



JOINT SECTOR REVIEW

DRINKING WATER, SANITATION AND HYGIENE (WASH) PUNJAB PROVINCE

DECEMBER 2017



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1. INTRODUCTION

Punjab is the most populous province of Pakistan with approximately 110 million population as per Population Census 2017. Rapid urbanisation and a growing population will continue to increase demands for sector and sub-sector services, as share of urban population is 40 million (36%). The current population growth rate in Punjab is 2.13% compared to 2.4% at national level. The Government of Pakistan enacted its 18th Constitutional Amendment in April 2010, with revised National Finance Commission 2009, which resulted in shift of legislative and administrative authority from the Federation to the Provinces. In 2011, the policy and administrative functions of water and sanitation also shifted to the provinces though these were already part of the provincial government under 1973 constitution.

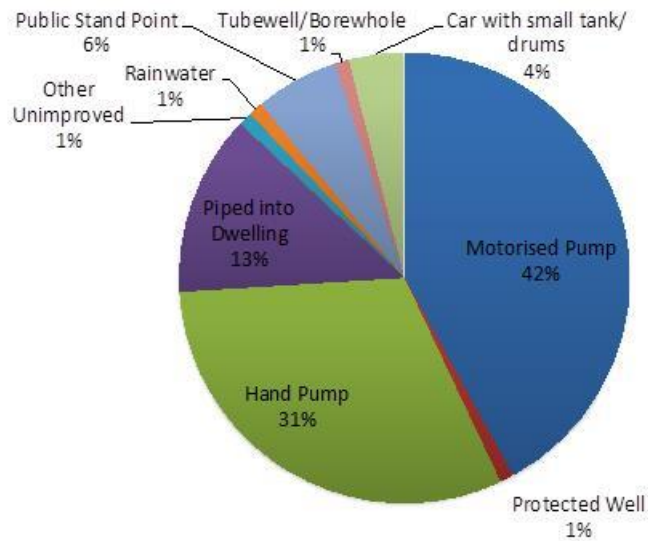
Administratively, the sector is overseen by a number of departments. Planning & Development department has role of financing and approval of development projects. The Housing, Urban Development and Public Health Engineering Department (HUD&PHED) and Local Government and Community Development Department (LGCCD) are key service providers along policy formulation and service delivery. Health department along with its curative role have major contribution in creating awareness regarding water borne diseases and hygiene behaviors. Education department is responsible for WASH in school and as well as awareness raising role among school children. Punjab Environment Protection Directorate is regulatory body for controlling environmental pollution and enforcement of Punjab Environmental Protection Act 2012 adapted from Pakistan Environmental Protection Act 1997 and compliance to the national environmental quality standards (NEQS). Provincial Bureau of Statistics and Pakistan Council for Research in Water Resources are playing monitoring roll through providing data on coverage and quality of WASH service respectively. Provincial Disaster Management Authority has role of disseminating disaster alerts and managing needs of disaster affected population including WASH. UN agencies and civil society organization are also contributing in awareness raising and community development across the province. Academia including Engineering University Lahore, LUMS, and Punjab Institute of Economic Research (PERI) are mainly involved in research work on Water and Sanitation.

2. ACCESS TO DRINKING WATER

As per the latest Punjab Multiple Indicator Cluster Survey (MICS) 2014¹, about 94% of the population uses an improved source of drinking water – 89% in urban areas and 97% in rural. Around 72.3% population of the province uses ground water as drinking water source extracted by hand-pumps or motorised pumps. Overall, 19.2% population has access to tap water; with 39.2% in urban areas, and 9.6% in rural areas. Overall, 80.8% of the population has access to improved water sources located at their premises that is higher in rural areas (84.3%) compared to urban areas (73.7%).

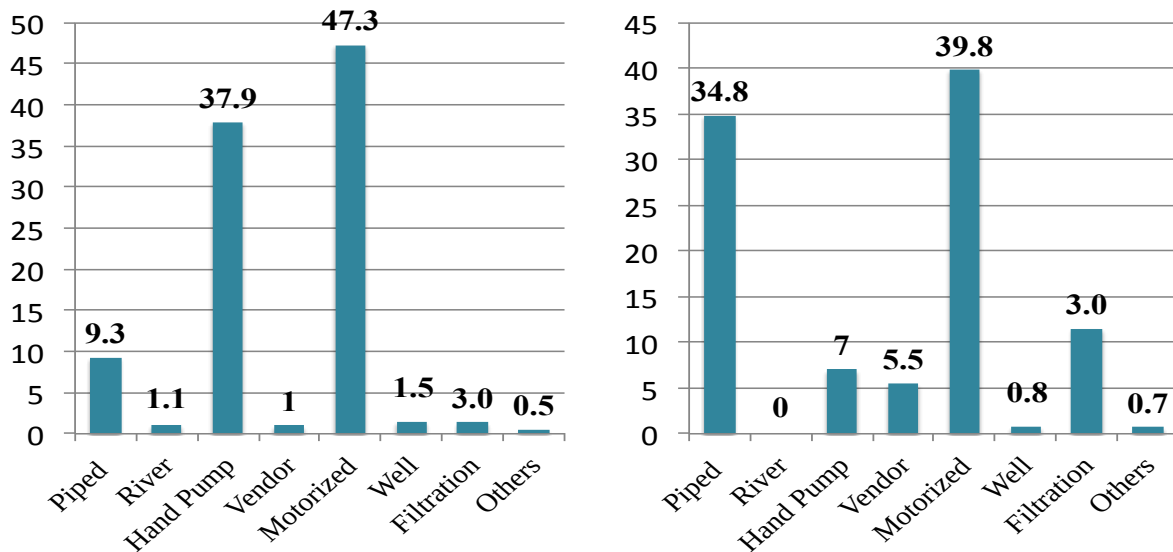
¹ MICS 2017 is under process, and draft results likely be available at the end of 2018.

Figure 1: Drinking Water Sources in Punjab



As per Pakistan Social Living Standards Measurement (PSLM) Survey 2014-15, about 92% Households (HHs) of Punjab province have access to improved water mainly from Motor Pump (45%) followed by Hand Pumps (28%), Tap water (18%), and Dug- Well (1%). However, use of tap water in Punjab has decreased from 22% in 2012-13 to 18% in 2014-15.²

Figure 2 Drinking Water Sources Urban and Rural Areas



3. Drinking Water Quality

As per Vision 2025 document of Government of Pakistan, water contamination and poor water quality have direct and very significant impact on the nation's health with water borne diseases accounting for 70% of all common diseases that impact the national health. This was realized by the Government of Punjab and a comprehensive water quality assessment was conducted in 2011 by HUD-PHED in collaboration with Pakistan Council of Research on Water Resources (PCRWR), and

² PSLM 2014-15

initiated Punjab Saaf Pani Company as the quickest mode to reach the unreached and developed a WASH Sector Plan for the province with a focus on the quality.

Pakistan Council of Research in Water Resources (PCRWR) initiated the “National Water Quality Monitoring Program” in 2002. This initiative generated the first detailed water quality profile of the country covering 23 major cities of Pakistan including 12 districts from Punjab province. During Phase-I (2002-2006), 1557 water samples were collected across the country adopting the uniform sampling criteria and analyzed for 79 physio-chemical parameters. The analytical data showed the prevalence of four major water quality tribulations in the country i.e. Bacterial (69%), Arsenic (24%), Nitrate (14%) and Fluoride (5%).

During Phase-II (2015-2016), with little addition, same sampling sites were selected for monitoring purpose. Out of 369 water samples, 114 (31%) were safe and 255 (69%) were unsafe. Under Phase –II (2015-2016), total 159 water samples were collected from Punjab Province. The results indicated that overall 57 samples (35%) were safe whereas 102 samples (65%) were unsafe samples.³

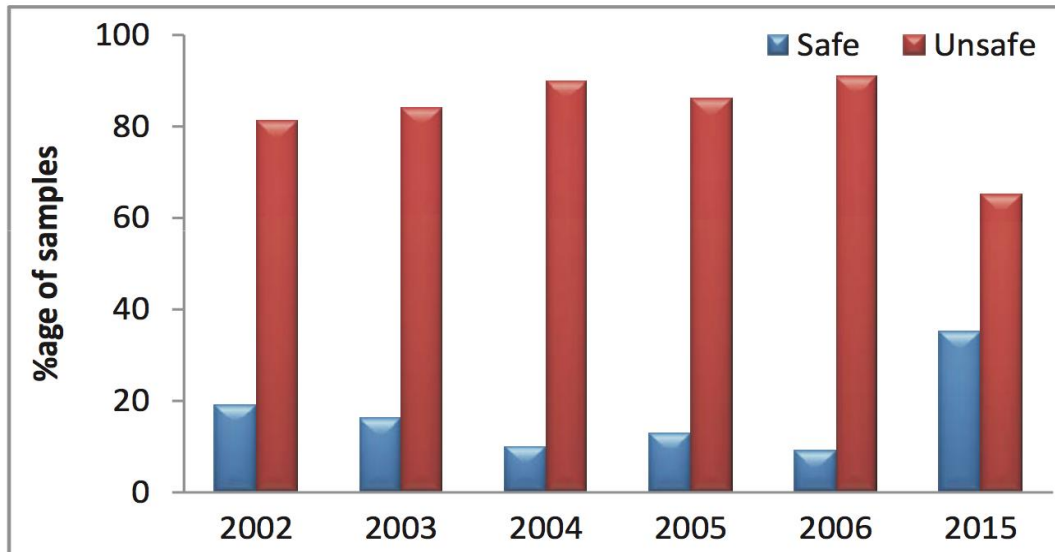
In Bahawalpur city, 24 samples (96%) were found unsafe due to bacterial as well as chemical contamination i.e. arsenic in 12 (48%), turbidity in 4 (16%), iron in 19 (76%), hardness in 6 (24%), chlorides in 3 (12%), TDS in 7 (28%) and bacterial contamination in 23 (92%). In Faisalabad, one location was non-functional so 12 samples were collected, 4 sources out of 12 were found safe and the remaining 8 (67%) sources were found unsafe due to bacterial contamination in 6 (50%), high TDS in 6 (50%), iron in 1 (8%) hardness in 2 (16%), chlorides in 5 (42%) and fluoride in 2 (16%). In Gujranwala, 11 (79%) sources were found unsafe due to bacterial contamination, only 2 (3%) sources were supplying safe drinking water. In Gujrat, 3 (33%) sources out of 9 were found unsafe due to bacterial contamination. In Kasur, 4 (40%) sources out of 10 were unsafe due to bacterial contamination. Analytical results of Lahore showed that bacterial contamination in 4 (25 %) water samples was present. An alarming situation was found in Multan, where out of 16 water sources bacterial contamination was found in 12 (75%), arsenic in 10 (62%) and iron contamination in 5 (31%) sources. In Rawalpindi, out of 15 sources, two locations got non-functional, so samples were taken from 13 locations. Hence 8 (62%) locations out of 13 were found unsafe, 6 (46%) with bacterial contamination and in 3 (23%) nitrate was found beyond permissible limits. In Sargodha city, only 3 sources, out of a total of 24 locations, were found safe for drinking purpose and the major causes of contamination were bacterial in 5 (21%), chloride in 10 (42%), hardness in 10 (42%), TDS in 17 (71%), nitrate in 12 (50%) and Iron in 2 (8%) sources. In Sheikhupura; 5 sampling sources (45%) were found safe whereas 6 sources (55%) were supplying unsafe water to the public mainly due to the presence of bacterial contamination in 3 (27%), Arsenic in 1(9%), Iron in 1 (9%) and nitrate in 1 (9%). In Sialkot, one location was non-functional, so samples were collected from 9 different locations. One source (11%) out of 9 was supplying unsafe water due to bacterial contamination.⁴

As per draft National Water Quality Monitoring Report 2015-2016, prepared by PCRWR, indicated that around 35% water sources in Punjab are safe for drinking purposes- free from microbiological and chemical contamination (iron, fluoride, nitrates) and physical characteristics (turbidity, hardness, total dissolved solids) compared to 31% in the rest of the country. Further, the report also showed that already deteriorated water quality went down from 19% in 2002 to 9% in 2006. However, the report showed that there is improvement in Punjab, and now around 35% water sources are safe in 2015 compared to only 9% in 2006 evident in figure below from PCRQR 2015-2016 Report.

³ Water Quality Status of Major Cities of Pakistan 2015-16

⁴ Water Quality Status of Major Cities of Pakistan 2015-16.

Figure 3 : Drinking Water Quality Trend in Punjab



Efforts to address water quality issues are being taken into account partly through installation of water filtration plants in the rural and slum areas of Punjab. The Government of Punjab is committed to establish four centers of excellence and 32 water quality laboratories at the district levels in next few years to strengthen water quality as integral component of safely managed water services.

With rising requirements, industrial sector in the country is predominantly dependent on groundwater for meeting its needs. For the most part, the commercial users also directly or indirectly rely on groundwater for meeting the requirement in the province. Under the draft Punjab Groundwater Protection, Regulation and Development Act (2017), which was prepared by the provincial irrigation department, 'Punjab Ground Water Commission' will be established to develop 'Groundwater Management Plan' in consultation with major stakeholders.

The Act proposed specific fines to industries for working without a valid registration or permit in critical area. Under the proposed law, administrative measures can be taken to ameliorate the situation in the drought area, including closure of any large scale commercial or industrial well to protect the aquifer. Moreover, the proposed commission may direct any owner of a large scale commercial or industrial well to recharge the groundwater to the extent and the manner specified by the commission. As per provisions of the proposed law, the commission might, with the approval of the government, fix basic water allowance for groundwater uses and levy prescribed water charges on extraction of water beyond such allowance. The plan also takes proactive measures for mitigation of saline water intrusion coupled with determining distance of new tube wells from existing wells.

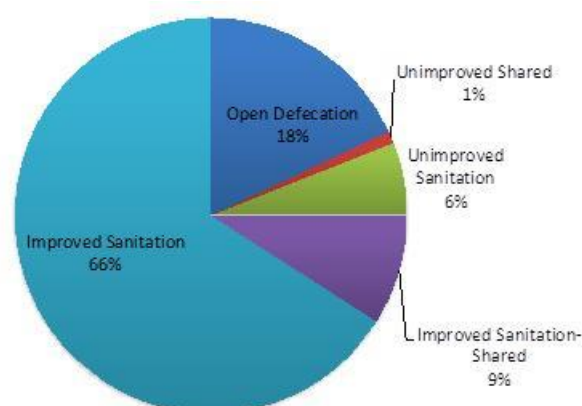
Table 1: Improved Water with Quintiles, Available, Accessible, Contaminated and Safely Managed Water

Region/ Type of Water Services	Wealth Quintiles- % PSLM 2014-2015					%Water Available PSLM 2014-2015	Water Accessible In Premises after premises discounted factor- %	2015 PCRWR Contamination- %	Safely Manage d Water
	1 st	2 nd	3 rd	4 th	5 th				
Pakistan									
Tap water	10	22	25	40	35	27	25		
Hand Pump	56	36	24	10	7	26	24		
Motor Pump	14	28	29	38	43	32	29		
Improved Water	81	87	78	89	86	86	78	69	31
Punjab									
Tap water	8	12	18	24	26	18	17		
Hand Pump	63	38	20	11	7	28	25		
Motor Pump	25	44	53	52	50	45	40		
Improved Water	96	95	92	87	82	90	81	65	35

Furthermore, 93.6% of the households in Punjab are not practicing any kind of water treatment method for drinking water while 4.1% use boiled water for drinking 1.8% use water filter, 0.9% only stain water through a cloth and 0.3% uses stand and settle method⁵. As per MICS Punjab 2014, only 2.1% households with unimproved water sources are treating water with appropriate methods.

4. Access to Sanitation

As per PSLM 2014-15, 79% HHs in Punjab have access to flush latrines followed by 5% HHs with non-flush latrines, and 16% HHs without any toilet/latrine facility. Further, the use of flush toilet system grew from 77% in 2012-13 to 79% in 2014-15, similarly no toilet increased from 15% to 16% during the period⁶. As per Punjab MICS 2014, around 3/4th of the population (75%) is using improved sanitation facilities i.e., urban (92%) and rural areas (67%). Other 6% are with unimproved sanitation and 18% are without any latrine.

Figure 4 : Sanitation by Types in Punjab

The Punjab province has made significant progress in ending open defecation and promotes the use of the construction of latrines leading towards improved hygiene. Around 80% population uses flush

⁵ MICS Punjab 2014

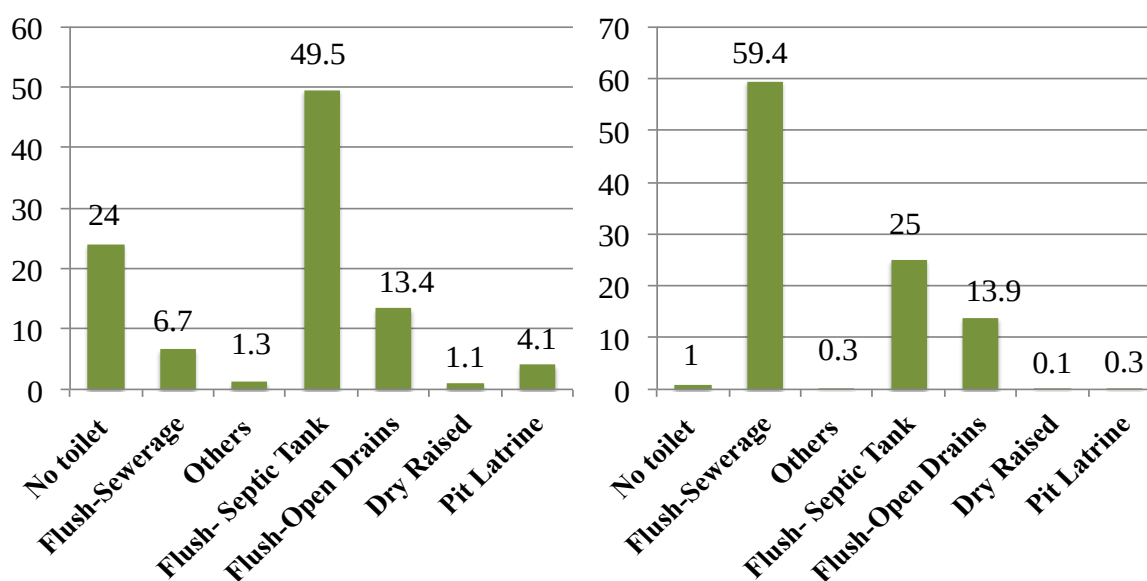
⁶ PSLM 2014-15

type of latrines in 2015 compared to 50% in 2011-2012. The Government of Punjab recognized the framework of Pakistan Approach to Total Sanitation (PATS) with a key focus to end open defecation by 2020.

In 2001, around 50% population in Punjab was living without latrines, and now this has reduced to 18% showing a positive trend. Presently, PATS is being implemented in all 36 districts of Punjab with financing from Government of Punjab as well as collaboration with local and international partners. In future, the PATS will focus on improving behaviour and creating demands for safely managed sanitation systems that include appropriate sewerage and faecal sludge management.

The highest numbers of latrines at households (HHs) are flush which are connected with septic tank followed by sewerage system and open drains. Further, 33.8% of HHs in urban areas, and 49.1% in rural areas indicated their flush connection with septic tanks. The access to sewerage systems is 56.3% in urban areas and 4.1% in rural areas. Punjab currently does not have any functional facility for sewage /wastewater treatment except for one in Faisalabad and one Multan, resulting in major damage to public health, environment and productivity of our cities and downstream agriculture areas. This has been realized in WASH Sector Plan and wastewater treatment facilities has been proposed and suggested for all major cities of Punjab.

Figure 5 ; Type of Latrines in Rural and Urban Areas of Pakistan



Inappropriate and limited disposal of human excreta and personal hygiene is the major cause of disease, which includes diarrhoea, and polio, which can be reduced hygienically separating human excreta from human contact. As per PSLM 2013-2014, 23% of HHs connected with underground/covered drains for wastewater disposal, 44 per cent with open drains, 5% with covered drains and 29 per cent are without any system in Punjab.⁷ In urban areas, 56% HH have underground/covered drains, and 35 per cent with open drains while 5% HHs are without any wastewater disposal system. In rural areas, 5% HHs are connected with underground drains, 48% with open drains while 41% are without any system.⁸ Dataset of PSLM 2014-15 showed that the poorest groups in Sindh are using non-flush latrine and no toilets whereas no toilet is diminishing and share of non-flush significantly reduces in the richest groups.

⁷ PSLM 2013-14

⁸ Ibid

5. Hand Washing with Soap

Hand washing with water and soap is the most cost-effective health intervention to reduce both incidence of diarrhoea and pneumonia in children under five. It is most effective when done using water and soap after visiting a toilet or cleaning a child, before eating or handling food and, before feeding a child. Monitoring correct hand washing behaviour in these critical times is challenging. A reliable alternative to observation or self-reported behaviour is assessing the likelihood that correct hand washing behaviour takes place by observing if a household has a specific place where people most often wash their hands and observing water and soap (or other local cleansing materials) are present at a specific place for hand washing. As per Pakistan Demographic Health Survey (PDHS) 2012-2013, about 71.9% of households in Sindh have water and soap available at a dedicated place for hand washing, followed by 1.4% with water and other cleansing agent, 23.1 % with water only while 3.1 % HHs didn't have water and cleaning agent at hand washing place.⁹

Table 2: Improved Sanitation Quintiles, No Toilets, Not Improved and Hand Washing with Soap

Region/ Type	Wealth Quintiles- %- PLSM 2014-15					Improved Sanitation %	% Pop Water and Soap for hand washing DHS	Safely Managed Sanitation at household level
	Poorest	2nd	Middle	4th	Richest			
Overall – Pakistan								
No toilet	40	17	7	2	1	13		
Not Improved	41	37	31	21	17	29		
Improved	20	45	63	77	82	57	63.8	0
Punjab								
No toilet	51	21	7	2	1	1	16	
Not Improved	20	24	20	16	12	12	18	
Improved	29	55	73	82	87	87	66	0

6. Health and Hygiene

The Infant Mortality Ratio (IMR) and Under Five Mortality Rate (U5MR) in Sindh are 75 and 93 per 1000 live births respectively as per MICS Punjab 2014. These figures were slightly lesser in PDHS 2012-13 as Infant Mortality Ratio 74 per 1000 live births and Under-five Mortality rate 89 per 1000 live births. The prevalence of diarrhoea in children under five in Punjab is 17.4% with 17.5% in urban areas and 17.4% in rural areas.¹⁰ According to MICS Punjab 2014, 33.5% of children are stunted in Punjab while 13.3% of this is severely stunted. This clearly shows the poor status of nutritional uptake among the children and vulnerable to water borne diseases especially diarrhea, etc.

The solid waste collection and its safe disposal is an emerging challenge especially with growing urbanization. As per PSLM 2013-14, 17% HHs in Punjab are reported that municipality collects garbage from their HHs or neighborhoods, 6% privately hired services and 77% reported without any system. In urban areas, 48% HHs reported to have an arrangement with local government, 9% with private service providers and 43% are without any systems. In rural areas, 2% HHs reported to have an arrangement with local government, 4% with private service providers and 94% are without any systems.¹¹

⁹ PDHS 2012-13

¹⁰ MICS Punjab 2014

¹¹ PSLM 2013-14.

7. School WASH

As per fundamental rights, water and sanitation services must be accessible to everyone within, or in the immediate vicinity, of household, health and educational institution, public institutions and places and workplace. Physical security must not be threatened when accessing facilities. Government of Pakistan has given special emphasis on the integration of WASH in schools within the Education Sector, and this is acknowledged in the National Education Policy 2009 that identifies provision of missing facilities as key intervention for retention and quality education. In last few years, there has been significant progress regarding water and sanitation services in schools especially in Punjab and KP provinces while Sindh and Balochistan are lagging behind. The education sector plans of four provinces emphasized on school WASH facilities but there is need to follow, develop and implement school WASH quality standards in terms of number of WASH facilities per student, knowledge and practices of hygiene, and periodic review of WASH services.

According to Pakistan Education Statistics 2015-16, the percentage availability of drinking water in all primary, middle, high and higher secondary schools is 100%. The percentage availability of toilets for students of primary schools is 99%, while that of Middle, High and Higher Secondary schools is 100%.¹² Overall, drinking water is available in 52,135 schools while 174 schools don't have drinking water sources in Punjab.¹³ In sanitation, 51,906 schools in Sindh have toilets while 341 schools are without toilet.¹⁴ Annual Education Status Report (ASER) 2014 compiled by civil society organizations of Pakistan showed that around 87.6% of primary Government schools have useable water followed by 93.6% elementary schools and 94.6% high schools. While 92.1% primary schools, 94.1% elementary schools and 95.7% high schools are reported with useable toilets.¹⁵

8. Joint Sector Review

A Joint Sector Review (JSR) process refers to a periodic assessment of performance within a specific sector by government, development partners, and civil society. The reviews are ideally an integral part of the country/province's planning and reporting cycle. A JSR process for Water, Sanitation and Hygiene (WASH) includes a annual or biennial gathering, meeting or forum, which is led by a Sector Ministry and has the participation of a wide range of stakeholders. The process usually consolidates evidence through analysis of data, studies, and reports in the run-up to the actual gathering. This study defines a 'Joint Sector Review' as a periodic process that brings different stakeholders in a particular sector together to engage in dialogue, review status, progress and performance and take decisions on priority actions. JSR processes are aimed to provide a reliable overview of finance, implementation, institutions, and gaps; bring sector stakeholders together; and contribute towards driving reforms and improving sector governance.

In October 2016, the Ministry of Climate Change (MoCC) in collaboration with provincial government and sector partners organized a capacity development workshop to roll out the concept of JSR in Pakistan. WASH Bottleneck Analysis Tool (WASH-BAT) was introduced and participants attended three days training cum orientation about cascading the WASH-BAT in the country. In December 2016, the MoCC rolled out the guidelines for JSR and WASH-BAT, and all provinces showed willingness to conduct WASH-JSR in 2017.

WASH- Bottleneck Analysis Tool: WASH-BAT

The WASH bottleneck analysis tool (WASH-BAT) has been designed by UNICEF with inputs from all WASH sector stakeholders to facilitate joint identification and prioritization of sector bottlenecks and

¹² Pakistan Education Statistics 2015-16

¹³ Ibid

¹⁴ Ibid

¹⁵ ASER 2014

action planning for their removal along with implementation separately in different sub-sectors and jurisdictions¹⁶. These include sectors like urban water supply, rural water supply, urban sanitation, rural sanitation, urban hygiene and rural hygiene along with levels i.e. national, provincial and even district. Overall, the JSR process included following steps:

1. Identify the demand or need for bottleneck analysis
2. Prepare the ground for a bottleneck analysis
3. Hold meeting(s) to conduct bottleneck analysis using the bottleneck analysis tool
4. Follow-up on the findings of the meeting(s), and obtain government endorsement
5. Implement the endorsed recommendations
6. Conduct monitoring and evaluation (M&E)

Methodology and Approach for JSR Sindh

The WASH-JSR for Punjab was held in 21-22 December 2017 at Avari Hotel Lahore. This was comprised of following steps.

Review of literature:

Approved Drinking Water and Sanitation Policies; Drinking Water, Sanitation and Hygiene Sindh Strategic Sector Plan; Sindh Business Rules; Sindh Local Government Act; Annual Development Program; Provincial WASH Budget and; provincial WASH expenditures, etc.

Based on the available information, key bottlenecks were highlighted as alluded in these reports and available information.

The questions/criterion given under WASH Bottleneck Analysis Tools were linked with reviewed literature to refine the questions and comments.

Consultative Workshop:

A two days consultation workshop was organized at Avari Hotel Lahore. The list of the participants who attended the consultative workshop is provided in the annexure.

The participants analyzed the discussed the criterion for following blocks in the contexts of strengths, weakness, challenges and opportunities.

Sector Policy / Strategy: Sector policies and strategies that identify sector goals and pathways, giving direction to sector investments, and strategies for implementation, including agreement on implementation models / sustainable service delivery approaches

Institutional arrangements: Identification and allocation of institutional roles and responsibilities, including decentralization commitments; Legal and regulatory frameworks to underpin the desired targets and reinforce roles and allocation of resources

Sector Financing: The Government Development/Expenditures Framework which matches government priorities with available resources; realistic and transparent sector budget with identifiable funding streams; and availability and use of data on financing streams and comparable, realistic estimates for all sector cost categories for sustainable service delivery.

¹⁶ More information about BAT and tool can accessed from: www.washbat.org

Planning, monitoring, and review: Effective, inclusive and systematic planning, monitoring and evaluation of sector performance to ensure the most effective route to achieve goals; Mid and longer- term review of sector performance through multi-stakeholder platforms and mechanisms for sector dialogue and learning

Capacity development: The capacity of institutions to fulfil sector roles and responsibilities for sustainable service delivery at scale, including the availability of necessary structures, tools, training, and incentives; and the capacity of individuals to effectively engage in the sector through sector institutions or as educated consumers

Data Analysis and Reporting: The findings and insights shared by the participants were co-related with literature reviewed and data analyzed. These were added in WASH Bottleneck Analysis Tool. Detailed Report is available in Excel Sheet. However, a specific report that will serve as Sindh WASH Road Map for 2017-2018 is prepared in the following sections.

9. Sector Policy and Strategy

The Government of Punjab has an approved Provincial Drinking Water Policy 2011 and a draft sanitation policy 2013. In September 2015, the world adopted the Sustainable Development Goals (SDGs) as continuity of Millennium Development Goals (MDGs). On 19th February 2016, Pakistan adopted SDGs Agenda as Pakistan Development Goals (PDGs) through national parliament of Pakistan. The Goal 6 of SDGs is: ensure availability and sustainable management of water and sanitation for all. The Goal 6 goes beyond access to drinking water, sanitation and hygiene and also addresses the quality and sustainability of water resources. In the start of 2017, the Planning and Development Department of Government of Punjab issued instructions for the review and development of policies with an alignment with international, national and provincial commitments. Hence, the draft drinking water and sanitation policies have been developed through a comprehensive consultation process. The new draft drinking policy 2017 envisions that safe drinking water is accessible at premises, available when needed, and free from contamination on sustainable basis to whole population of Punjab in addition to acquiring and adopting improved knowledge in their daily life. The policy underpins to create universal coverage and access to safely managed drinking services by 2030. The draft Punjab Sanitation Policy 2017 envisions for developing a safely managed sanitation environment, for all citizens of the provinces, contributing towards high quality life in Punjab. The safely managed sanitation services include: a private improved facility where faecal wastes are safely disposed on site or transported and treated off-site; plus a hand washing facility with soap and water. These revised policies have gone through comprehensive consultations with stakeholders and feedback was received from 22 departments and civil society networks. New revised policies are under approval process, and are part of water roadmap of Punjab Government

In order to cater for the needs of specific legislation for water supply and sanitation, the Government of Punjab drafted the Punjab Municipal Water Act, which is under review and consideration with Cabinet of Government of Punjab before formal approval and enactment through Punjab Assembly. This Act categorizes water into potable domestic for drinking, non-potable domestic, institutional, commercial, industrial, amenity, and environmental remediation use. The draft Act proposed the establishment of a regulatory authority called the Water Commission. Upon establishment of the Commission, the responsibility for regulating the conservation, protection, utilization, exploitation, development of water resources and the regulation of all municipal water services, including quality assurance of water, water services and tariff shall rest with the Commission. The development of water and sanitation master plans for each district/elected council has been proposed under draft Punjab Municipal Water Act and this has been endorsed in WASH Sector Plan 2014-2024 as a key strategic action. Further, the local governments are responsible for monitoring and periodic reporting of their master plans to determine successes and deviations.

National Education Policy 2009, which is the guiding document for school education in Punjab province, does not elaborate specific interventions about WASH. However, Government of Punjab has recently approved and launched WASH in school strategy 2017 that is in line with Punjab Education Sector Plan that underpins provision of missing facilities in the schools. Similarly, the draft National Health Policy 2009 did not reflect the WASH component though WASH is an integral component of the Health Sector Plan 2014-2018. WASH at public places has been entrusted to newly elected local councils, but these councils have not over the responsibilities fully.

Recently, the Planning and Development Board, Government of Punjab has developed a growth strategy for the province entitled “Punjab Growth Strategy 2018 - Accelerating Economic Growth and Social Outcomes”. The document endorses Punjab’s health sector vision and strategy, which emphasizes improvement of water, sanitation and hygiene services to prevent communicable diseases. The medium term objective of the Government is to provide Punjab’s cities with basic urban services that make its cities more livable, healthy and productive. Except for two facilities in two major cities, Punjab does not have any facility for wastewater treatment, resulting in major damage to public health, environment and productivity of our cities and downstream agriculture areas.

The government of Punjab developed a ten years strategic sector development plan for Water, Sanitation and Hygiene 2014-2024 that was formally approved in February 2016. This serves as the implementation framework for drinking water, sanitation and hygiene in the province with short, medium and long-term strategic actions. In order to strengthen the enabling environment of service delivery, the WASH strategic plan 2014-2024 identifies the need for development of a human resource development road map while underpinning leadership development for WASH covering both technical and managerial areas. The PHED has already conducted a human resource assessment of WASH, and a roadmap for HR development has been developed with an implementation strategy. Further, a Water Roadmap developed under Chief Minister Special Initiative is regularly reviewed through periodic meetings chaired by Chief Minister of Punjab attended by all key departments and stakeholders for quick policy implementation.

10. Institutional arrangements and service delivery

Housing, Urban Development and Public Health Engineering Department (HUD&PHED) and Local Government and Community Development Department (LGCCD) in Punjab are the lead government provincial departments for planning, funding, regulating, monitoring and service delivery for water and sanitation sector in the province. In addition to these, other departments include: Planning and Development Department, Works and Services, Health and Education. For five major cities of Punjab, autonomous Water and Sanitation Agencies (WASAs) have been created that lead on the development and management of WASH services. These WASAs have been delegated with optimum levels of administrative, financial, and operational autonomy along with mechanisms for public scrutiny and accountability. In small- and medium-sized towns and cities, tehsil municipal administrations, municipal committees or local development authorities are responsible for provision and maintenance of WASH services mainly under the direction of PHED and LGCCD. The rural water supply schemes are planned, designed and executed by HUD&PHED while operation and maintenance (O&M) is the responsibility of TMAs/ LGCCD and Community Based Organizations (CBOs). The detailed guidelines for developing effective community based organizations have been developed by both governmental departments that provide the basis for developing effective linkages and voices of the communities.

Presently, the main legislation that governs drinking water and sanitation is the Punjab Local Government Act 2013. The Act envisages the responsibilities of provision, access, operation and maintenance of drinking water and improved sanitation services to respective councils within their

jurisdictions including urban and rural areas. In larger urban areas, this further includes development of integrated systems of water reservoirs, water sources, treatment plants, drainage, liquid and solid waste disposal, sanitation and other municipal services in addition to sanitation and solid waste collection and sanitary disposal of solid, liquid, industrial and hospital wastes, treatment and disposal including landfill site and recycling plants. All private sources of water supply within the local area of the local government shall be subject to control, regulation and inspection by the local government. The legal framework, even under Punjab LGA 2013/2014 for drinking water, sanitation and hygiene is weak and fragmented especially around operation and maintenance (O&M), community participation, and resource allocations criterion, and further compounded since the new Act is not yet being implemented.

The responsibility of operation and maintenance of water supply and sanitation schemes has been entrusted to local community based organizations (CBOs) since late 1990's that were previously held by Public Health Engineering Department (PHED). This approach has not yielded the desired results and a large number of water supply schemes in Punjab became non-functional over the period of time. Now, the PHED has been revisiting its current approach to identify a viable strategy for operation and maintenance while delegating and sharing responsibilities among PHED, community based organizations, and other stakeholders.

Punjab Rules of Business 2011, delegates the responsibility of provision of drinking water, drainage & sanitation facilities and legislation / policy matters related there to HUD-PHED, while Punjab LGA 2013 extends these responsibilities to MCs and other local councils under the Local Government and Community Development Department (LGCDD). As per Punjab Local Government (Conduct of Businesses) Rules 2017, the local councils have been empowered to lead on management including of operation and maintenance under municipal infrastructure and services. The WASH budgetary analysis revealed that both departments are involved in the provision of services. The operation and maintenance is expected from the local councils under LGCDD. This clearly defines the needs for a comprehensive review to bring synchronization and overcome any dichotomies to draw clear roles and responsibilities of different tiers

Punjab Environmental Protection Act 2012 delegates the responsibility of monitoring, controlling and surveillance of national environment quality standards on municipal/industrial effluents, drinking water, noise, air, etc. to Punjab Environment Protection Directorate. However, there is no comprehensive legislation that empowers the Environment Protection Directorate of Punjab and HUD-PHED to play the functions such as preparing rules and standards for regulating public and private sectors water service providers including financial management regulations, licensing and regulating private service providers, controlling the pricing of retail and bulk consumers, service standards & performance indicators, and customer service regulations with powers of public hearing for complaints/grievances. Thus, necessary legislation is required for establishing a regulatory authority for water and sanitation services with legal cover and administrative & financial autonomy. In addition, there is need for development of surveillance framework for water quality.

With rising requirements, industrial sector in the country is predominantly dependent on groundwater for meeting its needs. For the most part, the commercial users also directly or indirectly rely on groundwater for meeting the requirement in the province. Under the draft Punjab Groundwater Protection, Regulation and Development Act (2017), which was prepared by the provincial irrigation department, 'Punjab Ground Water Commission' will be established to develop 'Groundwater Management Plan' in consultation with major stakeholders. The Act proposed specific fines to industries for working without a valid registration or permit in critical area. Under the proposed law, administrative measures can be taken to ameliorate the situation in the drought area, including closure of any large scale commercial or industrial well to protect the aquifer. Moreover, the proposed commission may direct any owner of a large scale commercial or industrial well to recharge the groundwater to the extent and the manner specified by the commission. As per

provisions of the proposed law, the commission might, with the approval of the government, fix basic water allowance for groundwater uses and levy prescribed water charges on extraction of water beyond such allowance. The plan also takes proactive measures for mitigation of saline water intrusion coupled with determining distance of new tube wells from existing wells.

Different provincial departments responsible for WASH are in need of developing an integrated approach to envision and design common implementation plans that are owned by multiple departments and supported by all major support organisations. Currently, issue specific coordination arrangements through different committees exist in the province where stakeholders share their perspectives and initiatives, but there is no single coordinating focal point that holds the different sub-sector strands together. The WASH Sector Plan 2014-2024 proposed the creation of Programme Management Unit (PMU) at provincial level has been created in 2017 that not only steers the implementation and reporting of WASH sector plan but also provides a platform for coordination, joint planning and periodic sector review to overcome the duplication of efforts and resources. .

11. Financing and Budgeting

According to GLAAS Report 2017, the annual total financial spending of water and sanitation sector in Pakistan is around PKR 93,114 million for 2015-2016. Nearly about 10% of these are out of pocket expenditures, 67% are financed under federal and public financing by provincial and federal government, 5.9% comes under international assistance and around 10% from tariff collection. The share of expenditures made on water and sanitation are about 0.2% of GDP.

According to Annual Budget Statement of 2017-18, The Government of Punjab allocated PKRs 71 billion on drinking water and sanitation in 2017-18 as compared to PKRs 58 billion in 2016-17. However, Punjab spent PKRs 42 billion in 2016-2017 compared to allocation of PKRs 58 billion. The break up of development and current budget for last three years with allocations and expenditures is presented in figure 5. According to Annual Budget Statement 2017-18 the recovery in budget code C02726 (Non-Tax Revenue from Community Services related to Public Health) is PKR 94 million are forecasted. Assuming this total recovery as water tariff, it is only 0.01% of total provincial WASH budget in 2017-18 i.e. PKR 71 billion. The other source of Annual Reports of Punjab WASAs indicate recovery of PKR 2,456 million in 2015-16 while according PRSP report provincial WASH expenditures for the year was PKR 36,220 million and this is around 7%.

Figure 5 : Years WASH Allocations and Expenditures in Punjab Province



Water is generally considered a free and infinite source, and no voice and accountability mechanism is in place for injudicious use of water. Need assessment, planning and budgeting is top down- wider community consultations are rarely held for the preparation of project proposals (PC-1). Sectoral WASH expenditure data is not readily accessible and available- including funds spent by civil society organization, spending by attached departments under rural development and private sector. Further, the sanitation expenditures are difficult to track under current financial reporting. Fragmented information about budget allocated and spent on WASH in schools- that is mostly with missing facilities. There is no budgetary information about WASH spent on health facilities and public toilets.

Resources Vs Targets of SDGs in Punjab Province

The global SDG costing tools has been adapted in Pakistan to define and set the provincial targets, which will be consolidated, at the national levels. Below is the summary of the possible SDG target for safely managed water and safely managed sanitation services in Punjab, based on available financial resources.

Population of Punjab-Population Census 2017:	110 million
Population Growth Rate:	2.13 %
Estimated Population in 2030:	144 million

The WASH Sector Development Plan 2014-2024 identified that annual PKR 40 billion will be required for next 10 years to reach 85% population for drinking water and 65% population for sanitation services. However, SDGs were not defined and agreed at the stage for cascading in the countries. Now with available definition and approaches of SDGs for WASH, by using SDG costing tool developed by World Bank and UNICEF, it is estimated that Punjab would be needed PKRs 228 billion annually to meet SDG target of water and sanitation. The tool has been simplified for local context to identify a unit cost for different ladders of SDGs for WASH. The table 2 provides an overview of cost required for different ladders and safely managed water and sanitation services. An overall PKRs 3000 billion shall be required in Punjab for achieving the SDGs targets of water and sanitation services. This means PKRs 1200 billion for water and 1800 billion for sanitation. The average annual cost for next thirteen years will be PKRs 228 billion.

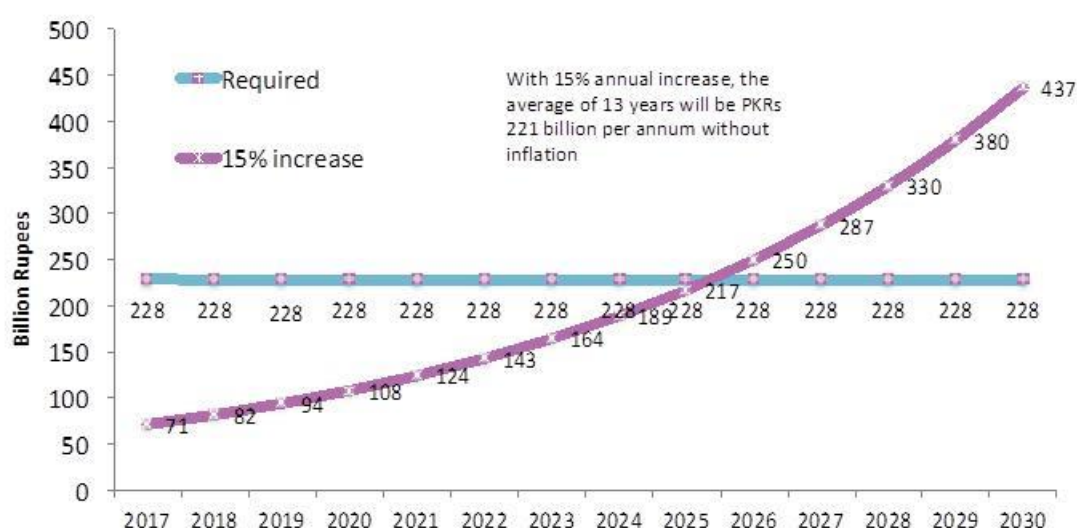
Table 1: WASH SDG Costing and Coverage

Description	Pop.2017 in Million	Pop.2030 In Million	Baseline	Per Capita- Rs	Total Required Rs in million	Yearly required Rs in million
Improved Water	6.6	8.64	94%	5,000	43,200	3,323
Premises	20.9	27.36	81%	7,500	205,200	15,785
Safely Managed Water	71.5	93.6	35%	12,500	1,170,000	90,000
Improved Sanitation	27.5	36	75%	5,000	180,000	13,846
Safely Managed Sanitation	110	144	0%	12,500	1,800,000	138,462
Safely Managed WASH Services (Safe Water and Safe Sanitation)					2,970,000	228,462

Table 2: SDG WASH Options with Annual Increase in Budget

Required per year - millions	Yearly Increase in ADP-%	Annual Allocation- Million	Annual GAP- Million	Pop. Per Year Served	Per Year	Coverage- % Water by 2030	Sanitation by 2030
228,462	0%	71,000	157,462	2,840,000	2.0%	60.6%	26%
228,462	5%	106,500	228,462	4,260,000	3.0%	73.5%	38%
228,462	10%	142,000	86,462	5,680,000	4.0%	86.3%	51%
228,462	15%	221,218	7,244	8,848,720	6.0%	100%	95%

With current rate of allocation, Punjab is likely to have 2% incremental coverage in safely managed water and sanitation services though currently only 35% coverage of water falls under safely managed services and no sanitation coverage falls under safely managed services. Hence by 2030, the coverage of safely managed water services will be 61% and safely managed sanitation services will be 26%. However, if government of Punjab assures a commitment of 15% annual increase for next 13 years excluding inflation, Punjab is likely to achieve 100% safely managed water and 95% safely managed sanitation services. In figure 2, the required annual investment for next 13 years with annual 15% increase portrays that it would be PKRs 437 billion in 2030.

Figure 6: WASH Sectoral Investment Need Per Year for SDGs in Punjab

12. Capacity Development

In 2012, a national sector review report¹⁷ on water, sanitation and hygiene was produced that emphasised the need for provinces to develop sector plans, approach the sector holistically in a sector wide approach, conduct sector capacity development needs assessment, and strengthen provincial monitoring frameworks for the sub-sectors. This was further reiterated as one of the key commitments made at High Level Meeting 2014 by Government of Pakistan. The HUD&PHED provides leadership to WASH in the province in collaboration with Local Government and P&D. Punjab's new Growth Strategy 2018 clearly articulates the highest level of government commitment and a strategic direction for accelerating economic growth and improving social outcomes. In spite of impressive and commendable progress made by Punjab in the last few years, the province has capacity constraints at the individual as well as institutional levels. This has been highlighted in the

¹⁷ Investing Wisely - Sanitation and Water - Saving Lives. Pakistan Sector Status Report 2012, Government of Pakistan

WASH Sector Plan 2014-2024 as a key challenge and a human resource capacity assessment was identified as a key priority to ensure that necessary capabilities and skills are available to achieve the strategic objectives.

Two assessments one for urban¹⁸ and other for local councils, highlighted an unsatisfactory professional development process which only exacerbates the limited technical capacities of WASA, PHED and Local Government in the sector, call into question their role of community development when more than four-fifths of the officials and technical staff have no training in community mobilisation and development. The leading local government training institution is lacking knowledge and expertise about emerging technical solutions. Traditionally, systematic capacity building has been less focused. With increasing investments being made by Government of Punjab and the changing nature of sustainable development goals that emphasize on quality, treatment and recycling approach, there is need for a systematic capacity development approach focussing on all aspects including staff, capabilities and resources.

The HUD-PHED developed Strategic Roadmap for WASH Human Resource Development, for service providers in Punjab on the basis of capacity assessment. The Government of Punjab initiated the organizational assessment and restructuring for urban utilities and HUD-PHED in order to meet the quality and safety aspects under water and sanitation services. The Government of Punjab has been exploring the options to strengthen promotion and preventive services for WASH like health care, as water safety is much of behaviour issue than service provision especially around construction of appropriate latrines to avoid water contamination, judicious use of water, appropriate distance of latrines from drinking water source, hand washing with water, etc. Hence, the training for WASH is being institutionalized through Local Government Academy and formation of district WASH Coordination Committees. Moreover, WASH has been added in the curriculum and training modules of Lady Health Workers and School Health & Nutrition Supervisors. Very recently, Punjab School WASH strategy has been developed, and this is being integrated in the school education road map.

At present, three professional development organizations are catering to specialized and generalized capacity building requirements of WASH sector HR in Punjab. These include Management and Professional Development Department (MPDD), Local Government Services Academy, Lala Musa and JICA-supported WASA Academy (Al-Jazari) in Lahore. While former essentially caters to generalized capacity building requirements of WASH sector HR in Punjab, the latter two represent dedicated institutional mechanisms for providing pre-service and in-service training opportunities to WASH sector employees in selected number of professional disciplines of relevance to their work streams. WASH sector employees may have very limited capacity building opportunities at some of the other training institutions such as Punjab Engineering Academy. However, this category of technical institutions primarily caters to in-service training requirements of engineering staff from Irrigation or Communication & Works Department and is rarely available to technical staff working in WASH-related sectors. The status and update of key interventions in relation to budgeting and financing are: The up gradation of Local Government Academy has started with the support of KOICA. Further assessment of Local Government Academy is underway, and it would be upgraded under Punjab Intermediate Cities Improvement Programme starting from 2018.

13. Planning, Monitoring and Review

The Government of Punjab developed a Planning Manual in May 2015 that provides guidelines and framework for the project identification, project formulation, project execution, monitoring and evaluation. A “Planning Manual for WASH” related ADPs has been prepared for guidance and reference of staff under the overall Planning Manual of P&D. The main instrument to implement a

¹⁸ Urban Water Supply and Sewerage Reform Strategy, 2006. Government of Punjab and World Bank

plan/ program is the Annual Development Program (ADP). This document, commonly known as ADP, includes all those programmes and projects that are duly approved and funded. More recently, the concept of the Medium-Term Development Framework (MTDF) is being executed in Punjab to develop a longer-term perspective for planning, which consists of plans for the next three years. Formulation of the ADP should follow the medium-term perspective, with the objectives of ensuring predictability of flow of funds and the ability to plan with a longer-term horizon in view, while realising fiscal discipline and allocation and operational efficiencies. In line with the MTDF, the ADP should comprise a portfolio of development schemes for the next year and projections for the two subsequent financial years in the prescribed format. Line departments are required to submit a write-up on the department/sector's vision, objectives/policy and strategic interventions to be achieved in the next two–three years. Punjab WASH Sector Plan 2014-2014 has been developed to provide a vision and strategic roadmaps to respective departments for alignment.

Currently, the national and provincial elected political representatives play a key role in identification of WASH related priorities of their areas but this is not fully supported with comprehensive need assessments. Often, this approach negates inclusive and equitable distribution of resources evident from coverage, access and financial data. Further, during 2015-2016, nearly 33% of total water and sanitation schemes were added as supplementary schemes after approval of the budget indicating weaknesses in the planning process. Hence, areas with strong political voices are more advantaged compared to other areas with less active political representation.

Monitoring and reporting activities of WASH sector and its sub-sector take place at various levels but these are fragmented. The coverage and access of WASH is being tracked through sampled households surveys. Punjab leads on Multiple Indicator Cluster Survey (MICS) that generally happens with a frequency of 3-4 years. It is one of the most sophisticated surveys conducted at the provincial level that provides information up to district levels. In addition to MICS, another household survey, led by Federal Bureau of Statistics, called Pakistan Social Living Standards Measurement Survey (PSLM) provides information about access and coverage of water supply and sanitation on annual basis. However both surveys have limitations in terms of comprehensive assessment and tracking of WASH services especially in the context of water quality, connections, onsite and offsite treatment, etc. A Performance Management Framework for WASH was defined in Economic Growth Strategy of Punjab and is an integral component of the WASH Sector Plan 2014-2024, however process to conduct periodic review against this framework has not been cascaded so far. Similarly, there is need for surveillance framework for water quality in Punjab with clear roles and responsibilities especially Punjab Environment Protection Directorate and Industries Department.

The data collection and analysis for WASH has witnessed substantial improvement though still it has to drive a long way for overcoming the fragmentation. Presently, there is lack of any uniformed system of M&E at, provincial and districts level for input and process monitoring that connects output or outcome monitoring and reporting of WASH initiatives especially within the public sector and even in civil society at large. While each project/scheme does in theory have a project cycle - based on a series of documents from Project Cycle (PC)-1 which project identification/design to PC-5 (that is project evaluation) is rarely undertaken. However, Department of Finance of Government of Pakistan compiles financial expenditures on water and sanitation on yearly basis with support of P&D department. However, that financial reporting cannot provide break down between water and sanitation as being reported with one budgetary code.

PHED of Government of Punjab identified the need for development of a comprehensive management information system for WASH based on android for real time entry in the field. The MIS will generate outputs by feeding input data from the field and district offices. Presently, it is being piloted and PHED is confident to make it operational from 2018 financial year. Multiple institutions/departments conduct need assessment and execution of WASH projects with poor coordination and knowledge management. Furthermore, there are challenges of coordination for

monitoring and reporting due to complexities in the roles and responsibilities of different stakeholders in the government, cantonment boards and defence housing authorities, non-government and private sectors. No single regulatory and monitoring authority exists for M&E and reporting of drinking water, sanitation and hygiene in the province. Thus, there is need for a program management unit to lead on coordination for monitoring, reporting and knowledge management for all stakeholders involved in service delivery.

The Special Monitoring Unit of Chief Minister Punjab has developed a Water Roadmap for Punjab-derived from WASH Sector Development Plan 2014-2024 but focus is mainly on yearly targets with quarterly review meetings. The Unit has deployed Monitoring, Evaluation and Learning (MEAL) assistant in each district to track the progress of the drinking water schemes and filtration plants particularly with reference to functionality and chlorination process. These MEAL assistants also collect data about water quality through water quality kits. Initial results of this practice are very encouraging. However, this is required to be integrated into the system. Hence, PMU established at PHED is required to work closely.

Different provincial departments responsible for WASH are in need of developing an integrated approach to envision and design common implementation plans that are owned by multiple departments and supported by all major support organizations. Currently, issue specific coordination arrangements through different committees exist in the province where stakeholders share their perspectives and initiatives, but there is no single coordinating focal point that holds the different sub-sector strands together. The creation of Program Management Unit (PMU) at provincial level that not only steers the implementation and reporting of WASH sector plan but also provides a platform for coordination, joint planning and periodic sector review to overcome the duplication of efforts and resources. For improved governance mechanisms of coordination, Punjab WASH Steering Committee has been constituted. In addition to relevant government departments, the donors and NGOs are members of the steering committee. However, the meetings and outcomes of this committee are not documented through formal issuance of minute of meetings. Similarly, district WASH committees have been notified in the districts. It is proposed that PMU at PHED should serve as secretariat of for provincial and district WASH committees.

14. Provincial Punjab WASH Roadmap

Punjab Joint Sector Review- Way Forward

Sr. #	Activity	Timeline	Responsibility
1	Sector Policy and Strategy		
1.1	Approval of revised drinking water and sanitation policies by competent authority	Mar-19	P&DD, HUD&PHED and LG&CD
1.2	A legislative review of all existing legislation with necessary arrangements in Draft Municipal Water Act 2014.	Jun-19	P&DD, HUD&PHED and LG&CD
1.3	Training of service providers especially working at the district and sub district levels about WASH rights, SDGs and revised WASH policies	Dec-19	P&DD, HUD&PHED and LG&CD
1.4	Development of a consensus among stakeholders for defining the role and procedures to formulate drinking water and sanitation regulator as Water Commission	Jun19	HUD&PHED and LG&CD
2	Institutional Arrangements Coordination; Service delivery arrangements; Accountability &		

Sr. #	Activity	Timeline	Responsibility
regulation			
2.1	Review of existing Punjab Rules of Business along with other relevant laws for a clear roles and accountability among departments	Jun-19	P&DD, HUD&PHED and LG&CD
2.2	Strengthening Provincial Environmental Protection Department through capacity development and allocation of resources	Dec-19	P&D and EPD
2.3	Development of drinking water and waste water surveillance and monitoring framework as guided in policy	Dec-19	P&DD, EPD, HUD&PHED and LG&CD
2.4	Integrate WASH performance management framework in Chief Minister Road Map and delegate this responsibility to PMU created at HUD-PHED.	Dec-19	P&DD, CM-SMU and PMU
3 Budgeting and Financing (Budget and Expenditure)			
3.1	Integration of sub-sector break-up in ADP for Water, Sewerage, Solid Waste and Hygiene.	Jun-19	P&DD and Finance
3.2	PMDFC and PMU should collect tariff collection data from all councils in 2018 to determine per capita cost recovery	Dec-19	PMDFC and PMU
3.3	Develop a resource distribution formula for WASH funds from 2018	Dec-19	P&DD, HUD&PHED and LG&CD
4 Planning, Monitoring and Review (Planning)			
4.1	Strengthening Programme Management Unit at HUD&PHED with function of cross departmental reports compilation, coordination and progress monitoring	Dec-19	P&D, HUD&PHED and PMU
4.2	Creating a knowledge Management Hub at PMU in PHED	Dec-19	P&D, HUD&PHED, PMU and Sector Partners
4.3	Annual JSR exercise led by HUD&PHED with liaison of MoCC with mandatory participation of P&DD, Finance, and LG&CD, Education, Health & Nutrition Departments, WASH related public companies and other sector partners	Dec-19	HUD&PHED and MoCC
4.4	Develop and Implement WASH dashboard with a focus on coverage, access and vulnerability ranking for marginalized	Dec-19	P&DD and Service Providers
5 Capacity Development			
5.1	Introducing a comprehensive capacity development programme for service providers in lines with WASH human resource development strategy	Dec-19	P&DD and service providers
5.2	Development of comprehensive training modules aligning with international best practices	Dec-19	P&D, HUD&PHED and LG&CD
5.3	Development of WASH specific investment strategy linked with WASH specific incentives for private sector	Dec-19	P&D, HUD&PHED and LG&CD
6 Broader Enabling Environment: political leadership; decentralization; and social norms			

Sr. #	Activity	Timeline	Responsibility
6.1	Involving sector wide stakeholders in pre-budget consultation and planning	Dec-19	P&DD, Service providers and Sector Partners
6.2	Advocacy with policy makers for implementation of decentralized set-up and empowerment of Local bodies in selected districts	Dec-19	Civil Society
6.3	Development of sector specific advocacy strategy with clear roles and responsibility	Dec-19	Stakeholders
6.4	Launching mass media campaigns particularly on health hazards of unsafe WASH services	Dec-19	Sector Partners
7	Service Providers		
7.1	Introducing performance base management linked with incentives for good performance at departmental level	Dec-19	P&DD and Service Providers
7.2	Legislation for regulating informal service providers as part of legislative review	Dec-19	P&DD, HUD&PHED and LG&CD

Annexure I: List of Participants

S.#	Name	Designation	Department
1	Afaf Ayesha	Assistant Director (Environment)	Irrigation Department
2	Annus Azhar	A.P.F	PERI
3	Masroor Khan	SO(FPI)	LG&CDD
4	Maqsooda Fatima	National Coordinator	PWON
5	M. Tufail Khan	WASH Officer	UNICEF
6	Abdullah Fahad	Program Manager	HUD&PHED
7	Rafiullah Malik	Principal T.T College Lahore	Special Education
8	Mubarak Ali Sarwar	CEO	AGAHE
9	Shehezad A. Hameed	Director CCD&T	LG&CDD
10	Farakat Ali	Provincial Coordinator	Water Aid
11	M. Rizwan Saeed	Manager(T&D)	LWMC
12	Nadeem Nazar	GM(SMP)	PSPC-S
13	Sidra Iqbal	P. Assistant	PMU-WASH
14	Asad Khan	Planning Officer	PHED
15	Sabahat Ambreen	WASH Specialist	UNICEF
16	Syed M.Kazim	Sr.Prog.Manager	Muslim Aid
17	Hashir Mahmood	Analyst	SMU
18	M. Faisal	Analyst	SMU
19	Shazia Nadeem	Deputy District Officer, Lahore	Population Welfare Department
20	Naqi Iqbal	Sanitation Expert	HUD&PHED
21	Hamid Saeed	Planning Engineer	HUD & PHED
22	Dr. Fatima Asim	MSNC	P&DD
23	Adnan Alam	PSDD	P&DD
24	Amjad Bashir	F.C	PHED
25	Umer Ali Aziz	Data Analyst	HUD &PHED
26	M. Rashid	Technical Expert	PSPC
27	Dr. Razia Safdar	Director	MONHSRAC
28	M. Usman Nasir	ACAD	HUD &PHED
29	Ahsan Waseem	Auto Cad	HUD & PHED
30	Hina Saleem	DDP&D	WASA Lahore
31	M. Farooq	Conservator at Forest	Forest Department
32	Shoaib Asghar	PSO to CEO	CEO Secretariat
33	Dr. Saira	Health Specialist	PSPU
34	Tariq	DDCDU	PHED
35	M. Abdul Muqeet Shahzad	Junior Associate	SMU
36	Zainab Amjad	Analyst	DA
37	Maryam Amir	Analyst	SMU
38	Niaz Ullah Khan	C.E.O AWF Pvt LTD	Consultant MoCC
39	Sajid Zaman	Programme Manager WASH	AWF- Pvt Ltd
40	Haris Malik	Assistant Programme Officer- AWF Pvt Ltd	AWF Pvt Ltd
41	Kamran Naeem	WASH Specialist	UNICEF
42	Dr. Saima Shafique	NWC	MoCC
43	Umair Ahmad	Manager	Finance
44	Maliha Mazhar Ali	AMO	MCL
45	Abdul Muqeet Khan	CF DWP Lahore	Forest
46	Shahid Habib	DD	Irrigation
47	Zunaash Rasheed	Analyst	Special Monitoring Unit
48	Zahid Makhdoom	Coordinator	PURC/FANSA

Annexure II: Discussions Joint Sector Review WASH-

Sr. #	Criteria	Award and Score	Bottleneck	Causes	Activity
A	Sector Policy and Strategy				
A-1	Policies for drinking water and sanitation and, legal frameworks exist and implemented	To some extent	Draft Drinking Water and Sanitation Policies in line with SDGs are under discussions with P&D for submission	Drinking Water Policy 2011 and draft Sanitation Policy 2013 needs revision because of changed context of safety and availability in SDGs.	Approval of policies by competent authority
A-2			Punjab Draft Municipal Water Act exist that provide a comprehensive legislative framework for urban water and sanitation. Beside this, other WASH related frameworks include Punjab Environmental Protection Act 2012, Punjab Local Government Act 2013 (Amendment) 2017	Delays in approval of Draft Municipal Water Act and other recent legislation made the responsibilities and powers fragmented	A legislative review of all existing legislation with necessary arrangements in Draft Municipal Water Act
A-3	Policies articulate a clear vision on achieving universal access to gender sensitive WASH facilities	Yes			
A-4	Policy and legal framework have a set of supporting documents and implementing decrees that provide clarity of roles and responsibilities, service norms and standards (GLAAS)	Yes	Drinking Water and Sanitation Policies are backed with Punjab sector development plan for drinking water Sanitation and Hygiene plan 2014-2024.		

Sr. #	Criteria	Award and Score	Bottleneck	Causes	Activity
A-5	Water policy recognizes the realization of the human right to water, which is based in legislation and covering affordability, accessibility, availability, quality and acceptability (GLAAS)	To large extent	Both revised policies i.e. drinking water policy and sanitation policy considers as fundamental human right but service providers have little understanding about the rights of WASH	Knowledge of WASH related human rights is very limited among the service providers and stakeholders	Training of service providers especially working at the district and sub district levels about WASH rights, SDGs and revised WASH policies
A-6	Policy include coverage and service targets, including those aligned with 'safely managed' WASH services (SDG targets 6.1 and 6.2)	To some extent	The Revised Policies clearly elaborated the targets of SDGs		
A-7	The policy and legal framework include provisions for financial resource allocation and priority setting (GLAAS)	Yes	The draft policies of Punjab suggest 10% allocation of total provincial development programme to WASH sector. The current allocation of FY 2017-18 is PKR 71,149 million that is around 11% of total provincial ADP of PKR 635,000 million		
A-8	The policy and legal framework include provisions for environmental sustainability of services, including climate resilient development (GLAAS)	Yes	Both draft policies address the aspect of climate change resilience.		
A-9	The policy and legal framework include provisions for accountability mechanisms between users, service providers and government	To some extent	Drinking water and Sanitation Policies guides for establishment of Drinking Water and Sanitation Regulatory Body. Furthermore, Draft Municipal Water Act 2014 also have provision of Municipal Water Commission to	Delays in approval of Draft Municipal Water Act	Revision of draft act in lines with recent development and approval of Draft Municipal Act by competent authority

Sr. #	Criteria	Award and Score	Bottleneck	Causes	Activity
A-10	(GLAAS)		act as regulator for water and sanitation	Lack of consensus among stakeholders for formulation and roles of regulatory body	Development of a consensus among stakeholders for defining the role and procedures to formulate drinking water and sanitation regulator
B	Institutional Arrangements Coordination; Service delivery arrangements; Accountability & regulation				
B-1	Technical working group within the lead ministry dealing with institutional WASH, comprised of sector stakeholders present	To large extent	There is a Provincial WASH Coordination Committee that is notified by the GoP and constituted of service delivery departments, UN agencies and NGOs.	The provincial committee is not conducting regular meetings and miss some technical stakeholders e.g PCRWR	Regular meetings by provincial committee with inclusion of all technical stakeholders
B-2	Institutional roles and accountabilities are clearly defined and operationalized	No	Punjab Government Rules of Business 2011, delegates the responsibility of drinking water and sanitation to PHED while Punjab Local Government Act 2013 extends the responsibility of provision and extension of water supply and sanitation schemes to Municipal Committees and other local councils. The budgetary analysis revealed that WASH related interventions are managed by both departments, and there is overlap in roles and responsibilities	Existing Business Rules 2011 are not compatible with practices of service delivery.	Review of existing Punjab Rules of Business along with other relevant laws for a clear roles and accountability among departments
B-3	Existence of one government-led plan (GLAAS)	Yes	Punjab WASH development Plan 2014-2024 and WASH in School strategy has approved that is considered one government led plan and also WASH in public schools' strategic plan 2014-2024.		
B-4	Standard/Benchmarking for water service delivery is in place	To some extent	Punjab Environment Quality standards 2014 exist but has not been operationalized widely except for few urban utilities in main cities.	Punjab EPD has mandate of monitoring and surveillance Drinking water and Municipal effluent standards. However, it	Strengthening provincial EPD through capacity development and allocation of resources

Sr. #	Criteria	Award and Score	Bottleneck	Causes	Activity
				lacks resources and capacity to perform the responsibilities.	
B-5				There are no cross departmental guidelines/standards for planning/evaluation of a WASH schemes	Development of service delivery standards in lines with SDGs.
B-6				Solid Waste Standards lacks inclusion of key components like leachate management.	Developing Leachate standards in lines with Punjab Solid Waste companies' suggestions
B-7				No Surveillance/monitoring framework exist for WASH Schemes	Development of surveillance and monitoring framework as guided in policy
B-8	The sector delivery models include a range of options, including private sector participation; mechanisms for accountability between users, governments, and service providers	To some extent	The existing service delivery approaches for WASH in Punjab are diverse. This ranges from utility based approach to public funded companies like PMDFC and Saaf Pani Companies.	Community Managed Schemes in rural areas did not yield required results,	Proposed new service delivery approaches in revised policies including outsourcing to private operators or co-management shall be explored
B-9	Private sector incentivized by government regulations, laws, institutions, financing and incentive systems	to some extent	Punjab Public Private Partnership ACT, 2014 provide a detail guidelines for inviting proposal and regulating, monitoring and supervising private partners. This act has also guides for support in human resource, funding gap and security.	No WASH specific investment policy with incentives exist in Punjab	Development of WASH specific investment Policy for Punjab to attract private sector and test different approaches for attracting finances from Private Sector.
B-10	The process for selection and implementing service delivery models is clear, transparent and adapted to the context	To some extent	PHED is responsible for water supply and sewerage. However, various departments i.e. local government and community department, solid waste management companies and Saaf Pani Company are also serving for water supply and sanitation	There is overlapping and fragmentation in institutional roles of different service providers. Lack of clarity for leadership in policies and rules of business	Review of existing institutional arrangements for a clear roles and accountability among departments with a steering committee, and implementation of new

Sr. #	Criteria	Award and Score	Bottleneck	Causes	Activity
					service delivery approaches
B-11	Government monitoring and verification systems for water are in place at multiple levels	Yes	The respective service delivery responsible for their areas record input based data, and lacks outcome and even output based monitoring. Punjab has recently initiated monitoring and verification systems under CM special monitoring unit. In addition, different sampled household survey are only means to track the coverage and access.	Fragmentation and lack of joint monitoring programme for WASH in Punjab with clear performance management framework with clear indicators	Integrate WASH performance management framework in Chief Minister Road Map and delegate this responsibility to PMU created at HUD-PHED.
B-12	Lead institutions have a clear role and responsibilities and have performance appraisal system (GLAAS)	To some extent	Punjab rules of business 2011 extends the responsibility of water supply and sewerage to PHED. However, various other departments are also working on water and sanitation are LG&CD, private companies and CBOs etc.	Lack of clarity for leadership in legal framework and rules of business	Review of existing institutional arrangements for a clear roles and accountability among departments with a steering committee
B-13	There are clear and effective mechanisms for consumer feedback and complaints	To some extent	Chief Minister Complaint Cell and Consumer Feedback at Urban Utilities have been established. However, a dashboard that tracks WASH specific consumer feedback is missing.	Participation of Consumers in the planning and review process is not widely practiced.	WASH perception survey should be instituted or integrated into existing surveys for realistic feedback.
B-14	Reporting by different line ministries consolidated	To some extent	The Chief Minister Road Map for Water consolidate the progress shared by different departments but this is not publically available	Water Roadmap is not publically available.	WASH roadmap should be derived from WASH Sector Plan, and this should be publically available
B-15	There functional internal control mechanisms	To Large Extent	The internal control mechanisms is present but partially implemented	The internal control mechanisms overlap because of complex rules of business	Review of existing internal control mechanism with a way forward for improvement.

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B-16	An institution with clear regulatory functions exist	No	No regulatory authority for drinking water and sanitation services	The service delivery departments are performing the role of regulator, and less political support was available for creating a water regulator	Development of a consensus among stakeholders for defining the role and procedures to formulate drinking water and sanitation regulator as Water Commission
C	Budgeting and Financing (Budget and Expenditure)				
C-1	The budget is disaggregated and expenditure is tracked	To some extent	Water and Sanitation Budget in Punjab can be segregated at PHED level but it cannot be tracked in financial reporting done under PIFRA, etc. Further, difficult to track WASH under urban development.	The budgetary code for water supply and sanitation is same. In addition, WASH is not defined under urban development so expenditures cannot be segregated.	Integration of sub-sector break-up in ADP for Water, Sewerage, Solid Waste and Hygiene.
C-2	Tariffs sufficient to provide adequate delivery of services according to national standards, including O&M	To some extent	According to Annual Budget Statement 2017-18 the recovery in budget code C02726 (Non-Tax Revenue from Community Services related to Public Health) is PKR 94 million are forecasted. Assuming this total recovery as water tariff, it is only 0.01% of total provincial WASH budget in 2017-18 i.e. PKR 71 billion. The other source of Annual Reports of Punjab WASAs indicate recovery of PKR 2,456 million in 2015-16 while according PRSP report provincial WASH expenditures for the year was PKR 36,220 million. That is 7%.	Tariff and revenue collection except for urban utilities is not very well defined and documented, and even publicized.	PMDFC and PMU should collect tariff collected data from all councils in 2018 to determine per capita cost recovery
C-3	There is enough capital expenditure to meet sector investment targets	to large extent	The Government of Punjab increased budgetary allocations for capital expenditures as per Punjab WASH Sector Development Plan 2014-2014. However, this needs revisions in line with requirements defined under SDGs,	Lack of financial management and efficient development capacity of service providers; and investment needs were defined for improved water	Capacity development of service providers for efficient consumption of funds and annual increase of ADP funds by 15% till 2030.

Sr. #	Criteria	Award and Score	Bottleneck	Causes	Activity
C-4	Allocations to sub-national level incorporate equity criteria (to be defined in each context) and include specific measures to target resources to reduce service inequalities	To some extent	The resource distribution criterion for WASH is not well defined, However, it is driven on the recommendations of elected representatives at provincial and national levels.	The resource distribution formula could not be agreed developed in 2015-2016.	Develop a resource distribution formula for WASH funds from 2018
C-5	There is a body that represents the needs of service customers in the budgeting processes	To large extent	Elected representative are consulted in budgeting process that is considered as public consultation	Due to large political interference in budgeting process, need base criteria could not get due weightage	Preparation of policy brief for political leadership and elected representatives indicating unequal distribution of resources
C-6	The funding for sensitization campaigns has been explicitly addressed in the budgeting process and is adequate	To some extent	There are few programmes i.e. Scaling UP PATS Punjab programme 2015-17 of total cost US\$ 37 million in collaboration with UNICEF and Punjab Health & Nutrition Programme 2013-18 of worth US\$ 90 million and Saaf Dehat Programme in collaboration with DFID for sensitization.	A behavioural communication change campaign for WASH is missing in Punjab	Allocating separate budget line in for sensitization called Behavioural Communication Change for WASH in ADPs.
C-7	Budget utilization rate (= expenditure as % of budget) over the last three years is adequate for domestic funds	To large extent	98% in 2014-15; 99% in 2015-16 and 72% in 2016-17	Unapproved schemes in ADP cause delays in budget release and expenditures	Notification by P&DD to not include unapproved schemes in ADPs
C-9	Multi-year budget allocations are provided and long-term commitments are known	Yes	Resource envelop for next three years is forecasted under Medium Term Development Framework that guides Annual Development Plan. Furthermore, the WASH sector development plan identified the needs of investment.		
C-10	Donor funds are channelled on-budget and align with government systems	To large extent	In bi-lateral support by other governments, these funds channelized through Economic Affairs Division Pakistan. However, funds allocation to national NGOs are not	Resources to civil society and out of pocket expenditures are not reported neither tracked.	Creating a provincial Programme Management Unit with function of cross departmental reports

Sr. #	Criteria	Award and Score	Bottleneck	Causes	Activity
			channelized through government system		compilation
C-11	Existence of financing institutions and mechanisms to raise additional finances	To some extent	A foreign aid section exists in P&DD that is responsible for mobilizing foreign investment in provincial development. However, a tangible share of foreign investment in WASH sector could not be achieved.	No investment strategy for WASH sector in province.	Development of a sector investment strategy linked with attractive package of revenue generation in faecal sludge management and solid waste management based on current experience and practices.
C-12	The financial needs for Drinking water and Sanitation are known and the legal and institutional frameworks for resource mobilization are in place	To large extent	Punjab WASH Sector Development Plan 2014-24 map out detailed plan for sanitation investment and this plan is largely followed for resource distribution	First annual review for the progress of WASH sector plan has conducted but this review needs to institutionalised on annual basis	Institutionalising the annual Joint Sector Reviews based on progress review for SDG targets and enabling environment
D	Planning, Monitoring and Review (Planning)				
D-1	Provincial plans state clear targets, activities, indicators, timelines and budgets exist	To large extent	Punjab WASH Sector Plan 2014-24 provides a detailed of activities, indicators, the timelines, along with costing of each sub-sector.	However, there is need to set and agree on provincial SDG targets 6.1 & 6.2.	Setting provincial targets for SDG 6.1 & 6.2
D-2	Clearly defined procedures exist for participation by service users (e.g. households) and communities in planning programmes	To some extent	The policies guides for participatory planning but these are widely ignored	The elected local representatives are involved in planning, monitoring and review processes under the pretext of communities	Encourage the use of planning manual by PHED staff, and endorsement of schemes by district WASH committees.
D-3	Established monitoring feedback system (s) to improve decision making across different levels	To some extent	The existing data collection and reporting streams are not well defined and documented for decision making. Presently, Special Monitoring Unit of Chief Minister Punjab created monitoring mechanism for reporting Chief Minister Road Map for Water but it misses larger perspective of WASH sector	Lack of performance management framework for WASH, and its cascading to the service providers.	Aligning indicators of various national surveys with MICS 6, and empower PMU for leading on WASH reporting in the province.

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D-5	Annual joint sector review (JSR), or similar mechanism, regularly assesses progress against targets and sets priority activities for following year(s)	To some extent	JSR at nascent stage and not institutionalized yet	JSR is a new approach in sector.	Annual JSR exercise led by PHED with liaison of MoCC with mandatory participation of P&DD, Finance, P&DD, LG&CD, Education, Health & Nutrition Departments and other sector partners
D-6	Commonly adhered to set of indicators are monitored over time, reflecting relevant aspects of service delivery (functionality, hours of service, affordability, quality, quantity, cost effectiveness) and the type of service providers (e.g. formal, informal)	To some extent	No current performance monitoring and management mechanism for service providers.	Lack of well-defined performance indicators	Development and implementation of performance base indicators
D-7	Coverage of specific population sub-groups is monitored to track progress of vulnerable populations and feeds into decision making	no	Coverage of urban-rural population as well as wealth quintile wise are inferred from PSLM and MICS household datasets. Such analysis is missing from the input and output basis from service providers	Lack of linkage among public research organizations and service providers	Develop and Implement WASH dashboard with a focus on coverage, access and vulnerability ranking for marginalized
D-8	Service providers report the results of their internal monitoring against required service standards to the regulatory authority and reports trigger timely corrective action	no	No regulatory authority	Lack of consensus among stakeholders for formulation and roles of regulatory body	Development of a consensus among stakeholders for defining the role and procedures to formulate drinking water and sanitation regulator

Sr. #	Criteria	Award and Score	Bottleneck	Causes	Activity
D-9	The performance of formal service providers is made public, including the results of customer satisfaction information	To some extent	Only the performance in terms of coverage publicized while customer satisfaction aspect is often missed.	Lack of well-defined performance indicators	Development and implementation of performance base indicators that includes customer satisfaction, and publication of annual status report for WASH
D-10	Established sector learning processes are used by stakeholders, based on a mix of evaluations, research efforts, and knowledge management approaches	To some extent	Various project evaluations and customized studies are conducted periodically but couldn't have long term spectrum.	Learning are not well disseminated and advocated.	Creating a Knowledge Management Hub at PMU in HUD&PHED
E	Capacity Development				
E-1	Institutions have capacity to fulfil sector roles and responsibilities for sustainable service delivery at scale, including the availability of necessary structures, tools, training, and incentives	To some extent	Less 20% population has coverage of piped water supply, and 1/3rd of water supply schemes are dysfunctional in rural areas particularly due to poor O&M and availability of skilled human resources.	Insufficient resource allocation for capacity development	A gentle increment in resource allocation to sector particularly in lines with capacity development needs for SDGs with engagement of capacity development support from private sector
E-2	Government-led overarching capacity development plan on needs assessment	To some extent	An annual performance appraisal and staff development system exist in Government but it is not available at the medium and lower levels	Implementation of Punjab WASH HRD is at nascent stage	Introducing a comprehensive capacity development programme for service providers in lines with WASH human resource development strategy
E-3	Different institutional stakeholders/providers have own capacity development plan	To some extent	Department level capacity developments plans are developed on adhoc basis and opportunistic depending upon funds and external commitments		

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E-4	A human resources strategy exists that identifies the problems and capacity gaps and actions to develop and manage human resources	To some extent	Punjab developed a human Resource Development roadmap for WASH, and it recommended organizational assessment of PHED and WASAs,		
E-5	Training institutions have the capacity and resources to deliver the cadres needed for scaling up	To some extent	Local government academy and Punjab Water & Sanitation academies exist but could not effectively addressing the needs of capacity development	Lack of comprehensive WASH module	Development of comprehensive training modules alleging with international best practices
E-6	Implementation is progressing against capacity development plans	no	A Human resource development road map exist but could not be implemented yet	Lack of sufficient resources with capacity building institutes	Strengthening training institutes with modern technology e.g. online training etc.
E-7	Private sector capacity exists to deliver safely managed WASH services in an efficient matter	To some extent	Private sector in some specific areas i.e. solid waste management and bottled water is delivering services. However, their work doesn't contribution in Provincial development agenda	No well-defined sector investment strategy	Development of sector specific investment strategy linked with WASH specific incentives for private sector
E-8	Capacity exists to monitor services against indicators defined by national standards	To large extent	Punjab EPD has mandate to monitor PEQS. However, EPD is not playing a vital role in monitoring	Lack of capacity and resources with EPD for regular monitoring services	Strengthening provincial EPD through capacity development and allocation of resources
F	Broader Enabling Environment: political leadership; decentralization; and social norms				
F-1	Programme owned by Government being endorsed by other stakeholders	To some extent	Private sector stakeholders are not actively engaged in Government Own Programmes	Pre-budget consultation is not conducted with Private Sector	Involving sector wide stakeholders in pre-budget consultation and planning
F-2	Elected and non-elected representatives actively involved in planning and advocacy	to large extent	Elected representative largely influence the distribution of development funds, but this influence is interest base on the political rather than need base.	Political parties are monitored against their political manifestos	Engage the civil society to monitor the support from political parties in WASH agenda

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F-3	Decentralization policy exist and is backed by resources and accountability mechanisms	To large extent	Punjab Local Government Act 2013 (Amendment) 2017 has decentralized responsibilities of identification, execution and monitoring work to local bodies.	However, this model could not be resourced yet	Advocacy with policy makers for implementation of decentralized set-up and empowerment of Local bodies in selected districts
F-4	Line Ministry has a work programme to support decentralization	No			
F-5	Budget line for WASH is successfully decentralized	No			
F-6	Decentralized levels have adequate human resources to implement programmes	To some extent	In terms of quantity a large human resource of local councils exists. However, they lack the capacity of planning and execution. Also, they lack of job trainings and furthermore, there is also lack of clarity of role due to red tap system.	The capacity development programmes for representatives of local councils are not well defined and backed with proper needs assessment	LG academy should be strengthened in terms of capacity, human resource and financial allocations for playing a wider role for capacity development of decentralized tiers
F-7	Decentralized levels report back to Line Ministry on progress, challenges, needs and plans	No	Reporting from decentralized system (Local Councils) for WASH is not shared with other stakeholders	The system has not been cascaded with a performance management reporting from councils	Advocacy with political leadership for implementation of decentralized set-up and empowerment of Local bodies
F-8	Social norms support the sector goals and targets	to some extent	Demand for quality of WASH services not exist due to casual social norms particularly for waste water treatment except for drinking water access. Furthermore, sustainability and revenue generation are not well taken in social norms	Insufficient sensitization campaigns	Launching mass media campaigns particularly on health hazards of unsafe WASH services
F-9				Insufficient contribution in CSR by WASH related cooperate sector	Involve Soap manufacturing companies in awareness raising campaigns through Corporate Social Responsibility

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F-10				Poor support from social and religious circles for WASH services	Engage the social and religious circles about judicious use of WASH resources
F-11	There is regular media coverage of access issues	To some extent	In Pakistan, electronic media and press media has enough empowerment. But environment and water quality is not key focus of media. However, occasionally WASH issues are highlighted in media reports.	WASH has not become limelight for media because of poor statistics and reliable information around sanitation	Periodic briefing to media for WASH related interventions
F-12	Advocacy is regularly targeted to opinion leaders and decision makers	to large extent	Punjab has WASH parliamentary forum to raise voices for WASH	Civil society has engaged in service delivery and not actively playing its advocacy role.	Development of sector specific advocacy strategy with clear roles and responsibility
F-13	Religious leaders, traditional leaders, civil Society and other personalities (music, TV, sports) actively support improving WASH Services	To some extent	Media, Liberal Arts and educationist are not playing a regular role for community mobilization. Furthermore, there is no decided framework/plan for the involvement of these stakeholders. Only civil society organization are actively involved in community mobilization.	Lack of collective behaviour change approach.	Review and approval of BCC strategy with delegated roles to political leaders, celebrities, religious leaders to work on prestigious Life Saving WASH Social Norms Build Future Generations
G	Service Providers				
G-1	Service providers have a costed plan for business operation, maintenance and expansion, including the voice of community, and includes water security, disaster and climate risk management.	Yes	Punjab WASH sector development plan 2014-24 provides a detailed of activities along with costing of each.		

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G-2	Annual work plans are reviewed and evaluated against actual performance using appropriate indicators, including customer feedback, and are publicly consulted and available option	To Large Extent	Annual reviews are mainly focusing on the spending and timelines of the schemes. Furthermore, community perception is conducted, only programme base.	The structured approach for review and evaluating the programme by different agencies varied and not shared with public at large	Develop a performance management framework that includes objectives and indicators for the sector and sub sector as part of WASH Sector Plan
G-3	Service providers keep accounts according to national accounting standards and audits are conducted according to national guidelines	Yes			
G-4	Service providers have access to best practice and up-to-date tools and technologies for improving service delivery and scaling up services.	To some extent	Occasionally, various exposure visits, participation in global workshops and trainings of government relevant departments' staff are facilitated by UN agencies and other donor organizations.		
G-5	Business model is financially sustainable, and includes full operations and maintenance (O&M) services to ensure water continuity and safety, while ensuring minimum service levels are affordable to poor and vulnerable groups.	To some extent	O&M is weak in the WASH sector. According to Punjab WASH sector Development Plan 2014-24, 1,391 schemes in Punjab are dysfunctional due to inadequate O&M.	WASH is considered as subsidy base model rather than business model.	Revision of current tariff collection rate and structure on equity base criteria.
G-6	service providers incentivized and monitored (with legal enforcement including penalties) to ensure a safely managed service delivery chain	no	No incentive for service providers.	Lack of performance management framework.	Introducing performance base management linked with incentives for good performance at departmental level

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G-7	Informal service providers are registered and monitored (including water quality supplied)	no	A large number of private service providers are working i.e. tankers and private housing schemes, bore/drilling companies for extraction of ground water etc., are rarely registered or monitored.	No comprehensive legislation for informal service providers particularly bore/drilling companies for ground water extraction	Legislation for regulating informal service providers as part of legislative review.