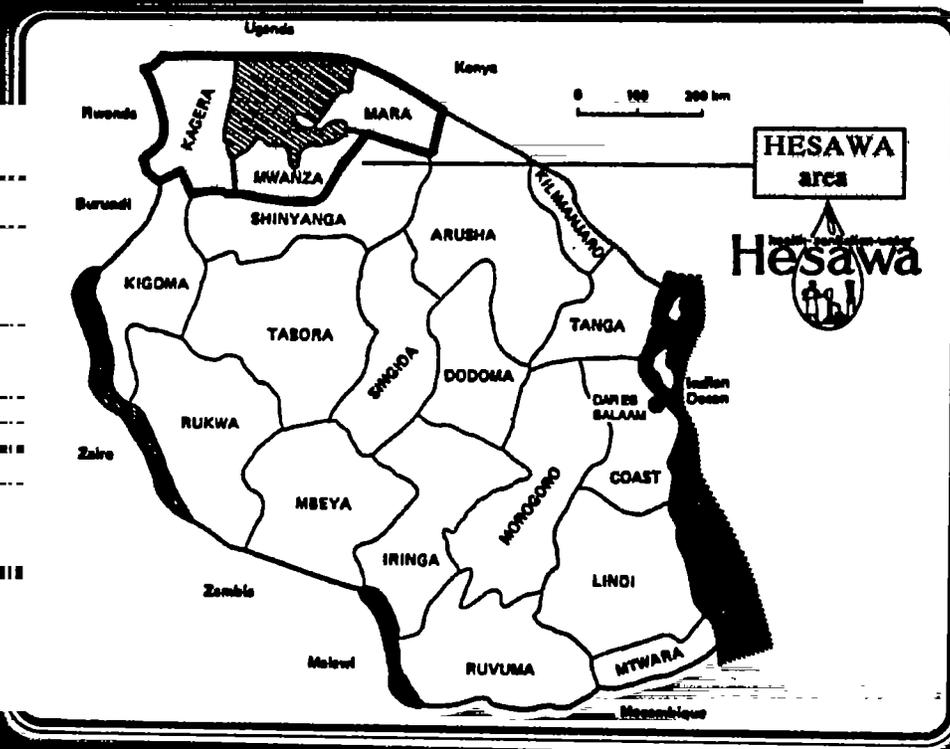


205.1 92IN

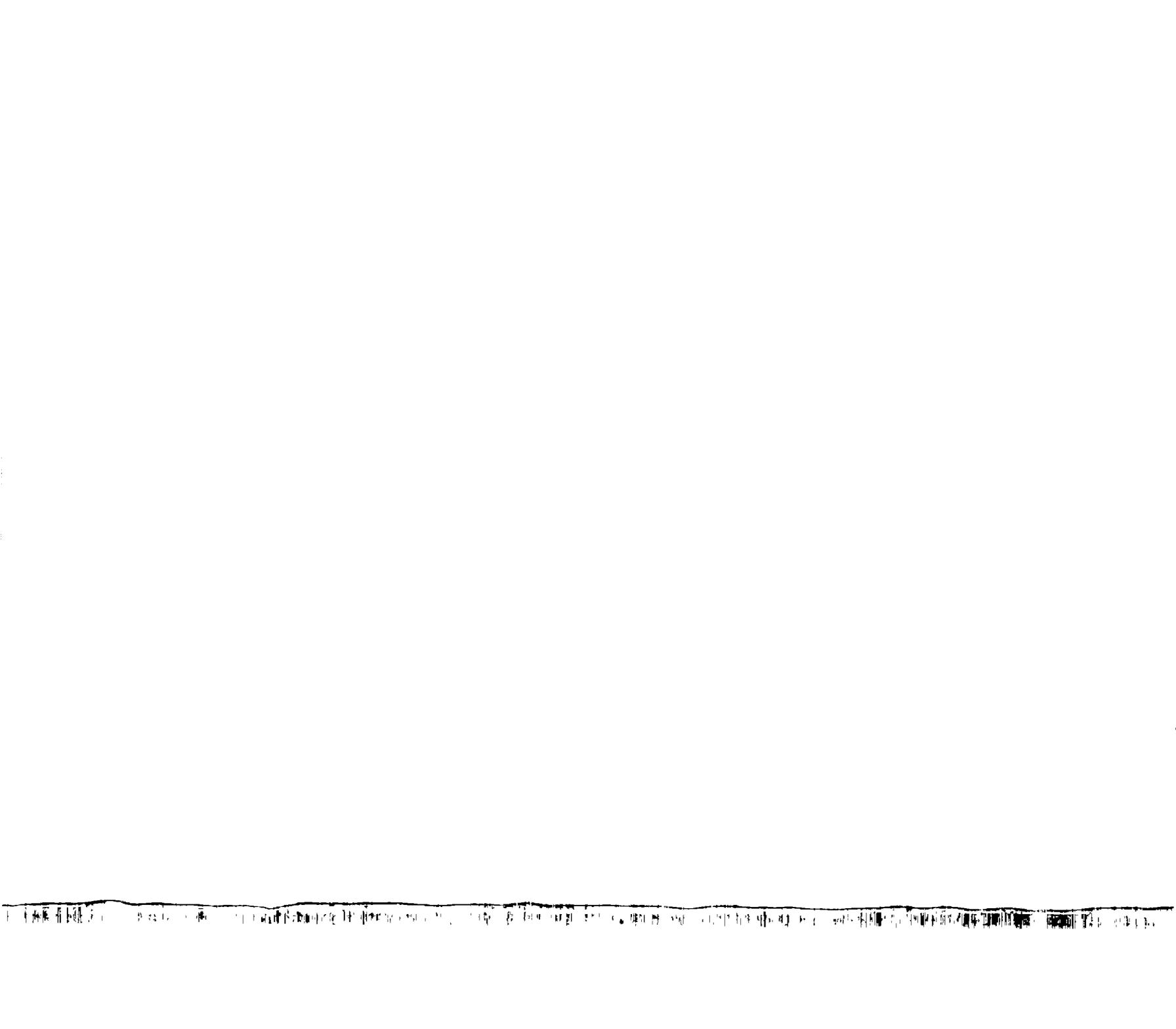
*Uganda Malva Munuo*

# Initiating and managing a practical participatory development programme



The experience from the  
**HEALTH THROUGH SANITATION AND WATER**  
**(HESAWA) programme in Tanzania.**  
Ministry of Community Development, Women Affairs and  
Children.

205.1-92IN-10006



LIBRARY  
INTERNATIONAL REFERENCE CENTRE  
FOR COMMUNITY WATER SUPPLY AND  
SANITATION (IRC)

*Edith Mallya Munuo*

# Initiating and managing a practical participatory development programme

LIBRARY, INTERNATIONAL REFERENCE  
CENTRE FOR COMMUNITY WATER SUPPLY  
AND SANITATION (IRC)  
P.O. Box 93190, 2509 AD The Hague  
Tel. (070) 814911 ext. 141/142

ESW 10006  
LO: 205.1 921N

The experience from the  
HEALTH THROUGH SANITATION AND WATER  
(HESAWA) programme in Tanzania.  
Ministry of Community Development, Women Affairs and  
Children.

Munuo, Edith Mallya (1944 - )

Initiating and managing a practical participatory development programme

The experience from the *HEALTH THROUGH SANITATION AND WATER (HESAWA)* programme in Tanzania

ISBN 9987 584 01 2

© Copyright Edith Mallya Munuo, 1992

First edition, June 1992.

Published by Kitabu Publishing House Ltd., Dar es Salaam, Tanzania.

Printed by Advert International Ltd., Dar es Salaam, Tanzania.

ISBN 9987 584 01 2

**Contents**

0.	Foreword	2
1.	Acknowledgements	4
2.	Introduction	6
3.	Participatory development	7
4.	A short history of HESAWA	9
5.	The HESAWA vision	11
6.	Objectives and operational goals	16
7.	Strategies	18
8.	Basic principles	21
9.	Organization	23
10.	The HESAWA Programme Directorate	35
11.	Roles and responsibilities	37
	* At national level	37
	* At regional level	38
	* At district level	39
	* At village level	40
	* At household level	41
	* Study groups	48
12.	Introducing HESAWA to other regions	49
13.	The experience of the Arusha region	49
14.	The Regional Strategic Planning Workshop	50
	* Objectives	50
	* Contents	51
	* Organization of the workshop	52
	* Resource people and facilitators	52
15.	Outcome of the meeting	53
16.	Lessons from the Arusha Regional Strategic Planning Workshop	54
	* The new HESAWA mission	55
	* New strategic goals	55
	* The new HESAWA strategic objectives	56
17.	Tips and tricks for the success of the HESAWA programme	58
18.	The right environment	59
19.	Some advice for practitioners	60
20.	What they say about HESAWA	62
21.	Conclusion	68
22.	Some HESAWA publications	70





/Picture from the HESAWA Study Group Programme materials./

## 0. FOREWORD

A number of overriding internal and external factors underscore the timely publication of this book. It is meant to encourage practical community participation in the development process amongst the rural populations in developing countries. After decades of independence and rural development programmes, many are still living below poverty lines.

This work is intended to create a greater sense of responsibility, self-reliance and self-initiative amongst the people. The involvement of the struggling masses of the third world in the creation, planning, administration and management of community based projects and programmes will improve their confidence and capabilities.

On self-reliance, the book underlines the need for developing countries and the entire populations in these countries to be more self-reliant as articulated in the African Charter for Popular Participation.

I believe this book will enable sharing of experiences recorded in the Health through Sanitation and Water (HESAWA) programme. By the end of 1991 this programme had managed to reach more than half a million people in 300 villages in the Lake Victoria regions of Mwanza, Kagera and Mara.

In these villages, scattered over a wide area, the people now speak of "our programme", "our piped water scheme", "our latrization programme", "our development", unlike, in the past when they spoke of government's or donor's shallow well or programmes. This is because the projects were imposed on them by the government or donors without the villagers being involved in any way in the planning of the projects. Neither were they mobilized and motivated for an effective implementation of the projects.

Therefore this work should also create a new attitude towards our people in the urban and rural areas. They have, for decades, been

treated as mere recipients of orders, projects and programmes without their involvement and consent as if they are hopeless citizens without ideas.

The HESAWA experience shows that the old attitude was misguided. We know now that there is a vast amount of knowledge already in the villages which produces a mutual learning experience for all concerned, regardless of educational background.

It is my sincere hope that this work will interest all those working with the people in our rural areas with the aim of achieving rapid, genuine and sustainable development.

Anne S. Makinda MP  
Minister  
Ministry of Community Development  
Women Affairs and Children.

February 21, 1992  
Dar es Salaam  
Tanzania

## 1. ACKNOWLEDGEMENTS

It is my mother Lusina, a great woman, friend and mentor who instilled on to me the values of participatory decision making. The success in what I have done in HESAWA stems a lot from the wisdom of this invisible woman. For that reason I dedicate this book to her as an acknowledgement.

The villagers in Kagera, Mara and Mwanza regions deserve special credit. The challenges they have taken have made HESAWA an experience to be shared by many within and beyond Tanzania.

My colleagues in HESAWA, the Ministry of Community Development Women Affairs and Children have given me invaluable support that facilitated speedy finalization of the manuscript of this book. Thanks a lot.

I should like to recognize Dr.Hilda Tadria and Dr. Laketch Dirasse for their conscientious push on me to document what I have done in practice.. They valued my work and this gave me encouragement and confidence.

Thanks also to Eastern and Southern African Management Institute (ESAMI) for availing me the opportunity to test some contents of this book when invited as a resource person on issues of popular participation and community mobilization.

I have enjoyed immeasurable good-will from friends, fellow Parliamentarians and Consultants who took interest in my personal role in the HESAWA Programme. This was a great motivating factor.

I should also like to thank UNDP which recognized the contents of the very first draft manuscript by financing the Arusha Regional Strategic Planning Workshop to introduce HESAWA in the region. The manuscript contained all the proceedings and the contents of the workshop and therefore road testing the manuscript. In puts from the participants of the workshop energized further brain-

storming on the concepts and values of participatory development process. This is a driving force that keeps the entire process alive.

To the Swedish Embassy, Development Cooperation Office in Tanzania I am indebted. It has provided financial support that has made the manuscript into a book.

Very special thanks to Tabu Athumani my Secretary who patiently laboured through my hand written notes to type the very first draft. Also to Pacific Kalinda for putting the draft into the computer.

Jörgen Baltzer was my Consultant *inter alia* in the type setting. I owe him gratitude for his keen interest and practical suggestions.

And to Agoro Anduru, he generously lent me his style of writing. Selemani Mkufya was very resourceful in making a critical review of the manuscript and did the photography work. I found such enlightenment working with Agoro and Selemani. To both I am also indebted. Their inputs are a gift to Development.

Finally of course to my family I say thank you. My husband, Saryael and our children Carol, Frank, May, Tumaini and Lemburis have always taken pride in whatever I achieve and in particular the writing of this book. Their patience and enthusiasm kept me going.

1 June, 1992.

## 2. INTRODUCTION

Although this book is about health through sanitation and water, the aim is to show how the HESAWA programme has succeeded where other water master plans failed. HESAWA stands for Health through Sanitation and Water and the programme began to be implemented in three Lake Zone Regions in 1983. Whatever achievements have been made in its implementation are a testimony to the effectiveness of participatory development which has made HESAWA a household word not only in the three Lake Zone regions (Kagera, Mwanza and Mara), but in the whole country. In this book I have tried to share with the reader what I feel has contributed to the success of the programme. My belief is that leaders should be mere facilitators and let the people take the initiative, plan and execute their own development programmes. That is practical participatory development.



/Picture from the HESAWA Study Group Programme materials./

### 3. PARTICIPATORY DEVELOPMENT

*In the end more than they wanted Freedom, they wanted Security.*

*They wanted a Comfortable life and they lost it all - Security, Comfort and Freedom.*

*When the Athenians finally wanted  
NOT to give to Society  
BUT for Society to give to them,*

*When the freedom they wished for most  
WAS FREEDOM FROM RESPONSIBILITY*

*Then Athens CEASED to be FREE.*

(Edith Hamilton) \*)

It seemed to me a strange coincidence when Professor Adebayo Adedeji, then a United Nations Under Secretary General and Executive Secretary of the Economic Commission for Africa, quoted these verses from Edith Hamilton. The occasion was the birth of the African Charter for Popular Participation in Development at an international conference on Popular Participation in the Recovery and Development Process in Africa. It was held in Arusha from the 12th to the 16th February, 1990. I listened to the quotation and it set my thoughts astir, filling me with untold happiness. Although I was a participant at the conference and a member of the drafting team for the Charter, I allowed my mind to wander. And I thought how relevant the quotation was to my own situation.

I have always been an advocate of people's involvement in development, being the director of a rural health through sanitation and water (HESAWA) programme since 1985. This programme is indeed people oriented and geared towards sustainability of health sanitation and water services. This is why I marvelled at

---

/ \* N. B. The emphasis and the arrangement are mine./

the coincidence. The quotation from Edith Hamilton just confirmed my fears. Something like a disaster is inevitable when leaders, like the Athenians, and the led, Society or the People, do not have shared values, shared visions, shared motives, shared responsibility, shared accountability and shared commitment towards a shared goal.

These were my thoughts at that time as I realized that lasting development is always a product of team spirit and team work, the leaders cooperating with the people. Even among managers and workers, industrial or labour, our disputes are minimized through participation and team spirit. The same bond also should exist between the inventors of technology and the users of the inventions. Therefore, leaders, managers and inventors would get surprising results if they learnt to listen to the people, or the end-users. It means the active involvement of everyone concerned in decision-making, planning and creative implementation. The HESAWA programme strives to achieve such participation. The quotation from Edith Hamilton could not have come to me at a more appropriate moment. It reinforced my confidence in the manner in which we had been executing HESAWA programmes. The charter we were intending to initiate at the conference, known as the African Charter for Popular Participation in Development, was aimed at eliminating conflicts that hamper realistic development and breed so much suffering in Africa. The alienation of the leaders from the people has caused political, ethnic and religious strife with the result that little development is taking place.

Instead we have hordes of refugees, starvation and poverty, killings and destruction of land, crops, homes and social services. Who then in reality suffers most? Needless to say it is the poor civilians - men, women and children-who are never consulted in the first place and never involved in decision-making. The idea then of initiating the charter was, if used, to create a machinery for leaders and the people they lead to rethink. They should work as a team to stop once and for all the strife and conflicts that inflict pain, suffering and chaos on our people.

I also remember the advise given by the Secretary-General of the Organization of African Unity, Dr. Salim Ahmed Salim, at the birth of the Charter. He said, at this time, when Africa needs to marshall all its available resources for development, all the people - youth, women, elderly - should be involved in the process of development. Moreover, the Charter makes it clear that popular participation begins and must be practiced at the family level, because home is the base for development. Yet we all know the Charter is just a document in cold print. It cannot be transformed into a tool or an instrument until it is used by people who are already involved in participatory development work with the aim of influencing policy-makers, and also speeding up the spread of lessons and achievements gained in the field. This is what I attempt to do. That is, sharing with you my experience in the process that has been used in the HESAWA programme in the three Lake zone regions of Tanzania. The results have been encouraging enough and that, I believe, is the reason why there seems to be a popular demand for the "HESAWA way" throughout the country.

#### 4. A SHORT HISTORY OF HESAWA

The Swedish International Development Authority (SIDA) began its support to the water sector in Tanzania in 1965. It was provided in the form of funds, equipment, materials and personnel assistance and covered piped water supply projects in all regions of mainland. From 1976 the Swedish assistance was gradually shifted to the three Lake Regions in Kagera, Mwanza and Mara. Towards the end of the 1970s and at the start of the United Nations Decade for Domestic Water Supply and Sanitation in 1980, evaluations were made on utilization of water supply schemes by consumers in developing countries, including Tanzania. These evaluations revealed that although a lot of resources in the form of time, expertise, technology and money were invested in providing the physical water supplies, people and especially those living in the rural areas did not consume the water. In the first place many of the schemes were too expensive to complete. At the same time others were not functional due to faulty designs or inappropriate

technology.

In yet other instances the schemes could not benefit the people due to lack of energy to be used for the engine pumps. In Tanzania, for example, not enough diesel could be imported. Again, in the case of Tanzania, the economy could not sustain the operation and maintenance of schemes involving engine pumps. Also since the people were not consulted or involved in the initiation and implementation of the schemes, the pumps in many cases were vandalized. This was also true of those water schemes which served institutions, but by-passed neighboring villages. They were being vandalized too.

In short the evaluations indicated that the previous water master plans were too ambitious and too expensive. The implementation of such programmes lacked total community participation. Therefore the villagers continued to use water from polluted sources perhaps quite unaware of the water-borne diseases from such sources.

These are the findings which influenced recommendations that were to advocate improvement, development and preservation of household water sources used by the rural population. The idea was to improve their skills in managing these sources and make their water free of pollution. Thus in 1983 the Health through Sanitation and Water (HESAWA) was introduced in the Lake Zone regions in response to the recommendations.

It has been a tradition for SIDA and the government of Tanzania to sign agreements for Swedish support to specific programmes. For HESAWA there has been three such agreements so far i.e. the first was a two year one covering the period between 1983 to 1985. The Second was signed in June 1985 to guide the programme for the period 1985/86 to 87/88. This particular specific agreement was extended up to 1990/91 to provide the necessary capacity and capability for Tanzanians to prepare a document with Plan of Operation that takes care of participatory and bottom up approach. The third Specific Agreement covers 1990/91 and goes on to 1992/93.

## 5. THE HESAWA VISION

The vision constitutes what the programme strives to be in the future. It should be borne in mind that it is no longer primarily a water programme alone although water remains a very important part of it. But it also includes health and sanitation aspects. Thus it is conceived to be an enterprise with capacity of resources, capability and organization to recover full costs for the following:

- \* operation and maintenance,
- \* depreciation of assets,
- \* payment of debts if any,
- \* return of capital investment,
- \* payment of new capital, e.g. for rehabilitation, expansion and replication.

What this means in practical terms is that in order to realize the vision, the mission of the programme should achieve sustainability of health and water facilities. Thus the villages will need functional HESAWA committees, willingness on the part of the villagers to participate in the implementation of the programme and contribute towards its sustainability, and, above all an informed leadership with good understanding of the HESAWA concept. Functional and updated village plans as well as a HESAWA bank account for operation and maintenance costs are also essential. The account should not only be for repairing pumps, but also help to meet costs for any activity related to the programme. This depends very much on the awareness and attitudes of the people towards the programme. The people must look up to the programme as a way of life, and more emphasis should be put on developing the HESAWA account so that it takes care of all financial problems in the future.

All objectives, goals, strategies, principles and guidelines should therefore converge towards addressing the following issues:

- \* What type of team work should HESAWA build?
- \* Who should members of the team be?

- \* What should be their roles and responsibilities?
- \* What type of interaction among them is appropriate?
- \* What career options and training is required, including tasks analyses and training profiles?

The HESAWA programme has already been implemented in Mwanza, Kagera and Mara Regions in Tanzania with considerable success. At the time of writing this book, more than one thousand wells had already been constructed in the regions; another 250 wells had been rehabilitated; twenty-three piped water schemes had been constructed or rehabilitated; more than 350 traditional household water sources had been improved; some one thousand improved latrines had been built; more than 500 village health workers had been trained; more than eight thousand people had joined different study group activities and thousands of participants had been trained in other Human Resource Development activities. The following illustrations indicate realization of the vision.

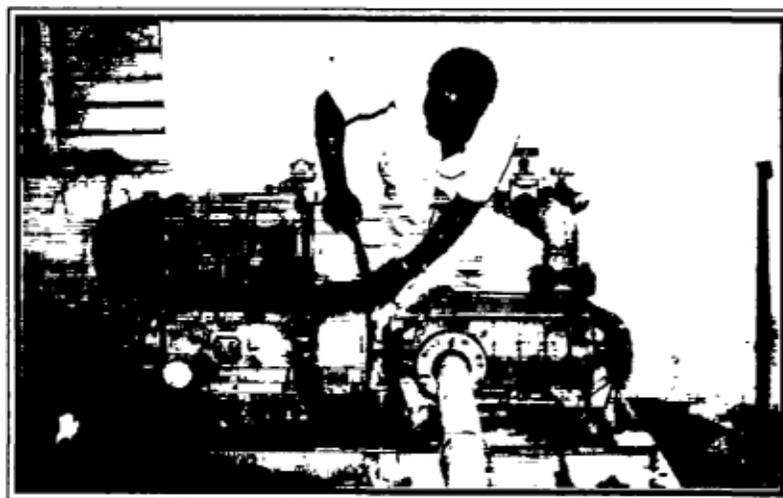


*"The logic of improving traditional water sources." HESAWA personnel admire a traditional water source, lined with rocks, well covered and fitted with bucket pump at Makongoro village, Bunda district Mara region.*



*"Thank you for this plenty, continuous, clean and safe water", these parents of tomorrow at Nyamuswa, Bunda district, Mara region seem to be saying of this hand pump.*

*A giant 600,000 m<sup>3</sup> water tank of the Buteran kuzi gravity scheme at Bukoba Rural, Kagera Region, constructed through community participation by residents.*



*A diesel engine provided by the HESAWA Programme for the rehabilitation of the Ngudu town water supply in Kwimba district.*

*Rings manufacturing at the site and village level is behind Hesawa's shallow well replication-revolution in the Lake Victoria regions. Hesawa personnel at work at the Itongo ring factory in Kwimba district, Mwanza region.*



*Going with the times: a solar panel for the Kiliyaboya solar pumping station at Ngudu, Kwimba district.*



*An appropriate technology for easily accessible water at the doorstep: a rainwater harvest at Ikizu Health Centre, Mara region.*



*A conscience of healthier life and sound environmental sanitation. Mrs Lucia Jacky attending her beautiful V.I.P. latrine at Kabasa, near Bunda town, Mara region. The woman built the latrine herself through the Hesawa programme's study group activities.*

*A simple built V.I.P. latrine, lined with rocks at Matera village Magu district Mwanza region. Matera village is experiencing a sanitation revolution under the Hesawa programme with all its 240 house-holds each possessing a durable latrine!*



*Washing slabs, is another Hesawa construction activity. A villager at Busweru, Mwanza Municipality enjoys the benefit of a Hesawa built washing slab.*

## 6. OBJECTIVES AND OPERATIONAL GOALS

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 aims at making water available for health, sanitation and other development uses at household levels. Hence the operative goals include the following:

- \* improved water supply which is
  - continuously functioning,
  - of improved quality,
  - of greater quantity,
  - more easily accessible.

This can easily be illustrated by the HESAWA experience in the Lake Regions. The situation for women has been vastly improved as they now spend less time and effort in trekking long distances to fetch water. It has also an economic and social aspect: women have more time for productive activities since water is now readily available. And the reduced distance to the water sources encourage even men to perform some domestic duties, like washing clothes.

- \* Improved health and sanitation by
  - increasing the people's awareness as to how the quality of water can be maintained from a source to consumption,
  - increasing popular active participation and especially by women as they are the traditional household water managers and providers,
  - providing health and environmental education directed towards water and hygiene related diseases and strategies for eradication,
  - construction of latrines which are more sanitary, socially and culturally acceptable,
  - improving drainage, water disposal and excrete treatment, and vector control.

In most HESAWA villages it has been established that there have been reduced numbers of sickness caused by specific water-borne diseases, such as diarrhoea, typhoid, cholera, worms and dysentery. The number of working hours lost due to sickness has also been reduced. A good example of this is Buswelu village in Mwanza municipality where at the time of writing this book two journalists reported that the data on disease occurrences were kept and showed that the water borne diseases were on the decline.

- \* Capacity and capability building and strengthening at village, district, regional and national levels by:
  - Human Resources Development for technical, managerial and organizational skills,
  - legislative and administrative backing at village level,
  - establishing concrete communication and information techniques and channels.

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

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, consultative 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.

## 7. STRATEGIES

The strategies for achieving the objectives and operative goals are designed to ensure continuous application of the following key words:

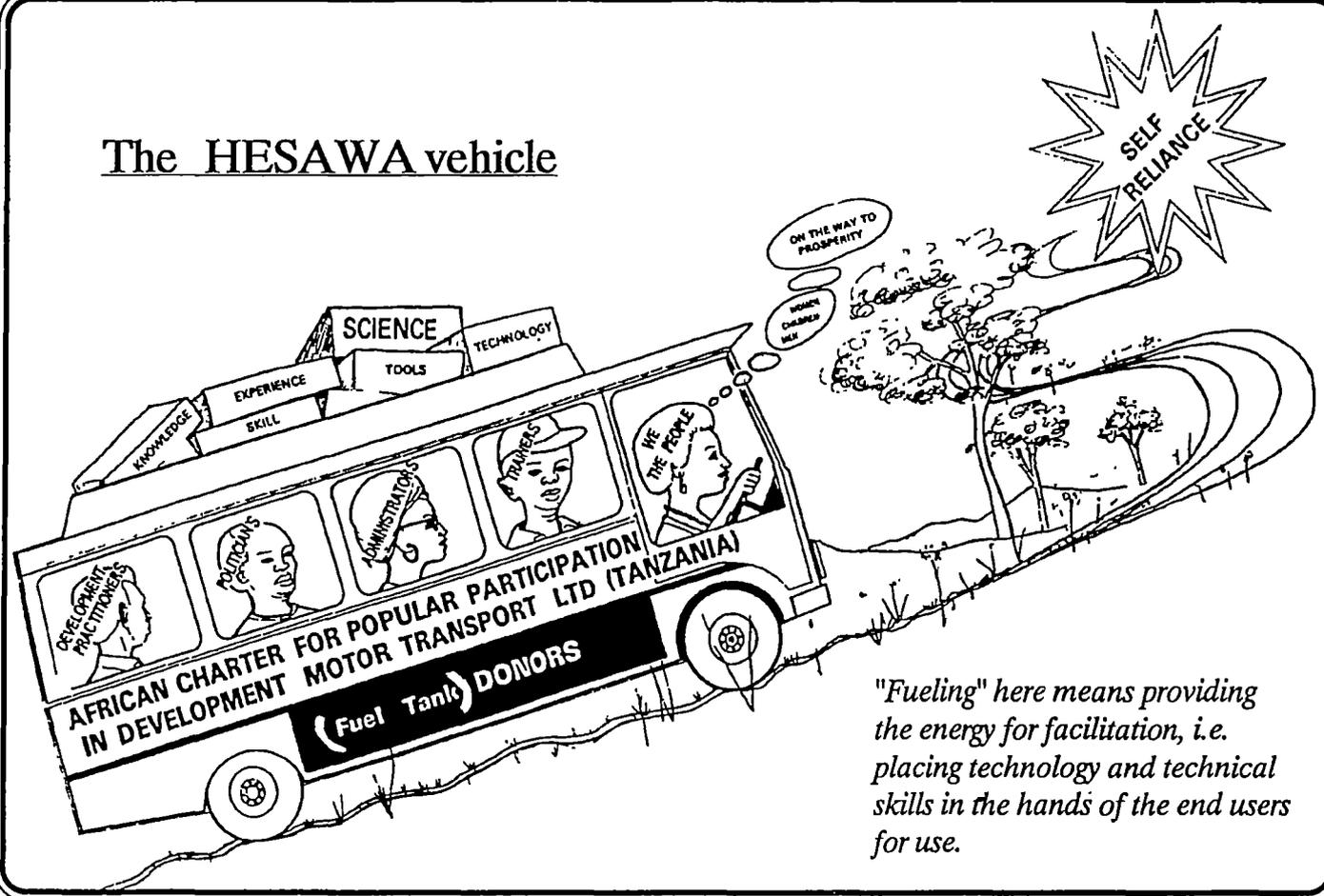
- \* decentralization to water end-users,
- \* affordability,
- \* sustainability,
- \* replicability,
- \* credibility and
- \* cost efficiency.

As I have already said, decision-making and the allocation of funds, should be decentralized as much as possible. Within HESAWA, decentralization means that the villagers from the very beginning take part in decision-making, planning, implementation and evaluation processes. In this way, the villagers adopt the programme activities as their own and it is their task to decide on how to sustain the programme in the villages. Another way of ensuring the sustainability of the programme in the village is to look for and develop appropriate technology, that is, the technology readily available to the villagers. All the time cost efficiency should be in the minds of all involved and efforts should be made to ensure that the activities are replicable. Also whatever is done should be done in such a way that it creates trust (credibility) among the villagers. Finally the villagers should be able to afford the activities of the project.

These key words should be known, understood and valued by all persons involved in the HESAWA programme through extensive information sharing and awareness creation workshops. For that reason the Donors "fuel" the HESAWA vehicle and the users of the facilities "drive" the HESAWA vehicle on the road to self reliance and prosperity.

One could, for instance, look at the HESAWA-vehicle like on the drawing on the next page.

## The HESAWA vehicle



*"Fueling" here means providing the energy for facilitation, i.e. placing technology and technical skills in the hands of the end users for use.*

In the HESAWA programme vehicle there are seven key players whose roles are very crucial as follows:

\* The villagers:

They are the developers, owners and managers of the physical facilities. They learn to achieve through sharing of skills they already have. They also acquire new skills for utilization of resources they own. Decentralization is complete when the villagers are responsible for needs and resources identification, resource mobilization, allocation and management; planning, budgeting, implementation monitoring and evaluation. Opportunity for them to make adjustments and provide alternative interventions is also very important.

\* The women:

They have a special role as they are the traditional household managers and providers of water, sanitation and health services. Their input of knowledge and experience is critical towards the development of water, health and environmental sanitation in Tanzania. For this reason they should occupy the driver's seat on behalf of "WE, THE PEOPLE".

\* The children:

These help mothers in their domestic chores and hence their needs should be met by providing opportunities for them to speak out.

\* The politicians:

These are policy-makers who provide political goodwill necessary for creating an environment conducive to enhancing self-reliance through popular participation.

\* The administrators:

These are government officials responsible for channeling supportive (seed) resources to villagers. They provide logistics and legislative support including negotiations with donors. They facilitate identification of appropriate trainers and manage coordination of other key players.

\* Trainers:

They provide expertise for capacity and capability building (efficiency and effectiveness), spotting bottlenecks and imparting skills and knowledge of how to remove them. Such skills are necessary for quality control in management and in the physical work done in the field.

\* Donor agencies:

These support the Tanzanian government to provide seed resources that are beyond reach. They will be requested to pay attention and respond according to needs. Their role should facilitate global prosperity.

## 8. BASIC PRINCIPLES

The success of the programme depends on maximum and vigorous community participation, integration and coordination of the functions of all the key players. This makes it imperative for the following basic principles to be adhered to:

The first principle is to develop the villager's skills, talents, experiences and leadership potentials once they are identified. The villagers will learn in their own environment about construction of water and sanitation facilities like latrines. Operation and maintenance training will certainly be emphasized even more through special training courses.

Meeting the needs of women and children is the second principle of the programme. They should be involved especially in areas where, traditionally, they have been left out, for example in leadership and management of programmes/projects and in decision-making.

As already mentioned, human resources development shall be a key activity in order to promote capacity building and competence among villagers as well as other relevant key players like administrators, politicians and trainers.

The villagers must be given information about alternative choices of technology both available in Tanzania and outside the country. Emphasis shall be put on technology that utilizes locally available resources. The choice of such technology, in combination with human resources development shall facilitate active participation of the users and make it possible for the users to take full responsibility for operation and maintenance of the water, sanitation and health facilities.

Thus local human resources shall be used to the greatest extent possible. The private sector and voluntary development organizations shall be used as a resource to the programme. A good example of this are the local entrepreneurs who have undertaken the making of clay jars and pumps in the Lake regions.

The HESAWA Directorate shall aim at creating a high level of cooperation amongst key players involved, and make available reliable facilities of good standards. It is also the responsibility of the Directorate to facilitate cost awareness among villagers to enhance the credibility of the programme. The promotion of a productive environment by facilitating team spirit and motivation amongst key players in the programme is also the responsibility of the Directorate of the HESAWA programme.

In all endeavors the Programme shall strive towards achieving affordable, sustainable, replicable and cost efficient activities and products. This must be done with considerable room for flexibility to promote creativity in the Programme.

## 9. ORGANIZATION

When the HESAWA Programme started In 1983 it was coordinated by a Swedish Consultancy firm, HIFAB International, which engaged seventeen expatriate personnel. The Financing and Management Advisor, also an expatriate, was placed at the headquarter of the Ministry of Water, Energy and Minerals. The Programme Coordinator was Secretary of the Zonal Steering Committee. Its membership consisted of regional authorities and also representatives of central ministries of Prime Minister's Office (PMO), Water, Health and Finance. The Zonal Coordination Secretary Coordinated regional steering committees through a representative.

It was anticipated that through such kind of establishment the Programme Coordinator would successfully facilitate integration and implementation of the HESAWA policies and objectives. But this was not the case so SIDA organized a Strategic Planning Workshop facilitated by consultants from the WHO in May 1985. This workshop took place at Seronera Lodge, close to the zone. All executing agencies under HESAWA participated in the Workshop. The agencies included SIDA. I attended the workshop as a representative of the Prime Minister's Office.

During the workshop, several recommendations were made which were included in the 2nd HESAWA Programme Specific Agreement signed on June the 14th, 1985, by SIDA and the Tanzanian Government (Treasury). Major recommendations centered around the PMO taking over the responsibility for coordination and development of policies that guide the HESAWA Programme.

The recommendations were endorsed by the then HESAWA Zonal Steering Committee that met at the Musoma Railway Hotel after the Strategic Planning Workshop. The Prime Minister's Office appointed a Coordinator in response to the recommendations. I was assigned that responsibility.

Since then the organization has changed progressively because

practically, the functions of the Coordinator did not amount simply to mere coordination. I had to further develop the concepts of the HESAWA principles, undertake the task analysis of the programme, design job descriptions, figure out staffing and facilities (e.g. construction of office accommodation), supports and negotiate for assistance with the donor on behalf of the Tanzania Government as well as direct a system that would reach and involve the water users. The added responsibilities became obvious to all persons involved in the management of the Programme and so the Coordinator's title was changed to match the tasks. The Coordinator became the HESAWA Programme Director. Correspondingly the deputy was also called Deputy HESAWA Programme Director.

However, the organization of the Programme caused me a lot of headache. I realized that while life at the grassroots is integrated, flexible and informal, government institutions that are supposed to serve the people are very sectorally structured, rigid in their procedures and strictly formal in vertical and horizontal relationships. It also became apparent to me that the situation creates a conflict of expectations hardly recognized and hence never discussed or talked about. I call this situation a mismatch. It creates a polarization of the people at the grassroots and the government institutions which control national resources in terms of power (both administratively and legally), money, skills, knowledge and information. On the other hand, the lack of skills and information makes the grassroots incapable of negotiating for some of this power, causing the gap (polarization) to widen with time with the result that the delivery of services and goods becomes ineffective and inefficient. It is a situation that perpetuates the problems related to underdevelopment including poor health for lack of water and education.

It is for this reason that the HESAWA programme insists on integration and flexibility. Without these, HESAWA cannot be HESAWA. As following the strict government procedures is not conducive to working with the grassroots communities in their informal way, what we tried to do was to facilitate an organization

that creates an informal and flexible environment for sectoral government machineries to integrate and work with the grassroots communities in a more understanding and meaningful way. The creation of this environment has been in the form of functional teams, for instance, committees for the promotion of the HE-SAWA concepts and principles, implementing committees, training and workshops. The functions and composition of these teams change according to new demands surfacing as the programme develops and grows.

At the national level we have the Annual/Programme review Teams. These teams are usually composed of government functionaries, political leaders, professionals and persons from grassroots communities in the area at the level of operation. They also include the donor (SIDA).

This method has the following advantages:

- a) It facilitates dialogue and understanding amongst people at grassroots communities on health, sanitation and water issues.
- b) It facilitates dialogue and understanding amongst government employees cross sectorally on issues of health, sanitation and water.
- c) It facilitates team spirit and work amongst grassroots communities, government employees donor agency and political leaders in the areas of operation.
- d) It facilitates the process of the grassroots communities building up capacity to negotiate for some power in terms of knowledge, skills, information and ownership of water facilities constructed in their areas. In practical terms, the grassroots communities have transformed some of their resources into health, sanitation and water facilities. If this trend continues, there is hope that sustainability can be achieved.

e) It facilitates sharing of responsibilities and values, hence motivating the commitment of team members.

To sum up, HESAWA strives to create an environment friendly enough for the grassroots communities, Government functionaries and donor agency to devise an organization that shall empower the end users of health, sanitation and water services to transform their own resources, (human, and financial) into sustainable facilities.

The Swedish support to the Programme is a means to achieve this objective. The support can be categorized as follows:

a) Human Resources Development by paying for training consultants, conducting studies relevant to the programme, paying for trainers, financing the training in the form of workshops, seminars, study tours, consultations and paying for preparation of tailor-made training manuals. At the end of this book is a list of publications which are a testimony to this fact. The quality of our publications has improved tremendously because we use such opportunity also as a training ground.

b) Stores procurement for schemes. Materials procured are also used for training during demonstrations and the actual construction in the field. Other procurement like transport is used to facilitate movement of equipment, materials and personnel in the area of operation covering 300 villages scattered in approximately 70,000 square kilometers in difficult terrain.

c) Support to the HESAWA management in the areas of finance, accountancy and management in the form of paying salaries to consultancy personnel. I, for example, have received on-the-job training experience for designing and developing Terms of Reference for Consultancy services to the Programme and also for designing and developing job descriptions for all consultants working in the programme. This enables the programme to benefit more from the consultants. They do only what the Programme Management asks them to do. And they, in turn advise on alternative options available to solve problems or maximize opportunities and build on strengths. Three Examples of Job Descriptions for consultants IA, IB and IC are outlined here:

## JOB DESCRIPTION

(IA)

Title: District Promotion Officer, DPO  
Unit: District  
Reports to: District Executive Director  
Duty Station: Biharamulo, Bukoba Rural, Bunda, Musoma Rural,  
Magu and Kwimba.

### Introduction:

DPOs will work as consultants to the District Authorities. There will be one DPO in each District which has full scale HESAWA Integrated Programme. The aim of this consultancy is to strengthen the capacity of the District particularly the Community Development (Maendeleo) department to undertake the broad promotion programme that is required for successful implementation of the HESAWA concept and activities. The DPO shall at the same time act as a trainer to strengthen HRD, management and organization at the village level.

### Duties:

- \* Advise and assist HESAWA implementors in promoting village participation in all Programme activities.
- \* Promote understanding of the HESAWA concept, principles and procedures.
- \* promote cooperation with villagers to ensure that the practices, experiences, needs, attitudes of the villagers have a guiding influence on the design and implementation of HESAWA interventions.
- \* Promote understanding among District leaders of the actual achievements, conditions, possibilities and needs at village level.
- \* Collect and analyze data at the village level, holding frequent meetings at ward, village and sub-village levels, villagers, working closely with a wide cross section of agencies involved and giving frequent oral and written reports to the District HESAWA Coordinator and the programme implementors.
- \* Assist the District HESAWA Coordinator, the executing agencies, in providing effective inputs in the programme at

village level.

- \* Plan together with villagers their HESAWA activities and follow up impact and village reactions to HESAWA interventions.
- \* Assist in solving problems connected with village participation during implementation.
- \* Advise and assist District department, particularly Maendeleo and District Promotion Teams regarding HESAWA Promotion strategies.
- \* Identify and assist in implementing means of involving women in existing or planned HESAWA interventions following the guidelines issued by the Directorate of HESAWA in the Ministry of Community Development Women Affairs and Children.
- \* Assist organizing villagers to operate and maintain completed projects.
- \* Identify and assist District resource persons to carry out village socio-economic surveys in liaison with the District HESAWA Coordinator.
- \* Participate in quarterly meetings on promotion called by Ministry of Community Development, Women Affairs and Children.
- \* Submit quarterly progress reports and annual reports to the District copied to Ministry of Community Development, Women Affairs and Children. The annual report shall be made available to the HESAWA Annual Review.
- \* Participate as facilitator of relevant HRD-activities at District, Ward and Village level.
- \* Undertake any other matter within his/her area of competence as may be requested by the District HESAWA Coordinator.

Education:

Higher Diploma or Degree in relevant subjects.

Practical experience:

Five to ten years extension or community development experience working in villages.

## **JOB DESCRIPTION**

**(IB)**

**Title:** Rain Water Harvesting Instructor, RWHI  
**Unit:** Zonal HESAWA, Planning and Evaluation Unit  
**Reports to:** Deputy Hesawa Programme Director  
**Duty Station:** Mwanza

### **Introduction:**

Rain water harvesting has recently been introduced in one District within HESAWA. It is considered a viable and appropriate technology which can satisfy the water needs of people in certain areas and situations.

There is a need within the programme to assign one officer full time to facilitate the uptake of this technology in other areas where it is suitable. S/He will be technically conversant with rainwater technology in its many applications and will provide a full support service (training, information, promotion supervision, advise, etc.) to districts who wish to apply this technology.

The HESAWA Rainwater Harvesting Instructor will work in cooperation with District Promotion Team, DPO, HT, CDA's and village leaders in dialogue to develop a village HESAWA Rain Water Harvesting Projects.

### **Duties:**

- \* Organize an information centre on RWH technology and disseminate information on RWH to interested Parties within HESAWA.
- \* Keep up to date with RWH applications/projects with emphasis on both hardware and software aspects (with particular emphasis on drawing experiences from Karagwe Pilot area, Misungwi Institute and Bujora).
- \* Through study of climatic data, other parameters and field visits establish priority areas where RWH would be a viable and appropriate technology.
- \* In consultation with appropriate leaders, personnel assist in drawing up plans to introduce RWH in other appropriate

- pilot areas, possibly one in each Region.
- \* Provide intense support/advice to pilot project particularly during their start-up period. This support should cover all aspects involved in making the projects succeed.
- \* Undertake cost analysis on various RWH application with the financial analyst.
- \* Organize training courses in RHW technology and generally assist in capacity building with regard to RWH at all levels (village/District/Region).
- \* Make trials with new technologies and develop existing methods so that they are most appropriate to local needs.
- \* Prepare quarterly progress reports for the Ministry of Community Development Women Affairs and children.

Qualifications:

Technical education from Technical School/Institute in relevant subjects. Should have broad experience in construction work preferably in rain harvesting.

## JOB DESCRIPTION

(IC)

Title: Health and Sanitation Engineer, HSE  
Unit: Zonal HESAWA Planning and Evaluation Unit  
Reports to: Deputy Hesawa Programme Director  
Duty Station: Mwanza

### Introduction:

According to HESAWA principles it is crucially important to develop sanitary facilities which both meet the Programme requirements improved sanitary standards and those of affordability and cultural acceptability on the part of beneficiaries. There is therefore a need within the Programme to assign one officer full time to work with the engineering aspects of environmental sanitation.

The HSE will work in the Zonal Planning and Evaluation Unit in close cooperation with the Zonal Health Advisor. S/He shall analyze and systematize experience gained within the field of environmental sanitation in the Programme, develop alternative designs for latrines and drainage of water in line with physical geographical variations and purpose improvements of the engineering designs in accordance with the Programme concepts and objectives.

### Duties:

- \* Study and compile data on physical variations on locations of latrines and domestic and livestock water points.
- \* Study the engineering designs presently used in latrines and drainage of domestic and livestock water points in the Hesawa villages.
- \* Propose improvements on the Engineering designs.
- \* Test the proposed Engineering designs in various fields of application e.g. village sanitation, institutional facilities and in SGP activities.
- \* Propose Job Guides for the tested improved designs.
- \* Train technicians, village artisans and study groups on the use of the Job Guides.
- \* Make follow ups of the new designs options for further

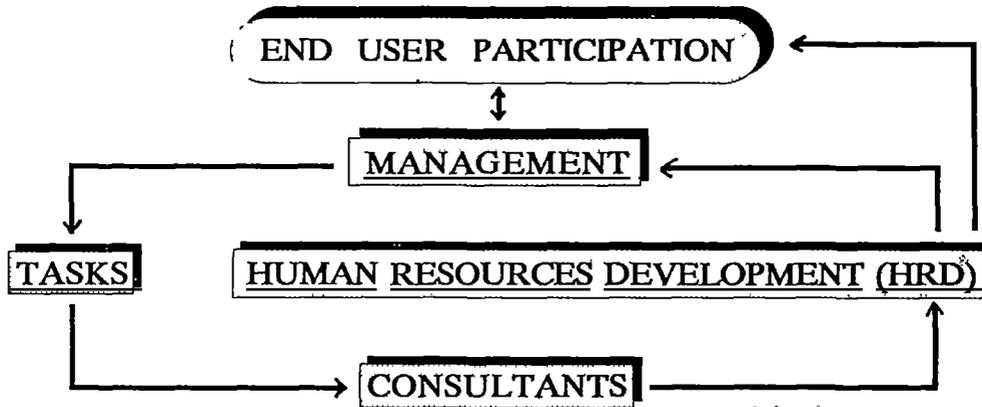
improvements.

- \* Disseminate information on the new innovations developed within the Programme and within other similar Programme elsewhere.

Qualifications:

University degree in water or civil engineering or a diploma in the same fields with long working experience in health water and sanitation related projects.

This kind of support is provided at all levels, that is, at the National (Ministerial), Regional (Regional Development Director's Office, District (District Executive Directors Office) and village levels. The programme achieves more when the management at all levels is capable of assigning tasks to consultants. This implies well informed management and responsive consultancy input.



It is our aim to develop an organization that would accommodate this type of relationship. The focus of HRD for the Programme Management is to come up with an organization that shall ensure effective and efficient end users' participation.

The consultancy services are offered by Business Care Services (a local firm) and by HIFAB International (a Swedish firm). There is a deliberate intention to use local consultants because it favors the building of capability. Sharing information on technology for improved performance is achieved better also when local and foreign consultants work at par. It also serves to develop the team work spirit and team work results by consultants in the global family for international prosperity. Other consultants have also been employed for specific skills, like African Medical Research Foundation (AMREF) and Mr. Ivry Robinson, an organization development consultant.

I have deliberately declined to outline the organizational chart of HESAWA since it is still flexible, informal and fluid, but quite

effective and that is why the programme is popular. The titles are more on responsibility than substantive posts. No authority is attached to the title either. One has to patiently use negotiating skills for effective communication with all the stakeholders. The energy and benefits generated by HESAWA are spreading throughout Tanzania. This grass roots movement could in turn lead to the government seeing similar need for reorganization to match the demands of local communities.



/Picture from the HESAWA Study Group Programme materials./

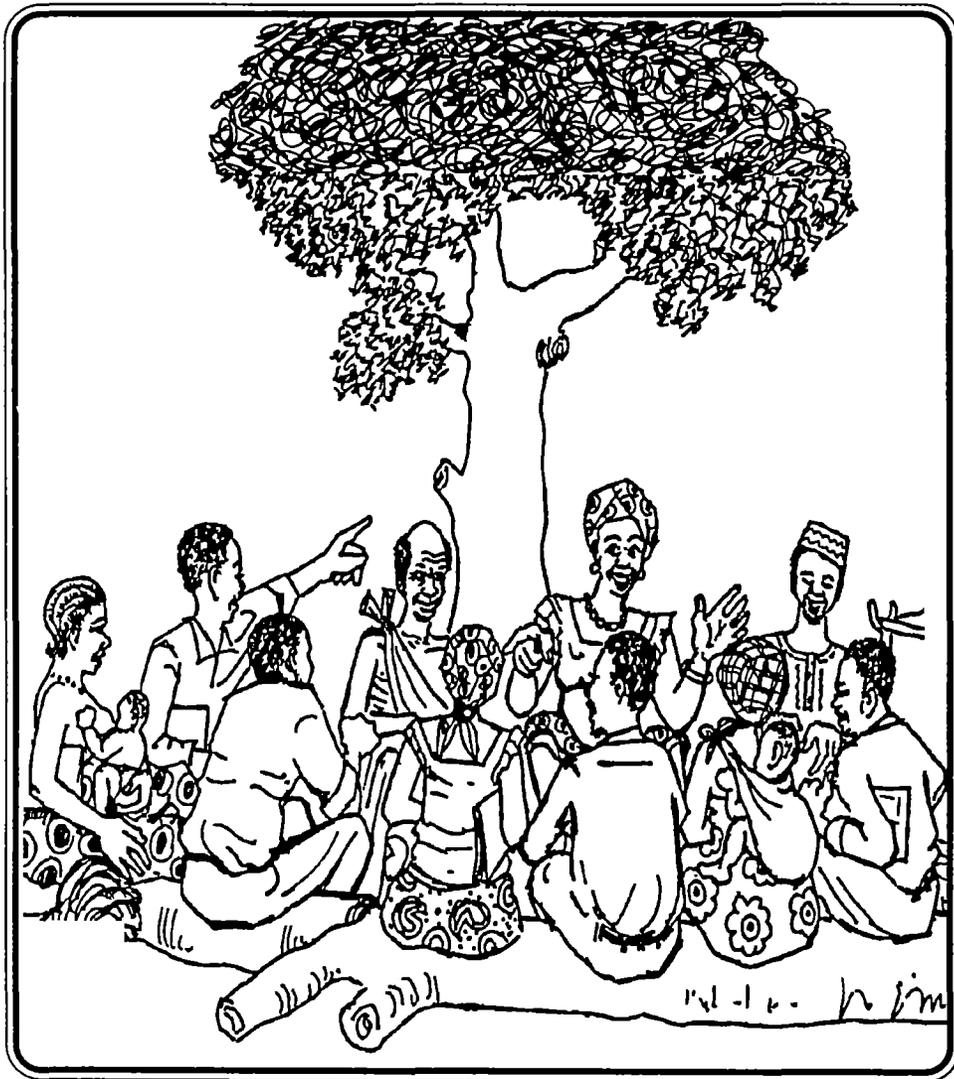
## 10. THE HESAWA PROGRAMME DIRECTORATE

Following the government reorganisation after the general elections of October 1990, HESAWA was placed under a new ministry, the Ministry of Community Development, Women Affairs and Children. The programme was then assessed along with other on-going programmes placed in the Minister's portfolio. The assessment indicated that the credibility of the programme qualified it to be a directorate in the organizational structure of the Ministry and this was approved by the Central Establishment of the Tanzania Government in February, 1991 and stated in the Minister's budget speech of 1991/92.

The role of the HESAWA Programme Directorate is to facilitate the implementation of the Programme in all twenty regions of Tanzania mainland. The parent Ministry is therefore mobilizing resources to build up capacity and capability to effect this function. As an entry point, it has the following ways to do the task:

- \* To strengthen the on-going HESAWA Programme supported by the Swedish Government in Mara, Kagera and Mwanza regions.
- \* To assess and establish the status of other regional rural water supply schemes in relation to integration of health sanitation and community participation components.
- \* To sensitize donors on participatory development.
- \* To facilitate an organization that shall enhance active participatory development in all aspects of health, environmental sanitation and water delivery services in the rural areas.
- \* To sensitize regional authorities to participatory development in all aspects of health, sanitation and water delivery services in the rural areas.

- \* To sensitize regional authorities to practice participatory planning and decision-making as a tool towards achieving development results.
- \* To be instrumental towards introducing participatory development in communities.



*Community development, women's participation and local decision-making. These are words of honour within HESAWA.*

*/Picture from the HESAWA Study Group Programme materials./*

## 11. ROLES AND RESPONSIBILITIES

Experience gathered from implementing the programme in the Lake zone regions has enabled the Director of the HESAWA programme to identify the following tasks to be undertaken by all the HESAWA key players at National, Regional, District, village and Household levels:

\* At national level:

Here is where the concepts and principles of the Programme are developed. Also at the national level, HESAWA Action Plans for Participatory Planning which are to be executed by the regions, districts and villages are conceived.

The national headquarters also mobilizes resources from donor agencies and other voluntary development organizations as well as the Central Government. These resources are later channelled to the regions, districts and villages.

The facilitation of the development of Terms of Reference and the tendering of activities for consultancy services for the regions, districts and villages is another major responsibility of the headquarters. There is also the role of developing terms of Reference and managing tendering activities for consultancy services at the national level.

It is equally important for the headquarters to coordinate the activities under the programme. Therefore, the headquarters collects information on alternative technological options within and beyond Tanzania and disseminates these to the regions, districts, and the villages. The headquarters also facilitates and encourages flexibility and creativity in implementing the programme, as well as facilitating field visits, tours, workshops and seminars relevant for the key players in the programme.

Other roles of the headquarters shall include:

Management of data collection, data usage and collection of

- information relevant to the programme.
- Performing follow-ups, monitoring and evaluation.
- Compiling and analyzing reports.
- Providing information on the progress of the programme.
- Facilitating clarifications of roles and functions of regions, districts and villages during implementation.
- Creating, developing and maintaining interaction and networking between the key players and training institutions as well as other supportive agencies.
- Facilitating quality control of implementation of the physical facilities, e.g. water schemes and latrines.
- Initiating necessary adjustments and alternative interventions.

\* At the regional level:

The roles of the regions shall be:

- To mobilize resources within the region for the programme.
- To support the districts with management and organization of field activities in the villages.
- To support the district with need assessment, resources identification, mobilization and management at field levels.
- To support the districts on how to utilize indigenous skills, talents and village planning.
- To support the districts on how to manage finances at the village level.
- To support the districts on how to channel funds to villages and reporting feedback on utilization.
- To support the districts on how to organize transport and transportation including utilization of the private sector and other agencies in the field e.g. private lorries, donkeys, bicycles and motorcycles.
- To carry out auditing of programme resources in the districts.
- To support the districts on how to organize purchases and delivery of procurement to village-construction sites.
- To compile and analyze reports in the region.
- To make, with the consultation of the directorate of the

HESAWA programme, necessary adjustments and alternative interventions.

- To request consultancy services required in the region.
- To prepare terms of references and Tender invitations and documents for consultancy services in the region.
- To manage the contracts with the consultancy firms or individual consultants.
- To report to the Directorate of HESAWA on the Programme matters.
- To monitor and evaluate the Programme in the region.
- To facilitate training of key players in the regions and districts.
- To undertake other functions deemed necessary by the Region.

\* At district level:

The role of the districts shall be:

- To involve the Ward Development Committee in the process.
- To work with villagers on needs identification, resources identification and allocation as well as mobilization of the resources within the district.
- To work with villagers on planning, budgeting, implementation, reporting, purchases and delivery of procurement to sites of implementation.
- To introduce and experiment on alternative technological options with villagers.
- To compile and analyze reports of implementation with villagers.
- To seek technical advice from the region and various institutions.
- To organize training of villagers and other key players in the district.
- To make, with consultation of the Directorate of the HESAWA Programme, appropriate adjustments and alternative interventions in the Programme.
- To work out with villages practical communication channels and techniques.

- To work out with the villagers how to ensure the security and safety of Programme materials and facilities.
- To identify with villagers training needs and facilities.
- To work out with villagers practical modalities for employing or involving training resources including facilities within the district.
- To make follow-ups, monitoring and evaluation of Programme activities.
- To manage the collection and adequate usage of information and data in the field.
- To initiate appropriate studies for the purpose of improving the credibility of the Programme.
- To report to the Directorate of the HESAWA programme on programme matters.
- To work out with the villagers practical incentive packages for key players in the programme.
- to include traditional modalities for rewarding (incentives and disincentives).
- To facilitate networking relationship amongst villages for the purpose of complementing efforts instead of duplicating roles.
- To undertake other functions deemed necessary.

\* At the village level:

The role of the villages shall be:

- To provide information and data on:
  - \* population,
  - \* institutions (formal and informal),
  - \* water sources,
  - \* influential leaders and persons, i.e. development initiators,
  - \* traditional water skills,
  - \* persons with exceptional talents, e.g. birth attendants, healers, watermen, masons, carpenters, artists, porters, iron-mongers and other craftsmen, entrepreneurs
  - \* and even religious leaders.

- To provide meeting and training places for village workshops and seminars.
- To appoint trainers for skills training.
- To initiate household budgeting.
- To carry out village planning.
- To carry out village budgeting and management of programme resources including stores and finances.
- To organize the security and safety of programme materials, finances and facilities.
- To organize physical visits to inspect environmental situations in households.
- To organize work teams in the implementation of the programme.
- To manage collection and usage of information and data at the village level.
- To organize practical transport and transportation of materials, information and personnel.
- To propose and initiate appropriate adjustments and alternative interventions within the capacity of the village.
- To initiate proposals for administrative support from and introduce the necessary legal supports in the form of by-laws within the capacity of the village and the district.
- To request legal and administrative support from higher authorities as seen appropriate.
- To control the implementation of the programme.
- To take full responsibility for operation and maintenance of physical facilities.
- To control the utilization of the physical facilities.
- To initiate networking relationships with other villages for the purpose of complementing efforts and not duplicating roles.
- To undertake other functions seen necessary by the villages.

\* At the household level:

The households shall:

- Provide labour for creation of health, sanitation and water

- facilities such as digging wells, constructing latrines, afforestation around water sources and catchment areas, purchasing and utilization of water containers.
- Provide a budget for the purchase of soap for washing and bathing and containers to carry and keep water.
  - Participate fully in meetings for planning and implementation of programme activities like water schemes, construction of rain water harvesting tanks and shallow wells.
  - Participate in training organized at the village level through the village Study Group Programme (SGP) or outside the village.
  - Show their children and guests the etiquettes of using water facilities e.g. wells, improved traditional water sources and sanitary facilities e.g. latrines.
  - Learn or acquire the habit of washing hands after using the latrine and before eating by providing water in containers and soap.
  - Provide information to the programme staff working in the village.
  - Participate physically, when necessary, in the operation and maintenance and security of programme facilities mainly rock wells, shallow wells and traditional water sources as assigned.
  - Implement and adhere to by-laws made by the village government concerning health, sanitation and water.
  - Undertake other functions they see fit.

Having seen the roles and responsibilities at different levels of the implementation of the programme, it should be remembered that the programme is coordinated nationally. Both the central and local governments are involved in the programme. For instance, the provision of offices and other facilities at the national and regional levels is the role of the central Government while at the district level it is the responsibility of local governments. Donor agencies, e.g. SIDA in the case of Mwanza, Kagera and Mara Regions, may provide assistance necessary for the implementation of the programme.

The role of the district and ward staffs is very crucial. They are the implementors. They see to it that things are being carried out in the way it has been agreed. They are supported by the regional staff who also have an advisory role.

The Ministry of Community Development, Women Affairs and Children has two offices to support the programme. One at national level in Dar es Salaam and the other at the zonal level in Mwanza.

As already mentioned at the district level, and to some extent, the regional level, there are "action teams". The teams are brought into being to facilitate the general implementation of the programme activities. Members of these teams come from the departments of Community Development, Health and Water. At the regional level they are under the chairmanship of the Regional Development Director (RDD) and at the district level, under the District Executive Director (DED). Under each action team at the district level, there is a promotion team which oversees the day to day implementation of the Programme.

The role of the department of Community Development is to:

- Encourage community participation.
- Ensure women's involvement.
- Take responsibility for construction, operation and maintenance.
- Assist in Human Resources Development (i.e. mainly training in different forms and mobilization).

Community participation is achieved if the villagers take part in planning, decision-making, implementation and evaluation of all activities taking place in their locality. And, as has been mentioned, human resources development means all the activities which in different ways improve the capacity of everyone who is involved in the programme at each level. Therefore, although I have categorized the tasks for the different levels in the management and administration of the programme, I have also made a lot of repetition, because components of participation and integration and those of HRD keep on resurfacing at each level.

The success of any participatory Development Programme depends largely on the ability of the programme to train people of all walks of life in the programme and especially those at the grass-root level. Training builds capability, expands capacity and instills confidence among all people involved in the programme as evidenced in these pictured activities carried in the Hesawa programme area.



*Joyce Tebera, a peasant, is seen here in her Bana-Matumizi Makongoro Workshop at Ikizu, Nyamuswa district, Mara Region. Her group has invented a stove that spares the use of charcoal and firewood, known as "the Husk Stove". It uses all sorts of husks as well as cow-dung!*



*A husk stove, the type made by the Bana Matummizi Makongoro Group is a break-through towards the conservation of forests and the environment.*



*Small industries at the village level! A Thai jar and a tile factory belonging to Mr. Clement Komanya of Misungwi Village, Kwimba district.*

Apart from banking on people's participation, the Hesawa Programme also values greatly the participation of training institutions which have all along helped the programme to acquire skills for the people in the programme areas.



*A sand filter diagram at Misungwi Community Development Technical Training Institute which offers training in sanitation and receives financial aid from the programme.*



*A real sense of better health, water sanitation and a product of a marriage between training institutions and the Hesawa programme. Seen here, is a housewife at Misungwi, Kwimba district, drawing water from a Thai jar fitted with a sand filter.*

*Innovative technician, Clement Komanya, operating his locally made tile making machine. He makes water jars for domestic uses and sells them to villages. He is an indigenous development initiator. Exposure and sharing of experiences with other development initiators involved in intermediate technologies in the third world countries would be of greater impact to the people in the programme area.*





The Hesawa Programme has always encouraged entrepreneurs to back it in the manufacturing of water, latrine, and sanitation facilities as well as spares.

*Here is one of them, Mr. Mango (right) a local entrepreneur busy in his hand pump workshop. He once said his works compliment the Hesawa programme. Many Bunda town residents, where Mr. Mango lives, have wells in their compounds because they can easily get the technology from him.*



*Raising rabbits for food, a study group activity of Hesawa Programme.*

- \* The Water Department has to undertake the following:
  - Water supply investigations or surveys of water sources.
  - Planning, designing, construction, operation and maintenance.
  - Human resource development.
  
- \* The Health Department deals with all health and sanitation aspects of the Programme. These include:
  - Latrine building activities.
  - Water quality analysis.
  - Operation and maintenance as well as human resources development.
  - Ensuring that hygienical standards are met in all activities, e.g. when a shallow well is being constructed, the Health Department advises and sees to it that it is not constructed near a pit latrine or any source of contamination.

### STUDY GROUPS

Something has to be said about the Study Groups mentioned while enumerating the roles and responsibilities at the village level. The study group programme is something like Adult Education. The study group programme members study a subject they have identified as important, discuss it and then decide on a solution. Group leaders lead the discussion with the help of various learning materials like books, audio cassettes and flip charts. The study groups learn skills together and carry on physical projects together. They have increased production of water supply by improving household water sources, they have also built latrines, have made water containers and fuel saving stoves. They plan and implement and hence can be considered as Village Technical Groups. By the year 1990, there were in operation 600 Study Groups with more than 10,000 members.

## 12. INTRODUCING HESAWA TO OTHER REGIONS

The experience of implementing the programme in the Lake Zone regions has led to the desire to see to it that when introduced in other regions, the programme should be participatory. The strategy will be to utilize political and administrative leaders and influential people as agents of change at national, regional, district, village and household levels. Team spirit and team work is still essential amongst these agents of change.

The programme shall also strive to create an environment for the agents of change to work out details on how to get action plans in which villagers have participated. The agents of change will then identify support for preparing action plans by villages, for example, in consultancy services.

Again the agents of change shall formulate proposals and negotiate with the Government and donor agencies for financial and training support if required.

Yet another component of the strategy is to create an environment for the agents of change to design an effective and efficient working organization and budget for the HESAWA programme in their annual development budgets. The strategy shall also include creating an environment for the agents of change to work out details of necessary follow-up action.

## 13. THE EXPERIENCE OF THE ARUSHA REGION

On the 20th February, 1991 a meeting was held between the Minister heading the new Ministry of Community Development, Women Affairs and Children, Hon. Anne S. Makinda MP, and H.E. Mr Bulcha Demeksa, Resident Representative of the United Nations Development Programme (UNDP) in Tanzania. The two discussed UNDP support to the HESAWA Programme.

After going through the Terms of Reference prepared by the Director of the Programme, Mr Demeksa agreed in principle to

support the HESAWA Programme in six Tanzanian regions: Tabora, Arusha, Singida, Dodoma, Coast and Dar es Salaam. And since UNDP was already supporting the Arusha regional water master plan, it was also agreed that the agency could start with Arusha. It would mean integrating the work on the water master plan with the HESAWA Programme. The experience gained from the implementation of the Programme in Arusha Region with UNDP support would guide the agency's support for the participatory process in the other five regions. This meeting was followed by another on 1st March, 1991, between the HESAWA Programme Director and the regional management team in Arusha to discuss the Terms of Reference for introducing the programme in the Region. The meeting, which was chaired by the Regional Development Director, Mr C. Rutaiwa, was aimed at sharing knowledge and understanding of HESAWA programme and finding out whether the regional management team found sense in the programme. It was also meant to sensitize the regional management team to budget for the introduction of the HESAWA programme in the 1991/92 financial year. The regions normally prepare their budgets in March for approval by Parliament in June/July. Another aim of the meeting was to determine whether there was need for the regional management to make a proposal for funding support to the UNDP through the Treasury and also sensitize the regional management team on making the proposal for funding to the UNDP.

#### 14. THE REGIONAL STRATEGIC PLANNING WORKSHOP

In the Terms of Reference prepared by the HESAWA Programme Director, there was also a proposal for a strategic planning workshop which was discussed and agreed upon by the regional management team. The objectives, contents, organization, management and resources of the workshop were as follows:

- \* Objectives:
- To introduce the HESAWA Programme and its principles.
- To build teamwork spirit amongst leaders (agents of change)

- of different levels in the region (the HESAWA team).
- To work out details of the roles, responsibilities and functions of the key players in relation to the preparation of the HESAWA Plans of Action.
- To reinforce the strategy of active participation of villagers in developing the plans of action by making a guideline for preparing the Action Plans.
- To identify support required in preparing the plans of action, e.g. Consultancy Services and others.
- To formulate request proposals for preparation of the Arusha Regional HESAWA Plans of Action that was to be presented to the UNDP through the Ministry of Finance.
- To work out necessary follow-up action.
- To provide budget to initiate the HESAWA Programme in 1991/92 financial year. (It was also decided that District and Village Councils could start operating HESAWA accounts in banks).

\* Contents:

The contents of the workshop were adopted as follows:

- Issues on community mobilization.
- Issues on People's Participation.
- Basic working knowledge and shared understanding of the HESAWA Programme.
- Local Government Procedures and Policies on Rural Development.
- Authority and decision making process that the Local Governments Acts imply.
- Making the Local Governments Acts operational for the implementation of the HESAWA Programme.
- Changes in administrative Procedures that the Local Governments Acts may cause.
- Capacity and Capability of the Village, District and Region to absorb the Local Governments Acts.
- Career development and training under the Local Governments Acts to achieve self-reliance and productivity in the HESAWA Programme.

\* Organization of the workshop:

It was agreed at the meeting that the Directorate of the HESAWA Programme and the office of the RDD, ARUSHA should jointly organize the workshop. Resources within Arusha Region were to be sought to support its organization and management. My specific role was to facilitate action on all that was agreed upon. Roles and responsibilities of the RDD's office were to be:

- Identifying participants.
- Identifying resource persons/facilitators.
- Sending out letters of invitation.
- Deciding on venue and dates.
- Making available typing facilities, duplicating facilities, etc.
- Mobilizing other resources (finance, transport, accommodation, food).
- Drawing up a time schedule.
- Provision of information.
- Preparing the resource persons/facilitators.
- Identifying the team of secretariat and preparing it for the workshop.
- Preparing workshop report and distributing it.

\* Resource People (Facilitators):

Resource people within Arusha region were to be utilized and when not available, others could be invited. They were to have a workshop to prepare them in an appropriate manner so that they could perform their roles and responsibilities.

These responsibilities were to be:

- Creating a learning environment.
- Guiding discussions objectively.
- Giving clarifications on issues.
- Creating a relaxed mood during the workshop.
- Monitoring activities and progress of the overall workshop.
- Facilitating time management during the workshop.

- Facilitating resolution of conflicts arising during discussions.
- Not to dominate discussions.
- Being flexible to facilitate flexibility.
- Participating in the preparation of the workshop, by providing materials required (stationery, marker pens, communication techniques, flip chart, overhead projectors, public address systems); outlining subject/content papers and hand-outs for their respective areas of expertise for distribution to participants of the workshop; preparing practical exercises or case studies; preparing lead questions for discussions that can facilitate practical outcomes to achieve the objectives of the workshop; making proposals for discussion groups mix of participants; making proposals for timing required for areas of their expertise; reporting to organizers and getting feedback from groups and raising any other issue relevant and important or of concern for the achievement of the objectives of the workshop as well as making proposals for workshop follow-up.

## 15. OUTCOME OF THE MEETING

At the end of the meeting, the HESAWA module was accepted as an instrument for developing sustainable health, sanitation and water facilities in Arusha Region, especially in the rural areas. The meeting adopted the document prepared by the Director of the HESAWA Programme as reference material. Parts of this book are an improvement of that document. Also at the end of the meeting, the Regional Management Team provided a budget for the HESAWA Programme in the 1991/92 financial year.

A request proposal for funding the Regional Strategic Planning Workshop that was to take place at the end of August 1991 was made and presented to the UNDP by the Arusha Regional Development Director through the Treasury. Participants of the workshop were identified, drawn from vertical and horizontal sections. Twenty-six of the participants were to be regional government officers (including district Executive Officers); 15 were to be regional and district political leaders; eight district

commissioners of the region were to be invited as well as 11 members of Parliament.

Other participants to be invited were District Officers (8), District Council Chairman (8), Ward Councilors (16), members of the Tanzania Journalists Association (TAJA); 5; representatives from non-governmental organizations (10), village chairmen (48) and village secretaries (48). Thus the total number of participants was set at 203 persons. These participants were to be the agents of change for popular participatory development in Arusha Region which has an area of 82,428.5 square kilometers, and a population of over 1,351,675 spread over eight districts, 30 divisions, 141 wards and 485 villages.

#### 16. LESSONS FROM THE ARUSHA REGIONAL STRATEGIC PLANNING WORKSHOP

This workshop took place at the Arusha International Conference Center (AICC) from 19th to 23rd August, 1991. Before then (from 12th - 16th August, 1991) I facilitated a preparatory facilitator's workshop for the management of the regional strategic planning workshop.

The preparatory workshop was attended by 12 people selected by the Arusha Regional Authorities and seven of them were from within the region. They included:

- \* The Regional Planning Officer.
- \* The Regional Water Engineer.
- \* The Regional Health Officer.
- \* The Regional Community Development Officer.
- \* Training officers from community development institutions in Arusha.
- \* Planning officers from the Ministry of Community Development, Women Affairs and Children and also from the Ministry of Regional Administration and Local Governments.

Inputs for more technological awareness were made in this workshop by the Centre for Agricultural Mechanization and Rural Technology (CAMARTEC) also based in Arusha.

The transformation of attitudes, style, process of planning and management evolved during the two workshops have re-defined HESAWA. It has given HESAWA a broader mission and broader strategic goals as follows:

\* The new HESAWA Mission

HESAWA has been defined as a concept of a participatory methodology or process for directing change towards development and prosperity. What this means in practice is to make individual Tanzanians take charge of their own destiny through collective wisdom and freedom to identify their priorities in order to achieve realistic development goals and hence attain prosperity. Change for prosperity can only come when healthy body and mind of an individual are attainable through his/her participation. Participants at the strategic planning workshop, for example, were able to adopt ideas put forward by the facilitator and went ahead to define HESAWA and identify their priorities and work out plans for introducing HESAWA in Arusha Region without these plans being imposed from above. This is the participatory methodology that forms the basis of the HESAWA concept.

\* The new Strategic Goals

The mission as defined above cannot be achieved without taking into consideration interests of all stakeholders and key players as they move towards change. The strategic goal is therefore to enable the stake-holders to participate in directing the change. This can be achieved also by promoting agents of change in households, communities and institutions so that collective wisdom and talents may be used to direct change towards peace, stability, freedom, development and prosperity by adopting a strategically designed method of interacting the stakeholders for specific purposes. In the HESAWA context the stake holders are:

- a) Every consumer of the sanitary and water facilities in the community.
- b) Entrepreneurs who can manufacture and supply materials, equipment and other commodities necessary for construction and maintenance of sanitation and water facilities and practices.
- c) Technicians and artisans who handle the construction materials and equipment at the sites and
- d) The financiers of programmes; these include, heads of households, administrators and donors interested in participatory development.

\* The new HESAWA Strategic Objectives

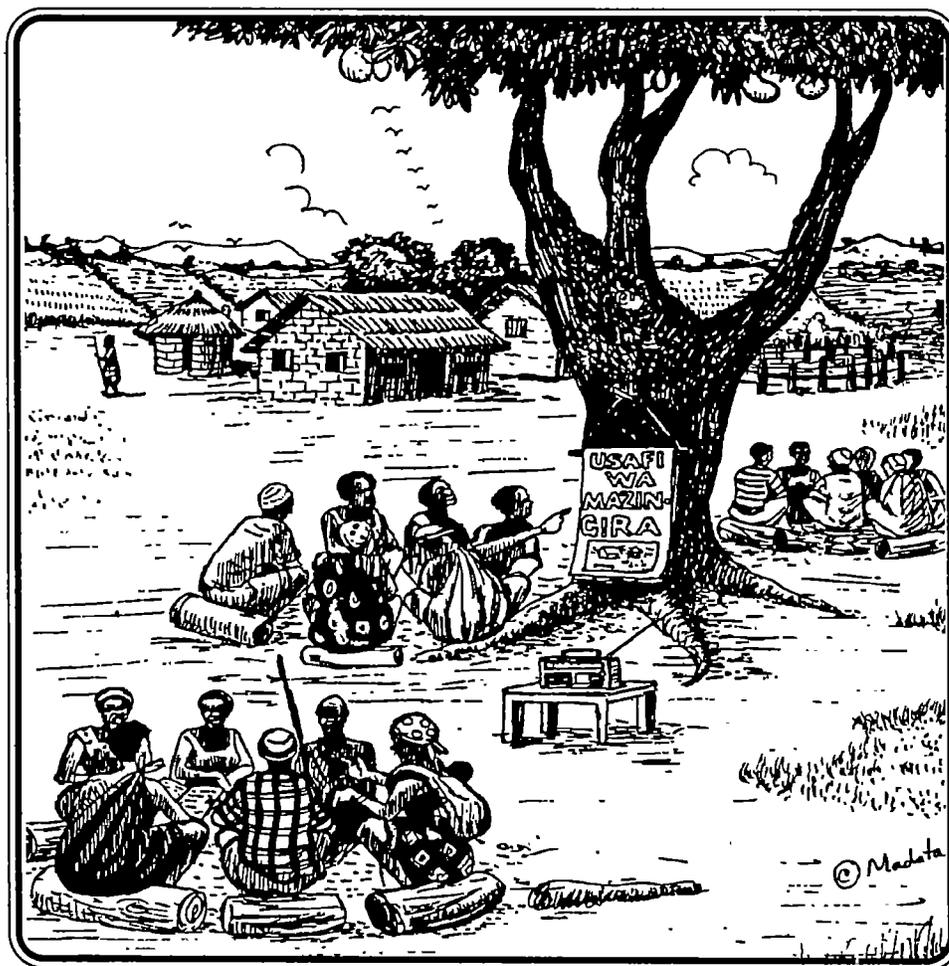
One of the most important results of the workshop is the conception of a new strategic objective of HESAWA. The aim is now to create an enabling environment for the stake holders to interact and work together as a productive team towards the strategic goal. The interaction should be tailored to achieve awareness creation for

- team building,
- trust building,
- interdependence,
- tasks analysis,
- commitment to tasks,
- training profiles for individuals and team development,
- promoting and motivating agents of change,
- building a culture to recognize and reward individuals and groups for what they have done and achieved rather than who they are.

The facilitators of the Arusha Strategic Planning Workshop invented the slogan: *IN HESAWA THERE IS NO PROTOCOL BUT RESPECT*. This slogan was referred to during the workshop as an effective tool for encouraging individuals to participate in discussions and brainstorming for new ideas. It built confidence in people to speak out. People felt elevated, important and responsible. The slogan was a factor of unification: it symbolized

the culture of HESAWA - that team members are listened to and respected by others for what they contribute towards achievement of the set goals. Therefore Arusha Region adopted a new emblem for HESAWA depicting a bus (vehicle) driven by "We the People" to prosperity.

A friend of mine once told me "Edith, when you fight you must be ready to win". How can managers and people interested in rural development programmes deal with the challenges in the Arusha region? We can unite our forces to show the power of participatory planning and implementation.



/Picture from the HESAWA Study Group Programme materials./

## 17. TIPS AND TRICKS FOR THE SUCCESS OF THE HESAWA PROGRAMME

Like in games and plays, players and actors must be given opportunities to play and act out their roles. To do this with precision, they must learn the rules and master the necessary skills. Through practice they master the art of coordinating themselves. The players must be committed to their roles and need some kind of motivation which must be searched for, developed and employed. They must identify themselves with successes and failures and face the challenges for improvement. This also applies to successful implementation of the HESAWA Programme.

In implementing the Programme, networking supports for skills improvement provides confidence and self assertiveness to the actors. To achieve this, there are institutions which should continue to be an integral part of the Programme. These include the Centre for Agricultural Mechanization and Rural Technological Development (CAMARTEC), African Medical Research Foundation (AMREF), Eastern and Southern African Management Institute (ESAMI), National Institute of Productivity (NIP), Institute of Rural Development Planning (IRDP), Blair Research Laboratory in Zimbabwe, and Folk Development Colleges in the districts. The Programme should also incorporate entrepreneurs like Mango Enterprises Ltd in Bunda District, Mara Region, the Young Bookshop and Printers of Mwanza and Business Care Services, a Consultancy firm, and others.

At the same time investment to bring technological options in contact with the end users should continue to be considered as necessary cost for sustainability of the Programme since it provides the opportunity for the end users to choose what is appropriate, what they can afford and what they can handle and manage.

Patience, flexibility and encouraging words should continue to be exercised since these provide the time necessary for stimulating creativity and ingenuity that instill the self reliance culture in the community.

In aiming at success, language should never be a barrier to knowledge. What matters is the capacity to understand the principles and the processes. Cross cultural interchange and application of appropriate technology already available within or beyond Tanzania should continue to be encouraged in the implementation of the Programme.

Provision of health, environmental sanitation and water should never be the end in itself, but should continue to be developed as a means of achieving other developmental goals, e.g. Water could be used to provide biogas energy for production purposes apart from being an environmental conservation component. And biogas/biolatrines should be seen as a component of environmental sanitation apart from producing energy.

Likewise the bees that swarm the wells in Kwimba district of Mwanza region to take away water is an indication that HESAWA could have a component of bee keeping. Why not utilize this resource?

## 18. THE RIGHT ENVIRONMENT

A very positive environment for participatory development in Tanzania has been created by the team spirit and team work shown by SIDA (Sweden), the Tanzania Government, the supportive institutions and the villages of Mara, Kagera and Mwanza regions. There is a lot of pressure now on the Government through popular demand for the HESAWA Programme. In the Lake regions, HESAWA has evolved from just being a programme into a concept (do it the HESAWA way) and now it is a culture - people involved in HESAWA are speaking the same language with self-assertive attitudes, clear thinking, a probing mind and pride in whatever they can achieve on their own. The key players in the HESAWA team have learnt to integrate their functions and value one another's role. These linkages have played an important role in the success of HESAWA.

This environment has been reinforced by the National seminar on

Popular Participation in Development organized by the Planning Commission on 4th - 8th March, 1991. This was a follow up of the International conference on Popular Participation in the Recovery and Development Process in Africa and the start of the implementation of the African Charter for Popular participation in development. One of the recommendations made at the seminar was that each region should hold follow up seminars to enhance participatory development and planning in the regions. In Arusha Region, for example, the HESAWA Programme seems to have been used as an instrument. Other regions could do the same.

The Minister for Community Development, Women Affairs and Children, Hon. Anne S. Makinda MP, and H.E. Mr. Bulcha Demeksa, then UNDP resident representative in Tanzania, are committed to participatory development and are using the HESAWA principle professionally. During the General Elections in Tanzania in October 1990, the Election Manifesto advocated participatory development, planning and implementation. This document, cannot be instrumental until development practitioners create an environment conducive to the involvement of the people in the right way. People are going to demand that and so it would be wise to learn how to do it.

## 19. SOME ADVICE FOR PRACTITIONERS

Getting people actively involved in decision-making is not easy and automatic. Tanzania has over 123 tribes, making it a multi-cultural society. In some tribes it is considered impolite to have an assertive mind particularly in relationship between children and parents, females and males or younger and older generations. On the national level, the relationship between the "elite" and the "non-elite" has been that of a "superior" group looking down on an "inferior" group. Administrators very often see themselves as "giving orders" to the common people who in turn just do what they are told. This kind of polarization may jeopardize all intentions and efforts of individual development practitioners that may want to practice participatory development planning and implementation. Awareness of this situation is vital in the planning process

in order to work towards a common objective on shared common ground.

If people are going to be committed to a programme they must have influence over decisions made. Facilitating positive influence over decision-making has the following prerequisites:

\* The goal must be valuable and achievable. It must be communicated to them in a way that they understand we are working with them and for them, and that we are not imposing on them any ideas, but we are sharing their values. This sharing of values is a motivating factor.

\* The targeted people/persons must be there physically and available for interaction. This is how we get their feelings, concerns, proposals and learn their behavior so that we can agree on adjustments if need be.

\* The targeted group must know the subject. They must have some knowledge, some expertise on concepts and process so that they can provide alternative options. It is necessary to create an environment for them to make self assessment on what they know about the subject and make them learn to add on to what they already have. The principle is to build on what they already have. It is easier for us and much more rewarding for them, Once they have this confidence they will speak out and they will do it. So create awareness. Do not withhold information. Share with them as much information, knowledge and experience as possible.

\* The persons in the target group must be able to communicate ideas on what they know or have experienced. So use the language that the people understand. Spend money for translation or interpretation. Never make people shy away simply because they do not understand English. The practitioners should learn the communication that people understand. The most important thing is for the people to interact amongst each other in a logical way.

\* Persons with constructive ideas must have support. There is always strength in numbers. So spend money to create an environment for such persons to sell their ideas and get adequate support from the community. This is the art of developing what we call development initiators in the community. Such people should be supported. They are the natural leaders and role models in the community. Motivate them. Organize them and they shall facilitate appropriate organization and management of development work at grassroots levels.

\* In order to be physically available for taking part in decision making the people must have resources. They must have money to pay for travelling costs, food, accommodation, etc. Compensation may be necessary for covering loss of income and other domestic or social obligations. This is a critical motivating factor that should not be ignored. These strategic and practical arrangements must be attended to otherwise people may not turn up because they are struggling to make ends meet. Solve these problems together.

There must be total commitment in the desire to reach a goal. A conducive environment will give people the physical and mental energy to participate fully. Plan the budget and time schedule to allow for rest, feeding, medical facilities and recreation.

These expenditures should be seen as justifiable investments. These are funds used as start capital. Participatory programmes become self-propelling, creating their own energy and need very little outside budget support.

## 20. WHAT THEY SAY ABOUT HESAWA

I find it difficult to express explicitly the success of the programme since its introduction in the Lake Zone Regions and problems encountered because I get entangled in words: let me therefore share with you what they say about HESAWA.

\* Presenting a paper at the Arusha Regional HESAWA Strategic Planning Workshop in August 1991, the former Prime Minister and First President of the Union Government of Tanzania for the period between 1985 - 90, Mr Joseph Sinde Warioba praised the HESAWA Programme as being one of the most outstanding down to earth community - participatory programmes in Tanzania.

"I do believe the Programme's concept of self-reliance and community participation is a civilized way of effecting change of attitude in Public Administration for rapid Socio-economic development in both our rural and urban communities", he noted.

\* Mr Bulcha Demeksa then Resident Representative and Resident Coordinator of the UN System in Tanzania in his letter of 29th May, 1991 in response request by the Principal Secretary Ministry of Finance wrote: "We are quite aware of very enriching experience and outstanding results that HESAWA Programme has achieved in the assisted areas especially of Kagera and Mwanza in improving the welfare of the rural population through improved health education, environmental sanitation, water supply, community participation and capacity building at village and district levels.

Efforts to spread this experience in other regions should be supported. On our part we are exploring possibilities of integrating the elements of HESAWA Programme in the on going project ..."

\* Prof. K. J. B. Keregero Director of the Institute of continuing Education of the Sokoine University of Agriculture when introducing Mrs. N. A. K. Nanai an M. Sc Student on his letter of 2/11/1991 said "she and I as her supervisor have designed a Study to identify factors and conditions likely to facilitate participation of peasants in community development programmes, so as to draw up recommendations for planning future community extension programmes. We deliberately chose HESAWA as a case study because it is almost the only programme which has managed to evolve a structure and methodologies entailing genuine participation of the different communities in water, health and sanitation.

We felt that your programme will provide a rich source of experiences which can be catalogued for community development through peoples participation".

In May 1987, the Coordinator of the Botswana Water Hygiene Education Programme visited Tanzania to study HESAWA especially in the area of the organization structure and modes of implementation. She mentioned HESAWA in her annual report and praised community participation in the implementation of the programme as "almost perfect". The report says: "Involvement of Community Development Officers has helped to mobilize communities towards maintaining their water sources. This is the most interesting part about the HESAWA Programme."

Presenting the budget for her Ministry for the 1991/92 financial year, the Minister for Community Development, Women Affairs and Children, Hon. Anne Makinda, MP emphasized the need for giving impetus to the HESAWA Programme. She said that the implementation of the programme in the Lake Zone regions had shown the great capability of the people in the rural areas to initiate and manage their own development programmes.

\* The leaders of Kagera and Mara Regions have also praised HESAWA. The Kagera Regional Commissioner, Ndugu Kiwanuka, says in a book about the six years of implementing the programme in the region, that the programme has provided clean and safe water for nearly six hundred thousand residents of the region.

In January 1992, two Radio Tanzania journalists, Ndugu Agoro Anduru and Ndugu Selemani Mkufya visited HESAWA programme areas in Mwanza municipality, Kwimba District in Mwanza Region and Bunda District in Mara Region. The two journalists conducted interviews with various personalities and especially the villagers themselves. In Kwimba District in Mwanza Region, there is a village called Ilumba. Vitus M. Igonga is one of the residents of the village. He says the introduction of HESAWA Programme has saved the residents the trouble of waking up at five o'clock in the morning to fetch water from a well five kilome

ters away from the village which contained so little water that the women from the village had to queue up, each waiting for her turn. His village has 48,000 shillings in its HESAWA Account for the maintenance of the water pumps. In his view, the villagers now have more time for other activities such as farm work and livestock keeping.

"Even the incidence of water-borne diseases have dropped sharply", he said. He pointed out that before the introduction of the programme diarrhoea, brought on by drinking polluted water from the well outside the village, was prevalent.

His views were similar to those of a resident of a village far away from Kwimba, that is Nyamuswa in Bunda District, Mara Region. The resident is Joyce Tebera, a study group leader. She has participated in various activities and received training in pot-making and afforestation. She has being one of the very few primary school leavers to train outside the country. She went to Lusaka, Zambia, for a management course organized by ESAMI. Her group is currently engaged in making fuel-saving stoves which use husks, manure and sawdust. According to her HESAWA has improved the lot of the people in her village and especially the women. "The women have been saved the trouble of fetching water from distant sources", she said. "And through the study group activities we have invented ways of protecting the environment by using fuel-saving stoves. My study group receive training in book keeping and through our stove-making project we have realized 32,000 shillings in our account."

She added that fellow villagers have now learnt how to dig wells and maintain them.

\* Another peasant, Sospeter Nyigoti, from Robanda Village in Serengeti District, Mara Region, also says the programme was introduced in his village in October 1986. He praises community participation. He cites an example of a government-sponsored water supply scheme in his village which stuck simply because it was wholly dependent on the government for its maintenance.

Sometimes funds would not be available for the purpose. Apart from getting wells through the programme, the Robanda villagers are also constructing latrines, and are well on their way to improving their living conditions.

\* Dr. Pelle Brandström, HESAWA Programme advisor: "The HESAWA Programme is moving towards the right direction and is consistent with the existing Swedish new approach of 'bottom-top'. I think the main objective of this programme now is to put increased emphasis on the most important strategy of involving the wananchi in the operation and maintenance aspects of the programme."

"I know problems exist here and there", he said. "But it should also be borne in mind that the HESAWA Programme was introduced only recently so it is difficult to give a meaningful evaluation of it at the moment. After all Rome was not built in a day". But he agreed that the implementation of the Programme was quite different from that of the past master plans which were imposed on the villagers by the government and donors. This, he said, was because the villagers were involved and encouraged to manage the programme themselves. He praised this kind of participatory development and compared it to the cultivation of a farm. "Donors' aid" he said, "is like seeds for the farm, but it is the responsibility of the owners of the farm to ensure that it yields the crops." For this reason, he emphasized the importance of sustaining the operation and maintenance of the wells and water sources. He also underlined the importance of the people grasping the HESAWA concept before adopting its method of implementation so that the programme becomes theirs and not the Government's.

\* At the Zonal Office Deputy Director of the HESAWA Programme, Mr. Modest Mtui, says that a lot has to be done to cover a large HESAWA area of operation. "We still have to strive more to make sure the people understand clearly the concept of the programme.

\* Colonel Peter Madaha, the Hanang' District Commissioner

(in Arusha Region) was previously way back in 1985 stationed at Biharamulo District in Kagera Region where the HESAWA Programme was introduced as a pilot project. After the Arusha workshop he led a delegation back to Kagera early 1992 and visited Biharamulo and Kwimba District in Mwanza Region in preparation for the introduction of the programme in Arusha.

Colonel Madaha has pointed out in another interview that there have been splendid achievements in the health, water and nutrition sectors in Biharamulo after the introduction of the programme. He mentioned in particular the supply of gravity water to villages in Biharamulo which has miraculously eliminated the water problem in areas which previously faced grave water shortage. "This is no mean achievement," he says.

"We have also witnessed rain water harvest projects and the exploitation of water from improved traditional wells. This convinced me and my delegation from Hanang' that we could tackle the problem of water in the same way - the HESAWA way. Our district faces serious water problems and the residents wander from place to place in search of water for their livestock."

He went on to say that in Arusha region, community participation will be the key element in the implementation of the programme. The people themselves will sit down and discuss what action to take to improve traditional water sources and supply gravity water to some places such as Hanang township. He describes the HESAWA concept as very effective.

\* "The HESAWA programme is very popular among Kwimba district people. Its bottom-top approach is excellent and its involvement of the people in the programme is exemplary in this country", says the Kwimba District Commissioner, Mr. S. M. Mwinuka.

\* "Our institution has benefitted a lot from the HESAWA Programme support of equipment, construction materials, funds for seminars and training on sanitation facilities such as water jars, rain harvest tanks, VIP-latrines and others," said Mr. Peter Maganga,

Acting Principal of the Misungwe Community Development Technical Training Institute.

\* The Mara Regional Commissioner, Mr. Joseph Butiku: "The HESAWA concept is the answer to real development amongst people in the rural areas. The government must trust people and involve them in the planning, budgeting and implementation of programmes."

\* Mr. Pius Ngeze, the Kagera Regional CCM Chairman: "HESAWA is one of the most successful programmes in Kagera Regiona."



A resident of Ilumba Village in Ngudu District, Masasila Idubulilo, a prominent traditional healer in Kwimba. He says: *"I very much thank the coming of the HESAWA programme to my village. The programme has provided a well and a latrine for my 170 student traditional medicine college. The facilities together with health education and training of birth attendants have tremendously reduced the rate of water borne and lack of latrine disease in this village."*

## 21. CONCLUSION

Popular participation in development is a serious undertaking. It is ACTION; it is COMMITMENT; it is GIVE AND TAKE; it is ACCOUNTABILITY; it is RESPONSIBILITY; it is TRUST; it is CONFIDENCE; but most of all it is LEGITIMATE. It should therefore never be RHETORIC.

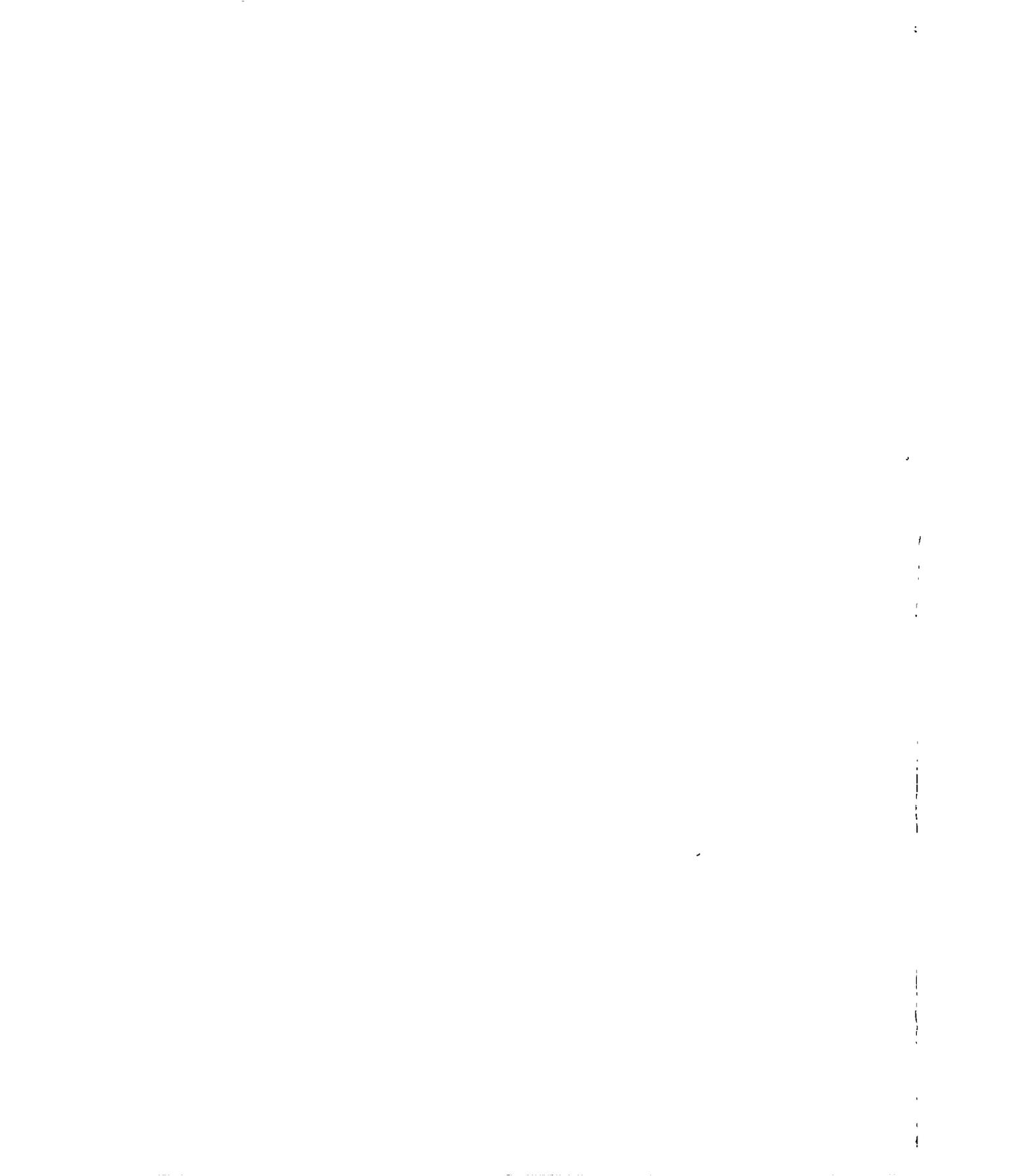
To launch Popular Participatory Programmes throughout Tanzania is a big task, needing careful preparation in its process so as

to minimize failures resulting from carelessness or the inexperience of practitioners. It is therefore a big risk needing a lion's heart to implement; but it is definitely a great and rewarding challenge for the Government of Tanzania, the international community and the people of Tanzania to face. History is always there to prove that **WORKS OF QUALITY HAVE NO FEAR OF TIME** as the Irish saying goes.

## 22. SOME OF THE HESAWA PUBLICATIONS

1. HESAWA Specific Agreements 1983, 1985, 1990
2. HESAWA Plan of Operations, 1st July, 1990-30th June, 1993
3. HESAWA Annual Review Reports, (1984, 1985, 1986, 1987, 1988, 1989, 1990)
  
4. COURSE FILES
  - (i) Village Planning, (1990)
  - (ii) HESAWA Concept, (1991)
  - (iii) Pump Mechanics Training
  - (iv) SGP1 - Improvement of Traditional Water Sources (Rock Wells)
  - (v) SGP2 - Nutrition (1990)
  - (vi) SGP3 - Sanitation: Latrine construction (1990)
  - (vii) SGP4 - Fuel Saving Stoves (1991)
  - (viii) HESAWA and Gender awareness - (1991)
  - (ix) Rain Water Harvesting
  - (x) Environmental Sanitation (1989)
  
5. SCHOOL HEALTH AND SANITATION PACKAGE, (1991)
  
6. JOB GUIDES
  - (i) Hard Care Slab Production (1989)
  - (ii) Village Project Planning (1989)
  - (iii) Latrine Slab Production (1989)
  - (iv) Windlass production (1989)
  
7. Proposals to systematic Training Strategies within the HESAWA Programme (1991)
8. Environmental Sanitation - A Technical Outlook and Observations (1991)
9. Women's Involvement in Water Supply/Sanitation Programmes supported by the Nordic Donors in Tanzania (1986)
10. HESAWA Newsletter (1st - 6th Editions).
11. Video tape & film HESAWA IN TANZANIA (1987)
12. Video tape & film. HESAWA (1990)





\_\_\_\_\_

## ABOUT THE BOOK

This book is about effective rural development strategies with the implementation of the Health through Sanitation and Water (HIESAWA) Programme as a study case. The authoress sets out to share with the reader her experience in supervising a successful water supply and sanitation programme in Tanzania's three Lake Tanganyika regions: Kagera, Mwanza and Mara. She tries to show a different example of mentality which is vital to successful participatory development by outlining the story of HIESAWA. The book can also serve as useful and practical tool for Community based project planning and implementation.



*Malva Mumba*

ISBN 9987 582 10 2