The Role of Community Based Organisations in the Orangi Pilot Project to Provide Infrastructure Services

Yueh-Ting Liao
International Master Program of
Environmental Engineering and Sustainable Infrastructure
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ACRONYMS
OPP-RTI Orangi Pilot Project– Research and Training Institute
CBO Community Based Organization
NGO Non Government Organization

KEYWORDS NGO/ CBO/ Orangi/ Sanitation/ Governance/ Development

INTRODUCTION
The Orangi Pilot Project (OOP) has been worked 30 years in Orangi area. Its sanitation program is well-known as a model of community-government- non government organization (NGO) partnership. Instead of detail description, hereby we focus on the successful reasons and the possibility of reproducibility.

AIM AND OBJECTIVES
The paper focuses on the partnership among CBO, NGO and government in developing infrastructure, and takes the Pakistan CBO, Orangi Pilot Project – Research and Training Institute (OPP-RTI) in the sanitation programme as case study. Four objectives are followed: The successful reasons for partnership, the reproducibility of the success, and the limitation of replication.

DATA AND METHODS
The resource of this paper is fully based on six papers in reference. Hereby an integrated view is shown with author’s own assessment.

RESULTS
There are long list of successful factors for OPP-RTI. At first, it broke the barriers (psychological, economic, technical, and sociological) (Orangi Pilot Project, 1995), then by its sufficient mapping data and competent team, it built a power-balance bridge between government and community. By transparency in finance and the autonomy of CBO in money and management, it built trust with community as well. 25 years long relationships and networking in Orangi accumulated the reputation and trust among CBO and government, which makes future cooperation easier. Not to mention the long-term human resource developing plan from local people, such as Youth Training Program(YTP).
With its well-documentation, the information of present status of infrastructure and the done work are clear presented to public.

Besides above, the successful replications also have the following characteristics: close cooperation with OPP-RTI, patient to wait for consolidating than expanding or discontinue, credit for long-term fund collecting, regular meetings, technical competence…etc. (Hasan, A., 2002)

**DISCUSSION**

From this OPPcase in CBO-NGO-GOV cooperation for infrastructure project, two important successful factors in public construction were shown: Transparency, Competence and Trust. Transparency includes both financial and planning of the project. There are three stages on financial transparency: collecting, spending and profit beneficiary reveal. In OPP project, lane has autonomy for it, and the size of a lane is 20-40 housing. Planning transparency includes all the design, schedule, predicted impact and expected outcome. This was supervised by OPP-RTI in this case. Competence includes the construction department and the public. In the project, OPP-RTI has the competence of mapping, and able to make the low-cost design while the public have the competence to understand maps and design also have the competence of management. Hereby government played a role as supporting “external” construction. Trust is relative to both above, in OPP example, we see all success were highly based on trust, among government, community, and OPP-RTI.

Is this experience reproducible?

If an infrastructure project meets three factors above, it would have high possibility to proceed successfully. Could it be a general case?

Hasan, A.(2002) pointed that OPP only spent 1/4 of government-developed cost for same work. The government-driven projects are often in sub-standard or fail to achieve the need. ( Hasan, Arif , 2006) But why this happened? Do they lack of competence? Who are beneficiaries from this sub-standard work? As Hasan A.(2002) also mentioned one of the background reason for success was:

“No big infrastructure-related commercial interest of powerful contractors, consultants, international loan-giving agencies and sophisticated government engineering organizations as in the larger cities of Pakistan”

Orangi was too poor for commercial interests evaluated; the government officers might be able to grab some money in the middle of project delegation, but not too critical so OPP-RTI was not a big interest threatening. If the government were sophisticated for public construction, and there were powerful interest groups intervenes by government support(which means, strong interest conflict parties), it would be very difficult to get the right to build public infrastructure by a NGO, even worse, they might
not be able to do the mapping from the beginning.

Trust and relationships played a big role in this cooperation, but to be ever-lasting success, only informal networking is insufficient. As Hasan A. (2002) said, this bond loses when new person took place, because “internal-external” is not formally accepted concept in the government. To stabilize the long-term cooperating relationship, I would suggest NGO to formalize this NGO-GOV cooperation mechanism into government regulations when their cooperation was in high positive emotional peak. Because it would make the project working smoothly regardless who is the representative.

Last but not least, the scale of the cooperation is important. How wide the range NGO should be involved? It is obvious that most of the work OPP-RTI did is supposed to be handled by Pakistan government. NGO joined when they see a need which couldn’t wait for the action of government. For example, if Pakistan government made all sanitation system, OPP-RTI would not need to divide it as “internal-external.” But where is the boundary of responsibility between government, CBO and NGO? How long can a project live themselves without NGO to keep an eye on it? Above factors include high culture and legitimate dependency. The concept of “community starts with what they can afford and connects to government resource” is a great idea to learn from, but for the scale of CBO or NGO can take part of, should be customerised locally.

REFERENCES