

**CHAPTER 19**

**PROJECT EVALUATION**

1944-1945

1944-1945

## **CHAPTER 19 PROJECT EVALUATION**

### **19.1 General**

The proposed projects for the expansion of the water supply system in the Greater Kandy and for the development of new sewerage system in the Kandy municipality were evaluated from the viewpoints of the expected benefits and appropriateness/feasibility. The evaluation items were composed of the following: financial, socio-economic, technical, institutional, and environmental.

### **19.2 Water Supply Project**

#### **19.2.1 Financial Aspect**

##### **(1) Greater Kandy Water Supply Project (Master Plan)**

As shown in Table 17.3, the FIRR is 5.04 percent. As described in Chapter 17, the financial feasibility for the period through to 2050 was confirmed, although it will take time for the cash balance become positive.

##### **(2) Greater Kandy Water Supply (F/S)**

As shown in Table 17.3, the FIRR is 2.71 percent. As this is an infrastructure project intended for basic human needs, this number itself can not be judged infeasible. But additional efforts such as an interregional subsidy within the NWSDB or combination with cheaper water from the existing scheme should be considered as other water supply systems are doing. It should also be noted that to stop the project at the end of Phase 1 is not financially effective.

#### **19.2.2 Socio-Economic Aspect**

The primary objective of the Project is to ameliorate the social welfare of the population, especially in its initial stage of economic development. A qualitative economic analysis was not possible for this Study due to difficulties in obtaining and assigning meaningful measurements to costs and benefits.

The implementation of the Project will bring the following socio-economic benefits to the population in addition to other tangible benefits such as expansion of the area to be served and a steady supply of safe water;

- Increase of employment opportunity
- Increase in consumer's satisfaction
- Mitigation of fire damages
- Increase in income of the business sectors
- Increase in value-added of the land

It should be noted that the Project was initiated to expand the water supply coverage not only to the Kandy Municipality area but also to the surrounding area of which the development has been limited due to an insufficient water supply from existing water supply systems.

The above mention increase in value-added of the land in the area to be served by the Project will happen only when other infrastructure project are implemented that utilize the benefits afforded by with this water supply project. It should be noted therefore that the water supply project is an integral part of the infrastructure development of the area concerned.

Among several factors which hinder economic growth in developing countries, the introduction of a fiscal budget allocation to remove bottlenecks in infrastructure, development is expected to bring with its positive investment incentives which will benefit the national economy by stimulating investment in the development of industrial estates, etc.

In this respect, the implementation of the Project with the aim of augmenting the water supply capacity to provide for the development of other types of infrastructure, will be vital to securing steady growth of the economy. The implication of this Project should be made within the framework of the national economy in addition to the improvement in health of the population and the pursuit of the philosophy of "some for all, rather than more for some" as adopted at the New Delhi Global Consultation.

### **19.2.3 Technical Aspect**

In the course of planning the Greater Kandy Water Supply System, various kinds of comparative studies with possible alternatives for the location of facilities, structure of the system, construction method, material, process were made to establish the optimum plan of the system. The object of this Study is aimed at energy- and cost-saving, ease of operation and

maintenance of the system and the minimization of environmental impact on the surroundings during and after construction, based on appropriate technologies and in due consideration of the current practices in Sri Lanka. The Project is considered technically feasible.

#### **19.2.4 Institutional Aspect**

Although due consideration will be given to the RSC (Central) which is obviously the most appropriate agency to be in charge of the Greater Kandy Water Supply Project during and after its implementation, the NWSDB has sufficient capability to cope with the implementation of the Project with some addition to its existing organization. The Project is considered institutionally sound.

#### **19.2.5 Environmental Aspect**

An Environmental Impact Assessment (EIA) of the proposed project was carried out during the course of the Study. The results of this EIA study have highlighted possible environmental impacts which will be made by the implementation of this project. Preventive measures and relevant legislative arrangements are thereby considered to mitigate the anticipated environmental impacts.

As a whole, the proposed project, including the said preventive measures, is determined to have minimal and tolerable impacts to the environment.

Among others, the following preventive measures are included in the scope of the proposed project:

- (1) Wastewater from the water treatment plant will be discharged into the Polgolla impoundment after treatment at the sludge lagoons. Most of the solids produced during the treatment processes will not be discharged into the Polgolla impoundment.
- (2) An intake mouth structure is employed to avoid the provision of obstacles in the Mahaweli River. It will also enable the construction work to take place without lowering the water level of the impoundment.

## **19.3 Sewerage Project**

### **19.3.1 Financial Aspect**

#### **(1) Kandy Sewerage Project (Master Plan) (refer to Tables 17.5)**

As shown in Table 17.5, the FIRR for the Master Plan is 4.42 percent. With a moderate supply of working funds the project is financially feasible and recommendable. However, if a portion of the capital investment should be recovered with a monthly fee, the situation will be drastically changed. Additional financial sources other than by monthly fee has to be considered.

#### **(2) Kandy Sewerage Project (F/S) (refer to Tables 17.5)**

As opposed to the water supply project, there is no difference in terms of financial perspective between the Master Plan and the Feasibility Study. The critical point is that the capital investment has to be supplied from funding sources other than by monthly fee. If the Government's grant does not cover all of the capital investment then other funding source have to be considered.

### **19.3.2 Socio-Economic Aspect**

Safe drinking water and the sanitary disposal of waste have long been recognized as basic needs of society, as both of them function to safeguard human health and enable a more productive life. Health and environmental problems caused by inadequate water supply and poor waste disposal have been exacerbated by continued population growth and the high concentration of that population in urban areas.

While it is a given that advanced sewer systems help to alleviate these issues, the positive effects of sewer systems can be broken down into two categories. The first of these is direct effects, i.e., the direct contributions that sewer projects make to those individuals who discharge waste into the sewer system. The other is indirect effects, i.e., the indirect contributions a sewerage system makes to those individuals who are not connected to the system, as well as those contributions the system makes to future generations. In economic terms, such indirect benefits are called external economies, in which production or consumption yields positively benefit even those who are not paying for the said service directly. The following is a series of examples of such benefits.

(1) Improved public health

Improved public health is a community benefit which contributes to all members of the community regardless of whether or not they are connected to the sewage system. A concrete example of the benefits of improved overall community health is the decrease in social costs, since an increased level of sanitation will lead to a decrease in health care costs and in auxiliary sanitary service costs.

(2) Infrastructure as a basis for economic development

Investment in a sewerage system lays a positive base for economic development, both through the employment generated through the actual building of the system and through contributing to overall public welfare, which in turn can be used to induce investment into the private sector by both domestic and foreign enterprises. As such, the development of a sewerage system can be seen as a long-term investment, which may generate increased national income for future generations.

(3) Construction's short-term effects on the local economy

During the period of construction of the sewerage system, the public sector's expenditures have the effect of increasing district output (expansionary effect). When these expenditures are initially made, output will rise at first by an equal amount. But as those capital-goods industries begin receiving more income through this increase in expenditures, they will then set into motion a chain of additional secondary consumption spending and employment. This expansionary effect will generate an increase in national income.

(4) Construction's long-term effects on the local economy

Even after construction has been completed, the sewerage system will have a positive effect on local employment by absorbing a part of the labor force as maintenance workers. The consequent increase in income will serve to increase effective demand, which will in turn contribute to economic growth, as will the derived demand from the project's maintenance activities.

(5) Using construction to acquire technology

Developing nations have a potential advantage in that they can reap the benefits of the technological progress of more advanced nations. They do not have to repeat the trial and error period which more advanced nations had to go through. Advanced construction

and maintenance technologies which can be acquired through the building of a sewerage system will be a long-term benefit.

As explained above, economic benefits of developing a sewerage system are not limited to individual users, but rather are spread over society as a whole, as well as over multiple generations. Some of the public health benefits, such as the avoidance of epidemics, are external to the individual user and so not necessarily included in the price of service. Since the benefits of a sewerage system are reaped over many generations, in theory, the financial burden could be spread out over many generations as well. Annual maintenance and operating costs should also be borne by generations to come as such funds will be necessary in supporting a high level of future service. However, in actuality it is quite difficult to spread the costs of such projects over the various indirect beneficiaries of the completed project. As a result, the portion of public expenditures which are not attributable to the individual user are not always fairly charged to other possible beneficiaries. Thus, when calculated in these terms, the projected amount of funds to be generated by charging only direct users may appear to be insufficient. However, when also calculating the broad social benefits which are indirectly created by the project, and which are not included within standard FIRR procedures, one discovers that the negative financial results derived via accounting procedures (FIRR) may not be an appropriate index for gauging the overall economic meaning of a sewage project.

### **19.3.3 Technical Aspect**

In the course of planning the Kandy Sewerage System, various kinds of comparative studies with possible alternatives as to the location of facilities, structure of the system, construction method, material, process and so on were made to establish the optimum plan of the system. The outcome of the Study is aiming at energy- and cost-saving, easy operation and maintenance of the system and minimization of the impact on the surrounding environment during and after construction, based on the appropriate technology and in due consideration of the current practice in Sri Lanka. The Project is therefore considered technically.

### **19.3.4 Institutional Aspect**

Although due consideration be given to the KMC which is obviously the most appropriate agency that will be in charge of the Kandy Sewerage Project after its implementation, the NWSDB has the capability enough to cope with implementation of the Project during construction stage with some addition to the existing organization. After construction, the



NWSDB should play main roll for operation and maintenance under the agreement between the NWSDB and the KMC until the staff of the KMC will be well trained. On condition that those arrangements will be made, the Project is considered institutionally sound.

### **19.3.5 Environmental Aspect**

An Environmental Impact Assessment (EIA) of the proposed project was carried out during the course of this Study. The results of this EIA study have highlighted possible environmental impacts which will be made by the implementation of this project. Preventive measures and relevant legislative arrangements are considered to mitigate the anticipated environmental impacts.

As a whole, the proposed project, including the said preventive measures, is determined to have minimal and tolerable impacts to the environment.

Among others, the following preventive measures are included in the scope of the proposed project:

- (1) Oxidation ditch process was employed to minimize the required site area for the treatment plant.
- (2) Sludge treatment will be conducted at a remote site to minimize the influence on the surrounding residential area.
- (3) Wastewater from the sludge treatment process will be returned to the treatment plant to avoid outflow of the supernatant to the environment.
- (4) The sludge discharged from septic tanks, which is presently discharged to environment directly, will be treated at the treatment plant.

**CHAPTER 20**

**CONCLUSION AND  
RECOMMENDATIONS**

## **CHAPTER 20 CONCLUSIONS AND RECOMMENDATIONS**

### **20.1 General**

The present status of the water supply systems in Greater Kandy is quite poor except for the KMC water supply system, though its capacity is already being stretched by the substantial water demand placed upon it. In the environs of Greater Kandy, several water supply system development/augmentation projects have been implemented. However, their capacity is not sufficient to fulfill the substantial demand of the whole Study Area (only the project area will benefit from such projects). Most people in the Study Area will suffer from continuous water shortage in the future, if countermeasure is not taken. Because of this, this study has been conducted to establish a comprehensive long-term development plan for the water supply system in Greater Kandy.

Development of the sewerage system is more difficult than the water supply system because it places an additional financial burden on the population. To date, the population has not had to shoulder the costs for these services. Even though the sewerage system will bring various indirect benefits to both users and non-users of the system, only the user should shoulder the direct financial burden to some extent. The difficulty in introducing a sewerage system stems mainly from this point.

The following conclusion and recommendations are made for the smooth implementation of the project.

### **20.2 Water Supply Project**

#### **20.2.1 Conclusion**

The financial viability of the Greater Kandy water supply project is highly dependent on the tariff rate. The current tariff rate is considered to be lower than the proper level in terms of affordability and in comparison with other public utility charges. The results of the case study indicate that taking into account the current depressed tariff structure, the Project will be viable if the tariff rate is allowed to increase at one percent per annum for each complete phase of the long-term development plan. However, if the project is halted after the implementation of the Phase 1, which is the subject of the priority project of the feasibility study, the requirement for increasing the tariff becomes very high. Because the largest portion of

capital investment is in Phase 1, and because it has less water production than the other phases, the financial indicators for the project show worse figures. In order to make the project financially feasible, a three percent annual tariff increase in real terms is required. If the account can be integrated with other existing water supply systems including the KMC system, this tariff increase can be reduced because benefits from the existing system with less production costs would offset part of the deficit of the new system.

Additionally, the implementation of the Project will provide the water supply system in Greater Kandy with two major water sources, which will ensure a more reliable water supply at the time of emergency.

### **20.2.2 Recommendations**

Recommendations for the implementation of the Project are summarized in accordance with their importance and priorities as follows:

#### **(1) Taking necessary measures to ensure the feasibility and financial viability of the Project**

For the debt service management along with the implementation of the proposed projects and for clearing up the accumulated deficit, the normal efforts of water supply management, such as reducing NRW, and the implementation of cost containment strategies will not be sufficient. The present depressed water tariff system will therefore need to be reviewed to set up a higher level of tariff structure, set at a reasonable level considering the ability of consumers in the study area to pay. The viability of the proposed project will be assured if such measures are taken.

#### **(2) Reduction of Non-Revenue Water (NRW)**

Reduction of non-revenue water (including unaccounted-for water) is a major subject to tackle in the management of the water supply system in greater Kandy. It will, if successfully implemented, result in an increase in revenue and a reduction in operational costs.

The most efficient and economical measures for reducing NRW may be recommended as follows:

- Leak detection and repair or replace of valves, pipes, service connections, and reservoirs

- Replacement of “bundles” of service connection lines with appropriately sized distribution main extension pipes
- Provision of water meters to every consumer, repairing the defective water meters, and calibration of registration error.
- Conducting efficient meter reading and billing collection
- Controlling the illegal connection and unbilled legal connections
- Provision or repair of the bulk flow meters to monitor the amount of supply.

### (3) Protection of Water Source

It is necessary for the Government and the Municipality to establish a policy for the protection of the Mahaweli river in terms of quality and quantity of raw water. For water quality, in particular, the following possible sources of contamination must be attended to:

- a) Discharge of domestic sewage from towns or communities upstream of the intake.
- b) Toxic or harmful wastewater discharge from industries in upstream of the catchment area.
- c) Leachate from garbage dumping sites upstream of the intake.
- d) Wastewater from water purification plants upstream of the intake.
- e) Detergent and soap originating from washing and bathing at the main river.

For the volume of raw water, a comprehensive water utilization plan for the Mahaweli river, including water supply, irrigation, power generation, flood control, industry etc., must be established.

### (4) Role of the Regional Support Center (Central)

The Central Regional Support Center of the NWSDB is considered to be the most appropriate agency to be in charge of the Project during and after its implementation. After implementation of the Phase 1 of the Project, the water supply capacity in the Greater Kandy Area will be increased considerably and the RSC (C) should be geared to fully meet its increased roles, functions and activities that it will be charged with. Therefore, the involvement of the RSC (C) and the KMC from the initial stage of the planning and design of the Project is quite significant in order to reflect the real needs and problems experienced by the RSC (C) and the KMC.

(5) Conduct vigorous investigation of groundwater potentiality.

The groundwater potentiality investigation conducted in this study is based on the presently available data and information. As a result of the investigation, it was found that several remote areas have high potentiality for groundwater development. Because of time and budget constraints, the identification of sites to be developed and their available yield were not finalized. It is obvious that if groundwater sources can be developed with safe quality and sufficient quantity, the cost to water supply system can be reduced not only in O&M cost but also in capital costs for the treatment and transmission facilities. In this regard it is strongly recommended that the hydrogeological survey, with test well drilling and pumping tests should be conducted continuously by the NWSDB with the support of experienced foreign specialists.

(6) Timely Review of the Feasibility Study prior to Project Implementation

This Feasibility Study was prepared on the basis of currently available data and information and the most reasonable projection to be made from such information. In the future there may be more developments or changes in socio-economic or natural conditions in the project area, which are now unforeseeable but might affect, if they occur, the recommendations presented in this study. It is therefore recommended that the Feasibility Study be reviewed in the future to take into account the situation at the time of implementation of the Project.

(7) Provision of Sewerage Services

The expansion of the water supply capacity will bring an increase in the sewage to be discharged into the service area. At present, the Hantana housing scheme has a sewerage system in the Study Area. Other remaining areas are served by on-site facilities, which mainly treat excreta and do not treat other wastewater. The pollutant load to be discharged into water-courses will accordingly steadily increase in the area. In addition, although the maintenance of those facilities is left to the responsibility of owners, their neglect of proper maintenance to those facilities will lead to pollution of surface water and groundwater. The wastewater from the town center of the Kandy municipality, which is the major pollutant discharge area, is upstream of the Meda Ela river. It flows down to the Mahaweli River upstream of the proposed intake of the new water treatment plant. In this regard, high priority should be given to the provision of a proposed sewerage system.

## 20.3 Sewerage Project

### 20.3.1 Conclusion

The current water supply service in Kandy Municipality and its suburban area will be remarkably improved upon completion of the water supply project by the end of 2004. Increased water consumption will, on the other hand, further accelerate the deterioration of the urban environment and water pollution in rivers and streams.

The proposed sewerage project for Kandy Municipality is prepared to mitigate the above mentioned existing and foreseeable problems by the target year of 2005. Likewise, the necessity and appropriateness as well as urgency of the proposed project is substantially acknowledged and justified for the betterment of public hygiene and environmental conservation in the Kandy Municipality.

As stated in the previous discussions, the sewage tariff to be introduced after implementation of the project will be the most serious issue for the operation of the project. In order to enable the project to be financially feasible capital investment will need to be granted by the Central Government. In addition, utmost effort should be made to increase the number of connections in the service area. In the initial stage, the population should pay the costs for the service connection, including the modification of plumbing in private premises. In this regard, financial incentives should be given to the users in order to ease the burden of the payment.

It may be concluded that the scope and scale of investment for the project appears appropriate, and the effects of the investment seem satisfactory. Because the introduction of a sewerage system with treatment plant will be the first experience for both the NWSDB and Kandy Municipality, institutional arrangement should be made by both authorities with a close relationship each other.

It is quite difficult to recover the costs of capital investment without substantial financial complements through the Central Government subsidies, even on the condition that the tariff increases annually. As a result, special considerations should be made for the financial scheme to fund the project fully.

### 20.3.2 Recommendations

Recommendations for the implementation of the Project are summarized in accordance with their importance and priorities as follows:

(1) Taking necessary measures to ensuring the feasibility and financial viability of the Project

Securing funds for the project through Government grant is indispensable for the viability of the proposed project.

(2) Establishment of a legislative set-up for the sewerage services.

A sewerage service with a tariff system is a new concept for an urban public. In order to progress the project, to promote service connections, and to secure the tariff for its operation and maintenance, a legislative set-up is needed.

(3) Establishment of the tariff system

An affordable tariff system should be established through consultation with officials of the KMC.

(4) Monitoring of Industrial/Commercial effluent.

The sewerage system was designed for normal quality domestic sewage. If the quality of wastewater from large users becomes worse than the expected quality, its influence cannot be ignored. In this regard, the establishment of a quality standard for wastewater to be discharged into sewer system together with an effective monitoring system is an indispensable requirement.

(5) Role of the Regional Support Center (Central)

The Central Regional Support Center of the NWSDB is considered to be the most appropriate agency to be in charge of the Project during and after its implementation. After implementation of Phase 1 of the Project, the RSC (C) should play a major role in the operation and maintenance of the system until the staff members of the KMC become fully trained. There-



fore, the involvement of the RSC (C) and the KMC from the initial stage of the planning and design of the Project is quite significant in order to reflect the real needs and problems experienced by the RSC (C) and the KMC.

(6) Timely Review of the Feasibility Study prior to Project Implementation

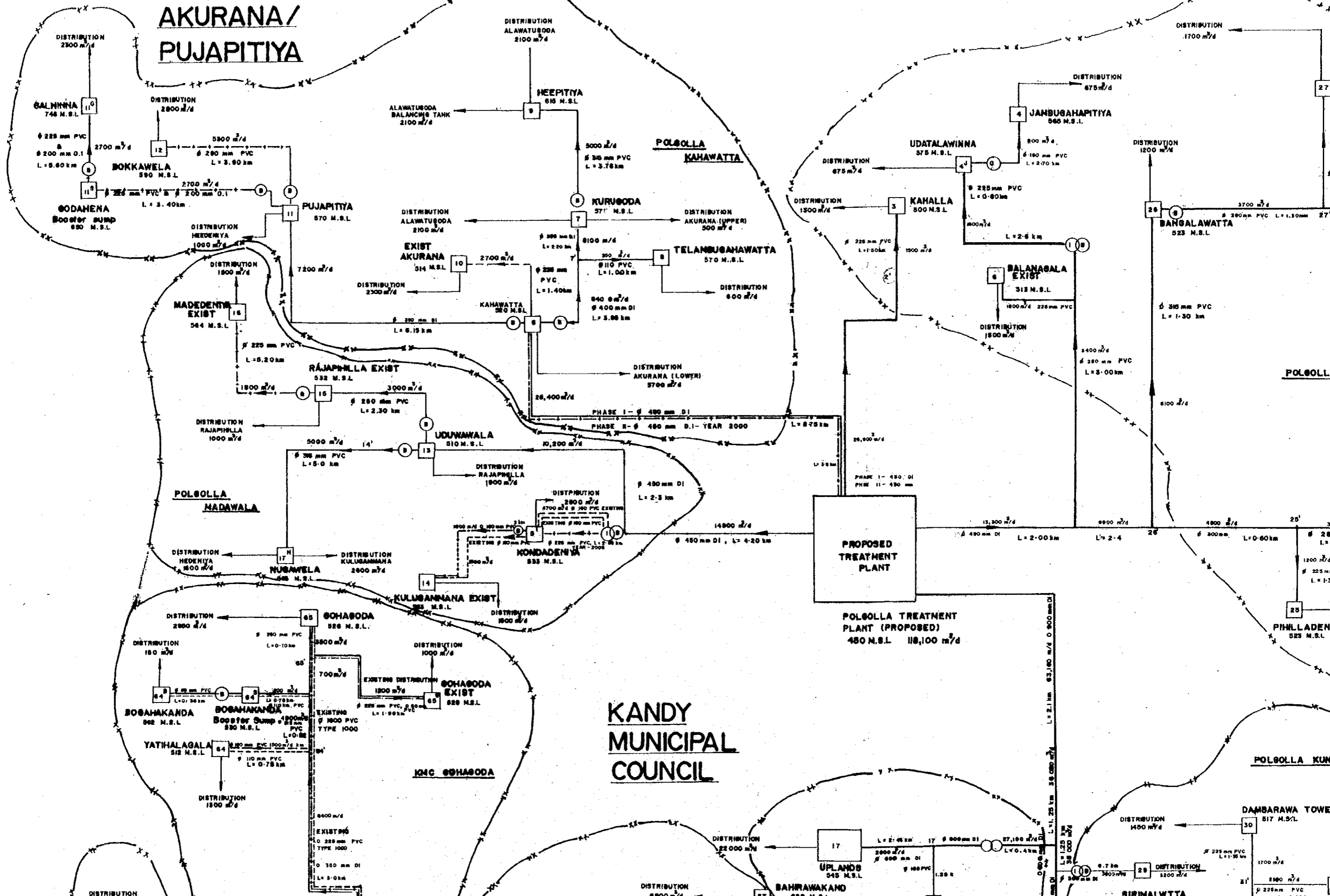
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Figure 3.3

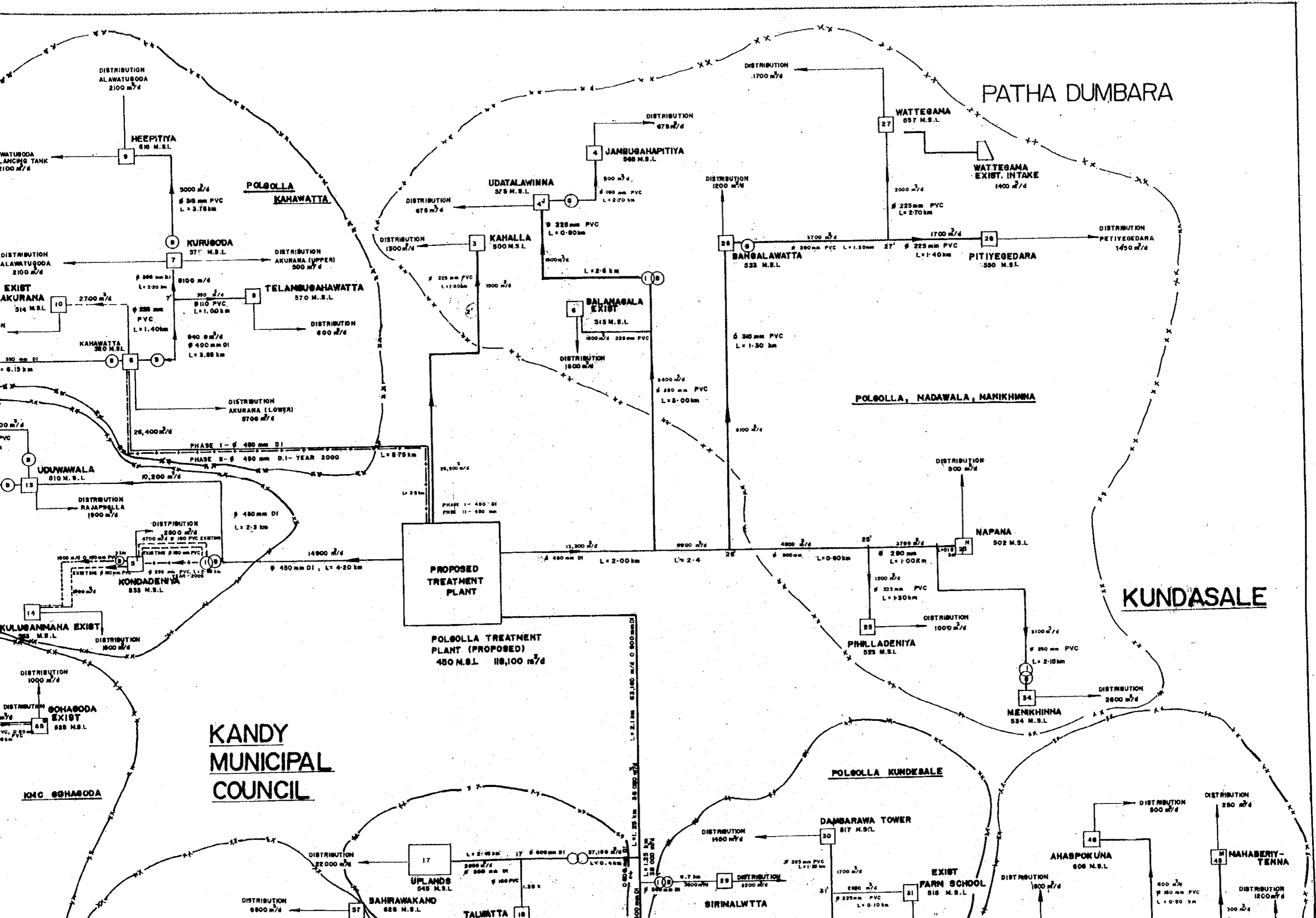
Block Diagram of Existing Water Supply Facilities  
(extraction from FINNIDA M/P)



# HARISPATTUWA AKURANA/ PUJAPITIYA



# KANDY MUNICIPAL COUNCIL



**KANDY MUNICIPAL COUNCIL**

**PATHA DUMBARA**

**KUNDASALE**

**POLGOLLA, NADAWALA, MANIKHINNA**

**POLGOLLA KUNDASALE**

**KMC SOHASODA**

**SOHASODA EXIST**

**KULUSANMANA EXIST**

**KONDADENYA**

**UDUWAWALA**

**KAHAWATTA**

**AKURANA**

**HEEPTIYA**

**DISTRIBUTION ALAWATUOGODA**

**PROPOSED TREATMENT PLANT**  
POLGOLLA TREATMENT PLANT (PROPOSED)  
450 N.S.L. 118,100 m<sup>3</sup>/d

**UPLANDS**

**BAHRAWAKAND**

**TALWATTA**

**SIRMALWTTA**

**DAMBARAWA TOWER**

**EXIST FARM SCHOOL**

**MENKINNA**

**NAPANA**

**PHILLADENIYA**

**POLGOLLA, NADAWALA, MANIKHINNA**

**BALANASALA EXIST.**

**KAHALLA**

**UDATALAWINNA**

**JANBUGAHAPITIYA**

**WATTEGAMA**

**PATHA DUMBARA**

**KUNDASALE**

**POLGOLLA KUNDASALE**

**KMC SOHASODA**

**SOHASODA EXIST**

**KULUSANMANA EXIST**

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POLGOLLA TREATMENT PLANT (PROPOSED)  
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**UPLANDS**

**BAHRAWAKAND**

**TALWATTA**

**SIRMALWTTA**

**DAMBARAWA TOWER**

**EXIST FARM SCHOOL**

**MENKINNA**

**NAPANA**

**POLGOLLA, NADAWALA, MANIKHINNA**

**BALANASALA EXIST.**

**KAHALLA**

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**WATTEGAMA**

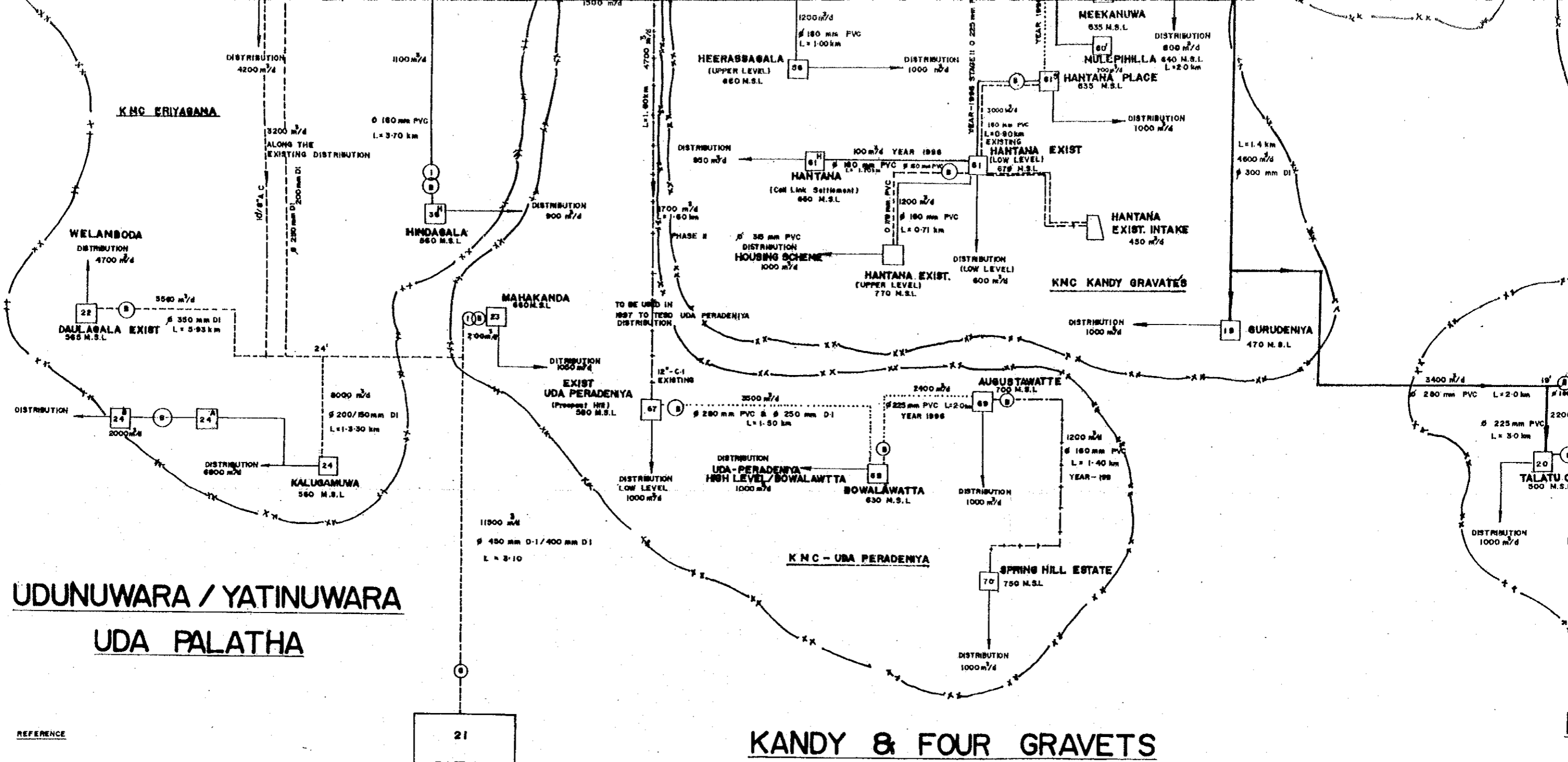
**PATHA DUMBARA**

**KUNDASALE**

**POLGOLLA KUNDASALE**



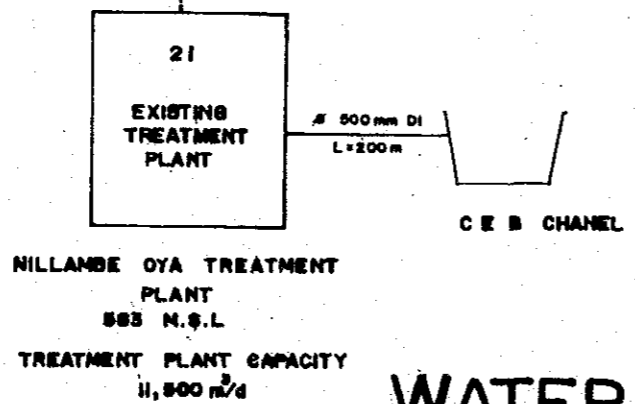




**UDUNUWARA / YATINUWARA**  
**UDA PALATHA**

**KANDY & FOUR GRAVETS**

- REFERENCE**
- ..... Immediate Rehabilitation
  - Existing Distribution / Transmission
  - Proposed Stage I
  - Proposed Stage II
  - Existing Reservoir Location
  - Off Line Booster
  - BT Balancing Tank
  - Gravity
  - Under Implementation
  - Proposed Reservoir
  - In-line Booster



**WATER SUPPLY MASTER PLAN FOR GREATER KANDY**  
**BLOCK DIAGRAM-YEAR 2015**

**NOTES**

ALL RESERVOIRS MARKED 'EXIST' ARE EXISTING STRUCTURES.  
ALL OTHER RESERVOIRS ARE PROPOSED OR AUGMENTED STRUCTURES.

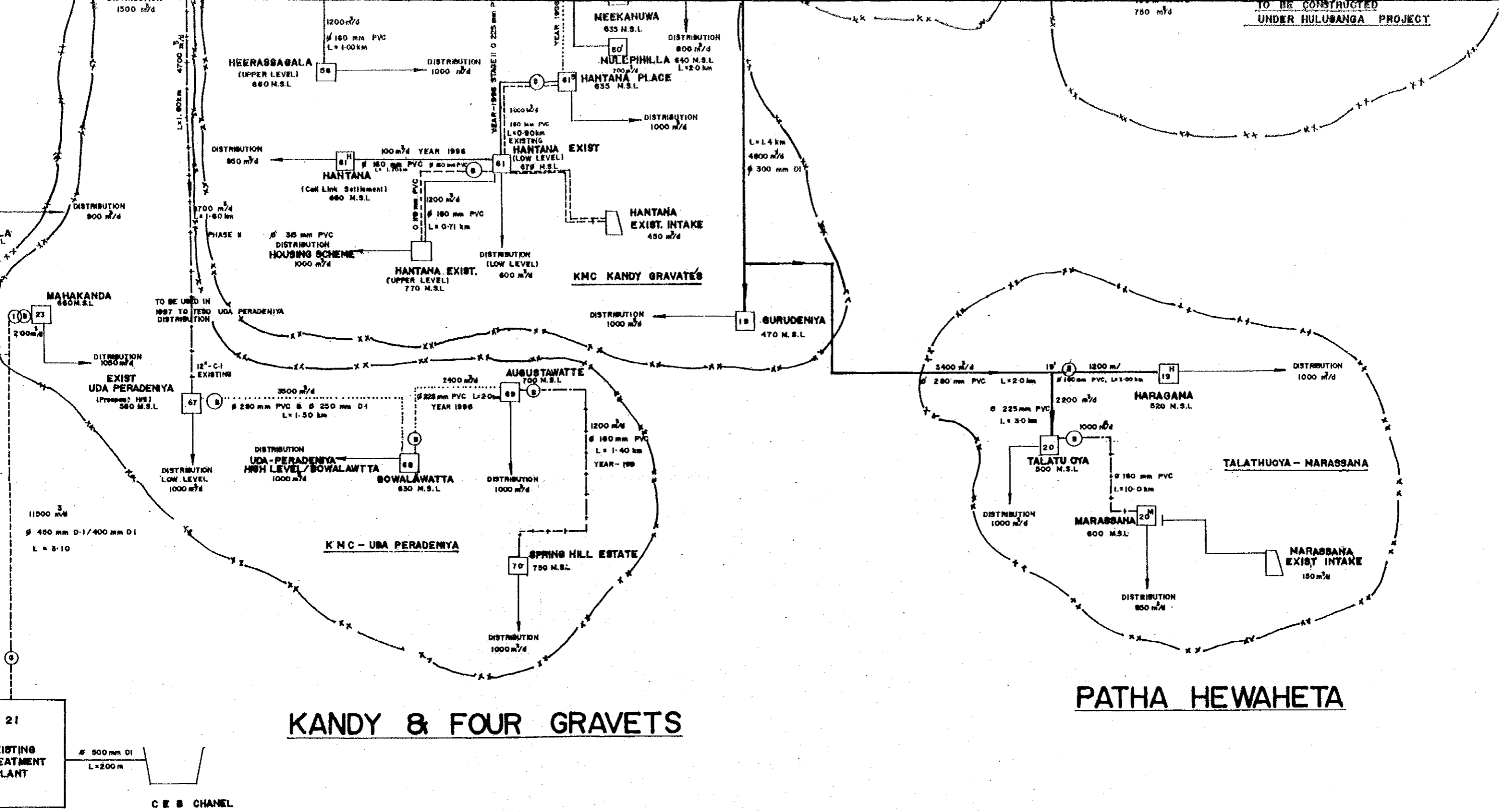
RESERVOIRS MARKED BOOSTER SUMP ARE ONLY FOR BOOSTING.  
ALL OTHER RESERVOIRS ARE FOR BOOSTING AS WELL AS DISTRIBUTION OR DISTRICT ONLY.

THE FLOWS MARKED ALONG TRANSMISSION LINES ARE PEAK DAY FLOWS (AV. DEMAND x 1.18).

DIAMETERS ARE SELECTED TO MATCH THESE FLOWS.

Fig  
Blo





**KANDY & FOUR GRAVETS**

**PATHA HEWAHETA**

**WATER SUPPLY MASTER PLAN FOR GREATER KANDY  
BLOCK DIAGRAM - YEAR 2015**

Figure 3.3  
Block Diagram of Existing Water Supply Facilities  
(extraction from FINNIDA M/P)

JICA