

Services *for the*
urban poor

Services *for the* **urban poor**

3.

Action Planning Guidelines

Andrew Cotton & Kevin Tayler



Water, Engineering and Development Centre
Loughborough University
2000



Water, Engineering and Development Centre
Loughborough University
Leicestershire
LE11 3TU UK

© A.P. Cotton and W.K. Tayler, 2000

Any part of this publication, including the illustrations (except items taken from other publications where the authors do not hold copyright) may be copied, reproduced or adapted to meet local needs, without permission from the author/s or publisher, provided the parts reproduced are distributed free, or at cost and not for commercial ends, and the source is fully acknowledged as given below. Please send copies of any materials in which text or illustrations have been used to WEDC Publications at the address given above.

A reference copy of this publication is also available online at:
<http://www.lboro.ac.uk/wedc/publications/sftup.htm>

Cotton, A.P. and Tayler, W.K. (2000)
Services for the Urban Poor:
Section 3. Action Planning Guidelines
WEDC, Loughborough University, UK.

ISBN Paperback 0 906055 80 6

This document is an output from project R7292 funded by the UK
Department for International Development (DFID)
for the benefit of low-income countries.
The views expressed are not necessarily those of DFID.

Designed and produced at WEDC

Printed by Quorn Selective Repro, Loughborough

Acknowledgements

The financial support of the Department for International Development of the British Government is gratefully acknowledged. The authors would particularly like to thank their many urban engineering colleagues and friends throughout India, Pakistan and Sri Lanka with whom they have worked for the last fifteen years. Their experience has been central to the preparation of this work. Mr P Srinivasa Rao from Hyderabad, India provided a critical review of earlier drafts and additional material for Sections 4 and 6. Colleagues at WEDC and GHK Research and Training provided information and comments throughout the development of the work. We also acknowledge the inclusion of some material from earlier work jointly authored with Dr Richard Franceys. Finally, we wish to acknowledge Sue Cotton for her editorial contributions and the patience and skill of Rod Shaw and Glenda McMahon of the WEDC Publications Office in the design and production of the manual.

Contents

Who should read this	3.1
Objectives of this section	3.1
What this section tells you	3.1
The local context: where to use these guidelines	3.2
Basic principles	3.2
Framework for action planning	3.4
Support for action planning.....	3.6
Where do we start from?	3.6
Timing/phasing action planning activities	3.7
How to use these guidelines	3.9
Section 3a – Preparing Local Action Plans	3.11
Who should read this	3.11
Objectives of this section	3.11
What this section tells you	3.11
The need for local action planning	3.12
Framework for local action planning	3.13
Cross cutting issues	3.18
Preparing the Local Action Plan	3.19
Tools to support local action planning	3.22
Tool 1 Preparing users and community groups for action planning	3.23
How this tool will help you	3.23
Using this tool	3.23
Structure of the tool	3.23
Why involve users and community groups in action planning?	3.23
Why is preparation for action planning required?	3.24

Who should prepare people for action planning?	3.25
When and where should preparation for action planning start?	3.25
What are the stages in preparing people for action planning and what does each stage require?	3.25

Tool 2 Participatory information gathering..... 3.30

How this tool will help you	3.30
Using this tool	3.30
Users can tell you about the service	3.30
Participatory approaches	3.31
Participatory Rapid Appraisal (PRA)	3.33
Using participatory approaches	3.33
Do's and don'ts	3.34
References	3.35

Tool 3 The role of NGOs 3.36

How this tool will help you	3.36
Using this tool	3.36
Possible starting points for NGO involvement in service provision	3.36
How does the starting point affect the role of NGOs?	3.38
Develop community awareness of problems	3.39
Develop community awareness of possibilities	3.40
Assisting people to organise themselves	3.41
Facilitating action planning	3.41
Support during design and implementation	3.41
Monitoring and evaluation/impact assessment	3.42

Tool 4 Initial survey and groundwork 3.43

How this tool will help you	3.43
Using this tool	3.43
General points	3.43
Access and Paving	3.44

Water supply	3.45
Drainage	3.46
Solid waste management	3.47
Power supply and street lighting	3.48
Sanitation	3.49

Tool 5 User perceptions of existing services 3.50

How this tool will help you	3.50
Using this tool	3.50

Tool 6 Technical options and levels of service 3.54

How this tool will help you	3.54
Using this tool	3.54
Technical options for different services	3.54
Some factors affecting levels of service	3.57
Calculating the costs of options and levels of service	3.57
References	3.58

Tool 7 User demand for service improvements 3.59

How this tool will help you	3.59
Using this tool	3.59
Who pays for what?	3.60
Relative demand for different services	3.61
What do people pay for existing services?	3.62
Output from user demand investigations	3.63
Converging on a solution	3.64
Stimulating demand by active promotion	3.64
References	3.65

Tool 8 Gender issues 3.66

How this tool will help you	3.66
Using this tool	3.66
References	3.67

Tool 9 Formation of user groups	3.68
How this tool will help you	3.68
Using this tool	3.68
Why we need user groups	3.68
 Tool 10 Cost recovery	 3.71
How this tool will help you	3.71
Using this tool	3.71
Cost recovery	3.71
 Section 3b – Preparing Action Plans for	
Networked Services	3.73
Who should read this	3.73
Objectives of this section	3.73
What this section tells you	3.73
The need for networked services planning.....	3.74
Area networked services planning	3.75
What needs doing	3.75
Who does it	3.76
Coordinating Area Network Service Plans	3.76
What needs doing	3.76
Who does it	3.76
Framework for action planning for networked services	3.77
Preparing the Area Network Service Plans	3.81
Tools to support networked services planning	3.83
 Tool 11 Initial groundwork	 3.84
How this tool will help you	3.84
Using this tool	3.84
 Tool 12 Components of infrastructure systems	 3.87
How this tool will help you	3.87
Using this tool	3.87

Tool 13 Assessing system capacity	3.91
How this tool will help you	3.91
How to use this tool	3.91
Checklist for existing situation for drainage	3.92
Doing the calculations	3.96
Checklist for existing situation for water supply	3.96
Doing the calculations	3.100
Checklist for existing situation for sewerage	3.100
Doing the calculations	3.104
Checklist for existing situation for power supply	3.104
Doing the calculations	3.107
Checklist for existing situation for solid waste management	3.107
Doing the calculations	3.110
 Tool 14 Preparing Area Network Service Plans	 3.111
How this tool will help you	3.111
How to use this tool	3.111
 Section 3c – Consensus Building	 3.113
Who should read this	3.113
Objectives of this section	3.113
What this section tells you	3.113
 Consensus building and the local context	 3.114
Consensus building: why we need to bring key people together	3.115
What needs to be done	3.117
How to do it: potential problems to be addressed	3.120
How to do it: some examples	3.123
What if all this does not work?	3.127