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Sunaula Hazar Din Project

Report on 100-Day Sustainability Review Workshops of Pilot Rapid Results Nutrition Initiatives in Rural Nepal



September 2013

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This report provides details on the successful conclusion of four pilot Rapid Results Nutrition Initiatives (RRNIs) in Sindhuli district. It includes information on the Sustainability Reviews for each of the four Initiatives as well as insights into how the RRNI model can create and sustain positive community behavior change around essential nutrition actions (ENAs).

A detailed list of the activities conducted during the trip to support the Sustainability Reviews, including objectives of key meetings, is provided in Annex A. Please note that this report is the fourth and final report on the process of pilot the RRNI model. For further context and background, please see the previous reports prepared by the Rapid Results Institute in December 2012, January 2013, May 2013, and August 2013 covering the pre-launch, launch, jump start, and 50 day meetings in each of the targeted communities.

Objectives of Sustainability Review Workshops

With the support of WB staff and GoN representatives at the national and local levels, the Institute team facilitated Sustainability Review Workshops for each of the four RRNI pilots. These reviews provided WB and GoN representatives an opportunity to communicate both with the team members and with the greater community to understand the overall impact of the projects. The events underlined the strong enthusiasm within each community to expand on the work they had completed during the first 100-day period.



Rapid Results team coach Nayan Pohkrel reviews team's 100-day plan

The events were designed with five key objectives in mind:

- Mark the end of the 100-day period.
- Help each team reflect on their overall accomplishments, both in terms of physical/infrastructure elements as well as behavior changes within the community.
- Provide an opportunity for teams to reflect on innovations, lessons learned, and challenges throughout the project.
- Help teams create plans for sustaining positive behavior changes.

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- Provide a forum for the teams to get public recognition for their achievements and to celebrate the success of community members in adopting ENAs.

To achieve these objectives, the Institute team formulated a basic “core” agenda and facilitation framework for use by all four RRNIs. The framework was designed so that it could be customized with discussion and decision-making exercises specific to the ENAs targeted by each of the RRNI teams (Sanitation/ODF improvements for two of the teams, animal protein intake for the other two teams). Details on the “core” agenda and framework are provided in Annex B.

Overview of Sustainability Review Workshops and Project Outcomes

This section provides an overview of the RRNI outcomes within each of the four wards targeted during the pilot phase.

Sustainability Review #1- Bhimeshwor VDC- Ward 8-

Goal: Make the entire ward open defecation free (ODF) within 100 days.

The team successfully achieved their goal to end open defecation throughout the ward. To achieve their goal, they helped construct nine latrines for disadvantaged households with no access to toilets, provided latrine cleaning kits across the community to support latrine maintenance, and conducted a weekly door-to-door campaign to educate households on the importance of latrine sanitation.

At the Sustainability Review, the team reported that before their 100-day project both adults and children believed it was acceptable to defecate publicly. Through the team’s efforts, men, women, and children have started using latrines every time they need to defecate. The team said they were especially proud because they successfully helped change the habits of individuals who had never used a latrine in their lives- including the elderly and very poor.



A beneficiary stands with the team leader next to his family’s newly constructed latrine

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One challenge for this team was transporting latrine construction materials in the monsoon season, and for this reason it was difficult initially to get their project underway. They also had some issues with paying for materials because they had not included the Value Added Tax (VAT) in their initial budget. The team said it was initially difficult to convince some people to change their behaviors, but through community pressure and door-to-door visits, they convinced all targeted families to participate and build/use latrines. While some families found the 100-day deadline difficult to meet during the planting season, they were all able to complete the latrines on time with support from the team and other community members.



Certificate of recognition ceremony

To reward successfully performing households, the team created certificates to present as prizes in 3 categories. Certificates were given to the first household to complete their latrine, the household with the cleanest latrine, and the household who showed the most dedication to using and maintaining their latrine. Prizes were awarded at the Sustainability Review event.

In order to sustain positive behavior changes the team has agreed to continue regular supervision of latrine maintenance through door-to-door visits. They will also continue to focus on sanitation awareness through interaction with existing community groups. To avoid project fatigue, the current team hopes to add a few new team members and transfer the team leader position to another team member.

Sustainability Review #2- Bhimeshwor VDC- Ward 4 :

Goal: Make the Thulagaon community (the poorest and most remote community in the ward) open defecation free (ODF) within 100 days.

The Bhimeshwor Ward 4 RRNI team successfully reached their goal of ODF through the construction of eleven latrines in marginalized households and weekly door-to-door household visits. The team also completed a supplementary parts of their work plan including the installation of a water tank at the local primary school and monthly school sanitation improvement events. In addition to door-to-door visits and the community-wide school events, the team worked with the local women's organization and poverty

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alleviation fund (PAF) group to raise awareness about latrine sanitation and gain support for the 100 day effort.

The team reported that before the project, adults would use latrines only minimally and children would defecate very close to their homes and even in the school compound. They also cited minimal awareness about latrine uses and hygiene. At the close of the 100 days the team stated that there was “a significant change in attitude towards latrine usage” for both adults and children. Paths that were previously too dirty to walk are now clear and odor free. Additionally, the team cited several key “spillover effects” including the fact that parents are paying more attention to the general hygiene habits of their children, such as clipping their nails and washing their hands. Overall, the team was very proud that they made a visible impact on sanitation in general and especially among the most disadvantaged households.



Team members and community beneficiaries meet at the local school

As mentioned in previous reports, this team faced the most challenges in getting started due to its remote location and high levels of poverty. Transporting materials to the households was made more difficult by monsoon rains and far distances. Team members explained that some beneficiary households were a 4-5 hour walk from their own homes and the project required more time and physical work than expected. As in Bhimeswor 8, the team initially found it difficult to convince people to participate and make them realize why latrine use was important. Ultimately the team overcame these challenges through community pressure to make the project successful, sanitation awareness campaigns, and holding a competition to win prizes for latrine maintenance.

In order to sustain positive behavior changes the team has agreed to conduct regular door-to-door campaigns twice a month to all beneficiary households. They also plan to maintain a monthly sanitation and hygiene program at the local school. Although they will have less frequent direct meetings with the community, they plan to focus more on indirect and informal conversations to make sure habits are maintained. They will also encourage neighbors to continue holding each other accountable for using latrines

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instead of defecating openly. The team plans to continue rewarding positive behaviors in public gatherings and through other existing community groups.

Sustainability Review #3- Jhangajholi-Ratamata VDC- Ward 3:

Goal: Have every pregnant woman in the ward eat one egg a day and two servings of green vegetables (while still in season) in 100 days.



A mother helping her young son eat his daily egg

The Jhangajholi-Ratamata Ward 3 RRNI team successfully provided daily eggs to 18 pregnant women and 17 children between the ages of 6-24 months. They began the project with weekly egg delivery only to pregnant women but expanded to serve children about halfway through the project when surplus eggs became available. Through weekly door-to-door campaigns and a successful collaboration with the female health volunteer, the local health post, and the women's group, the team had regular interactions with pregnant women, new mothers, and their families. The team kept a record of weights for both pregnant women and children and warned families when weights were decreasing due to illness, etc.

Before the project, the team reported that many women would hide their early-term pregnancies and would be expected to eat “least and last” in their households. Many men also would smoke and/or drink while their wives were pregnant. As a result of the project, team members say that women are now open about their pregnancies and visit the health post and female health volunteer earlier and more regularly. Both women and men have had a significant attitude change towards the diets of pregnant women—ensuring that the women are able to eat nutritiously and on time. In some households husbands have even taken on a bigger share of the physical labor that is usually assigned to women during their pregnancies. Additionally, more households are now voluntarily spending more money on other sources of animal protein, such as fish, meat, or milk for pregnant mothers.

In addition to benefits for expectant mothers, the children receiving eggs (and their families) also exhibited positive behavior changes. Children have grown accustomed to eating eggs and have even begun asking adults for eggs when they are hungry. Families of young children also appeared to have improved the overall hygiene of their children as a result of regular visits and awareness campaigns. For example, in addition to animal

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protein the team and the health post also emphasized the importance of regular vaccination and health check-ups.

Despite their success, the team did face some challenges along the way. They felt that they had insufficient technical knowledge for purchasing the best type of chicken and properly maintaining the coop initially. At one point a shortage of chicken feed (due to national restrictions after the bird flu scare) contributed to a drop in egg production and insufficient eggs to go around. To address the issue, the team used local ingredients to make a temporary feed substitute until regular feed became available. Lastly, the team has faced strong skepticism from a few community members about their motivations for participating in the project. There was a suspicion that team members were making money off of the chickens or eggs. Additionally, the focus on also increasing the intake greens (part of the original goal) was quickly dropped due to time and energy required to start and maintain egg production and distribution.



The team displays its weekly activity tracking chart

The team has agreed to maintain constant engagement with pregnant women and family members through formal door-to-door visits and also informal conversations around the community. They have decided that moving forward they will only provide eggs to pregnant women and that surplus eggs will be sold in order to pay for feed and vaccines for the chickens. To make ongoing operations easier for the team, beneficiaries will now collect their eggs from the coop instead of receiving them via delivery. In order to reduce community suspicions, they will make all of these changes public knowledge and keep their finances transparent.

Sustainability Review #4- Jhangajholi-Ratamata VDC- Ward 1:

Goal: Have all children in the community of Majhigaon from the age of 6-12 months eat ½ an egg daily, and all children from the age 12-24 months eat 1 egg daily within 100 days.

This RRNI team successfully provided a weekly supply of eggs to eight children under 24 months old and three pregnant women during the 100 days. In addition to supplying

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eggs, the team had regular nutritional awareness campaigns in the community through partnership with the female health volunteer and the local children's club. The team also conducted weekly door-to-door visits to all beneficiaries and their families.



The team's community chicken coop built to provide eggs to pregnant women and young children

The team explained that before the project, both men and women were mostly unaware of the importance of animal protein consumption during pregnancy or the first years of life. There was a belief that eggs were not easily digestible by children and pregnant women would often be required to eat last within a household. As a result of the project's awareness campaigns, both men and women have taken an increased interest in providing animal protein for their children. Some households have even started buying animal protein on their own to supplement

the regular supply of eggs. Pregnant women are now able to eat regularly and do not necessarily have to wait for male family members to eat before them. Overall, the team was incredibly proud to help children become happier and healthier and to improve the overall nutritional knowledge of the community.

As in JaRha 3, this team felt they had a lack of expertise in their choice of chicken breed due to the selective feed it requires to lay eggs. The scarcity of the feed has proven challenging and will be an obstacle to overcome for the sustainability of the coop. The team members also cite the challenge of the heavy time commitment required to maintain and protect the coop over the long run.



This mother was awarded a prize for improving the overall diet and cleanliness of her child

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To sustain the positive behavior changes, the team has decided to continue regular interaction with the community through the female health volunteer, the children's club, and the women's group. They plan to hold street plays and cleanliness campaigns in the larger community. The team believes that the beneficiaries of this first 100 day project have displayed enough behavior changes that they no longer need free eggs. The team would rather give the newly pregnant women an opportunity to benefit from the project. In order to address the chicken feed problem, the team decided to temporarily halt the delivery of eggs in order to sell the eggs and save up money for feed and vaccines. Once enough surplus money has been raised, they will begin distributing eggs to the five newly pregnant women in the ward.

Key Lessons Learned to Consider When Scaling SHD

The Sustainability Reviews for the four RRNI revealed several insights on how to refine and strengthen the RRNI model and support its possible integration into the Sunaula Hazar Din (SHD) project.

- **Connection to the Overall Purpose of SHD** While members of all four teams were clear and enthusiastic about their specific team activities (building coops to give eggs, building latrines to become ODF), not all of team members were aware of the connection between their projects and the overall purpose of SHD. That is to say, some team members and beneficiaries could not draw a connection between what they were doing and the overall improvement of child growth and development during the first 1,000 days of life. In order for the ongoing RRNI cycles to achieve their long-term goal, this connection between ENAs and the golden 1,000 days should be consistently re-enforced by coaches to their teams and by teams to their communities during each 100-day cycle.
- **Access to Technical Experts** All four of the RRNI teams mentioned lack of technical knowledge as one of their primary challenges in the early phases of the project. While some technical knowledge can be disseminated to future coaches via training materials, we recommend that technical experts from line ministries and local NGOs be identified within each district or VDC and be made available to the teams in case they need additional assistance.

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- **Budget Creation** A few lessons emerged from the Sustainability Reviews around budget creation (which takes place at the launch). First, teams should be sure to factor in the additional cost of VAT when budgeting projects. Second, the two animal protein teams of Jhangajholi-Ratamata both expressed regrets for not having added in money for additional chicken feed. While the RRNI projects cannot supply an indefinite amount of chicken feed, it may be helpful if coaches help teams manage the budget not only for immediate project needs but also to think about how to sustain projects into the future through income generation.
- **Incentivizing Community Participation** All four teams cited the importance of appropriately incentivizing beneficiaries to participate in the projects. Teams used a number of strategies to do so. One strategy was to emphasize the importance of the 100-day time frame and to let people know that in order for the community to receive future projects they must be successful with this one. Another strategy, used by all four teams, was to provide public recognition of successful beneficiaries through prize awards ceremonies at the Sustainability Review events. Beneficiaries were told early on that prizes would be made available for households that showed the most enthusiasm and improvement. Lastly, team members emphasized that the projects were ultimately for individuals to improve their lives and health.
- **Community Award Presentations** While all four events followed the same general agenda, we shifted the timing of the community award presentation . Ultimately, we found that having the prize ceremony with the community at the beginning of the day was the most efficient use of time. This allowed beneficiaries to go about their daily business without having to sit through the event for 3-4 hours. Also, at events where we held beneficiaries to the end for prizes, we found it considerably distracting to have 10-20 extra people trying to contribute to the conversation. We do believe that collecting beneficiary testimonies is important, but doing so in the midst of the team sessions added an unnecessary layer of difficulty.
- **Suggestions to Future Teams** We asked each team what advice they would like to give to future communities undertaking these same types of projects. Here's their advice :
 - Have a good, solid plan
 - Have a capable leader
 - Assign responsibilities to all team members fairly
 - 100 days is very short- get to work quickly
 - Meet as early as you can with everyone
 - Try to have team members from the community where the beneficiaries live

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- Regularly inspect/check in on households
 - Engage with people on a regular basis
 - It is a very challenging process, but many good things will come from it
- **Sustaining Community Engagement** All four teams were successful in collaborating with already existing community groups to help promote awareness of nutrition/sanitation during their project. The RRNI model should include greater opportunities for explicit discussions at the launch, midpoint and sustainability review, on how the teams can leverage these groups. As many team members expressed fatigue due to the time-consuming nature of door-to-door visits, we believe this more informal method of community engagement around ENAs is a strong strategy for sustaining positive behavior changes.

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Annex A-List of Key Meetings

Date	Activity	Objectives
August 30, 2013	Preparation for Workshops	<ul style="list-style-type: none"> • Design and create flip charts for workshop exercises and explanations • Discuss facilitation strategies • Failure analysis exercise
September 1, 2013		
September 2, 2013	Travel to Sindhuli Orientation Meeting with Field Team	<ul style="list-style-type: none"> • Explain the RRNI pilot project methodology and objectives to visiting members of World Bank and Government of Nepal members • Provide sustainability review session overview and take questions related to purpose of visits
September 3, 2013	Meet with DDC Secretary	<ul style="list-style-type: none"> • Generate understanding of, and buy-in for project • Discuss transferring of funds to teams
	Sustainability Review with Bhimeshwar VDC- Ward 8 RRNI team members and local community (about 20 people)	<ul style="list-style-type: none"> • Review team progress against the initial 100-day goal and work plan • Formulate strategies to sustain positive behavior change • Publicly acknowledge project impact through beneficiary awards
September 4, 2013	Sustainability Review with Bhimeshwar VDC- Ward 4 RRNI team members and local community (about 25 people)	<ul style="list-style-type: none"> • Review team progress against the initial 100-day goal and work plan • Formulate strategies to sustain positive behavior change • Publicly acknowledge project impact through beneficiary awards
September 5,	Sustainability Review with	<ul style="list-style-type: none"> • Review team progress against the initial

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2013	Jhangajholi-Ratamate VDC-Ward 3 RRNI team members and local community (about 50 people)	100-day goal and work plan <ul style="list-style-type: none"> • Formulate strategies to sustain positive behavior change • Publicly acknowledge project impact through beneficiary awards
September 6, 2013	Sustainability Review with Jhangajholi-Ratamate VDC-Ward 1 RRNI team members and local community (about 15 people)	<ul style="list-style-type: none"> • Review team progress against the initial 100-day goal and work plan • Formulate strategies to sustain positive behavior change • Publicly acknowledge project impact through beneficiary awards

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Annex B- “Core” Agenda and Facilitation Framework for Pilot RRNI

Topic:	Objectives:	Estimated Time:
Day 1		
Welcome and Introductions	<ul style="list-style-type: none"> - Introduce Institute team and visitors - Help RRNI team understand objectives for the day 	15 minutes
Report Out on Results	<ul style="list-style-type: none"> - Ask team to share their results and describe key activities - Allow time for questions from coach/visitors 	15 minutes
What Are You Most Proud of?	<ul style="list-style-type: none"> - Provide each team member the opportunity to reflect on and share what they are most proud of 	15 minutes
Top Behavior Changes	<ul style="list-style-type: none"> - Identify how different groups within the community (men, women, children) have changed specific behaviors and attitudes during the 100 days 	30 minutes
Top Innovations	<ul style="list-style-type: none"> - Allow the team to reflect on what strategies they used to motivate behavior change and overall project participation 	15 minutes
Top Challenges	<ul style="list-style-type: none"> - Help the team reflect and discuss what the top challenges were during their 100 day project 	30 minutes
Maintaining Momentum and Locking in Behavior Change	<ul style="list-style-type: none"> - Help the team understand the importance of continued team work and dedication to the project 	90 minutes

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	<p>to maintain success</p> <ul style="list-style-type: none"> - Help the team formulate a rudimentary work plan that will help them sustain their results 	
Failure Mode Analysis	<ul style="list-style-type: none"> - Help the team brainstorm future challenges/difficulties that may arise and threaten their results - Brainstorm potential solutions to those problems 	20 minutes
Lessons Learned	<ul style="list-style-type: none"> - Help the team reflect on how this project has been different from other development projects in the community - Help the team consider what lessons they will take with them to future RRNI projects 	15 minutes
Community Award Presentations	<ul style="list-style-type: none"> - Allow the team to publicly recognize the success of beneficiary households 	30 minutes (+60-120 minutes for site visits)