

PAKISTAN

Strategic Provincial Investment Plan
and Project Preparation for
Rural Water Supply
Sanitation and Health

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NATIONAL EXECUTIVE SUMMARY

OF THE

INCEPTION REPORTS

March, 1989

Wardrop-Acres
Cowater International
NESPAK

822 - PK 89 - 5187

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NATIONAL EXECUTIVE SUMMARY
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INCEPTION REPORTS

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NATIONAL EXECUTIVE SUMMARY

The contents of the National Executive Summary of the Inception Reports by the Consultants working on the preparation of the Strategic Provincial Investment Plans followed by detailed project preparation is given below:

1. Project Organization

The Project Organization (Fig 1) is comprised of a Central Team based in Islamabad and four Provincial Teams located at the PHED headquarters in each province. Azad State of Jammu and Kashmir and Northern Areas are covered by the Central Team.

The Central Team is composed of a Management Group, a Strategic Planning Group and a Technical Resources Group. Members of the Central Team regularly travel to the four provinces, AJK and the Northern Areas to keep close contact with the project activities in each area.

The Provincial Planning Teams are composed of a Team Leader, Engineers, a Financial Analyst, and a Sociologist. Each Provincial Team is responsible for its activities within the guidelines established by the Management and the Strategic Planning Groups.

2. Existing Water Supply

The existing average for safe water supply coverage over the country is about 40% of (Table 1). This water supply is through piped water and handpumps. Among the Provinces NWFP ranks highest with a 52% coverage whereas the coverage in Baluchistan is lowest at 27%.

3. Seventh Plan Targets and Investment Strategy

The Seventh Five-Year Plan for the period, 1988 - 89 to 1992 - 93, envisages a target for coverage of the rural population by potable water supply of 75% and by sanitation of 30% (Table 2). In the former case, the additional population to be served is 31.2 million, and in the latter case, 17 million.

4. Provincial Sectoral Issues

The Provincial Sectoral Key Critical Issues are summarised in (Table: 3). The priorities of these issues vary from province to province. Some of the issues however have the same degree of priority all over the country eg. lack of suitable quality of water, lack of knowledge and awareness of the sector, usage of drainage, roles and mandates of the departments, etc.

5. Federal Sectoral Issues

The Sector Issue at the Federal level (Table: 4) are mainly of the monitoring nature eg. inter-provincial co-ordination; co-ordination between federal agencies and the provincial line departments; institutional roles of the concerned ministries and commercial banks; Federal Government's policy and commitments to the sector; legislative support to the community based organizations (CBOs); and the need for a sector data base.

6. Sector Initiatives

Based on the Key Critical Issues identified at the provincial level several initiatives have been proposed (Table: 5) in the Inception Reports which emphasise on institutional development, cost recovery, strengthening the role of private sector, the use of appropriate

technology, community participation, human resources development and hygiene education.

7. Work Plan

The Work Plan for the Project Jan - Nov 1989, is given in detail in the Inception Reports. This bar chart is however also included in this National Executive summary (Table: 6)

1. INTRODUCTION

The Government of Pakistan has embarked on an ambitious program to improve the country's rural infrastructure. To assist in developing the rural water supply and sanitation component of the program, a World Bank and Canadian International Development Agency (CIDA) mission undertook a preliminary evaluation which culminated in the presentation of the Sector Review for Rural Water, Health and Sanitation to the Government in June, 1988.

The Sector Review fully endorsed the government's commitment to increase the coverage of water supply and sanitation to the rural population of the country and recommended on extension of this sound socio-economic commitment to achieve full water supply and fifty percent sanitation (hygienic disposal of human waste) coverage to the rural population by the year 2000. A National Policy Conference held in Islamabad in April, 1988 proposed a strategy that will ensure sustainability and assist resources mobilization through enhancing the role of the beneficiaries in planning, financing and managing their services, and that will ensure maximum benefits through the integration of water, sanitation and hygiene education.

The strategy includes the following points which should be incorporated into national sector investment guidelines:

1. Community involvement, with a special focus on enhancing the role of women, is an essential element of strategy. Beneficiaries, through constituted associations, should participate in planning, construction, management and maintenance of schemes, and should finance, in cash or kind a part of capital costs and all of operations and maintenance costs.
2. The integration of water supply, sanitation and hygiene education is also an essential component of the strategy, to ensure improved health of the rural population. This will require close collaboration between sector institutions.

3. Institutions must be strengthened and coordinated at all levels to undertake challenges of the future. Multi-disciplinary training programmes should be established. Public Health Engineering Departments (PHED) must be strengthened and their social mobilization skills reinforced. The technical skills of both the PHED and the Local Government and Rural Development (LGRD) departments must be strengthened. Both institutions must ensure closely coordinated operations, together with departments of Health, Education and Social Welfare. Expanded participation of non-governmental organizations (NGO's) should be encouraged and supported.

4. The private sector plays a key role in sector development, which must be further strengthened through technology upgrading, training, marketing support and credit assistance.

5. Technology choice will reflect the different environmental conditions, and water resources constraints across the country, but the principle that technologies should be affordable and sustained by the beneficiaries should be adopted.

6. Service levels should reflect the expressed demand of the beneficiaries, who should receive the service level that they desire, can afford, and can sustain in the long term. In order to accelerate equitable coverage the Government should assist in the provision of a basic level of service.

As a result of the Sector Review, the World Bank, initiated a process of Strategic Provincial Investment Planning and Project Preparation to assist the Provincial Governments in the development of an investment strategy for projects to be implemented starting in 1990. The goal of the projects is to contribute to the improvement of health and overall quality of life of the rural populace through more cost effective and sustainable water supply, sanitation and hygiene education initiatives while maximising community involvement.

PROJECT ORGANISATION CHART

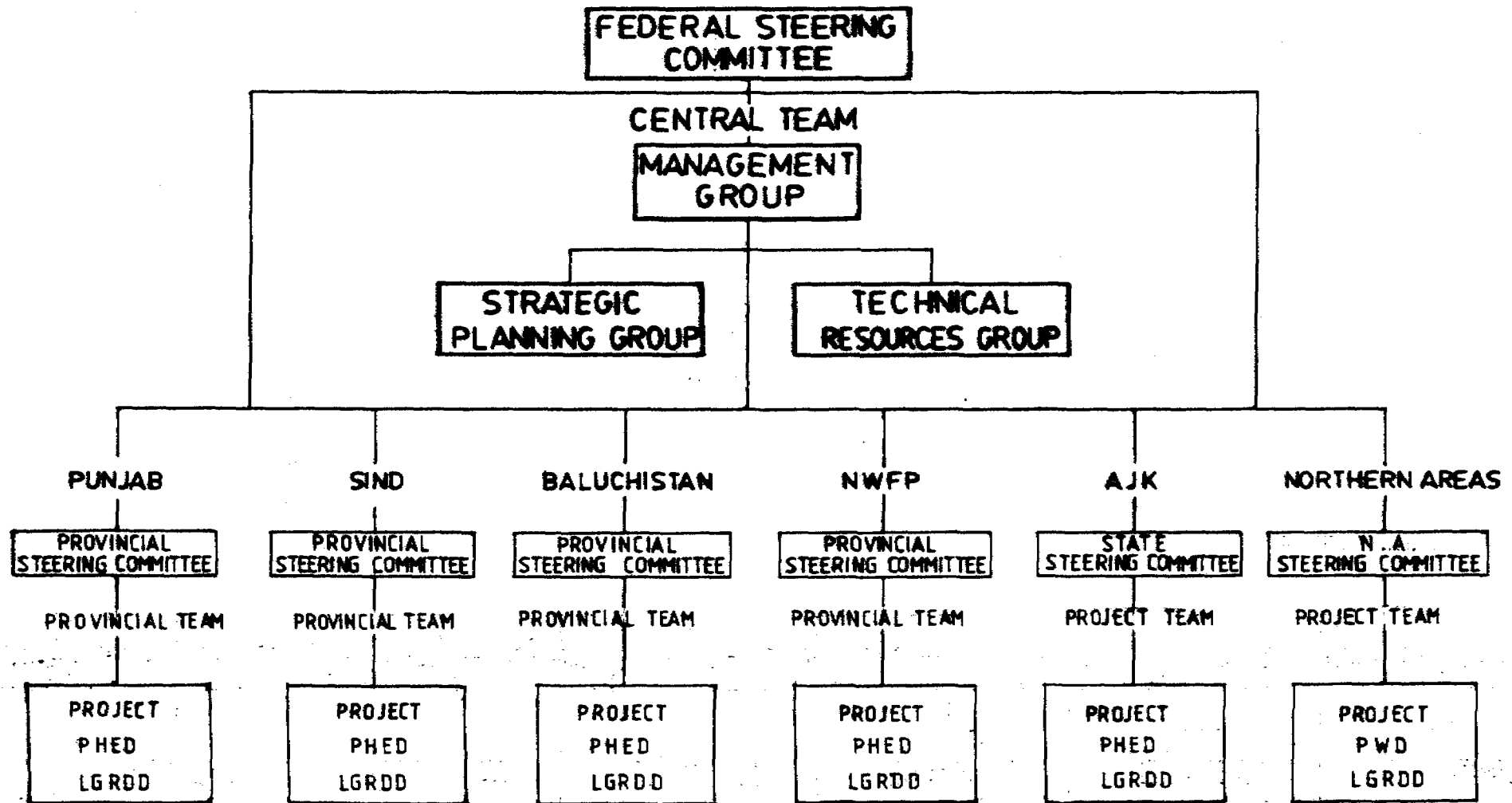


Fig: 1

Fig: 1

PROJECT ORGANIZATION AND METHODOLOGY

1. Organization and Management

The Project Team is organized as shown in Figure 1:

- . Management Group;
- . Strategic Planning Group;
- . Technical Resources Group; and
- . Provincial Planning Team.

The Management Group assumes overall management responsibility for the Project, coordinates the efforts of other groups and takes the lead role in liaison with the Federal Steering Committee. It will consist of the Project Director, Co-Director, Project Manager and two Deputy Project Managers.

The Project Director and Co-Director provide overall direction to the organisation and management of the Project. They take an active role in developing the Project work plans and monitor work progress, ensuring that the Project Team continues to work towards stated goals and objectives within the allotted time frames.

The Project Manager is responsible for the day to day managing of the Project and delegates specific duties to his two deputies. He takes the lead in liaison with GOP staff and is the for Management direction to the Strategic Planning Group, Technical Resources Group, and the Provincial Planning Teams.

The two Deputy Managers, besides their responsibilities in the Management Group, are also responsible for covering the state of Azad Jammu and Kashmir and the Northern Areas.

The prime function of the Strategic Planning Group is to achieve consistency in methodology, ensure quality of all outputs, coordinating activities which will minimize duplication, prepare the national

Investment Plan, and provide feedback to the Provincial Planning Team. It is made up of the Strategic Planner, Strategic Advisor, Socialist, Demographer, Economists, and Evaluation/Monitoring Specialists.

The Technical Resources Group, consisting of all short term technical specialists, provides technical support to the other staff as needed.

TABLE 1: SOURCE OF WATER USED BY RURAL POPULATION IN EACH PROVINCE

PROVINCE	RURAL POPULATION (X MILLION)	COVERAGE BY TYPE OF SOURCE				TOTAL%
		HAND PUMPS %	PIPE WATER %	DUG WELLS %	SURFACE WATER %	
PUNJAB	40.0	61	14	25		100
SIND	12.7	38	6	24	32	100
BALUCHISTAN	4.3	1	26	73		100
N.W.F	11.0	3	49	48		100
N.A	0.8		58	44		100
PAKISTAN	68.8	43*	19	38		100
A.J.K	2.4	44		56		100

* 50% OF THE HAND PUMP WATER SUPPLY IS ASSUMED TO BE CONTAMINATED WHICH REDUCES THIS FIGURE TO 21.5 % AND IMPLIES ON OVERALL NATIONAL LEVEL OF COVERAGE WITH PORTABLE WATER OF ABOUT 40 %

TABLE: 2 REVIEW OF SEVENTH PLAN TARGETS AND STRATEGY FOR THE RURAL WATER SUPPLY AND SANITATION SECTOR.

	WATER SUPPLY	SANITATION
Base Coverage (%)	40	10
Target Coverage (%)	75	30
Additional Population to be served (Million)	<u>31.2</u>	<u>17</u>

Investment Criteria

Priority to areas where sweet ground water is not available and where water has to be fetched from distant source. Similarly, special consideration to areas where rural population presently relies on untreated surface water which is unfit for human consumption.

In areas where people have installed their own hand pumps, priority will be given to sanitation and disposal schemes.

Piped water supply systems will be restricted to bigger villages with population ranging from 3000 to 5000 with handpumps being provided to smaller villages.

Initial delivery systems will be based on community stand-posts and storage tanks. No house connections will be provided.

Table: 3

COMPARATIVE CHART OF PROVINCE-WISE KEY CRITICAL ISSUES IN THE SECTOR

Segment Subsegment	Key Critical Issues	Provinces/State/Areas					
		Punjab	Sind	B'stan	NWFP	AJK	NA
<u>Technology</u>							
- Water Resources	- Lack of availability	2	2	1	2	2	
	- Lack of suitable quality water	1	1	2	1	1	1
	- Excess of water	3	3		3		
- Water Supply	- O&M	1	1	2	3		3
	- Design criteria	2	2	3	1	1	1
	- Excessive cost	3	3	1	2	2	2
- Sanitation (solid waste disposal)	- lack of awareness that excreta is a health hazard	1	1	1	1	1	1
	- Design and cost	2	2	2	2	2	2
- Drainage	- Usage	1	1	1	1	1	1
	- Design criteria	2	2	2	2	2	
<u>Institutional</u>							
- Government Deptt.	- Roles and mandate	1	1	1	1	1	1
	- Lack of co-ordination	2	2	3	4	2	2
	- Links with community	3	3	2	3	4	4
	- Capacity and capability	4	4	4	2	3	3

Table: 3

COMPARATIVE CHART OF PROVINCE-WISE KEY CRITICAL ISSUES IN THE SECTOR

Segment Subsegment	Key Critical Issues	Provinces/State/Areas					
		Punjab	Sind	B'stan	NWFP	AJK	NA
- Local Governments	- Knowledge and awareness of the sector	1	1	2	1	1	2
	- Capacity and capability	2	2	1	2	2	1
- Non Govt.Orgns.	- Co-ordination with others	3	3	3	3	2	2
	- Perception of NGO's	1	1	1	1	1	1
	- Capacity and capability	2	2	2	2	3	3
- Elected Reps.	- Lack of knowledge and awareness	2	2	2	2	2	2
	- Political will for cost recovery	1	1	1	1	1	1
<u>Economic</u>							
- Cost Recovery	- Affordability	1	2	1	2	2	1
	- Willingness to pay	2	1	2	1	1	3
	- Mechanism for collection of tariff	3	3	3	3	3	2
- Private Sector	- Quality of products	1	1		1	NA	NA
	- Capacity and capability	2	2	1	2	NA	NA
	- Extent of involvement	3	3		3	NA	NA
<u>Socio-Cultural</u>							
- Communities	- Knowledge and awareness	1	1	1	1		1
	- Leadership	2	2	2	3		
	- Ethnic segmentation		3	3	2		

Table: 3

COMPARATIVE CHART OF PROVINCE-WISE KEY CRITICAL ISSUES IN THE SECTOR

Segment Subsegment	Key Critical Issues	Provinces/State/Areas					
		Punjab	Sind	B'stan	NWFP	AJK	NA
- Practices and Beliefs	- Perceptions regarding human and animal waste	1	1	1	1	1	1
	- Free Provision of water	3	3	2	3	3	3
	- Knowledge and awareness of linkages between water and health	2	2	3	2	2	2
- Community Based Organizations	- Resources and capability	1	1	2	2	1	1
	- Perception of CBO's	2	2	1	1		2
	- Relationships between CBO's and local structures	3	3	3	3		
- Population	- Growth rate	1	2	2	1	1	1
	- Distribution and settlement patterns	2	1	1	2	2	2
- Women in Development	- Knowledge and awareness	1	1	1	1		
	- Lack of access to economic means	2	2	2	2		
- Health and Hygiene	- Knowledge and awareness	1	1	1	1	1	1
	- Resource allocation	2	2	2	2	2	2
- Human Resource Development	- Local perceptions	1	2	2	1	1	1
	- Needs in education and training	2	1	1	2	2	2

Table: 4

SECTOR ISSUES AT THE FEDERAL LEVEL

1. INTER-PROVINCIAL CO-ORDINATION

Establishment of an Inter-Provincial Committee (IPC) for developing common standards and criteria, coordination of inter-provincial training programmes and the sharing of experience.*

2. COORDINATION BETWEEN FEDERAL AGENCIES AND PROVINCIAL LINE DEPARTMENTS

Access to sector-related data with federal agencies like WAPDA by provincial line departments in the Sector.

3. INSTITUTIONAL ROLES

3.1 Role of the Ministries of Local Government and Rural Development, Health, Education and Planning and Development in the sector.

3.2 Involvement of nationalised commercial banks, ADBP, etc., in the provision of credit for installation of handpumps and latrines.

3.3 Impact of the peoples' Works Programme on institutional arrangements for delivery of services

4. FINANCIAL RESOURCES

4.1 Degree of the Federal Government's commitment to finance the achievement of Sectoral targets in the Seventh Five-Year Plan at the individual province level.

* This recommendation was made by the National Policy Conference

4.2 Policy on grants to provinces for financing the additional recurring costs for strengthening institutional capabilities in the Sector.

4.3 Policy on cost recovery and the degree of political commitment to its achievement.

5. COMMUNITY BASED ORGANIZATIONS

5.1 Need for legislative support for the Community Based Organizations at the village level.

5.2 Policy on the role of NGOs generally and within the Sector.

6. SECTOR DATA BASE

Establishment of a Sector data base at the Federal level for investment planning in the Sector.

Table 5: Comparative Chart on Province-wise Initiatives

Initiatives	Province/State/Areas					
	Punjab	Sind	Bal'n	NWFP	AJK	NA
<u>Institutional Development</u>						
- District Council Option for Communities less than 3,000/1,000 *	/	/		/	/	/**
- LGRDD Option for Communities Less than 3,000/1,000 *	/	/	/	/	/	/
- PHED Option for Communities Larger than 3,000/1,000 *	/	/	/	/	/	/ #
<u>Cost Recovery</u>						
- Community Financing	/	/	/	/	/	/
- Indirect Mechanism for Cost Recovery	/	/				
- Community Development Fund	/	/		/		
<u>Private Sector</u>						
- Privatization of Operations and Maintenance	/	/		/		
- Consultants Upgrading	/	/				
- Support to Hand Pump Installers and Manufacturers	/	/		/	/	
<u>Technical</u>						
- Supporting Existing and New Programmes for Exploring and Developing Sweet Water	/	/	/	/		
- Latrine Dissemination for Human Wastes Disposal	/	/	/	/	/	
- Rehabilitation of Existing Schemes	/			/		

Table 5: Comparative Chart on Province-wise Initiatives

Initiatives	Province/State/Areas					
	Punjab	Sind	Bal'n	NWFP	AJK	NA
<u>Communities Participation</u>						
- Community Promotion	/	/	/	/	/	
- Orientation for Community Participation Programmes	/	/	/	/	/	/
- Community Observational Survey	/	/	/	/	/	/
<u>Human Resources Development</u>						
- Strengthening Professional Training	/	/				
- Upgrading Polytechnical Education		/	/	/	/	
- Information Programmes for Elected Representatives and Government Departments	/		/	/	/	/
- Development of In-House training facilities of LGRDD's	/	/	/	/	/	/
- Skill Development and technical training	/	/	/	/	/	/
<u>Hygiene Education</u>						
- Health Personnel as Hygiene Educators	/	/	/	/	/	/

* For Baluchistan/AJK and NA
 ** LBRDD for NA
 # PWD for NA

STRATEGIC PROVINCIAL INVESTMENT PLAN AND PROJECT PREPARATION
FOR RURAL WATER SUPPLY SANITATION AND HEALTH
OF PAKISTAN
WORK PLAN BAR CHART

ACTIVITY TITLE	ACTIVITY DESCRIPTION	COMPLETION DATE	MARCH 1989					
			MR.1	MR.2	MR.3	MR.4	MR.5	
1. PREPARATION OF DETAILED WORK PLAN FOR PHASE II	Prepare work plan and review with central team	05/03/89	XXXXXXXXXX					
2. REVIEW AND ENHANCEMENT OF STRATEGIC ANALYSIS BASED ON INCEPTION REPORT	2.1 Identify data gaps 2.2 Collect additional data 2.3 Analyse new data 2.4 Refine conclusions	14/03/89	XXXXXXXXXXXXXXXXXXXXXXXXXXXX					
3. GOAL REFINEMENT	3.1 Refine goals and formulate new ones 3.2 Review links and synthesise	15/03/89	XXXXXXXXXXXXXXXXXXXXXXXXXXXX					
4. OBJECTIVE REFINEMENT	4.1 Refine objectives and formulate new ones 4.2 Review links and synthesise	16/03/89	XXXXXXXXXXXXXXXXXXXXXXXXXXXX					
5. STRATEGY CONFIRMATION AND REFINEMENT	5.1 Confirm strategies and establish new ones 5.2 Review links and synthesise 5.3 Compare strategies with Inception Report and refine	26/03/89	XXXXXXXXXXXXXXXXXXXXXXXXXXXX					
6. INITIATIVE CONFIRMATION AND REFINEMENT	6.1 Refine preliminary initiatives, formulate new ones 6.2 Review links and synthesise	26/03/89	XXXXXXXXXXXXXXXXXXXXXXXXXXXX					
7. WORLD BANK/FAO/WHO MISSION and STEERING COMMITTEE MEETINGS	7.1 Meetings to review Inception Report 7.2 Confirmation of order of investment	12/03/89 to 26/03/89						XXXXXXXXXXXXXXXXXXXXXXXXXXXX
8. ESTABLISH REFINED SET OF INITIATIVES		31/03/89						XXXXXXXXXXXXXXXXXXXXXXXXXXXX

STRATEGIC PROVINCIAL INVESTMENT PLAN AND PROJECT PREPARATION
 FOR RURAL WATER SUPPLY SANITATION AND HEALTH
 OF PAKISTAN
 WORK PLAN BAR CHART

ACTIVITY TITLE	ACTIVITY DESCRIPTION	COMPLETION DATE	MARCH 1989				
			WK.1	WK.2	WK.3	WK.4	WK.5
9. PREPARATION OF INITIATIVE SELECTION CRITERIA	Design qualitative and quantitative criteria	31/03/89			●●●●●●●●●●●●●●●●●●●●●●●●●●●●●●●●●●		
10. PREPARATION OF DETAILED WORKPLAN FOR PHASE II	10.1 Prepare work plan 10.2 Review with Central team	31/03/89					●●●●

STRATEGIC PROVINCIAL INVESTMENT PLAN AND PROJECT PREPARATION
FOR RURAL WATER SUPPLY SANITATION AND HEALTH
OF PAKISTAN
WORK PLAN BAR CHART

ACTIVITY TITLE	ACTIVITY DESCRIPTION	COMPLETION DATE	APRIL				MAY				JUNE				JULY				AUGUST				SEPTEMBER				OCTOBER				NOVEMBER			
			11	21	31	41	5	11	21	31	41	5	11	21	31	41	5	11	21	31	41	5	11	21	31	41	5	11	21	31	41	5	11	
19.FINALIZE PROJECT METHODOLOGIES		10/09/09																																
20.PREPARATION OF DETAILED WORKPLAN FOR PHASE Y		31/08/09																																
21.PREPARATION OF FINAL PROJECT DOCUMENTS		05/11/09																																
22.PREPARATION OF NATIONAL SUMMARY REPORT		05/11/09																																