are entertaining
- are understood clearly by all



How the play is performed is up to the actors. We have suggested a framework for a two scene play, but this is flexible and dependent on your own circumstances.

## SUGGESTED SCENES

### Scene One :

This scene has 5 characters; a V-WASHE committee member, the V-WASHE Chairperson and a woman and a man representing one household and their neighbour.

The scene begins with a family in the village; the man sits drinking and the woman is busy pounding maize. A V-WASHE committee member visits the family to find out why the man has not turned up to help dig the well "as agreed". The man continues to drink and does not offer any reasons for letting his neighbour down. The woman is uncomfortable with the situation. She was supposed to help collect stones, but her husband has refused to let her participate, saying that "its not women's work". The V-WASHE committee member leaves saying that she has to report the situation to the V-WASHE Chairperson as the others have now been let down. The man takes his drink and wonders over to his neighbour and begins a conversation about how unreasonable it is for the V-WASHE committee to expect people to drop their daily activities in order to dig and carry stones.

### Scene Two :

The water point project is going ahead as planned. The implementing agency is due to bring in a truck load of equipment from the town. The road has been blocked by a fallen tree that was left by a few households who knocked it down to provide building material. In the meantime, before the tree was chopped into manageable pieces there was a death in one of the families. The funeral took place, but the tree has been left. The community is already over - committed. The women and men are involved in clearing the site, collecting river sand and organising a barrel of water for mixing concrete. The work is behind schedule because of the funeral. An argument breaks out when the women are told to move the tree by themselves.



The key issues may include :

- unfair burdens being placed on only a few people
- the issues of "letting others down" and honouring commitments
- ownership and future use of the water point by those who have not participated during construction
- the roles of women and men in participation
- the role and responsibilities of the V-WASHE and their ability to take action against households that do not participate as agreed



The key issues may include :

- communication issues between the implementing agency and the community
- what to do when other community events prevent progress
- joint responsibility and action
- the roles of men and women

**Guidelines for facilitating the activity :**

- ask a V-WASHE member to introduce the activity by explaining that in order to make sure construction happens as planned, it is important to be reminded of when the activities were to take place and the problems of not meeting targets
- ask the actors to perform the play scene by scene
- between the scenes or at the end of the performance, facilitate a discussion about what was shown in the play
- encourage discussion about the causes of the problems and explore the reasons behind them
- ask why this situation occurred and what can be done to avoid a similar situation in the community
- as the ideas and opinions are voiced, ask two of the facilitators to record the main points; one record should be for the V-WASHE and the community - this record can perhaps be kept in a note book
- discuss how best to move forward so that similar problems can be avoided in the community
- finally, summarise the key issues that have been raised

Remind the facilitator that these are real issues for the community and therefore they too will have to review and reassess their work programme



See page 43 Supplementary Module 7g - Planning for Construction and Rehabilitation

**Things to look out for :**

- always facilitate the activity in the context of the overall project cycle approach
- relate this activity to the ones facilitated during planning for construction, particularly the role play that looked at what went wrong during previous community participation projects



Always evaluate the activity with the V-WASHE committee and assist them to make the management of the project smoother.

## SUGGESTED ACTIVITY TWO : OPEN ENDED STORY

### PREPARATION



1 - 2 hours depending on the size of the group and participation

This activity is an alternative to the previous one that used drama as the participatory tool. Basically similar issues are dealt with and the content can be adjusted to suit the community you are working with.

An open-ended story offers a basic story line that introduces a number of concepts, topics and issues to the community that are easily recognised. It explores emotions and values and depicts characters that the community are familiar with. The community is asked to decide what the outcome of the story will be. The suggestions are then used for the basis of a discussion about the problems that can arise around a lack of commitment to participate.

The following story outline is suggested as a guide but you could devise your own. Alternatively, use the outline of the community play suggested in the previous activity.



See page 21 for the outlines that were suggested for the community play

Before facilitating the activity make sure that the team is familiar with the story outline and the key message that it portrays. Invite the V-WASHE to be involved. Perhaps one of them could be the story teller.

### **The Story :**

Finally, the water point project is to go ahead in the community. The D-WASHE agrees that the community with its partner, the local NGO, has met all the requirements. For many years there have been recorded deaths that are attributed to diseases related to the use of poor water. Memories of departed friends and relatives are still fresh in the minds of everyone. Everybody is enthusiastic about the proposed new water point and are eager to participate with "the people from the boma".

The work schedule that has been agreed with the NGO and the V-WASHE committee is going well. Everyone has attended the meetings and knows what is expected of them - however, today things have started to go wrong.

Mr. Phiri and his neighbour, who were due to be on digging duty, were found at home by a V-WASHE member, entertaining themselves. An argument starts

### Key messages :



- the importance of communication before the work is due to be carried out
- the value of making a commitment
- the role of men and women during construction
- the dangers of poor participation now, falling behind schedule, future ownership and access to the water point, etc.
- the role of the V-WASHE committee and the difficulties that they experience when they are let down
- community accountability and agency respect for a community project
- the problems that occur when bad feelings set in
- planning for eventualities

where Mr. Phiri says he and his friend should not be the only men digging, it isn't fair. He accuses the V-WASHE committee of stopping him from showing hospitality to his neighbour. The V-WASHE member says that the men should have sent their wives instead. The women hear of this and are not happy, they are already burdened collecting stones. Nothing happens during the day which is wasted. The V-WASHE member walks away to report back to the committee.

#### **Guidelines for facilitating the activity :**

- introduce the activity saying that a story is going to be told focusing on the new water point project
- ask a V-WASHE member, or a facilitator, to tell the story, adding local details to increase the interest of the participants
- invite the community to discuss the story - what has happened, does it matter, what will be the outcome if the situation continues?
- while the discussion is in progress it is a good idea to make a note of the main points. If appropriate these can be written for the community to read, or they can be read out to them
- when you think the discussion has been exhausted, summarise the main points
- ask the community to suggest solutions to the problems and relate this to their own water point project. Include the relationship that the community has with the V-WASHE committee. How can co-operation and commitment be secured?

#### **Things to look out for :**

- community leaders dominating the discussion
- ensure that women are able to participate and that they can voice their opinions openly
- relate the activity to the community's existing work schedule and discuss any problems that have arisen
- discuss the issue of passing work onto others, particularly to women and relate this to the planning phase



See Supplementary Module 7g -  
Planning for Construction and  
Rehabilitation

Always evaluate the session with the V-WASHE committee and the facilitators. Can the issues discussed be used at a later stage if things go wrong? Does the V-WASHE anticipate problems?



**Remember**, if the Committee is not working effectively, think of activities that can be done to help them.



See Supplementary Module 7i - V-WASHE Committee Training

### STAGE THREE : MANAGING PARTICIPATION

By the end of this stage you will have :

- discussed with the V-WASHE how to deal with problems related to participation during construction
- discussed and agreed upon areas of accountability
- decided who is responsible for what

This will vary depending on the issues that need to be discussed



### SUGGESTED ACTIVITY : V-WASHE AND COMMUNITY MEETING

By this stage the V-WASHE committee and the facilitators will be beginning to get a sense of the potential problems that may arise during construction. Working together, it should be possible to decide how best they can be avoided or dealt with.

We suggest that a meeting is held with the V-WASHE Committee to review the decisions taken so far and to build the confidence levels of the committee so that they are better equipped to manage participation. Look back at stage two reaffirming a commitment, page 20.

See page 20 - reaffirming commitment



It is difficult to prescribe the exact content of the meeting as this will differ from community to community, however the following points act as a guide :

- review and discuss the issues that the committee thinks may cause problems
- establish who is responsible for what, when
- encourage the V-WASHE committee to have an open dialogue with the community, reporting progress to them on a regular basis
- check that the committee has nominated individuals who will be responsible for the work rotas in line with the overall plan

Remember that the well capitao will provide technical advice and assistance, but he/she should always work with the community



Who will attend these meetings?  
Will they be recorded?  
Discuss this with the V-WASHE committee



- discuss with them what they intend to do if only a few people participate - can traditional leaders and other influential community members assist the committee and encourage people to participate?
- decide how participation can be monitored. For example, keeping a record of how many men and women participated, which tasks they undertook, and so on
- check what the relationship will be between the well capitao and the community :
  - has accommodation been arranged?
  - what about food?
  - what equipment is required?
  - where will this be stored, for example shovels, buckets etc.?
  - how often will information meetings be held between the well capitao, the community and the committee?
  - who will be responsible for safety the site?
- always make written notes of the meeting, being careful to write down who will be responsible for what
- agree on a date when the next meeting will take place to review and monitor the management of participation





**Section  
4**

**EVALUATION  
AND THE NEXT  
STAGE**



1-2 hours



## SECTION FOUR EVALUATION AND THE NEXT STAGE

By the end of this section you will have

assessed whether or not you have met your objective  
taken action if the objectives have only been partly met

Materials you will need for this session:



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

### 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 :



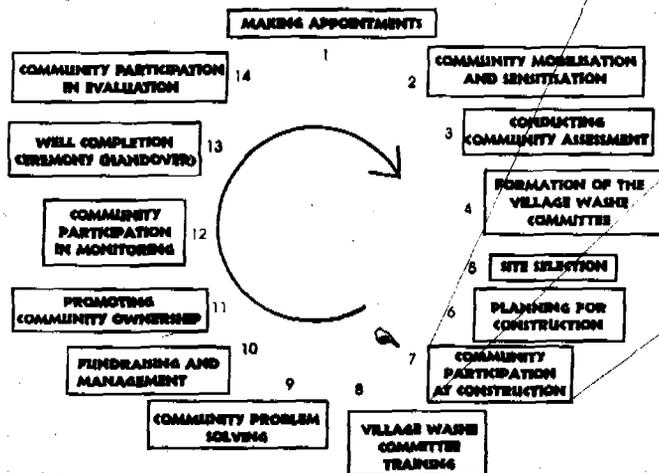
- the overall response of the community
- the success of the activities, vis-a-vis the objectives
- community and facilitation of team cohesion

**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 :

### ORIGINAL OBJECTIVES



- 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 community participation during construction
- prepare the community and yourself for the next stage in the project cycle



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 within 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!

3/4 - 1 hour, depending on progress and the amount of problem - solving that needs to take place



## 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 closing the session conduct a review session with the community using the visualised project cycle to establish :

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

### Guidelines for the session :

- always visualise where the community has got to be by showing the visualised 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 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 strategies. Be prepared for this and use your knowledge and experience to guide the decisions

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

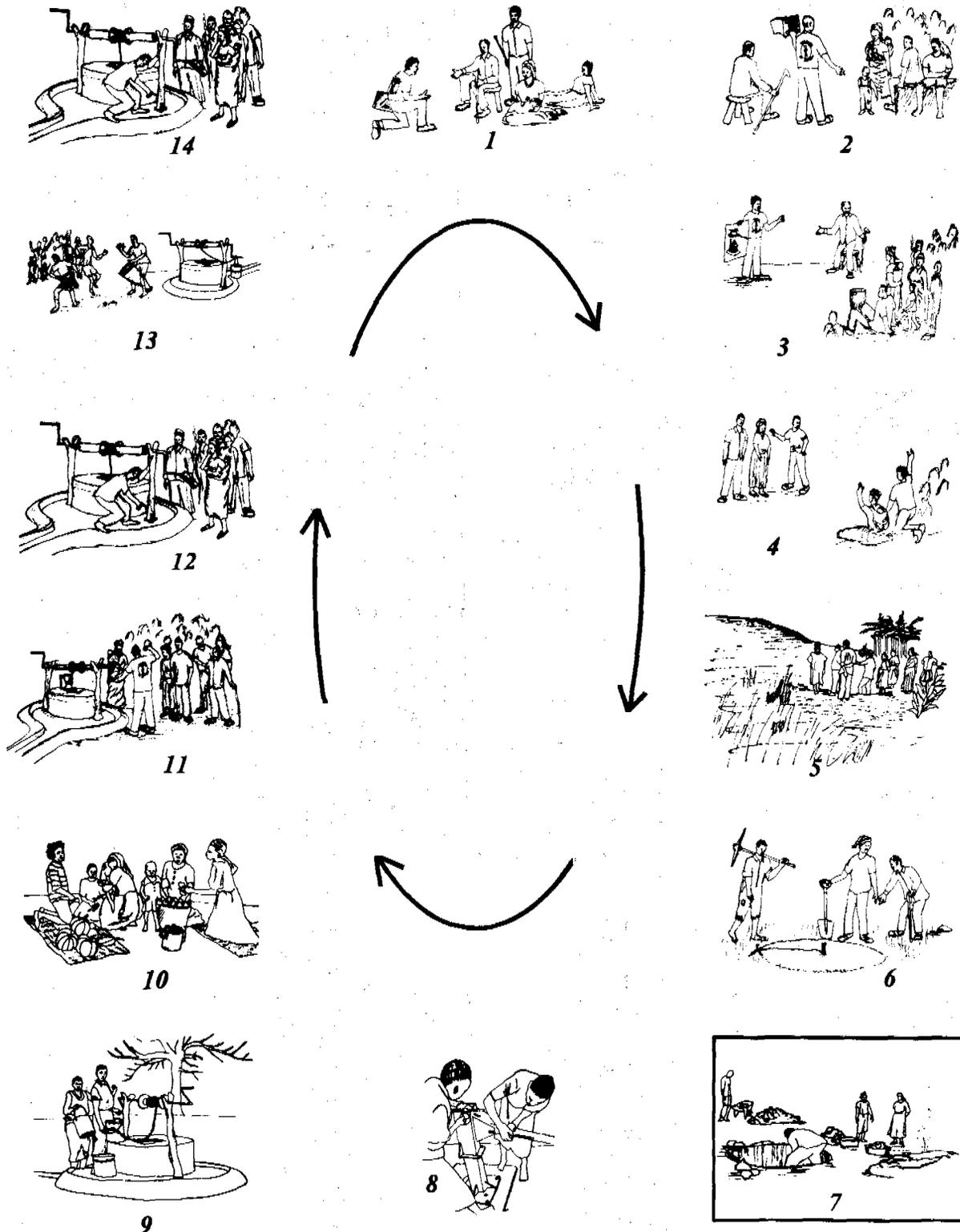


### Open questions :

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



**VISUALISED PROJECT CYCLE**



You are now ready to go on to **STAGE EIGHT - VILLAGE WASHE COMMITTEE TRAINING**, which is Supplementary Module 7i.

## THE CORE TRAINING MANUALS AND SUPPLEMENTARY MODULES

**No. TITLE/DESCRIPTION**

### MANUALS AVAILABLE

Manual 1 Understanding the WASHE Concept  
 Manual 2 WASHE in the Water Sector  
 Manual 3 Introducing WASHE at District Level  
 Manual 4 Establishing WASHE at District Level

### SUPPLEMENTARY MODULES AVAILABLE

1a Coverage Parameters for Rural Water Supply in Zambia  
 1b The Status of Rural Water Supply in Zambia  
 1d Partners in WASHE  
 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  
 8 WASHE and Gender