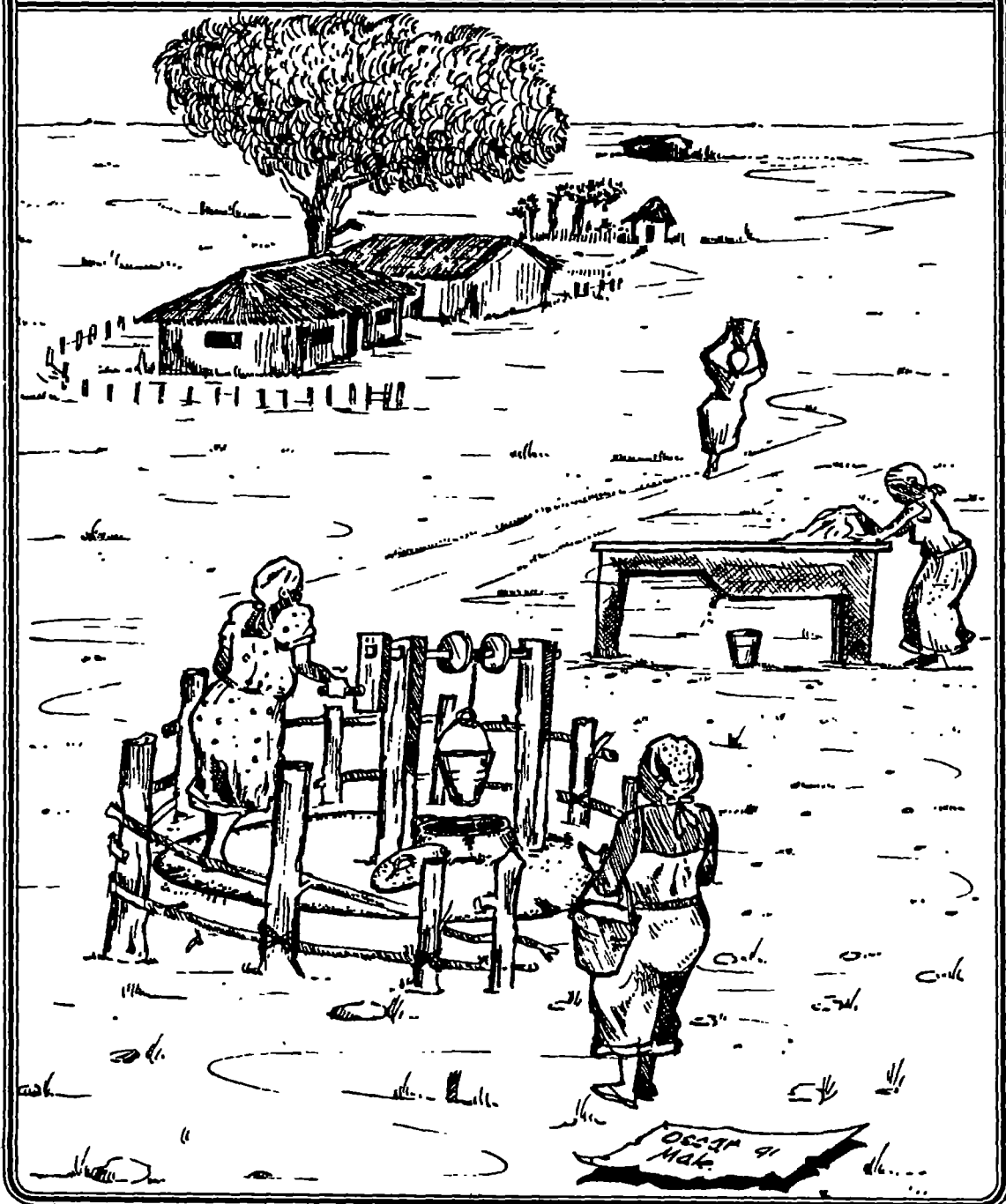




# CONCEPT COURSE

## PARTICIPANTS MANUAL





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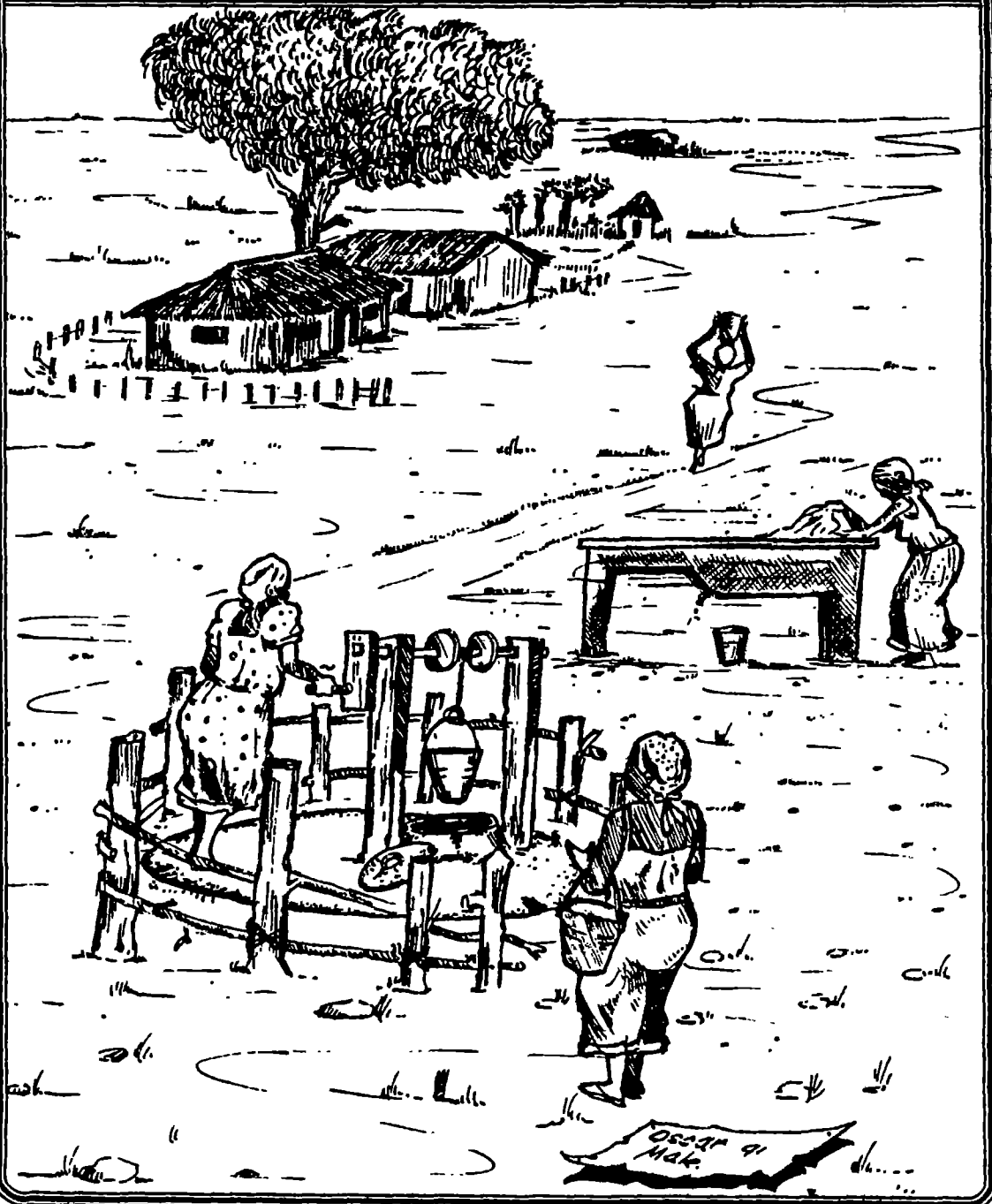
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# CONCEPT COURSE

## PARTICIPANTS MANUAL



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# HESAWA CONCEPT COURSE

## PARTICIPANTS MANUAL

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## **FOREWORD**

**Dear participant.**

**This is your book. We call it the Participants Manual. Most of the text in this book has been written in drama-form. It automatically engages many members of your group. It also makes reading more exciting.**

**Each text has a reference to the lesson number in the timetable. For example, the first text in your manual, the one entitled "Background to HESAWA, basic principles, and definitions", refers to lesson I in the lesson timetable. This means that when you reach lesson I you begin by reading together in roles.**

**Then your facilitator will suggest a couple of activities.**

## LESSON I

### **HESAWA BACKGROUND, BASIC PRINCIPLES AND DEFINITION.**

#### **Introduction.**

This unit shall deal with the HESAWA concept, the history behind the programme, basic principles, programme objectives and definitions.

After this unit you will be able to explain the concept of HESAWA programme in general and its objectives.

#### ***NARRATOR:***

Nyamahanga is one among the 115 villages of Magu district in the Mwanza region. It is in Kahangara ward, in Kahangara division. It is about 15km, south west, from Magu town, 5km away from Musoma-Mwanza main road. There are 390 families with a population of 2346, people out of which 438 are under five.

The villagers are cattle herders and farmers. They produce cotton as their main cash crop and rice, maize and cassava as their staple foods. The only social service available is a primary school. The main problems of this village are a lack of safe water, and health services, both curative and preventive, for which they have to travel 5km away. Other problems are means of transport, and a grain milling machine.

In most village-meetings, the sensitive issue discussed has been the water problem, both for domestic and animal use. Again, today, the same issue is being discussed. In fact, the members of the village council did not understand why the District Water Engineer was not taking any action on their request for water. They decided to write a letter to the District Executive Director, instead of again writing to the District Water Engineer. They wanted a clarification to why action was not taken, more so when HESAWA, which was perceived as a water programme, was already operating in the nearby ward. They did not understand why they should wait as the District Water Engineer's letter had suggested.

After the District Executive Director had received the letter, he called the District HESAWA Coordinator and the District Water Engineer for more consultations. In the meeting, both the HESAWA Coordinator and the Engineer tried their level best to explain HESAWA's procedures and principles, especially on phasing in and out of villages. The District Executive Director was very interested and understanding. But he was worried that this was not well understood by his council. He pointed out that the same problem of complaints will come from other wards in the district. He thought the HESAWA principles and procedures were very good, not only for the HESAWA programme, but also for other rural development projects. Thus they were equally important for members of the council, especially the councilors.



He suggested that they should take the opportunity to explain the HESAWA concept in the forthcoming district development committee meeting, to take place in two days time. Both the HESAWA Coordinator and the Engineer appreciated this and agreed to prepare themselves for the meeting.

The district development committee meeting is held in the council hall. Most members are there. The District Commissioner is the Chairman. Other members are: the District Executive Director, the District Party Chairman, the Secretary, Ward Councilors, Heads of departments, Heads of parastatal organizations, religious leaders etc.

In the meeting there are several items on the development agenda. But the outstanding one is on the water problem. Most wards have taken up that issue. It was at the beginning of the meeting agreed that it would be given priority in the discussions. There are many questions and issues which are to be answered and commented on. The Kahangara Ward Councillor for example, is very much interested in getting to know how the HESAWA programme is operating. This issue takes most of the discussion time. The main speaker is the District HESAWA Coordinator.

Let us go to the meeting hall and see what is going on.

***KAHANGARA COUNCILLOR:***

Thank you Mr. Chairman. I am most pleased for this opportunity. My ward is really suffering from an acute water problem. For a very long time we have now requested the water department to help us, but they have just told us to wait. They always refer to HESAWA and its procedures. Mr. Chairman, I really don't understand how this HESAWA programme is operating in Nyanguge ward in our division. Actually I don't understand it at all, neither in my ward nor in others.

***CHAIRMAN:***

I do understand how you feel, but the issue of water and the HESAWA programme is not the problem of Kahangara alone. I think we should take this opportunity and ask the HESAWA Coordinator to explain more in detail what the HESAWA concept is all about and how the programme is operating. This is for the benefit of other councilors as well, so that no unrealistic requests or expectations arise in the wards. Mr. Coordinator would you please elaborate on this issue.

***HESAWA COORDINATOR:***

Thank you Mr. Chairman. I am grateful for this opportunity to clarify on HESAWA concept and its implementation. I beg your pardon, honorable councilors, if this issue has been frustrating you for some time.

However, the HESAWA concept cannot be elaborated without first touch-

ing upon this programme's background and its history.

As you may know, HESAWA is co-funded by the Tanzanian and the Swedish Government through its Development Authority - SIDA (Swedish International Development Authority). This cooperation has a long history in many sectors of our country's development since independence. The support to the water sector dates back to 1965. It was provided in the form of funds, equipment, materials and personnel assistance. It covered piped water supply projects in all regions of mainland.

From 1976 the Swedish assistance was gradually shifted towards the three Lake regions of Kagera, Mwanza and Mara. It started with a comprehensive water master plan for the three regions, prepared in 1978.

Up to this time, ladies and gentlemen, you must have noted that we are still talking about water support. With time, the contents of the 'support changed substantially. Besides covering shallow wells, improved traditional water sources, gravity schemes, solar or electric powered water schemes, integrated water supplies, etc. it also came to include health education and environmental sanitation. So it became "better health through sanitation and water", the HESAWA-programme. As such it started in 1985.

HESAWA stands for Health through Sanitation and Water. It is an integrated development programme. By integration we mean that several sectors are involved in it, that is health, sanitation and water departments.

The programme's overriding objective is to improve the health and welfare of the rural population through improved health education, better environmental sanitation, more and better water supplies. It should be done with intensive community participation. It should fully use the community's capability and thereby also improve the capacities at village and district levels.

Mr. Chairman, this is a long explanation, but it is very important that our members understand it. Maybe I should stop here and let the members ask some questions or open a discussion.

*MAMA MASANJA:*

Mr. Chairman, I have a question to ask. The water problem is prevailing in most villages in the district. Why does HESAWA not operate in all villages at the same time?

*HESAWA COORDINATOR:*

Ok, to begin with, I would like to answer by reminding you about the history of HESAWA, i.e. that it today is not primarily a water programme any more. On the other hand: water is still a very important part of it, naturally, but this together with the health and sanitation aspects.

Now may I bring to your notice, Mr. Chairman and honorable members, that sometimes development programmes and projects have failed. This failure has sometimes occurred simply because one started in a far too big scale from the very beginning.

Sometimes it resulted in a mess because one had chosen the wrong technology. Very often problems arose later because the villagers were never involved in these projects/programmes, and so on. So, to avoid such failures, HESAWA has come up with a number of principles in implementing the programme.

*MAMA MASANJA:*

Mr. Chairman. Point of order. Could you please ask the HESAWA Coordinator to get the point.

*CHAIRMAN:*

Yes, mama Masania, I agree. Mr. Coordinator, would you please concentrate on a concrete answer.

*HESAWA COORDINATOR:*

I am sorry Mr. Chairman. Now, let us then see why HESAWA is not covering the whole district at the same time. First of all HESAWA started as a pilot area programme in the Lake zone i.e. Mara, Kagera and Mwanza regions. Within these regions some districts were chosen, e.g. in Mara region it was Bunda from the beginning. In Kagera region, Biharamulo and Bukoba rural were chosen. In Mwanza region, Magu and Mwanza municipal were chosen. Later were included also Musoma rural, Robanda village in Serengeti and eventually Kwimba district.

One district area was considered too big, and new selections had to be made. In our district, we chose Sanjo division and Nyanguge ward in Kahan-gara division.

The idea of working in pilot areas was based on the following:

To enable the programme test its concept first, thus finding out whether the programme is being properly run. Such successes can then be replicable and can be phased into other villages. Pilot area activities are used also to avoid future failures.

*MAMA RUKIA:*

Mr. Chairman, I must thank the coordinator for his elaborations about the HESAWA programme. In his explanations he mentioned the HESAWA concept. What actually is that, and how is it applied?

**HESAWA COORDINATOR:**

To begin with, the HESAWA concept means that the programme is operating within the existing government system. In other words: it has not created its own organization, but is using the relevant departments to implement the programme activities. This means that the programme takes into account the strengthening of these departments and improving management skills at village level by conducting various training programmes.

**NARRATOR:**

The Coordinator explains the HESAWA concept in more detail. One could say that it consists of seven main blocks:

- 1) Decision-making and the allocation of funds should be decentralized as much as possible.
- 2) Human Resource Development is given high priority. By that we mean, for instance, all the different training programmes for all actors within HESAWA with the aim of sustaining the programme much better. Examples of such Human Resources Development activities, are the training of village health workers, village artisans, village pump attendants, etc. After the training they are then given tools and facilities to implement their new responsibilities. So, training is the tool for achieving better Human Resources Development.
- 3) Another way of trying to better sustain the programme in the villages, is to look for and develop appropriate technology.
- 4) Cost efficiency should always be in the mind of all involved.
- 5) The activities should be replicable.
- 6) Whatever is being done should be done in such a way that it creates trust among the villagers.
- 7) Finally, the villagers should be able to afford the activities of the project.

**HESAWA COORDINATOR:**

Mr. Chairman, one could say that, all in all, the emphasis is put on us Tanzanians to be able to continue with HESAWA as a concept and a way of life even when the donor has left.

All these ideas make up the HESAWA concept.

At this point, Mr. Chairman, I would like to pause and thank you all for being so interested and patient and I welcome any questions or discussions.

**CHAIRMAN:**

Members, I think you all agree with me that this has been very educative and interesting. I know that most of you are burning with a number of questions, but you are also tired. It has been a long day. Let us postpone until tomorrow, when our HESAWA Coordinator will continue. Thank you Mr. Coordinator.

**HESAWA COORDINATOR:**

Thank you very much Mr. Chairman.

**NARRATOR:**

Now you have heard how the District Development Committee (DDC) meeting went on. You have also heard that the issue on water is a problem in most villages in the district. As you noted, many participants were very eager to know every item mentioned in the programme.

Since the meeting was running short of time, the District HESAWA Coordinator was unable to introduce the Community Development Office (CDO) and the District Promotion Officer (DPO) to the meeting, to explain much more on the implementation and management of the programme. That will be done during the next meeting.

**SUMMARY:**

In this unit we have learnt about the HESAWA programme definitions, its history and its operation and what should be done to sustain the programme. We have learnt what the HESAWA concept is, and that it is run within the government structure.

**ACTIVITY SUGGESTION:**

Contact the Community Development Officer and the Promotion Officer to visit you. They can then clarify how the programme is implemented in your district. Maybe you could even arrange a study visit to some of the villages where HESAWA is operating. You have to prepare the visit yourselves.

**DISCUSSION AND REPETITION QUESTIONS:**

1. What health problems might be the result of the situation in Nyamabanga village? How can you relate these problems with the ones found at your place/villages?  
Suggest ways how to overcome them.
2. If your village is part of the HESAWA programme, explain how it came to be a HESAWA village?
3. Repeat how HESAWA came into being.
4. Describe HESAWA's overriding objective.
5. Repeat what the HESAWA concept is all about.
6. Mention different cadres training by HESAWA at village level, and for what purposes.
7. Why is HESAWA putting so much effort into Human Resources Development, for instance training?

Drawing 1 A

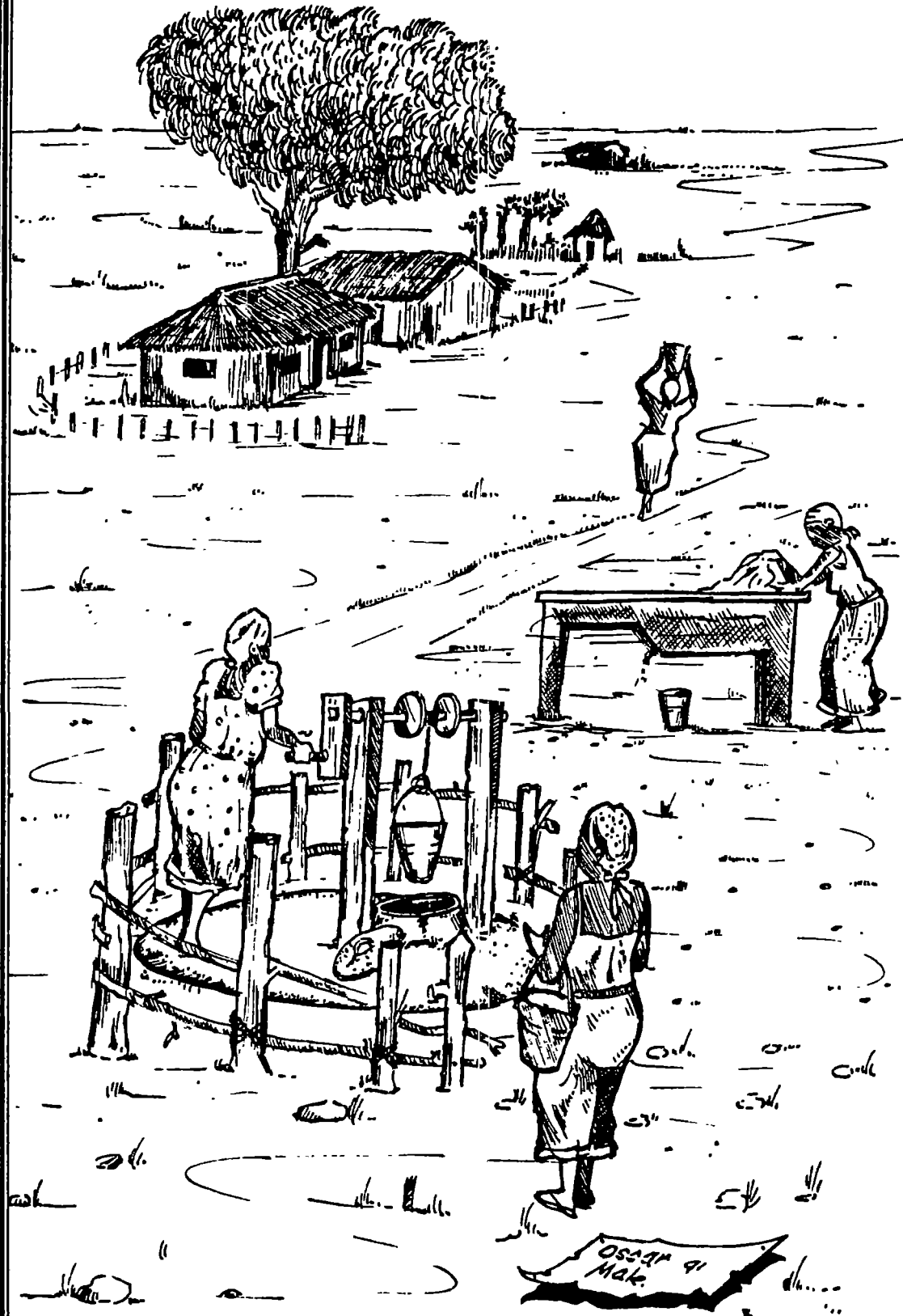


What problems can arise from sharing the same source of water with animals?

Drawing 1 B

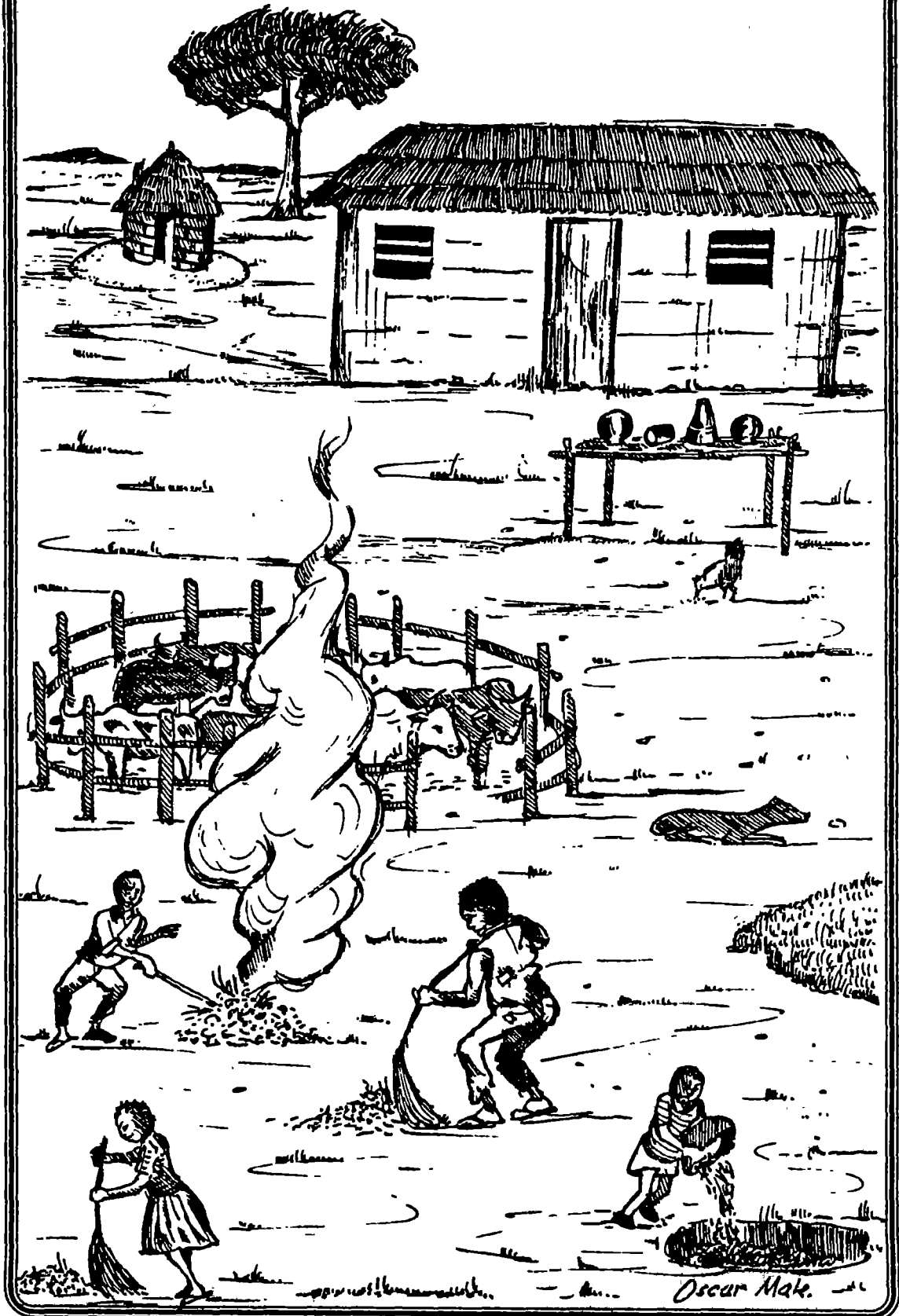


Drawing 1 C





Drawing 1 D



## LESSON II

### **IMPORTANT COMPONENTS: TRAINING, DIFFERENT FORMS OF SUPPORT, INTEGRATION, DECENTRALIZATION.**

#### **Introduction.**

Dear participants, in the last lesson we dealt with the history of the HESAWA programme, its definition and the basic principles. We also discussed the objective of the programme and its concept.

In this lesson we shall see how the HESAWA components lead to the implementation of the programme. We will do that by continuing our story from the previous lesson.

After this lesson you will be able to list all the important HESAWA components and explain how they lead to the implementation of the HESAWA concept.

#### ***NARRATOR:***

The postponed District Development Committee meeting has resumed the following day. The chairman recapitulates what the HESAWA Coordinator had explained. He asks the members of the floor if they have any questions so far. Some questions are asked and then answered. On behalf of the Community Development Officer, the DHC has called the Promotion Officer, Mama Maria, to this meeting. She is invited to continue the information talk about HESAWA.

#### ***DPO:***

Dear Chairman, thank you for allowing me to talk to the councilors and explain more about the HESAWA concept.

In order to implement the programme concept, we utilize the following important components:

1. Training
2. Integration
3. Technical support
4. Material support
5. Financial support
6. Decentralization
7. Women's participation.

All these inputs work together in the implementation process.

Maybe I should explain how these components help to achieve the HESAWA concept. Let us take training to begin with.

HESAWA has put great emphasis on Human Resource Development by training the actors at different levels in various areas. HESAWA trains, at village level, village health workers, village fundis, pump attendants, pump mechanics, traditional birth attendants and study group leaders.

At regional and district levels the implementors are given various training opportunities to improve their professional competence. These training programmes may be conducted in the form of seminars, workshops, courses, meetings and study tours. The major objective of this training is to build up the overall capacity of the actors, thereby improving the capacity of the departments in which they work.

Up to this point, Mr. Chairman, is there any question?

*CHAIRMAN:*

Dear members, anyone with a question please?

*MAMA MASANJA:*

Mr. Chairman, I would like to know the following from our guest speaker:

Where does the training take place? Who chooses the participants? And how long do the different training activities take?

*DPO:*

I will only answer part of the question, and my District HESAWA Coordinator will help me answering the other part.

Participants are obtained on the basis that villages should select their own people whom they think will suit the objectives of each specific training. Certain pre-qualifications, however, are generally needed: the participants should be able to read and write and be above 18 years old. But for the rest it is the village's decision.

For government employees, the actors in the programme, ordinary government procedures are followed for selecting proper training candidates.

But may I please give the floor to my District HESAWA Coordinator to elaborate more on the question.

*DHC:*

Thank you Mr. Chairman. Training in the programme is carried out at different levels. We have training at the village, ward, district, regional and national level. This depends on the nature of training. The time for each training will also depend on the nature of the training.

**CHAIRMAN:**

Any other question?

**MAMA MAGANGA:**

What then is the connection between the traditional birth attendants and the programme? How do they help the programme?

**DPO:**

The programme recognizes the importance of primary health care to our people. Traditional birth attendants in the rural areas are very helpful in providing delivery services to most women. But the conditions, under which they give such services, can in most cases be improved. The programme aims at improving their standards, especially when it comes to hygiene.

**NARRATOR:**

After the DPO has answered this question, the chairman invites the DHC to continue.

**DHC:**

I would like to go on explaining how the rest of the components help the implementation of the concept.

By integration we mean, for instance, the involvement of several ministries in the programme: community development, health care and water. At village level, in practice, it can look like this: the community development officer introduces the HESAWA-concept in a village.

Then some training is arranged and other necessary preparations are made. When the Ministry of Water comes in to help with the construction of a shallow well for example, the villagers will have participated in the decision where to put it in advance. They will also participate in the work of drilling and construction.

The villagers will learn, on the job so to say, both about the construction, operation and maintenance. The latter will certainly be emphasized even more by some special training courses. While all this is going on, the Ministry of health might at the same time be running the training course for the village health workers. That is integration.

By integration we also mean, for example, that as many people as possible, at village level, should be actively involved in the programme. When decisions are to be made, the beneficiaries, i.e. the villagers should have the most powerful vote.

By integration we also mean that both men and women shall be involved. And women shall be involved especially in such areas, where, traditionally, they

have been left out. That is, for instance, in the case of leadership and management of programmes and projects, in decision-making, etc.

One could say that integration is carried out both from the village level to the ministries, i.e. vertically, and at the implementation levels, i.e. horizontally.

Now, let me explain what is meant by personnel support.

It means the provision of expert staff. These experts can be from within Tanzania or from abroad. They can be consultants or work for a development cooperation agency.

Experts are needed from time to time. They have either short term contracts, for example a month or two, or their contracts are longer, a year, maybe two, maybe three. That depends on what task they have in the programme.

We also get assistance through material support. That is equipment and goods. It can, for instance, be cement, ring moulds, vehicles, office equipment. Some of this material support is being purchased abroad, it is usually those things, which are not available in the country. We also try to use appropriate technology which is locally suitable. The aim is to improve the possibility to sustain the inputs properly and to reduce the costs.

In some cases we talk about financial support. Sometimes one also needs money in cash from the donor agency. That is called financial support. In all SIDA-supported development cooperation programmes, there should be a joint financial support. This means that the Tanzanian government and SIDA, both contribute financially to a programme or project.

Let me pause here, and see whether there are any questions.

**CHAIRMAN:**

Dear participants, this is another chance for your questions.

**MAMA KABULA:**

You have told us about the different roles of the three departments involved in the programme. But you have said very little about how the villagers are involved.

**DISTRICT COMMUNITY DEVELOPMENT OFFICER:**

Mr. Chairman, maybe I can answer that question. Well, some more engagements were actually mentioned: the preparatory training, for example, the direct involvement in the construction of the well, the village health worker education, etc.

But besides all this, the villagers may have to contribute as labor force needed in the different activities taking place. They may have to collect locally available materials e.g. stones and sand. In order to get the pump to be installed the villagers have to contribute with funds. It is 15% of the total cost. That means, in 1991, Shillings 12,000/= for a NIRA pump and Shillings 20,000/= for a SWN pump.

A village HESAWA committee has to be established. That committee will then supervise the day-to-day running of the programme in the village. That means, for instance, to later on organize funding for operation and maintenance.

So there are many activities in which the villagers will have to participate. Remember, it is their programme or project, from the very beginning.

*DHC:*

Well, I believe the answer given has satisfied you, dear members. May I go on explaining the last two points i.e. decentralization and women's participation.

Within HESAWA, decentralization means that the villagers from the very beginning take part in decision-making, planning, implementation and evaluation processes. In this way, villagers take the programme activities as their own. It is their task to decide on how to sustain the programme in the villages. They should open up a bank account for operation and maintenance.

When we talk about women's participation we must remember that women are the key actors in all domestic aspects. They fetch water, they prepare food and they do everything necessary for the up-keep of the family. In fact they take the lion's share of the family work load.

HESAWA aims at reducing such workloads by getting water at shorter distances, getting clean water which is not easily contaminated and so on. Women are also involved in decision making bodies like the village HESAWA committees.

In any number of village health workers, half of them should be women. The principle is the same for the study group leaders and participants. The pump attendants are selected on this basis.

However, it is not just getting a number of women into committees and training, it is equally important that women become very active in whatever role they are going to play within HESAWA or the village.

But such activities naturally touch the men's ideas as well. When the roles of women and men are being discussed then we talk about a Gender Issue. In

HESAWA we have even prepared a special course on gender issues, i.e. about the roles of women and men.

*CHAIRMAN:*

Dear members, after explanation from our guest speaker, is there anybody with a question?

*MR. KAZUNGU:*

Why should one open another bank account when there is a village council bank account?

*CHAIRMAN:*

Yes, Mr. Community Development Officer?

*DCDO:*

For quite a long time, villages have operated bank accounts. These accounts have not been opened to serve specific activities. However, the village HESAWA account is opened only for sustaining ongoing and completed HESAWA-activities in the village.

*CHAIRMAN:*

Any other question?

*MAMA SUNDI:*

What kind of support should be given to the village health worker in order to facilitate his or her work?

*DISTRICT HEALTH OFFICER:*

Dear members, may I answer this question. In order to facilitate the village health workers' activities, a bicycle will be provided to everyone upon completion of their training. But they will not be given totally free but at a subsidized price. The village health workers should pay a quarter of the selling price.

It is also worth mentioning that the village health workers should mainly give preventive services. That being the case they will only give first aid support. Then further steps must be taken, if needed, to get the patients to the nearest dispensary or health center or hospital. Female village health workers will, however, have delivery kits. Each village should work out its own ways of remuneration to these people. This may be either financial or material. For example: some villages are paying development levy and CCM fees for these people.

*CHAIRMAN:*

Dear members, from the explanation I think you have now understood the components of the HESAWA programme. Can we get the last word from our

guest speaker?

*DPO:*

Mr. Chairman, I would like to present my sincere thanks to you for the highest cooperation you showed during this meeting. I am convinced that ideas and facts given will lead to a better beginning where the programme is expected to start, and to higher sustainability where the programme has already started.

Thank you very much.

*NARRATOR:*

After the meeting, District Action Team members meet in the HESAWA Coordinator's office where they discuss about a strategy to use before Nyamahanga village is phased in. (The district action team consists of people from the three departments water, health and community development.) They assign the district promotion team to go to the village and mobilize people, so as to properly prepare them. (The district promotion team has also representatives from the three departments.)

**SUMMARY:**

In this lesson we have seen how HESAWA components, i.e. training, personnel support, material support, financial support, integration, decentralization and women's participation facilitate the implementation.

**DISCUSSION AND REPETITION QUESTIONS:**

1. Explain how HESAWA is an integrated programme.
2. Why is it so important to make HESAWA an integrated programme?



### LESSON III

#### THE EXECUTING AGENCIES AND THEIR ROLES.

##### **Introduction.**

By the end of this lesson you will be able to:

- mention the executing agencies and their roles,
- to list and explain the roles of other supporting institutions.

##### **NARRATOR:**

Dear participants, do you remember how the DDC meeting ended? It was when the DAT members assigned the District Promotion Team to go to Nyamahanga village. They were supposed to mobilize villagers in order to create awareness among them on the activities of the programme.

Today, in our story, we are in Nyamahanga village where the District Promotion Team has visited twice by now. During the first visit, the Promotion Team was able to explain to the villagers the concept of HESAWA in general, the important components and how they lead to the implementation of the concept.

Let us join the meeting and see how it continues.

##### **DPO:**

Dear members, I think you remember, last time we discussed about the HESAWA concept and how its important components lead to the implementation. To start with, I would like to say something about the different agencies executing the programme, and their different roles.

The Tanzanian government is naturally an important agency, which helps in running the programme. On its part, Tanzania provides offices, personnel, local funds, materials and equipment. When we talk about the government we mean both the central and local governments. For example, the provision of offices at national and regional level is the role of the central government, while at district level it is the responsibility of local governments. When it comes to transport, the vehicles are provided by SIDA, but Tanzania has to supply fuel to all vehicles and motorcycles situated at regional and district levels.

The role of the district staff is that of the implementors. They have the overall responsibility of ensuring that things are being carried out in the way it has been agreed. They are then supported by the regional staff. The region has an advisory role.

So, special attention must be given to the districts. The districts are supposed to pay all the allowances for the staff implementing the programme.

Districts will also pay for aggregates needed and fuel for vehicles and motorbikes, as mentioned. This means there must be a special contribution to the programme by each specific district council.

*MR. KAZUNGU:*

Mr Chairman, can't the DPO also tell us, please, how SIDA comes into the picture.

*CHAIRMAN:*

Yes, Mr. Kazungu. Could you answer that question, please, Mr. DPO.

*DPO:*

Thank you Mr. Chairman. Yes, SIDA, on behalf of the Swedish government, supplies the foreign funds needed to import materials and equipment, which is not available in Tanzania. It also provides funding of goods being bought within the country. Another form of support is through experts, logistics, etc.

By providing this assistance SIDA becomes part of the development process. However, the role of SIDA and its personnel is supportive! It is an advisory role! It is by no means an executive function. And this goes for the expatriate experts as well, also for those who are contracted via a foreign consultant. In other words: all the executive functions are in the hands of Tanzanians. It is a Tanzanian responsibility that the programme is working well.

Mr Chairman, all this is so important. Maybe we could quickly let somebody repeat once more.

*CHAIRMAN:*

Well, dear members I think you have heard the statement. Whoever is ready to contribute, please?

My secretary, can you help us?

*VILLAGE SECRETARY:*

Mr. Chairman, I remember we were told that villages should select people to attend various training. They should also supply the labor-force needed. Their role was to collect the locally available materials. That is what I can remember so far. May I get some help if I have forgotten anything please?

*CHAIRMAN:*

Thank you very much. Yes we also said that the villagers were to form a village HESAWA committee. But maybe we should go on with the DPO.

**DPO:**

Thank you very much. You have indeed remembered most of the villagers' roles. Thank you for that.

Now let me talk about the three departments which execute the programme from the regional to village level. We saw that Tanzania has to provide personnel at all levels through the community development, health and water departments.

At this juncture, we should also keep in mind the coordination office. In a programme of this size, executed in so many districts and regions, one needs a coordination unit. For HESAWA this coordination office is situated in Mwanza. At national level there is an office in the Ministry of Community Development, Women Affairs and Children that coordinates all the activities.

But let us go back to the district level, and to some extent also to the regional level, where you have the "action teams". Such teams are formed to facilitate the general implementation of the programme activities. The members of these teams come from the three departments mentioned earlier. They are under the chairmanship of the RDD's and DED's respectively. Under each action team at the district level, there is a promotion team which looks into the day to day implementation. These team members come from the three departments. In most cases they are also the people who are actual implementors. And for that reason I would like to invite the Community Development Assistant, who is a member of our team, to help explain the roles of her department. The health assistant and the water technician will then each explain the roles of their respective departments. So, Mr. Chairman, should you allow the CDA to continue?

**CHAIRMAN:**

Thank you for the elaboration together with the introduction of the other members of your team. I'm sure all my fellow members of this meeting are now ready to hear more from the CDA. So please, welcome.

**CDA:**

Thank you Mr. Chairman. In order not to waste time, I shall list the roles of community development department one after another. These are to engage in:

- \* community participation,
- \* women's involvement,
- \* construction, operation and maintenance, and
- \* human resources development, i.e. mainly training in different forms and mobilization.

Are there any questions?

**CHAIRMAN:**

Yes, dear members, anyone with a question?

**MAMA MONICA:**

Yes, my first question is to know how community participation is being achieved, and the second is what the speaker meant when she said human resource development.

**CDA:**

Mr. Chairman, community participation will be achieved if people of the villages concerned will take part in planning, decision making, implementation and evaluation of all activities taking place in their locality. Our task is to see, that this involvement is being achieved.

Secondly, by human resource development we mean all the activities which in different ways improve the capacity of everyone who is involved in the programme at each level. This may, for instance, include training of village selected personnel and government employees who need various support in their respective professions.

But now I think our water technician is ready to take over. May you allow him to speak, Mr. Chairman?

**CHAIRMAN:**

Yes, thank you for your contribution and let's hear what our water technician has to say. Please, welcome.

**WATER TECHNICIAN:**

Mr. Chairman, the water department has to undertake the following: first, water supply investigations or surveys of water sources. Then we do the planning, designing, construction, operation and maintenance. But we also, just like the other departments, engage ourselves in human resource development. That is basically our role.

Mr. Chairman, may you allow my colleague to tell us the activities of the health department before we answer questions?

**CHAIRMAN:**

Yes, I think it is better if we reserve our questions till the end of the health assistant's explanation. So please proceed.

**HEALTH ASSISTANT:**

Thank you Mr. Chairman. We in the health department deal with all health and sanitation activities, in its broadest sense. It includes latrine building activities, water quality analysis, operation and maintenance as well as human resource development. Also when other departments are carrying out such

activities, we are involved to ensure that hygienical standards are met.

Let me give you an example: when a shallow well is being constructed by the villagers together with the water department, then we advise and see to that it is not constructed near a pit latrine or any other source of contamination.

As far as human resources development is concerned the department deals with capacity building at village level by training local personnel on improved health principles. This means, the village health workers and traditional birth attendants are trained by this department in accordance to the curricular or course plans developed by the Ministry of Health.

Mr. Chairman, this is in short the role of our health department.

*CHAIRMAN:*

Thank you for the explanation. Now, the District Promotion Officer has whispered something to me, which needs your attention dear members. I'm giving him the floor. Please, welcome.

*DPO:*

Mr. Chairman, my colleagues have actually more or less exhausted the roles of their respective departments.

I still would like to say a few words about the coordination office. As we said earlier all of these activities in the programme are done in a coordinated manner. That is why we have a coordination office in each district. It is headed by a District HESAWA Coordinator.

Besides coordinating, that office has another activity known as the study group programme. Under this programme we have two district organizers who help to form groups of people at the village level.

Mr. Chairman, the overall coordinating body is the Ministry of Community Development, Women Affairs and Children. The Ministry has a Director of HESAWA in Dar es Salaam and a Deputy Director at the Zonal Office in Mwanza. The Zonal Office provides various supporting and consulting services like procurement, transport and stores. Under the consulting service, we also have advisors in various professions.

Under the Regional Development Directors we have the Regional HESAWA Coordination Offices. They provide advisory and monitoring services to the districts.

At the district level under the District Executive Director we have the District HESAWA Coordination Offices. They, too, are provided with consulting officers like the Promotion Officers and the HESAWA Technicians.

At ward level we have got a Ward HESAWA committee, and we have village HESAWA committees at village level.

Mr. Chairman, after this explanation I think my colleagues and I are ready to answer your questions.

*CHAIRMAN:*

Thank you for all that. Now, let me ask a question: once we have got the wells, is there any assurance that we shall get spare parts in case a pump breaks down?

*WATER TECHNICIAN:*

Thank you Mr. Chairman for the question. Well, we have already said that the village must select people to be trained as pump attendants. These will later take care of the operation and maintenance needed. Spare parts would be available in the district stores and we expect that the villagers will buy them there. They should use the funds raised through their village HESAWA accounts. May I strongly advise that operation and maintenance should be tackled by the village HESAWA committee.

*CHAIRMAN:*

Thank you. Any other question please?

*MR. NYOGEZI:*

Thank you Mr. Chairman. I am rather confused by the so called study group programme. Are you starting something new, or is it the former adult education?

*DISTRICT ORGANIZER:*

Mr. Chairman, the study group programme is another form of adult education. The difference is that it is rather more functional than "literacy". The SGP members study a subject they have identified as being important, discuss it and then decide on a solution, i.e. on action to be taken and how to do it. Because they are in groups, the action orientation is promoted.

So even if reading and drama performances are part of the pedagogy of the study group programme, the literacy programme is left for the normal adult education classes. No doubt, however, the SGP is contributing to improved literacy as well. All of these programmes provide training where reading is included.

*MR. NYOGEZI:*

All that is very well, but tell me a little about the organization as well.

*DISTRICT ORGANIZER:*

Fine. These groups learn through discussion between group members

themselves. Group leaders lead the discussions with the help of various learning materials like books, audio cassettes and flip charts.

To join such a study group is a voluntary action. One group consists of ten to fifteen people. It is the task of the group to choose two leaders, one man and one woman. The identified group leaders are then trained for running the study group meetings and using the materials in the way it is intended. The expectation is that the group members decide on development activities. One then hopes that such actions will be copied by others.

*NARRATOR:*

As you understand, Nyamahanga village has at this stage already become part of the HESAWA-programme. That is sometimes called to "be phased in".

*DISTRICT ORGANIZER:*

Mr. Chairman, this is the end of our explanation and answers to your questions. But before we leave, may we suggest a certain activity for your village? You have newly become part of HESAWA. Why don't you prepare an action plan, which will show the activities you would like to undertake?

Point out also the source of funds, and the ability of your village in each activity. This is a normal way of preparing HESAWA activities, and if you need any support with that exercise, we would be happy to help you.

Thank you Mr. Chairman.

*NARRATOR:*

The meeting is closed by the Chairman, while the finance and planning committee of the village is assigned the task of preparing the action plan. Time is given to complete this task before it is presented to the district authorities. We will be able to see how the action plan was prepared later.

Dear participants, we have now seen how the programme is being managed. We have also discussed the roles of the different agencies executing the programme.

**SUMMARY:**

In this unit we have seen how the HESAWA programme is managed in general and how various institutions contribute to the execution of the programme. It has been underlined that the HESAWA programme doesn't stand as a separate institution, i.e. it works through the existing government system supported by relevant bodies to facilitate the operation. In the next lesson we will see how information and management is carried out in practice, including how villagers prepare their action plans and budgets for implementation. We will also touch upon financial management.

**DISCUSSION AND REPETITION QUESTIONS:**

1. What are the roles of the villagers in the programme?
2. What should be done by villagers if one of the agencies fail to perform its task, e.g. district councils failing to pay for fuel, allowances, etc.?
3. How does the study group programme help to solve community problems?



Drawing 3 A

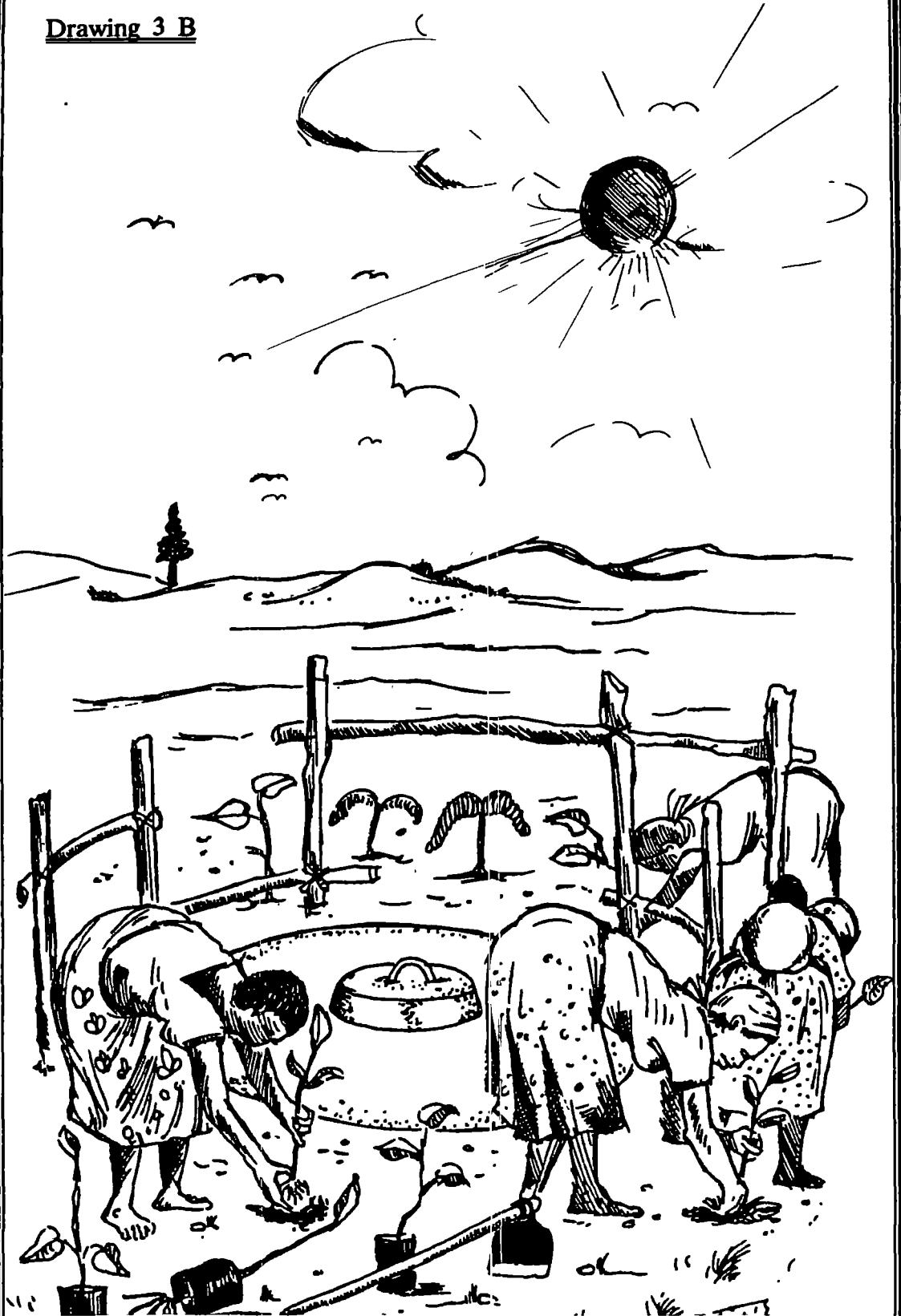
# NYANJUGU HEALTH CENTRE



Who are those on the drawing,  
and what are they doing?

*Oscar Mak.*

Drawing 3 B



What is the importance of planting trees around the water source?

## LESSON IV

### MANAGEMENT, INFORMATION FLOW AND FINANCIAL MANAGEMENT

#### **Introduction.**

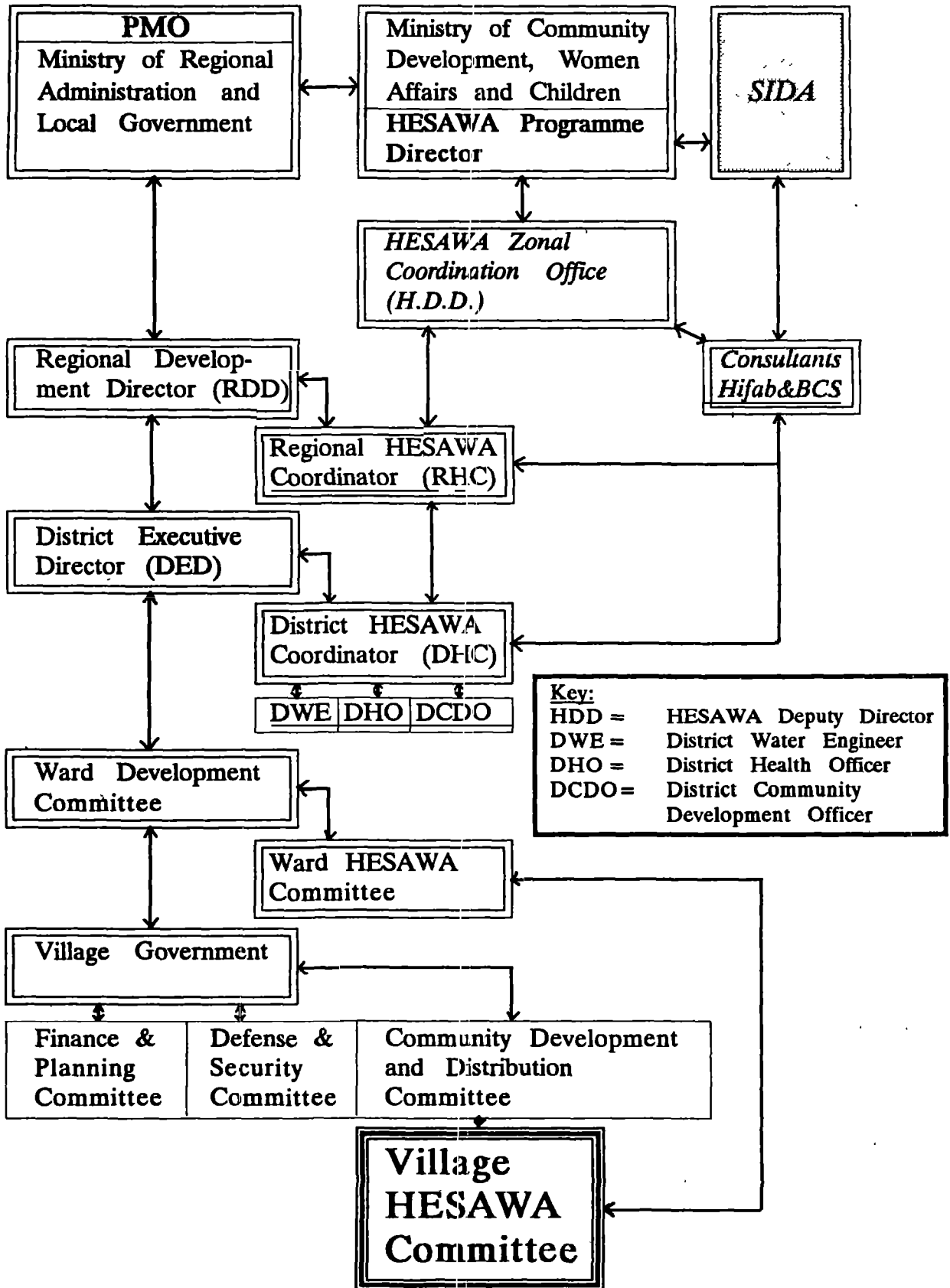
By the end of this lesson you will be able to:

- explain how the information flows through the HESAWA programme;
- explain how the HESAWA management structure looks like;
- explain how the village HESAWA account and the HESAWA revolving funds are organized and utilized.

#### ***NARRATOR:***

Before we go on with our drama story, you will on the following page see a chart that shows both how information within HESAWA is going forth and backward from and to the different actors and how management in HESAWA is being executed. Your facilitator will explain it and then ask him/her questions.

## HESAWA PROGRAMME ORGANIZATIONAL CHART



***NARRATOR:***

Dear participants I hope you still recall that in the last unit we dealt with the HESAWA programme's executing agencies and their roles, as well as the particulars of the programme's supporting institutions. Among the various questions asked by the meeting Chairman, the one of particular interest for us here is that on the various HESAWA accounts available at the district and village levels and their applications.

We shall here give the platform to the Chairman to repeat his question to the Water Technician in the last meeting.

***THE CHAIRMAN:***

Ndugu CDA, in one of our previous meetings I have wanted to know how our villages were going to maintain their water installations and whether the HESAWA account was going to be only for pump maintenance. Also, I wanted to know how our villages will manage to keep clean and sound accounts. I believe this is extremely important in sustaining the programme.

***CDA:***

My dear Chairman and fellow participants, I believe by now you all know that the programme aims at spreading to areas where people show commitment and enthusiasm for its activities. With this in mind, you should be aware that the preparations being explained here, are geared to assist the programme introduce new villages while releasing out mature projects.

As for the village HESAWA accounts, I shall tell you as much as possible. I will start with the historical background of the accounts. In the very beginning, we were setting up water installations in the villages and leaving these to the villagers to handle. But soon we realized that, it was not possible for the villagers to handle the installations without proper funds for purchase of spare parts and for training on maintenance.

Also, where funds were available from the local government sources, these proved to be insufficient. So, it was for this reason, the programme arranged a new approach.

The approach was set to select a target group in each village and give it training. At the same time, it was emphasized for the village to open and operate a HESAWA account. This account was to serve operation and maintenance costs as far as possible. The funds were to be mobilized through different methods. One of the suggested methods was a contribution from the villagers equivalent to 15% of the value of the pump. At today's prices, this contribution is equal to shillings 12,000/= for a NIRA type pump, and shillings 20,000/= for a SWN type pump. Other methods applied in some of the villages were, regular contributions from individual households set by the village government, Sungusungu contributions, NGO's subventions, local Credit and

Savings schemes like the Ifong'hongo in Mwanza region. In some villages the contributions were from fines imposed through village by-laws on offending villagers, or a percentage of the funds collected from economic ventures and development levy.

I here invite more questions.

*MAMA SIMBILA:*

My limited knowledge on banking procedures tells me that all bank accounts need to have specified signatories, who are those people going to be in the HESAWA account?

*CDA:*

Thank you very much for that question. I believe this is a sensitive and very important issue. Normally, we advise villages to open an account that shall gain interest, say, like a savings account. Also, the programme advises the accounts to have two signatories selected from the village's HESAWA Committee, and another two signatories selected from the village government. Furthermore, we advise that one district official should be selected to act as an additional signatory for all payments from the account.

Now, about utilization of the account. Usually, we encourage the account to be utilized for expenses connected with operation and maintenance of the pump. For instance, we would like to see payments to pump and scheme attendants or village health workers paid through these funds.

*MAMA SUNDI:*

Mr. Chairman, I would also like to hear about any other funds or accounts within the programme. Especially, I have heard about a HESAWA revolving fund.

*CHAIRMAN:*

Well, thank you for your interest on knowing more about other HESAWA related funds, let me give this opportunity once more to the Community Development Assistant. Ndugu CDA, please continue.

*CDA:*

First of all Mr. Chairman, let me start by informing how these revolving funds were begun. These funds were engaged in relation to the campaign of building new and improved pit latrines in villages. The idea was as follows. The programme went into a village and provided building materials for producing latrine slabs through the Afya department. The villagers were supposed to make a payment first in order to receive the materials. Once they had paid, these monies were put into a revolving fund. These funds were to be used in purchasing more inputs for other villagers willing to build new or improved pit latrines. This is how funds revolved. This exercise was to continue until all villagers secured these new improved pit latrines.

**MZEE KIBANZI:**

Mr. Chairman, this news on the village HESAWA accounts makes me quite happy. But, I need to know, through Ndugu CDA, if there exists any other HESAWA account at the district level that can be used to finance our HESAWA activities in the future.

**CHAIRMAN:**

Ndugu CDA, can you please handle this question?

**CDA:**

Mzee Kibanzi, I would like to inform you that the district too has a HESAWA account just like the one in the villages.

The funds for this account are from the central and local governments, but also, SIDA contributes a 25% topping-up through the local government ministry towards this account. Usually, the District Executive Director, is the accounting officer for this account. The account is audited either by the Exchequer and auditor General's department or any similar auditing institution appointed by the HESAWA programme.

**NARRATOR:**

Now let us turn back to our drama story. If you remember last time, the promotion team was attending the village council meeting discussing about the roles of the executing agencies. By the end of that meeting, they were asked to prepare their action plan and budget for implementation in a village.

The promotion team has now received the action plan and budget from the village. It is very ambitious. The team decides to go back to the village to discuss the plan with the villagers once more.

Let us be together with the promotion team and village council of Nyamahanga at the village CCM office and follow their discussions.

**CHAIRMAN:**

Ladies and gentlemen, you are all welcome to this meeting. Together with the promotion team we are going to discuss our action plan and budget once more. Let me ask the District Promotion Officer to start.

**DPO:**

Thank you Mr. Chairman and all the members of this meeting. Let me take this opportunity to thank all those who participated in the preparation of your action plan and budget.

After receiving and going through it, we thought it would be wise for us all to discuss it a little bit more and see if it conforms with the HESAWA concept. Maybe you could also get some formal advice.

*MR. MASALU:*

Why all the fuss? Why cant the HESAWA company do whatever they think is good for us? After all they have and know everything?

*CHAIRMAN:*

That was quite a surprising comment after all the information you have got already. But maybe you have been sleeping too much during the previous meetings and discussions about HESAWA!

Only two short comments: HESAWA is not a company! It is a development programme! As far as they are concerned, they are not supposed to do things for us at all! We, the villagers, are the implementors and owners of the projects. The programme carries out the projects with our full involvement.

But let's give the floor to the DPO again. Please, DPO would you go on.

*DPO:*

Mr. Chairman, your action plan and budget is very ambitious. You have done a good job.

However, there are unfortunately also things which the HESAWA programme doesn't deal with. For instance: caterpillars, tractors, milling machines, granary stores, village office, dispensary, dams, corrugated iron sheets, pombe shops, road repair and village council allowances. All these things are not part of the programme concept.

*MR. MASALU:*

Mr. Chairman, if the programme is not dealing with these sensitive activities, what is the meaning of having such a programme?

*DISTRICT PROMOTION OFFICER:*

Mr. Chairman, we dont mean that these are not sensitive issues. But what we are trying to emphasize here is that the HESAWA programme is dealing with health by improving the health education, helping the villagers in providing clean and safe water, proper sanitation, and so on. But this is mainly done by the community itself, with the support of HESAWA.

We are training the villagers through our training section. Then the programme emphasizes the use of appropriate technology and available resources. The HESAWA programme is just supporting all the time. It has to be done like this so that you will be able to continue also when HESAWA has phased out and the donor has left.

Your requirements and needs, which can not be supported by this programme, have to be dealt with by you alone, maybe with some support from somewhere. Approach the community development department for advise.



Just always remember: whatever activity you start, it should be your own programme. You only seek help when you come to the definite end of your ability.

*MR. MASALU:*

Mr. Chairman, I am still not satisfied with the team's answers. Let them comment on how we for instance can improve our health. Why not construct a dispensary?

*DPO:*

Mr. Chairman, then I think it is the right time to introduce our health assistant to answer the question.

*HEALTH ASSISTANT:*

Mr. Chairman and all members, the HESAWA programme is not dealing with construction of dispensaries. The programme deals with preventive measures by improving villagers health education and sanitation. The latter includes for example the construction of latrines. First you select suitable people to become village health workers, women and men, and HESAWA will provide the needed training, once the village health workers have been prepared for their tasks, i.e. trained, they will then implement the mentioned activities. They will also identify and follow up the traditional birth attendants in order to support the traditional health services available in the village.

*CHAIRMAN:*

Members I think you have heard all about why the dispensary construction is omitted. Anybody with more questions.

*MAMA MONICA:*

Mr. Chairman, if I am not mistaken the Promotion team said in the last meeting that HESAWA thinks much about women's involvement in the programme, especially in order to reduce women's work load. Now how comes that HESAWA is not dealing with milling machines? I thought to have a milling machine would reduce women's burden to walk long distances for milling services. Now it takes some hours, which could instead be utilized in other development activities.

*DPO:*

Mr. Chairman I think I will give the chance to the CDA to elaborate on that question. Welcome mama CDA.

*COMMUNITY DEVELOPMENT ASSISTANT:*

When we started, HESAWA was not clear on how to involve women. Thus it started helping some women groups to get some tools and equipment for their activities. In the long run HESAWA found out that by giving such help to women, did not automatically mean that they would be involved. In fact, there

was no follow up on these activities. The women often did not know how to manage a group and its activity. So SIDA and HESAWA changed their minds on how to promote women's involvement. They thought it would, in the long run, be much better to involve the women in planning, decision making and implementation of the HESAWA programme.

This means, for instance, that HESAWA is prepared to give special consideration on training of women within the HESAWA activities.

*MR. MASALU:*

Mr. Chairman, I am not happy with the way you are conducting the meeting. It seems you favour some questions to be answered and some not. This is unjust. Remember that my question was the first to be asked, but up to now it has not been answered - why?

*CHAIRMAN:*

My dear member. I still remember your question and it is still valid and now the DPO will answer it.

*DISTRICT PROMOTION OFFICER:*

Thanks a lot Mr. Chairman. In the beginning, action planning and budgeting was done at top level for the villagers. That just didn't work. HESAWA wants you, the villagers, to be engaged from the very beginning of a project activity. That means from the very first planning stage and budgeting stage. That is why we want you to do it.

*CHAIRMAN:*

Dear members, now we hopefully understand why we are involved in all stages of implementation in HESAWA programme although we find it a little difficult in the beginning. But our involvement ensures the programme's sustainability.

*DISTRICT PROMOTION OFFICER:*

Dear Mr. Chairman, this has been a long day. But it has been quite fruitful since now it seems everybody has understood and we are all in agreement. May I mention that you should not be placid that everything is going to be successful. But if things are being run in the way we have discussed here, the possibilities of success is certain.

I would like to end up by telling you some of the problems which we have encountered in the course of implementation and which you can avoid.

It is very easy for actors to have high expectations. This goes both for the beneficiaries and for implementors. Thinking that all problems can be solved by the programme, they sit back and just wait. Nothing is going to happen if everybody is just waiting for others to do things.

Another example is on the issue of women's involvement. This issue is still unsteady and should be tackled.

In connection to this, failure of village councils to identify proper people for training and also their ability of using them should be mentioned.

We have also sometimes encountered a problem with roles played by actors. If one of them fails to work in a proper way, this becomes a problem for the implementation and might bring the programme to a standstill. An example is when a district council fails to pay staff, does not give incentives, fails to provide transport, does not provide funds for important items in the programme like aggregates, fuel etc.

This makes the programme lose credibility to the villagers. It also discourages the staff very much.

That's why we have been advising you that your budget should be based as much as possible on self reliant actions, rather than depending too much on outside help.

**MR. MASALU:**

Can't you be a little more concrete, please!

**DPO:**

All right, when you make your action plan and budget, try to do it in the following way:

- 1) Identify what you would like to do.
- 2) Check against your capacities and make priorities.
- 3) Put the activities into a one year cycle. If they don't fit in, for example because you have planned too many activities, cut down the number of activities.
- 4) Once these activities fit into a one year cycle and reflect what you actually can do, then number each activity.
- 5) Finally, make a cost estimate on each activity.

Mark properly, when an activity needs outside support of some kind, for example from HESAWA. Discuss that support with your CDA and include that support in your action plan and budget.

In this way you will get a proper action plan and budget.

**CHAIRMAN:**

Thank you very much for this good explanation. Now we will be able to prepare an action plan and budget in a very proper way. Thank you all for your contribution, questions and comments. I hereby close this meeting. We meet next time.

**NARRATOR:**

We have seen why the action plan and budget of Nyamahanga village was taken back to the village council for more discussion.

We have also seen how the meeting went on between the village council and the promotion team.

Finally we have experienced how the village agreed on how to re-write their action plan and budget after clarification made by the promotion team.

**SUMMARY:**

We have seen the reasons why the promotion team and the village committee council revised the action plan and budget together. We have also learnt why it is so important to involve women in the programme identification, planning and implementation. We also underlined the importance of providing especially women with different forms of training, in order to engage them more. We have emphasized the necessity of involving the community in all programme activities.

Problems mentioned have been, for instance, the sometimes delayed contributions from the district council, which can easily bring the programme to stagnation; other problems were mentioned as well.

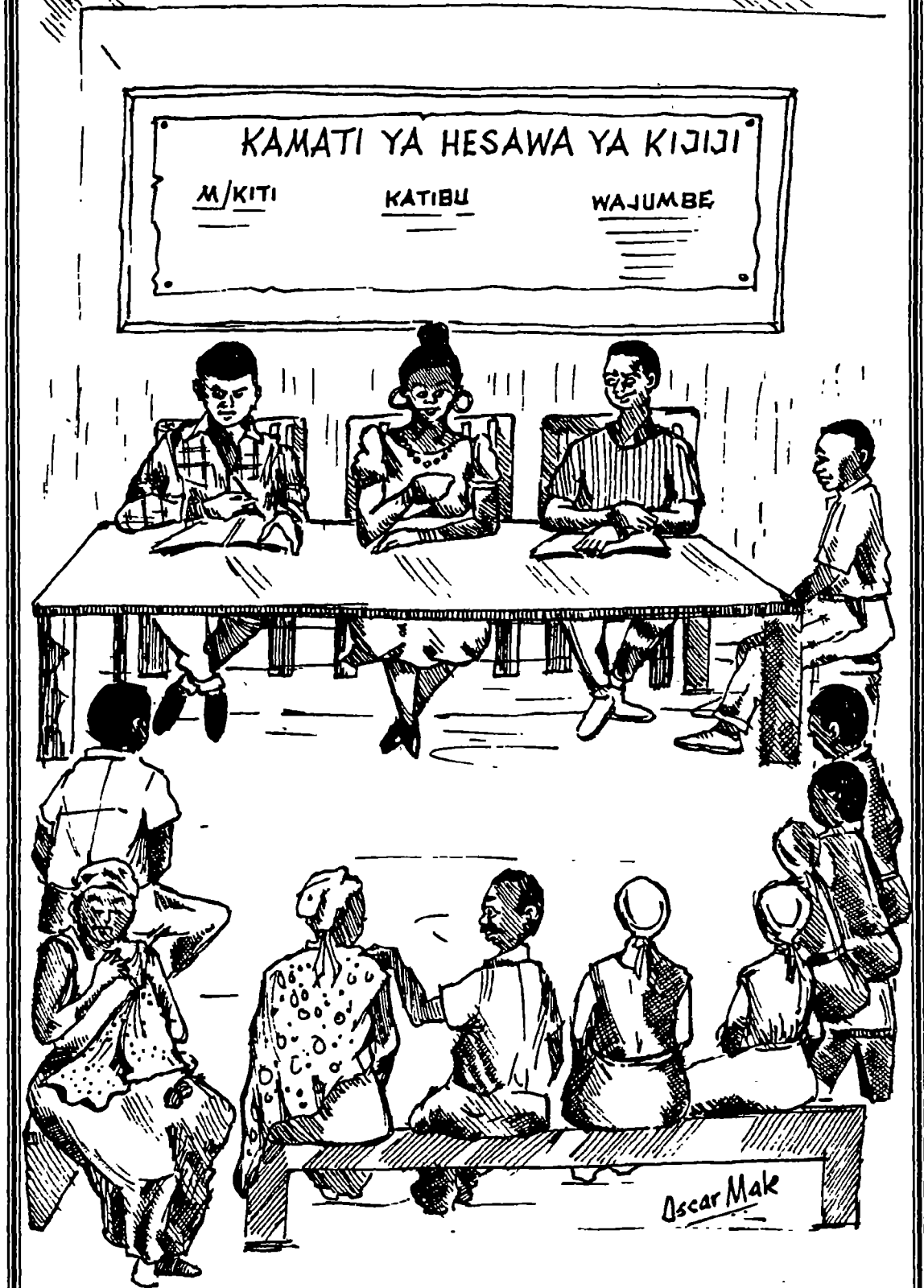
**ACTIVITY - GROUP WORK:**

Visit two village governments, one inside the programme, the second outside the programme, ask how they prepare their activities and how the village government structure is.

**DISCUSSION AND REPETITION QUESTIONS:**

1. How does a village council work and what are its functions?
2. Why was it so important for the promotion team to return the plan of action and budget back to the village council? Why could they not correct it themselves?
3. Repeat how the information flows in HESAWA and how the management is organized.
4. Repeat also the steps to be taken when making the action plan and budget.

Drawing 4 A



How many are fully participating in the meeting?

Drawing 4 B



Oscar Makoye

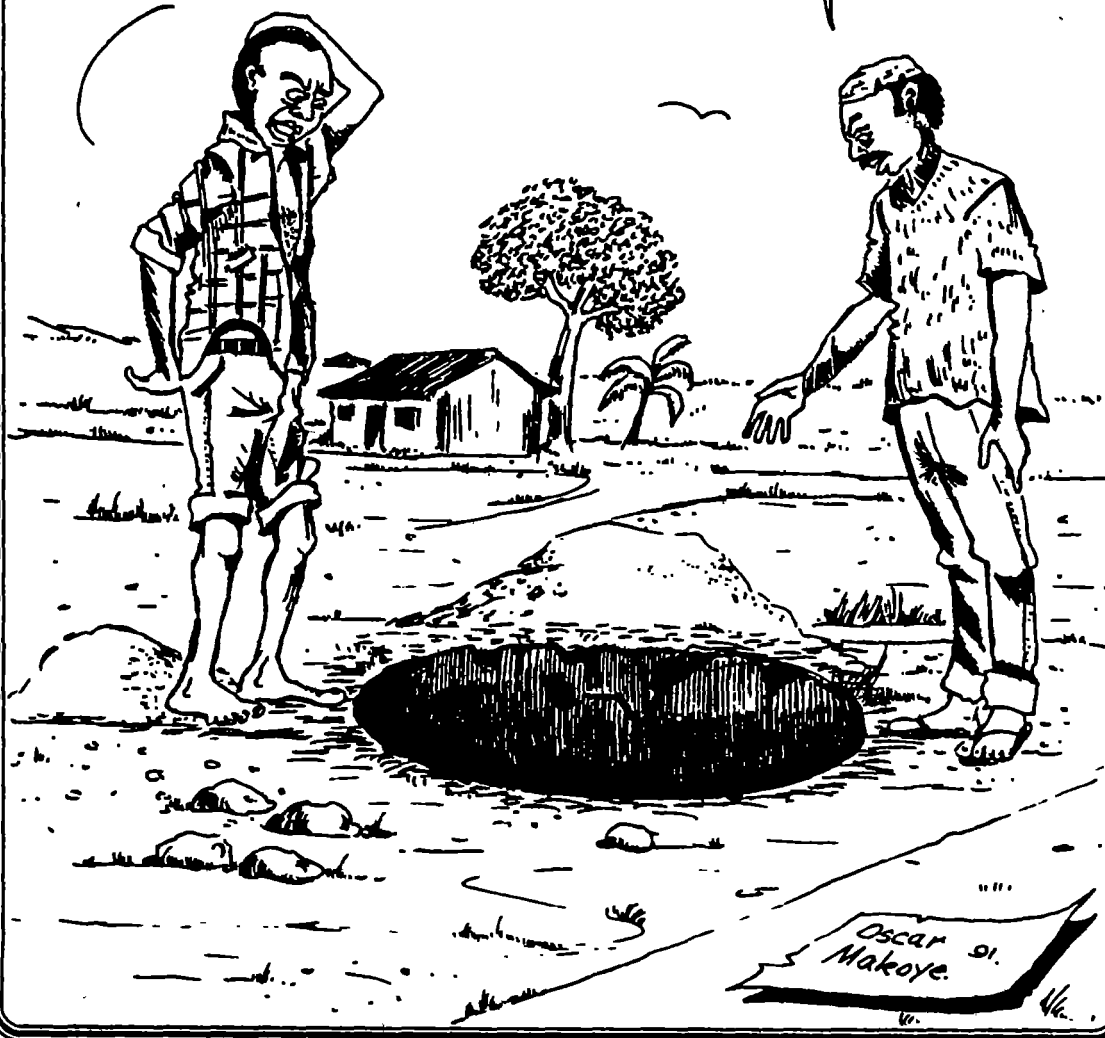
At. K. Valle

Who are the ones on the drawing?

Drawing 4 C

WHAT A MESS?  
OUR DUG-WELL  
HAS COLLAPSED!

BUT I TOLD YOU THESE  
HESAWA PEOPLE ARE NOT  
BOTHERING ABOUT US  
REMEMBER THIS WELL  
WAS DUG SIX MONTHS AGO!



## LESSON V

### **PREPARATIONS FOR FUTURE ACTIVITIES WITHOUT HESAWA SUPPORT.**

#### **Introduction:**

Dear participants, in the last lesson we looked at different problems and how to overcome them in implementing the HESAWA programme.

In this lesson we shall try to look ahead, into the future.

By the end of this lesson you will be able to discuss the future of your development activities without HESAWA support.

#### ***NARRATOR:***

Dear participants, last time we were able to see how the Nyamahanga villagers prepared their action plan which was very ambitious. We also saw how the promotion team helped the villagers by correcting the mistakes in the plan, and showing the danger that might result from an over-ambitious plan. The successes achieved through a better plan in other areas were also mentioned.

In this lesson you will have the opportunity to listen to the discussion between the CDA of Kahangara ward and the Nyamahanga village HESAWA committee, two years after the programme had started. This discussion takes place at the village meeting hall, where the committee always meets. It starts with a dialogue between the CDA and the village secretary, who is also secretary to the committee.

#### ***VILLAGE SECRETARY:***

Dear members, you remember the other time we met. The community development assistant did not attend. Now she is here and I think she can help us. The major issue as you remember, was to prepare ourselves for phasing out from the HESAWA programme. We have already opened up our HESAWA account.

We have selected people to be trained in various professions. We have this committee, which supervises the activities. We have already constructed six wells out of ten targeted. We have 254 out of 390 families, with improved pit latrines. Four out of six traditional water sources have been improved. We have two trained village fundis, two village health workers, two pump attendants and four study group leaders. One traditional birth attendant is currently at the training center and in a month's period she will be back to us.

You mentioned, however, a couple of problems, which might arise in the future. Now that the CDA is with us, I think she might be ready to help us.



*CDA:*

Mr. Secretary, you have impressed me when you told me that you were discussing the development of the programme in this village in my absence. In fact, you did what you are supposed to be doing even after your village is phased out. The phasing-out exercise follows the following criteria, some of which you have already started to meet. A functional village HESAWA committee, high willingness of the villagers to participate and contribute, informed leadership with good understanding of the HESAWA concept, functional and updated village plans; HESAWA bank account for operation and maintenance costs; high involvement of women; functioning wells or domestic points in accordance to national guidelines, ongoing building of latrines, operational village health workers set up, trained water attendants, acceptable level of health education and established stores and procurement procedures. You have already opened your HESAWA account, but you have to put more emphasis on developing it so that it takes care of all the financial problems in the future.

You have achieved the 50% representation of women in your committee, and this assures me of increased sustainability to some extent. But this committee should meet every time and not only when there are problems. It should create different ways of solving the problems connected to the programme and refer these to the village council.

Mr. Chairman, I wonder whether there are any questions from the participants.

*CHAIRMAN:*

Well, is there anybody with a question?

*MZEE MAVULA:*

Mr. Chairman, I would like to know whether the HESAWA account will be only for pump maintenance or for other purposes also. How will villages manage to have sound and reliable accounts, because I feel this is a very important aspect to the question of sustainability?

*CDA:*

The preparations being explained here, help the programme to engage other areas where it is also highly needed. It should be remembered that, the programme aims at spreading all over the lake zone and in any other areas where people will show great commitment in such activities.

The fact that you have an account at the bank for HESAWA activities, does not only end at repairing pumps. But it helps to meet costs for any activity related to the programme. This depends very much on the awareness and attitudes of people towards the programme. If you take it as a way of life, you will sustain it.

In doing so you can't feel the absence of donors, because you will be well prepared for that. A good example is, when you paid for the fuel to ferry aggregate last week. You showed how practical your decisions are.

Mr. Chairman I'm inviting more questions, please.

**CHAIRMAN:**

Dear members, another question?

**MAMA RAJABU:**

Mr. Chairman, we have heard that we are in the stage of being phased out. One thing I don't understand is whether, after that exercise, the village shall continue to get help.

**CDA:**

The success you have achieved so far is very promising. You have to put more emphasis on completion of the activities planned so as to attain your goals before you are phased out. The programme, just as I have told you in most meetings, is working within the government system. When you are phased out the government is there for advisory purposes. The government department that executes the programme, will remain to be with you for such purposes.

HESAWA will have to continue to other areas, but the wells you have already constructed will remain. Nobody expects that the activities will collapse when the donors shift to other areas because you are able to run them on your own.

Thank you.

**NARRATOR:**

We have heard how the people of Nyamahanga village have prepared themselves for being phased out of the HESAWA programme. Various measures have been taken in order to qualify for the exercise. The village is supposed to work out their activities without depending on donors.

Dear participants, this is the end of our story about HESAWA in Nyamahanga village.

**LESSON SUMMARY:**

In this unit, we have seen that after a certain period of time villages shall have to be phased out. And that HESAWA shall move to other villages to provide the same help and support. Criteria for phasing out have been disclosed, and the reasons for having an extra bank account specifically for HESAWA activities have been given.

**COURSE SUMMARY:**

Dear participants, this is the end of this course on the HESAWA CONCEPT. We hope that you have been following the story from the beginning; and so you have grasped all the intended messages. In the first lesson, a general review of the HESAWA concept was given, including the historical background, basic principles, programme objectives, and definitions.

As we moved to the second lesson, you were exposed to the important components leading to the implementation of the concept itself and how it is actually done. We hope that you remember training, technical support, integration, decentralization and women's involvement, as the components being addressed to you. You must also remember how the programme is managed, as we saw in lesson three.

That is where we saw the different agencies executing the programme and their respective roles. You should not forget the organizational chart through which information flows.

Just like any other programme, successes and failures always come about. For HESAWA these were seen in lesson four accompanied with some strategies to sustain the successes and how to solve the problems. Also roles of the village which are taken as a criterion to phase out, were seen. Similarly, the expectation to engage the programme throughout the lake zone should not be forgotten, as well as taking the programme concept as a way of life.

We wind up by an expectation that you have different opinions on the concept, and they are highly invited. Thank you for your cooperation.

**ACTIVITY:**

Visit a phasing out village, in order to see how daily activities are being run.

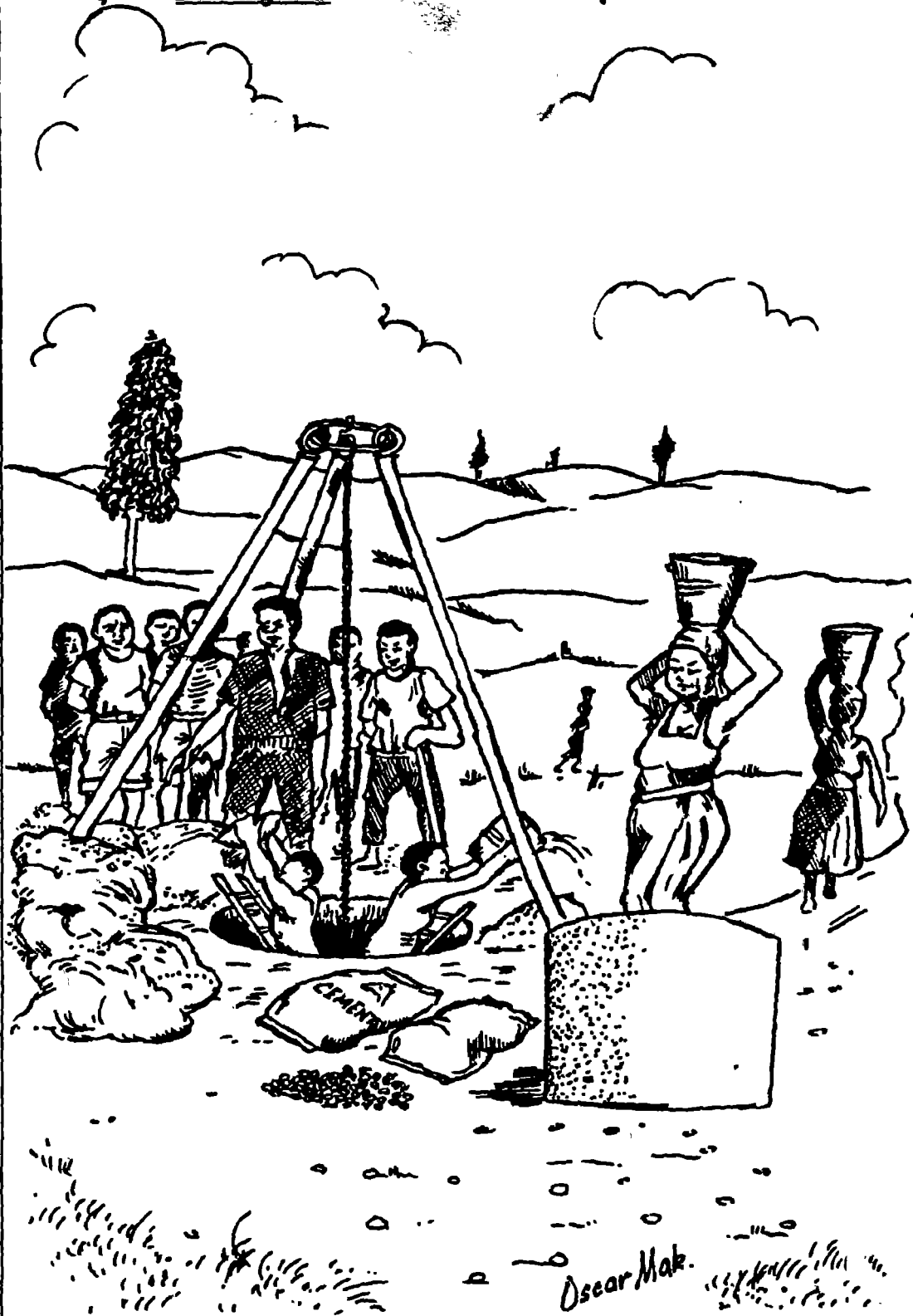
**QUESTIONS:**

1. What are the strategies used to ensure that there are improved pit latrines for every family in your area?
2. What are the criteria used to phase-out a village?

Drawing 5 A



Drawing 5 B



Is it normal for women to take part in such activities?

