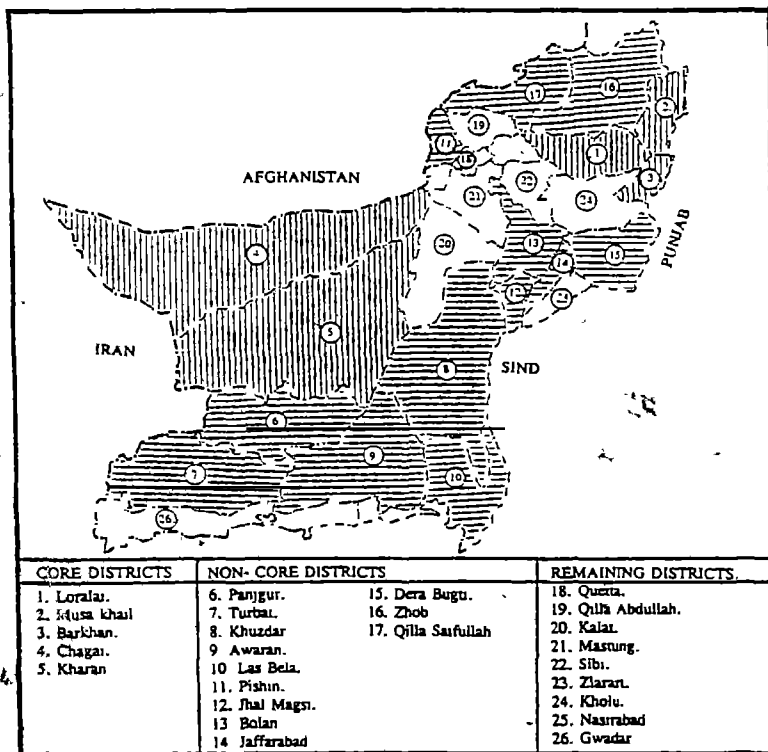


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EVALUATION REPORT

RURAL WATER SUPPLY SANITATION and ENVIRONMENTAL HEALTH EDUCATION

GON SUPPORTED PROJECT in BALOCHISTAN



Maqsud H. Rizvi
Shehla Abbasi
Inge Lagerwey
Henk van Schaik

August, 1995



FOREWORD

We like to put on record our deep appreciation for the whole-hearted co-operation and assistance we received from the staff of the WS&S section of LGRDD, the consultants and the district staff of LGRDD as well as the members of the communities we visited. It was, indeed, a pleasure to see the dynamism, sincerity, and team spirit of all the staff representing WSS, Agr-BI - Con, and IWACO working together so coherently, in such a congenial and conducive environment. Indeed, the staff members themselves set the standard for what community participation and involvement is all about.

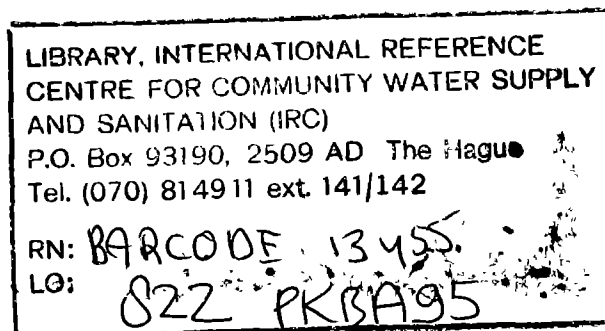
In addition we learnt a lot from the staff and the visits to the communities which contributed greatly to the completion of the task we were assigned. Besides, we also benefited from the very many records and reports maintained and produced by the project so far.

We were assigned to evaluate the functioning of the GoN/UNICEF supported activities in rural water supply, sanitation and health education in Balochistan, which were formulated under SIP and which started in July 1992 for a three year duration. The activities are being carried out within the framework of Development Co-operation between the Government of Pakistan, the Government of Netherlands, and the UNICEF. The main components of the project are:

- * Development of a Community based methodology for RWS&S, which special emphasis on women;
- * Institutional strengthening of the LGRDD;
- * Assistance in physical implementation.

The report presents our findings on the results achieved so far and recommendations for expansion and consolidation to be achieved during a proposed three year extension from 1.7.1996 till 30.6.1999.

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Shehla Abbasi
Inge Lagerwey
Henk van Schaik



MAILING LIST

1 - 3	DGIS
4 - 5	RNE
6 - 10	GOB
11 - 12	Consultants
13	UNICEF
14	WB
15	SAP coordinator
16	IRC
17	Board of Directors RIVM, Bilthoven
18 - 21	Authors
22	Public Relations Department RIVM, Bilthoven
23	Project and report registration RIVM, Bilthoven
24 - 30	Secretariat RIVM/Bureau for International Cooperation
30 - 35	Reserve RIVM, Bilthoven

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ABBREVIATIONS

ACS(D)	Additional Chief Secretary (Development)
ACWATSAN	Accelerated WATER and SANitation programme, UNICEF
AD/LG	Assistant Director LGRDD
ADP	Annual Development Programme
BIAD	Balochistan Intergrated Area Development
BRUWAS	Balochistan Rural Water Supply and Sanitation Project
CEC	Commission of the European Countries
CTA	Chief Technical Advisor
DGIS	Directorate General International Cooperation
DIT	District Implementation Team
DO	Development Officer
ECNEC	Economic Commission of the National Economic Council
GF	General Fund of UNICEF
GoB	Government of Balochistan
GoN	Government of The Netherlands
GoP	Government of Pakistan
HHL	HouseHold Latrine
HP	HandPump
IDA	International Development Assistance Programme, WB
IRC	International Water and Sanitation Reference Centre, The Netherlands
LGRDD	Local Government and Rural Development Department/Balochistan
MPA	Master Plan of Action, UNICEF
MTT	Master Training Team/Master Monitoring Team
O&M	Operation and Maintenance
PC-1	Planning Commission Proforma 1
PDD	Planning and Development Department/Balochistan
PFL	Pour Flush Latrine
PHED	Public Health Engineering Department/Balochistan
RIVM/BIS	National Institute of Public Health and Environmental Protection, Bureau for International Cooperation
RNE	Royal Netherlands Embassy
RWSSHE	Rural Water Supply, Sanitation and Health Education
SAP	Social Action Programme
SIP	Strategic Investment Plan
SNE	Sanctions New Expenditures
UC	Union Council
UCS	Union Council Secretary
UNICEF	United Nations Children's Fund
VIP	Ventilated Improved Pit latrine
VLOM	Village Level Operation and Maintenance
W&S	Water and Sanitation
WES	Water and Environmental Sanitation (UNICEF)
W&D	Women in Development

EXECUTIVE SUMMARY

1. Assignment

From the 14th of May till the 2nd of June, 1995 the GoN/UNICEF supported RWSSHE activities under LGRDD, Balochistan were evaluated.

2. Perspective:

The Balochistan Rural Water Supply and Sanitation Project of LGRDD is one of the projects developed by SIP, which started in July 1992 for a three years duration. The Project is carried out within the framework of Development Cooperation between the GoP, GoN and UNICEF.

The main components of the project are:-

- * Development of a community based methodology for RWS&S.
- * Institutional strengthening of LGRDD.
- * Assistance in physical implementation.

With special emphasis on hygiene education and women involvement.

3. Achievements

During the span of three years (June 1992-June 1995) the Project has been able to produce the following results:

- * development and implementation of a replicable and authentic community based methodology (with women involvement and hygiene education) for RWSSHE in 5 core districts and 12 non-core districts;
- * installation of HPs and HHLs together with hygiene education and accompanied by active involvement of women in the communities;
- * creation of the W & S Section in the LGRDD;
- * development of capacity, capability and expertise in the W&S Section;
- * establishment of an effective network and a strong supporting platform for the implementation of a community based participatory approach at provincial and district level;
- * development of a training programme and training of LGRDD staff at provincial, district and community levels;
- * preparation of field manuals, including specially developed participatory methods and visual aids;
- * development and implementation of a progress monitoring system;
- * installation of 876 HPs and approximately some 2,000 HHL in 5 core districts, 12 non-core districts and the remaining 9 districts. The achievements fall short of the project targets which were 2,000 HPs and 10,000 HHLs in the Inception Report.

Since September 1993 the consultants team of the project is part of the WS&S Section of LGRDD and is also involved to a limited extent in other than project activities e.g. in the urban latrine programme and policy development for the sector.

It is now estimated that the implementation under a proper (modified) community based methodology (which includes community preparation/training and follow up monitoring) of 1 scheme serving approximately 100 people (1 HP and 2 demonstration HHLs) comes to a total cost of Rp 70,000 i.e. Dfl 35 per capita. This per capita cost is regarded reasonable and cost effective by the evaluation mission.

The project team (of LGRDD staff and the consultants) have followed the project objectives and methodology as outlined in the Inception Report, but have not achieved the anticipated targets.

4. Prospects

Community participatory programmes not only take time to be established but also need time to stabilize and consolidate the approach. It requires not only change in the attitude of the community but also change in the practices, procedures and processes of Government agencies and their personnel. Moreover, it is challenging to sustain and stabilize community participatory programmes in an environment where differential, non-participatory approaches are in vogue.

Both the rural and the urban areas in Baluchistan have a clear need and demand for proper water supply and sanitation facilities. And there is a role for GoB to continue supporting and promoting improvements in water supplies and sanitation facilities. It is also evident that the private sector and non-governmental organisations can do a lot to help people help themselves. Private retailers, for example, could and should be encouraged to procure and sell handpumps and spareparts.

After assessing and analyzing the project achievements and sector issues the mission is of the considered opinion that the project has developed credible and authentic expertise and methodologies in community WSSHE and that the project has established these methodologies in the WS & S Section of LGRDD. The mission considers that one of the methodologies (which includes community preparation/training and follow up monitoring) should be selected and used by LGRDD through its District offices as one uniform methodology for remote, needy and poor rural communities. The LGRDD should essentially aim at assisting these selected communities to improve their basic services to meet basic needs. The mission is of the opinion that for these activities continued GoB (plus GoN) assistance to be provided through the WS & S Section of LGRDD is justified. The mission recommends to extend the project for a further 3 years (1.7.96-30.6.99). The extension should focus on expansion of the efforts and consolidation of the methodologies.

Secondly, the mission considers that the private sector could play the role of service provider to those people in towns and rural areas who can afford to pay for improved water supplies and sanitary facilities.

5. Extension

For the extension it is recommended that one uniform methodology is used for remote, needy and poor communities to assist these communities with improving their communal rural water supply, sanitation and hygiene practises. This methodology should be followed by the District Implementation Teams. The DITs should, for the duration of the extension, be supported by the WS&S Section (planning, implementation, monitoring, training and reporting).

Secondly it is recommended that the private sector is stimulated (with temporary subsidies on hardwares) to promote handpumps and latrines primarily but not exclusively to develop and meet private demand.

An outline for the proposed extension (expansion and consolidation phase) is presented in Chapter 5. The emphasis of the GoB inputs is on supporting remote, needy and poor communities. The beneficiaries of these communities should provide their time, unskilled labour and locally available materials as well as an open well. The GoB through LGRDD (supplemented by SAP) should continue the LGRDD W&S Section and should set up district level W&S Sections (plus office, staffing, store and administration) plus part of the hardware funding. The GoN should concentrate its inputs on institutional/capacity development mainly for district level and in the stimulation of non-governmental and private sector participation. Detailed descriptions of the roles of the communities, the GoB and the GoN are also provided in Chapter 5.

The GoB and GoN support for the extension is presented in Chapter 6. The total community input is estimated at Rp 4 million. The GoB support is estimated at Rp 10 million and the GoN support amounts to consultancy services and financial support for implementation. The GoN support for the 3 years extension is estimated at Dfl 4.2 million.

1. INTRODUCTION

1.1 Assignment

At the request of the Directorate General for International Cooperation of the Ministry of Foreign Affairs of the Government of The Netherlands and at the request of the Government of Pakistan the rural water supply and sanitation project activities implemented under the Local Government and Rural Development Department (LGRDD)/Balochistan were evaluated. The evaluation was carried out from May 15 till June 2, 1995 on the basis of the Terms of Reference, which are attached in Annex 1.

1.2 Team composition

The members of the evaluation team were:

Prof. Syed Maqsud Ul Hassan Rizvi of Balochistan University.

Mrs Shehla Abbasi of Balochistan University

Mrs. Inge Lagerwey, free-lance consultant, New Delhi, India.

Mr. Henk van Schaik, RIVM/BIS, The Netherlands, team leader.

1.3 Data gathering methods and evaluation framework

The mission:

- a. studied project reports and other documents relevant to the project;
- b. discussed the project inputs, outputs, activities, constraints, impacts, sustainability and outlook with project staff, GoB officials at provincial, divisional, district and sub-district level, GoN officials, IWACO and Agri-Bi-Con International (PvT) Ltd consultants, UNICEF officers, and WB staff;
- c. visited project sites in Loralai and Kharan districts and Pishin;
- d. presented and discussed with GoB officials, project staff and RNE staff its findings, conclusions and recommendations.

The evaluation assessed:

- the efficiency of the project activities by evaluating the outputs viz a viz the project targets and inputs;
- the quality of the project outputs;
- the effectiveness of the project activities by evaluating the use of the outputs;

- the impact of the project by evaluating the achievements viz a viz the goals of the project;
- the sustainability of the WS&S section and the WS&S activities under LGRDD.

1.4 Programme

On April 18, 1995 mr van Schaik interviewed IWACO (mr Leusink, mr Overbeek and mr Cremers). On May 12, mr van Schaik interviewed dr B. Huizinga (ex CTA of project). IRC (mr Heijnen, monitor of project) presently works in Sri Lanka and could not be interviewed. On the 15'th of May mr van Schaik and mrs Lagerwey interviewed mr Plantinga (RNE) and mr Verhoeff (DGIS) as well as mr Minatulla (WB). Annex 2 presents the activities of the mission from May 16 till 31. On the 30th of May mr van Schaik discussed the findings and recommendations of the mission with staff of the RNE in Islamabad. On May 31 the mission presented and discussed its findings and recommendations with GoB officials e.g. ACS, Secretary LGRDD, DG SAP, DG LGRDD. GoB minutes of this meeting are attached in Annex 3.

1.5 Report

The report has 6 chapters. Each chapter addresses an item of the terms of reference. Chapter 1 is an introduction and presents the scope for the assignment. Chapter 2 gives background information with a short introduction about Balochistan, a profile of the water supply and sanitation sector and the actors in the sector. It also presents a short summary of relevant GoN policies.

Chapter 3 presents the inputs, activities and outputs as presented in the PC-1 of October 1991 and the Inception Report of May 1992 and the outcomes of the project to date. This information serves the assessment of the efficiency of the project and its design.

Chapter 4 presents the outcomes of the evaluation of the project actors, product and process oriented activities and overall programme. The evaluation looks into the efficiency of the project, the quality of the outputs, the effectiveness and use of the outputs, the impact of the project at beneficiary level and institutional development, and the sustainability of the outputs and the institutional set up.

Chapter 5 presents a proposed scope for the future development of the WS&S sector in Balochistan.

Chapter 6 presents a proposal for an extension of the GoN supported activities.

2. BACKGROUND

2.1 Country and provincial profile:

2.1.1 Pakistan

Pakistan gained independence and became a sovereign state on the 14th of August 1947. Pakistan has a population of 124.5 million people, and it spreads over an area of 852,392 sq. km. It borders with Iran, Afghanistan, China and India. Besides, it has a 852 kms coast line on the Arabian sea.

With 70% of the population living in rural areas Pakistan predominantly is an agricultural country. It has a rich historical heritage, starting with the early Indus civilization of Moenjodaro, and the Greco - Buddhist Gandhara cultures.

The country is a federation of four provinces; Balochistan, Punjab, Sindh, and North West Frontier province. The Federal Government is responsible for the Tribal areas adjoining NWFP, and the Northern Areas. Besides, the State of Azad Jammu and Kashmir are in an administrative union with Pakistan. The provinces are administratively subdivided into divisions, districts, tehsils/subdivisions.

Pakistan is one of the most populous countries of the world. The population of the country is increasing at an estimated growth rate of 3.1% per annum which has serious implications for the welfare and development of the people of Pakistan.

Pakistan has maintained an average GDP growth rate of 6%. But in contrast to its economic growth record, the country has stayed low in its social sectors performance. In the latest Human Development profile compiled by the UNDP, Pakistan gets 132nd position down the line in the analysis covering 173 nations across the world. The profile includes such vital indicators as life expectancy, nutrition, access to health services, safe water, sanitation and adult literacy. In these fields, having direct bearing on the quality of life, the social development status of Pakistan lags behind India, Egypt, and Indonesia which have lower economic growth rates.

Literacy rate:

The official statistics put the country's literacy rate at around 36.8%, which is one of world's lowest. Female literacy is particularly low at only 22%. In rural areas, about 27% of people are literate compared to 60% in urban areas.

Population growth:

Population growth has remained high at 3.1%, unchanged since over a decade. The rapid population growth has increased pressure on Pakistan's resources. The overall population density has increased from 125 persons per km² in 1985 to 139 in 1991. The amount of cultivable land available per person has decreased from 0.4 hectares to 0.3 hectares in the last decade. The distribution of population between the provinces is very uneven, a.o. owing to environmental differences. Average

population densities in persons per km² range from 16 in Balochistan to 230 in Punjab.

Poverty:

Poverty lines used in Pakistan may be divided into two groups i.e. calorie based and in relation to the basic needs index. According to the Household Integrated Economic Survey of 1990-91 (which draws the poverty line based on the cost of a minimum intake of 2,550 calories per day), 21.9% of the population lives below the poverty line.

Sectoral distribution of the occupations of the poor in rural areas shows that 50.3% are engaged in agriculture and the remaining are scattered in occupations such as agro-based industry, wholesale and retail trading, transport etc.

In urban areas, 24% of the poor are in manufacturing, 25% in trade and 11% in construction. A large percentage of the poor is self-employed - 60% in rural areas and 43% in urban localities.

As regards the distribution of income in Pakistan, according to the 1990-91 Household Income and Expenditure Survey, the lowest 20% of the households had an 8% share of total income and the highest 20% shared 45% of total income. The survey showed that the rural population have a lower standard of living compared to their urban counterparts. The monthly income of an urban household is estimated at Rs. 3701 (per capita Rs. 546) and a rural household at Rs. 2931 (per capita Rs. 455).

It has been suggested that nationally around 22% of the households are unable to obtain their minimum calorie requirements, and around 31% are unable to obtain those requirements with a certain minimal level of non-food expenditure. Another estimate is shown below. There is however evidence that the proportions of the poor and very poor are now declining.

Table 2.1.

Poverty in Pakistan 1963-85
(%age of population)

Year	Very poor	Poor (total)
1963-64	40.24	46.88
1966-77	44.50	51.74
1969-70	46.53	53.73
1979	30.68	37.14
1984-85	24.47	30.36

Source: M.H. Malik, "Some new Evidence on the Incidence of Poverty in Pakistan", Pakistan Development Review, 1988

Relative levels of poverty between urban and rural areas depend largely on definition. Because food is more expensive in towns, urban people are more likely to be classified as poor by nutritional criteria, and rural people by income criteria. Inhabitants of the largest cities are generally much less likely to be poor than those of other towns. However, the general wealth of the towns may render the urban poor invisible and un-reachable.

Table 2.2.

Population of kachi abadis as percentage of
total urban population by region

	No. of K.As.	Estimated population	% of total urban pop.	% on state land as % of total
Sindh	1300	3.8 million	41	94%
Punjab	902	1.6 million	12	95%
Balochistan	65	0.3 million	44	69%
NWFP	55	0.3 million	15	-
Total	2322	6.0 million	18	89%

Source : 7th Plan, p-233-vol. II.

The urban poor may live in slums, which may be legal but always dilapidated areas without amenities, or in peri-urban settlements such as villages that have been surrounded by growing cities, or in kachi abadis, which may be legal settlements which are economically slightly better off than slums. In 1986 the government awarded ownership rights to all kachi abadis of over 40 households, which had sprouted on state lands. These, and certain other slum areas, are now known as declared kachi abadis. Data collected in connection with this process show 6 million kachi abadi dwellers in 1987; some kachi abadis were omitted from these surveys and some have grown up (illegally) since.

Hand in hand with low levels of income and consumption in monetary terms, goes lack of access to basic needs such as an adequate diet and clean water supply, and high levels of ill health and premature death.

2.1.2 Balochistan¹

Balochistan is the largest province of Pakistan covering a land area of 347,190 sq.km which constitutes about 44 percent of Pakistan's total surface area. According to the 1981 census the population of Balochistan was 4.33 million. Balochistan has a very low population density at 16 persons per sq.kilometre, compared to 230 in Punjab. Population projections for the next few years for Balochistan are given in the Table 2.3. below (calculated from 1981 estimates using an annual growth rate of 3.1% upto 1992 and a rate of 2.0% for future projections). About 85% of the population is scattered in rural areas in approximately 9,000 settlements (World Bank Staff Appraisal Report No : 11403-PAK. January 1993).

Table 2.3. Population Projection for Balochistan (Million)

Year	1992	1993	1994	1995	1996	1997	1998
Urban	0.92	0.94	0.97	0.99	1.02	1.05	1.08
Rural	5.22	5.37	5.53	5.68	5.85	6.02	6.20
Total	6.14	6.31	6.50	6.67	6.87	7.07	7.28

The province is a vast plateau with most of the area over 600 meters high. On the whole the land is rugged and barren. The mountain ranges alternate with narrow basins. The physical features of the province can be divided into three categories, namely mountains and hills, deserts and plains. More than 50 percent of the area is covered by mountains and hills. The main desert areas of Balochistan, situated in the Western part of the province, are mostly in Sibi, Kachi, Nasirabad, Lasbella and Turbat districts.

Balochistan has seasonal rivers and streams but none of the rivers carries any significant flow of water, except after heavy rains, and, therefore, mostly the river beds are dry.

Climatically Balochistan is a land of contrasts. The conditions are similar to those in Sindh and Punjab, that is, hot summers and moderate winters. In the high land, the winter is very cold and summer is mild. The desert areas become intensely hot in summer. Balochistan lies outside the influence of the monsoons. Thus, rainfall is scanty and uncertain. Snow fall is common in the Northern hilly parts of the province.

¹Social Action Programme 1993/94-1997/98, Government of Balochistan, Planning & Development Dept. 21.12.1993

Balochistan's administrative set-up is summarised in Table 2.4. below. The average area of a Union Council is 1099 sq.km, ranging from 105 sq.km to 4805 sq.km. The average population of a Union Council is around 15,000.

Table 2.4. Administrative units (1993)

Divisions	6
Districts	26
Sub-Divisions.	48
Tehsils/Sub-Tehsils.	107
Union Councils.	316
Villages	6111*
Municipal Corporations.	1
Municipal Committees.	13
Town Committees.	20
Cantonment Boards.	3

(* as of 1993)

Certain selected social and demographic indicators are given below in Table 2.5.:-

Table 2.5 Balochistan : selected social indicators

INDICATOR	BALUCHISTAN	PAKISTAN
1. Life expectancy at birth 1990 (No. of years).	58.2	60.12
2. Population with access to safe water 1988 (%)		
- Rural	22.0	40.0
- Urban	38.0	83.0
3. Population with access to sanitation 1988 (%)		
- Rural	5.0	10.0
- Urban	30.0	51.0
4. Literacy rate (%) 1981	10.3	26.2
Male Literacy rate % 1981	15.2	35.0
Female Literacy rate % 1981	4.3	16.0
- Rural Areas	1.7	37.3
- Urban Areas	18.5	7.3
5. Primary Education 1990 Girls enrolment %	20	35
6. Daily Calorie supply 1988 (% of requirement)	83	100
7. Infant mortality rate 1989 (Per thousand live births)	200	100
8. Low-birth weight babies (%) 1988	30	25
9. One year old immunized	41	71
10. Tetanus Toxoid coverage of expectant mothers (%) 1990	22	71
11. Maternal mortality rate 1988 (Per 100,000 live births)	500-700	500
12. Fertility rate 1990	6.5	5.99
13. Population per doctor 1988	4525	2920
14. Population per nurse.	26,535	10,500

Table 2.6 Balochistan high and medium variant selected demographic indicators 1990-2000

Demographic indicators.	1990 High	1995 High	1995 Medium	2000 High	2000 Medium
Total Population (000)	5773	6640	6624	7609	7538
Male Population(000)	3020	3469	3463	3970	3933
Female Population (000)	2753	3170	3164	3640	3605
% Population aged 0-4	15.7	15.8	15.6	15.4	14.8
% Population aged 5-14	27.7	26.4	26.5	24.7	24.8
% Population aged 15-49	42.4	42.5	42.6	43.9	44.4
% Population aged 50-64	54.0	54.6	54.7	54.4	57.0
% Population 65 and above	2.9	3.2	3.2	3.5	3.5
Sex ratio	109.7	109.4	109.4	109.1	109.1

2.2 Balochistan sector profile

2.2.1 Service levels and needs

Balochistan is the largest province of Pakistan, but it has the smallest water resources. Characteristically fetching drinking water requires a long and tiresome effort of an individual. Drinking water sources are scanty in number, seasonal and often located far from human habitations. The whole province does not have a perennial river. Unlike other parts of the country it does not avail of a canal system for irrigation. Other facts which cannot be ignored are that most water supplies (boreholes and wells) are private, serving mainly irrigation. In the areas where tube wells are not available and water supply is scarce people have to rely on open surface wells, seasonal rivers and rain water collection. For these reasons the style and utilization pattern of water in Balochistan is very different from other provinces. In Balochistan storing water during rainy seasons and using it for the rest of the year is a common practice.

Against this background drinking water supply schemes were introduced primarily to the urban centres and then to the rural communities. Even in or near urban centres the availability of ground water is not abundant. For this reason the supply and coverage of population is seldom extended to the fringe areas of city centres. The water service coverage for rural areas is even lower than for urban areas, and also lower than for rural populations of other parts of the country (see Table 2.7. which was prepared by the Planning Commission in 1986).

Table 2.7 Access to water supply

PROVINCES	TOTAL POPULATION	PERCENTAGE %
Punjab	39.5 Million	27
Sind	11.82 Million	25
NWFP	10.47 Million	42
Balochistan	4.08 Million	19

Source: Report of Planning Commission of Pakistan, 1986

The recent emphasis on water supply and sanitation services in GoB development plans, which resulted mainly in a number of additional tube wells installed by PHED, has raised the rural coverage of water supply to 30 % which is still less than half the national coverage. The PHED water supply schemes are meant to benefit large settlements, while the majority of the population lives fragmented into small clusters of ten to fifteen houses spread over vast areas.

Sanitation and hygienic disposal of waste are even worse off. Adequate sanitation hardly exists due to lack of priority given to sanitation by the GoB, culturally, and for want of adequate water supplies as the top priority in most parts of the province. According to estimates the coverage with sanitary facilities is 10% . The SIP survey reported that only 4% in different surveyed regions of Balochistan use pour flush latrine which is considered a relatively hygienic practice, whereas 70% go outdoors in the open field. And, even the provincial capital Quetta with some 800,000 inhabitants, largely depend on open channels for its sewage.

By the end of June 1993, 829 water supply schemes had been installed in the province by the PHED. In addition, 1100 hand pumps are reported to have been installed by the LGRDD. Together, these constitute a coverage of 42% of the rural population. But, this figure may be exaggerated.

2.2.2 Sector policies

The Strategic Investment Plan (SIP) undertaken during 1988-89 proposed an investment of Rs 1247 million (1989 prices) over the period 1990-99 to increase water supply coverage from 22% in 1988 to 70% by 1999.

The financial outlay for the sector, including external (foreign) assistance, has been as follows:

TABLE 2.8 Financial outlay on the DWSS sector**(Rs in million)**

	1991-92	1992-93
1. Dev: Expenditure (GOB)	418 (328)	448 (330)
2. Non-Dev: Expenditure	87	130
TOTAL	505	578

(Source: F.D., P&DD, GOB)

1/ does not include schemes undertaken under the MPA's Programme.

2/ excluding expenditure on operations and maintenance.

Current foreign assisted programmes:

Table 2.9 summarises the current externally assisted projects in the sector.

TABLE 2.9 Externally assisted projects

S.NO	PROJECT (DONOR)	Period	Cost in US\$ (Million)
1.	Balochistan Integrated Area Development (CEC)	Upto Dec:93	31.0
2.	Water Supply & Sanitation Projects (IDA)	1991-981	37.8
3.	Rural Water Supply & Sanitation (Netherlands / UNICEF)	1992-95	5

Issues and constraints:

The most obvious challenge in Balochistan is locating and developing a water source. However, the province has a hostile environment: rainfall is scanty, irrigation canals cover only a small part of the province, and (potable) ground water where available can be found only at considerable depths. Largest reliance is on ground water, which is a source for about 80% of all existing water supply schemes. Ground water schemes are expensive to install, difficult to maintain, and in most areas the extraction rate is now higher than the recharge rate causing a lowering of the water table. Further, electric power is either not available in most villages and/or unreliable (low voltage, voltage fluctuations and cuts).

The choice of technology has not always been the most cost effective one. The PHED water supplies are standard motorized and piped systems, even if the distances of transportation are vast and thus the investment and recurrent expenses very high. There has been no community participation - Balochistan Integrated Area Development (BIAD) project's efforts to involve the community have largely been frustrated by lack of uniformity in policy (why should I bear the expense of O&M when the Government is doing it for free for my neighbour?). The high running and maintenance expenses of GoB piped networks, coupled with low revenue collection,

clearly makes many water supplies unsustainable. Table 2.10. tabulates the revenue collection and O&M expenditure figures.

Although demand for sanitation (including household latrines, drainage and improved environmental conditions) is increasing, virtually no attention has been paid to this sub-sector. Even the foreign assisted projects have, in effect, accorded a lower priority to sanitation despite a global recognition that sanitation has stronger health linkages than even potable water.

Table 2.10 O/M expenditures and revenues.

	1990-91	1991-92	1992-93
O&M Expenditure	74.0	105.0	169.0
Revenue	1.7	1.7	3.8
Deficit	72.3	103.3	165.2

The GoB developed a strategy for water supply for communities with more than 500 people. This strategy emphasizes the construction of piped water supply systems.

The GoB adopted the following targets and policies for water supply, sanitation and health education for its 8'th 5 year plan:

- * provide access to safe drinking water to an additional population of 2.05 million during the plan period. This will take the coverage (rural area) to 69%. Both PHED and the LGRDD will continue to remain associated with the provision of this service to the rural areas.
- * place emphasis on the institutional strengthening of PHED and LGRDD Departments, with focus on community development and purchase of drilling equipment and hand pumps.
- * increase the coverage rate for sanitation from 7% to 30% by 1998.
- * The GoB shall adopt a uniform policy for rural and peri-urban water supply, sanitation and health education. Implementation of this policy shall be supervised by an "Implementation Committee: headed by the Additional Chief Secretary (Dev).

2.2.3 LGRDD'S water & sanitation section:

With a view to institutionalize the water & sanitation activities within the organization of LGRDD, the Water and Sanitation Cell was established in 1992, which in September 1994 has been upgraded to a full Section. This change from Cell to Section signifies the development of an administrative structure within the LGRDD for WSS programmes with assistance from UNICEF/GoN.

The Section is headed by the Director General of LGRDD, who is also the Project Director. At present, the daily functioning of the Section is administered by an Assistant Director who is supported by a Deputy Assistant Director.

For effective functioning of the Section and to implement efficiently the policies, processes, and methodologies of the GoN/UNICEF financed project the following four Units have been created under the Section with the following responsibilities:-

* **The Human Resource Development Unit.**

The Unit is responsible for the male as well as female community organization and hygiene education aspects. It comprises the Master Training Teams who take care of training, supervision, guidance and monitoring of LGRDD staff in the districts. In this Unit 3 female and 3 male Community Organizers are active.

* **The Technological Unit**

This Unit is responsible for all technical aspects of the hand pumps and the latrines. Training and guidance of the district staff pertains to its duties as well as arrangements for storage in the Districts and supply of spare parts through private shopkeepers. An Assistant Engineer is Head of the Unit. 3 Sub-Engineers staff the unit.

* **The Planning and Monitoring Unit.**

This Unit takes care, in coordination with the LGRDD field staff, of the planning of the water supply and sanitation activities in the districts as well as monitoring of ongoing activities and existing hand pumps and latrines. At the moment this Unit is staffed by locally hired personnel and 4 recently appointed District Planners within LGRDD.

* **The Administration Unit.**

This Unit is responsible for office management, logistical and administrative support to other Units and financial bookkeeping. LGRDD has assigned some personnel, but several positions, like the drivers, are still staffed by locally hired personnel.

In addition, the W&S Section has established an implementation network at the LGRDD District and sub Divisional level for the execution of the programme.

2.2.4 Community based aspects and gender

Community involvement or community based approaches are not new concepts in Pakistan. For the last forty five years the GoP has incorporated this concept in nation wide programmes like Village Aid, Rural work programme, Public works programme and the Integrated rural development program.

The women folk have long been ignored in all sorts of decision making and development projects. Even the projects which are directly related to women are being decided by males. In a society which is dictatorial and schawanistic, it is a hard task to directly involve women folk in a community based programme.

Community based approaches or community involvement have a central place in the concepts of NGOs working in the country. These NGOs have been working in various fields, but with the prime exception of Orangai pilot project in Karachi no organization has worked in the field of water supply and sanitation. Since years water supply and sanitation has been the responsibility of town committees or municipal cooperations. Because these organizations are elected bodies, the concept of community involvement is not ignored, but was restricted to the urban population. Government organizations have tried to provide WS & S facilities to the rural population, but not by the involvement of the communities.

Annex 4.14 gives an overview of projects with which the WS&S Section of LGRDD has contacts. These projects are either overlapping geographically (e.g. FAO activities) or geographically adjacent to LGRDD activities (e.g. Taraquee). The overview does not mention UNICEF because UNICEF is presently not active as an implementing agency in the sector.

Against the above background the project developed its community based methodologies which are based upon two guiding principals:

- a) Community involvement in design making, financing, O/M and management of village schemes.
- b) Integration of health education with the provision of both physical sanitation and water supply facilities.

The reason for adopting these two basic policies as stated in the draft policy document of the project are based both on the specific physical and cultural situation found in Balochistan, and on wider experiences with sustainable approaches elsewhere.

Community involvement in Balochistan is essential because of the enormous geographic area combined with highly dispersed small sized communities. With limited financial funding and resources the project must rely on involving the community in order to improve coverage and to ensure long term sustainability of schemes. Because village women play a vital role in water and sanitation related activities, it is imperative to include female community members in this process of community management.

Community involvement through cost sharing also creates a much stronger sense of ownership and responsibility. Experience has shown that through this type of involvement communities are much more willing to take up operation and maintenance tasks.

2.3 GoN policies

The GoN policies in relation to development cooperation can be distinguished in general policies, sector policies and theme policies. The overall policy of the GoN for its development cooperation is to alleviate poverty in a sustainable and cost effective way. Under 2.3.1. the sector policy of the GoN is summarized and in 2.3.2. the GoN gender related views are presented for the sector.

2.3.1 Water supply, sanitation and environmental health education

The GoN developed its policies and guidelines for water supply and sanitation in consonance with the policy developments during the International Drinking Water Supply and Sanitation Decade. The GoN policy and guidelines are found in the document 'WATER, a policy memorandum' of February 1989. This memorandum considers water supply, sanitation and environmental health education as integral parts to achieve an improved health status of people and an uplift in well being, the overall long term objectives for the sector.

GoN directs its support at rural and peri-urban centres. Specific objectives for GoN support are efficiency, quality, effectiveness, sustainability and impact. From these specific objectives a set of guidelines are derived which include:

- community involvement and responsibility for planning, implementation and operation/maintenance
- institutional development (to support communities)
- cost effectiveness and cost recovery (payment of O/M by beneficiaries)
- appropriate technologies
- cooperation between donor agencies

Increasing emphasis by GoN is being put on economic use ('water has a price') of the increasingly scarce water resources, on water cycle management, and on assistance to change the role of the government from a water and sanitation provider to facilitator.

2.3.2 Community based activities and gender

With a view to optimal acceptability, reliability and utilization of the facilities, users participation in combination with health education is an important principle in the GoN approach.

Low cost construction of better facilities, their continued functioning and their optimal use are the main working objectives in bringing improved health and greater well-being to, in particular, the lowest income groups in the rural areas.

This automatically implies that the active involvement of women is one of the working objectives; women carry prime responsibility for water, sanitation and hygiene in and around the home and thus have a vital stake in appropriate planning, maintenance and effective management.

In 1989 the Women, Water and Sanitation Paper was published and outlines the Netherlands W&D policy based on the "Water" policy memorandum. The document gives a number of instruments for increased and improved practical application of W&D policy principles.

Within the framework of sustainable poverty alleviation the GoN policy for development cooperation - laid down in the document "A World of Difference" 1990 - gives high priority to W&D. W&D is currently one of the three spearheads of the GoN policy for development cooperation.

The main GoN policy for W&D is to strengthen women's autonomy. Autonomy is described as control over one's own life and body, the most important elements being socio-cultural, economic political and physical.

For W&D the following criteria are used for project proposal appraisal:

- the needs and interests of women must be included in the project design either through direct consultation or secondary resources
- women from the target group must be active participants during the implementation of the project
- constraints to the participation of women in the project must be identified and conditions (including financial) must be created in order to enhance their autonomy
- W&D expertise must be planned, budgeted and utilized throughout the project cycle.

A document on women in Pakistan in the context of the GoN Development Cooperation Programme was published in Dec. 1992. A broad profile of women and women's autonomy in the context of Pakistan's overall development and links to W&D issues and policies in the context of poverty alleviation and selected key sectors are presented. The document states: "For the water supply and sanitation sector women are regarded as the prime providers and carriers of water. Linked to inadequate water supply is a lack of sanitation. Major constraints women face in this area are the physical distances to water, and location of water pumps in public areas where women are inhibited from going."

In conclusion, community participation, including W&D, is an important component of the development strategy of GoN for many years now. It has been demonstrated that communities have the resources, interests and capabilities to organize themselves for community development activities. But participation was often limited to the provision of labour and materials. Yet, GoB agencies did retain the responsibility (for installation and O/M) and even ownership of the installed systems.

3. PROJECT

3.1 Introduction

This Chapter presents the objectives, inputs, activities and outputs of the Rural Water Supply, Sanitation and Hygiene Education project. Section 3.2. describes the preparations for the project. with emphasis on the objectives, activities, inputs and projected outputs as presented in the PC-1 (October 1991) and the Inception Report (May 1992). Section 3.3. concerns the inception phase and the implementation of the project. And 3.4. presents the achievements of the project to date. A compilation of the factual achievements for a number of project activities is found in Annex 5.

3.2 Preparations

3.2.1 Policies and actors

The National Workshop and Policy Conference of April 1988 which discussed integration of sanitation with water investments, payment of O&M costs by benefitting communities issued the Islamabad Declaration which highlights the following policy directions:

- the need for greater participation by benefitting communities in scheme planning, design and management;
- the need for benefitting communities to share in the investment costs and pay the full operation and maintenance costs of water;
- the need for benefitting households to pay for the bulk of the capital costs of on-site sanitation;
- the need for a greater role for District Councils in scheme planning and implementation and the promotion of the integrated concept of water, sanitation and hygiene education.

These policy directions were followed by the formulation of the Strategic Investment Plan (SIP) for Water, Sanitation and Hygiene Education in Balochistan developed by the World Bank/CIDA, which was completed in 1989. The SIP mentions that "in Balochistan, the institutional constraint to implementation of existing levels of investment is a more serious constraint than financial limitations." The SIP outlines a role for LGRDD in the implementation of water supply and sanitation programmes, emphasizing sustainability and impact of improvements. Communities are expected to contribute to the capital costs and to ensure operation and maintenance.

Subsequently a two pronged approach for investments in the sector was agreed upon, focusing on PHED for 'urban' activities in water supply and sanitation and LGRDD for rural activities, i.e. communities smaller than 500 persons. A comprehensive project document to improve WS&S supplies in 16 'townships' was developed by PHED to be implemented over 8 years. This project was financed by IDA with a World Bank credit. LGRDD sought support from UNICEF and the GoN.

3.2.2 UNICEF support

UNICEF followed up the SIP with the formulation of its Master Plans of Operations for respectively the periods 1989-1991 and 1992-1996. The general objectives of the MPOs are:

- to increase access and demand for rural water supply and sanitation;
- to promote improved hygiene practises;
- to re-direct current GoP policy to village level operation and maintenance.

In its specific objectives UNICEF put emphasis on increasing the service coverage, training, and development of production capacity of handpumps and latrines in the private sector. From 1989 onwards UNICEF formulated and implemented rural water supply, sanitation and hygiene education projects in Balochistan (RWSSHEP), starting with a demonstration project (125 HP and 625 HHL). During 1990/91 the ACWATSAN project (420 HP and 1350 HHL) was implemented. And during 1992/1993 UNICEF supplied 1105 HP and 7,125 HHL from its regular programme (See Annex 4.12).

3.2.3 GoN support

The GoN requested IRC services for the formulation of a UNICEF/GoN support project to be implemented by LGRDD. IRC (Bastemeijer) prepared a project document. A memorandum of understanding describing the project strategy and the project investment programme was agreed upon by GoB, GoN and UNICEF in March 1991.

GoN approved the request for its support in May, 1991 for the project period 1991-1994. The objectives for the project were to establish a WS&S cell in LGRDD, develop suitable and workable planning and implementation procedures, training and implementation of WS&S activities in 13 districts, with emphasis on 5 districts (Chagai, Kharan, Killa Saifullah, Zhob and Loralai), where the community based methodology was to be developed. It was estimated that 130,000 -140,000 people would benefit from the project. A total of 93 manmonths expat and 162 local consultancy was budgeted for (34 % of the budget) and investments were budgeted at 48 % of the total budget. The GoN committed a budget of Dfl 6,801,022 for technical assistance plus a budget of Dfl 2,166,950 for investments (vehicles, handpumps and latrines) to be made available through UNICEF.

3.2.4 PC-1

Based upon the SIP and the Memorandum of Understanding between the GoB, GoN and UNICEF (1990) and in agreement with the requirements of the GoP a PC-1 was prepared for the project. The PC-1 for Balochistan Community Based Rural Water Supply, Sanitation and Hygiene Education Project was approved in March 1992. The project concept is to address 'all in one' institutional strengthening, safe water supply, environmental sanitation, hygiene education and community management with specific attention to women.

The PC-1 which evolved from the Strategic Investment Plan (SIP) states the following objectives:

- provide appropriate and affordable technologies to communities in the small villages of Balochistan. In coordination with PHED and the WB team, the WS&S cell will also be responsible for sanitation activities in larger villages;
- minimize government liability, e.g. recurring expenditures (O&M) will be entirely the responsibility of the community;
- improve hygiene practises;
- improve the livelihood of women.

The following activities are mentioned in the PC-1:

- to conduct training programmes for LGRDD staff;
- to test and improve methods for planning, implementation (step by step) and operation/maintenance at village and district level by 'learning by doing';
- to monitor planning, implementation and operation/maintenance to improve quality;
- to prepare annual plans of operation and progress reports.

The targets mentioned in the PC-1 are:

- 1937 water supply and 9685 sanitation schemes will be identified/executed in 13 selected districts of the 20 districts of Balochistan (presently the project works in 5 core districts and 12 non core districts of the 27 districts of Balochistan);
- to establish a replicable approach for the implementation of community managed water supply and sanitation schemes with specific attention for the role of women;
- to increase the implementation capacity of LGRDD in planning and implementation at district and local level;
- to prepare action plans at provincial and district level;
- to establish multidisciplinary implementation teams at district and union council levels;
- to strengthen LGRDD organization with additional staff and equipment;
- to increase technology choice;
- to establish community based O/M and support role.

The following inputs were mentioned:

- strengthen planning and implementation procedures;
- gradually increasing financial allocations to LGRDD as their capacity increases;
- provision of equipment and vehicles for district and local staff;
- according to the MoU of May 1993 increase LGRDD staff at provincial level with 1 Director/Dy Director to head the Cell, 3 female community health educators and one draughtsman;
- introduce monitoring for operation and training and maintenance;
- creation of full time management committee at directorate level (headed by DG LGRDD) plus consultants and UNICEF to report to Provincial Steering Committee under chair of ACS(D).

Government actions were stipulated for:

- service level and technologies
- community responsibilities
- institutional mandates
- targets for water supply coverage
- formulation of district plans
- making available LGRDD staff (Annex X of PC-1)

The following target areas were mentioned:

The project will be operative in 13 districts. Zhob and Qilla Saifullah will be core districts for 1992 and Loralai, Chagai and Kharan for 1993. "The project may be extended to cover the remaining districts depending on the outcome of an evaluation mission in the last quarter of the project, by 1993/1994."

GoP budget

The GoP budget was put at Rs 37.94 million, Rs 15 million community contribution in kind, Rs 15 million in investments from LGRDD and Rs 7.94 in establishment costs by LGRDD.

Duration

The duration for the project was planned from July 1991 till June 1994, parallel with the GoB financial years.

3.3 Inception phase and implementation

The consultants (IWACO and Agri-Bi-Con International) were selected to assist GoB/LGRDD with the implementation of the project and started in July 1992 in Quetta. The consultants were to start with the preparation of a detailed implementation plan for the project period during the first 6 months of the project (Inception phase).

Main points in the Memorandum of Understanding are that GOB agreed to appoint 1 deputy director, 3 female community health educators and 1 draughtsman.

The Inception Report projects the following outputs:

- standard packages for improving water supply and sanitation which can be implemented through the LGRDD;
- LGRDD will dispose of an efficient and competent organization at provincial level and in 5 districts for the delivery of sustainable water supply and sanitation facilities with indirect spin-off effects to the other 22 districts of Balochistan.
- an operational (computer based) monitoring system
- a training delivery system
- installation of 2,000 handpumps and 10,000 latrines (Annex 4.7.2).

The Inception Report presents the targets per annum and per district, and elaborates the proposed methodology for the project implementation defined in a total of 19 steps.

The proposed project approach is to work in three phases:

1992/93: development and testing of methodology in 15 unions of Zhob, Qila Saifulla and Loralai;

1993/94: implementation in all unions of the 3 starting up districts and start with 10 unions in Kharan and 5 unions in Chagai.

1994/95: All unions of above districts will be served as well as the other districts of PC-1 will be served through a modified and simpler programme approach.

The Inception phase was finalised in May 1993 with a Memorandum of Understanding signed between the GOB and the RNE. The underlying Inception Report (May 1993) worked out the PC-1 in further detail and in more operational terms. Implementation, started in the second half of 1993, one year later than planned with pilot activities in the core district Loralai.

3.4 Achievements

The achievements and outputs are reported in the progress reports. The Status Report of April 1995, which was prepared for the evaluation mission by the project team (LGRDD and the consultants) describes the present status and describes the project's development. In addition to the information provided in the Status Report the evaluation team requested the project team to prepare an overview report of the achievements. These are summarized in Annex 4:

- 4.1 Division of responsibilities between LGRDD and PHED in Balochistan
- 4.2 Organization Chart LGRDD
- 4.3 LGRDD staff W&S Section
- 4.4 Implementation steps for handpump and latrine installation
- 4.5 Training activities
- 4.6 MTTs and DITs functions, compositions and programmes
- 4.7 Targets

- 4.7.1 Targets Project Document
- 4.7.2 Targets Inception Report
- 4.7.3 Achievements
- 4.8 Scheme Unit Costs
- 4.9 Visual Aids and Costs
- 4.10 Consultants inputs
 - 4.10.1 Inception Report
 - 4.10.2 Realized inputs
- 4.11 LGRDD budgets and expenditures
- 4.12 Hardware inputs by UNICEF
- 4.13 Defects and spareparts
 - 4.13.1 Reported defects
 - 4.13.2 Spare parts + Price list
 - 4.13.3 Spare part stores
- 4.14 Other WS&S activities in Balochistan

For the purpose of evaluating the efficiency of the project the achievements to date viz a viz the main project points in the PC-1 and the Inception report are presented below.

3.4.1 Policy/concept related

Policies/mandate

A draft policy document was written in November 1994. This policy document which was prepared with assistance from the consultants outlined some policies, but not in detail. The draft has not been finalised by GoB as yet. Policies for construction, operation and maintenance, a long term view on the extent and future role of government involvement in rural water supply and sanitation development, community involvement and private sector involvement have not been elaborated on. These are considered to be omissions by the mission. A detailed policy/strategy plan and including implementation actions should be worked out as soon as possible.

On the 21st of January 1995 LGRDD, PHED, WB, WS&S Section and RNE met to discuss policies. The unsigned minutes of the meeting are found in Annex 4.1. These minutes clearly delineate the responsibilities for respectively LGRDD and PHED. Though the LGRDD mandate for water supply extends beyond handpumps the WS&S Section of LGRDD is held to request the expertise of PHED for technically complex schemes.

GoB subsidies

From the onset of the GoN supported project the GoB subsidy of Rs 7000 per handpump, as was provided for the UNICEF supported activities, was discontinued. Recently a start was made with setting up marketing outlets for spare parts through the private sector, i.e. through hardware shops in some district towns. In the core districts caretakers were trained for the handpumps and spares plus toolkits were issued.

Concept

During 1992 till 1994 the integrated sector development concept (Afridev handpumps plus 2 demonstration latrines together with health education) was introduced in the 5 core districts of the Inception Report. These are Loralai, Musakhail, Kharan, Bharkhan and Chagai. Thus not Zhob and Qila Saifullah, the core districts in the Inception Report, which were dropped at the start of the project because of security problems. Since 1994/95 12 non-core districts are receiving project support under the so called modified approach.

Technologies

The project installed Afridev handpumps and pour flush latrines. No other water supply technologies than handpumps and no other sanitation technologies than pour flush latrines were installed under the project.

LGRDD development

A WS&S Section was created in LGRDD (see Annex 4.2) as a development function. Staff at provincial, district and Union Council level has been assigned for the section (Annex 4.3). Three Master Training Teams and one Master Monitoring Team have been formed, but some of the staff members of these teams are consultants. DIT teams have been formed in core districts and are being formed in the 12 non-core districts. However, the functioning of the DITs is affected by turn over of staff and difficult recruitment of female community workers.

The WS&S Section and the project stores started in a rented building. Meantime the WS&S Section and the project stores still make use of the rented buildings even though the LGRDD offices have been transferred to a new building along the Western Bypass. The consultants gave insecurity for their female staff as the reason for not being in favour of moving the WS&S Section and the stores to the LGRDD facilities along the Western Bypass. LGRDD did not share this argument, and have therefore stopped paying the rent for the office and the store. This issue needs to be resolved.

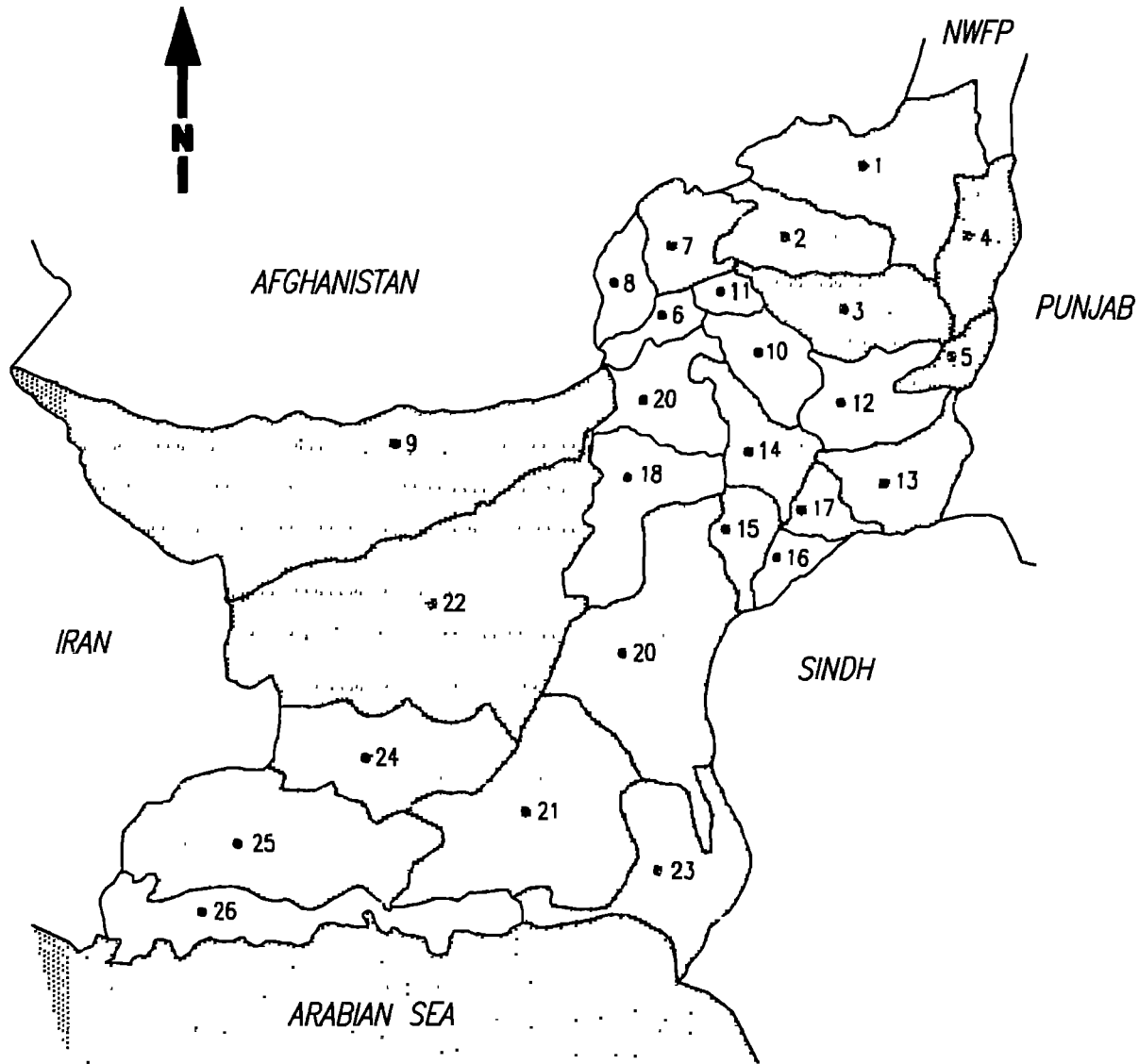
Annual plans

Annual plans were prepared by the project team, but the annual plans are of a general nature, and do not contain much detail (see Annex 5).


3.4.2 Target areas


The target areas of the W&S Section are indicated on map 3.1. Zhob and Qilla Saifullah were dropped at the start. The 5 core districts (out of 26 in total) were Loralai, Kharan, Barkhan, Musakhail and Chagai.

OPERATIONAL AREA OF THE W&S SECTION



DIVISION	NO	DISTRICT
ZHOB	1	ZHOB
	2	QILA SAIFULLAH
	3	LORALAI
	4	MUSAKHEL
	5	BARKHAN
QUETTA	6	QUETTA
	7	PISHIN
	8	QILA ABDULLAH
SIBI	9	CHAGHAI
	10	SIBI
	11	ZIARAT
NASIRABAD	12	KOHLU
	13	DERA BUGTI
	KALAT	14
15		JHAL MAGSI
16		NASIRABAD
MAKRAN	17	JAFFARABAD
	18	KALAT
	19	MASTUNG
MAKRAN	20	KHUZDAR
	21	AWARAN
	22	KHARAN
MAKRAN	23	LASBELA
	24	PANJGUR
	25	TURBAT
MAKRAN	26	GAWADAR

CORE DISTRICTS 

NON-CORE DISTRICTS 

Within the core districts the following sub-divisions have benefitted from the programme:

Loralai	: Sanjawi, Duki, Bori; (from October 1993)	
Kharan	: Kharan and Rakhshan; }	
Barkhan	: Barkhan }	(since June/July 1994, 1994-1995)
Musakhail	: Musakhail }	
Chagai	: Dalbandin and Noushki }	

3.4.3 Activities

Methodology development

The methodology (21 steps) presented in the Inception report was field tested in 7 villages within 5 union councils of all three subdivisions of Loralai district during May/December 1993. This so called full methodology was found to be too elaborate and too costly (on staff and in transport). Subsequently the methodology was reduced to a workable and less costly format with 7 steps for the DITs (see Annex 4.4). This format is presently used in a modified approach (see page 50) for the implementation of activities in the 12 non core districts.

WS&S activities in the remaining 9 districts of Balochistan follow a modified 'UNICEF approach', i.e. without subsidy.

Training

The training activities of the project are summarized in Annex 4.5.

During 1994 a training cycle was carried out for the Loralai and Kharan districts. In each district 2 DITs were trained. A second training cycle was carried out for Chagai (2 DITs), Musakhail (1 DIT) and Barkhan (1 DIT). During 1994/95 the modified approach was developed. Training in this methodology started for the 12 non-core districts. WS&S Section staff and management attended also exposure training in Pakistan and even abroad.

Institutional development

Four Master Training Teams (LGRDD staff and consultants) were formed, three MTTs for training and 1 MTT for monitoring activities. A fifth MTT was recently formed for peri-urban sanitation activities. LGRDD staff at provincial, district and local level were trained and made available (at district and local level part time) for the activities. Within a years time 21 female staff have been employed by LGRDD of which 7 work in the core-districts, 7 in the other DITs and 7 are based in Quetta. The work planning schedules and the composition and main activities of the LGRDD staff are presented in Annex 4.6.

Monitoring

A detailed process and output monitoring system was designed. And a Master Monitoring Team was established (headed by consultant). The process and output monitoring is carried out in the core districts. The non-core districts are requested by the WS&S Section to fill out simplified monitoring forms.

3.4.4 Targets

Annex 4.7.1 shows the projected targets in number of installations presented in the Project Document. The pencil drawing indicates the very provisional nature of this target setting. Yet, these very indicative 'targets' became hardened in the appraisal stage and were rock solid in the Inception Report and thereafter. The Table in Annex 4.7.2 is the breakdown per district of the targets as presented in the Inception Report. The Inception Report intended 1,520 schemes in the core districts and 480 schemes in the non-core districts.

Annex 4.7.3 presents the actual installations under the WS&S Section. At the time of the evaluation 123 schemes were installed in the core districts (8 % of "target") and 753 schemes were installed in the non-core districts (131 % of "target"). For the HHLs the target was 10,000. But, instead of 5 HHLs per HP only 2 HHLs are installed. Presently a total of 1752 HHLs have been installed for core and non-core districts or about 18 % of the target.

The WS&S Section staff expects that by the end of 1995 226 schemes will be installed in the core districts (15 % of "target") and 1301 schemes will be completed in the non-core districts (224 % of "target"). At 2 HHLs per scheme the total number of HHLs installed by the end of 1995 are expected to be 3054 HHLs or 31 % of the project target.

In the appraisal stage it was estimated that 140,000 people would benefit from the schemes. To calculate the number of beneficiaries it is assumed that for the schemes under the full methodology the total number of users are between 80 and 150 (see monitoring reports of LGRDD). Thus the number of beneficiaries under the full methodology are expected to be 120 people and for the modified approach 80 beneficiaries. For schemes not following the full or modified approach the number of users will be substantially less, possibly between 20 and 50 users. At the time of the evaluation (May 1995) the total number of beneficiaries are estimated at 123 schemes x 120 users plus 630 x 80 plus 113 x 50 = 70,810 or about 50 % of the target. If the now estimated number of schemes will be completed (Annex 5.9) by the end of 1995 the total user population is estimated at 125,000 people or nearly 90 %. When reaching the estimated user population by the end of 1995 the cost works out at Dfl 50/capita for development and implementation.

3.4.5 Inputs

Community inputs

The inputs of the communities consisted of an existing water well, labour and construction materials (e.g. cement, sand and stones for headworks). The total community inputs were budgeted at a total of Rs 15M or Rs 7000/scheme.

LGRDD inputs

LGRDD provided:

- staff
- facilities and transport.

Consultants inputs

A summary of the consultants budgets and realized inputs plus costs is provided in Annex 4.10. Consultants inputs differed from the planned inputs (in Inception Report), partly because of personal reasons (follow up to mr Heckman and Lindeyer) and partly because of the needs of the project (local WS&S consultant and expat monitoring consultant). Presently the team is balanced and has satisfactory relations with the LGRDD staff.

UNICEF inputs

The UNICEF inputs (equipment, hardware and transport) were made available to provincial and district level (Annex 4.12). Procurement, delivery and quality control by UNICEF posed quite some coordination problems to the project management. Quality control by UNICEF did not result in guaranteed quality in handpumps. These problems were tackled by the introduction of control mechanisms (e.g. strict procedures and regular inspections). These controls reportedly did work positively, but could not fully satisfy the projectstaff. Direct procurement, delivery and quality control by the project itself is clearly preferred by the WS&S section (including the consultants).

3.4.6 Project supervision

Project management

The project management committee was never established.

Steering committee

The Steering Committee held one meeting.

RNE

The RNE called regular meetings to discuss the progress and bottlenecks in the project. The most notable meeting was held on the 23rd of September, 1993 when it was decided to place the project within the LGRDD organisation.

DGIS

DGIS followed up the outcome of the discussions at the RNE where contactual aspects were involved.

IRC

Upon the request of the RNE and DAL/CO, IRC carried out 3 monitoring missions in 1992, 1993 and 1994. The outcomes of the mission were recorded in mission reports.

3.4.7 Expenditures

Community inputs

The schemes implemented under the full methodology involve the user community in planning, construction of head works (slab and drain) slab and drain, contribution of labour, time and materials etc. The total cost varies depending a.o. on the state

of the open well which is to be equipped with a handpump. A rough estimate of the cost to the user community is:

- * two days labour or Rs 2,000

- * material costs Rs 2,000

Total costs to the community are thus Rs 4,000 per handpump. This is substantially less than the Rs 7,000 budgeted for (see 3.4.5).

For a total of 1500 handpumps the total village contribution works out at Rs 6,000,000.

LGRDD budgets and inputs

The LGRDD budgets and expenditures are presented in Annex 4.11. The PC-1 LGRDD budget amounted to Rs 22,94 M. Because of late release of GoB funds LGRDD requested GoN to pre-finance local costs. This is being done now. For 1992/93 LGRDD reimbursed up to an amount of Rs 554,864 (office costs), a percentage of the real office costs. For 1993/94 an amount of Rs 2,118,397 was reimbursed. For 1994/95 Rs 3,930,000 has been allocated. But this amount is not yet released. Local LGRDD expenditures (office costs etc) are being pre-financed by GoN. For 1995/96 an amount of Rs 7,786,692 has been requested from GoB. Given the shortage of funds in the GoB it is unlikely that GoB will even come near its commitments of the PC-1 (Rs 22.94 M).

GoN budgets and expenditures

The contract for consultancy services (TA budget) was agreed at Dfl 5,668,000. This left a total of the Dfl 1,012,500 of the GoN commitment for procurements (called investments) to be decided on at a later stage. This budget has not been allocated yet, except for an amount of Dfl 120,000 which was committed by the RNE to pilot sanitation activities by LGRDD in 4 towns, Kalat, Mastung, Pishin and Mach for a duration of 4 months (approximately May till August 1995).

By 31.12.1995, assuming that the project extension will be agreed upon as per the by the consultants proposed Annual Plan 1995, it is expected that Dfl 282,725 will remain of the TA budget. Of the Dfl 1,012,500 budget for investments a total of Dfl 892,500 is expected to remain unspent by the end of 1995.

UNICEF budgets and expenditures

The UNICEF budget provided by GoN for hardware was put at US \$ 918,337 (Inception Report). GoN BEMO mentioned US \$ 1,140,500. UNICEF (See Annex 4.12) reported that it had spent a total of US \$ 954,801 of GoN unds on hardware procurement (HPs, HHLs and vehicles). It is noted that the UNICEF reports on the expenditures of this fund differ from the LGRDD/consultants reports. This is related to the administrative and delivery procedures which did not pass through the books and the stores administration of LGRDD. Now all orders and deliveries pass through the central store of LGRDD in Quetta.

3.4.8 Additional activities

Institutional setting

The PC-1 and the Inception report define a project implementation team consisting of consultants staff to help the WS&S Cell of LGRDD with the formulation of new planning and project implementation procedures for rural water supply and sanitation schemes as defined in the Inception Report and the PC-1.

On the 23rd of September 1993 a meeting at the RNE decided that the Project Implementation Team should become a LGRDD WS&S Cell. The consultants team became an integral part of the WS&S cell, under the management of the Ass. Director of the Cell. As a consequence of this decision other activities of the WS&S Cell such as 'urban' sanitation, could also be addressed by the consultants team.

Monitoring LGRDD/UNICEF activities

An extensive study to monitor the performance of the LGRDD/UNICEF provided handpumps was carried out in Loralai, Chagai and Kharan districts, and the results were compiled in detailed reports.

External contacts

The WS&S Section has established contacts with other, but not rural water supply and sanitation focused project activities in the province e.g. supported by GTZ, WHO, FAO etc. A summary of these contacts is presented in Annex 4.14.

Pilot sanitation activity

The project team assists LGRDD with inputs (budget, time and transport) to the pilot sanitation activity in the 'urban townships' Pishin, Kalat, Mastung and Mach. RNE has approved Dfl 120,000 for these 'urban' sanitation activities.

Mass media campaign

A consultancy report was prepared on 'mass media campaign for sanitation and hygiene'.

Other outputs

Apart from the inception report, the annual plans and the regular progress reports the consultants prepared

- a set of training manuals
- monitoring reports on process and outputs
- specific subject reports on training, groundwater and women in development
- papers on handdug well improvements, latrine design, district storage, modified implementation and gender.

The produced documents/reports are listed in the bibliography.

4. EVALUATION

4.1 Introduction

The evaluation addresses the following criteria:

- efficiency (outputs versus inputs)
- quality of the outputs and inputs
- effectiveness (costs of the activities and use of the outputs)
- impacts (achievement of the project goals) and
- sustainability aspects (continuity of the goal oriented methodologies and activities).

4.2 Targets

The Project Document calculated tentatively and indicatively that the project should be able to produce 2,000 HPs and 10,000 HHLs at a ratio of 1HP in 5HHLs (See Annex 4.7.1). This calculation was presented in the form of a pencil graph, which indicates its tentative character. The Project Document squarely puts the emphasis for the project on the development of a community development approach. The targets gradually hardened. The gradually stronger emphasis on reaching the targets put pressure on the efforts and standards in involving the user communities. The ambition of the WS&S Section staff to reach the targets enhances delegation of responsibilities and involvement from the WS&S Section to the DDs and the DITs, a positive development. But, this is only a positive development if the standards in authentic community involvement developed by the WS&Section can and will be maintained and guaranteed.

Annex 4.7 presents the projected outputs of the Project Document and the Inception Report in 4.7.1 and 4.7.2, and the realised achievements in Annex 4.7.3. The presented data show that the realised achievements and inputs considerably differ from the projected outputs. Main conclusions are: the projected outputs for the number of schemes under the full methodology have not been reached by far, and will also not be reached by far even by the end of 1995. But, the number of schemes under the modified approach exceeds the targets and will be even more exceeding the target by the end of 1995. The ratio of IHP: 5 HHLs which was fixed at 1:5 showed up to be too optimistic. In practise the ratio works out at 1:2 to 1:3. These results indicate that the targets for the full methodology were too optimistic. And this has to do with the intensive support (including transport which is a bottleneck) to the DITs which is required under the full methodology. By placing more responsibilities in the hands of the districts (DITs and their DDs of LGRDD) and the union council secretaries the constraints (transport and time) of the WS&S Section can be relieved. And with this delegation the output can be increased. This will benefit the reaching of the physical targets. The challenge for WS&S Section of LGRDD will be to maintain the standards in the community involvement methodology, as this methodology justifies the Government support to the programme. To maintain the standards in community involvement the activities under the modified approach will require close monitoring.

4.3 Actors

4.3.1 LGRDD

The actors under LGRDD are the WS&S Section and the District Implementation Teams.

WS&S Section

The WS&S Section conducts administration, accounting, planning of activities, monitoring, reporting, methodology development and training activities. LGRDD posted 14 of its staff members to the WS&S Section. The cooperation and the atmosphere among the staff members of LGRDD and the consultants in the WS&S Section is good. Frequent turn over of staff (especially of female staff) has negatively affected the output of the WS&S Section. The capacity of the staff members varies but is in general reasonable. LGRDD staff does need continuous motivation and further training of staff is required. A number of the WS&S functions are filled in by consultants. Initially the emphasis was on the development of a community based methodology rather than on physical achievements. The evaluation mission noticed that LGRDD and the WS&S Section tend to emphasize the installation of handpumps and latrines more and more. Although this may show positive in coverage statistics, it may have negative effects on the community participation and therefore on sustainability and impact of the installations. For this reason increasing the output in numbers of installations is not necessarily contributing to the efficiency nor the effectiveness of the project. It may be even detrimental to both the efficiency and the effectiveness.

The quality of the outputs of the WS&S section e.g. annual plans, progress reports, training activities and monitoring reports is gradually improving.

Recommendations:

- annual plans should be made more specific and with more accurate and realistic physical targets per district. To achieve more detail the annual plans should be made with the DITs and approved by the DDs (District Directors of LGRDD).
- progress reports should report more factually on the physical achievements in outputs and finance and in relation to the annual plan.
- the monitoring reports should more accurately reflect the facts. To achieve this monitoring should be given a key role in the DITs. On the one hand: DITs who do not report accurately will not receive handpumps. On the other hand simpler forms.

The sustainability of the WS&S section has been affected by transfers. But fortunately, the ass. director of the WS&S Section, mr Hamayoun, has been assistant director from the outset onwards. This is positive and has benefitted the Section greatly.

The impact of the WS&S Section and the DITs on sector development in Balochistan has been positive in that it has created an initial demand for handpumps and improved water supplies, and has initiated awareness about the relations between water supply, sanitation and environmental health in rural communities. The project has also achieved increased coverage in water supply and sanitary facilities, although substantially less than anticipated.

District Implementation Teams

The District Implementation Teams consist of three personnel of LGRDD's regular staff at sub divisional level i.e.

- 1 Male Community Organizer (Development Officer)
- 1 Female Community Organizer (Female Hygiene Promoter)
- 1 Sub Engineer (W&S Technician)

They get supplementary support from the Union Council Secretaries. A DIT is responsible for programme preparations and implementation in their respective Sub-division. The output of the DITs in the core districts is substantially lower than the outputs in the non-core districts. This is mainly because the DITs in the non-core districts do not follow the full methodology. For the non-core districts WS&S Section of LGRDD acts as provider of hardware and trainer of local staff (the UNICEF methodology), but not any more as a provider of transport and subsidies. For the non-core districts the information collected on location and use of the facilities is less than under the full methodology and involving the community is delegated to the Union Council secretaries. This may have an effect on the quality and standards of the community involvement.

The efficiency of the DITs in the core districts has been affected by frequent changes, especially of female staff members. The inputs of DITs for the full methodology varies from 1.8. working days per scheme in Rakshan to 10.3 days in Noushki.

The effectiveness of the DITs in the core districts is judged as satisfactory by the internal monitoring study of the WS&S Section, given that each DIT avails of a vehicle for 9 days per month. However, the quality and effectiveness of the DIT teams and the individual members within the DITs varies, and can improve in terms of dedication, outputs, reporting. Incentives and further follow up training is expected to improve the performance of the DITs.

The continuity and output of the DITs has been affected by transfers, particularly in Loralai. The regular transfers mean that new DIT staff need to be posted and trained and motivated by the WS&S Section.

4.3.2 Local Union Councils

A Union Council is a primary elected unit in the rural areas. It normally consists of seven to eight elected councillors having representation of two women and one farmer. This is the only grass root elected body supervised by a divisional coordination committee headed by the commissioner. A Union Council serves about 18 villages (14,000 people). LGRDD provides a secretary to every Union Council. This secretary is an employee of LGRDD. Union Councils have their own budget and rural development schemes which are sanctioned by the divisional coordination committee. Union Councils have limited financial and administrative/technical capabilities.

Union Councils implemented the UNICEF supported rural water supply and sanitation development activities. The Councils were given the entire responsibility for identification and selection of the villages and distribution of the handpumps and latrines. UNICEF provided handpumps and a subsidy of Rs 7,000 per handpump to the Union Councils. Setting up a suitable (efficient and effective community involvement methodology for sustainable sector development with optimal impact) was one of the main objectives for the GoN supported project. In the methodology of the WS&S Section the secretary of the Union Council identifies the villages for schemes. In the full methodology the Union Council Secretary serves as a mediator between village population and the implementing agency, the WS&S Section. In the modified approach the secretary of the Union Council is given an extended role. The Union Council secretary educates the village about the programme, provides information about the village to the DITs and later on arranges a DITs visit to the village site. During the visit he guides people about the development work, their required involvement in installation and later on maintenance of the facility.

Recommendation:

The mission recommends that the involvement and the motivation of the secretaries under the modified approach could and should be improved e.g. by follow up training and motivation e.g. through incentives.

4.3.3 Consultants

The bar charts of Annex 4.10 consultancy learn that the expat and local consultancy inputs differ from the budgeted inputs in quantities, in qualities and in persons. As from 1994 the actually provided manmonths in both expat and local consultancy exceed the budgeted manmonths substantially. The consultancy inputs are summarized in Table 4.1.

Table 4.1. Consultancy inputs

	from 1.7.1992 budget realized		1993 budget realized		1994 budget realized		till 1.7.1995 budget realized		total budget realized	
IWACO										
CTA	6	6	12	12	12	12	6	6	36	36
WS&S	6	6	12	6	6	12	3	6	27	30
HE			3	3.5	1		1	1.5	5	6
WR	1	2	1						1	2
FA			3						3	-
ID			1	3.5					1	3.5
TBA			1	10.5	1	8			2	17.5
(Ass. Exp)				(4.5)		(12)		(9)	-	(25.5)
TOTALS	13	14	33	35.5	20	32	10	13.5	75	95
Agri-Bi- Con										
CDA	6	6	12	8	12	12	6	6	36	32
HE	6	6	12	12	12	12	6	6	36	36
D Coord	6	6	12	9	12	12	6	6	36	36
D Coord	6	6	12	9	12	12	6	6	36	36
TBA			5	9	5	12	2	6	12	27
TOTALS	24	24	53	47	53	60	26	30	156	167

The realized consultancy inputs differed from the budgeted inputs on four main counts:

- a. under TBA IWACO the services (a total 17 manmonths) of an expat monitoring expert were hired
- b. under TBA Agri-Bi-Con the services of a technical expert WS&S (a total of 27 manmonths) were hired.
- c. an associate expert for women in development was recruited.
- d. the succession to mr Lindeyer (WS&S expert) took 6 months and the succession to mr D. Ismaili took 4 months.

IWACO

Overall the expat consultancy budget was exceeded by 20 manmonths (25 %). In the opinion of the evaluation mission the additional consultancy inputs have been effective, have contributed positively to project development and were therefore justified.

The IWACO consultants took a long 6 months to find a suitable replacement for mr Lindeyer. This is a long time. On the positive side stands that mr H. Lockwood, the successor to mr Lindeyer, who fell ill does perform well.

Generally speaking, and taking into account the conditions, the performance of the IWACO consultants is reasonable. The outputs (methodology, reports, facilities, training sessions, materials) is considered sufficient. Although the relations with counterpart staff in the WS&S Section, with district level staff, with higher authorities in Quetta and with third parties (e.g. UNICEF and others) have not been very good always, this can certainly not be attributed to IWACO staff only. One of the problems, the tense relation with UNICEF, certainly had a lot to do with the substantial differences between the projects, with UNICEF on a target and coverage course and the GoN supported project aiming for community based sustainability and impact. Presently and during the evaluation mission the contacts in the WS&S Section were good. But, the contacts with UNICEF minimal if any at all. Yet, although temporary dormant in WSSHE, the UNICEF Quetta office has a role to play in rural WSSHE.

Recommendations:

- the WS&S Section of LGRDD is recommended to build up a positive relation with UNICEF.
- UNICEF is advised to acquaint itself of the results with the full methodology and the modified approach, and make up its mind about the authenticity of these methodologies for genuine and sustainable community involvement.

Agri-bi Con consultants

Since mid 1992 the local consultants are in place. One female hygiene educator joined in 3rd quarter 1992 and one community organizer in 2nd quarter 1993. Three men work on community organisation, project coordination and engineering. In addition to coordination and/or training tasks the consultants are directly involved in the field operations for supervisory purposes or to fill occurring gaps, in the absence of counterpart staff. The local consultancy budget was exceeded by 11 manmonths (7 %). This is mainly due to the input of a technical WS&S consultant, a skill which has not been made available by LGRDD.

The consultants are well experienced professionals, with a commitment to the project. Their inputs have been efficient and effective. The outputs of the consultants have been of generally good quality with the exception of the outputs in the field of institutional development. Some consultants assignments have been added (a.o. monitoring and WS&S technical expertise). This additional input is justified and flexibility in the consultants inputs is regarded indispensable in an evolving programme.

Recommendations:

- for continuity it is evident that the services of these consultants will be required for the rest of the present project duration;
- while the composition of disciplines is appropriate, further consideration needs to be given to institutional development;
- to review the employment conditions (pension arrangements and backstopping) of the local consultants with Agri-Bi Con International (pvt)Ltd.

4.3.4 UNICEF

Methodology and results

The Country programme of cooperation between the GoP and UNICEF, Master Plan of Operations 1992-1996 outlines the objectives, strategies and activities in the water supply sector. Attention is given to an integrated approach and re-direction of the current GoP policy from high-cost technology (motorized piped systems) towards low-cost (handpumps) appropriate technologies at village level and increased access and demand for WS&S. While the first three specific objectives deal with the number of systems to be implemented, the other objectives concern training and capacity building.

The project "'Plan of Action'; Agreement between the LGRDD and UNICEF" of March 1991 reflects the methodology to be adopted by the LGRDD and focuses on the integration of water supply, sanitation and hygiene education. A combination of advocacy, capacity building and demonstration activities was envisaged.

The project components would be carried out through three mutually supportive activities i.e., demonstrations at community level, capacity development in LGRDD at district/ union council level, the community groups and the private sector. To achieve the degree of community involvement described field teams consisting of males and female technicians per district would be formed.

The essential ingredients of the methodology do correspond with the GoN supported LGRDD project methodology. However mission's discussions with both LGRDD and UNICEF staff revealed that the UNICEF emphasis was on physical implementation (increasing coverage by distribution of large numbers of handpumps and latrines to the districts). UNICEF also conducted training courses to develop the implementation capacity at district level but less at community level. Follow up and monitoring activities were scant in the UNICEF activities. Moreover, the UNICEF supported WS&S activities by the Union Councils and the Districts were not closely followed up by UNICEF nor evaluated. The involvement of women appeared to be nominal.

The LGRDD WS&S Section carried out a performance monitoring study of the UNICEF supported handpumps in Loralai, Chaigai and Kharan districts. The performances of the handpumps were found to be sub-optimal: handpumps and/or latrines had not all been installed, some had been handed out to private persons and a substantial number of the handpumps were found with maintenance defects. The findings of this monitoring study imply that the UNICEF methodology does not

meet sustainability and impact requirements for community based WSS activities. This finding is a straightforward argument for more elaborate procedures and efforts to involve the community of users, one of the main objectives of the GoN supported project.

Hardware deliveries

Hardware deliveries by UNICEF for the GoN supported activities encountered various problems. Often deliveries were incomplete, not in time and the quality of the handpumps left to be desired. This despite the 15 % administration charges by UNICEF, and the quality inspection UNICEF was agreed to conduct at the factories.

Recommendation:

- UNICEF to adopt the LGRDD WS&S section uniform methodology for its WSS activities;
- procurement and deliveries of hardware (HPs and HHL-pans) are advised to be done directly by the WS&S Section.

4.3.5 Project supervision

RNE

The RNE has been actively involved in two issues:

- a. the ratio consultancy/hardware in the GoN budget
- b. the relations between UNICEF, LGRDD and the consultants

The RNE played an active role in the administrative issue with the GoP about the ratio consultancy costs/hardware investments. The GoP insisted on a ratio of 30 % consultancy as a maximum and 70 % investments minimally. The RNE contributed efficiently and effectively to resolving of the issue. With hindsight, the ratio is considered unrealistic for a project which majors in the development of a methodology for rural water supply and sanitation in Balochistan. Investment costs are not the challenge. The challenge is rather on developing a cost effective methodology, training staff within LGRDD and supporting the efforts in a political, cultural and bureaucratic environment which is (presently) hardly appreciative for community development. The need for extra external efforts in motivation and stimulation (by consultants who are expensive) should under these circumstances be taken as part of the investment costs in rural development.

During the implementation of the project the RNE kept itself informed about the climate in and around the project, less so about the achievements viz a viz the objectives of the project. Because of concerns about the climate of cooperation between UNICEF, LGRDD and the consultants the RNE called the above parties to Islamabad on the 23rd of September 1993. The objective for the meeting was to resolve the tensions between UNICEF and the project consultants. And the strategy was to get LGRDD into the driving seat for rural water supply and sanitation. By calling the meeting in Islamabad the RNE took an initiative which was formally (PC-1) vested with the Steering Committee under the ACS. But, the Steering Committee was dormant, and it is likely that it would have been unlikely that the constraints would have been resolved by the Steering Committee. Thus the

rather solistic action by the RNE is considered to have been justified. And the outcome has been effective in that the outcome of the meeting and the follow up to the meeting did bring LGRDD towards the centre stage of the project and has contributed in relaxing the tensions between UNICEF and the project staff.

Monitoring

IRC was hired as the regular monitor for the project. IRC fielded three missions and played a valuable role in disseminating know-how and experiences gained in GoN assisted programmes in other countries. The advice of IRC was effective. However, IRC did not follow a systematic (based upon PC-1 and project document) set up for its monitoring. The 3 monitoring missions reported mainly on evolutionary aspects in project progress and on the interpersonal and interinstitutional climate. It also played a sanctioning role towards the RNE/DGIS on the project activities and progress/lack of progress, and gradually got more and more concerned about the rather low outputs (numbers of schemes) by the project but without considering the 'questimative' origin of the targets and the reasons for the actual physical output (phased implementation, methodology development).

Management Committee and Steering committee

The Management Committee and the Steering Committee have not been effective nor efficient for the project. This inactivity may reflect the political and bureaucratic importance at provincial level given to the project. This is one reason to anchor the activities stronger into the districts and the village level, and less at the provincial level.

4.4 Products development

4.4.1 Authenticity of methodology

The main guidelines in the PC 1 submitted in October 1991 regarding community involvement and gender are as follows:

1. Through this PC 1, an approach for community based delivery will be established, ensuring sustainability and involving low cost technology.
2. Improve the livelihood of women and encourage a more active role in decision making by communities for the development of the sector.

While elaborating the objectives laid down in the PC-1 it is further said " Since community will be given greater responsibilities for water supply they will be more actively involved in planning, decision making and the implementation process and would be fully responsible for the ownership, operation and maintenance of the scheme". These were the guidelines presented and approved by the PC-1 at the very formative phase of the project. The project evolved a process for achievement of these goals. In the Inception Report the activities and the performance indicators are given in the long list of nineteen different steps. The first six steps are regarding the provincial or district level staff education, training and mobilization of material. The other six steps are about the involvement of communities regarding implementation

of the schemes. These steps direct the implementors to begin with providing information to the communities, mobilizing them, preparing them for a commitment to work, which means signing of the formal contract and then taking the responsibility to construct, and finally install, operate and maintain the facility. The other seven steps are mostly related to the organizational activities and concerned with the actors and their responsibilities. These steps provide guidelines to work with the Union Councils, monitoring of the activities by different groups and organization of seminars&workshops for different workers.

Of the 19 steps, the six steps in the middle concern community involvement, and therefore these are most important. The project thus developed a clear concept for community involvement. Field work and implementation procedures were closely inspected on by the district staff (DITs) and staff of the WS&S Section. Siting and performance of the WS&S facilities and the actual use and upkeep of the facilities by the users is also closely monitored. All this was minimal under the UNICEF programme. The project pays considerable attention to this follow up, and this has led to improved standards in siting, installation and performance of the facilities as well as increased job performance of the project staff (at provincial and district level) and increased interest and care for the facilities by the users. In this way concepts have been turned into operations. And through the continuous inspections and monitoring the community participatory procedures have been regularly refined, adjusted and improved on. The role of the DIT is made clear in operational terms; who should do what, which steps to be taken; by whom and when; results to be expected and indicators to measure. The step by step methodology does not only require the community to decide and contribute (siting etc) but also prescribes that the views and interests of women are taken into account. Although various internal notes indicate that in theory the whole DIT team has to guide the basic decision making process, in practice the female community organizer has to make sure that this really happens. There is a tendency that the technical staff make the decision on siting. In the core-districts a support structure and a certain level of commitment of the district staff has been created. In the non-core districts this is to take place in a phased manner.

Effectiveness can be measured in terms of the average number of days required to finalise one cycle of 6 implementation steps. The implementation parameters (internal review) show an average number of 16.3 days. The regular work for completed schemes takes approx. 4.7 working days per scheme and 3,5 travel days per scheme. Resulting in completion of 1.7 schemes per DIT team per month. Though this output may seem low and days to implement one scheme much, it is considered justified, especially in Balochistan. Indeed, it is justified that motivating communities and identifying as well as mobilizing community resources take time. Moreover, when comparing the quality and the functioning of the UNICEF provided facilities with the GON supported facilities, the extra time input of a couple of days by the WS&S section on community organization is cost effectively spent.

The women's programme is an integral part of the project, but it has specific priorities and objectives, methods and materials, trends and adjustments. To ensure a gender balance the programme includes a number of measures which have been proven effective, but need continuous reinforcement to have it work.

The occasional paper on "Adjusting the women's programme" of Nov. '94 gives the lessons learnt from the first implementation period in the core district, which will form the basis for further development of the programme.

Hygiene education and sanitation are also an integrated part of the strategy and are supported by a range of visual aids. In the cultural context it was essential to have this component made gender specific. Technical and educational activities are properly linked. Hygiene promotion is centred around water use/storage and personal hygiene and is based on three key water related hygiene behaviours. According to the WHO, Bateman's F diagram this will most likely lead to reduced morbidity if adopted in poor communities.

In terms of replicability the mission observed that currently the methodology is actively and systematically being pursued for GoB supported RWS&S activities, in the core districts and also in the non-core districts. Despite that improvements are still possible in the implementation of the methodology, the community participatory methodology is considered as authentic, both in its concepts and in its implementation.

The implementation of the methodology has undergone modifications as was foreseen in the Inception Report. In the so called full methodology all the seven community level steps are carried out by DITs. This is done in five core districts. But after an internal evaluation it was decided that due to lack of human and material resources it is not feasible to carry out all these steps by DITs, therefore a modified approach was adopted to be applied and followed in the 12 non-core districts. In the modified approach the community involvement responsibility is shared between the DIT and the Union Council Secretary. The other change from the full methodology adopted in the modified approach is that due to non availability of female workers who are responsible to educate women regarding hygiene, DOs take the responsibility to educate the male members of the community about hygiene. And these male members are expected and encouraged to educate the female members of the family.

Recommendations:

The mission observed that the process of involving the community in planning implementation of schemes was rightly followed and the changes made in modified approach were appropriate due to financial and resource constraints. It also helps in decentralization of the project.

Regarding the approach in the modified strategy the mission suggests that women can be approached and educated via an indirect approach e.g. via mass media, mid wives and DITs, whom these women normally visit.

In the opinion of the mission the 7 steps of the community participatory methodology should be adopted as the standard for the LGRDD supported rural WS&S activities in Balochistan.

Planning

The WS&S Section recognizes that improved drinking water supply facilities and sanitation improvements can only be reached if the project is imbedded in the communities. The implementation procedures allow in the planning stage for ample community consultation and involvement.

This approach avoids that planning of the facilities and agreement signing are done only with the formal leaders and ensures that a greater and often a more representative group of users can take part in planning.

Investigations reveal that initially the communities were not very receptive to the idea of involvement/costsharing, as in the past the facilities were just installed and subsidised. Consequently planning of the schemes was delayed as it took an average number of two to three visits of the DIT to obtain the communities involvement and responsibilities. It is an achievement in itself that the dependency on the existing govt.subsidy system has been reduced by the project approach. As a result the LGRDD is spared from the subsidy costs.

In principle the detailed working schedule in the manuals and work programmes ensure both efficiency and quality. In practice planning and timing of the typical male related and female activities do not run parallel. Addressing women during introduction of the project and obtaining the village commitment need more time, while the men are eager to start the construction to have the facility installed soon. For effectiveness reasons a number of forms have been developed to plan and programme the work in the villages and subsequent visits are based on a progress report format. In particular in Noushki the mission observed unstructured planning of activities. In general, the female community organizer is not consulted on planning of activities.

The WS&S Section provides the DIT's in the core districts with transport as the planning of activities appeared to be restricted by limited resources. This is an effective investments to ensure planning of activities in line with the implementation steps. The DITs are in the field 9 days per two months, that is in line with the stipulated 30% of the working days to be spent on the programme. The quality of the planning mechanisms could be improved. Actors at sub and divisional level are involved in planning of visits and activities in a cost effective way. For the non-core district the planning of activities is based on flexible timing, to allow sufficient opportunity for local decision making, resource mobilization and capacity building. In theory this adjustment considers that demand and capacity will dictate the pace and sequence. Together with the IRC monitoring mission we are of the opinion that in practice this may have reverse effects on the implementation strategy in terms of execution of C.P approaches, ensure gender sensitive approach and deliver effective hygiene education.

Siting

Siting of the handpump facility in a communal location is another key aspect of the community involvement process. The internal review of the WS&S Section reflects that in an overwhelming majority of cases in the core districts siting of the HP has been in a truly communal location. The review also reveals that in the core districts there has been a very positive response to women's preference for siting the HP. Most HPs have been installed in locations which are accessible to women in the user group. However the add-on facilities (animal trough, purdah wall) have often not been realized.

Latrines appeared to be more important to women than to men. Involvement of women in siting is done during the compound survey. In the internal review it was commented that most women have not thought about latrines before, and that it is up to the husbands to decide about siting. However, from the 59 latrine sites surveyed only one was not accessible to women.

Our field visits revealed that siting of the HPs under WS&S section of LGRDD is much better than the sites of HP installed under previous programmes (e.g. UNICEF). Though latrines are given not much priority by the village men, the interesting approach of demonstration latrines may facilitate not only promotion of the facility but also proper siting.

Monitoring

The WS&S Section acknowledges that rural communities should be supported to install WS&S facilities rather than be provided. To achieve facilitation rather than provision indicators and monitoring tools are required. For each DIT member proper process monitoring forms have been developed. The forms are all translated in the local language and contain illustrations to facilitate completion. The forms do cover the relevant aspects to be monitored. Early 1995 all DIT's were trained in using the process monitoring forms. The output monitoring forms are currently being tested by the MTT's in the field. It was calculated that about 45% of the unit costs per scheme in the core districts are spent on monitoring. This seems to be much, but it should be realised that monitoring is an important tool to establish the community based methodology and to check up on it. The mission reckons that a 45 % additional cost for monitoring is in fact cost effective.

The mission observed that both the outlines and processing procedures are clear to most DIT's. The DIT's, though not used to monitoring instruments, are getting slowly familiar with the monitoring forms but still consider completion as a burden. This was noticed by the mission in Pishin (non core district batch C) but also in Lorelai by the DO. The DOs will have to be guided in filling out the monitoring forms. Intensive follow up by the Master Monitoring Team of the WS&S Section on the monitoring by the DITs is essential to establish the system and achieve minimally required standards. To date the output monitoring forms, meant to be completed by the DIT in liaison with the MTT, are filled in mainly by the MTT. This is apparently a temporary measure for testing the forms on adequacy. The mission is of the opinion that very soon the DIT's will have to fill the forms themselves.

All completed monitoring forms are forwarded to the MTT of the WS&S Section and are analyzed. Feed back on the collected information is given to the AD during the two monthly visits of the MTT. This feed back aims at reinforcing both the DIT's work performance and the AD 's positive involvement in the implementation of a sustainable programme.

The monitoring intensity as was developed for the core districts has been reduced for the non-core districts. The reduced monitoring intensity is adapted to the management and supervisory capacity/inputs available in the non-core districts. In the opinion of the project staff the high monitoring intensity in the core districts can be reduced for the non-core districts without substantial negative affects on the quality of the outputs.

Recommendations:

In order to achieve a significant health impact hygiene promotion needs more follow-up (step 7 of methodology) and the promotion of appropriate sanitary improvements (not necessarily only pour flush latrines) needs further investigation.

Communication skills of the DITs in hygiene promotion need more training and follow up to enhance a positive impact on households (and women's) sanitation and health.

Follow up discussions are recommended of the WS&S Section staff with the district and divisional managers to strengthen their understanding and commitment to the community participatory process of the project.

For the coming years it is advised to first consolidate in the core and non core districts. Only after all pre conditions have been met (availability of female staff in all districts, availability of transport, commitment of important actors) than to expand to other 9 districts.

Although the project is in line with the policy objectives of the SIP,SAP and PC-1 which all advocate a community involvement approach, the project should continue informing and explaining the importance of this policy to the societal, burocratic and political leadership at provincial and district level in combination with close monitoring in the core and non-core districts.

Taking into account the limited availability of project transport, effective planning of the DIT field activities needs further attention. An annual project plan and budget (including for transport) for each sub division, based upon criteria such as need for communal WS&S facilities, costs etc. is recommended.

The WS&S Section is advised to make available the required assistance (finance, technical assistance, transport, logistics support etc) to the districts for the implementation of their annual plans.

The Section is putting much efforts on monitoring. Initially this is good, but it should not lead to monitoring becoming an aim in itself. To avoid loss of interest on the part of the field staff the monitoring tools developed need even more to be streamlined with existing reporting forms and data of direct use for the improvement of the programme.

For the non-core districts the monitoring frequency and timing will need to be established. This also applies to the follow up monitoring in the core-districts where a follow up visit takes place 3 month after the completion of the facility. This seems rather too quickly to get an impression on the output, use and impact of the new facility.

Monitoring forms seem to be completed without taking corrective action when required on the spot.

The composition and number of MTT for monitoring purposes desires to be reviewed. Four people : engineer, male co, female co and a consultant seems to be rather high for the duties assigned to the monitoring team. (see status report)

The mission recommends that the effects of reduced monitoring on the qualitative aspects of the WS&S facilities will be carefully assessed by the project, and that if need be, monitoring is intensified in the non-core districts.

4.4.2 Institutional aspects

For institutional development the project has envisaged the following measures in its Annual Plan 1995.

- * Recruitment of new office staff
- * Training of new office staff and district staff

Recruitment of new staff

Several staff positions have been approved in the SNE proposal for FY 94/95. Procedures for recruitment have started already and would be finalised in January 1995. Recruitment would take place through internal arrangements within LGRDD and direct appointments which require the approval of the P&D Department. Through internal arrangements within LGRDD the following recruitments still have to be taken care of:

1. The employment of 2 female hygiene promoters, for the MTT-teams. A request is already being processed and will be finalized by the end of October 1995.
2. The WS&S Section wishes to replace 3 male community organizers of the MTT-teams. Already 3 persons are employed in these posts but they do not function properly. The replacement, once effected, will bring the total of male community organizers to 4 and finally one of them will act as male head of section.

3. The employment of 4 district planners. 2 Posts are still vacant and 2 more have been sanctioned in the SNE.
4. The appointment of 1 assistant engineer as head of W&S Section and the replacement of 1 sub-engineer.

Within the SNE-approval there are 8 posts where direct appointment from outside the Ministry have been approved. For this type of recruitment an advertisement has to be placed, interviews have to be conducted and a selection has to be made, which will, hopefully, be approved by the ACS. This concerns the following posts:

1. The recruitment of 5 female hygiene promoters who will act as planning monitoring officers in the MTT-teams.
2. The recruitment of 1 female hygiene health educator who will act as head of section for the human resources development section.
3. The recruitment of 2 computer operators.

The Procedures for these recruitments will start by the end of September and hopefully will be completed by the beginning of 1996. After completion of recruitment of office staff, still several posts are vacant for field staff and supporting staff in the office. This concerns the following posts:

1. Female assistant hygiene promoters for the DITs. These posts do not exist in the PC-1 and, therefore, the approval of these posts requires some special arrangements. Initially a number of 12 women will be requested.
2. 10 drivers. Already 6 vehicles are available and 4 more have been ordered.
3. 4 storekeepers and 6 various office staff. The training of LGRDD staff, provision of resources for implementation and recruitment of staff and conscientiously building a team for the implementation of the activities is being carried out efficiently and effectively.

The WS&S section has now been established by GoB order. This meets the PC-1 requirements.

4.4.3 Materials

To use the facilities in a proper way and practice more personal domestic and public hygiene is being taught and supported by visual aids. In the absence of appropriate materials in Pakistan a wide range of educational and promotional materials have been developed. It turns out to be approximately 20 different kinds of materials. Materials give clear messages for each target group. It is important to mention that a distinction has been made for both men and women and for the HP and HHL programme. The materials support also the construction and proper use of facilities. This will maximize the benefits. Participatory games for gender sensitive water

management have been designed. The outcome of various activities will show in what way the water is managed and also reflect gender divisions.

The DIT's have been supplied with a set of materials, clearly marked for the purpose it serves linked to a specific activity.

Effectiveness of the programme depends much on the quality and use of materials. The mission observed that the materials are of high standard, well defined and impressive taking the high illiteracy level of the target groups into account.

Though for effective communication the different target groups have to be approached with different messages/materials and the dissemination is properly timed in the 7 implementation steps it is not known whether the DITs adhere to this.

However, the "Interim Review" of May, 1995 states that the materials are in particular supportive to and used by the DIT female community organisers and appreciated by the village women. The materials seem to be less used by the male community organizer. To increase the effective use of the materials by the male community organizers the WS&S Section has made an action plan addressing the shortcomings.

The total costs of the visual aids kits containing 24 items for each of the 9 DIT's in the 5 core districts is Rs 205,623. For the 12 non-core districts the total costs of the visual aids are Rs. 129,350. The cost difference is due to the fact that a wider range of more expensive materials was issued to the core districts. Costs are in balance with the different costs per scheme unit in the core and non-core districts.

As yet, very little is known about the impact of the materials as such. Considering the limited didactic skills of the DIT's to transfer hygiene educational devices, it can be assumed that the materials are of significant importance to bring about behavioural changes. In a first attempt of the WS&S section to collect data on the impact data were collected in the Loralai district, which is known for poor hygienic practices (see Inception report annexures I&II)

The data show that 75% of the handpump areas were clean, men have gained knowledge on the safe water source but not on safe water use. Of the women 76% uses only handpump water for drinking purposes against 50% of women which did not join the sessions. Improvement of safe water storage leaves much to be desired. From the 54 latrines in use only 1 was not clean. Hand washing after defecation was mentioned by 64% of the men and 54% by the women.

Training manuals for the MTT which are basically dealing with teaching the DIT on how to use their manual, have been developed as well as field manuals for each member of the DIT. The report "Adjusting the women's programme", Nov '94 states that the manuals are not often used in the field, but serve more as a reference guide. Upon field experiences the first version of the field manuals appeared to be too elaborate. A revised field manual was drafted with less text, more pictures and is translated into Urdu. The manual became a practical checklist. To test and refine the field manual is again an effort towards increased effectiveness of the programme while strengthening the capabilities of the field staff.

In order to give wider publicity to the WS&S section a logo, brochure, planning calender and other public relation materials have been developed and distributed. It is a justified initiative in its efforts to strenghten the establishment of the Section. A total expenditure of Rs 127,000 on PR materials was made. A neglectable imbalance in allocation appears, considering that the 5 core districts were provided with PR materials amounting Rs. 3960 per district and Rs. 3438 per district for the 12 non core districts is allocated.

Recommendation

Proper use of the hygiene educational materials by all field staff need further efforts in order to achieve maximal benefits.

4.4.4 Training

Training of the MTT's and of the DIT's has been an important activity of the WS&S Section. The training cycle for the DIT's in the 5 core districts has been completed and takes about one month spread over a 9 week cycle. The performance is closely followed by the MTT to ensure effectiveness of the training programme. Based on a training needs assessment with the district staff the DIT's in 6 non-core districts have been trained. As advised by the monitoring mission, Nov.1994, the number of training days for the DIT in the non-core districts has been limited to three days with subsequent learning by doing under supervision of the MTT during six weeks. In that period the DIT's will complete a full implementation cycle in 2 villages.

Training of LGRDD personel at divisional level including the AD's and DD's and DO's is aimed at introducing the methodology and at institutional strenghtening. The first meeting takes place prior to the implementation of the programme with the intention to have bi- monthly follow up meetings. During this 1 day meeting special emphasis is given to management, responsibilities, administration, monitoring, work planning and hardware deliveries.

Two Refresher courses with female community organizers were held to strenghten their functioning.

In the social and cultural context it is a necessity to give additional support to the female staff to share experiences and to build confidence.

270 LGRDD regular fieldstaff in the core districts and 208 in the non-core districts have been trained.

The 1 day training for LGRDD staff at divisional level was conducted for the 6 non-core districts and attended by 84 persons.

It is justified that at the core of the strategy building of skills take 50% of the scheme unit costs for the 5 core districts. Costs are less for the non-core districts (no exact amounts can be given as yet). Both the curriculum in the manuals and the schedules for the training of the MTT's of the Section reflect high professional standards. The tools and methods employed focus on people rather than on

technology to appropriately train the staff to meet the new challenge. In line with the objectives much effort has been devoted to develop capacity within the Section and at district and sub district levels.

To strengthen a structure which supports local implementation, operation and management have already proven to be effective in obtaining cooperation from quite some district level officials.

Great emphasis is on developing of supporting and enabling skills to facilitate the implementation process. To train the district staff in their new role as facilitators rather than providers is in line with the objectives. In terms of sustainability it is too early to judge whether the district staff will be able to fulfil the new role asked of them. This is more questionable for DIT's in the non-core than for the core districts.

Recommendations:

To facilitate a proper decentralized support structure a reference guide would be supportive to the managers at divisional level

Gender sensitivity training for the male staff within the Section and at divisional level will require continuous attention.

4.4.5 Physical facilities

Handpumps

A total of 123 handpumps were installed under the full methodology and approximately double the number of demonstration latrines. During the preparation phase arbitrarily fixed target to install 1957 HPs and 10,000 HHLS (ratio 1HP and 5 HHLS) with full methodology has not been achieved. The cost for the handpump installation under full methodology comes to 4.7 workingdays, 3.5 vehicle days and the hardware costs. 1.7 schemes (1 HP plus 2 HHL/scheme) were installed per DIT/month in the 5 core districts. With a total of 8 DITs in the core districts the output can come to 14 schemes per month or 170 per year. With the modified approach, which is introduced and used in the 12 non core districts, the output (schemes per DIT) is expected to be higher, but the effectiveness, sustainability and impact of the schemes is expected to be less. In Kharan some handpumps were found serving between 80-150 users. This confirms the data on the monitoring forms. Other handpumps (in Kharan, Loralai and Pishin) served as an additional water supply, parallel to (part time) operational PHED network systems. And some handpumps were found serving mosks and private families.

The quality of the handpump construction under the full methodology was good. The quality of the headworks under the modified approach was less. The quality of the water was also found good. The impact of the handpumps on water use was found positive in Kharan. Users in the villages reported that with the handpump they took more baths. In Loralai and Pishin the impact was mainly increased water security and availability. The handpumps were all found working. Under the full

methodology caretakers were trained and a spare parts outlet system was being established through private shops. The mission found that operation and maintenance of handpumps which had been installed without the full methodology was weak; users assumed LGRDD to be responsible for O/M, did not know where to obtain spareparts, and pumps were found in worse operational condition.

Only the Afridev pump is being installed under the WS&S Section. The Afridev handpump was developed for wells with water tables deeper than 7 meters. For water tables shallower than 7 meters the much cheaper suction pumps (e.g. Bangladesh type etc.) are recommendable. The Afridev is efficient and effective for below 7 meter, it is low cost (affordable for poor villages at Rs 10,000 all included) and appropriate (sustainable provided spares for wearing parts are within reach for the rural communities). The Afridev is produced and procured in Pakistan. Project staff reported that the quality leaves to be desired, despite the quality checks which UNICEF carries out. Stricter quality control and quality assurance (by certification) is recommended. A study by Mr Keane (contracted by UNICEF) to look into the quality control of the pumps is expected to advise about quality assurance methods and also make appropriate installation recommendations on fixing the handpump cylinder to the wall of the well. The Afridev performs well, and is a suitable pump for deeper groundwater.

Latrines

The ratio HHL:HP for the GoN support was put at 5:1 in the UNICEF programme and in the Inception report. This ratio was not achieved. In practice, for the core districts and under the full methodology the ratio works out at 2:1 to 3:1. The effectiveness (actual use) of the pour flush latrines in rural areas is questioned. This may have to do with cultural factors (water economy at household level and inhibitions to use a confined place). It may also have to do with the functioning of the pour flush latrines. The pans for the latrines are of good quality. The standards of construction of the facilities were often found to be sub-optimal. Blockages occur easily in the pans with straw etc and in the collection boxes, resulting in bad smells in the house. The impact of the sanitation component can and should be improved e.g. by considering the introduction of alternative, more appropriate sanitary options such as the VIP pit latrines (which was started by the WS&S section in the beginning of 1995) or even simpler technologies for rural areas and possibly a septic tank/low cost sewer system (combined black and grey waste water) for the semi urban communities. The sustainability of the pour flush latrines could be high, but may not be high because of technical and cultural (water economy etc) reasons.

Recommendations:

It is recommended to consider how to improve the sustainability of the sanitation component. The installed pour flush latrines do not always fit the local conditions where water is sometimes very scarce. Dry pit latrines would suit these conditions better. The pour flush latrine is suitable for households who avail of a house connection for water supply which supplies sufficient and easy water for flushing purposes. This is seldom so in the rural communities of Balochistan. A cultural

sense of water economy stemming from a century long 'scarcity' of water at the household level (as observed in Kharan and Chagai villages) is likely one reason for households not to hurry with finishing latrines and after finishing for not using the latrine. The simpler ventilated improved pit latrine or even simpler improvements in sanitary conditions for least developed communities may be more appropriate for these communities.

It is recommended that the above practicalities are looked into and that in future the type of latrine (VIP or pour flush) is matched to the availability (no or yes) of a sufficient water supply and cultural context.

Ways and means to improve the sustainability and impact of proper sanitary facilities need to be explored.

Office

The office for the WS&S section is efficiently and effectively used. It is well equipped with adequate infrastructure, but it is a rented building. The anticipated office facilities for the WS&S in the LGRDD offices at the Western Bypass have not been allocated yet, and once made available, will need a considerable effort to prepare it to the level of the present office facilities. Moving prior to the completion of all the required works is not recommended. It is recommended that a specific and detailed transfer plan will be worked out.

Procurement and storage

Unicef is one of the partner according to the PC-1 for the execution of Rural Water Supply, Hygiene Education and Sanitation Programme in Balochistan. Contractually and under the PC-1 UNICEF is responsible for the procurement of Hardware. The procurement procedure is as follows:-

1. Water and Sanitation Section sends request to the Unicef office, Quetta.
2. Unicef Quetta, office process on the requisition and sends it to Islamabad office.
3. Islamabad office after processing sends this request to the regional office for Asia in Bangkok.
4. Bangkok office sends the request to the head office in Copenhagen.
5. Than through the same route Copenhagen sends the approval for procurement to Islamabad office.

This whole process takes about six months before the W&S Section office in Quetta receives the goods. It has been experienced that the above said procedures for procurement of hardware not only leads to delay but also at times create problems of supplying items in piecemeals which of course adversely effects the programme. The first years procurement and deliveries were directly done through UNICEF

arrangements from the factory to the districts. Although this arrangement seems efficient, practical constraints were experienced (delivery control and quality control absent), which have been corrected and overcome by delivering everything to the central store in Quetta. Now deliveries from the factories are received into the well organized GoN paid rented store building in Quetta. Storage at district level, which used to be hired, is currently requested to be provided from the LGRDD district authorities e.g. in Khara and Pishin. When ordering directly the 10 or 15 % surcharge for handling costs by UNICEF can be saved.

Recommendations:

The mission is of the opinion that the quality of the procurement and delivery mechanism and the storage facilities can be improved. And proper inspection of the hardwares at the manufacturer, in particular the handpumps and the spares, should result in a quality guarantee (certification) on the procured goods. This is presently not done for UNICEF procurements.

It would be much better if the WSS section of LGRDD is assigned the responsibility for procurement of hardware.

The project/LGRDD storage at district level is seen as a temporary measure. After the completion of the preparatory activities shopkeepers and hardware stores should take over the function of procurement, storage and delivery hardwares.

Transport

UNICEF made transport available directly to the district authorities. This turned out not to be an efficient method for transport for the WS&S activities. The vehicles are hardly, if at all being used for WS&S activities. The vehicles provided directly by the project from GoN support have external numberplates and are kept under the strict control of the WS&S section; the driver keeps a logbook and is directly under the WS&S section. This control system works effectively and vehicles work for the WS&S activities. However, central control of vehicles also has a cost, i.e. more administration, more regular complicated plans and regular returns to the centre.

The present fleet of 12 cars is in good shape. To set up regional hubs an additional 4 cars (pick ups) are required.

Recommendation:

With the increase in the scope of the activities it could be considered to decentralize part of the fleet and station vehicles at the divisional level, but with the drivers employed by the WS&S section. It is recommended to start regional hubs in one or two locations and work out the adequate control mechanisms before expanding the fleet further across the province. The vehicles should maintain their project status and numberplates.

4.4.6 Policy document

During the months of October and November 1994 the draft policy document for RWS&S (Department of Local Government) was written. The draft policy document describes the needs to increase the coverage in the supply of drinking water and sanitation facilities to the rural population in the province of Balochistan. It highlights targets to increased the coverage, states the modified approach as the standard approach and discusses the institutional arrangements including mandates for implementation activities. It emphasizes the need for external support.

The draft policy document provides a reasonable policy agenda, but needs to be followed up with action. To date the draft policy document has resulted in an unsigned letter prepared by LGRDD on the policy and mandates for LGRDD and PHED.

4.4.7 Mass communication

The role of mass media in sanitation and hygiene education cannot be ignored in any community because of their high accessibility. The task of educating people through mass media becomes very difficult when the people who are to be addressed are either illiterate or have no access to any of the mass media facilities. Keeping in view these difficult circumstances in Baluchistan the WS&S Section prepared a report early this year to initiate a mass media campaign for sanitation and hygiene education. This report was designed to outline mass media options which could be effective, considering the characteristics of the target groups to be reached and socio-cultural and logistic circumstances of the province.

The report draws the conclusion that there are three major language groups living dispersed, which are difficult to reach and have a low literacy rate. The major mass media coverage is by the radio i.e 60% of the rural areas. The main finding of the report is that still people have the tradition of oral communication called "Halahwal". The flow of information is through major community leaders like peers, doctors, elders etc. The report makes suggestions for these cultures where inter personal relations form the backbone of society. The report states that the geographical conditions in Balochistan make it difficult to reach all target groups through inter personal communication. Therefore the LGRDD district staff should be responsible for educating different target groups by interpersonal communication or message transfer. This will be supported by other media like radio, posters, newspapers and banners etc. The report also calculated the cost for each mass media support activity.

Recommendations:

The report presents a long list of activities to be undertaken during 1995 and the first 6 months of 1996 within available resources (assuming that the remaining resources will be extended till mid 1996).

More emphasis should be given on traditional culture. "Halahwal" is now being regularly influenced by mass media. People who have access to radio, TV and newspaper become the source of "Halahwal" automatically and the information is further transferred by oral tradition. It is suggested that the mass communication WS&S/LGRDD is closely coordinated with other programmes in this field.

4.4.8 Operation and maintenance and private sector

The sustainability of the project depends on the operation and maintenance of the facilities. Mere installation of facilities without a functional system for operation and maintenance is not cost effective. As stated in previous chapters the mission found that the handpumps installed under UNICEF, which did not set up operation and maintenance properly, showed defects only after a couple of years of installation.

The GoN supported project pays considerable attention to setting up operation and maintenance. It trains two care takers per scheme nominated by the community. From among the users of a HP a caretaker is selected. The care takers are given training by DITs during the installation of the pump and afterwards for about two or three days, about the technological aspects of the equipment. The entire responsibility of O/M was shifted to the community after installation. To make it more effective and sustainable the project gets the private sector more involved in all the five core districts and some of the other districts. Private parties were involved to open spare part shops. At present 11 spare part shops are functioning in different districts (For detail see Annex 4.16). The district offices of LGRDD act as the mediators between the shopkeepers and manufactures for supply of spare parts. The mission observed that the beneficiaries were reasonably well informed about the services available.

Recommendations:

The mission suggests that LGRDD helps in enhancing direct relationships between shop owners and the handpump manufacturers. The mission also suggests that instead of providing only spare parts to the private shop owners they also get handpumps for sale. This can contribute to increasing the coverage.

The mission observed that the level and extent of training given to care takers about the technical aspects is not satisfactory and the care takers normally have to rush to LGRDD for further guidance. Therefore it is suggested that the care takers will be properly trained and stimulated to operate and maintain the handpump.

4.5 Process development

4.5.1 Methodology development process

One of the main processes in project development is the development of the community participatory methodology. The inception report described that this methodology would be developed in three stages:

- a. development of full methodology and application in pilot locations (Year 1);

- b. refinement of the methodology and application in 5 core districts (Year 2);
- c. simplification of the full methodology to a modified approach and application in 12 non-core districts (Year 3).

The project has indeed effectively adhered to the development of the methodology in the three stages; presently (year 3) the modified approach is being introduced in 12 non-core districts of Balochistan. Up till August 1994 the methodology development process received much attention with emphasis on the qualitative aspects. Since August 1994 more emphasis has come on increasing the output in handpumps and latrines. This is understandable. But increasing the pace in hardware installations should not go at the 'cost' of the methodology which aims at community participation, sustainability, cost effectiveness and impact of the WS&S activities. And to keep up the community participation, sustainability of the facilities, cost effectiveness of the activities and the impact it is important that the project considers these compounding factors carefully and formulates the optimal methodology.

4.5.2 Institutional development process

The process of capacity development within LGRDD in rural WS&S is going steadily. Recruitments are going on to increase the staff of the WS&S Section and the DITs. Presently the WS&S staff are on a posting to the WS&S Section, and the payment of the salaries of project recruited staff are paid out of a GoB development budget.

It is questionable whether the LGRDD WS&S Section should strive towards becoming an established and permanent Section under LGRDD. This would probably have a cost by losing the budgetary and staffing "autonomies" that the project now has.

4.5.3 Policy development process

The support of the project to the process of policy development follows a rather ad hoc path. Writing of a draft policy document by a consultant on his/her own terms was followed by a meeting where the RNE requested for a policy statement from LGRDD. This (not official) policy statement was provided (Annex 4.2.)

It is recommended that more consideration in terms of planning and timing for the process of policy development and implementation is given, taking into account if any policies need to be developed for rural WS&S. If the GoB is of the opinion that rural WS&S is a temporary development function, which should permanently be provided for through the private sector, than only minimal attention is possibly justified on rural DW&S policy development.

4.5.4 Targets and development process

The Inception report identifies targets for the project. From mid 1992 till 1994 the main emphasis was on methodology development, and less on the targets. In its progress report for 1994 the project does present an elaborate calculation explaining why the original targets of the Inception Report fall far behind the realized numbers of installations. The targets of the Inception report were described as unrealistic. The mission regards the targets of the Inception Report as self inflicted.

Yet, the Status Report of the consultants does present the consultant's estimate of the achievements in installed schemes by the end of 1995. The presented figures reveal that the project will achieve about 70 % of reaching the 'targets' by the end of 1995. But, most of the handpumps and latrines will be placed in the non-core districts following the modified approach.

From the targets&methodology point of view the project has thus not been consistent. The twin objectives - targets&methodology development - have also given rise to tensions in the project staff and in the reporting about project progress. It is recommended that the targets&methodology are brought together in a realistic frame and considering both cost effectiveness and sustainability as well as impact in a harmonious way.

4.5.5 Products development process

The inception report stipulates a number of products e.g. in training, staff development, numbers of facilities etc. The process of the development of materials is rather evolutionary. Products are developed as the needs evolved for the product. It is recommended that the policy document together with the recommendations of this evaluation report are considered carefully, and that, if the project is extended with a second phase, a detailed Phase II plan will be developed which also indicates the types of products and their scope. These products should be outlined in the proposal for Phase II.

5. PROPOSED FUTURE SCOPE AND IMPLEMENTATION (EXPANSION AND CONSOLIDATION)

5.1 Introduction

Since 1992 LGRDD assisted by UNICEF and GoN developed and demonstrated community based/community participatory methodologies for rural water supply, sanitation and health education:

full methodology

modified methodology

coverage approach without subsidy

The full methodology intensively trains, guides, monitors and follows up implementation activities down to village level. Much attention is paid to awareness raising at village level of males and females. The full methodology is used in Loralai, Chagai, Kharan, Barkhan and Musakhail. **The evaluation mission has found good results of the full methodology in village communities in especially Kharan and also in Loralai.**

The modified approach follows the full methodology but provides much less support (training, monitoring, transport etc). The modified approach is now introduced in 12 non-core districts (Zhob, Qilla Saifullah, Pishin, Dera Bugti, Bolan, Jhal Magsi, Jaffarabad, Khuzdar, Awaran, Lasbela, Panjgur, Turbat).

The coverage approach, which was introduced in 1989 and is still used in 9 remaining districts outside the GoN supported districts, provides little support to the rural communities.

The output of the full methodology comes to 123 HPs in the 5 core districts and just over 200 HHLs.

483 HPs and 750 HHLs have been installed in the 12 non-core districts.

The evaluation team found that the costs of the full methodology are higher than for the modified approach. But, the results of the full methodology in terms of effectiveness (number of people served) and sustainability (operation and maintenance) are better. The cost-effectiveness of the full methodology is about the same as the cost-effectiveness of the modified approach.

The output under the full methodology is related with the limited availability of transport. The present output under the full methodology is some 1.7 schemes (1 HP and 2 HHLs) per month. For the 9 DITs in the 5 core districts this implies a capacity of 180 schemes per year.

Apart from developing and demonstrating the full methodology and the modified methodology, the GoN support has also assisted LGRDD to create a Water Supply and Sanitation Section (as a development section) and 9 District Implementation Teams in the 5 core districts. Presently 12 more District Implementation Teams are trained and set up in the 12 non core districts. The WS&S section and the DITs are staffed with mainly LGRDD male and female staff. Some positions are still held by consultants.

The monitoring reports of the schemes implemented with the coverage approach show that maintenance problems exist even after a few years of operation. The cost-effectiveness of this approach is considered to be low.

To consolidate a uniform and cost effective community based methodology within LGRDD to increase the coverage with sustained rural water supply and sanitation facilities a follow up to Phase I (development and demonstration phase) is essential.

5.2 Phase II: expansion and consolidation

The LGRDD rural water supply, sanitation and health education activities are one package of activities supported by SAP, UNICEF, GoN and possibly other agencies. Therefore LGRDD should develop one package plan identifying the contributions of all the constituents to the programme (GoB, SAP, UNICEF, GoN etc).

Phase II should focus on::

- developing and applying a uniform methodology;
- implementation by districts, with WS&S section in supportive role;
- establishing WS&S as a permanent section with a policy mission within LGRDD together with a development function for rural water supply, sanitation and health education and semi-urban sanitation and health education;
- stimulation of private sector;
- involvement of NGOs;
- coordination with other GoB agencies;

The objectives, strategies, implementation aspects and costings for LGRDD supported rural water supply, sanitation and health education activities are presented underneath.

5.2.1 Objectives

The objectives for expansion and consolidation (1996-1999) are proposed to be:

- a. assist uninformed, remote, needy and poor communities with appropriate HPs and adequate HHLs (not pour flush but VIPs and even simpler sanitary facilities);

- b. gradually involving the private sector by stimulating marketing channels and outlets for HPs and HHLs parallel with public campaigns to promote handpumps on open wells and installation of latrines;
- c. development of implementation capacity at district level;
- d. WS&S to support districts in planning, implementation, training, monitoring and reporting.
- e. develop and promote LGRDD RWSSHE policy
- f. capacity development within LGRDD (in close cooperation with PHED) for the implementation of technologies other than HPs and HHLs applicable in rural areas and also expanding its activities to rural centres and small town fringes;

5.2.2 Strategies

Rural water supply and sanitation development can be taken care of by the GoB for public (communal) services through LGRDD, by private initiatives for private services (through the private sector), and by non governmental agencies for either public or private services. Because rural water supply and sanitation affects other sectors it is good to coordinate activities in this sector with actors in adjacent sectors e.g. agriculture, urban services etc.

For rural water supply and sanitation development it is recommended that GoB develops strategies for the following sector actors:

1. LGRDD (plus SAP, UNICEF, GoN etc) supported communal schemes
2. Private sector stimulation
3. NGO guidance, stimulation and coordination plus support
4. Other Government Agencies coordination

LGRDD supported communal schemes

The implementation of the uniform methodology should be carried by the DITs. WS&S will train and assist the DITs to:

- plan
- implement
- monitor
- train
- report
- set up village operation and maintenance.

WS&S will provide external support to DITs.

The uniform methodology should be based upon the full methodology as developed by the WS&S, but with less support from WS&S to the DITs in terms of transport, training follow up and monitoring than what is presently provided for the full

methodology in the core districts. But, this support should be more than what is presently provided to the non-core districts.

The selection of the communities for facilities should be based upon clear need and interest of the communities, based upon a community needs assessment and a community commitment to maintain the facility.

The DITs should prepare annual plans for the schemes to be implemented and present them to the WS&S section requesting for external support. The WS&S section should assist the DITs with the preparation of these annual plans.

To address the permanent role as a monitor for rural water supplies LGRDD should establish a permanent section within LGRDD (WS&S section) with a permanent budget line for its recurrent expenditures.

Private sector stimulation

A second strategy is proposed to stimulate implementation of HPs and HHLs through private initiative and through the private sector. Under this strategy local shops in district towns could be issued with subsidized HPs and HHLs for say a period of 2 years. The subsidies could be respectively Rs 5,000 per HP and Rs 50 per HHL. The selling price could be at factory price e.g. Rs 15,000 for a HP and Rs 150 for a HHL. Shop-owners selling the HPs and HHLs should in return for the subsidy inform the LGRDD on the buyers of the HPs and HHLs. And buyers should be asked to fill out a mini questionnaire which will inform LGRDD on the location and use of the HPs and the HHLs.

NGO's

LGRDD should coordinate with NGO's, guide them on policy and implementation methodology and support NGOs with soft ware materials (educational and promotional materials).

Other Government agencies

LGRDD should coordinate with other Government agencies.

5.2.3 Implementation

For the implementation under LGRDD it is recommended that:

- a. one feasible and uniform methodology (as close as possible to the full methodology) is developed by WS&S;
- b. WS&S will work out the required inputs per scheme to be provided by the district and through external support e.g. WS&S (mandays, transport, technology, finance etc);

- Core cost to come in high as when getting a pump through the programme? - How about other aspect the pump? - would it work with private pumps? - be eligible for project support?

- c. WS&S will work out requirements to obtain external support (from WS&S) e.g. in terms of planning (annual plan on locations and numbers of schemes) and reporting to obtain the WS&S support (e.g. transport).
- d. the districts are provided with indicative annual figures on the external support from the WS&S (and the external support agencies e.g. UNICEF, SAP, GoN, WB etc) in terms of numbers of HPs and HHLs.
- e. LGRDD could start stimulating the private sector in 5 towns (of the core districts), with the issue of say 20 HPs and 40 HHLs per year at a subsidized price of Rs 5,000 per HP and Rs 50 per HHL.
- f. DITs set up village operation and maintenance.

5.2.4. Costing

The implementation costs (including follow up training, materials and monitoring) of a scheme under the uniform methodology (as a guideline) should be in the following order of magnitude:

hardware	Rs 15,000
village contribution	: 5,000
DIT teams plus WS&S	:10,000
training costs (WID etc)	:20,000
monitoring costs	:20,000
<hr/>	
TOTAL	:Rs 70,000

For a user population of 100 people the costs come to Rs 700/user (=Dfl 35/capita). This is very acceptable.

6. GON SUPPORT TO PHASE II (EXTENSION AND CONSOLIDATION)

6.1 Introduction

It is recommended that GoN will support LGRDD to achieve the proposed expansion of coverage and consolidation of policies, methodology and institutional set up for community rural water supply, sanitation and health education.

In addition to the GON support it is anticipated that LGRDD/WS&S will attract additional financial support for investments from e.g. SAP programme, SIP programme, the WB sanitation programme, UNICEF and possibly other external support agencies.

It is recommended that the hardware procurements and deliveries are arranged by the WS&S.

6.2 Targets

GON support is proposed for the period 1/7/1996-30/6/1999 to:

- a. develop a uniform methodology for communal rural water supply, sanitation and health education;
- b. assist LGRDD with the development of a policy for RWSSHE and assist LRGDD with its promotion;
- c. set up the external support mechanism by WS&S to the districts e.g. the planning, implementation, training, monitoring and reporting;
- d. set up the stimulation programme for the private sector and non-government agencies and monitor the programme;
- e. develop procedures and processes for coordination with other government agencies;
- f. provide financial assistance for the procurement of HPs and HHLs (e.g. 340 HPs and 680 HHLs per annum) for the 5 core and 12 non-core districts;
- g. provide subsidy up to Rs 1,000,000 to shop-owners selling HPs and HHLs;
- h. provide technical assistance to assist the WS&S section in rural community water supply, sanitation and health education ;
- i. provide technical assistance to develop implementation strategies and capacities for other feasible and cost effective technologies for rural and semi urban application and assist WS&S with the implementation of semi urban sanitation and health education activities.

6.3 Inputs

To achieve the above targets the following inputs are proposed from the communities, LGRDD and the GON:

6.3.1 Community inputs

The costs to the community are estimated at Rs 5,000 for a HP and 800 for a HHL (for cement, bricklayer and labour). If a well has to be made the costs of the construction of the well will be borne by the community.

The total community contribution for 340 HPs and 680 HHLs per year works out at Rs 4 Million for 3 years.

6.3.2 LGRDD inputs

LGRDD inputs will comprise of:

establishment costs of the WS&S section and the DIT teams (staffing, office and storage accommodation)

running costs in Quetta and the districts.

The implementation costs for the DITs are estimated at Rs 7,000 per scheme, or a total of Rs 2,200,000 per year (= Rs 6,600,000 for 3 years). The DITs will have to be provided with sufficient implementation budgets (from development budget). That is to say a budget of Rs 140,000 per annum per district.

The costs of the WS&S section (both development and recurrent) are estimated at Rs 10 million per annum (Rs 3 million establishment, Rs 3 million commodities, Rs 2 million training and Rs 2 million monitoring). The WS&S section will have to be provided with a development budget for its development activities and a recurrent budget for its permanent tasks.

6.3.3 GoN inputs

The GoN support to the community based rural water supply, sanitation and health education activities are proposed to be:

- technical assistance
- financial assistance

Technical assistance: (the consultancy input is considered in relation to the availability of LGRDD staff and the needs for extension and consolidation of the programme).

** Expat consultancy*

1 expat CTA for 36 months

Qualifications: senior sector specialist

His tasks will be to lead the consultants, carry the GoN project administration, initiate and stimulate the development of concepts and implementation plans for the concepts in accordance with the objectives and strategies for Phase II.

1 sector specialist 24 months

Follow up the concepts for Phase II in working out practical implementation plans on methodological, technical, logistical, follow-up training and monitoring aspects.

1 sector specialist short term 4 manmonths total

Follow up on health education and mass mobilization aspects of the project

Total 64 manmonths at a cost of Dfl 30,000 = Dfl 1,920,000 million

** Local consultancy*

1 Methodology developer/planner/controller/trainer at 36 mm

2 Monitoring developers/trainers 2x36 mm

1 Mass media consultant 12 mm

1 Institutional development short term 4 mm

1 Health Education/Women in Development specialist at 36 mm

1 Technical Expert at 36 mm

-At a total of 196 manmonths at Dfl 5,000/manmonth is Dfl 980,000.

The costs of LGRDD counterpart staff, local costs of office space, communications, and running costs for transport will be fully paid for by LGRDD budgets.

Financial assistance

The investment budget will come to a total of Dfl 340,000 per annum plus Dfl 20,000 in subsidies. This adds up to Dfl 1,040,000 for 3 years.

In addition 3 new vehicles at Dfl 30,000 (tax free) will be provided. This comes to Dfl 90,000. 4 vehicles will be provided from GoB funds (as already budgeted for 1995/96).

Contingencies at +/- Dfl 170,000.

Total GoN budget comes to Dfl 4.200,000 for 3 years.

Rather than following the GON financial assistance procedures, the financial assistance should be made available under the technical assistance procedures. Expenditures should be accounted for by the consultants through its CTA. The financial assistance should not be made available through UNICEF.

Table 6.1 Proposed budget summary for 1996-1999:

ITEMS	Budgets
1. Communities	Rs 4,000,000
2. LGRDD	
WS&S	Rs 30,000,000
DITs	6,600,000
	Rs 36,600,000
3. GoN	
consultancy Dfl	2.900,000
hardware	1.130.000
contingencies	170.000
	Dfl 4.200.000(=Rs 86.000.000)

6.3.4 Additional management support

Management Committee and Steering Committee

The Project Management Committee (with a representative from the consultants) and the Steering Committee (with representative from RNE) should become more prominent.

RNE

The role as played by RNE as a close monitor should be continued.

External monitor

The need for external monitoring will depend on the availability and expertise of a sector specialist for rural development in the RNE and the functioning of the Steering Committee/Management Committee.

If it is decided to have an external monitor it is recommended that a monitoring team will be formed (1 RNE appointed and 1 GoB appointed member). To optimise the effectiveness of the monitoring it is recommended that the project activities are planned and reported on in a target oriented manner. The monitor should adopt a set of criteria for its monitoring task e.g. measuring the actual progress viz a viz the objectives and targets per annum, the efficiency in achieving the objectives and targets, and the effectiveness of the project progress, and assessment of the feasibility of the project objectives and the targets plus advising on the performance of the actors.

6.4 Risks

The following risks exist:

discontinuity in the project and its staffing in WS&S cell, DIT teams and consultants will negatively affect the outcomes. The activities are in a fragile situation.

It is recommended to prevent demobilization of staff, changes in the core staff and consultants at this stage.

- non-availability of counterpart funding in LGRDD for field allowances, office costs, transport costs etc. GoB is facing great difficulties in its development budgets. To prevent this problem as much as possible it is recommended that the project defines the office costs, transport costs and field allowances plus staff costs as accurately as possible in the PC-1.
- transfer from the present office facilities to the intended offices for WS&S at the Western Bypass. This transfer may negatively affect the motivation of staff, which will have negative effects on the outputs.

It is recommended that the transfer to the offices of LGRDD at the Western Bypass are properly prepared (facilities, timing and work procedures), to minimize the negative effects.

- availability of transport for implementation.

Strict control over the use of transport for WSSHE activities is essential.

6.5 Preparations for GoN support

The steps to prepare for Phase II of the GoN assistance to rural water supply, sanitation and health education are:

- agreement between GoB and GoN on the scope for Phase II e.g. by Memo of Agreement;
- WS&S assisted by consultants are requested to prepare a proposal for Phase II (by September 1995) to be presented to GoB and RNE (for IDMO);
- GoB prepares a PC-1 (by November 1995) and RNE an IDMO;
- Upon approval of GoP of PC-1 (by January 1996), DGIS prepares BEMO, to be approved by April 1996;
- Start of Phase II by 1 July 1996.

As the present Phase will expire on the 31.12.1995 the period of 1.1.1996 - 30.6.1996 will have to be bridged, preferably with keeping up the inputs and outputs, meantime preparing for the Phase II. For this bridging period a budget of Dfl 700,000 is estimated.

ANNEX 1

TERMS OF REFERENCE

TERMS OF REFERENCE

EVALUATION MISSION FOR BALOCHISTAN RWS&S PROJECT.

Introduction

The Strategic Investment Plan (SIP) for Drinking Water Supply and Sanitation provides the blueprint for W&S projects in the Provinces. The Balochistan Rural Water Supply and Sanitation Programme (BRUWAS) is one of the projects developed by SIP and started in July 1992 with a planned duration of three years. The project is carried out within the framework of the development cooperation between the Government of Pakistan, the Government of Netherlands and UNICEF. The project aims at strengthening the capability of the Local Government and Rural Development Department (LGRDD) in Balochistan to plan and carry out effective rural water supply and sanitation programmes in Balochistan. The project is closely linked to the Social Action Programme (SAP).

The Project consists of the following main components:

- Development of a community based methodology for RWS&S.
- Institutional strengthening of the LGRDD.
- Assistance in physical implementation in five core districts in Balochistan.

Special emphasis is given to hygiene education and the involvement of women. The executive agency for the project is the LGRDD, and more specifically the Water Supply and Sanitation Cell within LGRDD.

In order to assess the results achieved so far and to determine the feasibility and need for further assistance, an evaluation mission will be fielded consisting of experts of both the Netherlands and Pakistan. The Evaluation Mission will be carried out in accordance with the Terms of Reference described in this document

Objectives of the Evaluation Mission

The objectives of the evaluation mission are:

- a. to analyse and assess the results of the project in relation with 1) the original objectives and subsequent improvements 2) the resources which have been made available and 3) the activities which have been carried out. The analysis of resources, activities and results will be carried out by making as much as possible use of verifiable indicators for achievement:
- b. to formulate recommendations which would result in improved

performance of the exiting project;

- c. to assess the need and feasibility for a possible extension of the project within the present institutional framework;
- d. to formulate recommendations with regard to a possible extension of the project and the future orientation of such an extension.

Tasks of the Evaluation Mission

In order to achieve the objectives mentioned above, the mission will study and comment on the following aspects:

a. **Project Objectives**

The original project objectives as stipulated in the PC-1 document, the inception report and its revisions to date will be assessed, with special emphasis on the relation between the development of a new community based approach, the institutional setting and the planned implementation schedules.

b. **Community Based Methodology**

The mission will assess the rationale and suitability of the community based methodology which was developed by the project, with regard to the following aspects:

- a. The effectiveness community mobilization and its participatory implications;
- b. The results of the project gender approach and women involvement;
- c. The results of the hygiene education programme;
- d. The results of project monitoring with respect to social indicators;

The mission will also assess whether the current approach can be adapted by the LGRDD's Water and Sanitation Cell for regular duplication in her annual work programmes.

c. **Institutional Development**

The Institutional Development and capacity building within LGRDD and more in particular the Water and Sanitation Cell will be evaluated with regard to the following aspects:

- a. The degree and suitability of institutionalisation of project activities at provincial, district, sub-divisional and village level as well as the relation with the UNICEF programme
- b. The degree to which a firm policy and mandate has been established for LGRDD's Water and Sanitation Cell, including responsibilities and interactions with current and future W&S activities (in particular SAP, UNICEF, etc).

- c. The organisational arrangements, roles and responsibilities within LGRDD, the Water and Sanitation Cell and other related government and community based organisations at different levels. This includes an assessment of the organisation of planning, community involvement activities, implementation, operation and maintenance of facilities at different levels.
 - d. An assessment of quantitative and qualitative aspects of human resources development in relation to the project;
 - e. An evaluation of the training programme and training activities which have been carried out by the project.
- d. **Physical Implementation**
 Progress of the physical implementation programme should be evaluated with regard to quality and quantity as follows:
- a. The application of the community based approach and field implementation;
 - b. The application of field procedures and logistic issues and its impact on sub-divisional and village level;
 - c. The functioning of the Master Training Teams and the Implementation Teams.
 - d. The suitability of technical options used;
 - e. The number of facilities installed;
 - f. The planning and monitoring of field activities by LGRDD;
 - g. The project monitoring system with respect to physical indicators;
- e. **Project Activities and resources**
 The mission will describe and analyse the use of resources which have been made available through the project and the activities which have been carried out with regard to efficiency and effectiveness. Moreover the mission will assess whether the inputs by the different parties concerned was timely and sufficient or that delays could have been avoided given proper inputs (quantative and qualitative).
- f. **Future of the project**
 The mission will recommend on the future of the project with special attention to the following aspects:
- a. Balaut's commitment towards the original project objectives as adapted to the future and including LGRDD's role viz a viz SAP and other initiatives.
 - b. The subsequent need for enhancing the sustainability of LGRDD's W&S Section through continued support in institutional strengthening, policy formulation support, capacity buiding and fieldimplementation.

- c. The orientation of a possible project extension within the above parameters;
- d. The possibility to involve other (community based) organisations;
- e. The possibility to make use of project experiences in other districts in Balochistan.

Mission Arrangements

Before the start of the mission, the W&S Section of LGRDD (together with their consultants) will submit a "State of the Art "report, which will highlight the constraints and accomplishments of the project to date and provide LGRDD's and the project's commitments and ideas concerning the future direction (and support required) of the Section.

The mission will consist of the following persons:-

From the Netherlands: 1 Institutional Development/W&S Expert, Mission Leader.
1 community development/WID expert.

From the Pakistan: 1 Technical Expert.
1 Community Development/Institutional Expert.

Before leaving for Pakistan, the Dutch experts in the mission will be briefed by DGIS in the Hague and by staff of IWACO, the Consultant responsible for project execution. The mission will visit Pakistan for a period of three weeks, including visits to Islamabad and Quetta. In Pakistan the mission will be briefed by the Royal Netherlands Embassy in Islamabad and will meet with the following organisations:

- Ministry of Local Government and Rural Development, Islamabad.
- UNICEF, Islamabad.
- World Bank Office, Islamabad.
- Planning and Development Department of Balochistan, Quetta.
- Local Government and Rural Development Department of Balochistan, Quetta.
- Balochistan Rural Support Programme
- Director General SAP, Quetta

Before leaving Pakistan, the mission will present a draft report and its main findings and recommendations to a joint meeting, preferably chaired by the Additional Chief Secretary, with representatives of the Ministry of Local Government and Rural Development, the LGRDD Balochistan, the Royal Netherlands Embassy and the project consultants. The Minutes of Meeting will be agreed upon and signed and will be attached to the Mission Report.

The mission will submit its final report (15 copies) to DGIS within one month after completion of the fieldvisit.

ANNEX 2

PROGRAMME

ITINERARY

- Saturday 13-05** Islamabad, evening arrival I. Lagerwey
- Sunday 14** 10.00 RNE
P.Plantinga, sector specialist and Mr.
H.P.Verhoef DAL/CO
report reading
evening arrival H.vanSchaik
- Monday 15** 10.00 briefing RNE P. Plantinga and
H.P.Verhoef
13.00 UNDP/Worldbank
Mr. Minathulla, programme officer
Mr. Raja Rehan Arshad, National country
officer
- Tuesday 16** Departure to Quetta
Meeting with team members Prof. Maqsood
H.Rizvi and Prof.Shehla Abbasi.
Introduction to all LGRDD WS&S staff.
Discussion with core staff WS&S Section
- Wednesday 17** Meeting with authorities LGRDD
Mr. Mohan Baloch, secretary
Mr. Ahsan Ulhaque, Director General LGRDD
UNICEF, Mr. Muhammad Suleman
Visit to the LGRDD Building Western Bypass
and offices allocated to the WS&S Section
Visit stores WS&S Section
- Thursday 18** Discussions in the WS&SAN Office
- Friday 19** Departure for Kharan district, 7 hours travel
Meeting with the AD, Mr. Shaukat Hayat,
Female CO Ms. Unila
- Saturday 20** Field visits
Villages route A:
Shapat, Mullah Naimatullah Sargardar,
Ali Jan Kharmagai, Haji Razai Kharmagai, Zard
Village route B:
Shapat Mohammad Hussan I, Shapat Haji Karim
II, Killi Ibrahim Kondora, Abdul Qadir
Kondora, Gul Mohammad Kondora, Nok Abad

Meeting with DC, Mr. M.B. Mohammed
Visit stores Kharan LGRDD

Sunday 21	Return to Quetta Visit to Noushki district Meeting with DO, Mr. Naweet, Female CO Ms. Gulljan
Monday 22	Discussions with staff WS&S Section
Tuesday 23	Departure for field visit Loralai Meeting with DC Mr. Tariq Meeting with LGRDD Loralai DD Mr. Mahmood, AD Mr. Rahim del Hote, Female CO Ms. Humera
Wednesday 24	Field visit Loralai Route A: Chinjan (cluster of villages) Route B: Chinjan cluster of villages and one new HP. Return to Quetta Debriefing with Mr. P. Plantinga
Thursday 25	Field visit to Pishin district Khanozai , cluster of 6 villages Meeting with the DG LGRDD Mr. Ahsan Ulhaque
Friday 26	Report writing
Saturday 27	Report writing
Sunday 28	Team discussion, conclusions
Monday 29	2.30 Meeting Authorities DG SAP Mr Saleem Chishti Financial Advisor, Mr Shahid Section inCharge PHED, Mr. Bhatti Meeting with NGO Taraqee and Mr J.Stofkoper Meeting with UNICEF repr.Mr. Agha Khan
Tuesday 30	Mission leader H.van Schaik for debriefing to RNE Islamabad report writing

Wednesday 31

Team meeting

Thursday 1

**Debriefing with GoB (ACS, DG SAP, LGRDD
authorities and WS&S Section staff)**

Debriefing with staff WS&S Section

Friday 2

Departure H.van Schaik

Saturday 3

Departure I. Lagerwey

ANNEX 3

GoB MINUTES DEBRIEFING MEETING

NO:P&DD-RO PHE (I)
GOVERNMENT OF BALOCHISTAN
PLANNING AND DEVELOPMENT DEPARTMENT

Quetta the 19th February 1995.

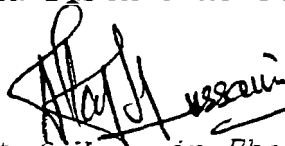
To

1. The Secretary
Government of Balochistan
Finance Department Quetta.

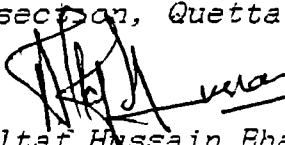
2. The Secretary,
LG & RD Department,
Quetta

Subject MINUTES OF MEETING HELD ON 1.6.95

The undersigned is directed to enclose herewith a copy of the minutes of the meeting held on 1.6.95 regarding Rural Water Supply and Sanitation project held under the chairmanship of the addl: Chief Secretary, (Dev:) P&D Department with the Dutch Evaluation Mission, for information and further necessary action.


(Altaf Hussain Bhatti)
Chief of Section
16/95

Copy forwarded for information to Hank Van Schaik, Team Leader, Dutch Evaluation Mission, c/o WS&S section, Quetta.


(Altaf Hussain Bhatti)
Chief of Section
16/95

MINUTES OF THE MEETING HELD ON 1.6.95 UNDER THE
CHAIRMANSHIP OF THE ADDL: CHIEF SECRETARY,
PLANNING & DEVELOPMENT DEPARTMENT REGARDING
RURAL WATER SUPPLY AND SANITATION PROJECT.

The following attended the meeting:-

Planning & Development Department

1. Mr. Ata Muhammad Jafar
Additional Chief Secretary Dev:
2. Mr. S.M: Saleem Chishti
Director General SAP
3. Mr. Altaf Hussain Bhatti,
Chief of Section

Local Government and Rural Development Department.

1. Mr. Mchsin Baloch
Secretary
2. Mr. Ehsan-Ul- Haq
Director General
3. Mr. Hamayoun Sabir
Assistant Director, W&S Section
4. Gellious Cremers
Chief Technical Advisor, W&S Section

Evaluation Mission

1. Mr. Henk van schaik
2. Mr. Maqsood H. Rizvi
3. Ms. Enga
4. Ms. Shehla Abtasi

The Mission leader explained that the Evaluation Mission visited Balochistan from 14th May, 1995 to 31st May, 1995. They visited various schemes located in four districts of Kharan, Chaghi, Pishin and Loralai. The Mission was satisfied with the methodology evolved and undertaken for the project by the Department. The Mission was of the view that the financial and technical assistance from the Dutch Government for the extension of the project was needed.

The next phase of the project was likely to be started from 1.7.96. There was a bridging period of six months i.e. from 1.1.96 to 30.6.96 which was agreed by the Mission. The funds for this bridge period will be arranged by the Dutch Govt.

The following decisions were taken in light of the briefing given the Mission leader:-

- 1.. Procurement of hardware will be made through the

Department in respect of the Dutch financed component.

2. It was confirmed that the funds will be provided by the Provincial Government through its PSDP. Rs.10.00 in local currency have already been allocated under PSDP 1995-96.

3. Present staff working on the project will remain in their positions as much time as possible. Frequent transfers will be avoided.

4. The Local Govt: Department will prepare the PC-I proforma for the second phase at the earliest.

5. The Mission will submit its recommendations to the Dutch Government for continuation of the Project.

ANNEX 4.1

**MINUTES OF MEETING ON RESPONSIBILITIES LGRDD & PHED
BALOCHISTAN**



WATER AND SANITATION SECTION

LOCAL GOVERNMENT & RURAL DEVELOPMENT DEPARTMENT

MINUTES OF MEETING

DIVISION OF RESPONSIBILITIES BETWEEN LGRDD AND PHED IN BALOCHISTAN

On Tuesday, January 21 1995, a meeting has taken place in Quetta between the Secretary of LGRDD and the Secretary of PHED in the presence of a World Bank mission from Islamabad.

Discussions focused on a division of responsibilities between LGRDD and PHED as far as the provision of water supply and sanitation facilities is concerned for the rural population of Balochistan.

The following has been decided upon:-

I RESPONSIBILITIES FOR LGRDD:

LGRDD will be responsible for the provision of drinking water and sanitation facilities as well as hygiene education for rural communities with less than approximately 500 inhabitants.

LGRDD will also be responsible for on-site sanitation facilities in the semi-urban rural townships.

1. Drinking Water facilities.

- Handpump
- Simple gravity schemes
- Simple mechanised schemes for rural villages with a population less than 500 inhabitants.
- Rain water harvesting.

In case the simple mechanised schemes appear to be complex like supply to several clusters or very deep tubewells than LGRDD will request the expertise of PHED, after getting consent of local communities.

2. Sanitation facilities.

On site sanitation, like pour flush latrines and VIP latrines is the responsibility of LGRDD.

3. Drainage around the drinking water facilities installed by LGRDD.

4. Hygiene Education.

Hygiene education is an integral part of all LGRDD activities.

It goes without saying that LGRDD, in fact the Water and Sanitation Section, will need institutional strengthening to develop capabilities to implement these mechanised schemes.

II RESPONSIBILITIES FOR PHED.

Within the framework of the " Uniform Policy" the following tasks have been defined for PHED:

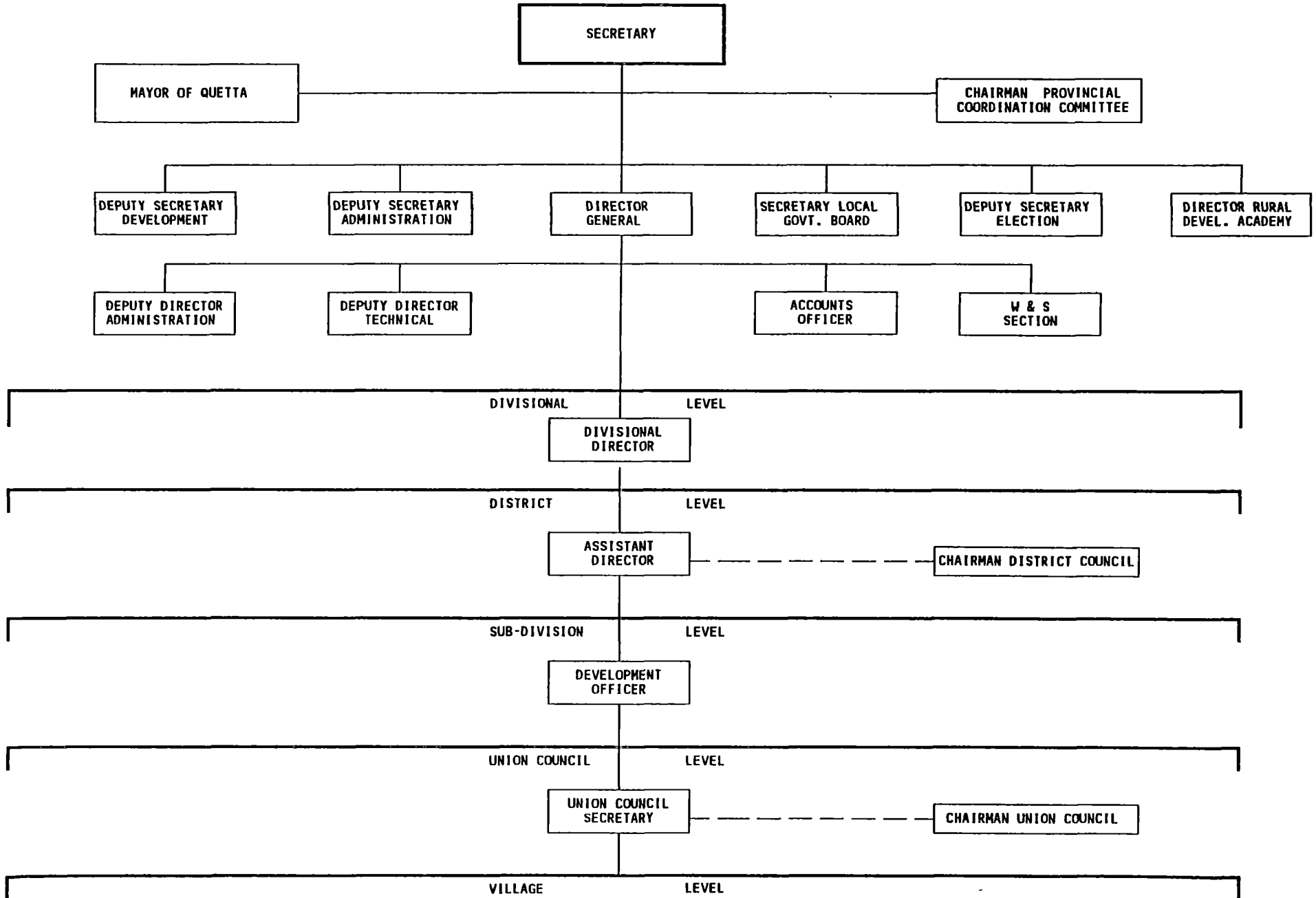
- 1. Water supply schemes for town ships, managed by PHED.**
- 2. Complex schemes for a cluster of villages.**
- 3. Rural water supply schemes for habitations of more than 500.**
- 4. Rural drainage schemes.**
- 5. Transfer of 571 rural schemes of which PHED is presently in charge. These schemes are being transferred without involvement of LGRDD.**

III Both departments, LGRDD and PHED will submit separate operational plans for inclusion in the SAP programme.

ANNEX 4.2

ORGANIZATION CHART OF LGRDD

ORGANIZATION CHART OF LGRDD



ANNEX 4.3

LGRDD STAFF W&S SECTOR

Table 4.1 LGRDD Staff W&S Section

Designation	Name	Grade	Remarks	Joining Date
W&S SECTION MANAGEMENT				
Director General	Hasan ul-Haq	20	Permanent	July '92
Assistant Director	Hamayoun Sabir	17	Permanent	July '92
HUMAN RESOURCE DEVELOPMENT SECTION				
Female Head of Section	Nusrat Jabeen	17	Project	March '94
Female Community Organizer	Rukhsana Almas	16	Project	Feb '94
Female Community Organizer	Farida Javed	16	Project	March '94
Female Community Organizer	Shahida Fakhri	16	Project	June '94
Male Community Organizer	Mohammad Sabir	16	Permanent	Dec. '92
Male Community Organizer	Iqrar Hussain	16	Permanent	July '92
Male Community Organizer	Mohammad Azim	16	Permanent	March '95
W&S TECHNOLOGY SECTION				
Head of Section	Munir Janni	16	Permanent	Dec '92 Jun '95
Sub Engineer	Abdul Khaliq	11	Permanent	July '92
Sub Engineer	Munir Ahmed	11	Permanent	Jan '94
PLANNING AND MONITORING SECTION				
Head of Section	Sajid Naeem	17	Permanent	July '92
District Planner	Abid Hussain	17	Project	March '95
District Planner	Aftab Aziz	17	Project	July '92
District Planner	Andrew Arthur	17	Project	March '95
Female Monitoring Officer	Safia Hashmi	16	Project	March '95
Female Monitoring Officer	Rukhsana Rasool	16	Project	March '95
Female Monitoring Officer	Yasmin Bibi	16	Project	March '95
Computer Operator	Rashid Ali	16	Permanent	July '92
ADMINISTRATION AND LOGISTICS SECTION				
Head of Section	M Anwar Marri	16	Permanent	July '92
Storekeeper I	Mohammad Jaffer	11	Permanent	July '94
Steno Grapher	Habib-ur-Rehman	12	Permanent	May '94
Junior Clerk	Javed Hussain	5	Permanent	July '94
Peon	Sher Mohammad	T	Permanent	July '94

Permanent : LGRDD has arranged from existing staff within Ministry.
 Project : LGRDD has recruited from outside or promoted from inside.

ANNEX 4.4

IMPLEMENTATION STEPS FOR HANDPUMP AND LATRINE INSTALLATION

IMPLEMENTATION STEPS FOR HANDPUMP AND LATRINE INSTALLATION

STEP NO.	♂ INVOLVEMENT	♀ INVOLVEMENT	TECHNICAL ASSISTANCE
1 INTRODUCE PROJECT TO COMMUNITY	<ol style="list-style-type: none"> 1. introduce yourself 2. discuss project package 3. discuss project approach 4. assess commitment to approach, including ♀ involvement (explain programme for ♀) and self-help 5. discuss HP siting procedure, HP caretaker and HHL mistri 6. promote latrine concept 7. discuss latrine volunteers 8. discuss add-on options 9. conduct village walk & mapping 10. discuss possible user groups 	<ol style="list-style-type: none"> 1. introduce yourself 2. discuss project package 3. discuss project approach, including communal handpumps, role of women and village contract 4. discuss possible pump sites 5. discuss need of add-on options 6. discuss need of latrines and possible role of ♀ in building latrines 8. stress the need for ♀ to discuss the above with ♀ and ♂ compound members 	<ol style="list-style-type: none"> 1. explain HP design and provide quantity and cost estimates 2. select HHL option and provide quantity and cost estimates 3. show and explain "quantity and price menu" 4. assess available skills and materials 5. conduct village walk and mapping
2 OBTAIN VILLAGE COMMITMENT	<ol style="list-style-type: none"> 1. inform about ♀ programme: expected feedback and compound survey 2. convey ♀ preference for HP siting, add-on options, and latrines 3. finalize HP siting and add-on options 4. finalize latrine volunteers 5. select HP caretaker and HHL mistri 6. sign community contract 7. inform community males to organize themselves for HP preparation work and materials 	<ol style="list-style-type: none"> 1. obtain feedback on compound discussions re.: <ul style="list-style-type: none"> - preferred HP siting - latrine volunteers and followers - add-on options 2. convey above to ♂ meeting 3. conduct latrine compound survey 	<ol style="list-style-type: none"> 1. finalize HP site selection 2. conduct compound survey for latrines 3. set-up: <ul style="list-style-type: none"> - construction time-table headworks - construction time-table model HHL - supply time-table follower HHL
3 HP CONSTRUCTION	<ol style="list-style-type: none"> 1. inform about ♀ programme: hyg. educ. safe water use and storage 2. organize community participation for HP construction 3. carry out construction with community 4. plan model HHL construction in step 4 	<ol style="list-style-type: none"> 1. inform ♀ about <ul style="list-style-type: none"> - ♂ decisions in the contract - construction time-table HP and HHL 2. provide hygiene education about water use and storage 	<ol style="list-style-type: none"> 1. hand over HP 2. provide construction training for HP headworks 3. construct HP headworks 4. specify preparation work for model HHL construction
4 MODEL HHL CONSTRUCTION	<ol style="list-style-type: none"> 1. inform about ♀ programme: hyg. educ. about diarrhoea and ORS 2. organize community for model HHL construction 3. check follower HHL pits for possible delivery of hardware (see steps 2 and 5) 4. discuss progress of follower HHL in group 	<ol style="list-style-type: none"> 1. inform ♀ about progress in HP training HP construction and planned model HHL construction 2. provide hyg. educ. about handwashing, diarrhoea, and ORS 3. discuss weaning foods 	<ol style="list-style-type: none"> 1. construct model HHL 2. train latrine mistri's 3. check follower HHL pits for possible delivery of hardware (see steps 2 and 5)
5 ADD-ON AND FOLLOWER HHL CONSTRUCTION	<ol style="list-style-type: none"> 1. inform about ♀ programme: latrine visit and prepare for visit of ♀ to pump site during next visit 2. inform ♂ about progress in follower HHL and add-on construction 3. discuss hygienic latrine use and latrine maintenance/cleaning 4. further plan HHL followers construction 	<ol style="list-style-type: none"> 1. inform ♀ about progress in follower HHL and add-on construction 2. visit latrine site to provide hyg. educ. about proper latrine use 3. ask feedback on hyg educ. session about handwashing, diarrhoea, ORS and weaning food 	<ol style="list-style-type: none"> 1. supply latrine hardware to those households with proper pits 2. construct selected add-on options 3. assist in constructing follower HHL
6 HP INSTALLATION	<ol style="list-style-type: none"> 1. organize community for HP installation 2. prepare for visit of ♀ to pump site 	<ol style="list-style-type: none"> 1. inform ♀ about HP installation 2. ask feedback on hyg. educ. session about safe water use and storage 3. visit pump site to provide hyg. educ. about proper handpump use 	<ol style="list-style-type: none"> 1. install HP and demonstrate O&M 2. train HP caretaker 3. do post-installation check
7 FOLLOW-UP MONITORING			<ol style="list-style-type: none"> 1. do biological well test 2. disinfect well if necessary

ANNEX 4.5

TRAINING ACTIVITIES

1.0 TRAINING OF REGULAR LGRDD FIELD STAFF: CORE DISTRICTS

DISTRICT:	PERIOD:	PARTICIPANTS:
KHARAN	10 weeks March 20, 1994 till June 16, 1994	1 Assistant Director 1 Assistant Engineer 3 Development Officers 3 Sub - Engineers 2 Female Community Organisers 2 Supervisors 10 Union Council Secretaries 1 Districts Council Chairman 10 Union Council Chairmen
LORALAI	10 weeks March 27, 1994 till June 23, 1994	1 Assistant Director 1 Assistant Engineer 3 Development Officers 3 Sub - Engineers 2 Female Community Organisers 35 Union Council Secretaries 1 Districts Council Chairman 35 Union Council Chairmen
CHAGAI	10 weeks July 10, 1994 till September 17, 1994	1 Assistant Director 1 Assistant Engineer 2 Development Officers 2 Sub - Engineers 2 Female Community Organisers 12 Union Council Secretaries 1 Districts Council Chairman 12 Union Council Chairmen
BARKHAN	10 weeks July 10, 1994 till September 17, 1994	1 Assistant Director 1 Assistant Engineer 1 Development Officers 1 Sub - Engineers 1 Female Community Organisers 7 Union Council Secretaries 1 Districts Council Chairman 7 Union Council Chairmen
MUSAKHEL	10 weeks July 10, 1994 till September 17, 1994	1 Assistant Director 1 Assistant Engineer 1 Development Officers 1 Female Community Organisers 10 Union Council Secretaries 1 Districts Council Chairman 10 Union Council Chairmen
REFRESHER COURSE	1 day November 12, 1994	7 Female Community Organisers
REFRESHER COURSE	1 day March 8, 1995	7 Female Community Organisers

1.1. TRAINING OF REGULAR LGRDD FIELD STAFF: NON-CORE DISTRICTS

DISTRICTS:	PERIOD:	PARTICIPANTS:
LAS BELA	1 WEEK February 26, 1995 - March 2, 1995	1 Assistant Director 3 Assistant Engineer 5 Development Officers 4 Sub - Engineers 15 Union Council Secretaries 1 Supervisor 1 Chief Officer 2 Mason 1 Spare part shopkeeper
PANJGUR	1 WEEK March 18, 1995 - March 23, 1995	1 Assistant Director 2 Development Officers 2 Female Community Organisers 16 Union Council Secretaries 2 Supervisor 1 Office supervisor 2 Mason
TURBAT	1 WEEK March 25, 1995 - March 29, 1995	1 Assistant Director 1 Assistant Engineer 2 Development Officers 2 Sub - Engineers 2 Female Community Organisers 31 Union Council Secretaries 2 Supervisors 2 Mason
BOLAN	1 WEEK April 9, 1995 - April 13, 1995	1 Assistant Director 1 Assistant Engineer 3 Development Officers 3 Sub - Engineers 1 Female Community Organiser 20 Union Council Secretaries 2 Supervisors 1 Mason
JAFFARABAD	1 WEEK April 23, 1995 - April 27, 1995	1 Assistant Director 1 Assistant Engineer 2 Development Officers 2 Sub - Engineers 1 Female Community Organiser 25 Union Council Secretaries 2 Supervisors 1 Mason
JHAL MAGSI	1 WEEK April 21, 1995 - April 27, 1995	1 Assistant Director 1 Assistant Engineer 1 Development Officers 1 Sub - Engineers 3 Female Community Organisers 16 Union Council Secretaries 1 Supervisor
AWARAN	1 WEEK May 21, 1995 - May 25, 1995	1 Assistant Director 1 Assistant Engineer 1 Development Officers 1 Sub - Engineers 1 Female Community Organisers 8 Union Council Secretaries 1 Supervisor 1 Mason

DIVISION:	PERIOD:	PARTICIPANTS:
MEKRAN (AT TURBAT); DIVISIONAL ORIENTATION, PLANNING & MONITORING	1 DAY DECEMBER 12, 1994	1 Divisional Director 3 Assistant Directors 5 Development Officers
KALAT (AT KHUZDAR); DIVISIONAL ORIENTATION, PLANNING & MONITORING	1 DAY DECEMBER 15, 1994	1 Divisional Director 6 Assistant Directors 15 Development Officers
ZHOB (AT LORALAI); DIVISIONAL ORIENTATION, PLANNING & MONITORING	1 DAY JANUARY 5, 1995	1 Divisional Director 5 Assistant Directors 10 Development Officers
SIBI; DIVISIONAL ORIENTATION, PLANNING & MONITORING	1 DAY FEBRUARY 7, 1995	1 Divisional Director 4 Assistant Directors 9 Development Officers
NASIRABAD (AT JAFFERABAD); DIVISIONAL ORIENTATION, PLANNING & MONITORING	1 DAY MARCH 14, 1995	1 Divisional Director 4 Assistant Directors 7 Development Officers
QUETTA; DIVISIONAL ORIENTATION, PLANNING & MONITORING	1 DAY FEBRUARY 16, 1995	1 Divisional Director 4 Assistant Directors 7 Development Officers

2.0

TRAINING OF W&S SECTION STAFF: IN-HOUSE TRAINING

TYPE OF TRAINING:	PERIOD:	PARTICIPANTS:
CLASSROOM QUETTA OFFICE; PROJECT ORIENTATION	3 WEEKS MARCH 4-22, 1993	2 W&S Technicians 1 District Planners 1 Community Organisers
CLASSROOM QUETTA OFFICE; MTT TRAINING FOR PROJECT METHODOLOGY	1 WEEK FEBRUARY 6-13, 1994	4 Community Organisers 3 District Planners 2 W&S Technicians 5 Female Community Organisers 1 UN Volunteer
FIELD TRAINING LORALAI; MTT PRACTICAL	1 WEEK FEBRUARY 14-20, 1994	3 Community Organisers 2 District Planners 1 W&S Technicians 4 Female Community Organisers 1 UN Volunteer
CLASSROOM QUETTA OFFICE; MTT TRAINING FOR PROJECT METHODOLOGY	2 WEEKS MARCH 3, 1994	4 Community Organisers 3 District Planners 2 W&S Technicians 5 Female Community Organisers 1 UN Volunteer
CLASSROOM QUETTA OFFICE/FIELD PRACTICAL; BIOLOGICAL WATER QUALITY TESTING	1 WEEK APRIL, 1994	3 W&S Technicians

2.1 TRAINING OF W&S SECTION STAFF: EXTERNAL TRAINING		
TRAINING:	PERIOD:	PARTICIPANTS:
MONITORING AND EVALUATION; FAO, QUETTA	1 Month August 7, 1993 - September 5, 1993	2 District Planners
OFFICE MANAGEMENT COURSE; LAHORE	1 Week August 21, 1993 - August 26, 1993	1 Office Manager
EXECUTIVE SECRETARY TRAINING COURSE; KARACHI	1 Week November 4, 1993 - November 8, 1993	1 Executive Secretary
MULTI - LINGUAL SYSTEM (MLS), URDU PACKAGE; COMPUAIDS, QUETTA	1 Week January 2, 1994 - January 5, 1994	1 Junior Clerk 1 Stenographer 2 Office Assistants 2 Community Organisers 1 Executive Secretary
SHAHEEN COURSE, INTENSIVE URDU PACKAGE; COMPUAIDS, QUETTA	2 Weeks February 6, 1994 - February 17, 1994	1 Junior Clerk 1 Stenographer 1 Executive Secretary
DESIGN AND ORGANISATION OF TRAINING; BALOCHISTAN RURAL SUPPORT PROGRAMME, QUETTA	1 Week December 1, 1994 - December 4, 1994	2 Female Community Organisers 1 Sub - Engineer
PROJECT PLANNING AND ANALYSIS; FAO, QUETTA	5 Weeks December 4, 1994 - January 12, 1995	1 Female Community Organiser
PROJECT MONITORING AND EVALUATION; FAO, QUETTA	2.5 Weeks April 2, 1995 - April 20, 1995	2 District Planners

3.0**OVERSEAS TRAINING: ALL STAFF**

TYPE OF TRAINING:	PERIOD:	PARTICIPANTS:
INSTITUTIONAL DEVELOPMENT AND ORGANISATIONAL STRENGTHENING; MDF, THE NETHERLANDS	3 weeks September 20, 1993 - October 8, 1993	1 Chief of Section (P & D Department)
EXPERT CONSULTATION MEETING ON METHODS TO INVOLVE WOMEN IN RURAL W & S PROJECTS; IRC, SRI LANKA	10 days September 20, 1993 - October 8, 1993	1 Hygiene Education Expert
INSTITUTIONAL DEVELOPMENT AND ORGANISATIONAL STRENGTHENING MDF, THE NETHERLANDS	3 Weeks August 13, 1994 - September 4, 1994	1 Director General, Local Government 2 Assistant Directors

ANNEX 4.6

**MASTER TRAINER TEAM WORKPLANNING SCHEDULE
MAY-DECEMBER 1995**

MASTER TRAINER TEAM WORK PLANNING SCHEDULE; MAY TO DECEMBER, 1995

MTT/ACTIVITIES	MAY	JUNE	JULY	AUG.	SEPT.	OCT.	NOV.	DEC.
MTT I: MONITORING IN CORE DISTRICTS								
LORALAI/BARKHAN/MUSA KHEL								
CHAGAI								
KHARAN								
MTT's II & III TRAINING IN NON-CORE DISTRICTS								
AWAPAN								
DERA BUGHTI								
KHUZDAR								
PISHIN								
ZHOB								
QUILA SAIFULLAH								
MTT IV (PLUS MTT's II & III AFTER SEPT.): MONITORING IN NON-CORE DISTRICTS								
BATCH A'								
BATCH B''								
BATCH C'''								
MTT V: TRAINING FOR TOV. SHIP SANITATION								
PISHIN								
NOUSHKI								
MACH								
MASTUNG								

BATCH A': Punjgur, Turbat, Khuzdar, Awaran, Las Bela

BATCH B'': Jhal Magsi, Bolan, Jaffarabad, Dera Bughti

BATCH C''': Pishin, Zhob, Quila Saifullah

CORE DISTRICT IMPLEMENTATION STAFF: COMPOSITION AND MAIN ACTIVITIES

GOVERNMENT DESIGNATION:	PROJECT ROLE:	MAIN ACTIVITIES AND RESPONSIBILITIES:
<p>DEVELOPMENT OFFICER (GRADE 16)</p>	<p>TEAM LEADER/MALE COMMUNITY ORGANISER</p>	<ul style="list-style-type: none"> • OPERATIONAL HEAD AT SUB-DIVISIONAL LEVEL • FINALISING VILLAGE SELECTION • FINALISING HP SITING • CONTRACT SIGNING • SELECTION OF LATRINE DESIGN • ORGANISATION FOR PHYSICAL IMPLEMENTATION • HYGIENE EDUCATION/O & M MESSAGES • MONITORING AND REPORTING • WORK PLANNING
<p>FEMALE HYGIENE EDUCATOR (GRADE 11)</p>	<p>FEMALE COMMUNITY ORGANISER</p>	<ul style="list-style-type: none"> • INPUTS FOR SITING OF HP • ORGANISING FEMALE COMMUNITY MEMBERS • INPUT FOR SELECTION OF LATRINE DESIGN • COMPOUND LATRINE SURVEY • HYGIENE EDUCATION/O & M MESSAGES • MONITORING
<p>SUB-ENGINEER (GRADE 11)</p>	<p>W & S TECHNICIAN</p>	<ul style="list-style-type: none"> • INPUT FOR SITING OF HP • INPUT FOR SELECTION OF LATRINE DESIGN • PHYSICAL IMPLEMENTATION; MATERIALS ESTIMATE AND TECHNICAL SUPERVISION • PUMP INSTALLATION • CARETAKER TRAINING • O & M MESSAGES • MONITORING

3: ASSISTANT DIRECTOR IS OVERALL OFFICER IN-CHARGE FOR THE DISTRICT AND TAKES FULL RESPONSIBILITY FOR PROGRAMME IMPLEMENTATION AND LIAISON WITH THE W&S SECTION, QUETTA OFFICE.

NON-CORE DISTRICT IMPLEMENTATION STAFF: COMPOSITION AND MAIN ACTIVITIES

GOVT DESIGNATION:	PROJECT ROLE:	MAIN ACTIVITIES AND RESPONSIBILITIES:
DEVELOPMENT OFFICER (GRADE 16)	TEAM LEADER/MALE COMMUNITY ORGANISER	<ul style="list-style-type: none"> • OPERATIONAL HEAD AT SUB-DIVISIONAL LEVEL • FINALISING VILLAGE SELECTION • FINALISING HP SITING • CONTRACT SIGNING • SELECTION OF LATRINE DESIGN • ORGANISATION FOR PHYSICAL IMPLEMENTATION • HYGIENE EDUCATION/O & M MESSAGES • MONITORING AND REPORTING • WORK PLANNING
SUPERVISOR (GRADE 9)	COMMUNITY ORGANISER	<ul style="list-style-type: none"> • SUPPORTING ROLE TO THE D.O. • FINALISING VILLAGE SELECTION • FINALISING HP SITING • CONTRACT SIGNING • SELECTION OF LATRINE DESIGN • ORGANISATION FOR PHYSICAL IMPLEMENTATION • HYGIENE EDUCATION/O & M MESSAGES • MONITORING
FEMALE HYGIENE EDUCATOR (GRADE 11)	FEMALE COMMUNITY ORGANISER	<ul style="list-style-type: none"> • INPUTS FOR SITING OF HP • ORGANISING FEMALE COMMUNITY MEMBERS • INPUT FOR SELECTION OF LATRINE DESIGN • HYGIENE EDUCATION/O & M MESSAGES • MONITORING
SUB-ENGINEER (GRADE 11)	W & S TECHNICIAN	<ul style="list-style-type: none"> • FINALISING VILLAGE SELECTION • INPUT FOR SITING OF HP • INPUT FOR SELECTION OF LATRINE DESIGN • PHYSICAL IMPLEMENTATION; MATERIALS ESTIMATE AND TECHNICAL SUPERVISION • PUMP INSTALLATION • CARETAKER TRAINING • O & M MESSAGES • MONITORING
UNION COUNCIL SECRETARY (GRADE 5)	FIELD LEVEL EXTENSION WORKER	<ul style="list-style-type: none"> • SUPPORTING ROLE TO D.O. AND SUB-ENGINEER • OUTREACH TO COMMUNITIES OF UNION COUNCIL • VILLAGE SURVEY/INVENTORY • ROUTING VILLAGE APPLICATIONS • ASSISTING IN COMMUNITY ORGANISATION • ASSISTING IN PHYSICAL IMPLEMENTATION • ASSISTING IN HP INSTALLATION • HYGIENE EDUCATION/O & M MESSAGES • MONITORING • FOLLOW-UP AT VILLAGE LEVEL

NB: ASSISTANT DIRECTOR IS OVERALL OFFICER IN-CHARGE FOR THE DISTRICT AND TAKES FULL RESPONSIBILITY FOR PROGRAMME IMPLEMENTATION AND LIAISON WITH THE W&S SECTION, QUETTA OFFICE.

ANNEX 4.7

TARGETS

4.7.1 TARGETS PROJECT DOCUMENT

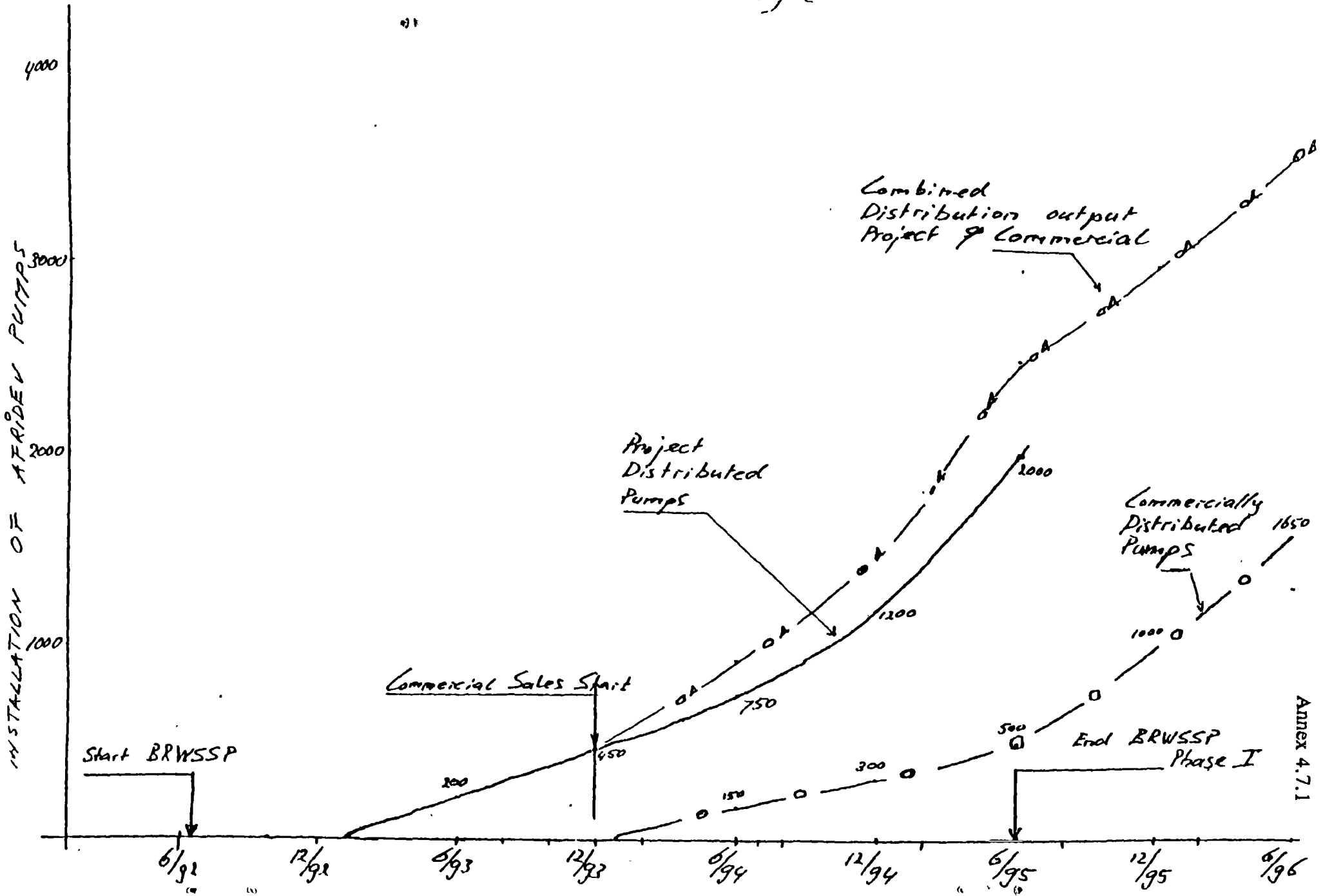
4.7.2 TARGETS INCEPTION REPORT

4.7.3 ACHIEVEMENTS

Jimston Rural Water and Sanitation Project

21

110

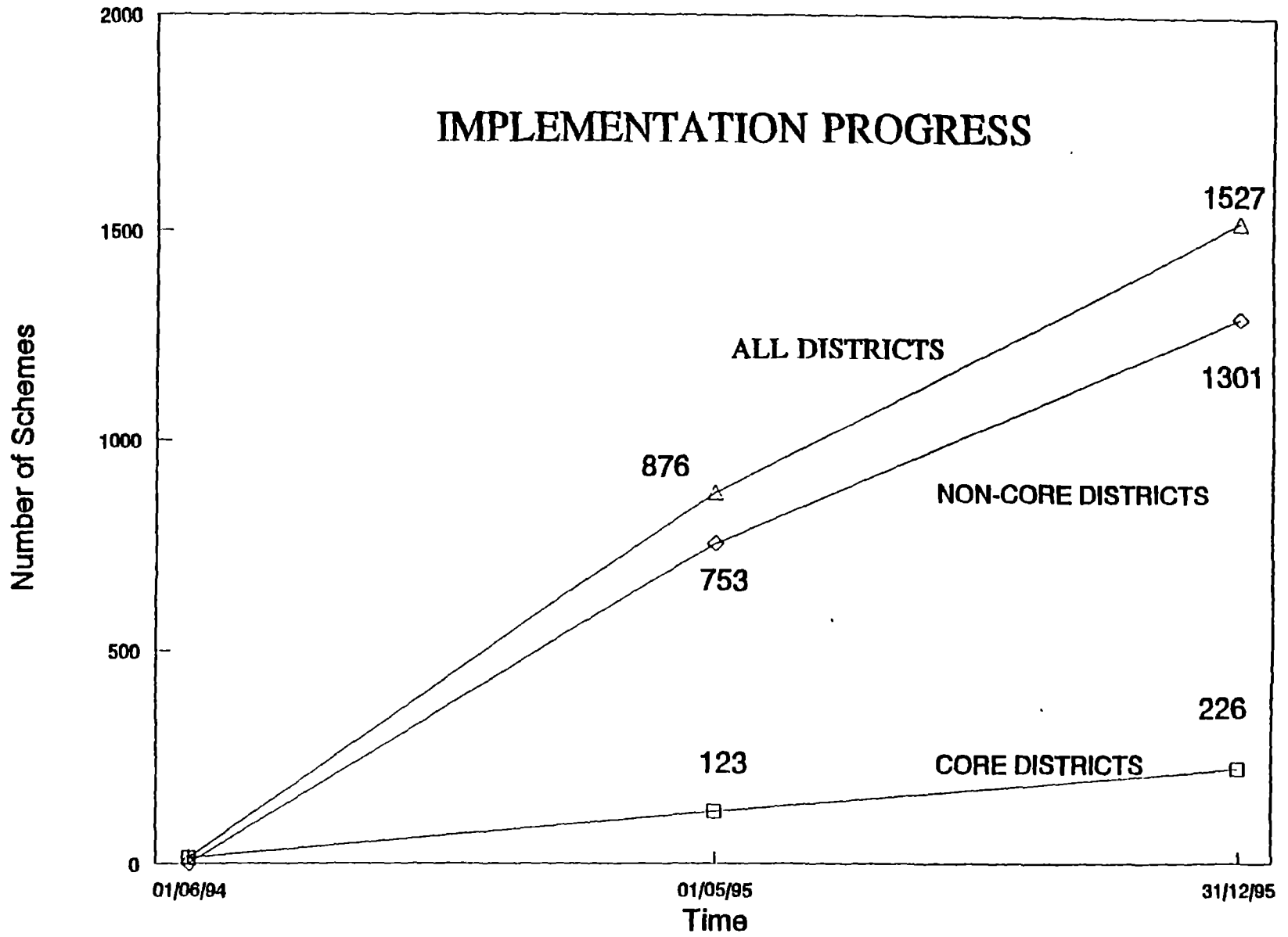


Annex 4.7.1

Table 3-1: Project districts and schemes to be established per district in each financial year

	SCHEMES TO BE ESTABLISHED			% INVESTMENT ¹ AND TOTAL OF SCHEMES PER DISTRICT	
	92/93	93/94	94/95		
ZHOB	40	245	215	25%	500
QILA SAIFULLAH	42	207	211	23%	460
LORALAI-LORALAI MUSA KHEL BARKHAN	20	100	140	13%	260
CHAGAI		20	60	4%	80
KHARAN		80	140	11%	220
SUB-TOTAL	102	652	766	76%	1,520
KHUZDAR	12	24	24	3%	60
PISHIN	12	24	24	3%	60
PANJGUR	12	24	24	3%	60
TURBAT	12	24	24	3%	60
LASBELA	12	24	24	3%	60
KACHEHI-JHAL MAGSI BOLAN	12	24	24	3%	60
JAFARABAD	12	24	24	3%	60
DERA BUGTI	12	24	24	3%	60
SUB-TOTAL	96	192	192	24%	480
OVERALL TOTAL	198	844	958	100%	2,000

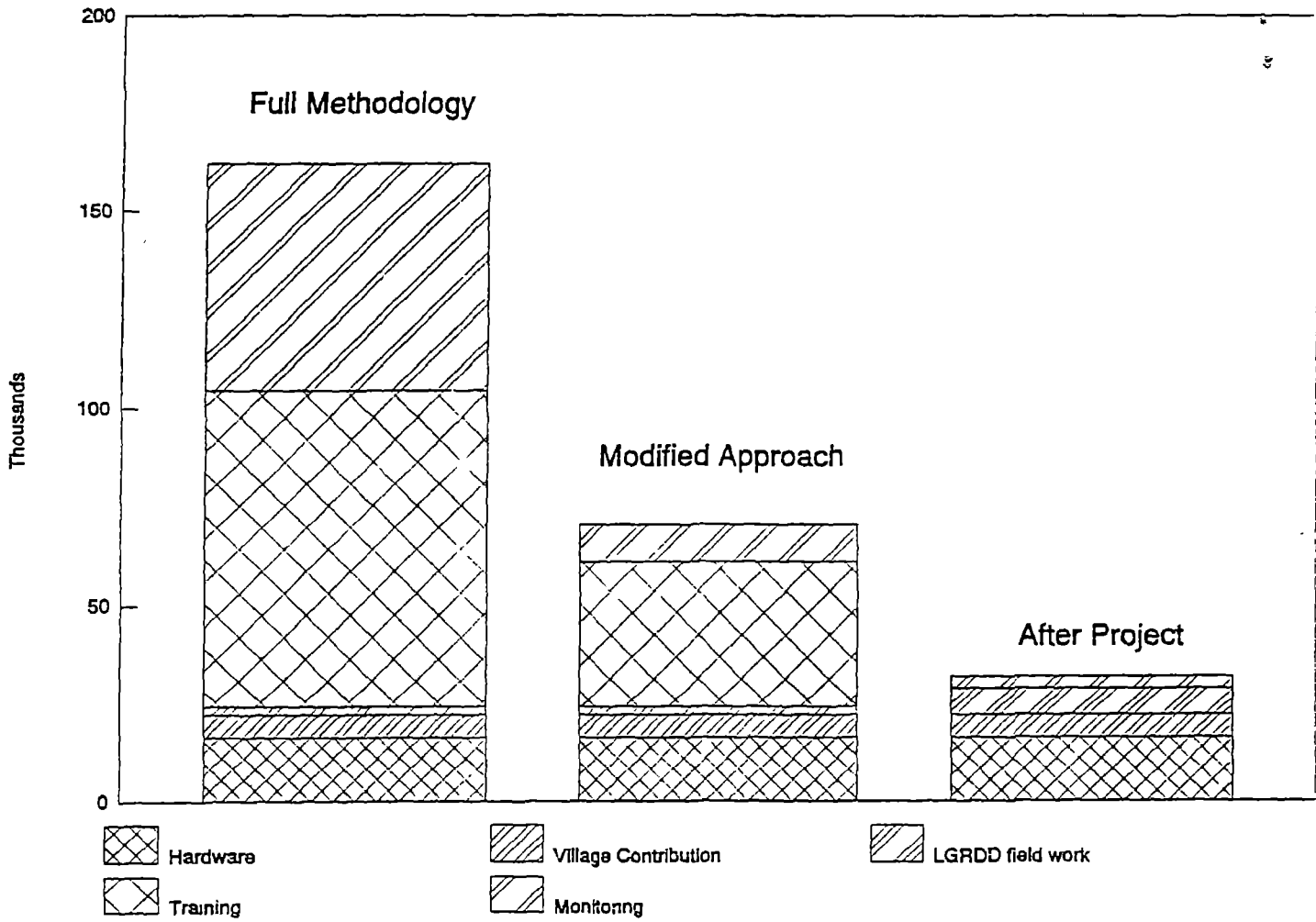
23. Percentages of the total investment in each district have been taken from the Memorandum of Understanding of 24.03.1991. The five districts in the top of the table constitute the core project area (see PC-1, page 14).



ANNEX 4.8

SCHEME UNIT COSTS

SCHEME UNIT COSTS



SCHEME UNIT COSTS CORE DISTRICTS

I T E M	Full Methodology (Rs)	Modified Approach (Rs)	Post Project (Rs)
1. Hardware			
- Complete pump Unit	15,500	15,500	15,500
- 2 Latrines	800	800	800
2. Village Contribution			
- Installation Handpump	5,000	5,000	5,000
- Construction 2 Latrines	800	800	800
3. LGRDD Field Work			
- Salaries / TA /DA : Rs 15,000 x 12:18 x 20%	2,000	2,000	2,000
- Vehicle charges:Rs 1,500 / day x 3.3			5,000
4. Training by Project			
- Full methodology : Rs 18,173,045 : 226	80,412		
- Modified approach : Rs 14,466,855 : 392		36,905	
5. Monitoring			
- Full methodology : Rs 13,020,053 : 226	57,611		
- Modified approach : Rs 3,770,402 : 392		9,618	
- After project:			
* Salaries / TA DA : Rs 20,000 x 12 :162			1,500
* Vehicle charges : Rs 1,500 / day x 180 : 162			1,700
TOTAL	162,123	70,623	32,300

ANNEX 4.9

VISUAL AIDS AND COSTS

Costs of visual aids for the other districts

District	No. Latrine models	No. of cotton lay-out	No. of handouts	No. of b/w flipcharts	No. of PR posters	No. of year planners
Lassbela	6	5	280	15	60	30
Panegur	2	1	160	14	60	30
Turbat	2	1	140	25	35	30
Bolan	4	3	300	34	50	30
Jhal Magsi	3	2	180	15	5	30
Jaffarabad	3	2	80	29	5	30
Awaran	1	1	35	10	35	30
Dera Bugti	4	3	100	14	100	30
Khuzdar	5	4	100	27	100	30
Pishin	3	2	100	33	100	30
Zhob	4	3	100	21	100	30
Quila Saifullah	3	2	100	14	100	30
Total 12 districts	40.00	29.00	1,675.00	251.00	750.00	360.00

Material	No. for all districts	Price	Total price	
Latrine model	40	600	24000	
Cotton lay-out	29	500	14500	
b/w flipchart	251	200	50200	
hand out	1675	18	30150	
package female CO	7	1500	10500	
price extension material per district				10779
total price extension material 12 districts			129,350.00	

Prices PR material

Item	Price in Rs.	Number	Total expenditure
small sticker			
big sticker			
year planner	15	2000	30000
cloth poster in urdu	42	1500	63000
coloured brochure	19	1000	19000
black/white leaflets	3	5000	15000
Total			127,000.00

Material	Total Number	Price	Total price	
Core districts				
year planner	250	16	4000	
PR poster	300	42	12600	
stickers	200	16	3200	
price PR material per district				3960
total price 5 districts			19,800.00	
Other districts			0.00	
yearplanner	360	16	5760	
PR poster	750	42	31500	
stickers	250	16	4000	
price PR material per district				3438
total price PR materials 12 districts			41,260.00	
grand total			61,060.00	

Costs of visual aid and technical kit for the MTTs and DITs

visual aids	no. of sets for each person in the team		total copies for 1 team and 200 villages in a year			way of multiplying	costs for 1 in Rs.	total costs in Rs.	additional costs every year: 200 villages 300 HP 2000 latrines
	♀	♂	10-10	A 4	A 3				
introduction poster well	1				1	laminated photograph	125		
introduction poster stream	1				1	"			
introduction poster pump	1				1	"			
cards of woman, man and child	1		3			black/white laminated copy	7		
cards to make a village map	1		28			"			
cards safe water use	1		12			laminated photograph	3.5		
hand out of safe water use				2500		black/white copy	0.5		1250
posters safe water storage	1	1		2	2	laminated photograph	80		
hand out safe water storage				2500		black/white copy	0.5		1250
add-on facility poster	1	1		2		black/white laminated copy	21		
pump section poster	1	1		2		"			
posters safe water source		1			6	laminated photograph	125		
latrine flip chart ♀	1				7	"			
latrine flip chart ♂		1			7	"			
coloured silk print hand out	1000	1000			2000	coloured silk print	18		36.000

visual aids	no. of sets for each person in the team			total number of copies for 1 team			way of multiplying	costs for 1 including lamination in Rs.	total costs in Rs.	additional costs every year: 300 HP 2000 latrines 200 villages
	♀	T	♂	10-10	A 4	A 3				
Total copies of laminated black/white copies in different sizes				31				1 + 6 = 7	217	
					4			3 + 20 = 23	92	
		1				20	<i>laminated copies</i>	1 + 30 = 31	620	
Total copies of laminated photographs in different sizes				12				4 + 6 = 10	120	
					2			80 + 25 = 105	210	
						25		125 + 30 = 155	3,875	
cotton lay out	1			1			<i>as original</i>	500	500	
plastic latrine model 1 pit				1			"	550	550	
plastic latrine model 2 pits				1			"	650	650	
plastic folder ♀	1						<i>like UNICEF distributed</i>	200	200	
technical tools							<i>see hand tools list</i>		5,840	
handbag	1	1	1					250	750	
field manual	1	1	1					100	300	
Total price for 1 team									13,974	
Price for 1 district with 8 DITs									41,922	
Total price for 5 score districts with 9 DITs									205,623	
Total price for 1 year villages										38,500

ANNEX 4.10

CONSULTANTS INPUTS

4.10.1 INCEPTION REPORT

4.10.2 REALIZED INPUTS

Figure 7-2: Barchart of TA personnel for the remainder of the project period

DESIGNATION		REMAINING TIME		SCHEDULE OF MISSIONS TO PAKISTAN															
				YEAR 1			YEAR 2			YEAR 3									
				1993			1994			1995									
				J	F	M	A	M	J	J	A	B	O	N	D	J	F	M	A
HL	PAK																		
IWACO																			
1. Project Director	3.18	2.25	HHe	■				■											■
2. Project Controller	1.55		JH																
3. Home Support	0.90		TBH																
2. CTA/Community Development	0.30	25.50	BH	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
3. TA /HS&S Technology	0.88	18.50	WL	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
4. Hyg. Education/WID	0.85	4.65	LR		■	■	■												
5. Water Resources	0.15	0.85	KG						■										
6. Financial Economist	0.45	2.55	CvDB					■	■	■	■	■	■	■	■	■	■	■	■
7. Institutional Dev'tment	0.15	0.85	HHe		■	■	■												
8. To be assigned	<u>0.30</u>	<u>1.70</u>	TBH	■	■	■	■												
	9.13	57.05																	
AQRI-BI-COH																			
1. Community Development		30.00	TBH	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
2. Hygiene Education		30.00	TP	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
3. District Coordination		30.00	TBH	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
4. District Coordination		30.00	TBH	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
5. To be assigned		<u>12.00</u>	TBH	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
		132.00																	

CONSULTANCY INPUT

PERSONNEL	1992		1993				1994				1995			
	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV
I. Long Term Assignments Expatriate Staff														
1. Chief Technical Adviser Bert Huizinga Gellius Cremers	—————		—————				—————				—————			
2. W&S Engineer Wim Lindeyer Harold Lockwood	—————		—————				—————				—————			
3. Associate Expert Lydia Braakman	—————		—————				—————				—————			
4. Monitoring Expert Ingrid Yssennagger	—————		—————				—————				—————			
II. Long Term Assignments Local Staff														
1. Community Development Expert D. Ismaili Shakeel Ahmed	—————		—————				—————				—————			
2. Hygiene Education Tasleem Paracha	—————		—————				—————				—————			
3. District Coordinator Edward Arthur Shagufta Ara	—————		—————				—————				—————			
4. W&S Engineer Munir Ahmed	—————		—————				—————				—————			
III. Short Missions Expatriate Staff														
1. Hygiene Education / WID Linda Reyerkerk	———		—————				—————				—————			
2. Hydrologist Koos Groen	———		—————				—————				—————			
3. Institutional Expert Herry Heckman	—————		—————				—————				—————			
4. W&S Engineer Michael Chapman Bob Blankwaardt	—————		—————				—————				—————			
IV. Local Staff														
Hydrogeologist Bashir	—————		—————				—————				—————			

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ANNEX 4.11

LGRDD REIMBURSEMENTS

1992/1993

1993/1994

ALLOCATIONS

1994/1995

1995/1996

LGRDD REIMBURSEMENTS FOR FINANCIAL YEAR 1993-994

ITEM	AMOUNT (Rs) Financial Year (92-93)	AMOUNT (Rs) Financial Year (93-94)
I OFFICE COSTS		
1. POL of vehicles	149,762	92,340
2. Maintenance vehicles	31,846	98,825
3. Postage & Fax.	5,488	1,500
4. Electricity	28,296	17,375
5. Office rent	180,000	180,000
6. Telephone	91,483	109,338
7. Printing	67,989	116,308
8. Field Office	0	69,000
9. Contingencies	0	37,847
	554,864	722,533
II RENT QUETTA STORE		156,000
III TRANSPORTATION CHARGES		550,000
IV SIBI FAIR		135,000
GRAND TOTAL		2,118,397

LGRDD ALLOCATIONS FINANCIAL YEARS 1994-95 AND 1995-96

ITEM	AMOUNT (Rs) Financial Year (94-95)	AMOUNT (Rs) Financial Year (95-96)
I. SALARIES AND ALLOWANCES SECTION STAFF	730,000	2,176,692
II. OFFICE COSTS	800,000	1,010,000
III. TRAINING FACILITIES	900,000	900,000
IV. PURCHASE 1 TRUCK	700,000	900,000
V. VEHICLE	800,000	2,800,000
TOTAL	3,930,000	7,786,692

ANNEX 4.12

HARDWARE INPUTS BY UNICEF

DUTCH ASSISTANCE PROVIDED ON YEARLY BASIS

YEAR	SCF #	DESCRIPTION	AMOUNT IN US\$
1992	92/7001	Six Vehicles for W&S Cell	US\$ 82,848.00
1992	92/7018	22 Yamaha Motorcycles for Balochistan.	US\$ 20,700.00
1992	92/7020	350 Afridev Vlom Handpumps for Balochistan.	US\$ 141,649.00
1993	93/7020	700 Afridev Handpumps Accessories - WES - Balochistan.	US\$ 278,152.00
1993	93/7021	2,500 supply of Latrine pans for WES Balochistan.	US\$ 13,600.00
1993	93/7026	Supply of 2,500 PVC Pipe & Wire Mesh - WES Balochistan.	US\$ 19,700.00
1993	93/7029	300 Plunger/Footvalve body and 500 spare parts sets for handpumps.	US\$ 10,200.00
1994	94/7030	700 Handpumps and 1,000 sets of spare parts (kits) for LG&RDD.	US\$ 302,802.00
1994	94/7031	7,000 Latrine material for LG&RDD.	US\$ 85,150.00
		TOTAL:	US\$ 954,801.00

SUMMARY OF HARDWARE SUPPLY TO BALUCHISTAN PROVINCE: 1990 - 1995				
PHASE OR YEAR	No. HP'S	No. HHL	SOURCE	IMPLEMENTATION METHODOLOGY
DEMONSTRATION / 1990	125	625	UNICEF	<ul style="list-style-type: none"> • CIVIL WORKS + INSTALLATION - CONTRACTOR SYSTEM • FULL CASH/KIND SUBSIDY
ACTWATSAN / 1991	420	1,360	UNICEF	<ul style="list-style-type: none"> • CIVIL WORKS + INSTALLATION - JOINT CONTRACTOR AND LGRDD SYSTEM • CASH SUBSIDY WITH COMMUNITY UNSKILLED LABOUR CONTRIBUTION
REGULAR / 1992-93	755	3,625	UNICEF	--- AS ABOVE ---
REGULAR (cont.) / 1993	350	3,500	UNICEF	--- AS ABOVE ---
W&S SECTION / 1994	700	2,500	DUTCH/UNICEF	<ul style="list-style-type: none"> • COMMUNITY-BASED METHODOLOGY • CIVIL WORKS - COMMUNITY RESPONSIBILITY; INSTALLATION SUPERVISED BY LGRDD STAFF • NO CASH SUBSIDY OF ANY KIND
W&S SECTION / 1994	600	----	UNICEF (UMBRELLA) <i>Gf</i>	--- AS ABOVE ---
W&S SECTION / 1995	700	7,000	DUTCH/UNICEF	--- AS ABOVE ---
W&S SECTION / 1995	430	2,250	UNICEF (UMBRELLA) <i>Gf.</i>	--- AS ABOVE ---
W&S SECTION / 1995 ¹	170	1,400 + 2,000 ¹¹	UNICEF (PPA)	--- AS ABOVE ---
TOTAL:	4,150	24,250		

1 SCF ISSUED, DELIVERY DUE DATE MID-1995

11 VIP LATRINE UNITS

ANNEX 4.13

- 4.13.1 REPORTED DEFECTS**
- 4.13.2 SPARE PARTS + PRICE LIST**
- 4.13.3 SPARE PART STORES**

FREQUENTLY-REPORTED DEFECTS OF AFRIDEV PARTS				
S No.	DEFECTIVE PART:	SKAT REF. No.:	DESCRIPTION OF DEFECT/RESULTING PROBLEM:	REPORTING: FREQUENCY
1.	PUMP ROD	J-00	HDG PROCESS LEAVES SEVERE CLAGGING ON HOOK AND EYE COMPONENTS, DIFFICULTY IN ASSEMBLY AND REQUIRES FILING OF HOOK AND EYE COMPONENTS.	5 TIMES
2.	ROD HANGER ASSEMBLY	F-00	HDG PROCESS LEAVES SEVERE CLAGGING ON ROD HANGER CONNECTOR; DIFFICULTY IN CONNECTING ROD TO HANGER.	2 TIMES
3.	BEARING BUSHES FULCRUM PINS/HOUSINGS	C-00, C-01, D-00, F-00	POOR TOLERANCES ON THE FULCRUM AND HANGER PIN ASSEMBLIES RESULTING IN VERY POOR FITTING OF BEARING BUSHES; BUSHES HAVE TO BE FORCED INTO THE ASSEMBLY LEADING TO SEIZING OF BEARINGS OVER TIME.	MULTIPLE REPORTS
4.	PLUNGER U-SEAL	L-03	VERY POOR QUALITY OF U-SEALS (PARTICULARLY SPARES) WHICH DO NOT SEAT INTO THE GROOVE ON PLUNGER BODY; PLUNGER BECOMES JAMMED IN CYLINDER.	MULTIPLE REPORTS
5.	TOP SLEEVE	K-00	TOP SLEEVES NOT FITTING OVER CUT-END OF TOP RISER; MANY OPERATORS USE CUT PIECE OF RISER IN PLACE OF SLEEVE, HEATED AND FORCED INTO PLACE.	MULTIPLE REPORTS
6.	CYLINDER ASSEMBLY, REDUCER	L-00 (551)	LEAKAGE OF WATER FROM THE CYLINDER ASSEMBLY AT THE OUTSIDE JOINT BETWEEN CYLINDER PIPE AND FOOTVALVE REDUCER.	MULTIPLE REPORTS
7.	CYLINDER ASSEMBLY, BRASS LINER	L-00 (553)	POOR FINISHING OF BRASS LINER RESULTING IN BURRING OF INNER SURFACE; JAMMING OF PLUNGER, OR NO SMOOTH PLUNGER ACTION	3 REPORTS
8.	CYLINDER ASSEMBLY, BRASS LINER	L-00 (553)	TOP END OF BRASS LINER CUT SQUARE (AS SPEC.) WITHOUT LEAD-IN CHAMFER'; RESULTS IN FALSE ROD LENGTH INSTALLATION AND RE-CUTTING OF ROD.	MULTIPLE REPORTS
9.	CYLINDER ASSEMBLY, uPVC RISER	L-00, K-00	POOR TOLERANCE IN O/D CYLINDER PIPE AND FIRST RISER; RESULTS IN FAILURE OF JOINT AND DROPPING OF CYLINDER ASSEMBLY	4 REPORTS

THIS DESIGN MODIFICATION HAS BEEN POINTED OUT BY KEEN IN HIS RECENT VISIT TO BALOCHISTAN

WATER AND SANITATION CELL, LGRDD BALUCHISTAN

AFRIDEV SPARE PARTS PRICE LIST

STANDARD SPARE PARTS KIT

S.No	DESCRIPTION OF PARTS	QTY IN KIT	UNIT PRICE (RS)
01	Plastic Bearing Bush (inner/outer)	04	42.00
02	U-Seal (Plunger)	06	21.00
03	O-Ring (For Foot Valve)	02	8.00
04	Valve Bobbins	02	18.00
05	Rod Centraliser	10	15.00
06	Rising Main Centraliser	04	25.00

ADDITIONAL AVAILABLE SPARES

S/No	DESCRIPTION OF PARTS/ITEMS	UNIT PRICE (RS)
01	Rear T-Handle Section	391.00
02	Fulcrum Pin	242.00
03	Rod Hanger Pin	154.00
04	Rod Hanger Assembly (With M-16 Bolt)	246.00
05	Plunger Assembly - Complete	371.00
06	Foot Valve Assembly - Complete	243.00
07	Fishing Tool	142.00
08	Spanner for M-16 Bolt	80.00
09	Cylinder Assembly - Complete	1605.00
10	Suction Pipe	288.00
11	Compression Cone (Rubber Grommet)	57.00
12	Pump Rod x 3 m Length	156.00
13	PVC Rising Main 63 mm O/D x 3 m Length	215.00
14	PVC Socket for 63 mm O/D Pipe Re-jointing	125.00
15	M-16 Bolt	10.00
16	Solvent Cement 250 gms	123.00

NOTE: ALL PRICES CORRECT AS OF JULY, 1994
PRICES CAN VARY DUE TO INFLATION

FOR FURTHER INFORMATION CALL W&S CELL:
TEL: 081-827675. 081-331284

AFRIDEV - SPARE PART RETAILERS, BALOCHISTAN

S.No	DISTRICT	SHOP NAME AND ADDRESS:	CONTACT PERSON AND TELEPHONE:	DATE OF CONTRACT	AMOUNT (Rs)
1.	Kharan	Rasheed Electric Store Main Road, Kharan	Mawli Abdul Hadi (08287)	21.02.1995	14,940/-
2.	Chagi	Iftakhar Autos & General Store London Road, Dalbandin	Haji Mohammed Khalid (025)-454	20.02.1995	15,368/-
3.	Loralai	Qadri paint shop Tahsil Road, Loralai	Qadri Khan c/o ADLG Loralai (0821)-2373	24.01.1995	15,368/-
4.	Las Bela	Gillani Traders Main Bazar, Uthal	Bashi Khan c/o ADLG Las Bela (027)-363/361	16.01.1995	14,798/-
5.	Khuzdar	Abdul Rehman Autos Hospital Road, Main Bazar, Khuzdar	Abdul Rehman c/o ADLG Khuzdar (087)-2207	18.01.1995	14,798/-
6.	Kalat	Gan Sham Hardware Shahai Bazar, Kalat	Gan Sham Das c/o ADLG Kalat (084)-2207	17.01.1995	14,147/-
7.	Barkhan	Ismial Autos Sibi Road, Barkhan	Ismial c/o ADLG Barkhan - 12	26.01.1995	15,243/-
8.	Panjgur	Esatullah Sanitary Old Hospital Road, Panjgur	Haji Mohammed Yakoob c/o ADLG Panjgur (08293)-2887	21.01.1995	17,973/-
9.	Turbat	Famous Electric & Sanitary Store Main Road, Turbat	Abdul Rauf (0861)-3697	26.03.1995	17,973/-
10.	Qila Saifullah	Gafoor General Store Quetta - Zhob Road, Muslim Bagh	Abdul Gafoor (08292)-406	24.01.1995	17,973/-
11.	Zhob	Badruddin Tyre and Tube Service, Station Road, Zhob	Haji Mohammed Shah (0822)-2804/2753	24.01.1995	17,973/-

Information correct as of 30.04.1995
Technical Unit, Water and Sanitation Section, LGRDD

ANNEX 4.14

OTHER WS&S ACTIVITIES IN BALOCHISTAN

COORDINATION OF WATER AND SANITATION ACTIVITIES IN BALOCHISTAN.

Besides the programmes to be implemented by the Section itself other agencies in Balochistan are involved in water supply and sanitation facilities for the rural population.

It is the task of the Section to act as a coordinating organization between the government departments and the various projects involved in water and sanitation activities in the province.

In this respect a coordination meeting has been organised on May 4, 1995 to discuss a uniform policy with regard to the implementation of water and sanitation activities. More of these coordination meetings will be conducted on a regular basis in the future.

With the following agencies close cooperation already exists or will be established.

1. **BALOCHISTAN RURAL SUPPORT PROGRAMME (BRSP)**
This NGO works in rural villages in 40 Union Councils in 14 Districts with an integrated approach, covering several activities, including water supply and sanitation.

2. **TARAQEE**
This NGO is working on various sanitation projects, mainly within Quetta Municipality and probably expanding to semi-urban areas in Quetta district. They concentrate on a high level of community participation in the implementation of a variety of sanitation schemes.

3. **INTEGRATED RANGE AND LIVESTOCK DEVELOPMENT PROJECT.**
This FAO/UNDP financed project is working on an integrated approach in 2 valleys in Sinjavi subdivision and a few villages in Muslimbagh. Already 5 handpumps have been installed in Sinjavi. May be, in a later stage, latrines will be installed.

4. **PROJECT FOR PARTICIPATORY UPLAND CONSERVATION AND DEVELOPMENT.**

This FAO financed project is active, with an integrated approach, in the Kannak valley in Mastung District, in 11 villages.

In their project they include a sanitation programme, but no water supply.

5. **STRENGTHENING PARTICIPATORY ORGANIZATION (SPO).**

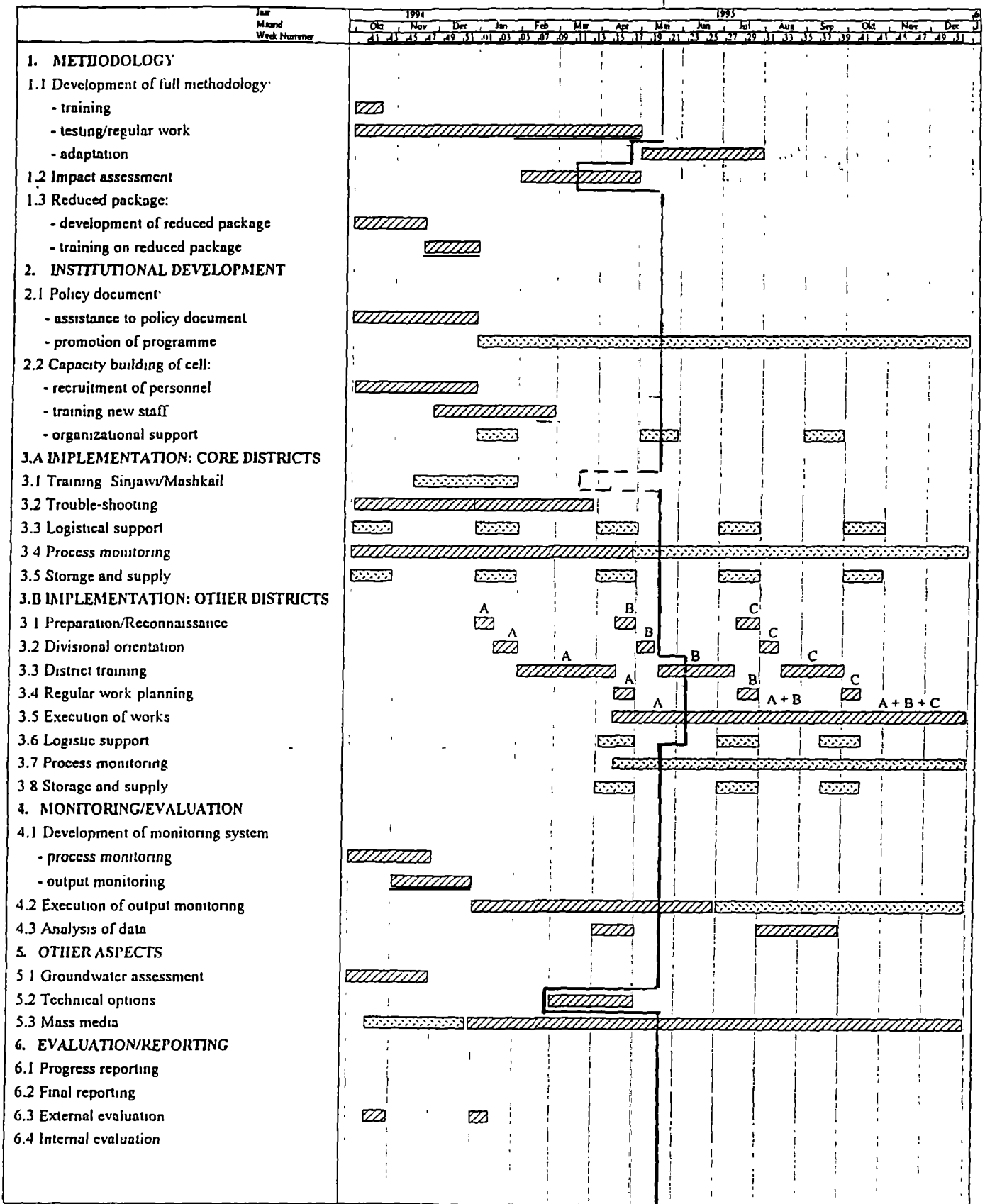
This project, financed by the Canadian Government, works with an integrated approach in 2 areas: 8 villages in Tump sub-division, Turbat district and 5 villages in Nasirabad district.

Already in Tump sub-division a few handpumps and latrines have been installed.

ANNEX 5

PROGRESS OF ACTIVITIES IN 1995

Table 3: Planning of Activities



PROGRESS OF 1995 ACTIVITIES

Progress of 1995 activities is as indicated in table 3.

It appears that some activities are slightly ahead of schedule and some are lagging behind. This is due to the following reasons.

1. A complete impact assessment of the full methodology has not yet been carried out.
In order to present the evaluation mission with some preliminary findings concerning the impact of the full methodology in the field, a limited impact assessment study has been carried out.
Later on, when more data from the monitoring system will be available, more extensive field surveys will be carried out, which will allow more reliable conclusions and, if necessary, adaptations of the full methodology.
2. The last subdivision of the 5 core districts, which is Mashkail in Kharan District, has not yet received any training from the project. This is due to its remoteness, logistical constraints and lack of LGRDD personnel.
3. Technical options for water supply facilities still have to be prepared (see status report). This work was postponed due to the priority given to the on-going training programme.
4. Although it has not been specifically indicated, it should be mentioned that the approval of the Policy Document by the LGRDD authorities is still being awaited. The draft document has been submitted in February 1995.
5. The training schedule in the non-core districts is ahead of schedule due to the availability of a second fully fledged MTT. It is expected that training in the 12 districts will be completed by end of August. After this time the MTT staff will be diverted to monitoring and back stopping function.

ANNEX 6

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- Programme PC-1 for Balochistan Community Based Rural Water Supply, Sanitation and Hygiene Education Project (October 1991).
- Inception Report: Main Report and Annexes (May 1993).
- Policy document (February 1995).
- Proposal for sanitation facilities in semi-urban townships. (November 1994).

2. PROJECT MONITORING REPORTS (By I.R.C)

- Advisory mission report (December 1992).
- Advisory mission report (December 1993).
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3. TRAINING MANUALS

3.1 - Female Community Organization.

- Field Manual for the Female Community Organizer (February 1994).
- Training manual for the Female Community Organizers of the Master Trainer Teams (February 1994).
- Occasional paper: Adjusting the Women's programme (July 1994).

3.2 Male Community Organization.

- Field Manual for Male Community Organizer (February 1994).

3.3 Technical Section

- Field Manual for Water and Sanitation Technician (February 1994).
- Training Manual for Technicians of MTT (February 1994).

3.4. Training package for modified approach (January 1995).

4. PROGRESS REPORTS/ANNUAL PLANS

- Introductory Report (September 1992).
- Progress Report No.1: January - June 1993 (July 1993).
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- Progress Report No.3: January - March 1994 (April 1994).
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- Annual plan of activities 1995 (October 1994).

5. SHORT MISSIONS

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6. TECHNICAL MONITORING REPORTS

6.1 Monitoring LGRDD/UNICEF WES Programme 1989-93.

- Volume 1: Loralai District (May 1994)
- Volume 2: Kharan District (June 1994)
- Volume 3: Chagai District (July 1994)

6.2 Monitoring of project methodology

- Internal review of project methodology (May 1995).

7. PAPERS

- Technical Report No.1: Hand dugwell improvement, traditional water storage and biological water quality. (February 1994)
- Technical Report No. 2: Latrine design options, user group demand and adoption. (April 1994)
- Technical Report No.3: District hardware storage capacity and requirements. (June 1994)
- Modified implementation in Non-Core districts. (November 1994).
- Workshop gender report (November 1994).

8. OTHER EXTERNAL DOCUMENTATION

8.1 Policy documentation GoP

- Strategic Investment Programme (SIP) (1989)
- SAP Staff Appraisal Report (May 1994)

8.2 UNICEF

- Master Plan of Operations 1992 -1996
- Annual Project Plan of Operation 1995.
- Project Plan of Action 1991 - 1992 RWSSHEP
- Accelerated Rural Water and Sanitation Project (ACWATSAN).
- Technical Evaluation of Design and performance of Afridev Handpump (Jhon Keen, HTV) (April 1995)
- Evaluation study of Operation and Maintenance of Afridev Handpumps of UNICEF Demonstration Phase (Mathys Toot) (August 1991).

8.3 GOVERNMENT OF THE NETERLANDS

- Pakistan Policy Plan for 1992-1995
- Water Policy Memorandum (1989)
- Women, Water and Sanitation (1989)
- Women in Development in Pakistan (1992)



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