



***STRATEGIES FOR SUSTAINING  
THE HESAWA PROGRAMME***

A COURSE ON  
STRATEGIES FOR SUSTAINING  
HESAWA PROGRAMME

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## PREFACE

Dear participants,

Welcome to this course. We call it "STRATEGIES FOR SUSTAINING HESAWA PROGRAMME. You may wonder what this is! Briefly, what we mean is how the villagers can independently maintain and support the HESAWA Programme activities established in their villages.

But you may ask: Is the HESAWA Programme going to cease its operation? This question will be answered thoroughly in the next unit which deals with policies of the Tanzania - Swedish Development Cooperation. But it suffices to say here that the substantial material support from the Swedish government, through its international development authority (SIDA), will sooner or later end.

This course therefore aims at preparing you for that period. Not only will it prepare you for that period, but also to actually make you participate in that whole process. You may sometimes hear people referring to this as the phasing out process.

May be the term 'phasing out' seems a little ~~abundant~~ awkward to you. You may feel that you are being left alone or losing something. But think about it a little further: Is it not a sign of pride for your village to be left to manage its own activities? That is what we call self-reliance which everybody, including all countries strive for!

We hope by the end of this course you shall:

- a) have identified ways of keeping HESAWA activities in your village going on without SIDA support.
- b) also have prepared a detailed plan of action with suggestions on how the ideas from this course can be implemented in your home environment.

## UNIT ONE

THE HESAWA CONCEPT AND FUTURE OF HESAWA

## 1.1 Introduction:

In this first unit we shall deal with issues concerning the underlying philosophy of the HESAWA Programme. The information in this unit might not be new to you, but for the purpose of the course, we shall highlight background ideas and principles which guide the implementation of the HESAWA activities. We usually call this the HESAWA Concept.

We shall as well discuss the current misconceptions about the HESAWA Concept and your experiences with the programme in the villages. We think these ideas will help you to increase your understanding of the scope of the programme with or without external support.

Thus by the end of this unit you shall be able to state and explain the underlying principles and cornerstones of the HESAWA Programme

1.2 THE HESAWA CONCEPT.

Surely, the word HESAWA is familiar to many of you. You are used to seeing vehicles with the HESAWA logo coming to your village. Some of you are village HESAWA committee members. Others have attended meetings, seminars and courses like this one, which are organised by HESAWA. But what exactly does HESAWA mean to you? It might be true that you share views similar to what the following people have about HESAWA.

Between Mwanza and Kamanga there goes a ferry, several times a day. It carries many people and vehicles. These people are from everywhere, especially from regions around Lake Victoria. They are from all walks of life.

During the journey across the lake, they talk and discuss issues like football, politics, family and everything including HESAWA.

One day Mr. Mbogo, who is very unfamiliar with the HESAWA Programme, happens to be on the ferry. He overhears some people talking about HESAWA and curiously joins them.

MBOGO: Excuse me, I have heard you talking about HESAWA. I think it must be a very big company. I have seen a lot of cars and motorcycles with HESAWA logo in Mwanza town. I am an experienced driver with a class C licence. Don't you need more drivers?

MAKENE: (HESAWA DRIVER)

Yes, we work for the HESAWA Programme. I am Makene, # driver of this lorry on board; here is Karongo my assistant or rather the turn-boy. But sir, I must straight away correct you. HESAWA is not a company. It is a rural development programme operating in Kagera, Mara and Mwanza regions.

MBOGO: I don't understand. Do you want to tell me that a company cannot operate in rural areas?

MAKENE: No. What I mean is that HESAWA is not a company like Coca Cola or Pepsi Cola. It is an integrated rural development programme, established in 1985 to improve the health of the people in these regions, through environmental sanitation and water.

MBOGO: But I can see in your lorry a lot of building materials such as cement, wire mesh, pumps etc... Does HESAWA build hospitals and dispensaries in the villages?

MAKENE: Not at all Mr. Mbogo. HESAWA does not involve itself in building hospitals but instead, it install or rehabilitates village water facilities such as improvement of traditional water sources, hand pumps, and Rain Water Harvesting tanks. We are now transporting these materials to Geita where drilling of boreholes is going on.

MBOGO: But then, this is a water project. Yes, even the logo on your lorry shows a water pump. How does health and sanitation come in?

KARONGO: You man, where do you come from? You seem to be very ignorant about our programme. How can you seek for employment in an organization you know nothing about?

MBOGO: I need to know from you. Tell me why this water project is connected to health and sanitation. Who is funding such a big project with a large fleet of lorries, cars and motorcycles?

MAKENE: Ok Mr. Mbogo, I shall explain briefly as we are almost disembarking from the ferry. Look, it is not enough to install water supply facilities without ensuring water quality. People need clean and safe water for their health. They need also to have clean environment.

MBOGO: Oh! I see. But how does HESAWA ensure this?

MAKENE: Simple! Through community education. HESAWA has set its priority to educate the rural population through promotion and training so that people's awareness is increased on hygiene and sanitary issues.

MUSA: (another passenger) But Mr. Makene, sorry to interrupt you. I hear rumours that the Swedish government which finances HESAWA is soon withdrawing its support. What will happen then? Won't the programme naturally die without this assistance?

MAKENE: These are not rumours but facts. Sooner or later these donors will withdraw their support from villages.

MUSA: If that is the case, I see the future for HESAWA being bleak! How can villages sustain these facilities?

MBOGO: I think you are right Mr. Musa. It's even risky for me to ask for a job there.

MAKENE: Look here gentlemen, the philosophy for HESAWA is to enable villagers go on with these activities on their own. The donor provides initial support in materials and training of village personnel such as Village health workers, pump attendants, mechanics and village artisans who will deal with operation and maintenance of all activities.

In short, the programme is aimed at building enough capacity to villages and let them run the established activities independently. Mr. Mbogo, you can still apply for the job. Bye, see you next time.

You can now look at drawing 1(A) and answer the question below it.

The dialogue above, represents varying views on what HESAWA is or what some people expect from it. To understand what HESAWA is, let us discuss briefly about its origin, objectives and principles.

The acronym HESAWA simply stands for the phrase "Health through Sanitation and Water". But this phrase has a deeper meaning than the way it stands. We shall explain this later. Though the history of the HESAWA Programme is thoroughly treated in the next unit which explores more issues on the Tanzanian-Swedish Development Cooperation, it suffices here to say that it started in 1985. The programme operates in all fifteen districts of the Lake Victoria regions of i.e Kagera, Mara and Mwanza.

HESAWA is a rural development programme co-supported by the Swedish and Tanzanian governments. Its primary aim is to integrate the water component with health education and environmental sanitation. May be that is why the words HEALTH, SANITATION and WATER were given special attention in formulating the programme's acronym: "HESAWA".

To achieve this integration, several sectors within the government structure are involved. These are the health, water and community development departments. The ultimate goal for this integration is for these sectors to pull efforts together in improving the health of the rural people in these regions. This can be achieved through improved environmental sanitation, abundant, clean and safe water.

### 1.3 WHY THIS INTEGRATION?

You may ask: Why this integration? Can't each sector work separately and still achieve the required results? After all, each sector has got highly trained experts.

But we say "Experience is the best teacher". Before the HESAWA Programme was introduced in your village, you must have seen water programmes come and go. May be you still have monuments of empty water tanks or dry taps in your village.

Perhaps the most unfortunate part of these programmes was that, apart from being narrowly confined to the water supply sector, they were centrally organized right from planning to implementation.

Moreover, the technology they applied was unsustainable in relation to the socio-economic environment of the beneficiaries.

Some of you are witnesses of this trend because you were not involved in any decision making process. Everything, including the technology was brought to you after decisions had been made by the outsiders - either donors or some government officials.

### 1.4 HESAWA PRINCIPLES AND OBJECTIVES

Obviously, the pioneers of the HESAWA Programme had studied the shortfalls of the previous rural water projects. They had to learn from past experience and come up with a more dynamic approach which could achieve sustainable results. That is why the new approach emphasizes on the following principles:

- i) Integration of the water component with health education and environmental sanitation.
- ii) Increased participation and responsibility on the part of the beneficiaries (villagers) in the entire programme cycle of planning, implementation and running of the village schemes.
- iii) Active participation of women in planning and decision making at all levels within the programme.
- iv) Use of technologies suited to local conditions.



Hence, these principles are a guide to achieving the overriding objective of HESAWA which is:

"To improve the welfare of the rural population through improved health education, sanitation and water supply. This would eventually create better prospects for social development and economic growth.

You can now look at drawing, 1(B) and answer the questions.

#### 1.5 HOW THE PROGRAMME IS MANAGED.

Some people think of HESAWA programme as an independent institution with activities different from those of the government. This is not true! The HESAWA activities are coordinated by the relevant departments and officers at each level of the government administration. The responsibility for coordinating HESAWA activities at the national level is under the Ministry of Community Development, Women Affairs and Children.

The day to day coordination and guidance of the programme activities rest with the Zonal HESAWA Coordination office in Mwanza. This office is headed by HESAWA Deputy Director on behalf of the Director in the Ministry of Community Development, Women Affairs and Children. In the government structure, you may find few activities or departments institutionalized at the Zonal level. According to the nature of HESAWA programme the Zonal HESAWA Office has been designed to perform the following tasks:

- i) Programme planning
- ii) Management of logistics
- iii) Procurement and distribution of materials and equipments
- iv) Liaising with other supporting institutions
- v) Management of HRD activities
- vi) Technical support through consultants
- vii) Financial management.

In each of the three regions of Mwanza, Mara and Kagera there is the Regional HESAWA Coordination Office. This office is headed by the Regional HESAWA Coordinator who reports to the Regional Development Director. The role of the Regional HESAWA Coordinator is to support, advise and monitor the activities in the districts.

At the district level the HESAWA activities are coordinated through District Coordination office. Also this office is headed by the District HESAWA Coordinator who reports to the District Executive Director.

You can now start drawing up the relationship among these officers. For example, the relationship between the Regional HESAWA Coordinator and the Regional Development Director; and the District HESAWA Coordinator and the District Executive Director. Is there any reason why these coordinators have to report to their respective directors?

The simple answer to this is to ensure that the programme operates within the government structure which is the basis for its sustainability.

But where does the village come in? You might ask. Does it mean that the village is only at a receiving end?

Not at all! Despite the planning and the organization activities at the higher levels, the villagers through their village government and the HESAWA Committee fully participate in the whole process.

"We plan from bottom-up". This is the common HESAWA motto! This means that it is the sole responsibility of the villages to plan and implement their own HESAWA activities. Districts and regional offices play the advisory and supportive roles.

#### 1.6 SUMMARY

This was an introductory unit of our course on how to sustain HESAWA activities without SIDA's support. Briefly the session has examined the concept of the programme. This is the philosophy or ideas guiding the planning and implementation of the programme activities. The unit has tried to clear the misconceptions about the programme. Concisely, despite the initial supply of resources from outside, it is to be clear that the villagers are the main controllers of the activities.

That's why, they need to be involved in all stages of decision making, planning, implementation and evaluation. Here, the point is to make them feel that the programme is theirs rather than thinking that they are only at a receiving end.

The question of integration has been touched in relation to sustaining the programme activities. Generally speaking the HESAWA concept aims at making the activities sustainable. We think these will be the relevant ideas to the following units which will fully examine the present and future situation of HESAWA in your village.

#### 1.7 Discussion Questions.

1. What does HESAWA mean to you?
2. Who will run your HESAWA activities at your village after withdrawal of external support?

## UNIT TWO

## TANZANIA - SWEDISH DEVELOPMENT COOPERATION.

2.1 INTRODUCTION

Dear participants, in the previous unit we mainly dealt with the HESAWA Concept. We also discussed issues that arise during implementation of HESAWA activities in your villages; and how they are to be take care of by you in the future.

In this unit we are going to see how the Swedish government has been involved in the Tanzanian development efforts.

We shall highlight the policies which govern this development cooperation between the two countries. In the end we shall identify areas of concern when external support comes to an end. We hope that by the end of this unit you will be able:

- i) to mention areas of support by SIDA in relation to various local contributions
- ii) to suggest possible sources of local inputs after SIDA's support ends.

2.2 BACKGROUND HISTORY

The Swedish development support to Tanzania goes back to the early days of our independence. Sweden has an international organization which coordinates development support to poor countries. It is called the Swedish International Development Authority - SIDA. SIDA has been helping Tanzania in different sectors such as education, vocational training, health, water, telecommunications, i.e.

Look at drawing 2(A) and discuss it.

You will remember that in Unit one, we discussed how in the early 1980s SIDA and Tanzania embarked on a more integrated approach of rural water supply. This was actually the birth of HESAWA.

2.3 SIDA-TANZANIA POLICIES OF DEVELOPMENT COOPERATION

Naturally, it is imperative for two parties entering a venture to lay down policies and strategies in order to guide implementation. Before establishing HESAWA, SIDA and Tanzania had therefore to agree on basic policies on how to plan and run their activities.

Based on the principles and objectives mentioned in the previous unit, the two countries agreed that:

- i) Each country shall make contribution in respect of finance, technical input, materials and equipment.

- ii) Development support shall be directed primarily to the beneficiaries who are expected to be active participants in programme planning, decision-making, implementation and evaluation.
- iii) Special attention shall be given to women, because they are the main beneficiaries of this development support.
- iv) External support from SIDA has an end.

#### 2.4 SIDA AND TANZANIA INPUTS TO HESAWA

SIDA in collaboration with the Tanzanian government has been supporting HESAWA programme since the beginning of 1985. Different development projects in Rural Water Supply and Sanitation have been initiated. These include the construction of shallow wells, improvement of traditional water sources, installation of new and rehabilitation of gravity schemes, latrinisation, health education and reinforcement of community participation at all levels.

Let's now look into what each contributes to the HESAWA Programme.

##### 2.4.1 SIDA'S Contribution

###### i) Technical Support:

On this aspect, SIDA has been supporting the programme by providing advisory and consultancy staff. These have been initially recruited since the beginning of the programme through various consultancy firms such as Hifab International and Business Care Services Limited based in Dar es salaam. At present, most of the technical staff at the Zonal HESAWA Coordination Office fall under this category. At regional and district levels, the technical staff include advisors, district promotion officers and HESAWA technicians.

###### ii) Materials and Equipment support:

Under this form of support SIDA provides items like cement, iron bars, wiremesh, pumps, pipes, spares, vehicles, motorcycles, bicycles, computers and stationery. Some of these materials are used in construction of shallow wells, gravity schemes, traditional water sources, rain water harvesting tanks, latrine construction and water jars casting. Transport facilities are provided to smoothen the implementation and monitoring of the these projects.

SIDA has been providing both local and foreign currency for international and local procurement of these materials.

iii) Financial Support:

SIDA's financial commitment to the HESAWA Programme totals about 1.5 billion shillings each year. These funds are used to pay for consultancy services, local and foreign procurement of goods and running of its zonal coordination office. Also about 10 percent of this contribution is given to activities aimed at capacity building at all levels. This includes training and promotion.

2.5 TANZANIA'S CONTRIBUTION

i) Technical input:

The majority of the HESAWA implementors are employees of the central and local governments. They are drawn from AFYA, MAJI and MAENDELEO departments. These personnel work hand in hand with consultants at zonal, regional and district levels.

At the village level the village government provides managerial and technical inputs in terms of village HESAWA committee and village manpower such as fundis, village health workers, study group leaders, pump attendants, mechanics and caretakers.

ii) Materials and equipment:

Both local and central governments provide and maintain offices and office facilities at regional and district levels. Villages on the other hand, provide their own offices, storehouses and locally available materials such as aggregates, sand, timber etc.. for constructing water and sanitation facilities.

iii) Financial inputs:

Under this item, Tanzania contributes funds from the Central and Local Governments for payments of staff allowances, fuel and local materials. It also pays salaries of government staff involved in the implementation of the Programme.

The villagers contribute labour and cash for the construction, operation and maintenance of the HESAWA installations like wells, piped water schemes and latrines.

In no doubt, the joint provision of these inputs by Tanzania and Sweden has been instrumental in the overall achievement of rural water supply and sanitation schemes in the Lake Victoria Zone. However, the above analysis shows that the bigger contribution especially on the financial aspect comes from outside.

But according to SIDA-Tanzania development cooperation policies which are also emphasized by the HESAWA concept, this external support has to be stopped after a given period of time. This is between three to five years after HESAWA activities have been introduced in a village.

The purpose of stopping external support from a village after a certain period is to achieve a self sustaining situation. Some of us might think that it is a mere concept, but the fact is that SIDA will at a certain stage have to stop its support to the programme. The programme will have to maintain the facilities on its own.

Look at drawing 2(B) and answer the question below.

## 2.6 SUMMARY

This unit was aimed at exploring issues about Development Cooperation of Tanzania and SIDA. We have tried to study the history of SIDA and how this organization works in Tanzania. It is our hope that you can now explain how SIDA came up with a new approach that gave birth to HESAWA after learning from experience of the former water supply strategy. The unit has also put you in a position to analyse contributions of Tanzania and SIDA to the HESAWA programme in different forms. SIDA which is contributing more will sometime stop giving this support as stated in the policies of development Cooperation. Eventually you have observed that the villagers have got most responsibility for keeping HESAWA activities alive.

In order to achieve this we need to abide to the strategies as stipulated in next units. These units suggest and explain the significance of different methods/procedures which aim at sustaining HESAWA activities.

## DISCUSSION QUESTIONS

- i) Whom do you think are the beneficiaries of the HESAWA programme?
- ii) In which ways have they been involved in HESAWA activities? To which extent?

## UNIT THREE.

## PLANNING FOR SUSTAINABILITY.

STRATEGY I - PROJECT PLANNING

## 3.1 INTRODUCTION:

In the last Unit we talked about the present policies of the Tanzania-Swedish Development Cooperation. We tried to relate these policies to the HESAWA Concept and its implementation. We found out that, in the end, the sole responsibility to run the HESAWA activities lies in the hands of the villagers themselves. These are the beneficiaries of the Programme. Hence, they need to prepare themselves for the inevitable graduation from external dependency. In other words, they have to lay down strategic plans for sustaining the HESAWA activities in their villages.

Indeed such a self-reliant strategy requires proper planning.

In this unit therefore we shall attempt to give you some principles on how to plan a project. Knowledge of planning is important and an effective tool in sustaining the programme after SIDA's withdrawal.

We have seen in the previous units that one of the important principles for sustaining HESAWA activities is self-reliance. It is important for the HESAWA beneficiaries to be equipped with the knowledge of planning to achieve this objective.

Planning involves:

- i) setting of objectives to be achieved. This is sometimes called the problem statement.
- ii) setting of strategies on how to achieve or solve the problems.
- iii) creation of controls on activities to be performed toward the achievement of the same.

The following is an extract from a village meeting. Read it and answer the questions below:

Mr. Njoki:

Mr. Chairman, we have a problem in our village. We are tired of burials.

Mr. Chairman:

You are right Njoki. Quite right. It is only yesterday that Kamara, our famous traditional healer started vomiting and purging profusely. That happened after he had taken some "Kangara" from Mama Koku. Kamara is in bed now. He cannot wake up from bed. He is very weak. His eyes are sunken. I don't know whether he will go through the day.

Mr. Mutalemwa:

Mr. Chairman, this is very serious, serious indeed. How can we tolerate to live with "juju" people like Mama Koku? Such people should be deported to the wilderness. Short of that we kill them!

Questions:

1. The village has a problem. What is the nature of the problem the village is facing?
2. What strategies should the village adopt to solve this problem?
3. Who should set such strategies for them?
4. What control measures should the village take to ensure that the strategies succeed?

Dear participants, your answers are a reflection of what planning is. It is a systematic way of answering the above questions.

### 3.2 BASIC PRINCIPLES OF PROJECT PLANNING

Before we discuss principles of project planning let us clear up the confusion between the terms 'Programme' and 'Project'. On several occasions you have heard people referring to HESAWA as a project. But strictly speaking HESAWA is not a project. It is a programme comprising a number of projects and activities.

Take an example of your village. The HESAWA programme has established projects like institutional latrines, gravity schemes, improved traditional water sources, water pumps and rain water harvesting tanks. From this explanation we can conclude that a programme is made up of various projects which have specific purposes. There are other differences between these two terms but we think that this is a basic one. We have cited it to help you distinguish a programme from a project. A programme is a set of ideas, relationships, linkages and projects within it aimed at solving a developmental problem.



You may as well , at this juncture think of other projects started by HESAWA in your village. Most of these are of a social nature. There are other types of projects. These include economic and business projects. However the planning principles mentioned below are basic to all.

### 3.2.1 Project identification.

In any community people are aware of problems and want to do something about them. For instance, people are concerned about communication, poverty, diseases, food shortage and so forth.

In most cases such community concerns are expressed in general terms. But if we want to solve them we have to study in detail the causes and effects of each one. For example, if the general problem is poor health the specific problem could be either poor sanitation or poor nutrition. Then we have to decide on what is the real problem. This will be our concern or objective in planning a project to solve a specific problem, say poor sanitation as it is depicted in the village meeting above.

You must always keep in mind that objectives are what you want to achieve. Hence, they must be clear, measurable and attainable. All persons involved in the project have to know them clearly before they start working. It is these objectives which influence your village policy, organization, resources and control regarding the project.

### 3.2.2 Who should plan:

You may ask: who should derive plans for our village projects? Some of you may rightly think that the responsibility of planning rests with the elected leaders. Others may as well say this is an expert's responsibility since he is a learned and capable of doing the job technically. To an extent it is right but most village development projects have failed because they were planned for you not with you.

Think of the HESAWA projects. The villagers are the ones who are supposed to run them. Hence, they must participate in the making of their plans. The logic here is that most people will work enthusiastically for plans that they have made themselves or those they have helped to develop.

However, village leaders and external experts have a role to play in village planning once the villagers have expressed their problems, the leaders will have to coordinate their ideas and put them in a suitable plan of action. They are also required to ensure proper execution of these plans.

The role of external experts such as health officer, community development officers or water technicians is to a large extent, advisory. They are for instance expected to facilitate in giving useful information about the project and building capacity where required.

### 3.2.3 Setting priorities:

You will agree that it is impossible for your village to tackle all its problems at once. This is because each problem has its own degree of urgency or priority. Also, the available resources are often limited. If this is a case then the village has to outline which problems need immediate attention.

### 3.3 FEASIBILITY STUDY OF A PROJECT

Setting of priorities of your village needs is not enough to enable you plan effectively. You need to carry out some kind of research in order to convince yourself on the following areas:

- i) that the project will yield the intended results
- ii) that the project will be manageable in terms of resources.
- iii) that the project is socially acceptable.

This is what is called project feasibility study.

Look at drawing 3(A) and answer questions below it.

The important points that you should consider in carrying out a project feasibility study are:

- i) Always keep in mind the problem you want to be solved by the project.
- ii) Find out what important results are expected to meet specific needs.
- iii) Assure yourself that this project is within the overall development plans of your village and that it coincides with national development goals.
- iv) Consider actions and methods to be used on the basis of their being the most effective means of achieving the primary objectives.
- v) Estimate the time-span between take off and completion of the project.
- vi) Check as to whether your project plan has enough room for further improvements when required.

- vii) Whenever possible share opinion with or seek for advice from experts, and other community members.
- viii) Make sure your project plan is documented, including all additional changes.

### 3.4 Resource assessment

The above mentioned points are a checklist meant to help you when making the overall plan of your project. There is one aspect of planning which requires special attention. This regards the study of the required resources for the project.

This study is important because resources are generally limited and we have to utilize the available ones most efficiently. Hence, before embarking on any project you must assess the resources or inputs needed. These are:

- i) Human resources
- ii) Natural resources
- iii) Capital resources.

Let us briefly see what each of these input entails:

#### 3.4.1 Human resources:

Human resources refer to labour input. In your village labour could consist of skilled and unskilled persons who are involved in the execution of the project. The skilled labour could for example be the village fundis who will be involved in water pump installation. Labour contribution from villagers is an unskilled. This labour includes collection of aggregates, stones and many others.

In case where a village does not have adequate human resources especially the skilled ones, it has to think of possible sources from which they can be obtained. The feasibility study has to specify exactly the kind and standard of technical assistance to be sought from outside.

#### 3.4.2 Natural resources

This refers to site or location of the project and other resources found in the village. For example, if the project is to construct an institutional latrine for the school, natural resources in the village could be the type of soil for brick laying, timber and so forth.

#### 3.4.3 Capital resources:

The capital resources are possible sources of financing. The village has to consider the costs for the physical and human inputs required for the project. The village therefore will need to scrutinize its financial capacity, ways and means of raising funds.

### 3.5 BUDGETING

After the village leadership has convinced itself that the project is feasible, it needs to formulate a budget. This refers to pre-determining the income and expenditure in a given period. In the case of an economic or business project its viability will depend on the profit to be realized. But if it is a social project such as latrinization, costs will be justified in relation to socially expected results like improvement of the villagers' health.

The common procedure for budgeting is to make a list of all activities involved for completing the project with the estimated number of man-days. The labour and material rates have to be determined.

The following is a budget example for constructing a household latrine in a village: study it carefully:

Type of Activity	No. of days	No. of people required	Labour rate	Total cost
Brick laying	5	2	100=	1000=
Site selection and marking	1	2	100=	2000=
Pit digging	7	3	100=	2100=
Slab casting and curing	7	1	100=	700=
Pit lining	5	3	100=	1500=
Pit covering	1	2	100=	200=
Superstructure construction	1	3	100=	300=
Roofing (including collection of materials)	3	2	100=	600=
Finishing	2	2	100=	400=
Cement requirement		5 bags	3000=	15000=
Miscellaneous (sand, aggregate, poles, etc)				5000=
			Total:	shs. 23700=

Thus, in this case, the budget for construction of ventilated Pit latrine is sh. 23,700.=

The important input for budgeting is knowledge of standard materials and labour costs. In the above example, we have estimated the labour rate at sh. 100 per man-day.

### 3.6 ACTIVITY

- i) How do you plan your activities in your village? Explain.
- ii) Make a budget proposal for construction of a Rainwater Harvesting system at your village school. The important input information to your budget is:
  1. Tank capacity ..... 1000 litres
  2. Labour rate ..... sh. 200 per man-day
  3. Cost of cement ..... sh. 3500 per bag
  4. Cost of 1/2 trip of sand ..... sh. 4000
  5. Cost of 1/4 trip of aggregate. sh. 2000
  6. Other costs (stones, roofing, gutters, etc) ..... sh.10000
  7. The different activities involved in the construction of the system. You have to mention and allocate to them their budget costs accordingly.

Try to be as realistic as possible in carrying out this exercise. Your facilitator will help you.

### 3.7 SUMMARY

In this unit, we saw the important factors that facilitate project planning. These are project identification, planning team, priority setting, feasibility study, resource assessment and budgeting.

We also saw that, budgeting is a systematic procedure of quantifying or making the plan a reality. The important input information to the budget are standard costs and the different activities involved in implementing the project.

It is our hope that you are now able to plan for your activities in your village without external dependence.

## UNIT FOUR

## PLANNING FOR SUSTAINABILITY

STRATEGY II - HUMAN RESOURCES DEVELOPMENT (HRD).4.1 INTRODUCTION:

In the previous unit we discussed "Planning" as one of the important aspects for sustaining our programme in our villages. In that unit we touched upon the overall meaning and importance of planning as well as some important procedures for project planning and budgeting.

In this unit, we are going to see the important roles played by HRD which, in the context of HESAWA includes training and Promotion activities aimed at programme sustainability in our villages.

Both HRD and Promotion in our villages are aimed at capacity building, utilization, deployment and creation of awareness. These are important in planning towards a proper sustainability strategy.

4.2 DEFINITION:

First of all let us look into definitions of these two activities which compliment each other in facilitating sustainability.

4.2.1 HUMAN RESOURCES DEVELOPMENT

Generally, this is understood as process through which human resources are developed. It has been described and interpreted in a number of ways. Some confusion, therefore, about the term and the concept as a whole in its effective implementation does exist. Some relate HRD to training parse. But it involves issues like adapting an individual to the environment, administratively, organisationally and pedagogically. It includes planning and management, as well as an in-put for building the enabling environment. Human Resources Development is therefore more than training. It is a development of an individual and his/her institutions or environment.

A number of programmes and organisations have recognised the importance of Human Resources Development as an agent for strengthening and sustaining their activities.

For HESAWA Programme, Human Resources Development is defined as "The process of developing Human resources, individuals, institutions and environment in which they operate so as to build an enabling framework for self-reliance".

We can now look at the type of human resources and how they are deployed in the HESAWA programme.

The general objective of Human Resources Development in HESAWA, is, "to raise awareness. and capability building among the rural people, and implementing cadres particularly those operating at village level in order to reach a high degree of self-reliance and sustainability".

The process is a planned and systematic attempt to develop the people needed to do a job properly. So it is not only training people or planning for employees or volunteers. It involves the three important components i.e. planning, training and management.

HRD activities at village level include the following:-

- i) Training of Village Health Workers, Fundis, Pump attendants, HESAWA committee members, and others.
- ii) Attending workshops on HESAWA activities
- iii) Study tours to different areas within and outside the programme.
- iv) Seminars for village personnel and/or beneficiaries.
- v) Study group activities.

These activities should be tailored to ensure programme sustainance at the village. The activities are aimed at higher capacity building.

#### 4.2.2 PROMOTION

The word "Promote" means:

- i) To give higher position or rank.
- ii) Help organize and start.
- iii) To encourage and help the progress of ....
- iv) Try to ....
- v) To advertise, publicize one's ideas, service or products.

You might have met or worked with someone called a "Promotion Officer" from the programme. This person works closely with village leaders, extension workers and implementing agencies at all levels i.e district and region. This person is a Community Development worker.

The programme has employed him/her to help and accelerate the work of mobilizing and helping the rural people on how to raise their standard of living. This is to be achieved through their own efforts, using their own financial resources, manpower, and materials with the minimum assistance from the government and donors.

The promotion activity helps the extension activity to be more widely spread and enable the people play their part more effectively. The role of extension workers is to act as liaison officers between the people and the Promotion officer through training, seminars, workshops and demonstrations.

The most important issue is that, promotion activities should be geared towards sustenance of the programme activities without external support. The concept that should be emphasized from the initial stage of promotion is sustainability. Villagers should be aware from the beginning that development co-operation has an end. They should be prepared to take care of their facilities after SIDA's withdrawal.

Look at drawings 4(A) and 4(B). Answer the questions below them.

Up to this point we have an idea of what HRD and promotion means. Now let us look at how these activities operate and compliment each other within the HESAWA programme. The best way to do this is to look into when the programme starts in a given area and when it ends. We call these processes as: "Phasing-in and Phasing-out".

#### 4.3 PHASING-IN AND PHASING-OUT PROCESS

These processes play the most vital role in enhancing community participation. One of the programme's key principles advocate that the target groups should be involved in the process of project identification, planning and implementation. Community participation is seen both as a means to and as an end in itself. Communities should take an increasing responsibility for the environment in which they live and work. This is seen as an important factor in sustaining the programme even when the villages do not have outside support. Be it local or foreign.

Perhaps each one of you have different ideas when we talk about "Phasing in" and "Phasing out" of villages from the programme.

Would some of you like to give your understanding and experience on these issues?

In the HESAWA context, phasing-in - phasing-out means "the beginning of programme support to a given village" and the "end of that support to that given village or villages". This is done at present within an agreed period of five years.



The objectives of this process is to enable villagers accept the programme and make it their way of life. And eventually becoming self reliant in taking care of already constructed projects and promoting the programme concept to a wider area for new projects.

Again it is within this process that the roles of Human Resources Development and promotion become outstanding especially at village level.

It is important that we understand the procedures that take place during the phasing-in-phasing-out process.

#### 4.3.1 PHASING- IN PROCESS:

This is the process of how the HESAWA programme is introduced in a given village or villages.

At the beginning, when the programme started, the region chose the district and the district chose the ward. But now, due to the positive role played by HRD and promotion activities at region, district, ward and village levels, the HESAWA concept has been absorbed to the extent that the process of phasing-in has changed. It has taken a bottom-up approach instead of top-down. It is the people themselves who request for the introduction of the programme in their areas by taking into account the following criteria:

- i) Felt need, interest, and willingness of the village to participate into the activities.
- ii) Concentration to limited areas due to logistical problems, eg. demands on local funding, transport and supervision.
- iii) Crisis areas to be given first priority using special implementation strategies. But these strategies should fully involve villagers' participation.

#### HOW A WARD/VILLAGE IS CHOSEN

- i) After receiving an application from a ward/village the District team visits the area to collect enough information. Similarly to disseminate the HESAWA concept. This is achieved through a number of meetings, seminars and workshops.

The people involved are the ward development committee members, village council members, primary school teachers, women groups and other pressure groups including religious leaders. Then after that, villages are given enough time to digest information gained and produce proposals and requests for projects they would like to carry out.

The projects can be construction of shallow wells, improvement of traditional water sources, training of village fundis, village health workers, etc..

- ii) By using the baseline data plus other information, the promotion team prepares a ward/village map and other illustrations that may help in giving a picture on the situation of a village before the start of the programme.
- iii) The project requests from the villages are scrutinized by the district HESAWA authorities using information from the promotion team. Then villages selected are informed accordingly. Promotion and implementation continues especially on issues concerning:
  - Opening of village HESAWA Accounts.
  - Roles of Village HESAWA Committee(VHC) and importance of women in the Committee.
  - Selection of village personnel.
  - Gender awareness.
  - Village planning: Tentative 5yrs plan to be prepared.

This, you can see, is a preparatory stage. It sets the villagers in gear. This stage is estimated to take one year.

- iv) After the above stage comes the first year of implementation through training and promotion especially for Village HESAWA Committee members, Village Fundis, Village health workers, etc.. Training is mainly on HESAWA concept, Gender awareness and sustainability strategy.
- v) The , second, third and fourth years are mainly for implementation of all projects. Planning and budgeting is done yearly.

Dear participants, you should understand that the third year of implementation is also preparatory period of handing over of projects completed in the second year. This exercise is the first step toward phasing out of the village. The fourth and fifth implementation years are the years preparing the village for complete phasing out. It is assumed that during this period the villagers' capacity to run and maintain the projects by themselves would have developed. Also through constant promotion and training a change of attitude will have taken place to sustain the programme concept of a village becoming fully "self-reliant". This is the real care of the phasing out concept.

#### 4.4 PHASING-OUT PROCESS

Dear participants, the following are the most important criteria for a phasing out process. For a village to be phased out, it should have:

- i) A functional Village HESAWA Committee
- ii) A concerned community, willing to participate and contribute.
- iii) An informed leadership with good understanding of the HESAWA concept.
- iv) Functional and continuously updated village plans.
- v) Fund contribution procedures and bank account for operation and maintenance (O&M) costs.
- vi) High involvement of women.
- vii) Functional wells or Domestic Points(DPs) in accordance with National Guidelines.
- viii) Ongoing programme for improvement of TWS.
- ix) Ongoing latrinization.
- x) Established Village Health Workers set-up.
- xi) Trained craftsmen and attendants and caretakers of water facilities.
- xii) Accepted level of Health Education.
- xiii) Established stores, procurement and accounting procedures including trained personnel.

So you dear participants, it should be clear that phasing out is not the end of HESAWA activities in the area. It is the process of entrusting to villagers the responsibility of taking care and maintaining the projects.

The phasing in-phasing-out process can be depicted as shown:

	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
Yr 0	_____	_____	_____	_____	_____
HRD & Promotion			Implementation stage (HRD & Promotion continues)		HRD sustain- ance.
Phasing in					Phasing out.

It is also important to mention that the phasing-out process enables the HESAWA programme to enter new areas.

SUMMARY.

In this unit we have seen the importance of HRD and promotion activities. They are the main processes leading to sustainance of the programme in your area. These activities are also carried out at all levels of the programme from regional to village level.

The HRD and promotion activities are agents to the processes of phasing-in and phasing-out. Phasing-in is a systematic and well arranged schedule of intervening an area through a well intended request. Whereas, phasing out is a handing over process of activities to their owners.

GROUP WORK:

- a) Highlight HRD and Promotion activities which you think are very important. How will you continue with them after the external assistance is stopped?
- b) What do you think would be the best way of:
  - i) phasing-in a village?
  - ii) phasing-out a village?

Give your experience.

## UNIT FIVE

## PROGRAMME SUSTAINABILITY

STRATEGY III: OPERATION AND MAINTENANCE. (O&M)5.1 INTRODUCTION

Dear participants, the previous unit has adequately treated the questions of Human Resources Development and Promotion. We saw also that they are agents of the phasing-in and phasing-out process.

You have been able to find out that these two aspects are meant to improve the capacity of the people involved in the programme particularly the villagers.

As you can deduce from the unit the villagers have to be prepared for receiving the programme by what we called phasing in process. Then, they run the programme for a period of time meanwhile being prepared to reach the stage of maturity. We called this stage a phasing-out process. We hope you remember the conditions outlined.

5.2 MEANING AND PURPOSE OF OPERATION AND MAINTENANCE.

When some people talk about O & M they refer to treatment of the malfunctioning facilities. To some extent they are right but for our case the meaning is so broad that we need to even think of planning for operation and maintenance of facilities before they are established. For instance the users who are responsible with the facilities have to decide on appropriate system design which coincide with their capacity to operate and maintain.

Again they have to include this activity in the project budget.

Thus, the concept of O & M refers to long term plans or strategies devised to keep facilities functioning by a systematic or routine treatment.

One of the major problems with operation and maintenance is its low profile. People don't find it necessary to plan for O & M. Individuals or even national planners often overlook this aspect. They tend to ignore routine maintenance of the built infrastructures and appreciate new construction. They eventually, find themselves in un-manageable situation when defects occur to these resources.

It is the time they face problems of finance, manpower and organised maintenance work. In this respect right from the planning stage, the community has to build the notion of preparing itself for this important aspect. This will enable the project or facilities deliver the intended services for a longer time.

In order to ensure proper planning for operation and maintenance the villagers or beneficiaries have to be fully involved in the projects. This will make them accountable and feel owners of these projects. It is imperative that one cares for a facility he/she has deployed resources.

To a greater extent, the HESAWA programme has been using the bottom up model to trace out its functions. That means the approach to programme management is rather supportive than directive. Villagers have to plan and control the projects. They are advised to ask for assistance from other agencies when they find it indispensable. From this approach you can find that the concept of O & M is rooted in the whole notion of self-reliance.

When the village plans for an activity eg. shallow well construction, it is responsible to think of :

- i) the existing capacity and resources.
- ii) assistance from external agencies.
- iii) how to effectively use the offered technical assistance.
- iv) how to train village members in various fields.
- v) how to mobilize its own finance.
- vi) the planning on how to pay for long-term O & M costs.

You can now look at drawings 5(A) and 5(B). Answer the questions below them.

### 5.3 RESOURCES MANAGEMENT

In the previous section the concept of O & M was defined and explained. Among other things, proper resources management is a cornerstone to effective operation and maintenance of the HESAWA facilities at the village.

Resources available at the village are:

- i) Financial resources
- ii) Material resources like equipment and tools, spareparts, installations, transport facilities etc..
- iii) Human resources.

Any of these resources can never be managed in isolation if effective sustainability of facilities is desired. They have to be managed in totality.

We will approach the study of this section on resources management by telling what happened at a phasing-out ceremony held at Ihushi village. This is how the story goes.

NARRATOR:

Ihushi village is one of the villages into the HESAWA area. The District Promotion team has come to the village to attend the handing over ceremony. It is today that the village is going to be handed over its 22 shallow wells, 5 Traditional water sources with pumps; 3 rainwater harvesting tanks and 3 institutional latrines.

The total capital cost of these facilities has been estimated by the Promotion Officer to be about shs. 15.4 million.

From experience, a facility will require total replacement after a period of twenty years.

The following is what is taking place at the meeting.

HESAWA Village Committee Chairman

Ladies and gentlemen, I feel very happy to invite you to this memorable meeting. I call it so because the District HESAWA authorities are going to hand over the HESAWA activities to us.

Let me start by inviting the Promotion Officer to say a word or two. Then I will invite questions.

Promotion Officer

Mr. Chairman sir, ladies and gentlemen. Today is a great day. We are handing over to you these facilities. It is your responsibility from today, to keep them, service them and to make sure that they are operating. It will be a disgrace if after handing them over to you, the facilities will stop functioning after a short while.

As you said Mr. Chairman, this is not a speech giving ceremony. I should stop here and invite questions from the village members to whom we are handing over the facilities. Thank you Mr. Chairman.

Chairman: Some questions please. Yes, Mr. Pombe.

Mr. Pombe:

Thank you Mr Chairman and the visitors. I am really very worried. Would the Promotion officer tell us the future consequences of this handing over?

Promotion Officer:

The main consequence of this occasion is that the entire management of these facilities and other supporting resources is on you. You will have to identify the cost centres of these facilities and look for ways to finance them. Any other question?

Mr. Makoye:

Mr Chairman, could the Promotion Officer tell us more of what she means by cost centres?

Chairman:

Yes, Mama Promotion Officer. Tell us.

Promotion Officer:

Thank you Mr. Chairman. Cost centres are possible areas that involve spending money. For these facilities we are handing over to you, the cost centres are:

- (a) Repair costs. These costs include:
  - i) replacement of tools
  - ii) purchase of spareparts for pumps, tanks, bicycles etc.
  - iii) repairing of aprons, latrine slabs and roofs, tank accessories, etc.
- (b) Purchase costs. These include:
  - i) purchase of stores
  - ii) purchase of first aid kits and/or its accessories including medicines.
  - iii) purchase of stationeries.
- (c) Transport costs. These include costs of:
  - i) bringing stores to the village
  - ii) travelling allowances for village personnel and HESAWA Committee members
  - iii) purchase of transport equipment like bicycles, ox-carts, etc.
- (d) Monetary remuneration. These include allowances for village personnel and HESAWA Committee members.
- (e) Entertainment costs. The tea and sodas you gave us on our arrival is part of the entertainment cost. I have also been told that you have today slaughtered a cow. This is part of the entertainment cost.



I think I have answered Mr. Makoye's question. I invite other questions.

Chairman:

Yes, Mr. Ndimara

Ndimara:

Mr. Chairman, the Promotion Officer has shown to us the different areas that require us to finance. How can we estimate the fund requirements?

Chairman:

Yes, Mama Promotion Officer

Promotion  
Officer:

You plan for your fund requirement annually. The guiding principle used is on:

- i) provision for wear and tear for the facilities
- ii) expansion of activities expected in future
- iii) time value of money and inflation

By wear and tear I mean, the facilities you have now age by time. So you have to provide funds to take care of the age. Age in most cases goes along with repairs and replacement. The economical age for your facilities before they are totally replaced has been estimated at 20 years. It can be more or less. This is an average figure.

The simple way of estimating wear and tear annually is dividing the capital expenditure of facilities by their expected life time. In your case annual wear and tear is:

Capital expenditure which is sh. 15.4 million divided by the life time which is twenty years. This gives us shs. 770,000 annually.

Expansion of activities depends on your needs. You can decide to construct one well or an institutional latrine after a period of two or three years. This depends on you entirely. For the sake of financial planning you have to provide annually an amount for this activity.

By time value of money and inflation we mean, a shilling of today is not equal in value to a shilling of tomorrow. Remember Mr. Chairman, at your youthful age you could purchase a shirt for six shillings. But now the same shirt can cost six hundred shillings. The decrease in value of a shilling is called inflation.

Mr. Chairman I think I have answered Mr. Ndimara's question.

Chairman:

Mr. Ndimara, have you understood?

Ndimara:

I have understood very well. But I still have another question. Mama Promotion Officer has told us the way to estimate fund requirement. How do we get the total sum of the fund requirement?

Promotion  
Officer:

Mr. Chairman, let me give this question to Mr. Kubilu, our District Training Officer.

Chairman:

Mr. Kubilu please! Welcome

Mr. Kubilu:

Thank you Mr. Chairman and Mama Promotion Officer. Mama Promotion Officer has given us the clues or criteria on estimating the fund requirement as being:

- i) Wear and tear
- ii) Expected expansion
- iii) Time value of money and inflation

What I am going to tell you is how to estimate the total sum or amounts.

For wear and tear we have sh. 770,000/= annually.

Expected expansion can be estimated as a percentage of initial capital investment. In normal cases we take a percentage between 5 to 10 of wear and tear. This is adjustable at the end of the accounting period.

In this case 5 percent of sh. 770,000.= is sh. 38,500/=

We take care of inflation by introducing the inflationary factor. At present inflation is between 25 to 31 percent. This percentage can be determined by the interest charged by banks when we borrow.

You can just request it from the bank. The provision for inflation therefore can be 25 percent of sh. 770,000.= which is sh 192,500/= annually.

In short Mr. Chairman, the annual sum of financial requirement which has to be raised is as follows:

- Wear and tear	shs.	770,000.=
- Expected expansion	"	38,500.=
- Inflation factor	"	192,500.=
		-----
Total:		1,001,000.=
		=====

Thus, your village Mr. Chairman has to raise sh. 1,000,000 each year to sustain the facilities we are handling over to you today. Thank you Mr. Chairman.

Chairman:

Any questions? Yes, Mr. Kuya.

Mr. Kuya:

Thank you Mr. Chairman. The Promotion Officer told us of the cost centres as:

- i) Repair costs
- ii) Purchase costs
- iii) Transport costs
- iv) Remuneration costs
- v) Entertainment costs.

How can we allocate the annual expenditure to these centres?

Chairman:

Mama Promotion Officer, welcome please.

Promotion  
Officer:

Mr. Chairman, it is very easy to allocate so long as you have prioritised the cost centres as we have done. We assign weights 5,4,3,2 and 1 as follows:

Cost centre	Weight	Percentage share
1. Repair	5	33
2. Purchase costs	4	27
3. Transport costs	3	20
4. Enumeration cost	2	13
5. Entertainment cost	1	7
	-----	-----
Total weight:	15	100

This means, repair costs require 33 percent of funding, purchase cost 27 percent, transport costs 20 percent, enumeration 13 percent and entertainment 7 percent.

Thus, the annual allocation will be as follows:

<u>Cost centre</u>	<u>Allocation</u>
Repair cost	sh. 330,000
Purchase cost	270,000
Transport cost	200,000
Enumeration	130,000
Entertainment	40,000
	-----
Total:	1.000,000
	=====

Thank you Mr. Chairman.

Chairman:

Any other question? Yes Mr. Mayunga.

Mayunga:

Mr. Chairman, what is all this? I do not understand at all. To me is Arabic. Why all this mathematics? You are wasting our time. You better close the meeting. We are hungry and thirsty. Let us go to eat.

Chairman:

Mayunga, first, you came late to the meeting. Secondly, you have been dozing all the time, and thirdly you are looking drunk. How can you understand what we are discussing? You better go back home or keep mum. Any other questions?

Masalu:

Mr. Chairman, how are we going to raise all this money?

Chairman:

Yes Mr. Kubilu?

Kubilu:

Thank you Mr. Chairman. there very many ways of fund raising. Some of the ways are:

1. Family annual contribution to be raised from the present sh. 200 to sh. 1000. Shs. 1000 per year per family is not much money now a days.

This will earn you sh. 700,000 per year. This is so because there about 700 families in your village.

2. Apart from family contribution, you can sell water coupons to users. A price of a coupon can be sh. 1.00 per bucket or tin of water as it is being done in Karagwe, Rukole village.

If each family uses a minimum of four buckets of water per day, in a year you will have collected sh.  $4 \times 700 \times 360 = 1,008,000$ .=. This is enough money to cover your annual budget without a deficit.

3. Apart from method 1 and 2, the HESAWA committee can request some levy from the village collections. They can negotiate the percentage that the village can contribute to the HESAWA activities. At present, your village revenue is sh.2,000,000 per year. A 10 percent levy will be sh. 200,000.=.
4. Establishing a local savings and credit system with a good interest. This is done in some villages and it has been very successful. In the Sukumaland they call it Ifogong'ho.
5. Apart from banking all the money into the savings account, some money can be banked into the fixed deposit arrangement to earn higher interest.
6. Sale of stores at a reasonable profit margin, say of 5 percent.

Mr. Chairman, all these ways can be used together or any one that you deem fit. Whichever way we take, the most important issue is that, it must generate enough revenue to meet the O & M costs. Thank you Mr. Chairman.

Chairman:

One last question before we break for lunch please. Mr. Mayunga are you now awake?

Mayunga:

The expert has been talking of contributions. How many times shall we contribute? We are tired with contributions. We give contributions to CCM. We pay development levy. It is only yesterday that the local militia (sungusungu) came to my home and took away my cock, bucket and my mattress. What is all this about?

Promotion  
Officer:

Mr. Chairman, it is important to note that HESAWA activities are tangible and they offer ready services apart from other activities at the village. If you do not take safe and clean water you die of diseases. The result is immediate - death. One has to chose between death and contribution.

Narrator:

The Chairman adjourns the meeting until 4 o'clock. They are going for lunch, then after, they go to visit one of the handed over wells.

It is 4 o'clock now. The chairman opens the last session of the meeting. He summaries what has already been said and he invites questions. The first person to ask is Mayunga.

Mayunga:

Mr. Chairman thank you very much. I and Mama Koku went to the storehouse to buy cement for myself and a sparepart for her bicycle. We did not get any. The storehouse is empty. Mama Ester, your storekeeper stays there dozing. She is bored and frustrated. There is nothing to sell. The storehouse is just a white elephant, better close it down. Thank you chairman.

Promotion  
Officer:

It is good that the villagers have seen the importance of the storehouse at your village. What is required is for your storekeeper not to allow stockouts. She should be making orders from the district before items are exhausted in the storehouse.

In order to perform her duties well, the storekeeper should be trained in storekeeping and accounts. Similarly, transport should be provided to the storekeeper. We shall co-operate to deliver stores immediately after we receive an authorized order from your storekeeper. Thank you chairman.

Chairman:

Any other question? Mayunga, you have a question? Ok!

Mayunga:

Mr. Chairman, I am very much surprised. How do you accept the district HESAWA people to hand over to us the HESAWA activities while you know that we are not prepared for that? For example, one well has no pump. The pump was stolen by thieves! The Village Health Worker, pump attendant and village fundis are not paid anything i.e. no salaries for them! Let HESAWA first pay salaries and install a new pump to our well before it carries out the exercise of handing over the facilities to us.

Chairman:

I think you have been sleeping a lot when Mr. Kubilu our Training Officer was explaining. He said that salaries and replacements are our responsibility. Didn't you hear that?

I think now there are no questions. Let me ask the Promotion Officer to hand over to us the necessary tools, equipment and documents pertaining to our facilities.  
Thank you all.

Narrator:

The Promotion Officer hands over to the Village HESAWA Committee Chairman the facilities, tool kit and other equipment.

This is the end of this section on resource management. You can now look at drawing 5(C) and answer the question below it.

5.4 ROLES AND RESPONSIBILITIES.

As you understand the whole course is based on strategies for sustainability. Most of the units which you have gone through now have been discussing in depth these strategies. But you see most of these will not be sustainable if we do not define roles and responsibilities of each actor from the initiation of the programme. This should be from both sides i.e on the villages as beneficiaries and on the programme management.

The definition of roles and responsibilities ensures accountability which is a vital tool to the programme sustainability.

So as to understand well the roles and responsibilities, and accountability, let us look at the following chart.

LEVEL	ACTORS	ROLES & RESPONSIBILITIES	ACCOUNTABLE TO
<u>VILLAGE</u>			
	Villagers (users)	<ul style="list-style-type: none"> <li>- To attend information meetings.</li> <li>- To participate in contributions in cash and kind.</li> <li>- Take care of projects in their villages.</li> <li>- Report any discrepancy.</li> </ul>	Village leaders ie.- Ten cell - VHC - Village council -
<hr style="border-top: 1px dashed black;"/>			
	<u>VILLAGES PERSONNEL</u>		
	(a) VHW	<ul style="list-style-type: none"> <li>- To attend courses, meetings &amp; seminars.</li> <li>- To spread knowledge gained to villagers, to households and institutions.</li> <li>- Make visits and help whenever needed eg. latrine construction.</li> <li>- Give advice eg. on MCH activities.</li> <li>- Communicate with health centres &amp; Dispensary.</li> <li>- Cooperate with other personnel in the village.</li> <li>- Take care of tools &amp; equipment provided.</li> </ul>	- VHC - Village council - Ward Health Assistant. (Professionally)
	(b) TBAs		



ACTORS	ROLES & RESPONSIBILITIES	ACCOUNTABLE TO
(c) Village Fundis	<ul style="list-style-type: none"> <li>- To attend courses seminars and meetings.</li> <li>- To be ready to advice and participate in construction facilities eg. wells tanks, latrines, etc.</li> <li>- Cooperate with other village personnel e.g. in SGA, etc.</li> <li>- Take care of tools and equipment provided.</li> <li>- Be ready to work with any executing agencies in the programme.</li> </ul>	<ul style="list-style-type: none"> <li>- VHC</li> <li>- Village council</li> <li>- Any executing department at the time of working.</li> </ul>
(d) Pump attendants	<ul style="list-style-type: none"> <li>- To attend courses, seminars and meetings</li> <li>- Make regular visits to all SWs. To check on pumps see if greasing and any major repairs are needed.</li> <li>- Take care of tools and equipment.</li> <li>- Cooperate with other personnel and programme activities.</li> </ul>	<ul style="list-style-type: none"> <li>- VHC</li> <li>- Village council</li> <li>- Pump Mechanic</li> </ul>
(e) Well Care takers	<ul style="list-style-type: none"> <li>- To attend seminars and meetings.</li> <li>- Take care of well surroundings.</li> <li>- Giving notice to cell leaders when major cleaning is required.</li> <li>- Inform pump attendants on any repairs required to the pump.</li> <li>- Take care of tools and equipments.</li> </ul>	<ul style="list-style-type: none"> <li>- Cell leaders</li> <li>- Pump mechanics</li> <li>- VHC</li> <li>- Village council.</li> </ul>

ACTORS	ROLES & RESPONSIBILITIES	ACCOUNTABLE TO
(f) Study group activities leaders.	<ul style="list-style-type: none"> <li>- To promote the programme by organizing and forming groups of people at the village level to discuss their problems and how to solve them.</li> <li>- Seek help from other village personnel when needed.</li> </ul>	<ul style="list-style-type: none"> <li>- VHC</li> <li>- VC</li> </ul>
(g) Village Committees.	<ul style="list-style-type: none"> <li>- To plan and budget for all HESAWA activities according to village capacity.</li> <li>- To select village personnel and take care for their training and their remunerations.</li> <li>- To attend and organize meetings &amp; seminars for village leaders and village personnel.</li> <li>- To promote the programme by cooperating with village personnel and executing agencies. To ensure security for implementors as well as tools and equipment belonging to the village through the programme.</li> <li>- Plan for the future of HESAWA and how to sustain the HESAWA in their area.</li> <li>- To establish communication with all actors in the village and to the district.</li> <li>- To supervise the day today running of the programme in the village ie planning, implementation and evaluation.</li> <li>- To formulate bylaws which help to sustain HESAWA in the village.</li> </ul>	<ul style="list-style-type: none"> <li>- Village Council</li> </ul>

ACTORS	ROLES & RESPONSIBILITIES	ACCOUNTABLE TO
(h) Village	<ul style="list-style-type: none"> <li>- To plan and make final decisions on accepting the programme.</li> <li>- Communicate and liaise with implementing agencies.</li> <li>- To disseminate correct information to villagers and promote the programme in the village.</li> <li>- To pass bylaws which will help to sustain the programme activities</li> <li>- To supervise the day today activities and ensure community participation through VHC.</li> <li>- To organize and conduct meetings and attend seminars.</li> </ul>	- WDC
WARD	(i) Ward Dev. Comm. <ul style="list-style-type: none"> <li>- To coordinate all village plans and forward them to the district.</li> <li>- To facilitate for implementors entry to the villages.</li> <li>- To organise meetings with extension workers.</li> <li>- Attend meetings and seminars.</li> </ul>	- WDC

Up to this stage we have seen the roles and responsibilities at village and ward level of individual implementors. Let us discuss the role and responsibilities of the district as it can be seen.

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

The district staff are the implementors. They have the overall responsibility of ensuring that activities are being carried out in the way it has been agreed. They are then supported by the regional staff. The region has an advisory role. The districts are supposed to pay all the allowances for the staff working in the programme. Also they have to pay for aggregates, and fuel needed for all transport.

It is also the responsibility of the district to provide to the villages stores, technical support, consultancy services, financial support, etc.. at cost or not. The district should make sure that in no any reason will be out of stock for important store items like spareparts.

Let us see the role of our donors i.e the Swedish government. They supply the foreign funds needed to import materials and equipment which is not available in Tanzania.

However, the role of donor and its personnel is only supportive! And it will later come to an end . Thus all executive functions are in the hands of Tanzanians. It is our responsibility that the programme is working and sustainable.

You can now see the important role of villagers and districts to programme sustainance. Drawing 5(D) shows the communication chart from village to SIDA. But the important actors are the village and district staff. Answer the question below the drawing.

## 5.5 SECURITY

The whole question of sustainability requires certain responsibilities on both sides i.e on the villages as beneficiaries, and the side of the programme. One such responsibility lies with the security of the projects. In other words, how long shall the projects last, will depend on the way they are used and safeguarded. It is obvious that if projects are properly used, they will last longer. But something has to be done if security is to be achieved.

It is therefore the responsibility of the beneficiaries to come up with a set of by-laws to ensure security of projects in their areas. In such by-laws, it should be stated what shall be done and what shall not. It should also be stated that certain measures have to be taken against those who misbehave or misuse the facilities. In the by-laws, also, it should be mentioned on how best to operate or use the facilities. In some villages for example, it has been stated that people shall fetch water from the wells ,at some specified time. This means therefore, that at other time the well is kept under lock and key. The advantage here is that there is a possibility of tracing a person who breaks a pump for example, because it will be known who was the last person to use it.

The village is supposed to have control over all the land in its area. Under this autonomy, the village shall also have control over the water points. It has been noted in some areas that pumps have been installed at areas controlled by individuals who do not like interference. In some cases, even planting trees around the water sources has been a problem. There is a need therefore, of a village to have control over water source boundaries to take care of such problems.

In all villages within the programme area, there are experts who have been trained in various skills so as to look after certain projects effectively and efficiently. But according to what has been experienced in all villages, there are no proper arrangements for proper remuneration to these experts. Without remuneration, people do not feel that responsibility of looking after the projects and therefore, there is no guaranteed upkeep and handling of village installations. To avoid this trend, it is suggested that villages must include in their plans, different ways of remunerating these village experts. It doesn't mean that villages shall pay salaries to their experts, but only where it is possible. There are cases where villages pay development levy for each expert in the village, or allocate certain pieces of land for the experts, all of which are ways of remunerating.

Traditional militia (sungusungu) can be used to guard the facilities against thefts of pumps at night. There are many places in the programme where pumps have been stolen.

The common by laws are:

- i) Maintaining cleanliness of the surroundings
- ii) Fencing the well
- iii) Keeping animals away from the reach of the well
- iv) No children are allowed to draw water without the company of an adult
- v) Cultivation is not allowed very close to the well
- vi) Fetching of water should be controlled. The pump should be under lock and key at odd times.
- vii) The well should be guarded against vandalism at all times.

#### SUMMARY

In this chapter we have seen the important factors facilitating the important concept of operation and maintenance. These factors include proper management of resources, clear definition of roles and responsibilities of different actors in the programme and security of facilities.

It is to our hope that you have appreciated the importance of the O & M concept in any programme. It is a "never forget" concept. So many facilities supported by different agencies are not working now because the concept of O & M was not taken into consideration.

#### DISCUSSION QUESTIONS

1. List factors which contribute to poor O & M of HESAWA projects in your village to day.
2. suggest ways of tackling these problems.
3. What are the security measures to facilities that are being taken in your village?

## SUMMARY TO THE COURSE.

Dear participants,

We have now come to the end of our course on strategies for sustaining the HESAWA Programme. In this course we have seen how sustainability is a cornerstone to the HESAWA concept. It is on this concept that the continuity of the programme is based.

It has been seen that development co-operation has an end. In order to sustain the support, the beneficiaries should be conversant with the necessary tools which are planning, continuity of HRD and promotion activities, and O&M.

It is to our hope that you have absorbed and grasped the alternative strategies for sustaining your HESAWA activities in your village after external or local support has ceased.

Thank you.

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