

RELIEF INTERNATIONAL

MINOR FIXING PROGRAM

DOCUMENTATION

GUIDE FOR IMPLEMENTING THE MINOR FIXING PROGRAM:
SOLUTION FOR COMMUNITY-LED
WATER AND SANITATION NETWORK MAINTENANCE



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EXECUTIVE SUMMARY

Relief International's Minor Fixing Program Manual provides a detailed account for how to implement a Minor Fixing program in a community of approximately 10,000 people. Minor Fixing refers to minor level maintenance and repair to a community water network and the Minor Fixing program involves community-led water network oversight and repair, including operation and maintenance. Teams of Minor Fixers are trained to make such repairs, developing the management capacity of a Minor Fixing team and creating a WASH Committee to oversee community coordination of WASH-related issues. The first pilot of the Minor Fixing program focused on the point of connection at the main distribution line into the household. However, in other contexts full water network oversight could be operated and maintained at the communal level.

This manual is based on Relief International's two-year experience in implementing the Minor Fixing program in Darashakran Syrian refugee camp, which is located on the outskirts of Erbil, Iraq. The results of this program have led to an overall reduction in WASH-related problems, improved water system oversight - both within the community and at the Camp Management level – and contributed to improved water service delivery to camp households. While the information presented is based on this experience, the manual is intended as a guide for implementation in new camp contexts or related communities, where community-led water network oversight would be beneficial.

The Minor Fixing program involves two primary components: (i) the **Minor Fixing team** addressing community level water network service delivery issues, and (ii) a **WASH Committee** serving as the central coordinating body for WASH-related activity between all WASH stakeholders.

The Minor Fixing program involves five (5) phases of implementation:

1. Phase I: Minor Fixing Program Initiation & Community Assessment
2. Phase II: Minor Fixing Training
3. Phase III: Minor Fixing Fieldwork Initiation
4. Phase IV: Minor Fixing Leadership Selection
5. Phase V: Minor Fixing Program Cycle

The Minor Fixing concept was developed through Relief International's work in Darashakran refugee camp, where in collaboration with UNICEF, 'Communication for Development', WASH and Water Quality Monitoring projects have been successfully implemented. The idea of training teams of Minor Fixers to address constant water service delivery issues at the household level, such as leaky pipes or broken faucets, was formulated over the course of these projects, and in partnership with one of the community leaders and a Darashakran camp refugee himself, Mr. Mohamed Selim.

Mr. Selim brought a wealth of experience from his career in technical engineering in Syria, including overseeing installations of WASH-related infrastructure in newly erected buildings, and leading the teams working on the construction sites. Combined with Relief International's dedicated WASH team and Mr. Selim's expertise, natural leadership and dedication to his community, the Minor Fixing program was created. Relief International also acknowledges UNICEF for their partnership and commitment to this program.

ABBREVIATIONS

- ACF – Action Contre la Faim (Action Against Hunger)
- C4D – Communication for Development
- CCM – Camp Coordination Meetings
- DRC – Danish Refugee Council
- DSK – Darashakran Camp
- HH – Household
- IDP – Internally Displaced Person
- MF – Minor Fixing
- NGO – Non Governmental Organization
- RI – Relief International
- UNHCR – The United Nations High Commissioner for Refugees
- UNICEF – The United Nations Children’s Fund
- WASH – Water, Sanitation and Hygiene

ASSUMPTIONS

1. Those using this manual are familiar with work in IDP and refugee communities and/or camp contexts and have a general understanding of camp functionality, management and community dynamics.
2. The organization initiating a Minor Fixing program includes qualified personnel from whom to transfer Minor Fixing expertise and Training of Trainer knowledge to select beneficiaries in the community. This base knowledge is important as it will serve as a catalyst to integrate this program within the host community, and to transfer such knowledge to the Minor Fixing Community Trainer.
3. Obstacles will be encountered when implementing a Minor Fixing program in new environments. This is unavoidable giving the unique factors affecting every emergency/ humanitarian environment.
4. Since the Minor Fixing program was initially created and implemented in Erbil, Iraq, certain aspects may need to be adapted to facilitate implementation in other countries and regions of the world.

INTRODUCTION

MANUAL STRUCTURE & REFERENCE

The two main components of this manual are the [METHODOLOGY](#) and [PROGRAM COMPONENT](#) sections. This information has been split as such to facilitate concise focus on program methodology, followed by more detailed component descriptions.

CURRENT PROJECT CONTEXT

Darashakran Camp

Darashakran Camp hosts approximately 10,000 refugees, comprising of around 2,400 households. The camp is currently organized into 14 sectors, with new sectors being added as needed.

PROJECT REPLICATION

The overall engagement methodology to create an enabling environment for collective action remains the same when applying this manual to new communities such as refugee and IDP camps or in non-camp settings.

In the *New Camp Setting – Baharka* section of this manual, criteria and considerations regarding potential application in a new IDP camp setting are presented. These are based on Relief International’s (RI) actual preparation for establishing a Minor Fixing program in Baharka IDP camp.



Minor Fixers working on a HH water tank

METHODOLOGY

PHASE I: MINOR FIXING PROGRAM INITIATION & COMMUNITY ASSESSMENT

Target Location: Environmental Context & Infrastructure Impact on Program

It is important to note the impact of infrastructure on the program, particularly regarding how the community is set up in terms of water provision. In Darashakran camp, the operation and maintenance of the overall community water network, including supply and mainline distribution, is the responsibility of the government. Minor Fixing is involved in issues occurring from the connection point on the main distribution line, to the household inward. This distinction is important as it sets clear parameters on where Minor Fixing responsibilities begin in relation to the water network.

Initial WASH Assessment & Minor Fixing Participant Interest Gathering

When entering into a new community, it is crucial to engage the community and establish relationships with community leaders to ensure project acceptance, integration and overall success. A rapid assessment of all WASH issues affecting the community must be conducted to grant an overview of WASH needs. (For Darashakran, a sample of household water network repair needs collected from the initial assessment can be found in Annex 3: Initial WASH Assessment Sample Data).

The initial survey provides a convenient opportunity for the assessment team to gather information on potentially suitable **Minor Fixing program participants (trainees)**. Specific details on Minor Fixing participant selection is provided in Phase II below. The goal of the first round of Minor Fixers, once trained and having gained some practical experience, is for one select trainee to become the leading **Minor Fixing Community Trainer**, while the other trainees make up the **Community Mobilizers**, responsible for disseminating the program within the community.

Additionally, these initial Minor Fixers will form the first **WASH Committee members** as they gain experience and demonstrate the importance of Minor Fixing to the community. Building on this experience will enable them to more effectively represent their respective sectors and increase Minor Fixing participation throughout the community.

PHASE II: MINOR FIXING TRAINING

First Round of Minor Fixers

Minor Fixers are selected through a comprehensive process targeting community members who demonstrate the best ability to communicate and work closely with others. In collaboration with the community leader, the assessment team conducts door-to-door visits to discuss the program with community members in each sector. In explaining the Minor Fixing program to potential Minor Fixers, it is important to detail how their service will be to the overall benefit of water efficiency within the community, and will improve household water access. It is also important to clarify that Minor Fixers are not employees of the NGO and will therefore not receive payment (unless an incentive program is included for Minor Fixers as mentioned in the [LESSONS LEARNED](#) section at the end of this manual).

The target of this selection process focuses on individuals who are currently unemployed and who have no involvement with any NGO. This assists in finding people who are most likely sustain commitment to the Minor Fixing objectives.

When community members express interest in becoming Minor Fixers, they are requested to note their name, community sector, tent number, contact information, gender, age, and most importantly, interest, availability and commitment to becoming a Minor Fixer.

Once details on Minor Fixer interest are collected from the community and assessment team, the Senior Mobilizer and Community Leader review these applications. Note that once community level program leadership is in place, the Minor Fixing Community Trainer and Mobilizers conduct an application review. (Full description of Team Members for the Minor Fixing Program can be found in the [PROGRAM COMPONENTS](#), Section 1).

Those applicants meeting the criteria detailed below - with particular focus on expressions of interest as to why becoming a Minor Fixer is important - are called in and interviewed. Candidates most aligned with program objectives are selected for Minor Fixer training.

Qualifications and requirements for participation include:

- A targeted gender balance (50:50 men and women);
- Of age and aptitude to fully comprehend Minor Fixer skills, possessing the ability to carry them out across the community, yet young and physically able enough to perform the active work required by minor trainers such as walking across the community, carrying equipment and working in hard to reach spaces;
- Particular interest in learning a new skill;
- Willingness to work voluntarily, absent of the prospect of income generation, and for the benefit of the community for the duration of time applicant resides there;
- Understanding of the importance of this type of work and its impact to the overall community;
- Demonstrated ability to communicate effectively and work well with others.

Minor Fixing Initial Training Session

Once the first round of 8-10 Minor Fixing candidates are selected, the Classroom training component begins. For full details of the training course, please reference the Minor Fixer Training, Section 6, under [PROGRAM COMPONENTS](#).

The Trainer conducting this first round of Minor Fixing Training should possess basic plumbing knowledge and be experienced in performing such endeavors, as well as demonstrating the ability to train others.

After completion of the initial Minor Fixing training, generally one week duration, and once an exemplary trainee has been selected as the **Minor Fixing Community Trainer**, the initial Trainer will



Minor Fixing Training Session

work with this person as a **Trainer of Trainers** to enable the Community Trainer to continue to build up the Minor Fixing program team.

Following the Classroom training, the Practical sessions begin and the Minor Fixing program moves to Phase III.

PHASE III: MINOR FIXING FIELDWORK INITIATION

Practical Section of Initial Minor Fixing Training

Moving from the classroom to the field to put new skills to use can be daunting for newly trained Minor Fixers. Working under the guidance of the Trainer, the Minor Fixer trainees begin addressing issues identified during WASH assessments in the community.

A full description of the practical training is detailed in Section 6, Minor Fixer Training, under the [PROGRAM COMPONENTS](#) section. After the practical training is complete, the first Minor Fixing team graduates.

Minor Fixing Prior to Leadership Selection

To ensure the first round of Minor Fixer graduates gain sufficient experience to enable them to oversee future Minor Fixers, it is best for them to work for a period of at least one (1) month prior to moving to the next phase of this program. However, flexibility on this timeframe is recommended, as additional time may be needed depending on the experience gained, and other factors influencing acquiring such knowledge including context, community acceptance and the local operating environment.

PHASE IV: MINOR FIXING LEADERSHIP SELECTION

Once the new Minor Fixing team has gained approximately one month of experience and is beginning to feel comfortable supporting the community with their new skills, and the program is demonstrating benefit to the community, Minor Fixing program community leadership selection begins. An Organizational Chart for Minor Fixing Program Structure can be found in the [PROGRAM COMPONENTS](#), Section 3.

Minor Fixer Community Trainer

As the Minor Fixing team gains experience, the intention is that the community leader selected demonstrates the ability to evolve into the role of **Community Trainer**. The Trainer then works with this person to enable them to conduct future trainings.

In building the capacity of the Community Trainer, one of the most important aspects of their new skills is *communication*, as they must be able to successfully lead a team and communicate effectively with them, as well as with the surrounding community.

In the event that the selected Community Trainer is not suitable for the role, then a new community leader must be selected, nonetheless, the existing team of Minor Fixers can still continue with their work so time is not lost.

Minor Fixer Community Mobilizers

During the first phase of the project, Minor Fixers who demonstrate the strongest ability to work well with others and emerge as natural leaders amongst their colleagues are selected to become **Community Mobilizers**. These team members receive additional training to work with the **Community Trainer**.

Collectively they oversee the Minor Fixing teams, and serve a quality control role in supporting the Community Trainer review the work of other Minor Fixers, thereby ensuring issues are fully resolved.

Community Mobilizer training does not involve a specific methodology other than to build upon their knowledge and experience as Minor Fixers, and to work with them to become proficient at transferring their knowledge to others. Communication skills are a big part of this process; having them shadow the Community Trainer during training sessions and then take on a more leading role over time, has proven effective.

PHASE V: MINOR FIXING PROGRAM CYCLE

PHASE I

MINOR FIXING PROGRAM INITIATION & COMMUNITY ENDORSEMENT

The Minor Fixing Program Cycle begins once the first round of **Minor Fixers** have been trained and are fully operational in the community, the Minor Fixing **Community Trainer** and **Mobilizers** have been selected, when the community begins to experience the benefits of this program.

PHASE II

MINOR FIXING TRAINING

At this stage the **WASH Committee** should be established, and regular meetings set up after approximately one (1) month of Minor Fixing work. Reference the [PROGRAM COMPONENTS](#) section on WASH Committees and WASH Committee meetings for more details.

PHASE III

MINOR FIXING FIELDWORK INITIATION

In the event the Minor Fixing Community Trainer and/or Mobilizers are not yet selected, the organization's **Senior Mobilizer** can lead these meetings. Existing Minor Fixers will still represent their respective sectors to facilitate WASH coordination across the community.

PHASE IV

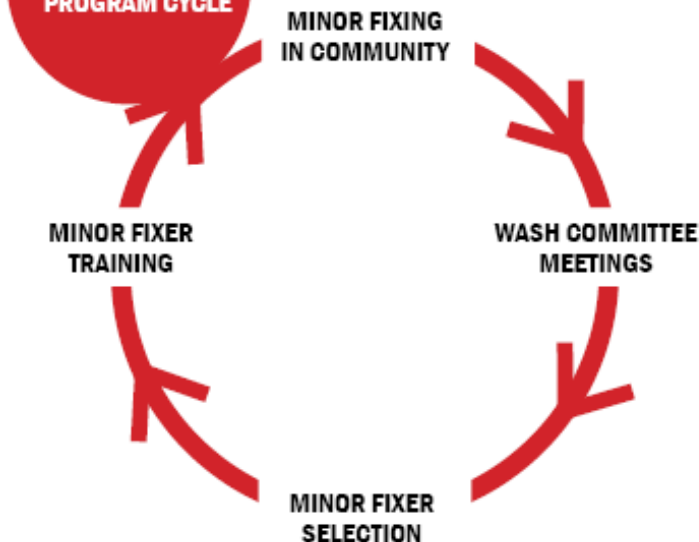
MINOR FIXING LEADERSHIP SELECTION

The next round of Minor Fixing program participant selection can begin in preparation for the next round of training. It is important to note that once the community experiences the benefits of this program, ideally many people often express interest in becoming Minor Fixers. As and when this occurs, reference back to the *Minor Fixer selection criteria* to guide subsequent selection of Minor Fixing Trainees.

PHASE V

MINOR FIXING PROGRAM CYCLE

Future Minor Fixing program trainings follow the cycle described in this manual.



QUALITY CONTROL

Minor Fixer Groups

Minor Fixers are divided into groups of four (4) and are dispatched to a sector to address reported WASH-related problems. Only two (2) Minor Fixers enter a household at a time, in order to respect personal space and avoid overcrowding. However, the team of (4) Minor Fixers work in the same general area of the community to support one another as needed.

Home visits

Either the Minor Fixer Community Trainer or the Minor Fixer Community Mobilizers visit each home where minor fixing repairs have taken place. The purpose of this visit is to check the work and to ensure that the issue reported is fully resolved.

Evaluation sessions

Evaluation sessions are held on a daily basis to review the work of the Minor Fixers. The Community Trainer reviews the sheets completed by each Minor Fixer group after the day's site visit to evaluate work quality. In RI's experience, the Community Trainer will address each group of Minor Fixers asking, "tell me what you have done today?" The Community Trainer cross-checks the responses with the Minor Fixing Reporting Document, and the work of each group is discussed across the entire Minor Fixing team. This helps in reviewing any outstanding issues, ensures that each problem is resolved and that any follow-up needed is duly noted. For example, in the Darashakran context when one of the forms stated, "there were no faucets" the Community Trainer inquired as to how this was possible, and if there actually were no faucets, why had the Minor Fixer not replaced them? This household was noted for immediate follow-up the next day.

MONITORING & EVALUATION

Data is collected at each step of the Minor Fixing program.

When WASH issues are reported, Minor Fixers visit the household and log the issue on the form in Annex 6: *Minor Fixing Issue Tracking Sheet*.

When the issues are resolved, Minor Fixers record the repairs or replacements made and obtain the signature from the household confirming the fixes, using the form in Annex 7: *Minor Fixing Issue Resolution Tracking Sheet*.

On a daily basis, one of the Minor Fixing Community Mobilizers records this information in the computer and data is collated to measure program progress, number of repairs and number of fixes. This information is then compared with the Stock Room Log Sheet on a regular basis.

During the WASH Committee Meetings, the Minor Fixer Community Trainer reports on the total number of fixes, broken down between repairs and replacements, having occurred since the last meeting.

TRANSITIONAL STRATEGY & SUSTAINABILITY

As it eventually hands-over activities to the community, an organization's successful exit from the Minor Fixing program depends on the extent to which a sense of ownership and independence has been instilled in carrying out program initiatives. However, building the capacity of the Minor Fixing Community Trainer and their team of Minor Fixers in order that they continue initiatives in the absence

of external organizational support is a difficult proposition; it is apparent that certain aspects of the program rely on external support. Not only do household water-related issues constantly arise, but many community populations are also in a continual state of flux. Given the delicate status of refugees and IDPs who have fled their homes and face extreme economic hardship, combined with the economic strain experienced by most host governments, external support is generally required for continued program support. As a result, a full exit strategy with the expectation of continued program success is deemed unlikely for the following reasons:



Minor Fixers Working on Health Center Tank

- Minor Fixing trainings must continue to meet the needs of the evolving community situation, which often requires the provision of additional toolkits and spare parts for use. Without external support, many families will be unable to afford these resources and Minor Fixers will not be able to carry out their fixes as effectively as has been described.
- The tools within the toolkits themselves require replacement over time, and while certain families may be able to replace select items, many are unable to do so. As mentioned, if Minor Fixers are without a fully functioning toolkit, they will be unable to meet their objectives and may even drop out of the program as a result.
- Staff retention may be challenging. Whilst some families are able to provide for themselves by having found income generating activities available to them, many vulnerable families are likely to exist in the intervention location, who seek financial support. Increasingly, many families or their male counterparts have been migrating abroad in the hopes of one day bringing their families with them.

In the interest of Minor Fixer program sustainability, options to reduce programmatic costs could include setting up a 'supply shop' within the community, where members can pool resources to provide spare parts and replacement tools to those who need them. External organizational support may also be reduced to just one person in a monitoring capacity. However, it is difficult to envision the Minor Fixer Community Trainer and the Minor Fixer Community Mobilizers dedicating as much of their time to voluntarily run the program, regardless of personal commitment to minor fixing. In the absence of economic support for their time, they would inevitably dedicate their efforts in search of alternative ways to support their families economically.

PROGRAM COMPONENTS

This sections identifies key program components and provides a detailed description as how they fit in to the overall Minor Fixing concept.

TEAM MEMBERS FOR A MINOR FIXING PROGRAM

per 10,000 people, approximately 2,400 households

Position	# of Pos Req	Description
Community Trainer	1	Community member to oversee the Minor Fixing program implementation. This is a person who is committed to improving the situation, is solution-focused and willing to drive issues forward to resolution. Additionally, it is vital this person has the ability to work with and manage others effectively. Ideally the Community Trainer is a natural leader, who community members already follow. This position receives a salary from the implementing agency.
Community Mobilizers	3	These Mobilizers focus only on the Minor Fixing program and the community raises issues directly to them. The Mobilizers then feed these issues to the Community Trainer who establishes the schedule to deploy Minor Fixers to address the issues. Community Mobilizers also conduct team assessments of tents and then link with Minor Fixers. These positions receive a small salary from the implementing organization.
Minor Fixers	Mult.	Community members are trained to make repairs to the community water network at the household level to water distribution networks. These team members work voluntarily , with the training, tool kit and acquired skills accounting for remuneration.
Junior Mobilizers	Mult.	These community-based Mobilizers are focused primarily on raising awareness on all issues such as Health, Hygiene, Education and WASH initiatives, as well as conducting assessments to determine overall community needs. While these Mobilizers are not directly part of the Minor Fixing program, the benefits of cross-sector programming is important to note. Junior Mobilizers receive a small pay incentive from the implementing agency.
WASH Senior Mobilizer	1	Full-time position based in the community/target location. This position drives leadership selection and oversees project implementation on behalf of the organization. Once the program is fully established and running effectively, the goal is to be able to handover to the community. This position receives a salary from the implementing agency.

THE MINOR FIXER

Additional to the overall advantages of improved community-led network water management, the benefits of becoming a Minor Fixer on an individual level include the acquisition of a new skillset that can be applied as an income generating opportunity, and the experience gained in working with an

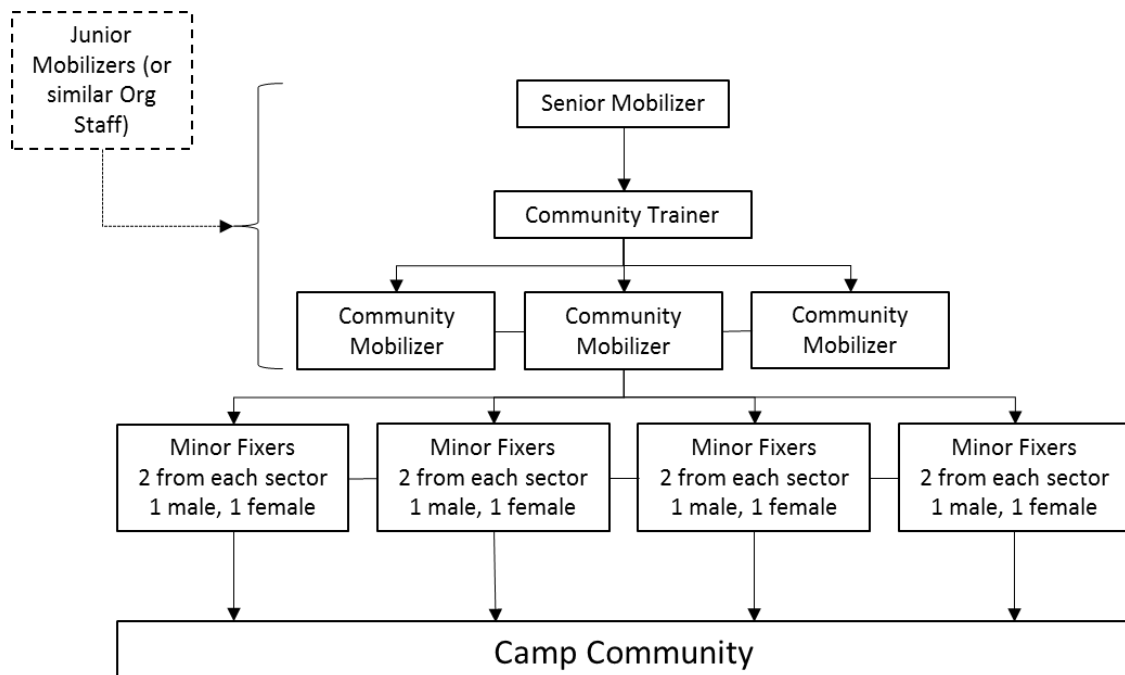
NGO. Additionally, there are clear psychosocial benefits of involvement within this program, particularly given the lack of activity and boredom faced by many refugee and IDP community members.

Minor Fixers work in small teams of approximately four (4) people: two (2) men and two (2) women. Working in teams facilitates information exchange and support as they go about their work, and increases coverage across different camp sectors. The importance of gender inclusion is discussed in more detail on the following page.



Minor Fixers Changing the Faucet (Mixer) in a HH

PROGRAM STRUCTURE



SOCIAL CAPITAL, SOCIAL COHESION & COMMUNITY ENGAGEMENT

One of the reasons Minor Fixing in Darashakran camp has been so successful is due to the social capital developed over the time spent working with community members. RI's community-led model is proven, developed over time, and creates an environment of trust with community members based on two-way communication and mutual respect, facilitating vital community engagement on the issue of Minor Fixing. As a result, time investment to build social capital is an essential part of creating social cohesion - both within the camp context and between community members and the implementing organization. Such cohesion factors also contribute to an improved gender balance throughout program integration.

Owing to its positive impact on community engagement and cohesion, this program is particularly beneficial in diverse communities because it so effectively builds cohesion around communally shared properties.

GENDER

Social Capital and Gender

Awareness campaigns promoting female participation and the benefits thereof are integral to the success of this project. Through RI's experience in Darashakran, awareness campaigns targeting the household level and conducting house-to-house visits have proven the most effective means of encouraging the participation of women. Additionally, based on RI's experience, every community hosts families who are more open to women participation than others. Working with these families has proven very successful at increasing female participation in general - as the program gains traction, benefits to the community and to women themselves becomes more tangible.

Evidence of Female Participation Benefits

During its early stages, men largely objected to the suggestion that women be trained as minor fixers. Women reported men stating, "What are you doing fixing faucets, go cook something" and, "a lady coming to fix the faucet, no way" but over time, there has been a great shift in their acceptance as Minor Fixers. Female Minor Fixers report that community members (particularly female) currently actively select female Minor Fixers over their male counterparts. In addition, the success-rate is better among women; during training female test scores are typically higher than that of their male counterparts. Popularity for women Minor Fixers has grown, and now men are not only sending their wives to participate, but their daughters as well.

Women as Minor Fixers

Minor Fixers typically travel in pairs or teams of four (4) comprising of two (2) women and two (2) men. This enables the Minor Fixers to address any issues they come across regardless of whether the household is male or female-headed. For example, should a woman be alone in her house when fixing needs to take place, the female Minor Fixers can thus easily enter to address the problem. As a result, female Minor Fixers are vitally important in ensuring the success of this project, as in many cultural contexts it is inappropriate for a woman to be alone with a strange man in the house.

In addition, the skills developed through becoming a Minor Fixer provide the women with a potential income generating opportunity, and represents a skillset that they carry with them for time to come.

The psychosocial aspect of participation offers women (and men too) a way to remain active and engaged in the community, particularly in camp-settings where boredom and inactivity often prevail.

Last but not least, becoming a Minor Fixer furnishes women with the necessary skills to fix issues within their own home, and imparts a sense of independence and empowerment. Darashakran's female Minor Fixer participants reported that, prior to being trained, if something broke within their own home, they would often have to wait over a month for the issue to be fixed. Now, they can fix it themselves and help their neighbors, contributing to the overall efficiency of the community water network.



Minor Fixers talking with community members

MINOR FIXER TRAINING

Components

- Classroom/Theoretical module – 6 days, description below
- Practical/Hands-On module – 6 days, description below
- Exam – Oral or written depending on literacy of participant (literacy not required)

Setting the Tone

During the first day of training, the **Community Trainer** explains to the class how their training and performance will be evaluated, based on two parts: their **participation** during both the classroom and practical stages, and their **exam** results (though, it is important to note the exam is not the complete measure of performance).

There have been instances in RI's Darashakran Minor Fixing experience where trainees performed poorly in the exam but showed extensive efforts in participation, learning and skill application. In cases where these qualities are strong enough, the trainee may still become a Minor Fixer. However, in instances where it is obvious the trainee is only motivated to attend in order to receive a toolkit, then they are encouraged to focus on other activities separate from the Minor Fixing program.

Attendees

Trainings typically consist of approximately 20 trainees and a gender balance is sought

Classroom/Theoretical Section

Schedule

The Relief International Darashakran Minor Fixing training sessions ran from 9am – 2pm, with regular breaks and refreshments throughout.

Content

This section covers the **technical components** of what to fix and how to do it. Reference Annex 2: *Toolkit Inventory List* for a full list of tools involved, and the *Minor Fixing Training Power Point* for full details. As reported by the Minor Fixers themselves, one of the most important aspects of training is the classroom session where trainees become familiar with all the physical pieces of equipment and tools which make up the toolkit. Demonstrations using these help trainees understand how the pieces of equipment fit together, and which tools should be used. Both men and women trainees independently agreed on the importance of this point.



Minor Fixing Training Session

Communication skills

Carrying out individual and group presentations and ensuring open discussion during the classroom period have proven extremely beneficial to program participants. Basic communications skills learned during this time are then reinforced during the practical period. The idea of always being respectful and empathetic - even when confronted by angry households - has helped to facilitate the Minor Fixing objective. Trainees noted during the communication section, that content was not gender specific but general to all participants.

Classroom Engagement

Throughout training, the **Community Trainer** should regularly engage the class with questions, asking for explanations on the content covered. This type of instruction serves two roles:

1. *To engage the class ensuring participation by all trainees.* Such direct engagement keeps the class more active and provides the opportunity for trainees to put their new knowledge to immediate use, aiding in long term retention. This also allows the Trainer to gain insight into how competently the class is learning the new material, adapting the course content if needed.

2. *To evaluate trainees throughout each day of the classroom training.* The Trainer should take mental note of those trainees who are paying attention, focused and actively learning the new skills, as well as who lacks engagement and appears to be solely interested in receiving a toolkit. RI recommends the trainer meets privately with any trainee who appears to lack interest in the overall Minor Fixing concept. This interaction will provide an opportunity for the Trainer to discuss any problems with the trainee, and to clarify that they either need to engage in the class or move on to explore other opportunities.



Minor Fixing Work Day Review Session

Practical Section

Composition

The Community Trainer assigns an **experienced Minor Fixer** to accompany the new trainees on their practical sessions for the period of one week. If the very first training round of Minor Fixers is taking place then the Senior Mobilizer and Community Trainer (if already selected) fulfill the role of the experienced Minor Fixer.

Content

This section of training provides the opportunity for recent trainees to apply and refine their skills under supervision of the Trainer, whilst offering current trainees the ability to practice their newly learnt skills.

Communication Skills

During this section of the training, trainees also have the opportunity to refine their communication skills such as: how to approach a family, how to identify and understand issues concerning water in the home and how to work closely with the family and their team to facilitate successful minor fixing and continued communication and collaboration. The Trainer should also note the level of engagement and effort on behalf of the trainee. As the program progresses, Minor Fixers will feedback to the Community Trainer regarding trainee engagement and effort. This information is an integral part of the final evaluation.

Technical Skills

As mentioned, Minor Fixers who have already ‘graduated’ and received their certificates accompany the new trainees on house visits, as assigned by the Community Trainer. The experienced Minor Fixers

provide guidance and answer questions as the newly trained Minor Fixers put their new skills into action.

End of Training Exam

To administer the exam, the **Community Trainer** reads the exam questions and the trainees write their answers on a sheet of paper. The exam should change slightly overtime to incorporate different aspects on which to test newly acquired knowledge. Three sample exams are provided in the Annex.

In instances where a participant is illiterate, someone can write for the participant, recording the answers as dictated. Inclusion of illiterate Minor Fixers is considered a programmatic success and is important given the varying contexts in which this program may be implemented.

After the test, the Community Trainer evaluates the responses. As mentioned at the beginning of this section, the exam score should be evaluated alongside the participation record of the related trainee.

Based on the RI's Darashakran camp Minor Fixing experience, the following scenarios worked best for the Minor Fixing team:

Good exam score and good class participation → Trainee receives 'Certificate of Completion' and toolkit

Good exam score and poor class participation → Trainer discretion on whether or not to approve trainee for Minor Fixing, keeping in mind the importance of communication and commitment to the program. Hopefully, this situation will be addressed prior to the end of training

Poor exam score and good class participation → Trainee receives 'Certificate of Completion' and toolkit

Poor exam score and poor class participation → Trainee is requested to find different opportunities. Hopefully, this situation will have been identified and addressed prior to the end of training

Frequency of Trainings

The frequency of the training program cycle depends on community context, budget availability, and community interest and availability. Theoretically, since training sessions last for a full two weeks, it would be possible to do one round of Minor Fixing training per month, depending on organizational, donor and community requirements.

Minor Fixing Certificate

It is important to provide successful trainees with a certificate of completion. The certificate serves as validation of their accomplishment, as well as verification for future opportunities and skill building.

THE TOOLKIT

All members who successfully complete both the classroom and practical training modules with solid participation and Minor Fixer commitment skills receive a toolkit to take home. As part of the process, the graduates agree to use their newly acquired toolkit and skills in order to service and benefit the community. This point is part of the C4D approach which is stressed during the training.



Minor Fixing Toolkit

SPARE PARTS

A supply of important spare parts must be maintained in the community for use during the Minor Fixer's daily activities. Spare parts are provided for free to families who cannot afford to purchase them on their own. Specifically, such families include those who are most vulnerable and unable to engage in income generating activities, particularly those who are disabled, widowed, female-headed households with children and the elderly.

Nonetheless, if the family has the means to purchase the spare part(s), they are encouraged to do so. While this may prove challenging in reality, explaining how funds are limited and used to provide parts to those who are most vulnerable has proven an effective methodology.

WAREHOUSE FOR TOOLS AND SPARE PARTS

As part of the program it is necessary to have a small warehouse in which to safely keep tools, toolkits and spare parts.

For warehouse inventory management, RI recommends keeping a log book to capture the following information:

- Date
- Item needed
- Quantity needed
- Tent/Household number
- Recipient name

A sample of Darashakran camp's warehouse log book (in Arabic) can be found in Annex 8: *Stock Room Log Sheet Example – Arabic*.

The usage log of warehouse material should align with issue/repair log sheets and can be spot-checked to ensure accuracy in inventory management.



Minor Fixing Warehouse

PROCUREMENT OF TOOLKIT COMPONENTS AND SPARE PARTS

A qualified program representative should attend the local market to procure relevant spare parts and toolkit equipment, if the quality is sufficient. It must be stressed that in evaluating the procurement, whilst cost is a factor, quality of equipment purchased is also important. At least three (3) quotations should be gathered and overall cost and quality of each option rated together.

For the majority of markets, RI warns against using price as the only comparison due to the compromises this makes on quality. Purchasing the cheapest available parts often results in equipment failure, and regularly having to replace tools and spare parts places an economic burden on project budget as well as the communities themselves. In addition, frequent failures contribute to water network draining due to related delays in repair.

WASH COMMITTEES

WASH Committees are an important component to Minor Fixing programs as they facilitate communication on WASH-related issues across all community stakeholders.

The role of the WASH Committee is to serve as the focal point for all WASH issues in the community. The committee serves as the voice of the community – a channel through which to raise issues to community management stakeholders, gain traction on resolving them and monitor connections on a regular basis. Overall, the committee is a forum for collective advocacy bringing together and highlighting all issues, leading to a stronger unified voice. In Darashakran WASH Committees meets bi-weekly.

An experience in Darashakran illustrates the effectiveness of a well-functioning WASH Committee: a water pump broke in one of the camp sectors, leaving approximately 10 households without water. This sector reached out to the WASH Committee members from their sector who then immediately contacted the Community Mobilizers. The Community Mobilizers dispatched a team of Minor Fixers to the area and within a couple of hours, the problem was solved. Without this system, these houses may have been without water for multiple days.

Composition

The WASH Committee is comprised of a male and female member from each sector of the community to represent their particular sectors issues and needs. Ideally, participants from the sector include people who have graduated from the Minor Fixing training program and are involved in the community as Minor Fixers. However, not all members need to be Minor Fixers; it is important to ensure equitable representation across the community. Additionally, RI recommends that the WASH Senior Mobilizer (or similar position from the NGO), the Community Trainer and at least one of the Community Mobilizers attends the meetings. While care is needed to ensure the meetings do not become too large, which would make them unmanageable, it is also necessary to balance composition to ensure adequate representation from all community sectors.

A good example from the Darashakran context is the addition of the Kobani refugees to the Darashakran camp, who arrived in Darashakran camp approximately a year after the camp was established. To ensure WASH Committee representation for this new community sector, Kobani community leaders were identified and immediately included in the WASH Committee Meetings.

Representation

It is necessary to ensure representation from all community sectors, ideally one male and one female from each area. As the community grows, it is important to add to the Minor Fixing program as it provides an outlet for new community members to have a positive contribution fostering community cohesion and integration.

The **Minor Fixer Community Trainer** and **Minor Fixer Community Mobilizers** should visit newly arising sectors and meet with families household-by-household. The Minor Fixer program should be explained to new arrivals in the community, sector leadership identified, and potential community members selected for Minor Fixer training.

WASH COMMITTEE MEETINGS

Ideally the WASH Committee meets every two weeks.

The **Senior Mobilizer** convenes the bi-weekly WASH Committee meetings whilst the **Community Trainer** leads the meeting reporting on all activities that occurred since the last meeting.

Each community sector must be aware of who the WASH Committee meeting members are and how to approach them with issues accordingly. These details can then be shared during the WASH Committee meeting, which informs the actions of the Minor Fixing team.

In addition to these meetings, day-to-day liaison with RI staff ensures coordination of daily minor fixing tasks as required by the community.

Committee meetings comprise of NGOs, both national and international, the UN in the form of UNHCR and UNICEF, Camp Management and Camp Administration, and the Iraqi Government.



WASH Committee Meeting

CAMP COORDINATION MEETINGS

The Camp Coordination meetings involve all stakeholders in the community related to overall community functioning and are setup and run by the Camp Manager. These meetings provide an important platform on which all stakeholders can discuss current activities across all humanitarian sectors, identifying needs and coordinating activities to prevent duplication of efforts.

C4D

UNICEF's C4D methodology is used as a vehicle to establish rapport with families, to provide comprehensive insight into community needs, and to lay the foundations for trust and collaboration.

WASH

Addressing WASH issues in partnership with the community facilitates the integration of the Minor Fixing program. Conducting WASH assessments, as well as WASH, hygiene and gender awareness campaigns are integral to building a comprehensive community-based approach.

OTHER – HEALTH, EDUCATION

Information feeds into the Minor Fixing program from all areas of need. For example, in the Darashakran context, schools would discuss with the Hygiene Committee the certain issues they were experiencing related to water supply. The Hygiene Committee would then communicate these issues to the Minor Fixer team and Minor Fixers were dispatched to the school to solve the related issues.



Minor Fixers Discussing Issues with Community Members

WATER QUALITY MONITORING

In the Darashakran camp project, Water Quality teams were separate from Minor Fixers, however, RI recommends integrating Water Quality Monitoring into the Minor Fixing program, as the two are interrelated. It is logical for water quality testing to be carried out by the Minor Fixer teams who can report results directly at WASH Committee meetings. Water quality monitoring acts as an important indicator on any WASH problems affecting the community. Any water quality issues identified can be swiftly reported to the Minor Fixing Community Mobilizers who can arrange for a Minor Fixers team to address the problem.

NEW COMMUNITY SETTING – BAHARKA

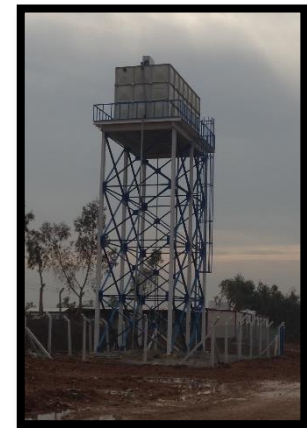
COMMUNITY SETTING

Baharka is an IDP camp located on the outskirts of Erbil, Iraq. At the time of writing it comprises of just over 4,000 people (approximately 800 families). An important factor to keep in mind when working in an IDP community is the fluctuating population movement which can be anticipated, since IDPs often consider their location as temporary, and typically have more connections within the country than refugees, hence having greater abilities to move out of the community.

In addition, the composition of a community may differ greatly from that of Darashakran camp. While Darashakran is made up primarily of Syrian refugees, Baharka hosts Iraqi IDPs with varied ethno-religious backgrounds, including Muslims, Yazidis, Kurds, and Arabs from different parts of Iraq, as well as Palestinian refugees. Many of the IPDs are from Mosul, with others coming from Ramadi and Salahaldin. Baharka camp's varied demographic thus presents a new set of challenges in initiating the Minor Fixing program.

COMMUNITY EVOLUTION

Baharka camp has undergone a number of evolutions in its development, and still remains fluid. When the camp first opened, IDPs were housed in a large warehouse as the emergency situation permitted little time to create housing. Tents were rapidly set up in sub-standard conditions and absent of slab bases; about 300 families were moved into these conditions. However, over time more structured accommodations were built in alignment with SPHERE¹ Standards, including certain prefabricated units and tents with cinderblock kitchens and latrines.



Baharka camp's main water storage tank

¹ The Sphere Handbook, Humanitarian Charter and Minimum Standards in Humanitarian Response, is one of the most widely known and internationally recognized sets of common principles and universal minimum standards in life-saving areas of humanitarian response. (<http://www.sphereproject.org/about/>)

COMMUNITY WATER NETWORK

The Erbil Refugee Council and the Iraqi Directorate of Surrounding Water - both part of the Government of Iraq - are responsible for the community water network supply, managing boreholes and related chlorination.

However, household/domestic water supply does not currently have an oversight body responsible for its maintenance, which is why Relief International is planning to establish the Minor Fixing program.

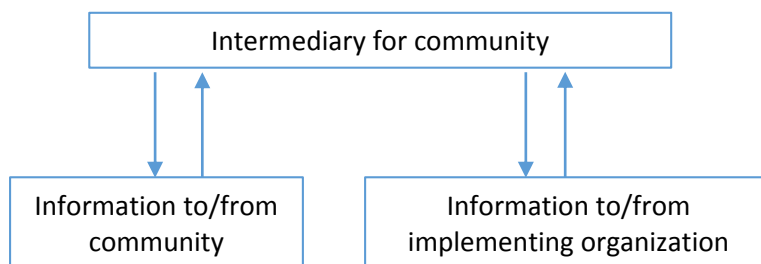
COMMUNITY SURVEY

Following an assessment of household water supply situations in Baharka, the need for a Minor Fixing program immediately became apparent. Many families reported that faucets were broken or leaking, and those that were able to purchase new spigots still lacked the components to mix the hot and cold water.



A household tent in Baharka Camp

MINOR FIXING PROGRAM CONSIDERATIONS



Community WASH status information flow, through intermediary

When implementing a new Minor Fixing program in a diverse context, one of the key recommendations is to identify an **intermediary** from the community who is willing to share information with the implementing organization regarding the community's WASH status, and vice versa. This same idea is presented in this manual's [PROGRAM COMPONENT](#) section.



Water tanks outside pre-fabricated Baharka household container

LESSONS LEARNED

SUCCESSES

Minor Fixer Participation

Prior to the Minor Fixing program, if a family was in need of WASH-related repairs, they had to find someone with the ability to fix their problems and often needed to provide them with some type of payment, which often proves difficult in community settings where families have little to no income. However, Darashakran camp members now report that there are so many well trained Minor Fixers that payment is no longer necessary - to the ultimate benefit of the community and its water network.

Literacy Doesn't Matter

In the Darashakran context, there are examples of successful Minor Fixers who have completed the Minor Fixing training in spite of their illiteracy. This is vitally important for future Minor Fixing programs as participants are able to form part of the Minor Fixing team regardless of their literacy ability, who may otherwise have limited skill-learning opportunities.



Minor Fixing team heading to address water network issues

Reduction in illegal connections

The Darashakran camp has experienced a drastic reduction in illegal water connections since initiation of the Minor Fixing program. RI staff attribute this achievement to program success at the household level, as well as community sensitization initiatives on the importance of effective water network management. A more reliable water supply, combined with community ability to positively impact their water network, are key ingredients to program success.

Rapid response to issues as they arise

At the management level in Darashakran, RI's rapid response to Minor Fixing related issues has been noted as contributory to the overall success of the project. The WASH Committee's ability to collect information on water-related issues and then dispatch Minor Fixers to address them has greatly reduced WASH-related problems within the community. It has also providing a centralized forum within which people report issues, as opposed to seeking assistance from overall camp management.

Flexibility of Implementing Organization

RI's ability to swiftly respond to problems as they arise has enabled new needs-based ideas to develop and to move quickly towards implementation.

Flexibility in Response to Donor Need

RI had successfully implemented a prior PCA with UNICEF using the C4D approach to address hygiene, health and water quality monitoring in Darashakran camp, and was able to evolve programming to meet additional WASH-related needs identified.

Flexibility in Response to Community

RI's Darashakran team was able to identify urgent community WASH needs based on social capital and cohesion, and created suitable program response to meet to these. The community has expressed particular importance on RI's two-way communication with community members, and a commendable responsiveness to their voiced needs. By developing and maintaining close relations with Darashakran camp members, the organization became trusted that it would follow through on initiatives, thereby facilitating program implementation successes.

Flexibility in Implementation

Minor Fixing team members sometimes leave the community to immigrate to other countries, seeking better opportunities or joining families who reside in other locations. Due to these frequent changes in the target population, it is important that the organization is able to adjust to frequently changing contexts, and to expect some staff turnover.

Flexibility must also be considered in regards to community growth/expansion and the appearance of additional sectors within the community, as was the case in Darashakran with the adding of the Kobani sector. Adaptability to such expansion is significant, in order to ensure inclusion of new community members who must be able to access Minor Fixing services.

Importance of Practical portion of training

During its pilot phase, the practical element of the Minor Fixing training was not so extensive. However, based on feedback from Minor Fixers (both male and female) the practical sessions have become one of

the most effective parts of the training period, as discussed previously in the [PROGRAM COMPONENTS](#) section.

Schools and Health Clinic Minor Fixing support

When RI began the Minor Fixing program, the initiative was shared with all community stakeholders including with schools, the health clinics, other NGOs and government representatives. Overtime, as the Minor Fixing program became more popular, the schools and health clinics began to approach RI directly to address their minor fixing support needs.



Minor Fixers repairing school water supply pipe

In one particular instance, a pipe broke at the community school and large quantities of water were rapidly lost. The school contacted Camp Management who immediately called the Minor Fixer Community Trainer. Upon dispatching a team of Minor Fixers, the problem was resolved swiftly, preserving community water network integrity and restoring water supply was to the school.

Another Minor Fixing success story is noted when the camp's school approached the Minor Fixing team to inform them that children were drinking water from the toilet systems, due to inadequate water supply. To address this issue RI's Minor Fixing team provided separate water taps at the school to make a safe water source available to the children.



Minor Fixers repairing health center water storage tank

Concerning the Health Center, there was an instance when the hot water supply was severed leaving the center without this important resource. The Health Center reached out to the RI team directly and a team of Minor Fixers went to there and were able to rapidly restore hot water service to the immediate benefit of community patients and doctors.

Importance of Cross-Sector Programming

A Cholera outbreak in Iraq that was yet to reach the community offers an important example of cross-sector programming achievements. As a Cholera immunization program started, 11 families refused the vaccine. However, due to the close community connections maintained by RI through the Junior Mobilizers, the team was able to address their concerns and educate the families on the justifiable reasons for the vaccine, and ultimately everyone was successfully vaccinated.

OPPORTUNITIES FOR IMPROVEMENT

Toolkits

It must be ensured that funding allows for the procurement of the toolkits prior to the Minor Fixer training. If training occurs when toolkits are not ready, Minor Fixers will be unable to meet their objectives and are likely to rapidly lose their newly acquired knowledge, skills and motivation.



Minor Fixing toolkit components

During implementation in Darashakran, the items included in the toolkit evolved to meet project needs. Initially, simply a socket fusion tool was included, but as the need for a wider range of tools increased, Relief International found it beneficial to expand its contents as currently presented in this manual. Please refer to the Annex [TOOLKIT INVENTORY CHECKLIST](#) for details. Note that depending on the community context and environment, the toolkit contents should be adjusted to match minor fixing needs within the given context. Additional potential items identified to further facilitate work include the following:

- A flashlight of some type, preferably a hand crank flashlight to avoid the need for regular purchase of batteries. Often, minor fixes are carried out in the dark due to problems occurring at night or because of the irregularity in electricity supply. Additionally, many fixes occur in poorly lit areas and such light would be beneficial.
- A small generator to be centrally located (recommended at the Minor Fixing training location) as many of the minor fixes require tools that require power. Due to frequent irregularities in energy supply in many community contexts, a small generator would allow fixing to occur regardless of energy supply, thereby increasing efficiency of the community water supply network, as opposed to having to wait until electricity is available. RI purchased a small generator during implementation, which was stored in the stock room and taken to sites as needed.



Minor Fixing program generator

Tool Replacement

Originally, the program was such that if something in the toolkit broke Minor Fixers were responsible for replacing it. However, this requirement is often not feasible for people living in a project target areas who have little to no income, hence it is strongly recommended that the implementing organization develops a system to facilitate the replacement of certain tools. Without the provision of such replacements, Minor Fixers often drop out of the program or cannot carry out their work effectively, which compromises the integrity of the community water network and the project itself. RI has helped mitigate this by striking a balance between tool quality and cost effectiveness - settling on higher quality tools for the most commonly used pieces.



Minor Fixers addressing HH supply issue

Minor Fixer Participation

In the first phase of the Minor Fixing program, there was an issue with Minor Fixers taking toolkits and disappearing from the program. To solve this, RI's Minor Fixing training places strong emphasis on evaluating trainees' participation and interest. The idea that the toolkit is not personal property but intended for the benefit of the overall community is also reinforced. Additionally, possibilities for income generation through program participation are discussed including opportunities to use the skills beyond the immediate community, as well as potential future employment opportunities (while exercising caution not to make false promises).

Spare Parts

Access to a full supply of spare parts is a crucial success factor to Minor Fixing endeavors. Should there be insufficient supply, Minor Fixers cannot complete their repair objectives and the efficiency of the community water supply network will remain compromised.

Staff Turnover

Minor Fixer turnover is a reality of working in refugee and IDP communities as family members search for better opportunities, including the Community Trainer and Community Mobilizers. Flexibility is important to accommodate frequent turnover of community members involved in the Minor Fixing program at all levels.

Training

Holding trainings in a suitable venue on-location is an effective way to ensure greater female participation, while also saving costs than if holding trainings outside the community.

Initially training sessions were held for just three (3) days but then were increased to six (6) based on need for more in-depth training and more practical sessions.

Disability Access and Approach

The Minor Fixer program does not currently focus on those with disabilities, other than being available to supply free spare parts and Minor Fixing services to these families. Future iterations of the Minor Fixing program could integrate initiatives to improve access to community resources for members with disabilities.

Gender

In the Darashakran camp there was initial objection amongst many community members regarding female participation. However, as detailed in the Gender section, once the Minor Fixing program became well-known families actively began sending their wives and daughters for training. RI considers this equality in gender participation a particular success.

Incentive Pay for Minor Fixers

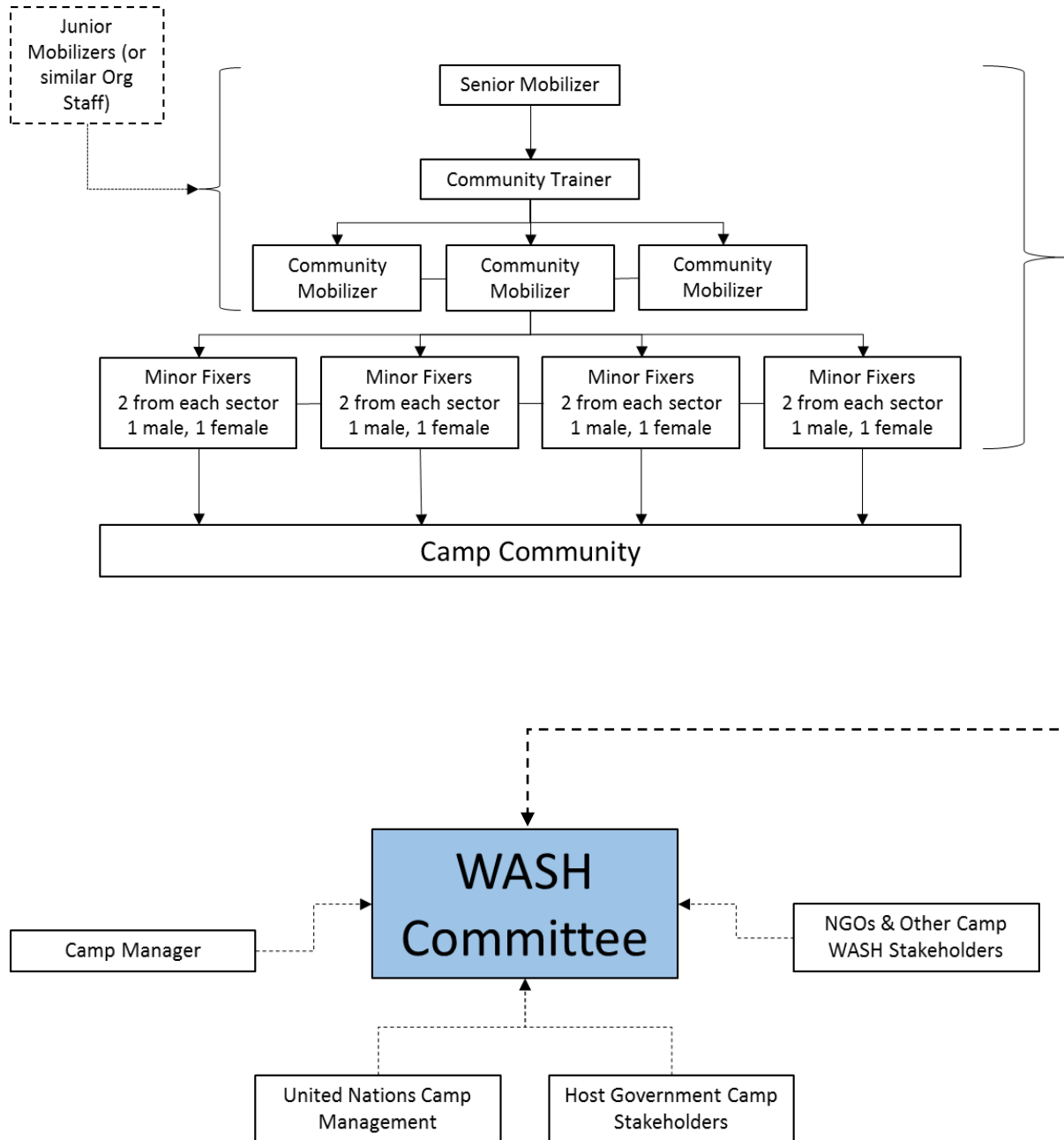
Within the Darashakran refugee community context, most family members are unemployed and looking for means of sustenance. Based on feedback from Darashakran Minor Fixers, a small incentive pay for their daily work would encourage their increased participation. Such an incentive could be carefully measured on a per-fix basis, using the quality control check point described in the Quality Control section of the manual.

Vocational Training Accreditation for Minor Fixing

Minor Fixers have expressed interest in gaining some type of vocational accreditation through the Minor Fixing training. The experiences gained through this program provide recipients with skills they will be able to carry with them beyond their immediate context. In Darashakran, many Syrians plan to either return home to war-ravaged cities, or travel to Europe to begin new lives. The ability to have a certain accreditation for the experiences and skills gained working as Minor Fixers would provide them with potential economic opportunity leverage when they leave the camp and begin to rebuild their lives in other locations.

ANNEX

MINOR FIXING ORGANIZATIONAL CHART



TOOLKIT INVENTORY CHECKLIST

1	Socket Fuser – Plastic Pipe Welder	 <p>PLASTIC PIPE WELDING MACHINE 1500W IMPROVED</p>
2	Pipe Clippers	
3	Angle Grinder	 <p>GWS Professional Angle Grinder ディスクグラインダー مطحنة الزاوية مستعمله سماعة كرنش ان</p>
4	Screw Drivers (Phillips & flat heads)	
5	Wrenches	
6	Epoxy for Binding Steel	 <p>EPOXY STEEL Hardener Leader</p>
7	Clamps	

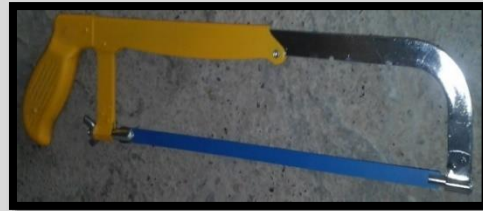
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Drill



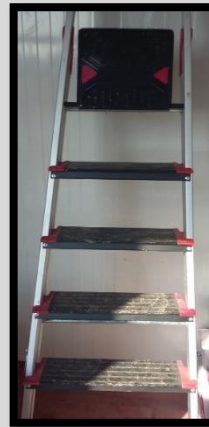
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Hacksaw



10

Ladder – Shared Resource



11

Level



12

Generator

Pictured in Lessons Learned Section

13

Toolkit Box



INITIAL WASH ASSESSMENT SAMPLE DATA

CAMP SECTOR	TENT #	ISSUE	
B	160		0
B	148		0
B	149		0
B	150		0
B	151	tap	
B	152	Tank floater	
B	153		0
B	117		0
B	115		0
B	114		0
B	116		0
B	118	Inner part of Mixer tap + Tank floater	
B	120		0
B	122		0
B	126		0
B	128		0
B	130		0
B	129		0
B	131		0
B	134		0
B	135		0
B	133		0
B	136		0
B	99		0
B	105		0
B	100		0
B	97		0
B	98		0
B	100	Tank floater	

WASH COMMITTEE MEETING MINUTES – SAMPLE

WASH COMMITTEE MEETING

What Meeting:	
When, Where:	
Chaired By:	
Minutes Prepared By:	
Attended By:	

Agenda:

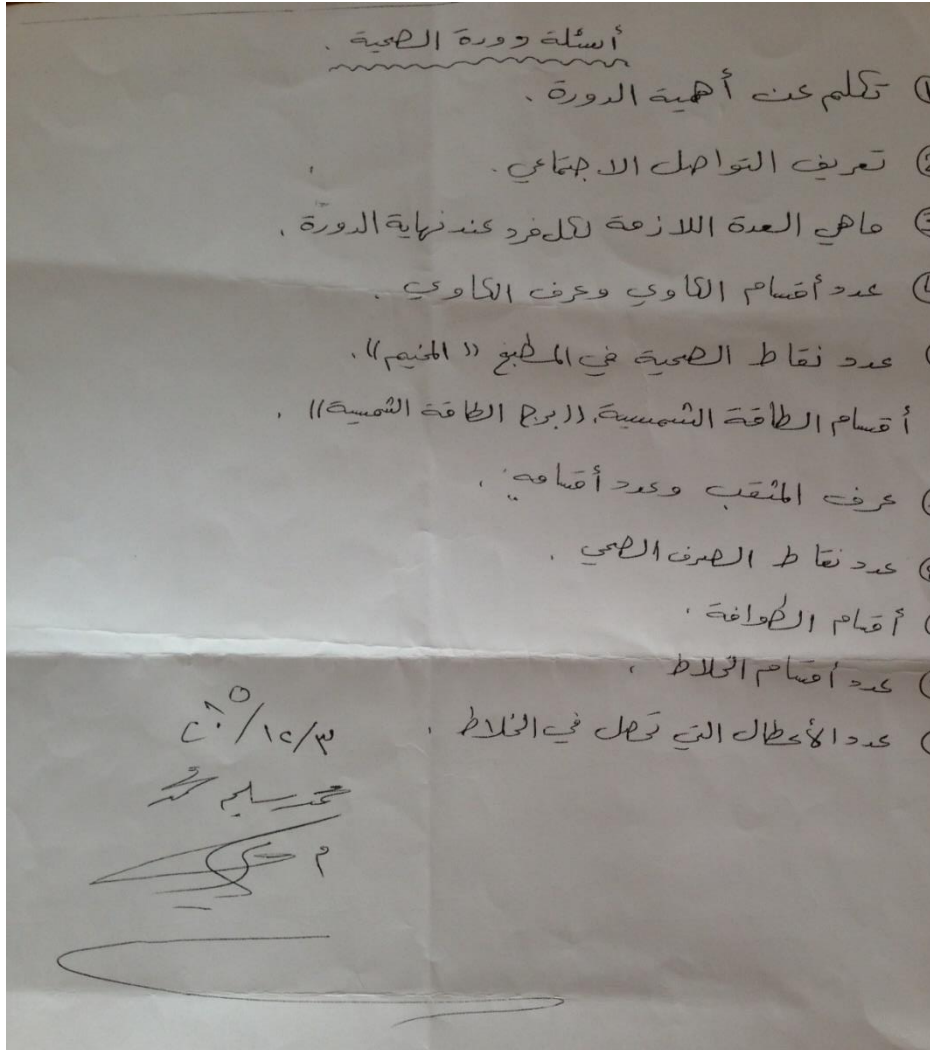
Major Issues Discussed:

Accomplishments: (Add Date)

Action	Number of Fixes	Number of Replacements
Total Number of Repairs		

Action Items:

SAMPLE MINOR FIXING EXAMS, ENGLISH & ARABIC



- Define the [] and elaborate on its major parts.
- What are the main points of the solar device (Solar System device)?
- Define the parts of the floating valve.
- What are the necessary tools needed to carry out major sanitation and sewage network repairs?
- Discuss the importance of the training.
- Define what is meant by the term 'social communication'.
- What are the necessary tools for each trainee at the end of the training?
- How many sanitation points are found in a kitchen (in a camp setting)?
- Define all major points of the sewage network.
- Define all parts of the mixer
- Mention all possible defects of a mixer

MINOR FIXING ISSUE TRACKING SHEET

Minor Fixing Team Name

Minor Fixing Issue Log Sheet					
No.	Date Issue Logged	What Needs Fixing	Household Phone No.	Tent No.	Household Name
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					

MINOR FIXING ISSUE RESOLUTION TRACKING SHEET

Minor Fixing Team Name

Minor Fixing Issue Resolution Log Sheet							
No.	Date of Activity	Fix or Repair	Type of Issue Addressed	Household Phone #	Tent #	Household Name	Household Signature
1							
2							
3							
4							
5							
6							
7							
8							
9							
10							

STOCK ROOM LOG SHEET EXAMPLE – ARABIC

