

SOCIAL ACTION PROGRAMME

ErR-NCfe\$C

INTERNATIONAL REFERENCE CENTER  
FOR RURAL WATER SUPPLY AND SANITATION  
CONFERENCES

# Community Management in Rural Water Supply and Sanitation Systems

*Proceedings of the National Conference*

May 1995



305-1-95CO-13105



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

***Community Management  
in  
Rural Water Supply and  
Sanitation Systems***

*Proceedings of*  
**The National Workshop**  
**on**  
**RWSS Systems**  
**Mirpur, Azad Jammu and Kashmir**  
**March 28 - 30, 1995**

*Sponsored by*  
**The Local Government and Rural  
Development Department**

**Government of Azad Jammu & Kashmir**  
**and**  
**Multi-donor Support Unit (MSU)**  
P.O. Box 93190, 2509 AD, The Hague

RWA 13105  
LO: 205.1 9500



## TABLE OF CONTENTS

<b>Executive Summary</b>	<b>1</b>
<b>1.0 Introduction</b>	<b>12</b>
1.1 Workshop Objectives	12
1.2 Workshop Themes	13
1.3 Participants	14
<b>2.0 Introductory Session</b>	<b>16</b>
2.1 Balochistan	16
2.2 Sind	20
2.3 Punjab	22
2.4 NWFP	25
2.5 Islamabad Capital Territory (ICT)	27
<b>3.0 Field Visits</b>	<b>29</b>
3.1 Case Study # 1 Kakra Village	30
3.2 Case Study # 2 Khaliqabad Village	34
3.3 Case Study # 3 Dhoke Daurah Village	39
3.4 Case Study # 4 Ambryala/Jandpir Village	43
<b>4.0 Plenary Session</b>	<b>47</b>
<b>5.0 Working Group Session</b>	<b>51</b>
<b>6.0 Issues and Recommendations</b>	<b>52</b>
<b>7.0 Closing Session</b>	<b>68</b>
<b>Annex 1</b>	<b>70</b>
Paper on "Key Factors Contributing to Sustainability of RWSS Systems in AJK" by Mr. Abdul Haye Fida, Director General LG&RDD, AJK.	
<b>Annex 2</b>	<b>75</b>
Policy Frame Work Pertaining to Rural Water and Sanitation	
<b>Annex 3</b>	<b>78</b>
List of Participants	



## EXECUTIVE SUMMARY

The Multi-donor Support Unit (MSU) in collaboration with the Department of Local Government and Rural Development (LGG&RD), Government of Azad Jammu and Kashmir (AJK), organized a three day National Workshop on Community Management of Rural Water Supply and Sanitation (RWSS) Systems. The Chief Guest at the opening session was Mr. Raja Nisar Ahmad, Minister for Local Government AJK. Mr. Damianos Odeh Chief of MSU at the World Bank made the concluding comments.

The Workshop was unique in having brought together a wide ranging group. In effect the Workshop participants collectively constituted the 'first line' managers of the RWSS schemes spread over virtually the entire country. Policy planners, field staff, social scientists and engineers representing provincial Public Health Engineering Departments (PHED) and the LG&RDD, donor organizations and private consulting companies, attended the Workshop. They ranged from the AJK Minister for Local Government and Rural Development (LG&RDD) to members of the Village Water Supply Committees and two provincial SAP coordinators. The common thread running through this group was its involvement in the RWSS sector generally, and with the Community Management aspect of RWSS schemes specifically.

Coming with their diverse experiences in the area of community management of RWSS schemes, the Workshop group covered the entire spectrum of issues related to the financial, sociological, political and

administrative aspects of community management. Extrapolating from the AJK and the Pakistan experiences in community management informed discussions were held on these issues.

The Workshop also proved to be a valuable networking and information sharing exercise. The participants were briefed by provincial representatives on every province's experience with community management in implementing RWSS schemes. For exposure to the AJK experience a field trip was organized for participants to four different villages where local communities were managing their own water supply schemes .

The three day Workshop comprised an introductory session, a day-long field trip, an inaugural session, four simultaneously run working group sessions, and a concluding session.

### **WORKSHOP OBJECTIVES**

The workshop objectives were two-fold

- To disseminate the community-based approach in implementation of rural water supply and sanitation schemes developed and tested in AJK.
- To identify and review the institutional and policy framework in AJK that ensures sustainability in operation and maintenance of rural water supply and sanitation systems, and provide recommendations for replicating in other parts of the country .



## **WORKSHOP THEMES**

The four themes, covering different aspects of community management, that ran through the entire Workshop were:

Village Water Committees

Cost-Sharing

Service Level

Scheme Identification

## **THE CRITICAL ISSUES**

Discussion during the workshop focused on a broad range of specific issues relating to community management of RWSS schemes. In the working groups participants raised issues that would hinder effective community management of RWSS schemes.

Some examples of critical issues raised by participants relating to the four workshop themes are as follows:

Village Water Committees

- **Government and Community Partnership**

The AJK experience, like other experiences in development, has demonstrated that the community alone would find it difficult to undertake RWSS projects. Irrespective of how organized the community based village committees are, they will need Government support, both

technical and financial to successfully plan and implement RWSS projects.

- **State Support for Community Mobilization**

As has been demonstrated in AJK and other parts of Pakistan, State support in the form of motivational work is required even in initiating the setting up of community organizations. In AJK LG&RDD field staff mobilized the village communities to set up Water Supply Committees. However, in most provinces sufficient training in community mobilization is not given to the LG&RDD and PHED staff .

- **Public Awareness About Government's Policies On Community Participation**

The policy and program initiatives formulated by various provincial governments to encourage community management of RWSS schemes have not been sufficiently publicized. Generally, communities are not aware of government keenness to involve communities in managing RWSS schemes.

- **Monitoring**

Currently, at the department level, inadequate systems exist to monitor the effectiveness of community participation in the management of RWSS schemes. To increase the existing level and quality of community participation some monitoring mechanism must be in place within the PHED and the LG&RDD.

## Cost Sharing

- **Community's Contribution to Capital Cost**

Any policy designed to impose uniform formulas on the communities for contribution towards capital cost of a RWSS scheme is unworkable. Communities in AJK and in Pakistan vary from village to village in their ability to contribute to the schemes.
- **Affordability of water rates**

The water supply systems should be designed keeping in view the community's capacity and willingness to pay. The water tariff should then be fixed according to the total monthly expenditure on the scheme.
- **Collection Efficiency**

Women must be involved to increase collection efficiency. The AJK experience validates the point that women, as an especially 'interested' party in ensuring that water supply is not cut off because of non-payment, will be particular about paying on time.
- **The Community's O & M Responsibility**

The routine upkeep of the schemes and minor repairs should be the responsibility of the community. In case of major breakdowns/repairs, at least 10 to 20 per cent, depending on the financial capability of the beneficiaries, must be contributed by the communities, the remainder should be provided by PHED & LG&RDD..

- **Revenue versus Expenditures**

In case of major shortfalls in the O & M of a scheme , caused by factors outside of a community's area of responsibility, the concerned provincial line department should have a policy of safety nets to support the community. As in the case of the huge electricity bill owed by the residents of Khaliqabad, AJK.

### **Service Level**

- **The Self-Help Trend**

In recent years the experience country-wide has been that when a community experiences a felt need and recognizes the existence of a support mechanism through which it can fulfill its need, the community will be more inclined to meeting its need on self -help basis as opposed to merely condemning the government. Also communities, often inspired by the example of other communities who have worked on a self -help basis, are willing to engage in village development work on a self-help basis.

### **Village Scheme Identification**

- **Streamlining the Scheme Identification/Selection Process**

While much is being said by the government on the scheme selection/identification criteria, a clear cut criteria for the scheme selection process has yet to be finalized . Only in AJK a well defined policy has been developed and is under the IDA project.

- **Policy on Community Management**

Although the government appears to be keen on involving the community in the management of RWSS schemes and policies to ensure this have also been developed in all provinces and areas, however implementation arrangements at the department level have to be worked out and notified officially. Only in AJK there is relative clarity on the government's community management policy and institutional arrangements for this are well established.

- **Selection Criteria and Political Influence**

Political influence in scheme identification /selection is often used to the detriment of the community's interest at large. Often because of political compulsions a small number of influentials in the community dominate the entire planning and decision-making process. This can lead to choice of inappropriate technology for the scheme, denying the majority any role in scheme identification which would lead to problems at the O&M stage and discourage the community from contributing towards the cost of the scheme.

- **Baseline Village Surveys**

Detailed information on villages , especially with reference to access to water, is required for developing a prioritization plan for implementing RWSS scheme on need basis. Often the concerned line departments do not have an accurate village-wise picture on which to base the implementation plan for water supply schemes.

## Recommendations

Specific recommendations were proposed by participants to tackle the issues raised at the workshop. Following are examples of some of the theme-specific recommendations proposed by the participants.

### Village Water Committees

- **State Support for Community Mobilization**

PHED and LG&RDD staff responsible for motivating local communities to set up village Water Supply Committees for managing RWSS schemes should be given appropriate training in community mobilization.

- **Public Awareness About Government Policies On Community Participation**

The federal and the provincial governments must publicize through the media the various programmes and projects through which the government makes financial, material and technical support available to communities keen to implement RWSS schemes in partnership with the government.

- **Monitoring**

Mechanisms need to be put in place within the PHED and LG&RDD for monitoring both the process through which community participation is ensured, and the output which is to be achieved through community participation in the RWSS sector. Committees should be established for the active monitoring of O&M and cost recovery.

## **Cost Sharing**

- **Community's Contribution to Capital Cost**

Any policy designed to impose uniform formulas on the communities for contribution towards the capital cost of a RWSS scheme is unworkable. Communities in AJK and in Pakistan vary from village to village in their ability to contribute to the schemes. Only the country and AJK-wide policy of requiring the community to contribute the land on which the source of the water supply rests, appears to be a viable policy. As practiced in AJK, the community may also be asked to provide labour for the laying and joining of pipes and the construction of small water tanks. This was viewed to be essential to develop a sense of ownership of the system in the community.
- **Community Involvement and Cost-Community**

Normally communities will contribute only if the scheme has been designed according to their requirement and ensures a steady supply of water whether through standposts or through house to house connections.
- **Community's O & M Responsibility**

Communities often responsible for and able to bear the cost of day to day O & M cannot always shoulder responsibility for major repair and rehabilitation tasks. The government line departments, like PHED, must also take responsibility for major break downs.
- **Revenue Versus Expenditure**

There are instances where the community contribution falls

short of the monthly expenditure. There are instances where newly formed committees are expected to clear previous financial obligations. An example of this in AJK was the electricity bill arrears of Rs. 150,000 due from a former Committee in Khaliqabad.

### **Service Level**

- **The Self-Help Trend**

The government should capitalize on the self-help trend existing in the communities through training the LG&RDD staff to successfully mobilize the community and get them involved in the RWSS schemes.

### **Village Scheme Identification**

- **Streamlining the Scheme Identification/Selection Process**

The principle of need, cost-effectiveness, technical viability must combine with the community's willingness to manage the scheme. This can form the basis of scheme selection/identification. The selection process should be transparent. It must be open and inter-departmental coordination must exist. It should be well publicized and be fully understood by the community, the elected representative and the implementing.

The selection process should involve a local coordination committee including local committees, local councils, and other line departments, Social Action Boards, NGOs, CBOs and village influentials.



- **Policy on Community Management**

A uniform policy on community management is required which should be accepted and enforced at all levels. The policy should be promoted from the highest level - by the federal /provincial heads, the cabinets and the Prime Minister. Community management policies should be widely publicized through the electronic and print media.
- **Selection Criteria and Political Influence**

Elected representatives must be part of the selection process. However they should follow set policy guidelines and criteria for the selection process.
- **Baseline Village Surveys**

Baseline surveys, highlighting the need aspect, the socio-economic conditions, the self-help potential of communities should be conducted prior to selecting villages as potential recipients for water supply schemes.

## **1.0 INTRODUCTION**

The Multi-donor Support Unit (MSU) in collaboration with the Department of Local Government and Rural Development (LGG&RD) Government of Azad Jammu and Kashmir (AJK) organized a National Workshop on Community Management of Rural Water Supply and Sanitation (RWSS). The Workshop was held in Mirpur, AJK, from March 28 to March 30, 1995. The three day Workshop comprised an introductory session, day-long field visits, an inaugural session, a working groups session, and a concluding session.

### **1.1 WORKSHOP OBJECTIVES**

The workshop objectives were two-fold:

- To disseminate the community-based approach in implementation of rural water supply and sanitation schemes developed and tested in AJK.
- To identify and review the institutional and policy framework in AJK that ensures sustainability in operation and maintenance of rural water supply and sanitation systems, and provide recommendations for replicating in other parts of the country.

## **1.2 WORKSHOP THEMES**

The four themes covered in the Community Management of RWSS Workshop were Village Water Committees, Cost-Sharing, Service Level and Village/Scheme Identification. To enable the participants to thoroughly and systematically deliberate on these themes, these were broken down further into sub-themes.

### **1.2.1 Village Water Committees**

- How formed
- Constitution, rules & regulations
- Autonomy
- Leadership pattern
- System of learning,
- Ability to resolve internal conflicts
- Relationship with the government
- Monitoring

### **1.2.2 Cost Sharing**

- Capital costs
- O&M costs
- Breakdown and repair
- Financial viability
- Water rates
- Collection efficiency
- Willingness to pay

### **1.2.3 Service Level**

- Quantity of water used
- Quality of water used

- Type of Service
- Percentage of population served through house connections
- Any conflict over use of water
- Demand for better service

#### **1.2.4 Village Scheme Identification**

- Quantity of water used
- Quality of water used
- Type of service
- Percentage of population served through house connections
- Any conflicts

### **1.3 PARTICIPANTS**

The Workshop brought together a wide ranging group. Policy planners, field staff, social scientists and engineers representing provincial governments, donor organizations and private consulting companies, attended the Workshop. They ranged from the AJK Minister for Local Government and Rural Development (LG&RDD) to members of the Village Water Supply Committees. The common thread running through this group was its involvement, at different levels, in the RWSS sector generally and with the Community Management aspect of RWSS schemes specifically. In effect the Workshop participants collectively constituted the principal first line managers of the RWSS schemes spread over virtually the entire country.

The majority of the participants belonged to the provincial Public Health and Engineering Department (PHED) and the LG&RDD, the two line departments responsible for implementing RWSS schemes in the provinces. The SAP Coordinator from Sind and Director General SAP Baluchistan were also attended the Workshop.

In addition to these direct participants there was the indirect yet significant group of participants. These were community organizers, essentially members of the four AJK Village Water Committees which the participants visited. The Workshop participants greatly benefited from direct and candid interaction with members of the Village Water Committees.

Coming from different vantage points this diverse group covered the entire spectrum of issues related to conceptual and financial issues to administrative and specific issues.

## **2.0 INTRODUCTORY SESSION**

The session opened with remarks from Mr. Mir Naeemullah, RWSS specialist at the MSU, World Bank. Mr. Naeemullah welcomed the participants and briefed them on the structure of the workshop. This was followed by introductions of all the participants. Representatives from the four provinces and capital territory then proceeded to give a detailed account of community participation and the management aspect of the Rural Water Supply and Sanitation (RWSS) in their respective areas. The session concluded with participants receiving a briefing from Mr Abdul Haye Fida, Director General, LGG&RD AJK, on the four field visits to water supply schemes in Mirpur district.

### **2.1 BALUCHISTAN**

From the Baluchistan Province Mr Saleem Chishti, Provincial SAP Coordinator, Sheikh Nawaz Ahmed, Executive Engineer PHED, and Humayun Sabir, representative of LG&RD Baluchistan, made presentations. They said RWSS sector in the province had limited experience in community-based systems. However, Mr Chishti explained, PHED was building up its strength in community participation. He said PHED had hired 32 community development officers and 16 workers were borrowed from BIAD to provide a set up for community development. The Department has also recruited two NGOs to primarily supervise the handing over of the ongoing schemes to the communities and train the 32 Community Development Officers. In addition, the Department is also involving the bureaucracy and the parliamentarians in its efforts to involve village communities in the RWSS schemes.

Stressing that the government had succeeded in creating the right environment but PHED was yet to develop the capacity for community mobilization, Mr Chishti said the government had been able to hand over only 19 water supply schemes to communities in different areas. He said another 11 will be handed over by the end of the current fiscal year.

A promising aspect of efforts to promote community participation in Baluchistan, he said, was that more than 400 communities had already been mobilized by BRSP, an NGO. Also, the government of Baluchistan has shown strong political commitment to promote community participation in local development activities. The uniform policy being pursued in the province provides that no new RWSS schemes will be started or rehabilitated until the beneficiary community establishes a Water Management Association (WMA) and a Memorandum of Association (MOA) has been signed with the Baluchistan government. The implementation of this policy is supervised by an Implementation Committee headed by the Additional Chief Secretary, (ACS) Development. The policy allows certain subsidies by the government for specific schemes on the recommendation of the Implementation Committee. In case of complex schemes, the government may allow the schemes to be managed by PHED.

As for the existing schemes, a M.O.A has been framed to transfer responsibilities of O&M to the communities. The M.O.A stipulates the following rights and obligations of the PHED:

- 1) The PHED is bound to finance the costs for construction/ rehabilitation/ improvement/ extension of the schemes which

are to be handed over to the communities.

- 2) The Department should ensure that the schemes or related works will be designed and constructed in accordance with the accepted standards, and as agreed upon between the parties.
- 3) The PHED will render assistance to WMA and its organization in the form of training.
- 4) PHED will be responsible for major repairs and will effect them in a timely fashion.
- 5) PHED will hand over the schemes for O&M, free of all liabilities, after a successful three months commissioning.

Likewise, the following are provided as the rights and obligations of the WMA:

- 1) The WMA shall represent all the beneficiaries of Water & Sanitation (WAS) systems and be open for all households to become members and beneficiaries. The Association shall ensure that the benefits and costs of the WAS are distributed among the members in an equitable way.
- 2) The WMA shall participate in the planning/design/implementation and commissioning of WAS systems.
- 3) Where feasible, the WMA shall provide contributions to the implementation of the scheme.



- 4) The WMA is bound to provide the land for the scheme, free of cost.
- 5) The WMA shall open a bank account in its name and establish an arrangement for the collection and management of water tax and maintain accurate up to date financial records.

Mr Humayun Sabir said that a full-fledged water supply and sanitation section had been established within the LG&RDD Directorate General. To implement RWSS projects ensuring community participation, an integrated approach has been introduced at all required levels, i.e., identifying, planning, organizing and executing. This approach includes the following elements:

- 1) Beneficiaries must decide, arrange and participate in the process of development and self-reliance.
- 2) LG&RDD will provide required technical help along with hardware at grass root level through Union Council Secretaries placed at village level.

Implementation teams have been formed for water supply and sanitation projects. Each team consists of a district coordinator, a planner, an engineer, a hygiene promoter and a community development officer. Recently one female hygiene promoter has also been included for mobilizing the women of the community. LG&RDD has also developed the following steps to ensure community participation in projects: Introduction of project to community through Union Council Secretary; group formation

and commitment; the signing of an agreement with communities before implementation of projects; the preparation for construction and introduction of the latrine programme; and construction and introduction of the hand pump.

## **2.2 SIND**

Mr. Ataur Rehman Khan, Project Director Sind RWSS Project, underscored the need for community participation in the O&M of water supply and drainage schemes, and gave an overview of the Government of Sind's efforts to directly involve communities at all stages of the RWSS scheme.

He said the Government of Sind had developed a uniform policy for all RWSS projects which provides that all schemes would now be community based to achieve satisfactory results. He highlighted the following as the salient features of the new policy:

- 1) All water supply and sanitation projects will now be community based.
- 2) Community will be provided such schemes as they can afford and sustain.
- 3) Community will be closely associated at all stages of scheme completion.
- 4) Community will be motivated to form Village Development Associations which takes over the scheme for O&M.

- 5) Till such time as the community is in a position to bear the financial burden, the Government of Sind would provide normal cost of electricity and non-routine maintenance for the completed scheme. The community would bear the cost of engaging operators, labour etc., and routine maintenance.

Mr Ataur Rehman informed the participants that the Uniform Policy is being applied to all schemes including those under the on-going IDA assisted RWSS project.

The IDA assisted project includes 400 new water supply and sanitation schemes, 480 rehabilitation schemes and 730 small dug-well schemes. While half of the total number of intended new schemes is to be divided equally in all districts of the province, the other half will be distributed in proportion to the respective rural population of each district.

Project Implementation Teams (PITs), consisting of a facilitator (designated as Assistant Community Development Officer), a technical assistant, a hygiene educator and a sub engineer from the concerned PHED, have been formed to undertake the field work. PITs motivate and help villagers to form VDAs.

Mr Rehman said that 18 out of 21 PITs were currently working in the field. Each PIT is expected to complete the community participation (CP) process, as well as determine the social and technical feasibility of the scheme, in 20 villages over a year. This process has been completed in 93 villages so far, and work in another 50 villages is in the final stages. The pace of this work will be accelerated further after the approval of PC-I for

another 10 PITs

In addition to the PITs, the Government of Sind involved three NGOs in carrying out CP process but only one of these responded by carrying out the CP process in 27 villages for completed schemes. A non-formal institution, the Orangi Pilot Project (OPP), was also involved to carry out the CP process for three pilot schemes. UNDP committed provision of software cost for three pilot schemes.

The Steering Committee approved 47 schemes for implementation during the financial year. PHED has completed two out of these, another eight are being finalized and 39 schemes are in different stages of implementation. In the near future, the Government of Sind plans to start 70 new WSS schemes and 80 rehabilitation schemes under the IDA assisted project during the fiscal year 1995-96.

### **2.3 PUNJAB**

Two representatives from the Punjab, one from PHED and the other from LG&RDD, explained the structure of the RWSS programs.

Mr Bashir Ahmed Pannu of PHED Punjab gave an overview of the department's role in the water supply schemes. Till 1993 water supply schemes used to be implemented on recommendation of the District Council and on completion they were handed over to the local bodies. But in 1993 PHED took over all the completed schemes for which O&M funds are provided by the Punjab government.

In all new schemes, since the inception of SAP, user committees are formed to ensure community participation. They are asked to deposit two months maintenance cost and then the department takes the scheme in hand. On completion the schemes are handed over to the users committee for maintenance. However, presently PHED is facing great difficulty in maintaining the water supply schemes which were taken over by the local bodies in 1993. Adequate O&M funds are not provided by the government and many users are not depositing the water charges. The government is therefore thinking of handing back these schemes again to the concerned local bodies.

Currently all the new development schemes are being implemented under SAP and full funds for development are being provided by the government. In each Civil Division the schemes are allocated on the basis of the population and then designed in consultation with the Users Committee which assists in supervision also. On completion these schemes will be handed over to the concerned local bodies.

Mr Iftikhar Ali Toor, head of Community and Development Wing of LG&RDD, Punjab, highlighted the achievements on the community participation front. LG&RDD has created a separate directorate called Community Development Directorate which is entirely responsible for the planning, execution, supervision and monitoring of the RWSS program. In close collaboration with UNICEF the local government LG&RDD has started different programs in the districts. So far about 5,278 hand pumps have been installed covering 28,825 households and a population of 150,000 in 1503 villages.

Under LG&RDD's proposed plan for 1994-95 under SAP an additional 3000 hand pumps will be installed. Similarly the 1995-96 plan also has a provision for installation of 6000 more hand pumps and almost double the number of house latrines.

The basic philosophy of all the programs is balancing the "Triad" concept, meaning integration of water, sanitation and hygiene education components. The program focuses on promotion of low cost technologies through community-based approaches, capacity building of public and private sectors for effective implementation, greater sustainability, replicability and creating awareness about basic health/hygiene concepts.

The strategy adopted by LG&RDD in execution of all the projects is motivation and active involvement of the communities at every step. Water and sanitation committees consisting 6-8 male and female members of the village are constituted for each project. The local communities actively participate in planning, execution, maintenance, sharing water cost, sanitation and hygiene education activities. The community shares about 45 to 55 per cent of the total cost of a water scheme.

For effective implementation of the projects, training programs are conducted by Local Government Training Institute Lalamusa to equip field staff and members of local communities with requisite knowledge and skills. Due emphasis has been given to training of water and sanitation promoters, secretary Union Councils, Project assistant and project manager.

For implementation of water and sanitation program under SAP Rs 100 million have been earmarked for 1994-95. Under this

program 3000 hand pumps will be installed and 6500 household latrines have been proposed to be constructed. Local committees will be constituted for the purpose of O&M and other responsibilities related to the program.

## **2.4 NWFP**

From the NWFP, Mr Farhat Amroz Khan, Executive Engineer with PHED Abbotabad, and Mr Zafrullah Khan, Planning Officer LG&RDD, briefed the participants.

Mr Farhat Khan told the participants, that PHED NWFP has developed practical guidelines for PHED engineers and step by step procedure for involvement of the communities. This manual was developed in 1991 under the GTZ Pak-German Promotion of PHED Program. Based on these guidelines, PHED initiated the transfer of four schemes in 1992.

All the KFW financed PHED schemes under the phase-2 programme have been handed over to the beneficiaries for O&M. These schemes are 13 in number. Two of the four early completed schemes have also been handed over to the village development organizations. A unified sector policy has been developed by consensus, which is presently with the Chief Minister for approval. All the said schemes will be implemented following the guidelines mentioned in the unified sector policy with the mobilization of PHED community participation wing, NGOs and with consultants.

A Community Participation Wing with motivational staff at circle level has been established in PHED. This wing will be

responsible for community organization and mobilization in the SAP scheme initially in five districts and later on in all the PHED circles. A training unit has also been established. PHED is organizing training in community participation for the Department staff and village organization nominees.

To promote and propagate the various components of the unified policy, PHED NWFP also plans to launch a comprehensive campaign in order to inform and motivate the politicians and general public about community participation.

Mr Zafarullah Khan gave an overview of the rural water supply and sanitation projects taken up by his Department, and explained how increased community involvement was being ensured in such projects. He said the Government of NWFP started an integrated water supply, sanitation and hygiene education programme in 1990-91. After the completion of all phases of this programme, an umbrella PC-1 covering the period 1993-97 was approved by ECNEC in January, 1994. According to the approved plan community hand pumps and house hold latrines are to be constructed on cost-sharing basis. UNICEF supplies hardware materials under this programme and improvement of existing well or bore hole along with the civil works like construction of platform is done by the community on self-help basis.

The original plan envisaged construction of 5 to 10 household latrines for each hand pump. One 4" dia pipe and a latrine pan is provided as subsidy, whereas the digging of pits and construction of superstructure is done by the people. The Government provides subsidy in the form of salaries, POL, TA/DA and other support to the project staff. But a new strategy



was adopted following the failure of the original plan due to lack of community participation. Under this new strategy one or two villages of about 100-200 houses are selected in each district. The Water and Sanitation Group, comprising a supervisor, three technicians, two or three active Union Council Secretaries, is formed in each district. The Group explains the programme and its benefits to the villagers and then a village committee implements the scheme.

Mr Zafarullah Khan said that the new strategy was highly appreciated by the community. So far 2,500 hand pumps have been installed and 12,000 household latrines have been constructed in all phases of the programme.

## **2.5 ISLAMABAD CAPITAL TERRITORY (ICT)**

Mr Raja Hameed, Assistant Director, LG&RDD, ICT, briefed the participants about that area. He told the participants that there are 12 union councils in the area which cover a population of about 250,000. Financially the position of these union councils is very strong as compared to other provinces. There are three rural development Marakiz. A rural area coordination committee is constituted under the capital territory local government ordinance. Formerly this committee prioritized all the schemes to be included in the Annual Development Program.

Mr. Hameed said that in Islamabad the local government looks after the water supply schemes. At present there are 17 mechanized water supply schemes in the rural area of ICT. A total of 133 villages are in the ICT area of which 94 villages fall

under local government administration. There are open wells also in the villages. Most of them go dry in summer and the level of underground water becomes very low. Eight villages that fall on the main conduction line of Simly Dam are provided water from there.

There are 3 water supply and 2 sanitation schemes on-going in the ICT. The schemes were undertaken after detailed survey of the rural areas. Local communities, the village lumbardar, notables, and other people were also consulted in the survey according to which priorities were set and schemes designed. Bye-laws have been framed for Water User Committees. Under SAP a uniform policy has been made. The schemes completed are in use by the local community. In all the new schemes community participation is involved at all stages. The O&M cost is also met by the local community and the Union Council. There is also a plan to establish a Community Relation Unit with LG&RD Department.

In addition to the schemes executed by the local government department, Union Councils also have provision for such schemes out of their own development budget. In all schemes the local village community is fully involved.

### **3.0 FIELD VISITS**

A day long field trip was organised for the Workshop participants. During the field trip the participants visited four villages where local communities have been organised to take over the management of local water supply schemes. At each of the villages, the participants were given a presentation on the history of the formation of the local village Water Supply Committee by the Committee chairman.

In every village the presentation was followed by a detailed and candid question answer session which enabled the participants to raise questions regarding all the community management aspects of the village water supply scheme. LG&RDD representatives involved in providing technical backup for these schemes were also present. Only in some cases women from among the participants met with the local women.

In this section the findings of the field trip have been presented as case studies. In these case-studies, issues related to the four Workshop themes have been highlighted.

### 3.1 CASE STUDY # 1 KAKRA VILLAGE

**Table 3.1: Kakra Village Profile \***

Population	6000
Households	600
Occupation	Small businesses, public service and military.
Services	Electricity, dispensaries; primary schools and high schools for boys and girls; banks; telephone exchange.

**Table 3.2:Kakra RWSS Profile \***

Starting/Completion year of scheme	1980-81/1981
Cost Incurred	Rs 1,880,000
Community Contribution	Rs. 700,000
Population serviced	6000 persons (100 %)
Type of service	600 household connections and 6 standposts
Supply hours	2 hours (morning)
Supply per Capita	6 gallons per day
Monthly water rate	Rs 40 per household.
Monthly expenses	Rs 18500
Electricity	Rs.14000
Staff pay	Rs.4500
Monthly revenue	Rs 24000
Technical details	
Turbine pump with electric motor	50 H.P.(2 sets)
Pumping line length	11500 Rft
Distribution line length	4875 Rft.
Total dynamic head	350 Rft.
Water tanks	(1) 50000 gallons (1) 5000 gallons (2) 2500 gallons

\*Source: LG&RDD, AJK.

### **3.1.1 Village Profile**

Kakra is a prosperous village with metal roads, a telephone exchange, dispensaries, banks, primary schools and high schools for boys and girls. The houses, mostly brick, are all equipped with pour flush latrines. The villagers settled here after being displaced by the construction of Mangla Dam. The source of income for the majority of people in Kakra is remittances from UK. Some are engaged in public & military service, while others run small businesses. Before 1981, the Kakra community depended on water brought from Mirpur by tankers and stored in locked barrels on the roadside.

### **3.1.2 Water Scheme Identification**

In 1980, LG&RDD met with the community to work out a solution to the water problem. A member of the District Council and the Chairman of the Union Council participated actively as community representatives. The community identified a nearby open well as an available source of water. After assessing the feasibility of the well as a source, LG&RDD laid down a 15,000 feet pipeline to bring water to Kakra. The LG&RDD plan was to provide standposts. However, the community wanted household connections and raised funds to finance these. The project was completed by 1981.

### **3.1.3 Water Supply Committee (WSC)**

The WSC comprises the influential members of the community. The Chairman of the Union Council and a member of the District Council decided to form a committee to address the water problem and asked another three men who were well respected in the community to join them. The committee called a meeting of the entire community at the mosque, sought their support for

the proposed water scheme and collected contributions.

The WSC played a major role in the identification of the water scheme and in collecting the contribution toward the capital cost. It is responsible for the O&M of the water scheme, the collection of the monthly water tariff and maintenance of accounts. The O&M staff consists of a sub-engineer valveman, clerk and operator. There are no written rules and regulations for the working of the WSC and fixed term of office for the chairman or members. The WSC meets at least once a month and more often when necessary. Most decisions are taken by arriving at consensus within the committee. If the WSC decides that a given issue needs to be discussed with the community at large, awami meetings are convened at the local mosque where all the village men gather. Women are not involved either in these meetings or in the WSC.

Among their successes, the WSC members number an occasion when they collected 3 lakhs within 24 hours. The committee also took the initiative of identifying an alternative source of water which will be developed in the near future. Committee members are proud of the fact that in Kakra there are no disputes over water: "We are one as far as water is concerned".

#### **3.1.4 Cost Sharing**

The scheme was funded jointly by UNICEF/AJK Government. Part of the capital cost came from the MLA (Member Legislative Assembly) fund and UNICEF provided aid in the form of pipes. The Government provided Rs 300,000 and the community's contribution was Rs 700,000. The total cost of the scheme was

Rs 1,880,000. Maintenance and other operational costs are borne by the village community. The electricity bill averages at Rs. 14,000 per month and the O&M staff 's salaries amount to Rs. 4500. The monthly water tariff is Rs 40 per household. Initially the tariff was Rs 20 which has now been revised for the third time. There are no defaulters and all the bills are paid into the community bank account on time. The present monthly revenue is Rs 24,000 and the expenditure per month is Rs.18,500.

### **3.1.5 Service Level**

The main water source is an open well. Water is provided through house connections and standposts. The entire population gets water through house connections. In addition, there are six public standposts.

People are satisfied with the quality of the water. The storage tank is cleaned twice every six months and the water, which has been tested twice, is potable and safe.

In Kakra water is supplied for 4 hours daily in the morning. The daily provision for the villagers per capita is 6 gallons. The villagers find the quantity of water sufficient to meet their needs. According to committee members, even though there had been a 15 day gap in the water supply, no one had to fetch water from outside. However, the people of Kakra are planning to develop an additional source and there is willingness to pay an additional tariff for more water.

### 3.2 CASE STUDY # 2 KHALIQABAD VILLAGE

**Table 3.3: Khalikabad Village Profile \***

Population	3500
Households	360
Occupation	Farming, small businesses, labour, military and public service.
Services	Electricity, primary schools for boys and girls & a Basic Health Unit.

**Table 3.4: Khalikabad RWSS Profile \***

Starting/Completion year of scheme	Mar 1980/Nov 1980
Cost Incurred	Rs 1600,000
Community Contribution	0
Population serviced	3500 (100%)
Type of service	House Connections
Supply hours	3 hours (morning)
Supply per household	6 gallons (per day)
Monthly water rate	Rs 35 per household.
Monthly expenses	Rs 16,500
Electricity	Rs.8000
Staff pay	Rs.7600
Oiling & Repairs	Rs.600
Stationery	Rs.300
Monthly revenue	Rs 12,000
Technical details	
Turbine pump with electric motor	40 H.P.(2 Sets)
Pumping line length 3"	4600 Rft
Distribution line length	30000 Rft
Total dynamic head	550 Rft
Water tanks	(2) 30000 gallons (1) 10000 gallons (2) 5000 gallons

\* Source: LG&RDD, AJK



### **3.2.1 Village Profile**

The people living in Khalikabad belong to two different backgrounds, locals who were displaced from the Mangla dam area and refugees from Indian-held Kashmir. The villagers are mostly daily wage labourers, some run small businesses, while others are engaged in public and military services or farming on a small scale. Till 1980, there was a shortage of water in the village and the villagers largely depended on water brought from Mirpur by tankers.

### **3.2.2 Water Scheme Identification**

In 1980, LG&RDD engineers in their search for water identified the seepage from Mangla Dam as a possible source. Consultations with the Mangla Dam Chief Engineer revealed that the seepage water would increase over time and could be tapped as a source. The AJK government and UNICEF came to the aid of this community and funded the water scheme. The project which provided the entire village with household connections was initiated in March 1980 and completed in November 1980. For three years it was run by LG&RDD and then it was handed over to a community committee led by the Chairman of the Union Council.

### **3.2.3 Water Supply Committee (WSC)**

The first village committee was formed by the Union Council Chairman when LG&RDD wanted to hand the scheme over to the community. However, after one year the scheme closed down due to conflicts between the locals and the refugees. LG&RDD was asked to take over the O&M of the water scheme, but it was not inclined to do so because its taking over would have sent a wrong signal to other 'troubled' communities -

essentially that LG&RDD would bail out troubled communities and they did not need to work out their own problems.

After the water supply remained disconnected in the village for about one month, a retired subedar stood up after a Friday congregation at a mosque and asked locals to hold the area politicians accountable for the water crisis. The subedar was unanimously elected to form the WSC to resolve the water crisis. Finally, two committees were set up, one representing the locals and the other representing the refugees. Each WSC has a chairman and ten members each. There is an honorary billing clerk who maintains each committee's accounts. However, the two committees hold a joint bank account.

The WSCs are responsible for the O&M of the water scheme, the collection of the monthly water tariff and maintenance of accounts. The O&M staff comprises a valve man and operator for each committee. There are no written rules and regulations for the working of the WSC and no fixed term of office for the chairman or the members. The WSCs meet as and when it is necessary. The minutes of the meetings are always recorded. In case of a conflict, village influentials or elders are called on to arbitrate.

#### **3.2.4 Cost Sharing**

This scheme is funded entirely by the government and UNICEF who provided water pipes, storage tanks and the centrifugal pump which was later replaced by a turbine pump. The turbine pump was purchased from the MLA fund.

The monthly operational and maintenance cost exceeds the.

revenue collected by Rs 4,500 even if there is no default in payment of bills. Monthly water tariff per house is Rs 35, out of which Rs 2 are deducted by the bank as its charges. Monthly pay of staff is Rs 7600 and Rs 300 is incurred on stationary which includes billing forms. Maintenance expenses per month come to Rs 600 per month. The monthly electricity bill comes to around Rs 8,000 on average. Recovery of water tariff is 81 per cent and defaulters account for 19 per cent. Because of the high percentage of defaulters there is an outstanding electricity bill of Rs 150,000 and this has resulted in the electricity being disconnected. The issue remains unresolved. Also the water pipes need to be replaced but the community has not been able to generate the resources required. The significant gap between income, Rs 12000 and expenditure, Rs 16500 makes the sustainability of this water scheme doubtful.

### **3.2.5 Service Level**

In Khalikabad the water source is the seepage from Mangla Dam. The entire community is served through household connections. There are no public standposts. Although there is no arrangement for the chlorination of water, the villagers find the quality of water supplied satisfactory.

However, people are not satisfied with the quantity of water available to them. Water is supplied to the two communities on alternate days for 2 hours in the morning, the capacity of the storage tank is also not sufficient and the water supply is irregular and inadequate, so infact households do not end up receiving the specified 6 gallons per capita. Those who can afford it also get water from Mirpur at a cost of Rs 600 per tanker. At present, there is a severe shortage of water as

the water supply once again stands suspended due to the outstanding electricity bill.

The conflict between the two communities over use of water has led to a demand for separate water systems. Also water pipes need to be replaced but the community has not been able to generate the required resources.

### 3.3 CASE STUDY # 3 DHOKE DAURAH VILLAGE

**Table 3.5 Dhoke Daurah Village Profile \***

Popufation	5000
Households	400
Occupation	Farming, small businesses, labour, military and public service
Services	Electricity,primary schools for boys and girls & a Basic Health Unit.

**Table 3.6 Dhoke Daurah RWSS Profile \***

Starting/ completion year of scheme	1993-still in progress
Cost Incurred	Rs 7.043,970.00
Community Contribution	Rs.450,000
Population serviced	5000 (100 %)
Type of service	(75) Standposts
Supply hours	3 hours (morning)
Supply per Capita	9 gallons per day
Monthly water rate	Rs 30 per household.
Monthly expenses	Rs.4500
Electricity	Rs.2500
Staff pay	Rs.1500
Maintenance	Rs. 500
Monthly revenue	Rs 6,000
Technical details	
Turbine pump with electric motor	25 H.P.
Pumping line length	11480 Rft (4*)
Distribution line length	6400 Rft (3*)
Total dynamic head	450 ft
Water tanks	(1) 2000 gallons (1) 3000 gallons (1) 4000 gallons (1) 5000 gallons (1) 20000 gallons

\* Source : LG&RDD, AJK

### **3.3.1 Village Profile**

Dhoke Daurah has a mix of brick and mud houses. The village-dwellers are all locals. Most of them are engaged in farming, some in military and public service, while others are daily wage labourers. A substantial income of the area comes from UK where quite a few locals are running small businesses or working. The villagers have access to a BHU and there are two primary schools, one for boys and one for girls.

Prior to the 1993 water scheme, the residents of Dhoke Daurah shared water from a tubewell with two other villages. The other two villages had an alternative water source unlike Daurah but wanted the residents of Daurah to bear the entire O&M cost of the scheme. Therefore, the people of Daurah decided to develop their own independent water source.

### **3.3.2 Water Scheme Identification**

The community has been very actively involved in the planning implementation and design of the present scheme which began with the IDA support in July 1993. One of the factors which had contributed to the original design of the scheme by NESPAK being faulty was lack of consultation with the community. The scheme had to be redesigned by the IDA Technical Advisory Unit in consultation with the community and is now near completion. The project will provide public standposts for all the households.

### **3.3.3 Water Supply Committee**

Motivation by LG&RDD under the IDA scheme was the catalyst which led to the setting up of the WSC. Five members of the community went round the village and motivated people to form

sub-committees and a Markazi (central) committee for water and sanitation. 12 sub-committees representing twelve mohras were formed. The chairman of each sub-committee is a member of the Markazi committee and the chairman of the Markazi committee is elected through consensus by the members of the Markazi committee. The committee comprises only male members. The Markazi committee meets at least once every month and more often if the need arises.

The responsibilities of the WSC include: procurement; pipe laying and jointing; building tanks for less than 5000 gallons, collecting the monthly water tariff and the O&M of the water system. The operation and maintenance staff comprises one operator. There are no written rules and regulations for the working of the WSC and no fixed term of office for the chairman or the members. The WSC meets at least once a month and more frequently if necessary. All decisions within the WSC are taken through a majority vote. If a problem arises it is resolved in a democratic way. There are no conflicts over water - the community is very cooperative and united on the water issue.

#### **3.3.4 Cost Sharing**

The water scheme was funded by IDA and the Government of AJK. The local community contributed Rs\_450,000 towards the total cost of over Rs 7 million. O&M costs are borne by the community. Monthly water tariff is Rs 30 and there are no defaulters. Only on one occasion some people did not pay their bills on time and the chairman of the central committee was asked to stop the water supply by the chairman of the concerned sub committee. After that there was never any problem and bills were paid on time by all the consumers. The

electricity bill comes to an average of Rs. 2500 per month, O&M staff salaries amount to Rs. 1500 and maintenance costs to Rs.500 per month. Currently the monthly revenue is Rs 6000. On completion of the water scheme when another 200 households are supplied water the revenue will double. The current monthly expenditure is Rs 4,500.

### **3.3.5 Service Level**

The water source is a tubewell. The entire population gets water from public standposts. The proposed number of standposts are 75. One standpost serves a 16-house unit. The maximum distance of any standpost is a 100 feet.

Although water is not treated and no system of chlorination exists, people are generally satisfied with the quality of water provided. Water is supplied for 3 hours in the morning and the per capita provision of water is 9 gallons per day. However, there is a desire for house connections and a definite need for additional supply of water.



### 3.4 CASE STUDY # 4 AMBRYALAJANDPIR VILLAGE

**Table 3.7: AmbryalaJandpir Village Profile**

Population	3,471
Households	350
Occupation	Farming, small businesses and military service.
Services	Electricity, primary schools for boys and girls & a Basic Health Unit.

**Table 3.8: AmbryalaJandpir RWSS Profile**

Starting/ Completion year of scheme	1993-still in progress
Cost Incurred	Rs 4,100,000
Community Contribution	Rs 500,000
Population serviced	170 houses (50 per cent)
Type of service	(15) Standposts
Supply hours	4 hours (morning)
Supply per Capita	9 gallons per day
Monthly water rate	Rs 30 per household.
Monthly expenses	Rs.4,500
Electricity	Rs.3000
Staff pay	Rs.1500
Monthly revenue	Rs 5,500
Technical details	
Turbine pump with electric line motor	60 H.P. (1 Set)
Pumping length	7000 Rft (4*), 4000 Rft (3*)
Distribution line length	28200 Rft
Total dynamic head	500 ft
Water tanks	(11) 1000 gallons (5) 2000 gallons (1) 5000 gallons

\* Source: LG&RDD, AJK.

### **3.4.1 Village Profile Jandpir**

One of the 32 settlements in Ambryala village, has both mud huts and brick houses. The settlements are linked by fair-weather roads. The villagers are mostly engaged in farming and military service, a few run small businesses. People living in Ambryala faced acute shortage of water till the late eighties. Women had to walk about four kilometers everyday to fetch water from a pond. In 1987 a tubewell, was bored in the area but the water supply was not sufficient.

### **3.4.2 Water Scheme Identification**

The community has been actively involved in the planning and implementation of a rehabilitation scheme which was started in 1993, with the assistance of the IDA. A turbine was installed on an existing tubewell which was then used as the primary water source for the village. The scheme also involves boring another tubewell on a site which has been jointly identified by LG&RDD technical staff and the community committee.

The scheme is still in progress. Once the scheme is completed, water will be available to all village dwellers through standposts.

### **3.4.3 Water Supply Committee (WSC)**

A village committee was formed in 1994 when, under the IDA assisted project, LG&RDD staff came and motivated the residents to contribute in improving the water system. The community had also before them the inspiring examples of community participation in their surrounding villages. "We thought we should get together as others had done to solve the water problem," observed one community worker. 15 sub-committees were formed and a seven-member central

committee was set up. Sub-committee members were nominated by the communities they represent, whereas the Central committee members were elected by the heads of the sub-committees. No member of the Union Council is on the central committee.

The WSC is responsible for procurement, overseeing pipe laying and jointing, building 15 tanks of less than 5000 gallons, collecting the monthly water tariff and the O&M of the water system. The operation and maintenance staff comprises one operator. There are no written rules and regulations for the working of the WSC and no fixed term of office for the chairman or the members. The WSC meets at least once a month and more frequently if necessary. If there is any conflict in the committee, a majority vote is taken.

Women were not involved in the WSC. However, the women said they had been informally consulted about the water scheme by the men of their house. There was a women's group on hygiene which was being managed by an extension worker

#### **3.4.4 Cost Sharing**

The present water scheme is financed by IDA and the community itself. The total cost that will be incurred is Rs 4,100,000. The community contributed Rs 500,000. Operational and maintenance costs are borne by the community. The electricity bill comes to a fixed amount of Rs. 3000 per month and staff salaries come to Rs.1500. The monthly water tariff is Rs 30 per household and there have been no serious problem of defaulters.

Monthly revenue is Rs 5,500 and the expenditure is Rs 4,500 which does not include the maintenance costs. Once the scheme is completed the revenue generated will increase to Rs 10,500.

#### **3.4.5 Service Level**

The water source is a tubewell. The community gets water through 15 standposts that are operative. At present about 50 per cent population is covered. When another 15 proposed standposts are installed 100 per cent households will have access to water. Currently a minimum of 10 households are covered by one standpost. However, there are a few houses that have got household connections by jointly building a tank to store the water of their standpost.

The villagers in households already covered by the scheme are satisfied with the quality and the quantity of water. Water is supplied 4 hours per day in the morning and the per capita provision is about 9 gallons per day on average.

## **4.0 PLENARY SESSION**

The plenary session of the workshop, was chaired by Mr. Raja Nisar Ahmed, Minister of Local Government, AJK. Mr. Mir Naeemullah, RWSS specialist, MSU gave the welcome address. This was followed by the Minister of Local Government's inaugural address. Then Mr. Abdul Haye Fida, Director General LG&RDD, delivered a paper on "Key Factors Contributing to Sustainability of RWSS Systems". Mr. Damianos Odeh, Chief of MSU delivered the closing remarks. The session concluded with Mr. Abid Mallick, Monitoring & Evaluation Specialist, MSU presenting a vote of thanks.

### **4.1 Welcome Address by Mr. Mir Naeemullah, Water & Sanitation Specialist, MSU**

In his opening remarks Mr. Mir Naeemullah, welcomed the participants and Minister of Local Government, AJK and thanked LG&RDD of AJK for co-sponsoring the workshop. Mr. Naeemullah stressed that the primary long-term goal of water & sanitation program was to improve health, productivity and living conditions of people. He said the new realities made it imperative to critically review past performance and carefully plan the future course of action. The biggest challenge, he maintained, was the new agenda of sustainable development in the sector. He said the objective of this gathering was to frame strategies to meet the challenge the new agenda poses. "The systems that we have already built and that we plan to build in future must be made environmentally, socially and financially sustainable," he emphasized. He said that the participants of the workshop had come from all over Pakistan to learn from the

remarkable progress that AJK had made in community-based development, and termed the field trips to the four water schemes “a journey of discovery”. He concluded his address by outlining the primary objectives of the workshop.

#### **4.2 Inaugural Address by Mr. Raja Nisar Ahmed, Minister for Local Government, AJK**

The Minister welcomed the participants on behalf of the AJK government and the Kashmiri people. He thanked MSU for choosing Mirpur for organizing the workshop. He hoped that the AJK government would also benefit from the rich experiences and deliberations of the participants.

The Minister said that after the struggle for Kashmiri freedom from Indian occupation, the government’s priority was to solve the problems of the people. He said community participation was the hallmark of AJK’s development process and community-based programs had given communities a sense of contribution and instilled a sense of responsibility. Elaborating on the benefits of community participation, he cited an example of a village in which the community managed scheme had succeeded where the government scheme had failed. He pointed out that when people were involved in solving their own problems there was a sense of ownership which was otherwise lacking.

Commenting on the role of LG&RDD, AJK the Minister pointed out that unlike LG&RDD in Pakistan, it was involved in different sectors including education, the building of roads and bridges etc. He said that in the past LG&RDD had fulfilled its obligation

of serving the people and it continues to do so but "We in AJK are striving to do even better."

The Minister concluded his address by highlighting the critical role that political stability and a heavy investment in infrastructure and the social structure have played in the advancement of AJK.

**4.3 Paper on "Key Factors Contributing to Sustainability of RWSS Systems in AJK"<sup>1</sup>  
by Mr. Abdul Haye Fida, Director  
General LG&RDD, AJK**

Mr Haye recapped the success story of AJK's social sector particularly in water supply, and underlined the significance of community participation in the development process. He attributed the success in this sector to the absence of feudalism in AJK, minimal political interference, political commitment to development, consensus on felt need, a traditional history of community participation.

**4.4 Concluding Remarks by Mr. Damianos Odeh,  
Chief of MSU, World Bank**

In his concluding remarks, Mr. Odeh said that nothing exemplified SAP better than RWSS as it was a health issue, a nutrition issue, an education issue and a human rights issue. A potable water supply meant that girls, who had to carry water or look after their siblings while their mothers fetched water, could

---

<sup>1</sup> *The text of the speech is attached as Annex 1*

go to school. For women too, it was liberating not to have to travel long distances in quest of water. He proceeded to stress community participation as the only way of speeding up and improving coverage. Mr. Odeh maintained that the AJK experience could easily be replicated in Pakistan. He hoped that the participants, inspired by what they had seen, would believe that they too could achieve similar successes in their areas of operation. In the end he thanked the AJK government and LG&RDD for their hospitality.



## 5.0 WORKING GROUP SESSIONS

The workshop participants were divided into four Working Groups. Each group discussed issues related to one of the Workshop's four themes ; Village Water Committee, Cost-Sharing, Service Level and Village Scheme Identification. In the Working Group sessions the participants , based on their field visits first examined the AJK experience in relation to all of the four themes. This was followed by information sharing among members of each group. Representatives of provincial PHED and LG&RDD present in every group shared the experiences of their own province related to the theme under discussion .

Using their own practical experience and information available on different aspects of community management of RWSS schemes in AJK and all the provinces, the participants critically examined the issues related to different aspects of community management.

Based on these discussions each group formulated a set of recommendation covering the theme for which their group was responsible. At the conclusion of the Working Group four sets of recommendations on issues related to Village Water Committee, Cost-Sharing, Service Level and Village Scheme Identification were presented at the closing session.

## 6.0 ISSUES AND RECOMMENDATIONS

This section presents for each of the four Workshop themes, issues and recommendations formulated by the participants.

### 6.1 VILLAGE WATER COMMITTEES

#### 6.1.1 Issues

The following issues were raised by participants:

- **Government and Community Partnership**  
The AJK experience, like other experiences in development, has demonstrated that the community alone would find it difficult to undertake RWSS projects. Irrespective of how organised the community-based Village Committees are, they will need government support, both technical and financial, to successfully plan and implement RWSS projects.
- **State Support for Community Mobilization**  
As has been demonstrated in AJK and other parts of Pakistan, State support in the form of motivational work is required even in initiating the setting up of community organizations. In AJK LG&RDD field staff mobilized the village communities to set up Water Supply Committees. However, in most provinces sufficient training in community mobilization is not given to the LG&RDD and PHED staff
- **Popularizing the Idea and Practice of Community Participation**  
Although there have been many 'success stories' in

community-based development efforts, including in RWSS schemes, these 'success stories' have not been publicized. This has led to a lack of appreciation among communities still striving to gain access to social services and among the line departments involved in delivery of social services, about the benefits of community-based development planning and programming.

- **Public Awareness About Government's Policies On Community Participation**

The policy and program initiatives formulated by various provincial governments to encourage community management of RWSS schemes have not been sufficiently publicized. Generally, communities are not aware of government keenness to involve communities in managing RWSS schemes.

- **Women's Participation In Water Supply Committees**

Women are either not members of the village Water Supply Committees at all or are not active members. Only in some AJK communities women are members of Standpost Committees and are involved in identifying the location of the standpost.

- **Benefiting From Other's Experiences**

There is a lack of exchange of information among those involved in community mobilization. This failure to share the experience of community organization prevents all those involved in community organization and mobilization, essentially the community organizations and government agencies, from learning from each others successes and

failures.

- **Monitoring**

Currently, at the department level, inadequate systems exist to monitor the effectiveness of community participation in the management of RWSS schemes. To increase the existing level and quality of community participation some monitoring mechanism must be in place within the PHED and the LG&RDD.

### **6.1.2 Recommendations**

Based on the issues raised, the following recommendations were proposed by the participants:

- **Government and Community Partnership**

Mutually agreed upon and clearly defined policies on government-community partnership with reference to RWSS schemes should be developed by all the provinces. In such a policy the government and the community's roles and responsibilities should be outlined.

- **State Support for Community Mobilization**

PHED and LG&RDD staff responsible for motivating local communities to set up village Water Supply Committees for managing RWSS schemes should be given appropriate training in community mobilization.

- **Popularizing the Idea and Practice of Community Participation**

The success stories of community participation-centered development efforts, especially in the RWSS sector, should

be popularized through media and educational texts. Television serials , newspapers features and text for school and college books can be based on themes projecting the success stories of community participation.

- **Lack of Public Awareness About Government Policies On Community Participation**

The federal and the provincial governments must publicize through the media the various programmes and projects through which the government makes financial, material and technical support available to communities keen to implement RWSS schemes in partnership with the government..

- **Women's Participation In Water Committees**

An organized effort is needed to involve women in the management of RWSS schemes through the setting up of parallel Women's water Supply Committees.

- **Benefiting From Others Experience**

Based on the lessons of various community's in organizing communities the LG&RDD and the PHED departments in the provinces could develop a roster of general 'guiding tips' on community organization. Although experiences in community organization will tend to vary from community to community there will always be some validity to generally shared truth about community organization. The bye-laws being developed in AJK under the IDA project for the village Water Supply Committees could provide a framework.

- **Monitoring**

Mechanisms need to be put in place within the PHED and LG&RDD for monitoring both the process through which community participation is ensured, and the output which is to be achieved through community participation in the RWSS sector. Committees should be established for the active monitoring of O&M and cost recovery.

## 6.2 COST SHARING

### 6.2.1 Issues

The following issues were raised by the participants:

- **Community's Contribution to Capital Cost**

Any policy designed to impose uniform formulas on the communities for contribution towards the capital cost of a RWSS scheme is unworkable. Communities in AJK and in Pakistan vary from village to village in their ability to contribute to the schemes. Only the country and AJK-wide policy of requiring the community to contribute the land on which the source of the water supply rests, appears to be a viable policy.

- **Community Involvement and Cost-Sharing**

Normally communities will contribute only if the scheme has been designed according to their requirement, and ensures a steady supply of water whether through standposts or household connections.

- **Affordability of water rates**

The communities do not always find the water rates

affordable. Without subsidy, in some cases, a major default problem arises as monthly charges begin to pile up.

- **Collection Efficiency**

The community's contribution towards the monthly maintenance budget is made both in cash and in kind which includes agricultural produce. Collection efficiency varies from community to community. Occasionally the community will censure defaulters. Mostly, it is sympathetic towards those financially unable to pay.

- **Community's O & M Responsibility**

Communities often responsible for and able to bear the cost of day to day O & M cannot always shoulder responsibility for major repair and rehabilitation tasks. The government line departments, like PHED, must also take responsibility for major break downs.

- **Revenue Versus Expenditure**

There are instances where the community contribution falls short of the monthly expenditure . There are instances where newly formed committees are expected to clear previous financial obligations. An example of this in AJK was the electricity bill arrears of Rs. 150,000 due from a former Committee in Khaliqabad.

### **6.2.2 Recommendations**

Based on the issues raised the following suggestions were made by the participants:

- **Community's Contribution to Capital Cost**

As practiced in AJK, the community may be asked to

provide labour for the laying and joining of pipes and the construction of small water tanks. This was viewed to be essential to develop a sense of ownership of the system in the community.

- **Community Involvement and Cost-Sharing**

Communities must be involved at all stages including planning, designing, implementation and collection of revenue.

- **Affordability of water rates**

Water supply systems should be designed keeping in view the community's capacity and willingness to pay . The water tariff should then be fixed according to the total monthly expenditure on the scheme.

- **Collection Efficiency**

Women must be involved to increase collection efficiency. The AJK experience validates the point that women, as an especially 'interested' party in ensuring that water supply is not cut off because of non-payment , will be particular about paying on time.

- **Revenue versus Expenditures**

In case of major shortfalls in the O & M of a scheme , caused by factors outside of a community's area of responsibility , the concerned provincial line department should have a policy of safety nets to support the community. As in the case of the huge electricity bill owed by the residents of Khaliqabad, AJK .



- **The Community's O & M Responsibility**

The routine upkeep of the schemes and minor repairs should be the responsibility of the community. In case of major breakdowns/repairs, at least 10 to 20 per cent, depending on the financial capability of the beneficiaries, must be contributed by the communities, the remainder should be provided by PHED & LG&RDD.

### **6.3 SERVICE LEVEL**

#### **6.3.1 Issues**

The following issues were raised by the participants:

- **Type of Service**

Problems can arise if the community's choice, the affordability of the scheme, and the limitations of the water source are not considered in deciding whether water should be delivered through standposts or household connections

- **The Self-Help Trend**

In recent years the experience country-wide has been that when a community experiences a felt need and recognizes the existence of a support mechanism through which it can fulfill its need, the community will be more inclined to meeting its need on self -help basis as opposed to merely condemning the government. Also communities, often inspired by the example of other communities who have worked on a self -help basis, are willing to engage in village development work on a self-help basis.

- **The Self-Interest and Self-Help Factor**

In most communities which do not have easy access to water two factors are evident. One the recognition that getting water is in their own self-interest and two, the knowledge that through a self-help approach their chances of getting water earlier could increase, as could the chance of the water scheme operating on a long term and sustainable basis.

- **Community's Self-Help Initiatives And State Support**

While the AJK experience in the RWSS sector demonstrates that the community's self help approach in the RWSS sector has made it possible for communities to take over the management of water supply schemes , it has also clearly demonstrated that without the support provided by the state - essentially the LG&RDD department - it would not have been possible to successfully and on a sustainable basis ensure community management of the RWSS schemes.

- **Quality of Water Supplied to the Community**

While in most cases the source from which water is supplied to the community is initially tested for its quality, there is no system in place for regularly checking the quality of drinking water supplied to the community.

- **Quantity of Water Supplied**

There is a gap between communities need for water and the quantity of water being supplied to them. In some cases this is due to the limited supply of water at the source, in others due to the high cost of electricity charges.

- **Conflict Resolution**

In many communities conflicts do tend to come up on issues like the distribution of water, the placing of public stand posts and collection of outstanding user charges. In Khalikabad for example, the conflict over these issues led to the breakup of the village Water Supply Committee.

- **Suitable Service Points /Stand Posts For Women**

Many standposts in RWSS schemes in AJK have not been placed at suitable points for women. They are in public places where women will hesitate to go.

### 6.3.2 Recommendations

Based on the issues raised, the following recommendations were made by the participants:

- **Type of Service**

The type of service offered should be based on the community's choice, its affordability and the limitations of the water source.

- **The Self-Help Trend**

The government should capitalize on the self-help trend existing in the communities through training the LG&RDD staff to successfully mobilize the community and get them involved in the RWSS schemes.

- **The Self-Interest and Self-Help Factor**

The media must be used to demonstrate to the communities the high probability of success in combining the self-interest factor with the self-help factor. This should be stressed

especially with reference to the RWSS sector which in AJK has some success stories to report.

- **Community's Self-Help Initiatives And State Support**

All provincial governments must develop a sound institutional base within LG&RDD and the PHED for providing support to communities wanting to implement RWSS schemes on self-help basis. More specifically the state's commitment to supporting these communities should come from the highest level.

- **Quality of Water Supplied to the Community**

The quality of water supplied to the community should be regularly checked. There should be an arrangement within the line departments to help the community monitor the quality of the water. These arrangements should include training and the provision of test kits.

- **Quantity of Water Supplied**

The quantity of water supplied should be determined on the basis of affordability and source limitation. At the very least, the quantity supplied should meet the minimum requirement for personal hygiene and sanitation. Distribution of water must be equitable for all members of the community. Additional sources of water should also be tapped to bridge the existing gap between the demand for water and the amount that is supplied.

- **Conflict Resolution**

Training in conflict resolution skills should be part of the community mobilization training given to LG&RDD staff. In

addition the existing local mechanisms for conflict resolution should be utilized for conflicts arising from water supply schemes related issues. Typically when water related disputes emerge the government functionaries on the ground, i.e. LG&RDD staff should try to help resolve the conflict. This did not happen in the AJK village of Khalikabad where an existing Water Committee split into two. Such an outcome of conflicts could send wrong signals to other communities. It would encourage them to not work out their internal differences.

- **Suitable Service Points /Stand Posts For Women**  
Public standposts should not be installed in very exposed points from where women would not find it convenient to collect water.

## **6.4 VILLAGE SCHEME IDENTIFICATION**

### **6.4.1 Issues**

The following issues were raised by the participants:

- **Involvement of Elected Representatives**  
Elected representatives who enjoy both political and financial power within their constituency do have a role in scheme identification. However in most cases these representatives do not have an understanding of technical matters and nor are they too familiar with the needs of the villagers. In such a situation the chances of these representatives playing a useful role in scheme identification are greatly minimized.

- **Streamlining the Scheme Identification/Selection Process**

While much is being said by the government on the scheme selection/identification criteria, a clear cut criteria for the scheme selection process has yet to be finalized . Only in AJK a well defined policy has been developed and is under the IDA project.

- **Policy on Community Management**

Although the governments appears to be keen on involving the community in the management of RWSS schemes, and policies to ensure this have also been developed in all provinces and areas, however implementation arrangements at the department level have to be worked out and notified officially. Only in AJK there is relative clarity on the government's community management policy and institutional arrangements for this are well established.

- **Selection Criteria and Political Influence**

Political influence in scheme identification /selection is often used to the detriment of the community's interest at large. Often because of political compulsions a small number of influentials in the community dominate the entire planning and decision-making process. This can often lead to choice of inappropriate technology for the scheme, denying the majority any role in scheme identification which would lead to problems at the O&M stage and discourage the community from contributing towards the cost of the scheme.

- **Selection Process and Community Mobilization**

As part of the roles they play in scheme identification, the government line departments and personnel from other private engineering firms interact with the community on virtually a constant basis. As these line departments impart technical and management information regarding newly planned water supply schemes to local communities, this interaction becomes critical to a successful scheme identification exercise. To increase the chances of success in this interaction between the community and the technical staff it is important that the technical staff is familiar with basic tools of community mobilization and of inter-personal skills. Unfortunately this is often not the case

- **Baseline Village Surveys**

Detailed information on villages, especially with reference to access to water, is required for developing a prioritization plan for implementing RWSS scheme on need basis. Often the concerned line departments do not have an accurate village-wise picture on which to base the implementation plan for water supply schemes.

- **Self-Help as a Criteria**

Community's contribution towards the cost of water supply schemes is not a uniformly applied criteria for scheme selection. However, experience has shown that often the community can financially afford this contribution. Also when a community has a financial stake in a scheme, the chances of the community being negligent with the O&M of the scheme are likely to be minimal.

### **6.4.2 Recommendations**

Based on the issues raised, the following recommendations were proposed by the participants:

- **Involvement of Elected Representatives**

Elected representatives as well as other agencies including government line departments and private foreign and local engineering firms involved in scheme identification should have a basic understanding of the villages and the potential scheme to be selected.

- **Streamlining the Identification/Selection Process**

The principle of need, cost-effectiveness, technical viability must combine with the community's willingness to manage the scheme. This can form the basis of scheme selection/identification. The selection process should be transparent. It must be open and inter-departmental coordination must exist. It should be well publicized and be fully understood by the community, the elected representative and the implementing agency.

The selection process should involve a local coordination committee including local committees, local councils, and other line departments, Social Action Boards, NGOs, CBOs and village influentials.

- **Policy on Community Management**

A uniform policy on community management is required which should be accepted and enforced at all levels. The policy should be promoted from the highest level - by the federal /provincial heads, the cabinets and the Prime



Minister. Community management policies should be widely publicized through the electronic and print media.

- **Selection Criteria and Political Influence**  
Elected representatives must be part of the selection process. However they should follow set policy guidelines and criteria for the selection process.
- **Selection process and Community Mobilization**  
Government line departments and personnel from other private engineering firms involved in scheme identification and consequently interacting with local communities, must have some training in community mobilization and in interpersonal communication skills.
- **Baseline Village Surveys**  
Baseline surveys, highlighting the need aspect, the socio-economic conditions, the self-help potential of communities should be conducted prior to selecting villages as potential recipients for water supply schemes.
- **Self-Help As a Criteria**  
A community's contribution to the capital costs of a water supply scheme should be included as part of the selection criteria. The community must contribute at least 10-30% of the overall capital costs of a scheme. This contribution could be in the form of land, labor, materials or cash.

## 7.0 CLOSING SESSION

In the closing session, a representative from each of the four working groups presented his/her group's recommendations to the participants. A question and answer session followed the presentation of each set of recommendations. Based on the comments made by participants the recommendations were finalized and presented to the Workshop Secretariat.

Mr. Mir Naeemullah, RWSS Specialist, MSU, presided over the concluding session. The session was moderated by Mr. Abid Malik, Monitoring and Evaluation Specialist, MSU.

The closing remarks were delivered by Mr. Abdul Haye Fida who thanked the participants for attending the Workshop. He hoped the valuable exchange of experience among participants at the Workshop and their exposure to AJK's experience with community management of RWSS would enable them to better manage the community participation aspect of the RWSS schemes.

The vote of thanks on behalf of the participants was delivered by Mr. Salim Chishti, Director-General SAP Baluchistan.

## **Annexes**

**Paper on “Key Factors Contributing to Sustainability of RWSS Systems in AJK” by Mr. Abdul Haye Fida, Director General LG&RDD, AJK**

**AN OVER VIEW OF RWSS IN AJK**

Provision of clean and safe drinking water has been the exclusive responsibility of the LG&RDD since all years in the past. We follow the same definition of rural areas which is adopted by the Population Census Organization of Pakistan. Public Health Engineering Department, which is part of C&W department in AJK, has remained confined to urban areas for provision of water supply and sewerage facilities. Thus the LGRDD has a long history of working with and for the communities.

The funding for RWSS schemes has mainly been available under the following heads of accounts:

1. ADP grant funds: This category includes;
  - i) Grant funds to rural local councils
  - ii) MLA programme funds
  - iii) Special directive programme
  - iv) Matching grant funds
2. Project Aid (IDA Project)
3. UNICEF Assistance
4. AJK Council Funds

Funds under all these above listed heads funnel through LG&RDD. Despite differing fund inflow systems the remarkable similarity is that initiative has to come from the communities and it is they who steer the direction and execution of the scheme. The LG&RDD's role is mostly facilitative and supportive.

The LG&RDD has passed through many metamorphic changes from V-AID organization, in mid fifties, to this date but the main object of preparing people for self help has never been lost sight of. UNICEF assistance since mid seventies had spurred this spirit by providing only the part of the needed help.

As said before in AJK it is for the community to realise the need and initiate the process. The process starts rather informally and takes on a formal shape at a later stage. Since the very first dialogue community members get involved and remain associated throughout the process. The LG&RDD staff has to mobilize the community by creating an awareness around a certain set of roles and responsibilities. Therefore, it is from the very outset that intended beneficiaries are cognizant of their part of the job.

We have persistently followed a unified policy of beneficiary contribution to ensure their participation and ownership. There may be stray instances where some departure might have been made here and there but only as an exception not as norm. The community mobilization job is carried out by the union council and markaz level staff who has now been reinforced by instituting an extension service comprising a male and a female worker at the markaz level and extension officers at District level. This extension service has a distinct role in the process

with special reference to IDA project.

Once the communities are sufficiently motivated and become responsive, they are organized around village committees. Concurrently the scheme preparation work is initiated based on village profile data assembled by extension staff. After scheme preparation an MOU is signed between the department and the CBO, the water and sanitation committee. Alongside funds are lined up and a water and sanitation committee is formed and assigned the construction job. Whole of the activities in the construction phase are performed by this committee facilitated in technical and procurement matters by the department's technical and relevant staff.

Funds are kept with the department and payment are made on work done bases. The communities know in advance in unambiguous term about their maintenance and operation responsibility.

The execution by project committee helps resolve any likely dispute arising out of land availability and other usage rights over water sources. It is obligatory for each CBO to contribute in the investment cost of the scheme which should be in the neighborhood of 20 to 25 percent of total investment cost irrespective of the financing head.

The schemes include a wide range from motorized pumping to gravity flow, open well, source point, and boreholes. In case of gravity flow schemes community share in investment cost is much larger in percentage terms viz-a-viz motorized pumping where O&M cost is higher than gravity schemes.

**KEY FACTORS RESPONSIBLE FOR SUCCESS OF THE  
RWSS SYSTEMS IN AJK:**

**1. SOCIAL**

- Long history of collective participation in social work.
- Minimal political interference.
- Consensus on felt needs irrespective of class, clan and creed.
- Demonstration effect.
- Total absence of feudalism.

**2. INSTITUTIONAL**

- Continuity of working patterns under various rural development concepts.
- Effective extension service for community mobilization.
- Involvement of beneficiaries in all stages from identification through completion.
- Construction through project committees as opposed to outside contractors.
- Government policy of not taking O & M cost of the RWSS system.
- Coverage by full revenue village (unless unfeasible or unviable)

**3. ECONOMIC**

- Affordable and choice technology.
- Feeling of ownership and control.
- Improvement over existing services.

**SUSTAINABILITY OF RWSS**

Design, build and manage improved water services in such a

way that they continue to function reliably and well, and the funds for keeping them functioning continue to be available.

**COMMUNITY MANAGEMENT - RWSS**

Means that the beneficiaries of the rural water supply and sanitation services have responsibility, authority and control over the development of such services.

**COMMUNITY PARTICIPATION - RWSS**

An active process whereby beneficiaries influence the direction and execution of development projects rather than merely receive a share of project benefits.

Participation by beneficiaries, their involvement in groups in the process rather than only in the product.



ANNEX II

**GOVERNMENT OF THE PUNJAB  
Planning & Development**

UNIFORM POLICY FRAME WORK FOR RURAL WATER AND SANITATION

- i) For all new schemes community's felt need and desire to participate in the design and operation and maintenance of the schemes will be explicitly ascertained from the very beginning. However, the technical expertise required and investment from Govt. side will be provided through PHED. For monitoring of the programme and sustainability of the scheme, agreement of the community would be formalised before initiating the work. MPAs will help formulate the user's groups/NGOs for taking over and maintaining the schemes after completion,
- ii) For completed and ongoing schemes efforts would be made to transfer the programme to the community and for that the PHED will mobilize the community through whatever existing institutions are available in the field (NGOs, user associations, local bodies etc ),
- iii) For Inoperational/closed schemes, the PHED would prepare a rehabilitation programme and handover the schemes to the community after making them operational,
- iv) It has been explicitly recognized that the community will require financial assistance for taking up the O&M of these schemes. In this respect the required subsidy would be picked up by the Provincial Government. However, the agreement regarding taking over the scheme will spell out the required amount and clearly indicate the ability of the community for bearing complete O & M cost within an acceptable time frame,
- v) Although the mechanism of transferring completed and on-going schemes will be the same, yet the department would strive to involve the community in the ongoing programme and would incorporate possible modifications in the design as per need/desire of the community,
- vi) Planning and designing including costing and technical details of the schemes thus selected, would be prepared by the PHED and presented to the community for selection of final option. PHED would provide technical assistance to the community and training to the care taker of the scheme in financial and technical aspects,
- vii) For operation and maintenance the community will make arrangement for opening an O & M account in the local bank, deposit a minimum amount equivalent to two months O & M expenses, designate operator of the account and appoint the care taker for the scheme

December 30, 1993

## ANNEX III

**National Workshop - Community  
Management in RWSS Systems  
Mirpur - Azad Jammu and Kashmir  
March 28 - 30, 1995**

**List of Participants**

S.#	Name	Designation	Address/Telephone
1.	Samia M. Abbas	Project Implementaiton Officer	Asian Development Bank, 38 Margalla Road, F-6/3, Islamabad Tel:818791-94
2.	Zareen Shaukat	Asstt. Dir. (CD) LG & RDD, Punjab Local Govt.	Complex Atif, Chowk Sanda Rd. Lahore Tel: 212776
3.	Ghulam Mrtaza Khan	Asstt. Director (Planning)	LGRD Directorate, Muzaffarabad AJK
4.	Hamayoun Sabir	ADLG, WES Section	LGRD, 11-A Chaman Housing Scheme, Quetta. Tel. 827675
5.	Iftikhar Ali Toor	Dir. (Community Development)	LG & RDD, Directorate General Local Govt & Rural Development Complex Atif, Chowk Sanda Rd. Lahore
6.	Ch. Mukhtar Ahmed	Assistant Chief - SAP	P&D Board Govt. of Punjab Lahore Tel: 7221315

7. Muhammad Shafiq S.E.P.E., P.H.E. Circle I,  
Rawalpindi  
Tel: 42191
8. Bashir A. Pannu Superintending Engineer  
S.E.P.H.E. Circle  
Faisalabad  
Tel: 51506/786375
9. Ataur Rehman Project Director Engineer  
C/o CE PHED  
Hyderabad  
Tel: 613193
10. Tahira Sardar Director Community Development  
PHED, Hyderabad
11. A. Rehman Gishkori Executive Engineer  
(Training Co-ordinator)  
PHED Balochistan  
BRWSSP Project Monitoring Cell  
Quetta
12. Muzaffar Iqbal S.E. PHED  
SE PHED Circle  
Khuzdar Govt. of Balochistan,  
Khuzdar
13. Sh. Nawaz Ahmed XEN  
PHED Pishin Division  
Pishin Balochistan  
Tel: 20451 (081) 445418
14. M. Waeem XEN  
PHED Mastung  
Mastung, Balochistan
15. Walter Kolhma SAP Adviser  
PE&D Department,  
Civil Secretariat, Peshawar  
Tel: 601535
16. Zafar Ullah Planning Officer  
L. G & R.D.D.  
Govt. of N.W.F.P.

- |     |                     |   |
|-----|---------------------|---|
| 17. | Amjad Khan          | S.D.D. PHED<br>Public Health Engg. Deptt.<br>N.W.F.P.                                 |
| 18. | Farhat Amoz Khan    | XEN PHED<br>Public Health Engg. Deptt. N.W.F.P.<br>Abbottabad                         |
| 19. | Sardar Mohammad     | Assistant Chief<br>Planning and District,<br>Federal Govt.<br>Islamabad               |
| 20. | Fasihuddin Khan     | Additional Secy<br>LG, PHED, RDD<br>Karachi Ahadis Deptt<br>Govt. of Sindh<br>Karachi |
| 21. | Allah Rakha Assi    | Chief (SAP)<br>P&D Department<br>Govt. of Sindh                                       |
| 22. | S. M. Saleem Chisti | DG (SAP)<br>P&D Deptt.<br>Govt. of Balochistan  |
| 23. | Raja Abdul Hameed   | Asstt. Director<br>Local Govt. & Rd<br>Islamabad Capital Territory<br>Islamabad       |
| 24. | Aurangzeb Khan      | Addition Project Director,<br>RWSS LGRS AJ & K<br>Project LGRD<br>AJ & K.             |
| 25. | Abdi A. Mallick     | M & E Specialist<br>MSU   |
| 26. | M. A. Haye Fada     | Director<br>Local Govt. & Rural Dist.<br>AJK, Muzaffarabad<br>Off.2333/Res.3275       |

- |     |                   |                            |
|-----|-------------------|----------------------------|
| 27. | Mir Naeemullah    | RWSS Specialist<br>MSU     |
| 28. | Allah Javaya      | Country Officer<br>RWSG-SA |
| 29. | Raja Rehan Arshad | Country Officer<br>RWSG-SA |





