

The Programme Support Unit
Sindh Devolved Social Services
Programme

Analysis of Annual Sector Plans
Water and Sanitation Sector

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Introduction

Water and Sanitation sector (WSS) is one of the three sectors identified for Devolved Social Services Programme (DSSP) intervention for capacity building and institutional development in Sindh. Thirty per cent of the programme's social sector outlay has been set aside for this sector which has largely become the responsibility of Taluka/ Town Municipal Administrations (TMAs) under the Sindh Local Government Ordinance (SLGO) of 2001.

The Sindh Devolved Social Services Programme (SDSSP) initially suffered from a range of technical and administrative hurdles. However, after a considerable period of holdup, the Programme Support Unit (PSU) achieved a breakthrough in February 2005 by releasing the sectoral share of funds to the District Governments and Taluka/ Town Municipal Administrations that had prepared their Annual Sector Plans (ASPs).

In the Water and Sanitation sector, the PSU was able to get about eighty TMAs to prepare their ASPs in a period of five months (January to May 2005) without having the facility of input from relevant experts and consultants. Out of these eighty TMAs, about sixty have been released their share of DSSP funds.

This report attempts to analyze various features of the Annual Sector Plans of the TMAs that met the criteria for the release of funds. As the urban TMAs of Karachi are largely limited to catering to only the solid waste management (SWM) aspect of WSS, this report confines itself to analyzing the ASPs of some 48 rural TMAs. In addition, due to lack of uniformity in the information incorporated in the ASPs, different sample groups of ASPs were identified out of the 48 to scrutinize each set of indicators discussed in this analysis. For the sake of clarity, these ASPs have been grouped in six batches according to the date of release of funds to them (see Table 1).

Main Features of Annual Sector Plans

The TMAs that signed Memoranda of Understanding (MOUs) with the Provincial Government were asked to prepare their Annual Sector Plans for Water and Sanitation Sector. The process of preparation of ASPs involved deliberations by the Council Committees and final approval by the Taluka/ Town Council. Furthermore, inter alia other information, the ASPs had to give income and expenditure details listing all the development activities taking place within their jurisdiction during the last three years (Figure 1).

While all the TMAs invariably complied with the condition of getting their ASPs approved from their Councils, the compliance with the other three conditions depended upon the capacity of the staff and the personal interest of the political leadership of the TMA. Although the SLGO makes the establishment of Council Committees mandatory, they have mostly not been effectively utilized in a majority of the TMAs and some TMAs even have not established any Committee so far. Moreover, the absence of trained and experienced staff made it very difficult for Towns/ Talukas to systematically document their income and expenditure details. But it is evident from the data available that the incentive of conditional grant was enough to motivate the TMAs into taking steps towards meeting the SDSSP requirements and complying with the provisions of SLGO.

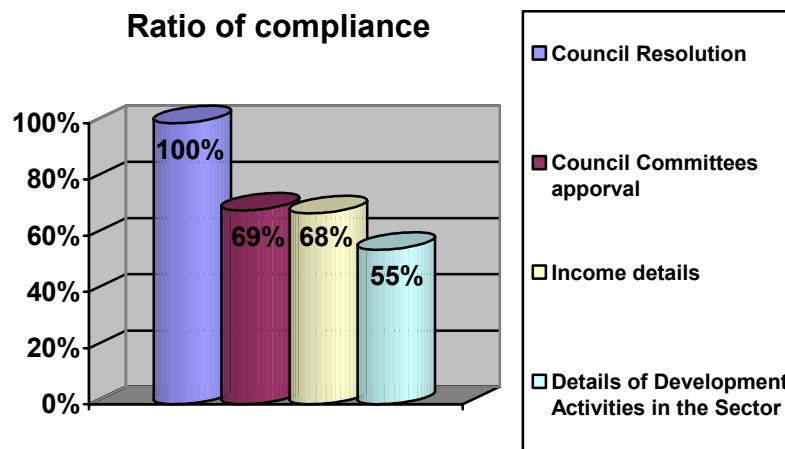


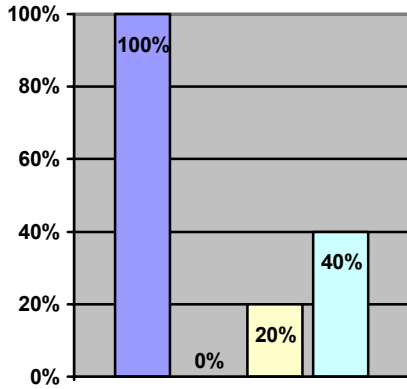
Figure 1: Overall Position of Requirements met in ASPs

Release of Funds to TMAs							
First Batch							
S. No.	TMA	Date	Amount	S. No.	TMA	Date	Amount
1	Keamari	10.02.05	5,629,307	6	Kandiaro	10.02.05	6,622,620
5	Korangi	do	6,891,579	7	Gambat	do	4,555,158
3	Gulberg	do	5,726,314	8	Dadu	do	5,772,633
4	New Karachi	do	7,927,479	9	Larkana	do	6,967,660
5	Tando Allahyar	do	7,530,403	Total for First Batch			57,623,153
Second Batch							
S. No.	TMA	Date	Amount	S. No.	TMA	Date	Amount
10	Samaro	24.02.05	4,361,899	14	Gulshan-e-Iqbal	26.03.05	7,711,564
11	Shikarpur	do	5,183,553	15	Khairpur Nathan Shah	do	5,173,921
12	Kunri	15.03.05	4,752,608	16	Tando Adam	do	5,484,583
13	Rohri	do	5,409,006	Total Second Batch			38,077,134
Third Batch							
S. No.	TMA	Date	Amount	S. No.	TMA	Date	Amount
17	Mehar	05.04.05	5,896,659	23	Lakhi	05.04.05	4,748,373
18	Shahdadpur	do	6,072,881	24	Garhi Yasin	do	5,129,240
19	Jam Nawaz Ali	do	3,753,572	25	Thatta	do	5,640,852
20	Khipro	do	6,067,196	26	Shah Bunder	do	4,600,574
21	Thari Mirwah	do	5,163,348	27	Nawabshah	do	8,090,906
22	Kot Diji	do	5,043,972	Total for Third Batch			60,207,573
Fourth Batch							
S. No.	TMA	Date	Amount	S. No.	TMA	Date	Amount
28	Badin	16.04.05	5,464,630	33	Orangi Town	16.04.05	8,557,042
29	Ghotki	do	5,709,067	34	Johi	do	5,237,247
30	Ubauro	do	4,850,696	35	Sobhodero	do	4,628,997
31	Mirpur Mathelo	do	4,481,198	36	Umarkot	do	5,959,189
32	Gaddap Town	do	4,930,280	Total for Fourth Batch			49,818,346
Fifth Batch							
S. No.	TMA	Date	Amount	S. No.	TMA	Date	Amount
37	Hyderabad Rural	07.05.05	4,310,661	42	Pithoro	13.05.05	4,367,507
38	Hyderabad City	do	7,670,248	43	Shaheed Fazil Rahu	do	4,651,736
39	Baldia Town	do	5,646,537	44	Mithi	do	5,714,752
40	Daharki	do	4,856,380	Total for Fifth Batch			42,523,283
41	Khairpur	13.05.05	5,305,462				
Sixth Batch							
S. No.	TMA	Date	Amount	S. No.	TMA	Date	Amount
45	Miro Khan	31.05.05	4,600,574	53	Dighri	31.05.05	5,845,497
46	SITE	do	6,044,458	54	Khengarh	do	4,128,754
47	Lyari	do	7,425,811	55	Matli	do	5,595,376
48	Talhar	do	4,168,546	56	Thano Bula Khan	do	4,236,761
49	Tando Bago	do	5,072,394	57	Warah	do	5,510,107
50	Moro	do	6,135,411	58	Nagarparkar	do	3,480,712
51	Saleh Pat	do	3,492,081	Total for Sixth Batch			72,605,204
52	Tando M Khan	do	6,868,722				
Total amount released to 58 TMAs							320,854,693

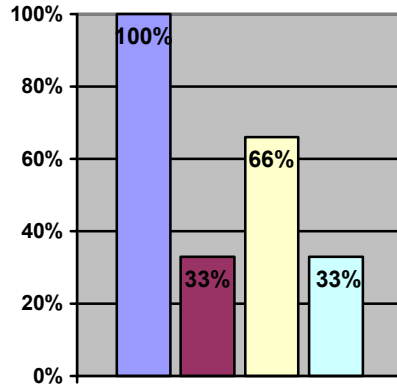
Table 1: TMA batches and funds released to them

Legend: Please refer to Figure 1

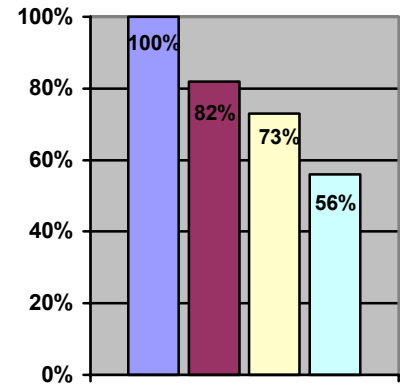
2a: First Batch



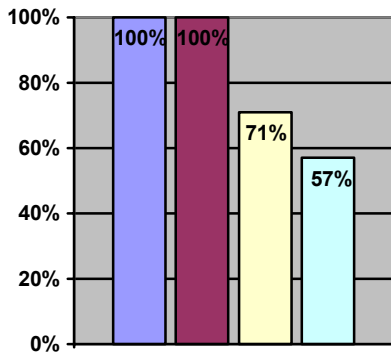
2b: Second Batch



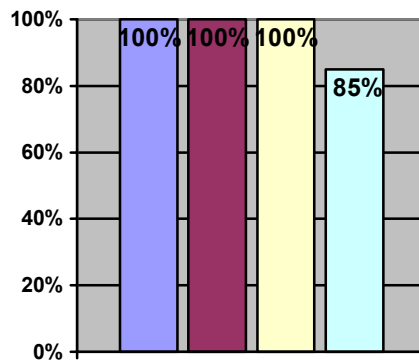
2c: Third Batch



2d: Fourth Batch



2e: Fifth Batch



2f: Sixth Batch

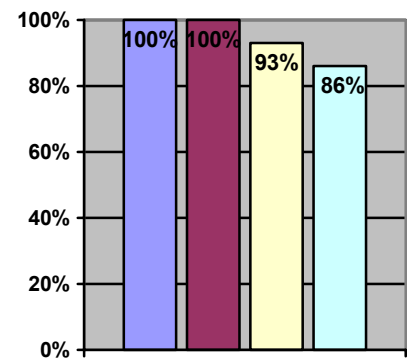


Figure 2: Batches of TMAs

Before analyzing the figures 1 and 2 above, it would be worthwhile to keep in mind the background to the preparation of ASPs and the prioritization of the requirements by the PSU. Though it is evident that the TMAs realized that having their ASPs approved by their respective Councils was a categorical prerequisite in all cases, the relative low number of TMAs complying with other three requirements has more to do with the importance assigned to these requirements by the PSU rather than the TMAs' unwillingness to comply with them. For example, for the first batch of TMAs that became eligible for the release of funds, the only one condition of having their ASPs approved by the Council was emphasized. This shows that the ratio of meeting the other three requirements among the later batches of TMAs was higher.

But again in the second batch the ratio of compliance with the last condition (Income Details) actually declined; while in the third and fourth batches, figures for last two conditions (Income Details and Development Expenditure Details) did not improve; which illustrates that the problem of capacity cannot be offset by only the willingness of political leadership to do the things. These particular aspects begged special attention towards capacity building. Therefore, the Programme Officer-in-charge water and sanitation sector concentrated on working with the staff of the last three batches of TMAs and shared with them specific formats and sample ASPs. Although a systematic programme of capacity building of TMA officials to assist them in the preparation of ASPs could not be launched, the efforts of the PSU helped all of them generally and those from the later TMA batches particularly to improve their knowledge of the sector, which resulted into the creation of substantially improved ASPs by the last three batches.

The process also improved the capacity of the PSU staff itself. The Programme/ Sector Officers had well-fitted into the dual role of administrative staff and consultants by leading the process of preparation of ASPs. It is also important to note here that whatever performance the TMA staff has exhibited in their plans, it is much better than what the PSU had initially expected of them. Actually, notwithstanding the fact that they cannot compare with similar plans produced by reputed national and international organizations, they are still

presentable planning documents. Two such plans whose copies the PSU has distributed among many TMAs for use as guides are those of Rohri and Tando Muhammad Khan. The TMA officials that were instrumental in preparation of these plans deserve sincere appreciation.

Situation Analysis

All the ASPs started with a brief introduction of socio-economic conditions and demographic and physical features of the Taluka as well as the staff position of the TMA. Incorporation of such information is important in that it gives the planner idea about the present and future requirements of the area population. Some TMAs (e.g. Tando Allahyar) have explicitly given the *vision and mission statement* of their political leadership and its long-term plans.

Most TMAs have even mentioned their present water supply requirements, effluent discharge levels and solid waste quantity per-person-per-day and their projected quantities after ten years. This has helped them to prepare an inventory of their future funding and expertise requirements.

Council Committees

A majority of TMAs have involved their Council Committees in the preparation of their Annual Sector Plans. This requirement has strengthened these committees and increased the influence of their members. Most of these Committees have women members and they have also taken active part in reviewing the ASPs (see Table 3).

The involvement of Council Committees started with the presentation of draft ASP before them. Each Committee reviewed the plan and forwarded its recommendations, which were duly incorporated in the plan's modified version. After the Committees passed the plan, it was placed before the Council.

Council Resolution

The approval of the ASPs by the Taluka/ Town Councils is the last stage of the process. With this the ASPs receive legal status and the TMA concerned becomes eligible for release of funds. The mandatory requirement of getting the plans approved from the Council has also given the institution of Taluka/ Town Council its due importance. On the other hand, in the Talukas/ Towns where the political division is more intense, especially where both the Nazim and the Naib Nazim find it difficult to get-along, they could not have got the ASP passed from the Council without achieving some sort of political rapprochement. This all shows how the process has triggered off a variety of outcomes.

Use of DSSP grant as additionality

The issue of preference for rehabilitation of abandoned and extension of old schemes as against new ones can be viewed in the light of the TMAs' financial positions and the development activities taking place within them during the last four years.

The Taluka or Town tier of Local Governments has generally received less attention in both the pre-and post-devolution eras. They have especially borne the financial crunch because of the government's withdrawal of Zila Tax levied by Union Councils until the late 1990s. The history of releasing the share of Local Governments in General Sales Tax (GST) in lieu of Zila Tax has not been very encouraging. It is only during the financial year 2004-5 that the TMAs have received enough amount of GST to pay off their staff salaries and meet other non-development expenditure and still save some for development works. In this backdrop, the DSSP funds have proved a whiff of fresh air for the TMAs. The amount though not enough to meet all their development requirements in the sector, it still promises to leave positive impact upon the social indicators of the TMAs.

In most of the ASPs, the TMAs have clearly listed all the development works they are undertaking in the Taluka from their own sources, Annual Development Programme (ADP), and other programmes sponsored by the Province/ Federal Government. Thus the ASPs show that all the DSSP funds have been used as additionality to the existing development outlays in the sector.

Types of Schemes

Whether the TMAs used the conditional grant for rehabilitation of old schemes or invested it in new ones, they definitely provided a thorough justification for taking up each particular project. For example, TMA Kunri (District Umarkot) preferred to invest all the funds on the construction of new drinking water storage tanks/ ponds in the villages of this mostly desert Taluka. The Nazim of Kunri himself met the Programme Director to convince him about the need of undertaking such projects. Without going into the details, the only fact that these new

schemes will save people from walking to fetch drinking water from stagnant, polluted ponds tens of miles away from their homes provides adequate justification. Thus efforts of Kunri to provide the people of far-flung desert villages with potable drinking water through these ponds near their homes are well-received in the PSU.

Apart from this type of new schemes, most other initiatives involve extension and improvement of existing facilities or rehabilitation of abandoned projects. Out of the 48 TMAs, the data from 25 have been sampled to determine the types of schemes the TMAs have preferred to utilize the DSSP grants for. An amount of Rs. 135 million was released to these 25 TMAs and its utilization ratios are given in Figures 3 and 4 and Table 2 below.

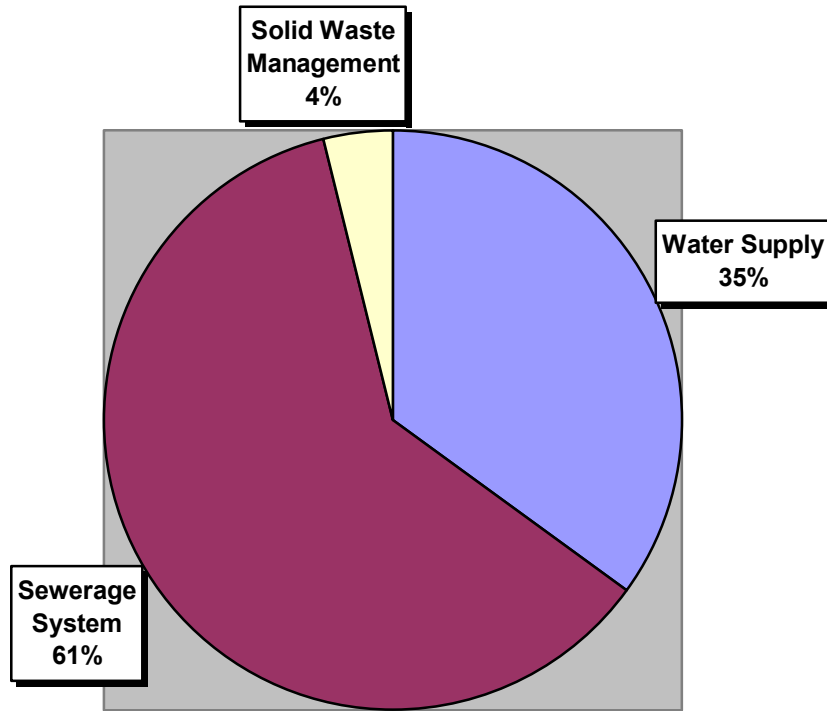


Figure 3: Ratio of expenditure on Water Supply, Sewerage System, and Solid Waste Management

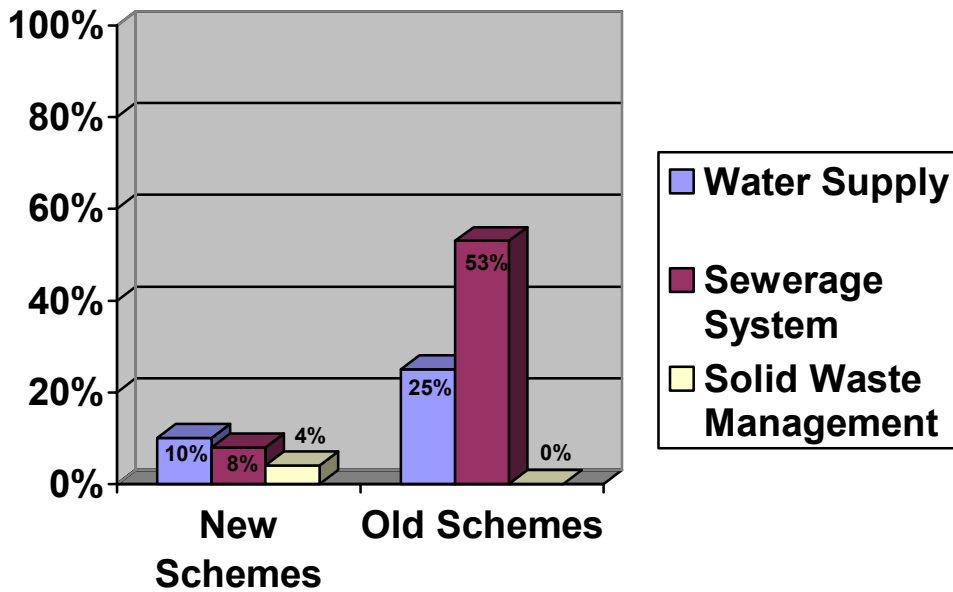


Figure 4: Proportion of amount spent on new and old schemes

Serial Number	TMA	Water Supply				Sewerage System				Solid Waste Management				Total
		New Schemes	Amount	Extension of/ improvement in existing facilities	Amount	New Schemes	Amount	Extension of/ improvement in existing facilities	Amount	New Schemes	Amount	Rehabilitation of abandoned facilities	Amount	
1	Dadu			8	2,990,000			7	2,710,000					5,700,000
2	Gambat					8	4,360,100							4,360,100
3	Ghotki							6	5,700,000					5,700,000
4	Hyderabad Rural			2	2,500,000			5	2,900,000					5,400,000
5	Johi			1	1,900,000	3	400,000	1	2,000,000	1	900,000			5,200,000
6	K N hah	1	2,673,000					1	2,500,000					5,173,000
7	Kandiaro					4	3,000,000	4	3,600,000					6,600,000
8	Kot Diji							10	6,900,000					6,900,000
9	Kunri	23	4,752,000											4,752,000
10	Mehar			1	1,000,000			5	4,900,000					5,900,000
11	Mirpur Mathelo							4	4,550,000					4,550,000
12	Samaro	1	1,200,000	2	1,510,000	4	1,924,000	2	700,000					5,334,000
13	Shah Bunder			1	3,010,382			1	4,000,000					7,010,382
14	Tando Allahyar	1	1,550,000	1	550,000			5	3,460,000	1	600,000			6,160,000
15	Thari Mirwah					1	1,749,000	4	3,400,000					5,149,000
16	Umarkot	12	3,000,000	1	1,959,000	1								4,959,000
17	Moro			2	1,300,000			14	6,257,000					7,557,000
18	Daharki	1	500,000					5	5,200,000					5,700,000
19	Khengarh			4	2,000,000			3	1,148,000					3,148,000
20	Khairpur			2	1,307,000			6	4,000,000					5,307,000
21	Mithi			2	3,000,000			1	2,000,000	1	703,000			5,703,000
22	TBK			1	2,500,000			1	120,000	1	1,600,000			4,220,000
23	Matli			1	5,605,600									5,605,600
24	Warah			1	1,556,000			4	4,000,000					5,556,000
25	Saleh Pat			1	1,000,000			2	1,700,000	1	1,000,000			3,700,000
Grand Totals		39	13,675,000	31	33,687,982	21	11,433,100	91	71,745,000	5	4,803,000			135,344,082
		Total amount spend on water supply: 47,362,982				Total amount spend on water supply: 83,178,100				Total amount spend on water supply: 4,803,000				

Table 2: Details of the proportion of funds utilized in new and old schemes

Overall Impact of Preparation of ASPs

With the release of funds to the first batch of nine TMAs, the programme set the pace engendering a process of healthy competition among the local governments. On the whole, it launched both the TMA and PSU staff onto a course of social and intellectual stimulation.

Involvement of Participatory Planning

The involvement of Council Committees in the process of preparation of ASPs underscores the existence of participatory planning at the grass-roots levels. Specific examples are as under.

Council Participation

It was practically the first time that the Council and its Committees received their due importance from a higher-level provincial forum, such as the Provincial Steering Committee (PSC) of the Programme, which is headed by the Additional Chief Secretary (Planning). Thus by empowering the Council and its Committees, the process promises some positive and sustainable outcomes in the area of institutional development.

Gender Participation

Another important achievement the process precipitated has been the increased involvement of women members in the affairs of the TMAs. The TMA Nazims were taken into confidence to enabling adequate representation of women members in Council Committees and involving them in its deliberations. Without the incentive of conditional grant, this achievement would still have appeared a far-off shot, but the process has strengthened the role and representation of women in the Council and its Sub-Committees – a step forward to achieving the lofty objective of empowerment of women.

The conditional grant proved incentive enough to cause the participation of lady councilors in the deliberations of the Council Committees. Where there was no women representation in these Committees, the Nazims took no time to nominate one on such committees. However, the ground realities also play their role. In some TMAs the special women seats are still lying vacant owing to the want of contestants. In such cases, the same women members were nominated to sit in more than one committee simultaneously. However, in spite of these problems, performance of women members has been second to none and at least four TMAs have one of their committees headed by women members.

Development of an inherent monitoring system

Strong Council Committees will also contribute to institutionalizing a reliable monitoring framework. The Committees can on the spot determine whether key activities are being carried out as planned and are achieving the desired results or not.

Council Committees of 25 Sample TMAs

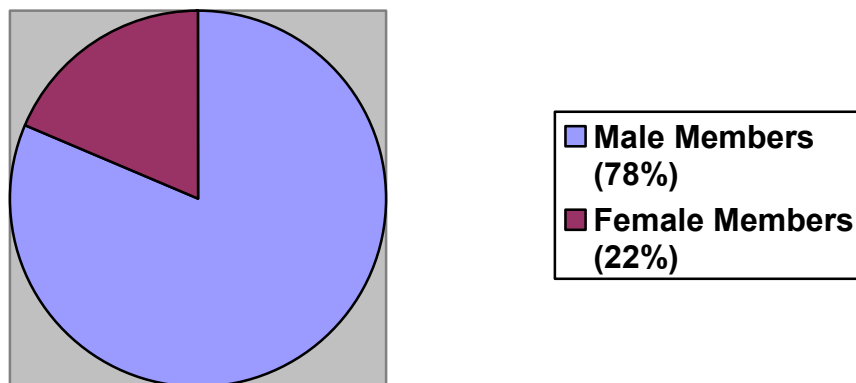


Figure 5: Ratio of Male-Female Representation in Council Committees

S. No.	TMA	Name of Committee	Total Number of Members	Lady members
1	Shahdadpur	Accounts Committee	6	1
		Monitoring Committee	5	0
2	Sobhodero	Accounts and Development Committee	4	1
3	Lakhi	Accounts Committee	4	0
		Finance Committee	3	0
		Infrastructure and Services Committee	4	1
4	Garhi Yasin	Accounts Committee	4	0
		Infrastructure and Services Committee	4	0
		Planning and Development Committee	4	1
5	Johi	Infrastructure Committee	5	1
		Regulation Committee	4	1
		Finance Committee	5	1
6	K N Shah	Development Committee	4	0
		Accounts Committee	4	0
7	Mehar	Finance Committee	4	0
		Development Committee	4	1
		Sanitation and water supply Committee	9	0
8	Ubauro	Development Committee	4	2
		Finance Committee	4	2
9	Mirpur Mathelo	Development Committee	4	1
		Finance Committee	4	1
10	Ghotki	Sanitation Committee	6	1
11	Thatta	Finance Committee	5	1
		Infrastructure Committee	4	1
12	Badin	Finance Committee	2	1
		Works Committee	5	0
13	Hyderabad Rural	Planning Committee	6	1
		Accounts Committee	2	0
		Finance Committee	2	0
14	Larkana	Finance and Accounts Committee	4	2
		Development Committee	5	2
15	Moro	Accounts Committee	3	1
		Monitoring Committee	4	1
		Infrastructure Committee	3	1
16	Daharki	Finance Committee	4	2
		Development Committee	4	1
17	Khairpur	Works Committee	4	2
		Finance Committee	3	1
18	Mithi	Finance Committee	5	1
		Infrastructure Committee	5	1
19	Matli	Works Committee	6	1
20	T B Khan	Accounts Committee	5	1
		Development Committee	4	0
21	Warah	Accounts Committee	5	2
		Development Committee	5	2
22	Talhar	Finance Committee	3	1
		Works Committee	5	1
23	Tando Bago	Works Committee	3	1
		Accounts Committee	3	1
24	Saleh Pat	Budget and Development Committee	5	1
25	Umarkot	Development Committee	5	2
		Finance Committee	4	1
Total			220	48

Table 3: Council Committees and their formation

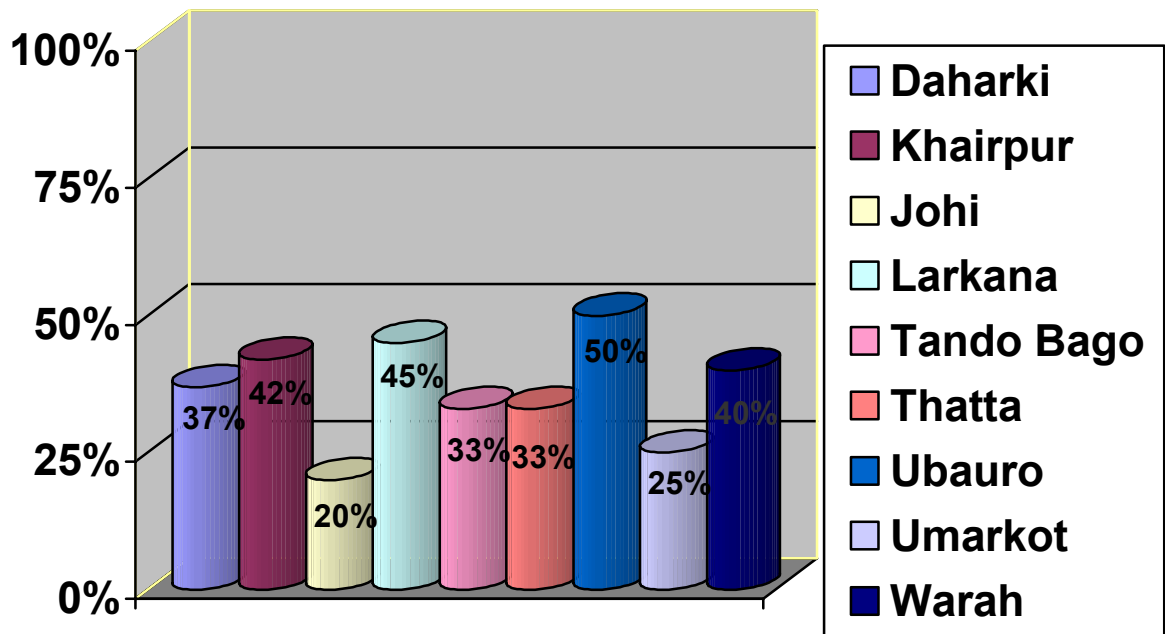


Figure 6: Taluka-wise percentage of women in the Council Committees

Public-Private Partnership and Involvement of CBOs

In the Water and Sanitation Sector, Village Development Associations (VDAs) have been involved in the management and maintenance of facilities since early 1990s. The first VDAs were formed as a result of the World Bank-assisted Rural Water and Sanitation Project. However, the SLGO very succinctly puts down the schema of involvement of community through civil society organizations. The defunct Public Health Engineering Department transferred the administration of VDAs to the TMAs as a result of the post-Devolution restructuring of functions. The Government of Sindh has continued to support the VDAs by making annual allocations to support the O&M of existing schemes being managed and run by the VDAs.

In the year 2003-04, the Provincial Government allocated an amount of Rs 106,660,300 for VDAs in the TMAs. However, the Government more than quadrupled the overall amount (Rs 488,329,000) set-aside for the TMAs in the next financial year with substantial increase in the VDA component. In addition, the government has started to directly transfer the VDAs' share to their respective TMAs' Local Fund Accounts, which confirms the provincial government's commitment to strengthening both the civil society organizations and local government institutions.

S. No.	TMA	Water Supply				Sewerage System			
		Total Number of Operational Schemes	Non-operational Schemes	Managed by TMA/ UA	Managed by VDA	Total Number of Operational Projects	Non-operational schemes	Managed by TMA/ UA	Managed by VDA
1	Kandiario	3	2	4	1	23	0	11	12
2	Thari Mirwah	2	10	2	1	5	3	6	2
3	Shahdadpur	NA	2	1	7	NA	NA	NA	NA
4	Larkana	NA	NA	NA	NA	25	12	NA	NA
5	Shikarpur	13	5	NA	2	7	1	NA	NA
6	Kunri	12	1	5	7	5	NA	3	1
7	Samaro	NA	NA	5	4	NA	NA	2	NA
8	Dadu	3	NA	NA	NA	NA	NA	NA	NA
9	Johi	15	10	9	16	NA	4	2	2
10	K N hah	22	9	NA	6	11	NA	NA	5
11	Mehar	9	10	NA	7	NA	12	NA	6
12	Ubauro	NA	3	NA	1	5	NA	NA	NA
13	Mirpur Mathelo	4	3	NA	NA	11	2	NA	NA
14	Rohri	22	NA	NA	5	5	2	NA	NA
15	Ghotki	NA	6	NA	NA	6	1	0	7
16	Thatta	31	0	0	31	NA	NA	NA	7
17	Shah Bunder	2	3	NA	NA	NA	1	NA	NA
18	Badin	11	NA	NA	3	NA	NA	NA	NA
19	Moro	2	5	NA	2	7	NA	NA	5
20	Daharki	2	3	NA	1	2	7	NA	NA
21	Khangarh	7	1	NA	4	3	NA	NA	NA
22	Khairpur	8	4	NA	4	16	2	NA	9
23	Mithi	13	NA	NA	2	NA	NA	NA	NA
24	Matli	NA	9	NA	5	4	NA	NA	3
25	TBK	12	1	NA	NA	NA	NA	NA	1
26	Warah	30	2	NA	23	14	NA	NA	8

Table 4: Role of the Community - Management of WSS facilities by VDAs

Conclusion

The process of preparation of sectoral plans has brought forth a rare window of information into working of TMAs. Many issues that hitherto have not been considered in a wider perspective both at policy-making and grass-roots levels have come to notice.

By and large the target of getting a majority of TMAs to prepare their ASPs was achieved and a greater part of them have received their share of the conditional grant. This paper reviewed the main areas and types of schemes in which the TMAs chose to invest the SDSSP funds. It also highlights the major steps involved in the preparation of ASPs and also deals with the issue of local material and human capacity.

The TMAs of rural areas have utilized the major chunk of the conditional grant on rehabilitation/ expansion of their crumbling sewerage system. This shows that the rural TMAs consider the maintenance of sanitation system their most pressing problem. However, the solid waste management aspect of the sanitation sub-sector has not received due attention from the rural TMAs only because of lack of knowledge. It is important to sensitize them to the benefits of attending to this aspect. A comprehensive SWM policy along with proper funding would be a critical requirement of time.

Although the non-urban TMAs are not fully self-sufficient in the availability of potable drinking water, they do not consider this a problem because of the presence of subsoil sweet water—the fact which is the prime cause of the failure of many water supply schemes in the rural areas. However, potable drinking water is the number one priority of the TMAs located in the desert and arid zones. In such cases almost hundred per cent of the conditional grant has gone towards building drinking water reservoirs. Nevertheless, it is clear from the foregoing that the main thrust has been for improving/ rehabilitating old facilities. In addition, the TMAs stuck in letter and spirit to the Programme conditions as laid in the MOUs, especially of using the conditional grant as additionality.

The process promises various types of direct and indirect outcomes. That the ASPs had to be prepared in consultation with the Council Committees and finally passed by the Council itself through a proper *Resolution* will precipitate the process of entrenching the Councils as the mainstay of political and democratic norms. It also promises to further the process of accountability of public and government servants.

Although the government has already been committed to strengthening the role of civil society organizations in the management of lower tiers of government, the requirement of increasing the role of CBOs in the affairs of TMAs improves the prospects of VDAs as the appropriate interface for public-private partnership. The TMAs have been informed about reviving non-functional VDAs and establishing ones where no VDAs exist. Active VDAs will improve local ownership and accountability.

A word for the PSU staff too would not be out of place here. It was because of the untiring efforts of the Programme Director and his Programme/ Sector Officers that most of the Tranche conditions were met. The fact that the PSU staff could perform this well sans the assistance from much-hyped and so dearly-acquired consultancy services needs much introspection on the part of policy-makers in the country and within the international donor organizations. If only the procurement of consultancy services could be rationalized and consultants hired only to meet extremely unavoidable situations and a small proportion of the exorbitant consultancy charges thus saved could be invested to 'humanize' the remuneration the staff working for development projects and programmes receives in the country, especially in Sindh, the end costs and results for this poor nation would be different.

In the end, looking to the enthusiasm the process has generated, the positive and sanguine hopes for the future of the province permeate one's mind. Sindh Devolved Social Services Programme will prove a giant leap for the Province towards improving its social indicators and achieving the global development targets.