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│   RAPID ASSESSMENT      │
│  AND PRIORITY SETTING   │
└─────────────────────────┘
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┌─────────────────────────┐
│   OUTLINE PROGRAMME     │
│        DESIGN           │
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│    IMMEDIATE ACTION     │
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│  DETAILED PROGRAMME     │
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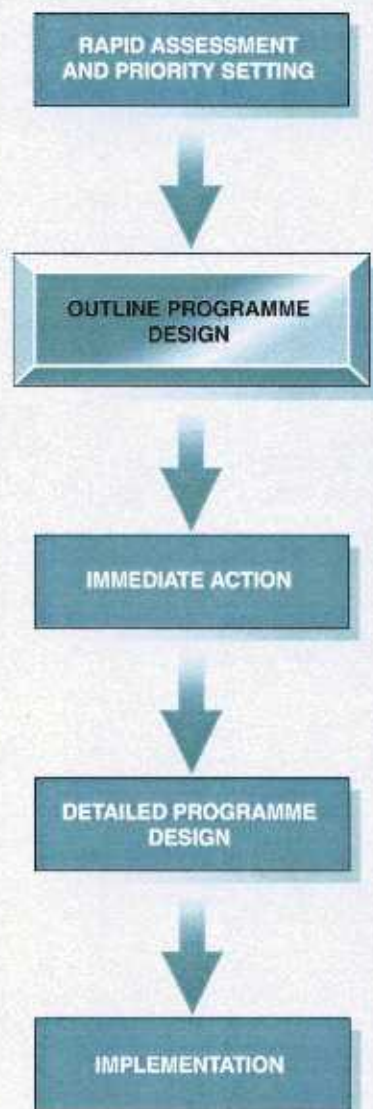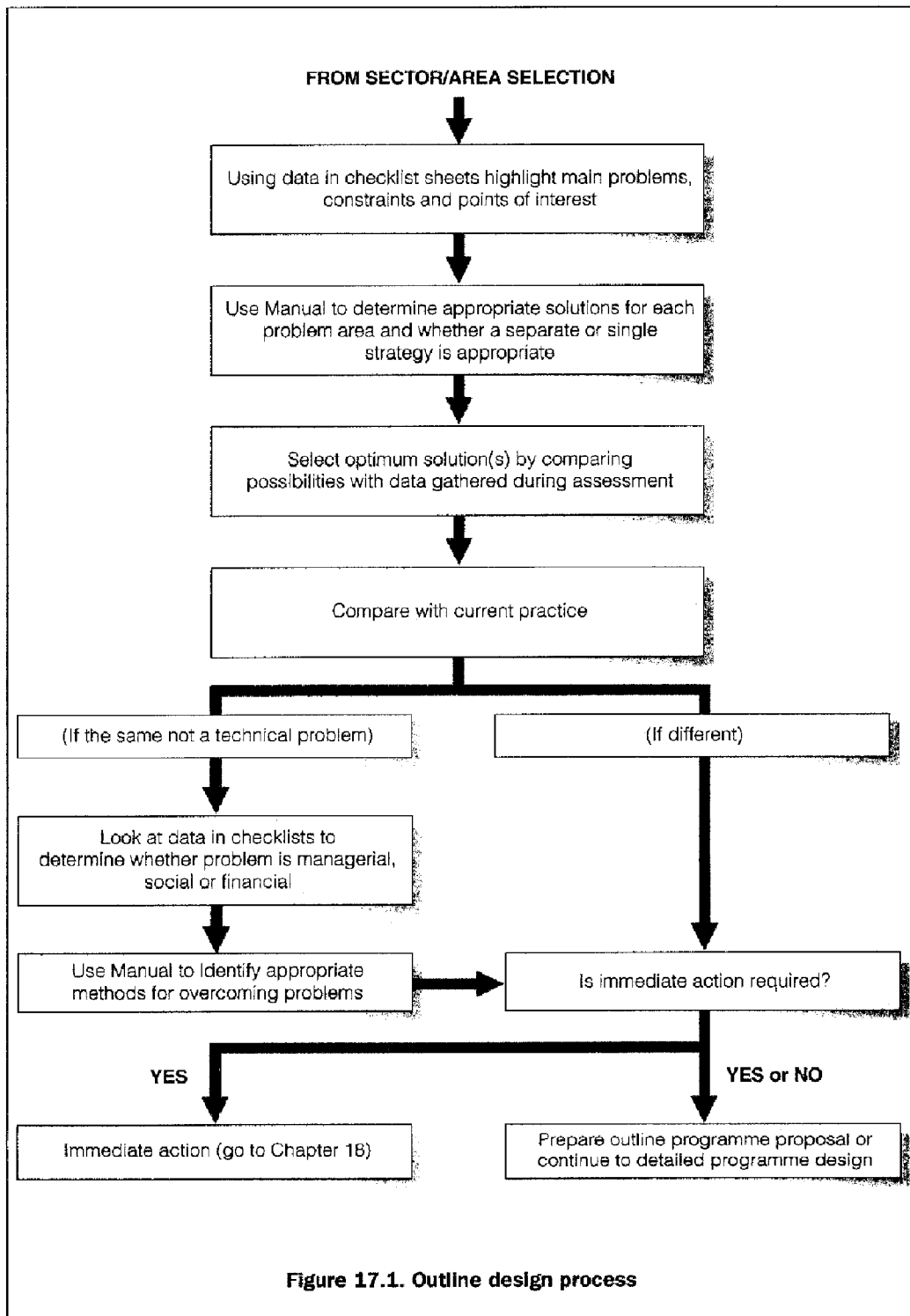
Chapter 17

Outline programme design

The outline programme design is a rapidly produced plan of action for the selected sanitation sectors. This is developed by key agency staff and involves minimal consultation with the affected population. General solutions only are considered at this stage.

17.1 Design process

The following flow-chart (Figure 17.1) summarises the outline programme design process:

FROM SECTOR/AREA SELECTION

Using data in checklist sheets highlight main problems, constraints and points of interest

Use Manual to determine appropriate solutions for each problem area and whether a separate or single strategy is appropriate

Select optimum solution(s) by comparing possibilities with data gathered during assessment

Compare with current practice

(If the same not a technical problem)

(If different)

Look at data in checklists to determine whether problem is managerial, social or financial

Use Manual to identify appropriate methods for overcoming problems

Is immediate action required?

YES

YES or NO

Immediate action (go to Chapter 18)

Prepare outline programme proposal or continue to detailed programme design

Figure 17.1. Outline design process

17.2 Problems, constraints and points of interest

The first stage in the outline programme design is to return to the checklists for the selected sanitation sectors and areas and examine the problems, constraints and points of interest noted. The importance of the general description will be clearly seen here, since the more detail recorded, the easier and more effective this exercise.

Current problems identified may concern quality, quantity or usage of facilities or practices. They may also be technical, social, managerial or financial in nature.

Constraints are factors which may limit the solutions available. These may be physical constraints such as space, groundwater levels, soil permeability, and availability of materials, or organisational constraints such as finance, transport and human resources.

Points of interest may be factors specific to the current scenario that are likely to influence the selection of appropriate solutions.

17.3 Solution selection

In order to select appropriate solutions to the problems identified above, refer to the relevant section of Manual (Chapters 6-11). These chapters have brief descriptions of the options available, with notes on advantages and associated constraints. In addition, tables can be used for some sectors to determine appropriate options for different scenarios.

The optimum solution should be selected through comparison with the data gathered during assessment. A single solution may be decided upon or a combination of solutions adopted.

At this stage general solutions should be selected only. It is not necessary to include details of implementation or management, but the outline design should contain a rough idea of what facilities or systems are to be provided. Solutions should be flexible and open to change as a result of consultation during detailed programme design or changes in the situation. This fact should be made clear to the donor in any outline proposal.

17.4 Comparison with current practice

Once a potential solution has been decided upon this should be compared with what is actually occurring at the current time. If the selected option is different to current practice then the problem is of a technical nature and can be overcome by its implementation. Where immediate action is required, implementation should take place immediately according to the process outlined in Chapter 18. In addition, the outline programme proposal should be produced if required, and the detailed programme design process can begin (Chapter 19).

If the selected option is the same as current practice this indicates that the problem is not a technical one but it may be social, managerial or financial. In order to determine which, examine the information recorded in the relevant checklist.

The Manual can be used to identify methods for overcoming non-technical problems.

Table 17.1. Structure of outline programme proposal
Background information Brief description of emergency including history, causes and effects (climatic, political, etc.)
Programme justification Justification as to why humanitarian intervention is required
Proposed intervention programme Brief description of programme objectives, proposed activities and potential opportunities
Draft Gantt chart Draft timetable for implementation indicating key actions
Estimated personnel requirement Summary of likely personnel required including job titles and responsibilities
Estimated budget Summary of likely costs for each sanitation sector
Draft logical framework Simplified logical framework outlining programme purpose and intended outputs

17.5 Outline programme proposal

At this stage the programme design is only an initial draft and is likely to be developed exclusively by agency staff. Depending upon the requirements of the agency it may be necessary to write an outline proposal based on this design. The aim of the outline proposal is to ensure that funds are available before in-depth consultation with the affected community, and thereby avoid raising community expectations unnecessarily. It also helps to speed up the funding process and it allows agencies to make affective plans for appropriate resources (especially staff). An appropriate budget should consist of estimated unit costs, where each unit represents a complete facility. The outline programme proposal should be produced rapidly and incorporate the information indicated in Table 17.1.

The detailed design (Chapter 19) will be developed through interactive and consultative approaches involving the key stakeholders in the decision-making process.

17.6 Approval of programme and budget

Following the production of an outline programme proposal it must be submitted to the agency headquarters or donor for approval.

It should not be assumed that the donor will accept the proposed programme immediately. It may be necessary to modify the budget, in which case each sanitation sector budget line should be adjusted according to the prioritisation results.

Any amendment should be reflected in all programme aspects (quality, quantity and usage) for each particular sector. As soon as a programme has been approved the agency should begin implementation and appropriate resources and staff should be mobilised.

Guidelines

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