

**The Scaling-Up of the Opp's Low Cost Sanitation Programme  
Through CBO-NGO-Local Government Partnerships in Pakistan**

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## THE KARACHI CONTEXT

- **Population** 13 million
- **Annual housing demand** 80,000
- **Formal sector supply** 27,800
- **Supply through katchi abadis** 32,000
- **Number of katchi abadis** 702
- **Katchi abadi population 1985** 2.6 million
- **Katchi abadi population 2000** 5 million plus

## **ORANGI CONTEXT**

- **After local government reforms Karachi is a district consisting of 18 towns which are further subdivided into union councils (UCs)**
- **Orangi Town is one of the 18 towns and it is subdivided into 13 UCs**
- **Each town and UC has an elected nazim (mayor) and naib (deputy) nazim**
- **The population of Orangi Town is about 1.2 million**
- **The town consists of 86 katchi abadis which account for over 70 per cent of its population**
- **It has 104,917 houses in 7,256 lanes**

## **THE ORANGI PILOT PROJECT**

- **The Orangi Pilot Project (OPP) was established by Akhtar Hameed Khan in 1980**
- **The objective of the project was to:**
  - **Understand the problems of Orangi and their causes**
  - **Through action research develop solutions that people can manage finance and build**
  - **Provide people with technical guidance and managerial support to implement the solutions**
  - **In the process overcome constraints that governments face in upgrading katchi abadis**
- **Participatory research identified four major problems**
  - **Sanitation**
  - **Employment**
  - **Health**
  - **Education**
- **Programmes have been developed around these four issues**
- **In 1988 the OPP was upgraded into four autonomous institutions**
  1. **OPP-Research and Training Institute (OPP-RTI)  
(Sanitation, Housing, Education, Research, Training)**
  2. **The Orangi Charitable Trust (OCT)  
(Micro credit programme)**
  3. **Karachi Health and Social Development Association  
(KHASDA)**
  4. **Rural Development Trust (RDT)**

## **THE OPP-RTI LOW COST SANITATION PROGRAMME**

- **The OPP-RTI divides sanitation into “internal” and “external” development**
- **Internal development consists of:**
  - **Sanitary latrine in the house**
  - **Underground sewer in the lane**
  - **Collector sewers**
- **External development consists of:**
  - **Trunk sewers**
  - **Treatment plants**
- **Results in Orangi and in 175 other locations in Pakistan have demonstrated that**
  - **communities can finance, manage and build internal development provided they are organised and are provided with technical support and managerial guidance**
  - **local governments can support the process by building external development provided they accept the concept and train their staff in OPP-RTI methodology and in working with communities**

## **SANITATION STATISTICS**

- **In Orangi 93,995 houses have built their neighbourhood sanitation systems by investing Rs 86.28 million (US\$ 1.438 million)**
- **Local government for the same work would have invested Rs 604 million (US\$ 10.06 million)**
- **All sewage discharges into the natural drainage system**
- **Infant mortality in areas that built their sanitation systems in 1983 has fallen from 128 to 37 in 1993**
- **OPP-RTI investment versus people's investment is 1:18.2**

## **SCALING-UP OF THE OPP-RTI SANITATION PROGRAMME**

- **The OPP-RTI sanitation programme has been scaled up by**
  - **local government building external sanitation in Orangi**
  - **government agencies and departments adopting the OPP-RTI concept and methodology with the OPP-RTI as consultant and trainer**
  - **OPP-RTI supported NGOs-CBOs leading to partnerships with local governments**
  - **Spin-offs**

## **LOCAL GOVERNMENT INTERVENTIONS IN ORANGI**

- **ADB funded (PAK-739) KWSB sewage plan for Orangi – 1990**
  - **OPP-RTI became consultant to the project**
  - **Original plan was modified to the OPP-RTI internal-external concept**
  - **Cost of the plan was reduced from Rs 1,300 million (US\$ 21.6 million) to Rs 36.2 million (US\$ 0.60 million)**
  - **Project built 120,983 running feet of main sewers identified by OPP-RTI**
  - **People with OPP technical and managerial support built sewers in 1,093 lanes having 21,866 houses and supervised external development**
  
- **As a result of the project excellent relations were built with local government engineers and administrators because of which**
  - **the OPP-RTI has been able to successfully lobby for converting the natural drains into box trunks**
  - **the process is ongoing**
  - **so far two drains serving 1,125 lanes (22,532 houses) have been built**
  - **another three are in the pipeline**

## **SCALING-UP THROUGH THE SINDH KATCHI ABADI AUTHORITY (SKAA)**

- **SKAA accepts the OPP-RTI model in 1992**
- **It decided that SKAA will only develop external water and sewage systems and the internals will be developed by the communities**
- **OPP-RTI becomes SKAA consultant for design, supervision and training of SKAA staff**
- **Lease made a one-window on-site operation**
- **Decisions were taken that**
  - **finances recovered from a settlement would be used in that settlement**
  - **communities would decide on how to use them**
  - **OPP-RTI would help organise communities for internal development**
- **As a result SKAA became financially solvent**
  - **lease money recovered Rs 235.2 million (US\$ 3.92 million)**
  - **spent on development Rs 50.995 million (US\$ 0.85 million)**
- **Previously SKAA functioned entirely on IFI provided loans**
- **Following the example of SKAA the Punjab Katchi Abadi Directorate (PKAD) adopted the OPP-RTI model in 2002 with the OPP-RTI and SKAA as its consultants and trainers**
- **The UNDP PLUS initiative in 2001 in three Punjab cities also adopted the OPP-RTI model with the OPP-RTI as consultant and trainer for its staff, community leaders and activists and local government representatives and technical persons**
- **CBOs developed through the PLUS initiative are now OPP-RTI partners and the laid off PLUS staff has now become an NGO supporting PKAD on the model of OPP-RTI support to SKAA**

## **SCALING-UP THROUGH NGOS AND CBOS**

- **The OPP-RTI strategy for supporting NGOs and CBOs wishing to replicate its programme evolved overtime and after many failures**
- **The strategy consists of:**
  - **CBO/NGO or community activists contact the OPP-RTI for support**
  - **OPP-RTI invites them for orientation to the OPP-RTI office in Karachi or directs them to one of its partners**
  - **After orientation CBO/activists convince their community to adopt the programme**
  - **They create a team of a social organiser and a technical person who are trained at the OPP-RTI and/or on-site in their settlements through visits by the OPP-RTI staff**
  - **The training is in surveying, mapping, estimating, construction supervision, documentation, accounts**
  - **Training does not have a specific period. It continues throughout the life of the project**
  - **OPP-RTI arranges financial support for the team and related expenses through WaterAid. Initially, it is about Rs 200,000 (US\$ 3,500) per year**
- **Invariably the CBO-NGO comes into contact with local government departments as its work expands**
- **When that happens local government representatives are invited to the OPP-RTI for orientation**
- **If they are convinced they send their staff for training**
- **Neighbourhood settlements contact the CBO-NGO for replicating the programme**
- **31,570 houses outside of Orangi in 11 Pakistan towns have built their internal sanitation**

## **SCALING-UP THROUGH ANJUMAN SAMAJI BEHBOOD (ASB) FAISALABAD**

- **ASB and OPP-RTI have worked together since 1995**
- **ASB has supported the building of self-financed sanitation in 347 lanes having 4,635 houses**
- **It has built nine secondary sewers of 93,957 running feet to connect to the city trunks**
- **The secondary sewers have been built by a revolving fund of Rs 700,000 (US\$ 11,666) provided by WaterAid**
- **Each lane when it connects pays the NGO its share of the secondary sewer**
- **The secondary sewers have been built with technical support and permission of the local government**
- **The ASB has motivated the nazims of two towns near Faisalabad to accept the OPP-RTI internal-external concept**
- **As a result the ASB with OPP-RTI support has become their consultant and trainer**
- **Master plan with GIS technology has been developed in the case of Jaranwala (population 103,000) and work on both external (by government) and internal (by communities) has begun**
- **Planning for the town of Chiniot is in progress**

## **SCALING-UP THROUGH LODHRAN PILOT PROJECT (LPP) LODHRAN**

- **LPP from the very beginning was a government-NGO partnership with the OPP-RTI as consultant and trainer**
- **Local government accepted the concept and prepared an internal-external development plan with OPP-RTI guidance**
- **Local government provided a space for the LPP office and the local government engineer worked from the LPP office**
- **External development consisting of 14 rectification/extension projects have been carried out by local government through its own funds**
- **Internal development in 605 out of 1,060 lanes in Lodhran is complete**
- **LPP has extended its programme to four villages where work is complete and to Khanpur city where it is in progress**
- **Government has decided to upgrade LPP into a training institute on the pattern of OPP-RTI for development work in southern Punjab**
- **The NGO (Conservation and Rehabilitation Centre) replicating the OPP-RTI programme in Uch (population 35,000) has been officially appointed as consultant to the local government for all development projects**

## **YOUTH TRAINING PROGRAMME (YTP)**

- **The programme was initiated to support the housing programme of the OPP-RTI in Orangi**
- **It expanded to document katchi abadis for the OPP-RTI support to SKAA**
- **It consists of training young persons from communities in surveying, documentation, designing, estimation, on-site supervision and community mobilisation**
- **Training for the most part consists of learning by doing**
- **Training lasts from eight months to two years**
- **So far 42 persons have been trained and 16 are under training**
- **As a result of the programme**
  - **222 katchi abadis have been surveyed and mapped along with their physical and social infrastructure**
  - **41 of 63 natural drains carrying 80 per cent of Karachi's sewage have been documented along with their catchment areas**
  - **The five major drains will be surveyed in the final phase**
- **The YTP has had a number of spin-offs**

## **SPIN-OFFS OF THE YTP**

- **The alternative sewage plan for Karachi**
  - **OPP-RTI's documentation shows that 80 per cent of Karachi's sewage is planned to flow through natural drains into the sea**
  - **The OPP-RTI has proposed the conversion of these drains into box trunks with treatment plants at their end**
  - **This is different from the local government plan of taking the sewage to already built treatment plants which given the ground conditions is simply not possible**
  - **The OPP-RTI proposal is a fraction of the cost of the local government plan**
  - **The two alternatives are being debated**
- **Cancellation of ADB loan for the Korangi Waste Water Management Project (KWWMP)**
  - **The KWWMP was a US\$ 100 million project**
  - **With the application of the OPP-RTI's internal-external concept and its alternative sewage disposal plan, costs were reduced to US\$ 20 million**
  - **As a result the Governor of Sindh cancelled the loan**

## **SPIN-OFFS OF THE YTP**

- **Formation of the Technical Training Research Centre (TTRC)**
  - **The TTRC has been formed by two young graduates of the YTP**
  - **Its offices are in UC-6 Orangi**
  - **It provides training to young persons in Orangi on what it has learnt at the OPP-RTI**
  - **It is also supporting the OPP-RTI in its housing programme**
  - **It is providing technical support for mapping, planning and estimation to the Nazim and councillors of UC-6 for external development and to communities for internal development**
  - **The OPP-RTI has arranged for an endowment from Homeless International for TTRC so as to make it self-sufficient**
  - **Two more TTRCs are in the making**
- **UC plan books**
  - **The OPP-RTI has mapped the neighbourhoods of every UC in Orangi along with their social and physical infrastructure**
  - **These are the only maps of these settlements and they change the perceptions of the nazims and their staff regarding the UC**
  - **They are being used for planning purposes by the UCs with advice from the OPP-RTI**
- **Nazims from other towns and UCs of Karachi are flooding the OPP-RTI for requests for similar handbooks and are willing to follow the OPP-RTI internal-external concept**

## **NEW DEVELOPMENTS**

- **The formation of the Community Development Network (CDN)**
- **The creation of the NGO-CBO Network in Karachi**
- **Lectures on development for CBOs**
- **Citizen's Group on Water and Sanitation**
- **Creation of Neighbourhood Governance Groups in Orangi**
- **Conversion of natural drains into box trunks by town and UC nazims in Karachi in contravention of government proposals**
- **Proposal for the setting up of a mapping unit and training for it:**
  - **Maps do not exist**
  - **Local governments and communities lack surveying and mapping skills**
  - **Maps make appropriate planning possible and change perceptions**
- **The proposed ADB funded Sindh Rural Development Programme for 200 villages and the Punjab Urban Basic Services Programme for 20 small Punjab cities has accepted the OPP-RTI internal-external concept. The OPP-RTI and its partners have been contacted for providing consultancy, training and monitoring**

## **NEW DIRECTIONS AND THEIR REQUIREMENTS**

- **OPP-RTI no longer works with communities only**
- **It is involved in advocacy work for promoting its model and alternatives**
- **It helps create government-community partnerships**
- **It has a close link with numerous CBOs and NGOs who work on development issues and their number is increasingly rapidly**
- **From sanitation NGOs/CBOs move on to do other things and ask for OPP-RTI support for them**
- **Its staff is involved in teaching at academic institutions and government training academies**
- **Its sanitation programme is becoming a movement in Pakistan**
- **For dealing with these issues it needs a proper communication network and new staff members with a new set of skills**