

# SUPPORTING QUALITY COMMUNITY ENGAGEMENT

in WASH programming

Planning adequate resources to strengthen community-centred WASH emergency responses: an essential guide for Managers and WASH teams



## COMMUNITY ENGAGEMENT IN WASH

Community engagement (CE) is a key component of Oxfam’s humanitarian approach. CE is an approach that aims to ensure that communities are meaningfully involved throughout the different phases of a humanitarian response: from programme design, planning, implementation, through to monitoring and evaluation. In Oxfam’s WASH programmes, CE is a planned and dynamic process to connect communities and other emergency response stakeholders to increase the community’s control over the impact of the response.

CE in WASH is not new, but it is different to how we planned WASH responses in the past; since CE is not only desirable, but essential in our WASH programming, there is a need for WASH teams and Managers to ensure WASH programmes are adequately resourced so that CE is possible, even when time is short.

Maximising community influence on and acceptance of WASH facilities and services is critical to ensure that:

- public health risks are reduced and the unique privacy, dignity and cultural needs of communities are addressed;
- communities’ right to be involved in decision-making is upheld, through honest dialogue and the provision of information; and
- programme quality is strengthened through two-way communication, participation and feedback.

## CRITICAL ENABLERS

- 1 Sufficient Public Health Engineering (PHE) and Public Health Promotion (PHP) resources** that allow for discussion, flexibility and creativity between the PHP and PHE teams. The staffing should be equal for both hardware and software components of WASH, as each staff member will require a counterpart. Managers should aim for a gender-balanced team and create an enabling environment to ensure female representation at all levels.
- 2 Sufficient Monitoring, Evaluation, Accountability and Learning (MEAL) staff** to support in the analysis of data generated.
- 3 Management with an understanding** of how CE improves quality programming, willingness to be flexible with regard to budget lines and reporting based on evidence generated by the CE approach.
- 4 Human Resources team** with understanding of skills needed to embed CE in PHP and wider WASH work.



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### Further resources

**An Introduction to Community Engagement in WASH**

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- **COMMUNITY ENGAGEMENT IN WASH GUIDELINES**
- **WHAT IS COMMUNITY ENGAGEMENT IN WASH?**
- **CE VIDEO**

### Template Documents

**LOGFRAME**

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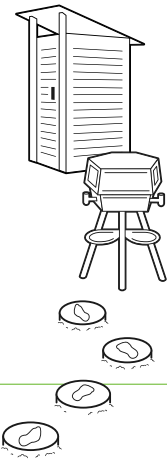
**BUDGET (WASH & CE)**

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### JOB DESCRIPTIONS:

- **PHP CE Assistant**  
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- **PHP CE Officer**  
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- **PHP CE Team Leader**  
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To design and implement CE in WASH, the following parameters should be considered.



## HUMAN RESOURCES

### 1. PHP-CE team leader

#### *Core responsibilities*

- To lead on the CE component in WASH in the assigned project area – in close collaboration with the PHE team leader and in coordination with other programme teams.
- To ensure that the CE component in WASH is effectively designed and implemented according to Oxfam's CE in WASH guidelines.
- To work closely with the PHE team to define the intended WASH outcomes and tailor community dialogues and public health promotional methods accordingly, with a focus on participatory approaches and two-way communication.
- In close collaboration with the MEAL and PHE team, develop and implement a WASH MEAL framework which supports the regular measuring of community participation and satisfaction in line with the intended WASH outcome – the emphasis should be on qualitative approaches.
- To technically support the regular collection and analysis of information of community level disease trends.
- In coordination with other programme teams, proactively support the ongoing contextual analysis (including power dynamics and the design and use of context appropriate feedback mechanisms), with a particular focus on health-seeking behaviours and barriers and enablers to adapt/maintain positive public health practices and behaviours.
- To enhance the WASH team's capacity and confidence to adapt and use a people-centred approach.
- To support learning on the CE approach in WASH by documenting good practices and strategies throughout the programme cycle.
- Work with advocacy/policy and other programme teams to ensure that community priorities and needs in terms of Public Health are listened to internally and externally and programmatic adaptations made based on the community's feedback.

**Ideally, one team leader will be responsible for managing a response for a maximum of 30,000 individuals.**

### 2. PHP-CE Officer

#### *Core responsibilities*

This person reports to the team leader. The PHP-CE Officer will lead the PHP-CE Assistants at field level in planning and managing the day-to-day community-centred activities in the field and ensuring the activities are implemented as per plans and guidelines. They will monitor progress and ensure quality of PHP activities as well as integration with PHE and other teams.

**One PHP-CE Officer will be recruited to manage a response for a maximum of 10,000 individuals.**

### 3. PHP-CE Assistant

#### *Core responsibilities*

This person reports to the PHP-CE Officer. The PHP-CE Assistant will be responsible for the implementation of the day-to-day community-centred WASH activities according to the plan by establishing a relationship with targeted communities and earning their trust. This will strengthen two-way communication where communities are listened to and provide feedback on the WASH activities.

**One PHP/CE Assistant will be recruited to manage a response for a maximum of 5,000 individuals.**

### 4. WASH Information/Reporting/Communications Officer

#### *Core responsibilities*

This role mainly supports the team in reporting and administration of the WASH programme and will liaise between PHPs and PHEs to share and compile data for the WASH programme to support cluster and donor reporting.

## 5. Community-Based Volunteer: ← OR →

### Core responsibilities

Where a network of Community Health Workers doesn't exist, is not adequate in terms of numbers or not appropriate to work with in the given context, Community-Based Volunteers (CBV) will be selected. The selection process will be based on clearly defined and universally agreed criteria and done by the community itself, involving a representative cross-section of the community. As outlined in the CE-WASH Guidelines, it is critical that Oxfam's WASH community volunteer network is built on existing community structures and initiatives and actively includes trusted information providers, both formal and informal. CBVs will support the team in mobilising communities to reduce and prevent WASH-related diseases. This mobilisation includes the collection of community level disease trends, monitoring of access to, use and maintenance of WASH facilities, risk mapping and action planning with the wider community, group sessions and discussions to share and discuss information on public health risk reduction.

**Ideally one CBV will be responsible for a minimum of 500 and maximum of 1,000 individuals. Gender balance should be considered to ensure both male and female targeted individuals are reached effectively.**

## 6. Community-level WASH groups or collectives

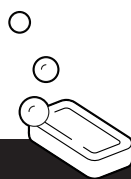
### Core responsibilities

As outlined above, community-level groups/collectives will build upon existing structures identified. Community-level groups/collectives should find ways to be inclusive, by seeking the representation of diverse community members, including the vulnerable and marginalised – based on an understanding of power dynamics in the community. The active involvement of formal community leaders should be critically assessed – the support of such leaders is critical, as societies are often structured around formal hierarchies and leadership, yet they are often very busy. The approach also risks being less inclusive. Where possible, community leaders shouldn't play an active role in the collective/group but could provide overall advice and support through ongoing interaction with the Oxfam team.

These group members will be trained and empowered mainly to feed back to the team on planned and ongoing activities as well as the implementation of small grants projects.

**Each community-level group's catchment population could be up to 5,000 individuals.**

## FINANCIAL RESOURCES



### Team Leader (TL)

Ideally **1 TL** for **30,000 targeted individuals** to be budgeted subject to the length of the response or project.

### PHP/CE Officer

Ideally **1 Officer** for **10,000 targeted individuals** to be budgeted subject to the length of the response or project.

### PHP/CE Assistant

Ideally **1 PHP/CE Assistant** for **5,000 individuals** subject to the length of the response or project.

### CBVs

Ideally **2 CBVs** (1 female and 1 male) for **1,000 targeted individuals**.

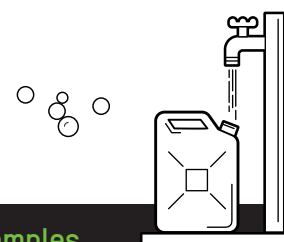
### Community level "task force"

A group responsible for a maximum of **5,000 individuals**.

*"Community engagement should be the backbone of our humanitarian response... From a resource point of view, it is smart programming – it minimises the risk of redesigning interventions and wasting resources that are ineffective because they do not fit communities' needs, and it also provides a better foundation for longer-term programming to build on empowerment and positive behavioural change. From a human point of view, it builds trust, which is essential not just because it helps us move forward with communities...but because building resilience also means affected communities know they aren't alone and that they are being supported even as they have often lost everything."*

**Gabriela Luz – Humanitarian Programme Coordinator (Humanitarian Support Personnel)**

## FURTHER RESOURCES NEEDED FOR A PHP BUDGET TO SUPPORT A QUALITY WASH RESPONSE



	Activities	Description/Examples
<b>Safe Space</b>	Providing a safe space is key to enable trustful communications with communities	Community centre building in a camp situation or renting in urban response
<b>Staffing</b>	Incentive for CBVs	Monthly or weekly incentive
	Community grants for WASH community “task force”	Small grants allocated to Committee to carry out community needs-based projects. A grant of 500 to 1000 USD per 3 months per community group.
<b>Data Collection</b>	Staff for data collection and support in compilation	Volunteers or data collectors
	Devices for data collection, compilation and analysis	Phones or tablets for data collection
<b>Communication</b>	Communication credit to ensure timely communication between the teams and communities	Phone credits for the community groups or volunteers to call the teams in case of emergencies
<b>Staff and Community Mobilisation Kit</b>	Visibility materials for both staff and community-level groups	T-shirts, caps or bags with slogan and logo, rain jackets, etc.
	Technical resources for HSPs and TLs	USB device/folder on Box with key technical resources, guidelines and templates
	Stationery for the office and community-level work (several sets)	Flipcharts, coloured markers, whiteboard, laminator, ring files, ball pen, glitter, hole punch, folders, masking tape, pop-up tent
<b>Capacity Building</b>	Specific trainings and capacity building activities for the WASH team and the community	Training costs might include anything from renting a space to materials, based on the audience
<b>Activities Implementation</b>	Community cinema, radio and drama activities, games for children (promoting positive hygiene behaviours)	Portable projector, generator with batteries, sound system with speakers, white sheet or budget for hall rental, material for drama/puppet shows
	Forum creation by pictorial or video support for activity implementation	
<b>Language Support</b>	Language study, translation of activities or adaptation of materials	Partnership with Translators without Borders for language mapping and assessments and other specialised support for socio-linguistic studies; voice recorders and players
<b>Formative Research</b>	Better understanding of the social and anthropological situation and sustainability of our programme	Anthropological study: people’s perceptions on household water treatment, diseases and health care provision etc., consultancies with specialists on sustainability of CE initiatives, out-phasing of incentive based support, etc.

