



# **Safe Motherhood Promotion Project**

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## **Operational Guidelines on Phase out and Sustainability of community interventions of Safe Motherhood Programs**

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Documented by  
**Naba Krishna Muni**  
Community Facilitation Consultant

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**Operational Guidelines  
On  
Phase out and sustainability of community  
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**Safe Motherhood Promotion Project**



GOVERNMENT OF THE PEOPLE'S REPUBLIC OF  
BANGLADESH

**Ministry of Health and Family Welfare  
Government of Bangladesh**

**Supported and facilitated by**



**JICA  
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# Table of Contents

	<b>Page #</b>
<b>Abbreviations</b> -----	<b>i</b>
<b>Section 1: Introduction</b> -----	<b>6</b>
<b>Section 2: Key Principles of Sustainability</b> -----	<b>6</b>
<b>Section 3: Steps and Process</b> -----	<b>7</b>

## Abbreviations

<b>AHI</b>	Assistant Health Inspector
<b>CARE</b>	CARE Bangladesh
<b>CBO</b>	Community Based Organizations
<b>CD</b>	Community Diagnosis
<b>CS</b>	Civil Surgeon
<b>DC</b>	Deputy Commissioner
<b>DDFP</b>	Deputy Director Family Planning
<b>FGDs</b>	Focused Group Discussions
<b>FPI</b>	Family Planning Inspector
<b>FT</b>	Field Trainer
<b>FWA</b>	Family Welfare Assistant
<b>FWV</b>	Family Welfare Visitor
<b>GOB</b>	Government of Bangladesh
<b>H&amp;FP</b>	Health and Family Planning
<b>HA</b>	Health Assistant
<b>HFWC</b>	Health and Family Welfare Centre
<b>HI</b>	Health Inspector
<b>IDI</b>	In-depth Interview
<b>JICA</b>	Japan International Cooperative Agency
<b>KII</b>	Key Informant's Interview
<b>LGI</b>	Local Government Institutions
<b>LLP</b>	Local Level Planning
<b>MNH</b>	Maternal and Neo-natal Health
<b>MOHFW</b>	Ministry of Health and Family Welfare
<b>MOMCH</b>	Medical Officer Maternal and Child Health
<b>NGOs</b>	Non Governmental Organizations
<b>NNP</b>	National Nutrition Project
<b>PLA</b>	Participatory Learning for Action
<b>PPP</b>	Participatory Planning Process
<b>PRA</b>	Participatory Rural Appraisal
<b>SA</b>	Situation Analysis
<b>SACMO</b>	Sub Assistant Community Medical Officer
<b>SMPP</b>	Safe Motherhood Promotion Project
<b>UFPO</b>	Upazila Family Planning Officer
<b>UHFPO</b>	Upazila Health and Family Planning Officer
<b>UNO</b>	Upazila Nirbahi Officer
<b>UP</b>	Union Parishad
<b>UPC</b>	Union Parishad Chairman
<b>UPHFPSC</b>	Union Parishad Health & Family Planning Standing Committee
<b>UPIC</b>	Upazila Implementation Committee



**Introduction**  
**Key Principles**  
**Steps and Process**

# **Guideline on phase out and sustainability of community interventions of Safe Motherhood Programs**

## **Introduction:**

One of the criticisms of the project initiatives with external financial and facilitation supports is the development of dependency and thus low potentials of sustainability. However, the SMPP has been implemented with the external facilitation support from JICA and CARE Bangladesh. In order to reduce the dependency on external supports and make project activities sustainable there should be an in build phase out plan. Also the participation of the community and stakeholders in the project planning and implementation is also important to develop ownership and build capacity to move forward the activities.

This guideline outlines the process of phasing out and sustainability of community interventions of safe motherhood program.

## **Key principles for phasing out and sustainability of community interventions of safe motherhood program:**

The principles are as follows:

- 1) Ensuring the participation of stakeholders and community in each of the steps such as planning, implementation, monitoring and evaluation
- 2) Use of existing structures and systems of GoB to implement the project rather than creating a new structures
- 3) Develop ownership among the project participants and stakeholders to carry out the project through ensuring their participation in each steps of project cycle and also linking with their own performance and benefits
- 4) Develop and negotiate the exit strategies of external supports during the planning of project activities
- 5) Clarify the roles and responsibilities the respective stakeholders including technical support agency staff members of the project activities that are endorsed by their supervisors.
- 6) The monitoring of the project activities are incorporated in the existing M&E plan of GoB
- 7) Capacity building of the concerned stakeholders to carry out the project activities

### **Use of existing infrastructure and system to implement the project:**

SMPP has been considered numbers of structures and systems from its inception to be involved and take forward the community mobilization activities.

The initiative gave especial emphasis to build up the capacity of community itself and taking responsibilities of addressing local health problems through broader participation as an extension of health system.

The Union and Upazila Health and Family Planning infrastructures and systems that include Upazila Health Complex, Family Welfare Center (FWC), and Satellite Clinic, etc. were considered as primary responsible organization to support and carry out the community mobilization activities.

The Union and Upazila Health and FP Standing Committee has been considered as monitoring and coordinating for implementing community mobilization activities as well as a watchdog to monitor the health service quality.

### **Following process and steps to be followed:**

The steps are as follows:

- 1) Clearly explain the project objectives, strategies and roles & responsibilities of facilitating agencies during the project planning meeting. Mention that the implementing of the project is MOHFW and roles of facilitating agencies to strengthen system and building the capacity of both community and service providers.
- 2) Clearly negotiate the methods and timeline of providing external supports. An inbuilt phase out plan needs to be prepared for each of the intervention. For example, in order to phase out from CmSSs, what formal trainings to be provided, how many and how long on the job training supports to be provided and how long the CmSS will be monitored from distance before full phasing out.
- 3) The facilitating agency must identify the relevant persons and institutions who will take over the responsibilities as mentor and coach to continue the support in absence external facilitating agencies. Build up the capacity of those individual from MOHFW, UP and Community so that they skilled and motivated to provide



mentoring supports to continue the activities. For example, Union Chairman, AHI, FPI can take the responsibilities to provide mentoring supports to CmSS, any local NGO can take responsibilities to provide mentoring supports to Union Coordination meeting, MO-MCH and FPIs can also take responsibilities to monitor the promotion of Birth Planning by different community change agents. Organize formal and informal meeting and dialogues to develop linkages with different institutions.

- 4) Incorporate the activities in the existing monitoring system of Upazla and Union Health and FP department. The respective FPI, AHI can be made accountable to report about the number of functioning CmSS and number of referral part of their monthly progress report. Also Union Parshad may report same to Upazila Chairman/UNO and UHFPO.
- 5) Organize formal phase out workshop in each of the union and respective upazla at least six month to one year before the withdrawal of external facilitation supports. The objective of the workshop is to formally inform the deadline of withdrawal of external supports as well as who will carry over the different mentoring and coaching roles in absence of external supports and agreed on which intervention they want to continue and how.
- 6) After the formal workshop, the facilitating agency will provide specific capacity building supports as identified in the phase out workshop, so that the responsible institutions and individual can confidently provide mentoring supports to carry out the identified project intervention.

xxxx The End xxxx