

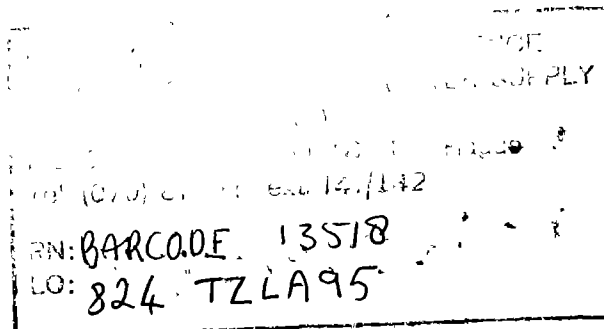
HESAWA

PROMOTION STRATEGY

M w a n z a
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FOREWORD

The third phase of HESAWA Programme (July 1994 to June 1998) needs a promotion strategy that provides guidance and direction for the involvement and participation of the communities. The strategy has been necessitated by the nature of the third phase, which is very different from the previous phases.

The HESAWA Programme contracted Norconsult to carry out a study and prepare a promotion strategy which would be used from the beginning of the third phase (July 1994). The draft strategy provided by Norconsult has been the base for the production of this final document. This document gives a clearer and more logical flow of action to be followed by HESAWA promotion agents and everybody involved in the Programme.

Despite the late production of this strategy, and consequently the late application of the principles contained therein, it is hoped that those using it will find it helpful in the performance of their work. It is also hoped that they will be able to furnish the Programme Management with proposals for adjustment of the provisions suggested on the basis of their experiences during implementation.

Finally, I would like to thank all those who took part in one way or another in producing this strategy. It is not possible to mention all of them here, but I feel most obliged to acknowledge the contribution of the Norconsult team under the leadership of Mrs Edith M. Munuo. I would also like to thank the SIDA participants, namely, Mrs Margaretha Sundgren, Senior Programme Officer from Stockholm; Mr Lars Norvik, Programme Officer from the Dar es Salaam office; and Mr Rolf Winberg the Senior Adviser for Water and Sanitation at the Regional Office in Nairobi. Finally my thanks go to the Community Development Officers and HESAWA Programme staff for their vital role in the preparation and development of this strategy.

M.U. Mtui
National HESAWA Project Director

Mwanza
20 March, 1995

I. INTRODUCTION

The "Health through Sanitation and Water" (HESAWA) Programme entered its third phase in July 1994. Phase III is characterized by its larger area of operation and its policy orientation as compared to the earlier phases. While the previous phases covered only 6 rural districts of the Lake regions, the current phase covers 14.

The policy in Phase III is centred on action by the end-users, namely the villagers, sub-village members and other players, while emphasising the involvement of both - women and men. These groups will be the ones to decide whether or not to phase-in the HESAWA Programme. The strategy provides that before deciding to phase-in HESAWA, the communities will be aware of, and will bear in mind, the Programme's principles, implications and possible consequences. During the third phase therefore, promotion will be the mainstay of the HESAWA Programme. The strategy requires full participation of the community since their involvement will, in turn, facilitate the fulfilment of the Programme.

The ultimate goal of the HESAWA Programme is better health for the rural people. The promotion strategy should facilitate the organization of hygiene education as well as create a conducive environment for conducting social surveys. This will, in turn, assist in the shaping and monitoring of the overall Programme strategies and activities aimed at the attainment of the Programme's ultimate goal.

It is expected that the villagers will be able to learn about HESAWA from the general promotion activities. If interested, they will contact the HESAWA Programme.

Villagers will, in the planning stage, be actively involved in the Participatory Rural Appraisal (PRA). They will collect data, analyze it, identify their problems and prepare action plans for resolving the identified problems. The planning stage is very important because the philosophy of HESAWA is "Action by the end-users". Whatever is to be done, should be thought of and decided upon by the people themselves, as the Programme activities are theirs.

The Phase-in of HESAWA will be marked by signing an agreement with the Programme at the district level. This will be done after the villagers have become well aware of the pros and cons of phasing-in the Programme.

The time-frame and the sequence of the various stages of this strategy, as well as the proposed duration for each stage, are provided at the end of this document.

It is expected that this promotion strategy will be the guiding document for the Promotion Staff in the HESAWA Programme.

II. HESAWA PROMOTION STRATEGY

2.1 The Aim of the Strategy

This strategy places the users, the village communities, at the fore front and as the central focus. The strategy aims at ensuring that all HESAWA personnel and others, who are partners to the villagers in their development effort, give uniform messages and that self reliance and gender awareness is strengthened. It also aims at having the meaning and philosophy of gender equality and self-reliance strengthened and understood by all concerned. The approach is that the users/villagers are responsible for planning and implementation of programmes aimed at improving their own standards of living. They are the originators and owners of the ideas put forward, they are responsible for the construction or improvement of the required facilities, and they meet the cost of putting up such facilities. The Government and the supporting donor agencies are only contributors to the villagers' efforts. This strategy wishes to make this clear and understood by all, and those involved should promote these principles to all and sundry.

2.2 The Objectives of the HESAWA Programme

The overriding goal of HESAWA Programme has, since its inception in 1985, been "to improve the health and welfare of the rural population through improved health education, environmental sanitation, water supply, community participation, and capability and capacity building at village, ward and district levels".

2.3 The Principles of HESAWA

The following principles are advocated by HESAWA. They need to be strongly promoted and the implications of each and every one should be explained, discussed and understood.

- (a) Community participation
- (b) Gender awareness
- (c) Self-reliance
- (d) Credibility
- (e) Sustainability
- (f) Affordability
- (g) Cost effectiveness
- (h) Replicability

It is the duty of the promotion agents and other extension agents to understand these principles and their content and to promote them among the communities concerned.

2.4 The Achievements Expected

The Programme directs itself towards achieving the following at the village level:

- (a) A clear understanding of the HESAWA concept and HESAWA activities.
- (b) An active and strong village and/or sub-village HESAWA committee.
- (c) Enhanced gender awareness, leading to increased involvement of women, men and youth in HESAWA activities and committees.

- (d) An outline of a village/user group development plan.
- (e) On-going human resource development (HRD) and capacity building activities.
- (f) A working system to collect funds, save and manage adequate finances for implementation, operation and maintenance of facilities.
- (g) An on-going programme of health education.
- (h) An on-going programme aimed at remedying sanitary and waste disposal.
- (i) An established Village Health Worker system.
- (j) An on-going programme of latrine construction and use.
- (k) An on-going programme of improving water supply (not necessarily wells).
- (l) Availability of village based technical staff and animators.
- (m) Established stores and procurement procedures including spare part supply system and trained personnel.

2.5 Methodology

The Programme aims at streamlining its bottom-up approach. There is need to up-grade the skills of the promotion agents and HRD facilitators in the use of participatory methodologies in their communication with the villagers. Care should be taken not to manipulate communities. Methodology should be formulated with a view to enable people to develop the necessary awareness of gender equality, confidence and self-reliance, and not to manipulate and control them.

The key method to be used in planning with the villagers will be the Participatory Rural Appraisal (PRA). All promotion agents, promotion advisers, promotion team members and village animators will be trained in the application of PRA methodology.

In meetings and workshops the LEPSA/DELTA and SARAR methodologies will be used. The problem based learning in the School Health activities will be promoted.

For Zonal planning and monitoring the Logical Framework Approach (LFA) will be used in its present form which is adapted to Swedish requirements.

2.6 Human Resources for Promotion

There are several cadres of staff to facilitate promotion. At the Zonal level there is a Health Education and Sanitation Adviser, a Promotion Adviser, a Human Resources Development Officer and a Course Planning and Curriculum Development Officer.

In each District there is a District Promotion Adviser and a District Promotion Team comprising representatives at technician level from Health, Community Development, Water and Education sectors.

A new cadre will be introduced at the village level, namely the Village Animators. They will be trained in order to ensure uniformity in the application of methodologies and the messages given.

2.7 General Promotion

The entire HESAWA Programme area (i.e. the three Lake regions) should have a continuous information flow on the causes of disease and the links between health, sanitation and water.

If the objective advocated by this strategy is achieved, then the villagers and user groups should contact the district authorities and phase-in the Programme. This should, however, be based on their own conviction that the Programme is appropriate and beneficial to them.

Information should be available on what people themselves can do to improve their individual situations. Information should also be available on other programmes that usually support such activities including the HESAWA Programme.

Facilities should be available to gather knowledge and ideas about the HESAWA Programme, its potential, possibilities, intentions and content. Such knowledge has, to some extent, already been promoted through the ten years that HESAWA has been operational. Additional creation of awareness should be pursued through the "general promotion, mass communication" giving consideration also to the fact that special efforts should be made to reach women and the youth. The importance of attitude and behaviour changes regarding men in relation to their families and communities will have to surface in the general promotion so that division of labour is properly looked into, in view of reducing the women's workload.

As the villagers learn more about what is available in the Programme that could be of use to them, they will probably demand services, and will subsequently expand the network of key players, the people they trust for advice and assistance.

The means of communication in the above context could include, inter personal communication, public meetings, mass media, radio, dance, theatre, the HESAWA Newsletter and demonstration centres. Networking between villages should be encouraged.

Concerning general promotion activities information should be continuous and directed towards raising awareness on health issues. Moreover, such activities will not have to be undertaken necessarily by promotion agents alone, rather, other relevant professionals, communicators, may also play part,

III PHASES IN THE PROMOTION

3.1 THE INTRODUCTORY PHASE

The objective of this phase is to promote the HESAWA concept in villages or sub-villages which have declared interest in participating in the HESAWA Programme. These areas will be selected by the district for implementation of the Programme. The introductory phase will aim at introducing the content and principles of the Programme. Subsequently, the promoters will have discussion with the villagers. This discussion may (or may not) lead them to decide to phase-in HESAWA.

Contact will be established between the user groups and HESAWA. Such contacts will be made through any channel suitable and convenient to the villagers, e.g. the Village Executive Officer (VEO), the Village Health Worker (VHW), the Community Development Officer (CDO), the District Water Engineer (DWE), the District Health Officer (DHO), the Village Animator (VA), etc. The Programme should await formal contact by the community itself before making a decision to get involved.

Village or sub-village meetings should be held to allow for articulation of villagers' living conditions, wishes, hopes and intentions for a better future. This is when to introduce HESAWA activities in general, ideas regarding hygiene, cleanliness around the house, water source, school health and sanitation activities, and any other areas that HESAWA usually supports. Women should be the natural focus for this information.

In promoting HESAWA concept and in conducting gender awareness workshops and meetings, women, men, the young, the old, the rich and the poor should get involved. This will enable them to think about what the HESAWA principles mean. They should not, however, be manipulated on what to believe. They should be invited to consider other options and alternatives, through participatory methodologies.

3.1.1 Promoting HESAWA Principles:

The principles of HESAWA are all there for villagers to accept or reject, as they see fit. The principles are not to be promoted as new lessons to be learned. Facilities associated with HESAWA programmes should not be used as incentives or rewards for getting the right responses. The Programme staff at all levels should, however, have good knowledge, and understand the purpose of, and promote, all HESAWA principles.

3.1.2 Community participation:

Most of activities of HESAWA are strongly guided by the principles of community participation and bottom-up planning and decision making processes. Promotion based on participatory methodologies is the most important tool for achieving true participation. Human resource development activities should also be conducted along the same lines. Promotion agents and facilitators should learn to master and use such methodologies.

3.1.3 Gender Issues

The Programme should actively promote the participation of women, youth and men in all the activities in order to succeed in mobilizing all the available human resources for development activities. Since women are responsible for procurement of water, cooking and child care, enhancing their awareness of good hygiene can accelerate the improvement of the family health. Most health activities should therefore be targeted towards women.

Whenever villagers are invited to discuss issues related to water or health, the role of women will inevitably arise. It is therefore essential that women be invited to these meetings and be encouraged to actively participate in discussions of issues that will eventually affect them. It is also an opportunity to promote the modifications of roles within a family and community; and also create understanding for more equal distribution of responsibilities between women and men. In other words, promotion agents should not miss any opportunity to consult women, to take their wishes and feelings into consideration, to solicit their comments at meetings, and to promote their representation on all committees making decisions related to health, water and environmental sanitation.

3.1.4 Self Reliance and Ownership

The issue of ownership and its implications should be explained, discussed, understood and agreed upon by the community. The users own the facilities and will eventually take full responsibility for the management, financing, operation and their maintenance after completion. In most cases investment costs will be shared.

The financial management issues must be cleared and agreed upon within the group. These issues include the full understanding of the costs involved, development of a financial system, election of the people to be responsible for finances, the level of contribution by each member, why the level of contribution has been set, mode of savings and book keeping, banking arrangements and the financial control system.

3.1.5 Credibility

A credible idea is one which can be believed. Credibility requires that what is done has been chosen (not merely accepted) and that the choice was based on sufficient information.

Trust in the Programme is promoted amongst the end-users. Village communities should choose to phase-in when they are fully aware of their immediate and long-term commitments.

An opportunity exists to participate in the Programme and certain benefits will ensue. The HESAWA Programme has great potential to make a major contribution to the health and welfare of the villagers around the Lake Zone. However, villagers should know their future liabilities. They should not perceive involvement in HESAWA as an opportunity to secure assistance.

Genuine credibility requires communication of full information and its assimilation, dissemination, acceptance and internalization. This takes time. In the absence of full information, villagers respond rationally to available information by opportunistic behaviour (when it produces immediate benefits) and reluctance (when action would incur costs).

3.1.6 Sustainability

Sustainable development is that which is self-perpetuating and which endures. An installation may last long because it was built simply and strongly, and the users have maintained it well through their own efforts and resources.

The villagers should discuss the costs involved. They should also discuss the community's ability and willingness to pay for the services over long period of time. As an example, a pump costs half a million shillings. Even if they get a subsidized pump at the beginning of the project, they will have to pay for its replacement in the future. They should also be made aware that to replace a cylinder will cost about thirty to fifty thousands. They should therefore, from the very beginning, understand the financial implications of the undertaking.

One way of generating funds for the sustainability of the water facilities is the payment for such services by the users. This will ensure availability of funds for running and maintaining the facilities and also will provide employment to a number of community members as pump attendants, etc.

The availability of spare parts is another issue that must be discussed so that communities know what to expect when there is a breakdown. The same applies for other technologies. The programme management should publicize the full cost of installations, but let it be known that it is prepared to subsidize the installations as determined by prevailing policy. The villagers should have been made aware of this, have discussed it and should have agreed among themselves before phasing-in.

It should be clear that sustainable development does not proceed from the utilization of donor funding unless the funding is supportive of the main effort by the people themselves. Therefore the centre-piece of the promotion and discussion among the villagers should be self-reliance and not the material benefits accruing from the Programme.

3.1.7 Affordability

To get the maximum benefit from the health programme, the method of health improvement must be one that villagers easily understand, can afford and can maintain. Thus, the means of acquiring clean water and improving environmental sanitation must be financially affordable by individual households or communities. Similarly, the maintenance costs of installations must be made clear to all and must be feasible.

The villagers should be informed, and they should exhaustively discuss, the various options possible for obtaining improved water supplies in their village. The options include rain water collection, spring development, improved traditional water sources, gravity water supply, and wells with or without hand pumps. All the options must include the cost of installation. The kinds of water system to be promoted should be simple, and it should be possible to construct the facilities using locally available materials.

Pumped or piped water is suitable for those who are able and willing to pay for it. A frank discussion should be held about willingness and ability to pay for such installations. The villagers should be made aware that the cost of installation is only a fraction of the total running cost over the facility's working lifetime. The fact that no one but themselves will be responsible for repairs of their facility should be emphasized. The situation should be explained as truthfully as possible.

3.1.8 Cost Effectiveness

It is of utmost importance that the promotion agents, in all their deliberations, encourage and discuss cost efficiency and effectiveness of the various activities with the villagers. This should include choice of appropriate technology, methods to be used, as well as operations and financial management.

3.1.9 Replicability

HESAWA as a concept should be replicable in other areas where the Programme had not reached. The idea is to improve health and the general welfare of the rural people in the Lake regions and if possible outside the zone. This can be put into practice if all the other principles have been realised, so that people in new areas may see the sense and practicability of establishing similar Programmes.

It will be unrealistic if the Programme remains donor-reliant or insists on the use of technologies which are not easily, locally available, for other areas to learn and accept as a viable and sustainable Programme which they can initiate.

3.2 PLANNING PHASE

3.2.1 Participatory Rural Appraisal

The planning phase is designed to allow villages, which intend to phase-in the HESAWA Programme to do so, but only after the initial request has been made by the villagers. The real consequences of phasing-in will only be known through the village HESAWA project planning process. It is at this stage that the villagers will understand the options and alternatives available to them, what will be required of their own efforts and the cost of the preferred programmes. Other implications should also be made clear during the planning phase. It should, for example, be emphasized that the HESAWA Programme will be involved with the village for only a few years, while the activities initiated by the community will go on for a long time. This is indicative of the long term costs to be incurred by the community.

The Phase-out process should be discussed with the communities whenever the phase-in planning is initiated. The communities should only phase-in HESAWA when they are ready to do so. That decision should be taken by the villagers themselves, as they will be the ones to live with the consequences of their initiatives. They should be given the necessary information, but they should make the decisions on the type of development they want, what they can do on their own, and which input they need from outside.

The promotion agents' major role is to advise the villagers of the range of options available, by sharing information with them. The promotion agent should also:

- (a) Identify and promote partnership with all NGOs, including women and youth groups, and others who have similar objectives and activities as the HESAWA Programme and who might be involved in the Programme in the future.
- (b) Promote private sector involvement in HESAWA for back-up and implementation. Private sector can, for example, deal with the supply of spare parts, facilitate training courses, develop and print information material, etc.

Planning at village level will be done through the Participatory Rural Appraisal (PRA) methods. The planning will include needs assessment, resource assessment, baseline survey and the understanding of ownership. The PRA will be conducted by trained facilitators together with the Village Animators. It will be scheduled so that it fits well into the villager's own calendar (the July to November period is suitable). It also has to synchronize with the budget system of the local and central government systems. The results of the PRA will constitute the village HESAWA plan.

The PRA need not necessarily cover a whole village. Rather, it is intended for a user-group or sub-village. Users may organize themselves at sub-village level or around one well. They will, of necessity, need to approach the village government first, and it is proper that they do so. It is, however, re-emphasized that the HESAWA Programme can be undertaken by a small number of households.

The PRA should cover at least 50% of the households of the area planned. Since PRA involves the community in the planning and in decision making process, women should be in the forefront and the main focus. They should be given the chance of full participation. However, to be able to participate women must be able to share their domestic and traditional responsibilities with their men and be accepted in the new fora of participation. It is known that some men deliberately obstruct women's participation in decision making processes. Such attitudes should be discussed with a view to understanding how the community can benefit from women's participation. The youth should also be well represented.

3.2.2 Needs Assessment

The needs assessment will specifically address the material resources that need to be mobilized, namely:

- (a) Financial resources;
- (b) Skills; and
- (c) Labour

Undertaking a needs assessment is an important planning process for the villagers. It constitutes the basis for making their decisions in regard to their needs, what they want and what they can afford. The needs assessment process will also provide answers to specific questions, which include:

- (a) The purpose of the installations to be made;
- (b) The resources to be mobilized and used;
- (c) The type and number of facilities to be constructed;
- (d) The location where the facilities are to be installed;
- (e) How the facilities will be operated and maintained;
- (f) The type of capacity building required; and
- (g) Who would receive training.

3.2.3 Resource assessment

Resource assessment should cover realistic estimates of what the villagers can afford to pay for the installations and their maintenance. In this way, the choices will be realistic in relation to the options adopted by the villagers. It is a fact that environmental sanitation can be improved at very low cost. Low cost options should therefore be emphasized, rather than the construction of wells with hand pumps or piped water schemes that cost much more.

3.2.4 Baseline Surveys

Baseline surveys of the PRA should include: collection of population data; wealth-ranking; health statistics (especially infant morbidity and mortality); the status of school health; availability of water and distances to water sources; number and location of latrines; garbage pits and their condition; whether or not people boil drinking water; and other relevant information. Such self surveys will enable the communities as well as the promotion agents to monitor the actual benefits derived from the involvement with HESAWA.

3.2.5 Village Animators

Village animators (VAs) are required for the planning, promotion and maintenance functions at the user level. The villagers should choose their animators from among themselves. The types of animators selected should, for example, be drawn from the following categories of people:

- (a) influential people;
- (b) retired officials;
- (c) religious leaders; and
- (d) respected women.

The Programme should assist VAs in acquiring the necessary information. The Programme should not, however, employ them. The VA's duties should be clearly differentiated from those of the VHWS to avoid unnecessary conflicts. While the VHW concentrates on his/her duties of preventive hygiene, the VA should be involved in facilitating the interaction between the users and the Programme. The VA should:

- (a) complement the work of the Village Executive Officer (VEO), in the promotion of HESAWA principles and activities;
- (b) be a resource person for the whole village;
- (c) take part in the PRAs, needs assessment, resource assessment and baseline surveys;
- (d) be an intermediary between the village and other participants in HESAWA;
- (e) disseminate the new ideas proposed in this strategy while at the same time dispelling the notion that government or donor agency will maintain the installations;
- (f) receive, safely keep and distribute promotional material;
- (g) attend courses and seminars to share experiences with other VAs.

Before, within six months in advance, villages phase-in, VAs should undertake study tours to villages with on-going HESAWA activities in order to learn the processes through observations and discussions. The "experienced" HESAWA villagers are the natural contact points for someone from another village who wishes to see a HESAWA Programme in action. VAs should actively promote contact between communities during the different stages of phase-in and phase-out.

The VAs should be motivated through incentives provided by the Programme, such as the provision of a bicycle. Care should, however, be taken not to create dependency.

3.3 PHASE-IN PREPARATION STAGE

Before phase-in, the intended user-group or village will have conducted the PRA, developed an action plan, selected a HESAWA Committee, conducted their own preparations and become ready for Phase-in. They will therefore be in a position to bargain and negotiate an agreement with district authorities. It is an important stage as it is by signing the agreement that the village or user group will declare that it has understood all the implications and is ready to go with it, and thus formally phase-in the Programme.

At this stage, among other things, the Programme will be aware of, and able to utilize, the experience and knowledge that women already have.

The following events should have been complete before phase-in is instituted:

- (a) Awareness of the Programme and gathering of knowledge and ideas;
- (b) Adequate contact between the user-group and the district authorities is established;
- (c) PRA has been successfully conducted resulting in an agreed action plan, needs assessment, resource assessment and a baseline survey;
- (d) HESAWA Committee selected;
- (e) HRD and capacity building needs identified and assessed;
- (f) The communities own preparations are complete;
- (g) The ownership issues are cleared and understood; and
- (h) Budget is available for the village and the district activities.

All plans and intended activities should be cleared by the nearest authority, usually the village government. The community should decide who will represent it in its dealings with district authorities. The objective is that 50% of the representatives must be women.

3.4 COMMUNITY/VILLAGE/USER GROUP OWN PREPARATION STAGE

The purpose of this stage is to allow the villagers to have a period of reflections following the fairly intensive planning week of the PRA process. It will give them an opportunity to consult and discuss with each other without the guidance of facilitators. It would also give them time to prepare themselves for the negotiation of the agreement and to make a decision whether or not to phase-in.

3.5 THE AGREEMENT AND PHASE-IN

Making a written agreement between the community or user group and the Programme (represented by the District Executive Director) is the best way of ensuring that everything has been fully understood and agreed.

The purpose of the agreement is to ensure that the parties involved honour their respective undertakings of the joint plans. It should clearly state who will be responsible for the facilities, buying spare parts, etc, in order to avoid leaving a vague situation where nobody will be responsible. The agreement also aims at having the partners seriously looking into all implications involved and the realism of the plans. The negotiation itself will probably reveal the difficulties the parties would expect in implementing the plans. Adjustments could be made at this stage. The villagers should negotiate the agreement, not simply agree to it.

It should also be specified in the agreement that scheme/pump attendants, Village Health Workers, village artisans, Village Animators, security guards for all Programme facilities and equipment are appointed by the village government/the community. The village should also have training programme/s for those auxiliaries and other villagers.

The promotion agent should resist temptations to turn the agreement into a detailed work plan. The work plan will have partly been made through the PRA. The villagers should be left to develop their talents, otherwise their self-reliance and ownership will be undermined.

The period between phase-in and phase-out should not exceed five years and should not be less than three years. The phase-in period will be marked by the signing of the HESAWA agreement and the phase-out by the issuing of a completion certificate. The exact length of the phase-in and phase-out period will be determined during negotiations of the agreement.

3.5.1 Policy on Cost Sharing

The prevailing policy concerning the contribution from the villagers and which has to be discussed and agreed upon stipulates as follows:

- (a) that the contribution shall be agreed during the negotiation of the agreement between the Programme and the Community;
- (b) that the sum shall be paid in full before the implementation starts;
- (c) that it represents payment for the installation, with no commitment (given or implied) that the donor or the Government will assume responsibility whatsoever for maintenance.

Other issues to be included in the agreement should be:

- (a) what purpose is to be served;
- (b) how the users and Programme officers are to know when it has been fulfilled;
- (c) what resources are to be applied (land, materials, funds, equipment, labour);
- (d) who will be responsible for those resources;
- (e) what precisely is to be done, when and where;
- (f) what the villagers will undertake;
- (g) what the Programme will undertake;
- (h) when the work will begin; and
- (i) when it will end.

The agreement should make provisions to deal with failure to complete the activities within the given time.

People representing HESAWA will be much more familiar with agreements and other written material than the villagers. It should therefore be ascertained that the villagers, leaders and users, especially women, understand what is provided in the agreements and other documents. The agreement should be signed by several representatives of the users and not just by the chairperson. They should be cautioned "not to sign what they do not understand or comprehend".

Once both parties are satisfied with the provisions of the agreement and have understood their obligations, they should both sign the agreement and each should retain a copy for future reference.

3.6 IMPLEMENTATION PHASE

There will not be much promotion of HESAWA activities during the implementation phase. The phase will be a period for reflection of the tasks ahead and the opportunities offered by the undertaking, a period for exchange of ideas and experiences, for feed-back between the parties, and for training in management, operation and maintenance. Minor adjustments to the plans may also be made during this period.

There should, however, be some limited promotion follow-up activities related to implementation. For example, promotion will be required to encourage effective digging, construction of facilities, keeping water sources and sanitation facilities clean, and for the villager's monitoring and assessment of progress and the results achieved.

3.7 PHASING OUT

Phase-out will follow phase-in after a period not exceeding five years. From then on, the responsibility for operation and maintenance of the facilities will be in the hands of the owners.

Promotional activities will come to an end as the HESAWA Programme involvement with the community is phased-out. Promotion activities may, however, continue under the villager's own initiative or that of the district.

When the obligations stipulated in the agreement have been fulfilled, a "Completion Certificate" will be issued. This will mark the end of HESAWA's involvement in the activities of the village

SEQUENCE

NO.	Activity	Duration
1	GENERAL PROMOTION Mass Communication	Throughout
2	INTRODUCTORY PHASE Promoting HESAWA Principles, Initiation and preparation, including initial contact and information exchange between the Programme and the villagers	2 weeks
3	IDENTIFICATION AND TRAINING OF VILLAGE ANIMATORS	4 weeks
4	PLANNING PHASE, including: - preparation meeting on PRA - PRA, including: needs assessment, resource assessment baseline survey (i.e. village file), presentation of School Health and Sanitation Activities. - Phase-in Preparation Stage, preparation of agreement. - Community/Villager/User group own preparatory stage	4 weeks
5	THE AGREEMENT AND PHASE-IN Negotiations and Signing of Agreement = Phase -In (more time may be taken if necessary)	2 days
6	IMPLEMENTATION PHASE, including: - training, VHws, VF, PAs, - project planning, procurements - construction - promotional follow-up - management, monitoring & Evaluation - HRD activities	2nd - 4th year
7	PHASE- OUT	5th year

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