Community management in refugee camps

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THE INVASION of Afghanistan by the forces of the former
Soviet Union led to over 5,000,000 Afghans to taking
shelter in Pakistan and Iran. Pakistan hosted 3.29 M illion
Afghan refugees from 1979 to 1990; and more than 1
M illion registered refugees are still living in Pakistan. The
North West Frontier Province (NWFP) which borders
Afghanistan hosted most refugees; out of 334 Afghan
refugee villages established, 258 were in NWFP.

The United Nations High Commissioner for Refugees
(UNHCR), from 1979 to 1986, funded construction of
tube well based water supply schemes in refugees camps in
NWFP. By late 80s there were more than 113 functional
schemes in NWFP which were being operated and main-
tained by UNHCR. In 1994, UNHCR, due to financial
constraints, decided to implement a Community Manage-
ment Program (CMP) in refugees villages in order to build
self-reliance in the refugees and, at the same time, reduce
UNHCR financial obligations.

The water policy
A water policy for management of refugees water supply
schemes was formulated and approved by Commissionerate
for Afghan Refugees (CAR), a Pak-government department
looking after refugees affairs, and UNHCR in January
1995. The policy recommended the following options for
future management of schemes:

Option-I
The refugees will be motivated to take over the manage-
ment of water supply schemes in their villages. These schemes
will be handed over to them in good working conditions and
after this they will be responsible to pay all the recurrent costs including electricity bills, operational staff
salaries, minor repair expenses and share in major repairs.
In order to ensure long-term support for when problems are
too much for community to manage, the UNHCR will
provide 75 per cent share of the cost of major repairs of
pumps, motors, starters, generators, tube wells and trans-
formers.

Option-II
If, in some refugee villages, the refugees show inability to
manage the existing schemes, then they will be encouraged
to dig alternate sources (shallow wells) which will then be
developed by UNHCR funded NGOs. After the comple-
tion on shallow wells, the existing schemes will be closed.

Implementation of Community
Management Program (CMP)
Cowater International, a Canadian consulting firm, was
engaged by UNHCR to implement the CMP, and was given
one year starting January 1995 to decide the fate of 84
water supply schemes. The implementation of the program
included:

Public meetings
Meetings were arranged with the refugees, and the locals
where it was found that they were also beneficiaries, to
discuss various aspects of the water policy. They were then
asked to come with a decision or unanswered questions at
a latter date. On the average, four to five meetings were held
with each community (beneficiaries of one water supply
scheme) before they could make a decision regarding
selection of the option which they felt best suited to their
needs.

Selection of option
The majority of the refugees opted to take over the manage-
ment of existing schemes. The main reasons for this were
the high initial investment (Rs 5000–7000; 1 US $ = Rs. 31
in 1995) required for option-II above i.e. digging a shallow
well compared with Rs. 10 to 20 per month for option-I,
and difficulty in digging shallow wells in some areas due to
hard rock or saline ground water. Some communities
considered piped water supply an added facility and felt
proud in managing their own schemes.

Formation of Water Management Committees
(WMCs)
The refugees were asked to form 8-9 member WM Cs which
they mostly based on tribes or mosques. In some areas,
where locals were also beneficiaries, Joint WM Cs were
established. The WM Cs were then asked to select their
executives (Chairman, Secretary and Treasure) and take a
decision regarding retaining the old operational staff i.e.
valve man, watch man or hiring new staff. The WM Cs were
given a free hand in this matter. It was, however, stipulated
that the executives should be a little literate to enable them
deal with the financial and associated problems. Consid-
ering the fact that the tube well operators were experienced
and, in most cases, land owners, WM Cs were asked to
retain the same operators.

Signing of preliminary agreement
An undertaking regarding the willingness of WM Cs to take
over the right of use and management of the existing

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schemes from UNHCR under specified conditions or dig-
ging of shallow wells was taken from all WMCs. The
undertaking was duly signed by WMCs, Cowater field
staff, representative of CAR and refugee village administra-
tor.

Immediate repairs/digging of shallow wells
WMCs and representatives of Cowater, CAR, Danish
Committee of Aid for Afghan Refugees (DACAAR) and
International Rescue Committee (IRC) jointly prepared an
inventory of repair work needed in the distribution net-
work and tube wells for option-I, and (ii) selected sites for
digging of shallow wells where the community favoured
option-II.

Immediate repairs in tube-wells were undertaken by
Afghan Refugees Water Supply Division, a government
department working under CAR, while those in the distri-
bution system were done by DACAAR and IRC in their
respective areas. For the shallow well option, WMCs were
asked to arrange for digging of shallow wells of specified
diameters and to report to IRC/DACAAR once the water
table was hit. IRC/DACAAR then, in their respective areas,
developed the shallow wells by lining and installing hand
pumps.

Signing of formal agreement
After the completion of repair work, a formal agreement
which bound all the three parties namely WMC, UNHCR
and CAR legally and defined their roles and responsibilities
was signed.

For option-I, the formal agreement also included:
• details of major repairs for which UNHCR was to share
  75 per cent of the cost;
• a list of immediate repairs carried out prior to the hand-
  over of the schemes;
• an inventory with distribution system layout; and
• work completion certificates which the implementing
  agencies took from the WMCs to avoid any future
  conflict regarding the status of schemes.

The final agreement for option-II clearly stated that the
WMCs will be solely responsible for operation and main-
tenance of shallow wells in future without any assistance
from UNHCR.

Managerial and technical training to WMCs
Managerial training guidelines were formulated and a
number of one-day training sessions were organized for
executives and operators of WMCs. The training focused
on background of CMP, roles and responsibilities of WMCs
executives, UNHCR, CAR and Cowater, expected prob-
lems in management of schemes, record keeping, tariff
collection, payment of electricity bills, operational staff
salaries, major and minor repair expenditures and savings.
Technical training/refresher sessions were also arranged
exclusively for operators in which various aspects of day to
day operation and maintenance were covered.

Results and achievements
By the end of the CMP i.e. December 1995, 47 tube wells
were handed over to 35 WMCs and 12 Joint WMCs while
12 WMCs were given the charge of 360 shallow wells. Follow-up visits have shown that:
• despite the fact that UNHCR’s financial assistance has
  been cut down by two third i.e. by Rs. 12.1 M ilion per
  year and limited to major repairs only, the schemes are
  being successfully managed by the WMCs with an
  improved standard of service e.g. flexibility in opera-
tional time, immediate repairs when needed, less misuse
  of services;
• the program has fostered and consolidated self-reliance
  in refugees. A number of WMCs has made savings of
  Rs. 30,000 to 40,000. Some have, on their own,
  expanded their distribution networks to increase rev-
  enue and replaced their pumps; and
• WMCs have provided a forum for the refugees to
  address not only water problems but also other social
  issues like health, education and repatriation. They are
  also being utilized by donor agencies and NGOs to
  implement their schemes in refugee camps.

Conclusions
The concept of community organization for management
of water supply schemes was applied in refugee camps and
found to be highly successful. This paper highlights the key
components of the refugee community management pro-
gram which included public consultation, formation of
representative committees by the community, rehabilita-
tion of schemes, signing of formal agreements spelling out
details of the schemes, managerial and technical training
and ensuring long-term technical and financial support. It
is hoped that the positive results and experiences of NWFP
Community Management Program in the water supply
sector can be replicated in other parts of the world for
building refugee self-reliance.

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