



Triggering – Community Mobilisation



Facilitation Guide
HortInvest Rwanda

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Acknowledgements

This triggering guide is adapted from the triggering methodology and guidelines that were piloted and developed in the Sustainable Nutrition for All (SN4A) programme in Uganda and Zambia. Special thanks to the SN4A technical teams.

Abbreviations

NAG Nutrition Action Group
NDC Nutrition District Coordinators
NGO Non-Governmental Organisations
SN4A Sustainable Nutrition for All
SNV Netherlands Development Organisation
WASHWater, Sanitation and Hygiene

Definition of Terms

Triggering/Demand Creation:

Triggering causes an immediate provocation to act. It encourages and provokes community members to appreciate on their own that there is a nutrition problem, hence immediate action. It ignites a change in production and consumption behaviours through awareness creation, the initial stage in behaviour change.

Village Nutrition Action Plan:

After realizing that there is a problem, the community voluntarily suggest key actions to address for example, poor dietary diversity that leads to poor nutrition outcomes. The plan can include actions such as establishing a kitchen garden or growing at least 4 varieties of fruit and vegetables.

Nutrition Action Group (NAG):

During triggering, the community nominates a team of 10 people to follow up on the key actions agreed upon during triggering and foster adoption and behaviour change amongst community members.

Verifications:

This refers to inspection to assess whether a community has achieved the agreed milestones. Three sets of verification are done (primary, secondary and tertiary verification), all of which are guided by achievement of milestones. The first verification happens when households have achieved the production milestone.

Certification

is the official confirmation and recognition of achievement of 100% agreed milestones.

Celebration:

A village that achieves 100% of the milestone agreed upon will be recognized in a special way and the function will be presided over by all the key stakeholders.

1.0 Introduction

The 'Investing in Horticultural Development in Rwanda' (HortInvest) project is a four-year horticultural value chain project that is funded by the Embassy of the Kingdom of The Netherlands in Rwanda. The overall goals of the project are:

1. To increase relative contribution of the horticultural sector to the Rwandan Gross Domestic Product (GDP).
2. To improve food and nutrition security of rural (poor) and urban households.

The HortInvest programme aims to improve dietary diversity of rural consumers in 6 districts, in particular women of reproductive age (WRA). The programme also aims to increase awareness on the importance of fruit and vegetable consumption as part of a safe, healthy and diverse diet amongst urban consumers.

The rural HortInvest Nutrition component includes community mobilization (triggering), the integration of nutrition education sessions in kitchen garden demonstration plots and co-operative meetings. Key nutrition messages were identified from the baseline surveys conducted in 2018 and a series of key topics have been rolled out. These messages include the importance of consuming a healthy, diverse diet, and the important of consuming fruit and vegetables, in particular Vitamin A and iron rich varieties.

The SNV nutrition education materials is adapted in line with the existing Rwandan Government nutrition materials and kitchen garden manuals. The SBCC has involved interpersonal communication (with a focus on female farmers), community discussions/dialogues in Kitchen Garden Demonstrations and Farmer Field Open Days, cooking demonstrations and a complementary mobile/IVR messaging campaign.

1.1 Triggering Guide

This resource provides guidance to the HortInvest Nutrition Team on triggering. It will be used for training of the Nutrition Team¹ by the District Nutrition Coordinators. Users of this guide must feel free to adapt the material depending on new experience and existing realities in their environment. Users are encouraged to explore different ways of preparing for community nutrition triggering. Facilitators must feel free to be inventive and adaptive, to use their own best judgement in deciding what to do.

1.2 Triggering and Community Mobilisation/Demand

Triggering communities for improved agro biodiversity and dietary diversity is a process that empowers local communities to address food and nutrition insecurity. It enables the communities to appreciate that there is a 'silent' problem of chronic malnutrition (stunting) caused by several factors including poor dietary diversity resulting in poor nutrition outcomes. Through the triggering process, communities will shift their focus from just eating food that fills their stomachs with energy to consciously growing (or buying) a diverse range of crops and eating a diverse range of food groups that provide them all the required nutrients all year round. This includes fruit and vegetables, in particular Vitamin A rich sources and Dark Green Leafy Vegetables (DGLVs). The communities will then desire to change, this will propel them into action and will encourage innovations, mutual support, and appropriate local solutions, thus leading to greater ownership and sustainability as well as optimising their potential to improve nutrition outcomes of all the community members.

¹ The nutrition team includes members from sector, cell, and community level (i.e.: SEDO, farmer promoter, community health worker, village leader)

2.0 Community Mobilisation/Demand

2.1 Nutrition Team and Lead Facilitators

The Nutrition Team refers to the team that the SNV HortInvest Nutrition Advisor and Nutrition District Coordinators (NDCs) will work with in the rural HortInvest Social and Behaviour Change Communication (SBCC) activities. The team will be composed of members of local government (sector and cell) and leadership, including farmer promoters, community health workers and village leaders. They will be trained by SNV during the Trainer of Trainers (ToT). By working with local governance and leadership, it is encouraged that the activities will continue and be sustained after the HortInvest programme finishes. With regards the community mobilisation and triggering, the activities are shared amongst the team members, with NDCs taking the lead facilitation role.

Not everyone can be a good facilitator. Facilitating is a skill. It can be learnt, but it will come more naturally to some than to others. It is different from facilitating conventional participatory processes. Behaviour and attitude are crucial. What works best for triggering for nutritional outcomes is a combination of boldness, persuasion, empathy, positive role models, humour and fun. It demands hands off approach, not teaching and lecturing, but facilitating, awareness creation to enable people to confront the effect of their practices.



Source: HortInvest, Rwanda Facilitator during the triggering session

Facilitation Skills during the triggering: session

DOs	DON'T
Facilitate their own appraisal and analysis of local nutrition status	Educate, raise awareness, lecture or tell people what to do
Let people realise for themselves through their own analysis	Tell people what is good and Bad
Facilitate to trigger self-mobilisation	Push for, or demand
Stand Back, leave it to local leaders	Be in charge
Be cool and allow conversation between insiders approaching the triggering moment	Interrupt when charged up community members start shouting their own people for poor nutrition status of children or adults
Take a neutral stand and allow heated discussion for and against improving community nutrition outcomes between them. Remember these are right indications and symptoms of approaching triggering moment	Discourage members of the community from arguing among themselves, or quickly conclude that the shouting element between community members should be avoided as culturally insensitive
Appreciate those who take the lead and engage themselves	Overlook natural emerging natural leaders
Always encourage women and the poorer sections of the community to participate	Overlook women, children and others who often get left out
Appreciate community members' offers to help poor members	Overlook people who come forward to help
Let people innovate simple ways of improving nutrition outcomes	Promote particular ways of improving community nutrition outcomes
Trigger local action, encourage self-help	Offer handouts and subsidies
Be bold yet cautious	Be too humble or too polite. Don't try to convince too politely
Listen attentively to everything	Interrupt

2.2 Preparation for the triggering activity

Rationale: This step aims to ensure that adequate preparation is made.

The NDCs (lead facilitators) should organize a pre-triggering meeting supported by the village leader. The meeting will involve other key leaders in the community.

Objectives of the pre-triggering meeting in the village:

1. To discuss the objectives of the triggering session with the Nutrition Team, including the village leader(s) and village committee on how to mobilise the community so that everybody in the village attends the triggering session
2. To identify a suitable date, time and venue for triggering which should be a place where the community members usually meet. The time and venue should be convenient for everyone in the village.
NOTE: To get data and information on the kitchen gardens and fruit trees, the survey form will be used. Hence it is not required to do a transect walk.

Prepare with local leaders the announcement for the activity.

The NDCs, as facilitators, are expected to work with the village leader/committee to mobilise the village for the meeting using the following approaches:

1. It starts with a clear message that is catchy and able to attract community members to come for triggering. Community members need to be convinced that this is a unique and important meeting.

2. Consider religious leaders to mobilise the communities, for example announcement in the church.
3. House to house mobilisation is another approach, where the village health team member who was selected for the project works hand in hand with the other village stakeholders to move house to house inviting people for the meeting.
4. Use of mega phone and announcement in the village.
5. Use of local radio stations.
6. Use of political leaders.

Planning

After you visit the village, it is important for the Nutrition Team to meet to agree on the relevant roles during the triggering meeting.

All logistics should be organized including:

- flip charts,
- markers,
- brick making trough,
- soil,
- water,
- posters.

3.0 Triggering Meeting

The triggering session (approximately 1 hour) consists of the following steps:

1. Rapport creation and engagement

- A. On the day of triggering, the triggering team should arrive at the venue early (at least 45 minutes in advance) and have some informal interaction with the community as they start to gather.
- B. Create rapport by being friendly and respectful. Listen and don't rush.
- C. Appreciate positive aspects of the village

2. Call meeting to order- Time: 5 minutes (welcome remarks, introduction of guests, objectives of the meeting)

Welcome remarks

The lead facilitator will welcome all guests and community members to the meeting

Introduction of Guests

The guest/facilitators introduce themselves by name and title

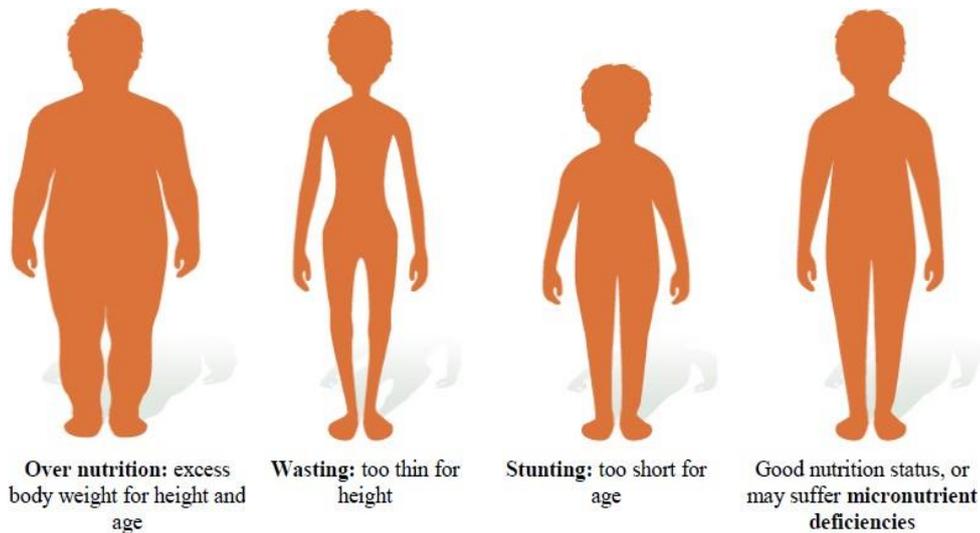
Introduce the objectives of the triggering session

- To discuss issues related to nutrition and pro-actively develop an action plan to address the problem

3. Introduce forms of malnutrition-Time: 5 minutes

The facilitator will introduce the forms of malnutrition by asking the audience what you understand by malnutrition.

Explain: Nutrition is the intake of food and drink and the body process that break down the food and release the nutrients needed for growth and health.



Forms of Malnutrition: Explain briefly the different forms of malnutrition using the picture.

4. Discuss the causes and effects of under nutrition- Time: 5 minutes Outline the main causes of malnutrition

- Inadequate food intake (sufficient, diverse, safe, and nutritious food)
- Frequent infection due to poor environmental sanitation and hygiene (no latrine, poor hand washing practice, poor access to potable water)
- Feeding habits based on taste, social status of food and/or traditions/beliefs, etc (Ask about food taboos)
- Poor maternal nutrition and inappropriate infant and young child feeding
- Insufficient health care (treatment, vaccination)

5. Sharing results from the survey on production, kitchen gardens and fruit trees. Time- 10 mins

On a flipchart, share the results of the survey as follows: Note: to save time, complete the flipchart before the triggering session.

District **Sector.....**

Cell..... **Village**

Production Data	Value
Number of Households (HHs) in the village	
Percentage (%) of HHs with access to land	
% of HHs with kitchen gardens	
% of HHs producing staples	
% of HHs producing fruit	
% of HHs producing vegetables	
% of HHs producing nuts, legumes, seeds	
% of HH with livestock	
% of HHs with chicken, ducks (poultry)	
% of HHs with goats, sheep	
% of HHs with pigs	
% of HHs with cattle	

6.Presentation of the current food consumption habits from the survey- Time: 10 mins

Present the consumption results from the survey. The facts and percentages will trigger the community members to appreciate the consumption patterns of their community.

Ensure that this step is presented in reference to the production results. Refer to the flipchart to ensure that the community is making an analysis of their production habits, type of fruit and vegetables produced and how this relates to their consumption habit.

At this point also share any relevant nutrition data that you have from the health centre (e.g.: statistics on undernutrition-stunting etc.).

Complete the following on a flip chart (consumption data)

Consumption Data	Value
Number of Households (HHs) in the village	
% of HHs reporting eating staple foods the previous day	
% of HHs reporting eating dark green leafy vegetables the previous day	
% of HHs reporting eating vitamin A rich fruits	
% of HHs reporting eating vitamin A rich vegetables	
% of HHs reporting eating other vegetables	
% of HHs reporting eating other fruits	
% of HHs reporting eating pulses (beans, peas, lentils)	
% of HHs reporting eating nuts and seeds	
% of HHs reporting eating dairy	
% of HHs reporting eating meat, poultry and fish	
% of HHs reporting eating eggs	

7. Brick moulding trough demonstration: -15 minutes

Ask the community members for 6 volunteers. These will form 2 groups of 3 members. One team is led by a woman (Mutesi) and the other led by a man (Yakobo) and each team is provided with a plastic cup.



Each of these teams is asked to fill their cups with soil (from the same source) and a total of 3 cups full of soil are measured. The soil should be enough to mould at least one full brick for both teams.

Each team is provided with a brick laying trough (the full set used to nicely mould a brick).

Team Mutesi is provided with enough water (1 cup) to mix with soil and make a brick. The teams will be asked to mix the water given with the soil in appropriate quantities until they are able to mould a brick. Team Yakobo (male) is only given half a cup of water (inadequate to mix with soil to make a solid brick). The team will be asked to mix the water given with the soil until they are able to mould a brick. The difference between the two bricks is visible and the two teams are asked to present their results to the community meeting.

The Facilitator will emphasize that a well-moulded brick is the result of enough water and soil. It can build strong walls.

Rationale:

- i. The brick making trough is the skull so we all have more less the same size skull
- ii. The soil is the brain, and it is the same size for all humans,
- iii. The water represents the diversified foods plus all the other factors needed for health, growth and development. Yakobo was fed on less diversified foods and all other factors needed for proper brain development were also poor (mention mother's diversified diet) while Mutesi was fed on diversified foods and the other factors for brain development were conducive.
- iv. The mixing of water and soil for moulding the brick illustrates the development of a child from conception to 2years (the 1st 1,000 days of life).
- v. By allowing these 2 moulds to dry, it illustrates the impact to the child's development after the 1000 days (irreversible damage)
- vi. Even if adequate water (diverse food) is provided after the mould/brick is fully dried you cannot remould the brick (which isn't possible for the brain).
- vii. The brick from Mutesi's group will be used to make a very nice building that will stay strong for years and years

Key Message:

- a) The early modelling stages of the child's life are the 1000 days of life and the "right" foods, diversified diet is critically required for full brain development and proper growth of the child which has lifelong implications as discussed (effects/ consequences of under nutrition)
- b) A diversified diet consists of 5 Food Groups. At this point show the five fingers. Also explain that it is important to add fats/oils

Feed your child from the **5** food groups for full brain development



8. Action Planning- Community Action Plan- Time 5-10 minutes

Commitment

Ask participants to list five actions that can help address malnutrition in their village What can you do to break the cycle of malnutrition?

Clap hands for them and praise them for listing five actions (such as establishing kitchen gardens, fruit trees)

Tag timelines to all activities and the person responsible.

Sample Village Nutrition Action Plan Format

	Action	Timeframe	Person Responsible
1.			
2.			

ACTION PLAN		
ACTIVITY	TIME FRAME	RESPONSIBLE PERSON
1 Crop diversification (10 crops) (To grow a variety of crops)	Nov '15	NAG
2 Men will stop demanding for money for household activities for beer	Immediately	NAG
3 Food distribution should be equal to every member of the household	Immediately	NAG
4 Increase the number of meals given to children to 4 meals.	Immediately	NAG
5 Every household should have a latrine, refuse pit, rack, bath shelter and	Immediately	NAG

Example of a completed community action plan

9. Selection of Village Nutrition Action Group (NAG) (5-10 minutes)

A decision will be made to work with existing structures or to set up new teams. This should be discussed prior to the triggering session.

The NAG is a taskforce to foster adoption. A lead team of 10 people is selected. They should be nominated voluntarily by the community members to continuously follow and take lead in ensuring that the agreed activities are put into action. The names of the NAG members are written on the flipchart. The NAG members are responsible for ensuring that the agreed actions take effect. This team is the last mile to households, hence need to be trained in order to deliver the right message to households. This will be done as part of the Social and Behaviour Change Communication (SBCC).

Closure

The facilitator officially closes the meeting with emphasis on the actions agreed by the members.

