A black and white photograph of a woman in a headscarf feeding a baby with a metal cup. The woman is looking down at the baby with a focused expression. The baby is looking up at the cup. The background is a textured wall. The image is framed with a thin yellow border.

**Pakistan  
Country  
Programme  
Strategy**

**2016-2021**

## **About the title**

Maryam (30), with her one year old son Arbab Shaikh in Gul Hasan village Thatta.  
WaterAid/Asim Hafeez

## **Back page pic**

Faiza (7), standing outside her house in an open defecation free (ODF) village, Musa Khas Kheli, Thatta, Sindh.  
WaterAid/Asad Zaidi

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## **Credits**

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We are  
**WaterAid**

Ensuring universal access to safe  
water, sanitation and hygiene



Photo Credits: Photo Bank, Retroactive Studios

## Our Vision

is a world where everyone, everywhere has safe water, sanitation and hygiene.

## Our Mission

is to transform the lives of the poorest and most marginalised people by improving access to safe water, sanitation and hygiene.

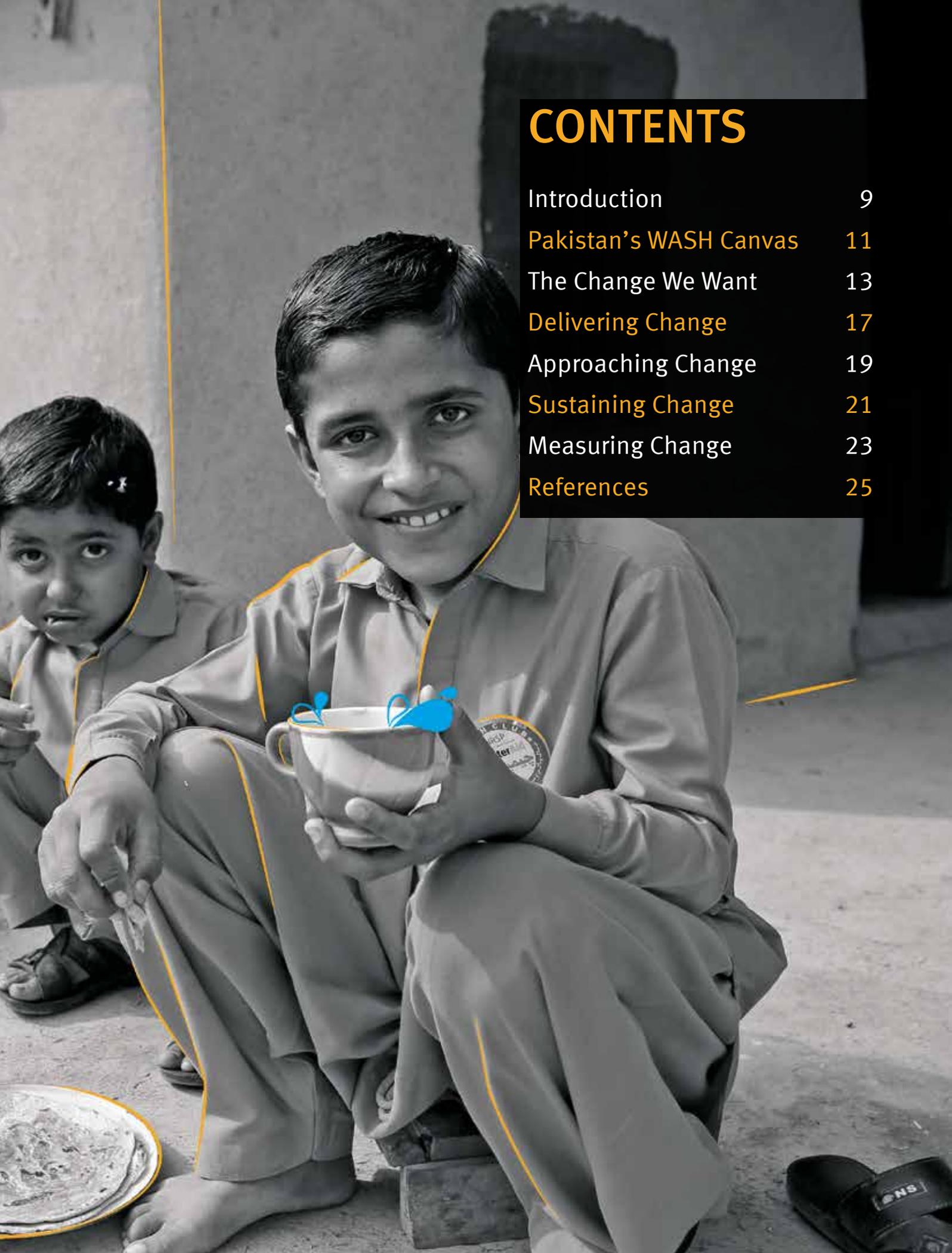


Shabreena (7), collects safe drinking water from a newly-installed WaterAid supported WASH facilities in Baghan village, Thatta, Sindh WaterAid/Asad Zaidi



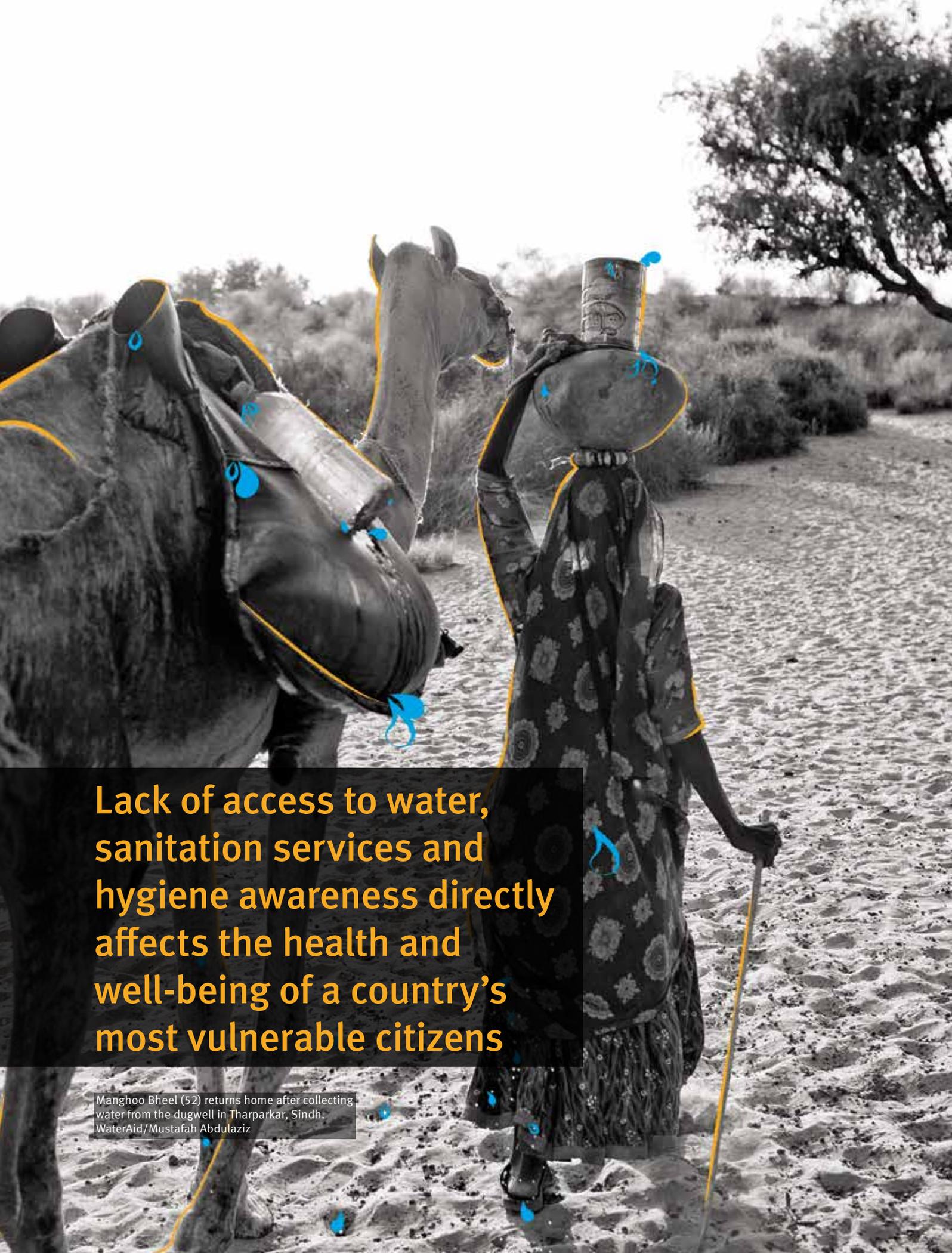


Zahida Aslam (30) making breakfast for children in a remote village in Badin district, Sindh Province, Pakistan. WaterAid/Asad Zaidi



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**Lack of access to water, sanitation services and hygiene awareness directly affects the health and well-being of a country's most vulnerable citizens**

Manghoo Bheel (52) returns home after collecting water from the dugwell in Tharparkar, Sindh.  
WaterAid/Mustafah Abdulaziz

# Introduction

**S**afe water and improved sanitation are basic human rights that can transform human lives when delivered with the promotion of improved hygiene behaviours.

In Pakistan, every year, 39,000<sup>1</sup> children die because of diarrhoea and over 3 million people suffer from water borne diseases. As a result, the country loses 4 percent of its GDP to this predicament<sup>2</sup>.

Pakistan is signatory to ‘The Global Goals<sup>3</sup> For Sustainable Development’ and has clearly demonstrated the political will to achieving them. This commitment is manifested in the country’s Vision 2025 which pledges universal access to water, and 90 percent of the populations’ access to sanitation.

WaterAid in Pakistan (WAP) carries forward its global organisational mission of ensuring universal access to safe water, sanitation and hygiene (WASH), which since 2014 has been to reach **‘everyone everywhere by 2030’**.

We will capitalise on our understanding of the country’s operating environment, sector-specific identity and our present

position of collaboration within the WASH sector as our particularly unique strengths. These will help convert challenges into opportunities for the common good, in line with national and international commitments.

We will innovate and share effective, replicable WASH models that can be scaled up through strategic, multilevel partnerships and backstopped by global expertise. In order to have wider development impact, we will cross-integrate WASH with other sectors, such as education, health and nutrition.

We will also support efforts for better sector coordination and facilitate effective sector governance to deliver equitable and inclusive WASH services. Legislators and opinion-leaders in government departments will be sensitised and motivated to champion legislation on WASH as a development and fiscal priority.

Our strengths have inspired us to present our second-generation Country Programme Strategy 2016-2021. The lifeline of our strategy will be collaborative and integrated mechanisms.



**WASH successes stand alongside sobering statistics. Poor water quality, sanitation and hygiene practices cause widespread disease and death**



Girls are washing their hands at a newly installed handpump in Thatta. WaterAid/Asim Hafeez

# Pakistan's WASH Canvas

Pakistan is culturally and linguistically diverse, with an equally varied set of political viewpoints and cultural mores. Almost **half of its 186 million inhabitants live below the poverty line** (earning less than \$2/day) and almost **21 percent of total population is classified as 'extremely poor'** (earning \$1.25/day).<sup>4</sup> They bear the brunt of WASH deprivation as only 13 percent of the poorest have access to improved sanitation compared to 80 percent among the richest.<sup>5</sup>

Safe water remains a key challenge. A majority of Pakistanis use untreated water. Of the water available in the country, **less than 20 percent is safe for drinking**<sup>6</sup>. **Three million people suffer from waterborne diseases every year**,<sup>7</sup> and Pakistan is among the five countries that have the **highest rate of diarrheal deaths**.<sup>8</sup> Every day 110 children under the age of five die from diarrhoea-related diseases, often attributable to poor sanitation.<sup>9</sup> Up to 30 percent of hospital admissions in the country are a result of water-borne diseases.<sup>10</sup>

Steady economic growth through the 1990s at 7 percent GDP annually, was dampened in the new millennium due to the regional and internal security situation and political instability. As a result, Pakistan stands at 146 on the Human Development Index.<sup>11</sup>

**Economic and human development indicators recently have shown signs of revival, but still lag** in comparison to neighbours.

Over the years, Pakistan has developed policies for water and sanitation, however, policy formulation has lacked consistent review and effective implementation. Cross-integration with other relevant sectors also remains a gap in policymaking. Neither does the constitution of Pakistan explicitly define a citizen's access to clean water and sanitation as a basic human right.

The reasons for ineffective policy implementation in this sector could be due to institutional fragmentation that stems from weak sector coordination. There are several forums and actors in the WASH sector that advise the government on sector programmes and information sharing, however, their role to facilitate collaboration and coordination remains informal and sporadic due to the lack of vertical and horizontal linkages. Fragmented and overlapping institutional arrangements do not allow for stronger performance monitoring and accountability within the sector.

The proportion of the budget for WASH, as compared to other social sectors, is dismally low at 0.2 percent of the GDP.<sup>12</sup> In addition to this, the allocated funds are not efficiently utilised or remain underspent.

As a combined result of these predicaments, development and fiscal priority remain a challenge.

Even as **coverage improves**, significant **gaps to access WASH** exist between rural and urban areas, as well as between diverse income groups. Shifting patterns of demography, economic status and well-being leave a growing number of the population without essential WASH services. This exacerbates the inequality and discrimination that create further marginalisation.

Traditionally, Pakistan is an agrarian economy. More than 60 percent of the population resides in rural areas.<sup>13</sup> **(25 million people or 13 percent of the country's population)** defecate in the open in Pakistan, a majority of which reside in the rural areas.<sup>14</sup>

Pakistan is South Asia's **most rapidly urbanising country**. By 2030, half of its population will live in cities<sup>15</sup> where **water and sanitation systems are already overstretched**.

Climate change factors also cause significant adverse effects on the ecology and economy of Pakistan.

**Floods return every year, to destabilise livelihoods and deplete an already frayed infrastructure.**

The 2010 mega floods uprooted 20 million people, inundated 1/5<sup>th</sup> of its area and incurred an economic loss of \$43 billion. Pakistan is also located in an active seismic zone and experiences repeated earthquakes leading to a loss of precious lives and property.

However, amidst all these challenges, a positive shift is discernible in the coverage of WASH services.

Pakistan is ramping up efforts to prioritise effective WASH delivery and access, and has recently met the **Millennium Development Goals (MDGs) target for WASH**.<sup>16</sup> The **2015 WASH Performance Index**<sup>17</sup> places Pakistan at the top of the list of countries that show the most improvement in WASH services.

**91 percent of Pakistanis now have access to improved water, and 64 percent to improved sanitation.**<sup>18</sup>

This is built on encouraging examples of community-led sanitation services initiated by various sector partners by adopting the Pakistan Approach to Total Sanitation (PATS) leading to a large number of communities attaining the status of Open Defecation Free (ODF).

Currently, there is a dearth of new or improved technological options in WASH in both rural and urban realms. However, there is an opportunity to bridge this gap by bringing in national and regional best practices on affordable technologies.

A number of academic and research institutions exhibit research capacity, but lack the focus to generate practical WASH technologies. At the same time, the private sector may be willing to commercialise these technologies. This is a great opportunity to link academic and research institutions with the private sector.

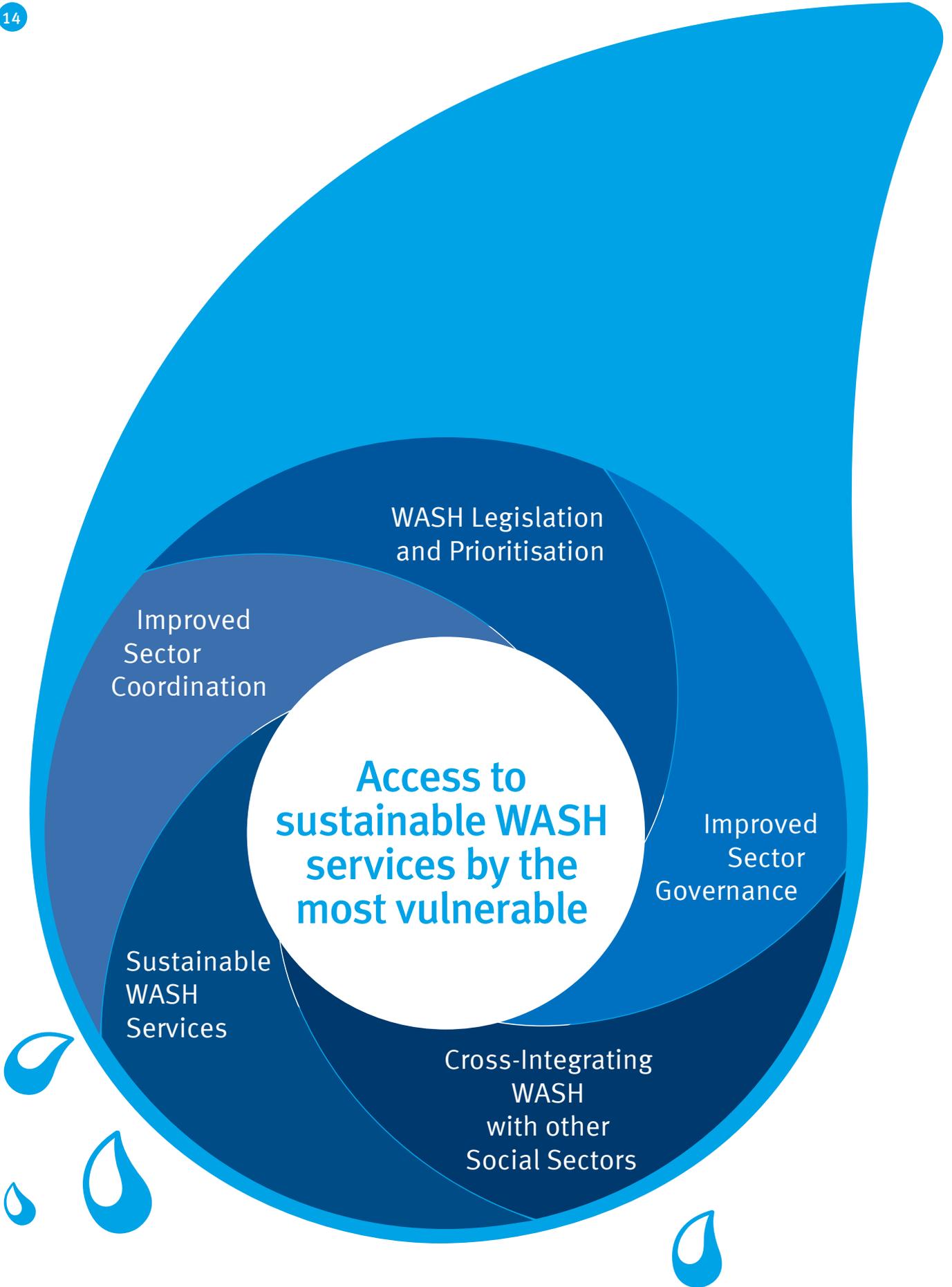




# *The Change We Want*

**Those most vulnerable  
are able to access  
sustainable WASH services,  
effectively delivered  
through collaborative,  
well-integrated mechanisms**

Najma (9) with her mother Bhan Bai (50)  
in Badin District, Sindh, Pakistan.  
WaterAid/Asad Zaidi



We will pursue our desired change by working to achieve the following five strategic objectives:

## Sustainable WASH services

We will create conditions where the most vulnerable are able to access sustainable and disaster resilient WASH services, understand the relationship of hygienic behaviours with the quality of life, and learn to assume responsibility for sustaining WASH initiatives.

## Improved sector governance

We will actively support all collaborative efforts and mechanisms to strengthen institutional capabilities for delivering inclusive WASH services effectively and sustainably.

## Cross-integrating WASH with other social sectors

We will proactively engage with other social sectors relevant to WASH such as education, health and nutrition in ways that help in the cross-integration of approaches for effective programmes.

## Improved sector coordination

We will engage meaningfully with stakeholders to help streamline effective programme coordination mechanisms within the WASH sector.

## WASH legislation and prioritisation

We will provide support to all legislative efforts for the recognition of WASH as basic human rights. We will also proactively work to secure development and fiscal priority status for WASH within the government and in the legislature.



**The change we envisage is embedded in five interwoven strategic objectives and their associated results**

Kiran Khawaja, a social organiser conducting menstrual hygiene session for the adolescent girls in District Badin. WaterAid/Asad Zaidi



# Delivering Change

**T**he change we envision is all about creating the **widest impact for the most marginalised.**

## Sustainable WASH services

Develop and promote both physical and approach based models to deliver WASH services.

Focus on district wide service delivery models that involve community mobilisation and promote the engagement of duty bearers with service providers, institutional support mechanisms, and the management of WASH services.

Promote sustainable technological models suitable to the local context and scalable for future programmes.

Provide technical assistance to the government to make their programmes inclusive and more sustainable.

Launch campaigns with collaborative efforts on hygiene behaviour, engaging all relevant stakeholders, culminating into a movement for change in social norms on WASH behaviours.

Deliver WASH services in emergencies, in line with the global framework on disaster response and our disaster response strategy.

## Improved sector governance

Promote the emergence of a wider understanding between stakeholders, highlighting roles and responsibilities that pave the way towards sectoral reforms and more effective delivery, targeting the poor. Evidence-based assessment will be provided to sector partners to help them to improve effective sector governance.

## Wider WASH cross-integration

Join counterparts from other social sectors, particularly; education, health and nutrition, to demonstrate the benefits of joint working approaches and collaborations. Run jointly designed, well demonstrated collaborative programmes in education, health and nutrition, to achieve learning for wider impact on sustainable development.

## Improved sector coordination

Support all relevant platforms for collaborative dialogue leading to consensus on improved coordination. Undertake joint sector reviews and provide evidence of sector blockages and opportunities for better coordination. Support sector coordination to encourage

partners to undertake joint planning, review, learning and adoption.

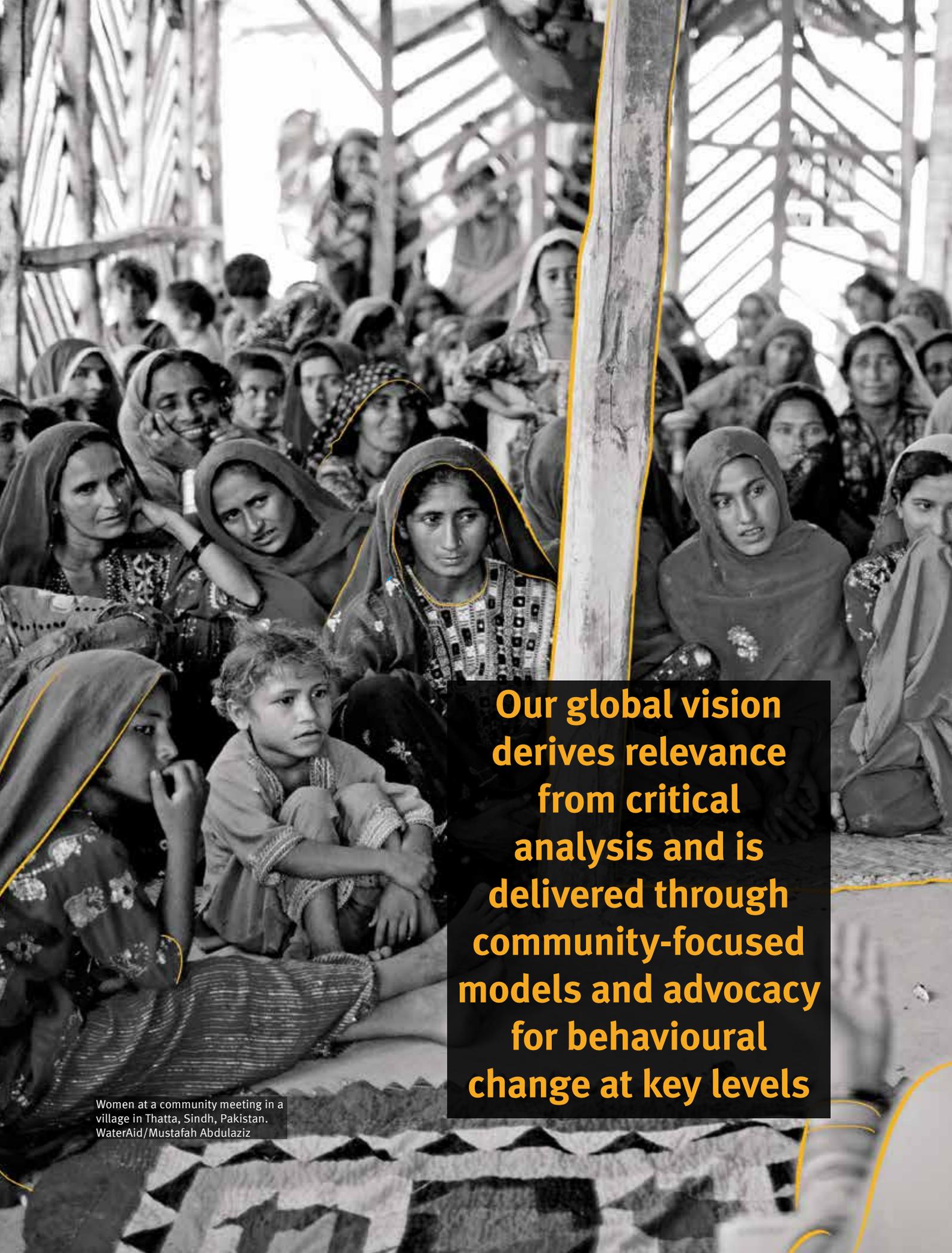
## WASH as basic human rights

High-impact advocacy champions at senior levels of government and political leadership, supported by evidence-based knowledge materials and technical backstopping towards WASH rights legislation and for development, as well as fiscal prioritisation.

A well-articulated engagement strategy for opinion leaders prepared and rolled out to sensitise and convince upcoming and existing civil servants and local government officials, during their formal training programmes, and provide appropriate national and international exposure to best practices with pro-poor focused, effective WASH programmes.

Opinion-leaders in government departments will be identified through sustained efforts to build their awareness on the importance of WASH rights, and how to inform design and implementation, thereby, seriously encouraging them to support the agenda of the development and fiscal priority for WASH.





**Our global vision  
derives relevance  
from critical  
analysis and is  
delivered through  
community-focused  
models and advocacy  
for behavioural  
change at key levels**

Women at a community meeting in a village in Thatta, Sindh, Pakistan.  
WaterAid/Mustafah Abdulaziz

# Approaching Change

Our programme delivery approach is pivoted around collaboration. The approach seeks to place us in a position where we are able to **catalyse greater collaboration across the WASH sector.**

Our catalysing collaborative role relies on the following **three mutually reinforcing pillars.**

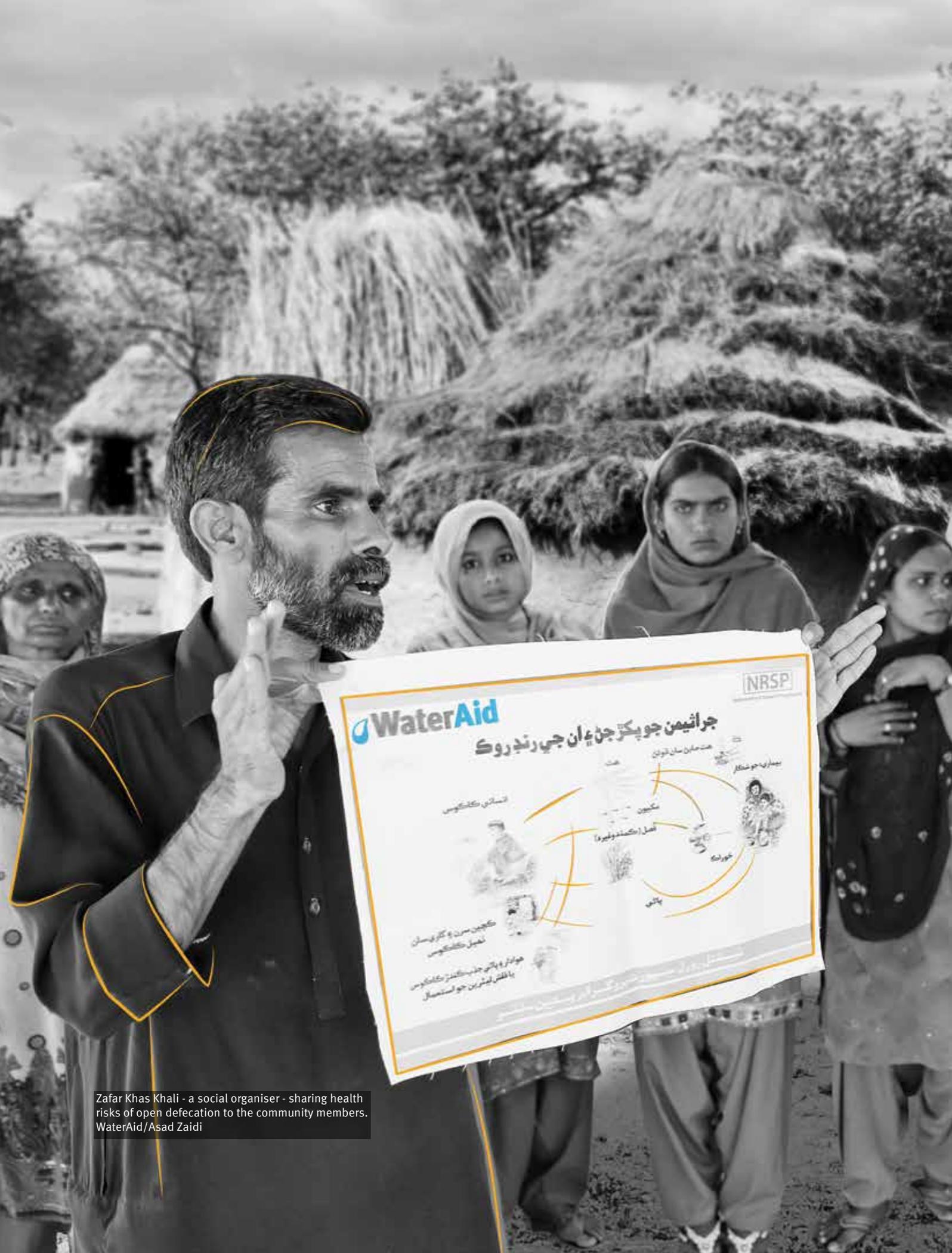
The first one is to **motivate and inspire** key opinion leaders and decision makers to lead wider mobilisation through advocacy, knowledge sharing, and increased technical capacity.

The second is to promote **viable programme interventions** – developed through a rigorous understanding of the local reality – which show the benefits of cross-sectoral collaboration.

And the third is fostering **effective partnerships** that deliver sustainable, high-impact programmes.

A critical cross-cutting driver that we see as essential for the success of our programme approach is **to build our internal capacity;** including internal systems, work processes and individual skill sets.





**WaterAid**

**NRSP**

### جراثيمن جو پکڙڻ ۽ ان جي رتدروڪ



Zafar Khas Khali - a social organiser - sharing health risks of open defecation to the community members. WaterAid/Asad Zaidi

# Sustaining Change

## People management and organisational development

Since we began laying the foundation of the new strategy over the past one year, the staffing remained almost on track and in line with the new shifts envisioned in the CPS. We will maintain staff requirements for our emerging thrusts in the rural programme and will also strengthen human resource capacity in our urban and I&E programmes. We will strategically invest in our communications and research functions. Our emphasis on cross-sector integration in this strategy is a new dimension, whereby, the real thrust will be to get strategic level expertise on board, as these are required with the development of future programmes.

We are cognizant of capitalising existing human resources and, hence, plan to invest appropriately to develop the existing competencies of our teams and get full advantage of the human potential already in place. People development strategies will be made to fill the gaps in knowledge, skills and attitudes in an appropriate mix.

For this strategy period, we are committed to implementing smarter and more efficient systems, related to people management and organisational development, to provide an enabling environment for our team who will deliver the strategy.

## Administration, IT, infrastructure and security management

We believe that in order to achieve our desired change with required depth and effectiveness, our administration, IT and security functions must have a clear vision to invest in state-of-the-art systems. Our 'Enabling Framework' sets out the key 'enablers' and helps us to prioritise and integrate work for organisational effectiveness at global, as well as, local levels.

The best use of current technological advancements will be a key factor towards success, along with efficient intra-departmental support and management. Moving from a paper based environment to online systems will certainly help the organisation to contribute to enhancing its efficiency and capacity, to support programme delivery and promote environmental sustainability.

## Financial management

We will put in place a collaborative mechanism of the programme; fundraising and finance functions, in order to enhance the efficiency of the system, along with maintaining the focus on partnerships, accountability, the value for money and continuous learning.

Keeping in line with the spirit of our CPS, the emphasis on financial planning will provide greater autonomy to the programme teams. In this way, the processes of assurance will be strengthened by exercising due diligence in internal controls to ensure authority and delegation coupled with due accountability.

To create an enabling environment with efficient systems, we are committed to implementing smart and efficient automated systems by promoting attitudes and behaviours that lead to increased accountability and efficiency. Partnership management will be duly supported by financial monitoring and regular feedback mechanisms.





Aqsa (5), drinking water from a newly installed WaterAid supported WASH facilities in Ahmad Khan Jamali, Badin, Sindh.  
WaterAid/ Asad Zaidi

# Measuring Change

The Country Programme Strategy will be implemented through its core programmes and functions. We will endeavour to raise our work on policy advocacy to new heights, culminating in service delivery through replicable models. In order to deepen the footprint of greater collaboration in the sector, and bring wider impact and change, our measurement framework will focus on the quality of contribution that our programme makes to the CPS. In this regard, the objectives and their key performance indicators are outlined in the Logical Framework Analysis (LFA). The work we envisage under our future strategy will require robust ways of measuring change and documenting learning.

Mainly, the assessment and measurement of the CPS will be carried out through external Mid-term and End-line Reviews. However, to maintain logical alignment between the strategic objectives and operational plans of the programmes, the strategic objectives will be translated into the programme's operational objectives through annual plans and budgets. The CPS performance and operational indicators will be guided by the Performance Measurement Framework of the CPS.

In addition, our regular well-documented monitoring, biannual and annual reviews will present analysis and trends that link our strategic objectives to global aims. Key mechanisms for measuring our change are discussed below.

## Midterm review (MTR) of CPS

MTR aims to review the achievement of CPS objectives at the half way implementation of the strategy, and to learn about the effectiveness of the CPS approach and indicators and make necessary changes (if needed).

## End-line strategic review of CPS

The end-line strategic review will help in reviewing the achievement of CPS objectives at the end of the total span of CPS i.e. five years. The review will be useful for learning about the effectiveness of the overall CPS, as well as about the findings and suggestions that will feed into next strategy development process.

## Biannual programme review

The biannual programme reviews will aim to assess programme progress, build bases for organisational reporting (mainly six month reporting), capture learning from our work for improved programme quality, and improve the course of action for our programmes and projects (if required).

## Project monitoring

This will be an ongoing function, mainly to monitor and review the progress of the actual work on the ground, on a periodic basis. This will, however, provide guidance to programme teams and partners to improve the quality of projects/programmes – inputs versus outputs – to bring effectiveness and depth to their work. This will also contribute to maintaining a link between the country's strategic vision and grassroots level programme implementation. Quality assurance and programmatic learning will be ensured through ongoing monitoring.

## Monthly progress monitoring

While implementing our operational plans, the activities, progress and latest figures for users will be shared as part of progress monitoring, in the form of clear and easy to comprehend dashboards with RAG ratings.





Ashia (6) uses newly WaterAid supported toilet in a Government primary school in Badin, Sindh, Pakistan  
WaterAid/ Asad Zaidi

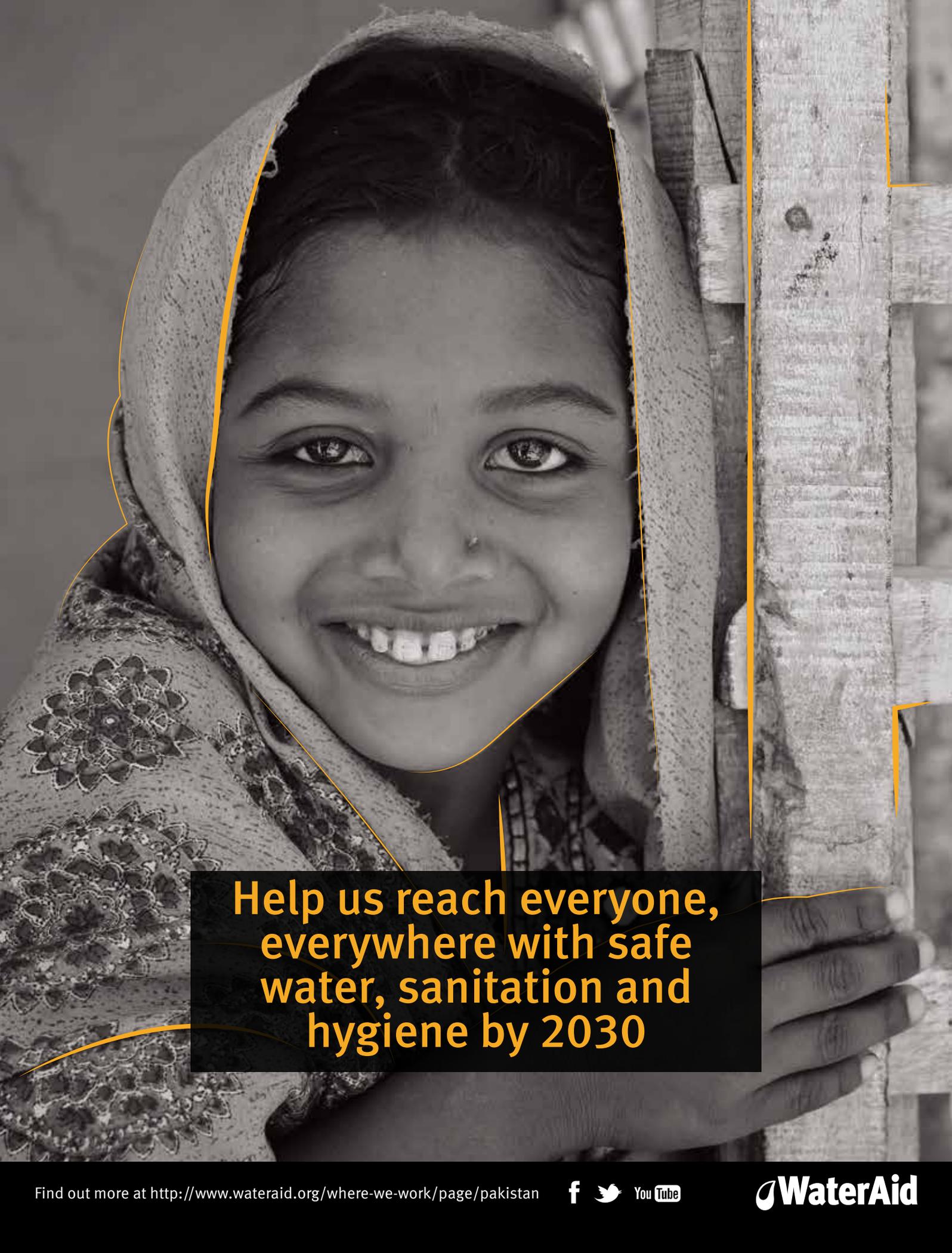
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Bhan Bai (50) uses toilet in open defecation free (ODF) village in Mohammad Nohrio, Badin, Sindh, Pakistan.  
WaterAid/ Asad Zaidi





**Help us reach everyone,  
everywhere with safe  
water, sanitation and  
hygiene by 2030**

Find out more at <http://www.wateraid.org/where-we-work/page/pakistan>



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