

Karachi Water Partnership

Review of Phase 1 (January 2007- December 2008)



Hisaar Foundation

a foundation for water, food and livelihood security

(Set up under section 42 of the companies ordinance 1984)

Approved Non-profit Organization under section 2(36) (c) of the
Income Tax Ordinance, 2001

House No D-66/1, 1st Floor, Block 4, Scheme 5, Clifton
75600 Karachi, Pakistan

Tel: (92-21) 5874547, 5879724, Fax :(92 21) 5865305
www.hisaar.org

This paper is a documentation of the Karachi Water Partnership model and an assessment of its experience to date. It closely examines the KWP model, explores the relationships between different partners and stakeholders, and assesses the aims, objectives and the implementation of the KWP model in terms of IWRM processes.

KWP is an example of an Urban Water Partnership (UWP) and part of the family of institutions fostered by the Stockholm-based Global Water Partnership (GWP)

Sanaa Baxamoosa

March 31, 2009

CONTENTS

	Page #
Foreword	4
Acronyms	5
Section 1- Theory and Context	6
Introduction	6
Background	6
Integrated Water Resources Management	7
Contextualising Karachi	8
Public-Private Partnerships	10
Section 2- Karachi Water Partnership (KWP) Model	12
Short Term and Long Term Programmes	12
Conceptual Framework of KWP: IWRM Perspective	13
Structure of KWP	15
Planes of KWP	15
Drivers of Influence	17
Sister Networks	19
Section 3- Gulshan-e-Iqbal Town Area Water Partnership (GIT) Experience	21
Accomplishments	21
Section 4- Communications and Networking	24
Newsletters/PaniNamas	24
Information Technology: Websites/E-Groups	24
Section 5- Outcomes	25
CapNet Stakeholder Training Workshops	25
GWP Stakeholder Dialogues	27
Section 6- Way Forward	30
Challenges and Future Directions	30
Conclusion	33
List of People Interviewed/Meetings Attended/Sites and Offices Visited	36
People Interviewed	36
Meetings Attended	37
Sites/Offices Visited	37
List of All Documents Referred To	38
Dialogue Reports	38
Documents	38
PaniNamas	38
Water Conservation Guidelines	38
Websites	38

FOREWORD

Karachi Water Partnership (KWP) is a big challenge for us - Not only is Karachi a city of over 16 million people, but it is beset with numerous demographical, economic, social, ethnic and political problems. None the less it is a dynamic conurbation which has vitality and resilience in the economic sphere and a notable multicultural environment.

The vision of the Karachi Water Partnership (KWP) is a Karachi with safe and sufficient water resources for all essential purposes. Its mission is to support the development of an environment friendly Karachi with focus on safe water, conservation and management of sewage, industrial and solid waste.

As part of the Global Water Partnership (GWP) family of institutions this is the first example of an Urban Water Partnership (UWP). KWP's working model provides a unique and much needed bridge between various stakeholders including citizens, government, industries, academia and civil society organizations.

Given the challenging nature of this partnership we began with a Management Group of seven members and set ourselves a number of tasks for the initial institutional building phase January 2007-December 2008. The tasks in this phase were:

- Launch and consolidation of KWP
- Development and testing of KWP model in one administrative unit (Town) of Karachi
- Enrolment of partners to build sufficient mass
- Water Conservation Guidelines
- Initiating of School Programme

At the conclusion of this phase in December 2008 we felt that it was time to take stock of whether the directions set by us were appropriate. As part of this self examination process we decided to have an external review of phase 1 (January 2007-December 2008). In keeping with the spirit of partnership this review was funded by Mr Zohair Ashir, Governor Hisaar Foundation and member KWP.

Ms Sanaa Baxamoosa, who has a background in water and environmental policy, has done a very good job of critically examining the emerging KWP model from various angles, highlighting both the achievements and problems, as well as suggesting the way forward. In the process she has also articulated the various components of this UWP model, the town AWP and the related WWNs.

This report will now be an important consideration while we scale up in the second phase of KWP (January 2009 to December 2017) and concentrate on solutions for Integrated Water Resources Management.



Simi Kamal

ACRONYMS

AWP	Area Water Partnership
CapNet	International Network for Capacity Building in Integrated Water Resources Management
CBOs	Community Based Organizations
CDG	City District Government
CDGK	City District Government of Karachi
GIT AWP	Gulshan-e-Iqbal Town Area Water Partnership
GWP	Global Water Partnership
GIT	Gulshan-e-Iqbal Town
IWRM	Integrated Water Resources Management
KPT	Karachi Port Trust
KW&SB	Karachi Water and Sewerage Board
KWP	Karachi Water Partnership
MoU	Memorandum of Understanding
NGOs	Non-Governmental Organizations
PWP	Pakistan Water Partnership
PPPs	Public Private Partnerships
TMA	Town Municipal Administration
UA	Union Administration
UC	Union Council
UWP	Urban Water Partnership
WWN	Women and Water Network

Section 1

THEORY & CONTEXT

INTRODUCTION

Karachi Water Partnership (KWP) is the first Area Water Partnership in the world that is geared towards developing and implementing an Urban Water Partnership on a large scale extent as that of a mega city. KWP is an innovative, bold and extremely challenging initiative undertaken by the Hisaar Foundation which preaches to people that, “water is everybody’s business.” However, to convince almost 18 million people scattered all across a mega city the size of Karachi to concern themselves with water management and sanitation issues is a task of mammoth proportions. To persuade millions of people from all strata of society to change their conventional behavior patterns and mindsets with regards to water usage is a daunting and ambitious undertaking, albeit, that is not to say that it cannot be done.

This paper is a documentation of the Karachi Water Partnership model and an assessment of its experience to date. It aims to explore the unique approach employed by KWP in an effort to cope with the abysmal and inadequate municipal water supply and sewerage facilities available in Karachi. This paper seeks to closely examine the KWP model, explore the relationships between different partners and stakeholders, and assess the aims, objectives and the implementation of the KWP model in terms of IWRM processes. Conclusions shall also be drawn about shortcomings and future directions of this unique partnership model in this paper.

BACKGROUND

In 2000, a group of concerned citizens of Karachi got together and floated the concept of a partnership in Karachi for promoting IWRM processes and outcomes. This group comprised of individuals from various facets of water management, including 2 government officials (belonging to the Karachi Water and Sewerage Board), 1 water specialist, 1 water conservation and marine wetlands specialist and 1 farmer from Karachi’s agricultural periphery. When the group called for a joint government-citizen ownership and collaboration for water conservation and improved management of water and sewerage, they were told what they intended was impossible because Karachi was so vast and a hot bed of political, social and ethnic unrest. This only strengthened their resolve to succeed and they began to speak widely on these issues, produce papers as well as engage with different groups of stakeholders.

The concept of Karachi Water Partnership was fine tuned in September 2006 and a seven member Management Committee was also formed. This committee included four members from the original group and three others who were willing to dedicate time, office space and financial resources. An Advisory Council comprising twelve members was also set up to provide overall strategy and direction to KWP. This unique, first of its kind Urban Water Partnership in the world, supported by Global Water Partnership

(GWP), Pakistan Water Partnership (PWP), and eleven sponsors from Pakistan and abroad was formally launched in April 2007 with an open call for partnership.

Karachi Water Partnership (KWP) was launched as an initiative of Hisaar Foundation on 26th April 2007 with a specific aim of building citizen ownership of water resources in order to ensure safe and sufficient water for all essential purposes for the different user groups of water residing in the city of Karachi. In a short span of approximately two years of operations, KWP has already engaged the City District Government of Karachi, signed a Memorandum of Understanding (MoU) with the Karachi Water and Sewerage Board (KW&SB) -the largest and sole utility responsible for water supply and sewerage management in Karachi- and successfully formed and implemented an Area Water Partnership (AWP) in Gulshan-e-Iqbal Town (GIT), one of the eighteen administrative towns of Karachi.

In addition, within this short period, KWP has conducted two partners' conferences, two conferences on water conservation, seven stakeholder dialogues, twenty-five dialogues with smaller groups, ten training workshops, thirteen stakeholder meetings, twenty-five Management Group meetings, two Advisory Council meetings and signed five additional MoUs with government, corporate sector and academia.

KWP aims to support the development of an environment-friendly Karachi with a focus on safe water, conservation and management of sewerage, industrial and solid waste. To this end, KWP provides a forum for all users and stakeholders of water to collectively engage in dialogue and decision-making with regards to the competing uses of water resources in a manner that is transparent, participatory and inclusive of all. KWP employs the concept of Integrated Water Resources Management (IWRM) developed by the Global Water Partnership (GWP) as an approach and philosophy to better utilize and manage Karachi's scarce water resources between different competing uses and user groups. GWP envisions the concept of IWRM as a tool for addressing water challenges and not as an absolute goal in itself. According to GWP, IWRM is, "a process which promotes the coordinated development and management of water, land and related resources, in order to maximize the resultant economic and social welfare in an equitable manner without compromising the sustainability of ecosystems."

INTEGRATED WATER RESOURCES MANAGEMENT

IWRM explicitly challenges conventional water development and management systems and recognizes that traditional top-down, supply led, technically based and sector based approaches to water management are imposing unsustainably high economic, social and ecological costs on human societies and on the natural environment. It is grounded in the perception of water as an integral part of the environment, the economy, society and ecosystem. Water is considered a natural resource as well as a renewable one. Water is a social good which everyone has open access to, as well as an economic good whose quantity and quality determine the nature of its utilization. The IWRM framework, therefore, as developed by the GWP, is a problem-solving approach for rationalizing water resources management to address key water-related development challenges in

ways that balance the “three E’s” of IWRM: economic efficiency, equity and environmental sustainability.

Economic Efficiency refers to gaining maximum utilization from scarce water resources until such time that it is impossible to make someone better off without making someone else worse off. The advantage of pursuing the efficiency standard is that, conditional upon the existing distribution of a particular resource, the “pie” is virtually made as big as possible. In this case, scarce water resources are strategically allocated between different economic sectors and uses in such a manner that every user gains the maximum benefit.

Equity refers to a relatively equal allocation of water resources between competing users and user groups. Pursuing the equity principle ensures that equitable access to water resources is granted to users across the social spectrum. The equity principle seeks to address issues of entitlement, access and control of water resources between different social and economic groups, both within and across countries.

Environmental and Ecological Sustainability refers to protecting the water resources base and related aquatic ecosystems for the sake of future generations. Environmental sustainability is grounded in the principles of *bequest value* which measures the value of the current environmental asset in terms of its existence value for future generations. The sustainability principle requires present generations to hand down to future generations, local and global ecosystems that largely resemble their own. In this way, sustainability promotes resilient ecosystems and broadly helps to address global challenges such as climate change mitigation and adaptation, sustainable energy and sustainable food security.

IWRM can also be seen as a systematic process for the sustainable development, allocation and monitoring of water resource use in the context of social, economic, and environmental objectives. IWRM addresses water governance in a broad societal context and provides an approach to developing consensus and making compromises among competing demands for societal actors and stakeholders at all levels.

CONTEXTUALISING KARACHI

A mega city, Karachi is the largest metropolis of Pakistan. Karachi is also one of the largest and most densely populated cities in the world. Its current population is estimated to be eighteen million people and this is predicted to rise to almost double its size (32 million) in another ten years or so. Karachi faces several environmental threats and challenges, of which water, sanitation and sewerage issues are paramount.

Karachi follows a very complex structure of land administration under which only 40% of its population lies under the direct control of the government, whereas the other 60% lies outside the jurisdiction of the City District Government of Karachi (CDGK). Karachi’s vast expanse of land is demarcated into smaller land masses, along the lines of land ownership to ease and facilitate management of public facilities and infrastructure. Land owned in Karachi is divided amongst the following: **18 Towns** administered by the CDGK, **6 Cantonments** controlled by the Pakistan Army, **4 Industrial zones**, and **7 other areas** that are administered autonomously by federal agencies such as Karachi Port

Trust (KPT) and Steel Mills etc. The areas that lie outside the city district are administered by independent and autonomous agencies that are responsible for maintaining the infrastructure of water supply, electricity, spatial planning and development of roads, parks, street lights, etc in their respective areas.

The Karachi City District is a three tiered system comprising the City District Government (CDG), Town Municipal Administration (TMA) and the Union Administration (UA). In all 18 towns of the Karachi City District, there is a Town Municipal Administration (TMA) which consists of an elected Town Nazim (mayor), government employed Town Municipal Officers, Town Officers, and officers of the Local Council Service and other offices entrusted to the TMA. The TMA is responsible for infrastructure and spatial planning, development facilitation, and municipal services such as water, sanitation, solid waste, roads, parks, street lights and traffic engineering, with some functions being retained by the CDGK. Each of these towns within the Karachi City District is further divided into Union Councils that are governed by elected union councils. There are 178 union councils in all of Karachi. Each UC is a body of 13 elected members including a Nazim (mayor), Naib Nazim (deputy mayor) and union councilors. The UC Nazim heads the UA and is responsible for facilitating the CDGK to plan and execute municipal services.

Municipal water supply and related facilities have become grossly inadequate with regards to users' needs and expectations. The Karachi Water and Sewerage Board (KW&SB) is the largest utility that is solely responsible for both municipal water supply and management of wastewater and sewerage in the city district of Karachi. Karachi currently experiences a shortfall of 50 MGD (million gallons a day) in water supply and approximately 251 MGD of wastewater and sewerage is left untreated as well.

Moreover, unsafe water kills at least 25,000 children each year in Karachi and the poor in Karachi pay at least 12 times as much for drinking water as the privileged classes, much of which is dirty and contaminated. It is further estimated that 40% of the water in Karachi is lost through delivery leakages before consumption and another 25% is wasted by consumers through leaky taps, washing cars, watering lawns etc. Industries in Karachi are another major source of water pollution and environmental degradation and citizens waste water, destroy infrastructure and play a big part in solid waste and sewerage mismanagement.

The solutions to these problems therefore should be built around participation by both government and citizen groups, so that both may take actions as part of their duties and responsibilities to make Karachi a city where safe drinking water is available to all, sewerage and solid waste is managed better and the three "E's" of IWRM can act as guiding principles. One approach to this problem is the revolutionary Karachi Water Partnership Model which encourages all stakeholders to take ownership of their scarce water resources and enables them to employ in more efficient, equitable and ecologically sustainable practices and management of these resources.

PUBLIC-PRIVATE PARTNERSHIPS

Before delving into a closer examination of the Karachi Water Partnership model, we must first understand the philosophies behind partnership building between public and private entities. Public Private Partnerships (PPPs) have emerged as innovative tools to foster development and resolve general public issues in timely and cost effective ways. Such partnerships leverage each partner's resources and blend their expertise to achieve the best possible results. Currently, various PPP models are practiced to attain different objectives which employ the private and public sector to varying degrees. Models differ predominantly on the basis of shared responsibilities and the nature of the partnership itself.

Public Private Partnerships have primarily surfaced as a result of inefficiencies on the part of the public sector and lack of profit incentives for private entities to provide certain fundamental public services. Therefore, there is a current trend of increased public private partnerships to provide public utilities such as electricity, telecommunication and water around the world. As previously stated in this report, Karachi too suffers from a lack of basic amenities and inefficient public facilities and provisions, especially in relation to municipal water supply and sanitation services. As a result, the Karachi Water Partnership emerged as an approach to address inefficiencies and inadequacies in the public water sector. However, unlike most other PPPs that focus on creating alternate service delivery mechanisms that are detached from main established services to overcome shortcomings, KWP simply tries to improve existing delivery mechanisms and suggests ways in which these existing services can be made more efficient, equitable and sustainable.

Karachi Water Partnership is also unlike traditional PPP models because it follows a unique horizontal approach towards building partnerships. KWP does not employ traditional top-down or bottom-up approaches where citizens are the targets of development schemes. Quite the contrary, in the KWP model, the system is the target and citizens are tools to address the problem. The KWP model is built around participation by both government and citizen groups, including industries, the private sector, civil society and consumers. This is to ensure that all stakeholders play a key role in addressing the city's water issues and that each takes action as part of their duties and responsibilities to manage and allocate scarce water resources between competing uses in a more efficient, equitable and sustainable manner. The KWP model is built on a more comprehensive vision and philosophy of government-citizen collaboration perpetuated by citizen-based activism across all sectors. Converse to traditional PPP models that are only limited to the integration of the public and private sectors, the KWP model employs a more holistic approach that is inclusive of all stakeholders. Each stakeholder group is represented in the decision-making process and no group enjoys special privileges over others. The KWP model is also based on cost/profit sharing between all stakeholders.

The KWP model highlights the significance of cooperation and the importance of an integrated approach to water resources management to ensure the sustainability of scarce

water resources. KWP is an atypical partnership model where responsibility is shared between all stakeholders and all stakeholders are involved in the decision-making process of alleviating Karachi's water problems. Accordingly, KWP uses a multi-sectoral, inter-sectoral, transparent, egalitarian and inclusive approach to address the inefficiencies within the public water sector.

KWP is a **participatory partnership** model primarily based on **government-citizen collaboration** and **citizen-based activism** that identifies and creates avenues for collective action to ensure: that all citizens gain equitable access to water resources for all essential purposes; that scarce water resources are strategically allocated between different economic and social sectors; and that citizens utilize water in a conscious manner to gain maximum benefit but more specifically in a sustainable manner so that future generations inherit a similar natural capital stock that present generations currently enjoy.

At present, KWP has a large community of partners which include representatives from the Government (25), NGOs/CBOs (22), Academia/Research professionals (21), Corporate/Private/Industries (27), Schools/Colleges (34), Media partners (84), Individuals (11) and International Sponsors/Supporters (10). Each partner is made to sign a pledge and agrees to support public and private initiatives that save and recycle water, manage sewerage, and solid wastes, and promote safe sanitation.

This unique participatory partnership model is unpacked in the following section to fully appreciate and understand its achievements.

Section 2

KARACHI WATER PARTNERSHIP (KWP) MODEL

SHORT TERM AND LONG TERM PROGRAMMES

The Short Term phase of KWP from January 2007 to December 2008 envisages institutional development and capacity building within all stakeholder groups in order to implement IWRM concepts in decision-making with regards to water distribution and consumption in Karachi. The initial phase entailed building partnerships, engaging stakeholders, conducting workshops and dialogues and disseminating training and awareness raising materials. To this end, KWP launched and established an Area Water Partnership as a “proof of concept” in Gulshan-e-Iqbal Town (GIT), one of the 18 towns of Karachi. As a part of the GIT AWP, KWP hosted five different stakeholder dialogues with citizens of GIT, Women of GIT, Media, Town Administrators and Academia to orient them to IWRM process and induct them in the partnership. Within the GIT programme, KWP also launched a pilot of school water programme with a specific aim of providing support to public schools of GIT to improve their environments, and ensure provisions of safe drinking water, and working sanitation facilities in these institutions. A Women and Water Network (WWN) was established as well.

Therefore, the short term goals of KWP are aimed at launching and consolidating Karachi Water Partnership as a whole, and in particular launching the IWRM programme by way of establishing a working Area Water Partnership in one selected town of Karachi to serve as a model that could further be replicated in other towns. Whereas, the short term programme of KWP aimed at institutional development and creating an enabling environment to foster the development and application of IWRM concepts in various realms related to water supply and wastewater management; the long term programme from January 2007 to 2016, envisages building management instruments and outlining institutional roles to ensure that the implementation of IWRM processes in water resources management in Karachi follows a sustainable and organic process. As a result, the long term goals are more inclined towards policy making and developing action plans and joint strategies for resolving water and sewerage issues and implementing solutions. Sustainability of water resources is a key objective of the long term programme of KWP. Therefore, in the long term phase, there is a special focus on researching and developing alternatives as well as recycling and reusing options. Having summarized the short term and long term goals and objectives of KWP, we will now take a closer look at the conceptual framework of KWP and the way in which the KWP model actually functions and executes the above outlined objectives.

CONCEPTUAL FRAMEWORK OF KWP: IWRM PERSPECTIVE

At a glance, the Karachi Water Partnership model provides a transparent, universal and neutral platform for stakeholders from all concerned sectors of society, both government and citizen groups of Karachi, to engage in dialogue with each other and cohesively develop committed action plans, to improve water supply and sanitation issues in their own capacities, while bearing costs on their own. Moreover, KWP catalyses and facilitates public-private partnerships between these different stakeholder groups within Karachi to mitigate water supply and sanitation issues. Furthermore, KWP also equips these different stakeholders with the right tools and creates an enabling environment so that these stakeholders are better able to carry out their responsibilities.

KWP's modus operandi is based on changing behaviour across all stakeholder groups. To this end, KWP employs IWRM approaches and concepts to address water and wastewater issues of Karachi. In order to achieve this, KWP creates a sense of "ownership" within the citizens of Karachi with respect to their water resources. One may argue that since water is a basic human right, all citizens are entitled to and thus have ownership of their water resources. However, while citizens may have ownership of water resources in theory, this does not imply that they consume or manage water resources in a conscious manner. KWP takes this sense of ownership one step further by ensuring that stakeholders actually have a physical stake in their water resources. To be precise, KWP ensures that all stakeholders bear some economic costs in their programme. By building citizen ownership of scarce water resources, KWP creates an **incentive** for citizens to utilize or manage their water resources in more **efficient** ways.

Unlike other NGOs, KWP does not create alternate service delivery mechanisms, nor does it take the responsibility of implementation. KWP does not work like a charity either. KWP's mission is to support the development of an environment friendly Karachi with focus on safe water, conservation and management of sewage, industrial and solid wastes. KWP's role is limited to providing the strategic policy support and guidelines whereas the responsibility of service delivery remains in the hands of government agencies, NGOs and other partners and stakeholders. Whatever the initiative or action planned, KWP ensures that there is some **cost sharing** between the stakeholders and KWP, rather than KWP bearing the onus and financial responsibility entirely.

An excellent case in point is the development, printing and distribution of water conservation guidelines to schools, offices and homes of Gulshan-e-Iqbal town. KWP and KW&SB jointly developed these water conservation guidelines for schools, offices and homes. With funding from CapNet, KWP provided training for water inspectors on various aspects to help them better understand KWP's water agenda and their role in water conservation as well being an integral and direct link between the government and the people. KW&SB provided the venue for training, and bore the transport costs of the distribution staff and personnel support. GIT Town Administration paid for the printing and distribution costs of these guidelines. These guidelines were attached to

water bills and distributed by KW&SB for three consecutive months from December 2008 to February 2009 and delivered to schools, offices and homes. Nearly 500,000 sets of guidelines have been printed at a cost of 605,000 reaching approximately a million people.

KWP has strategically and selectively streamlined key groups of people among all stakeholders that are in positions to help alleviate water and sanitation problems faced by Karachi to induct in its programme. KWP has identified key groups of people from amongst the domestic users, public sector and private sector to implement IWRM processes. These include residential consumers, women, industries, administrators, academia, media and the government. This wide range of stakeholders targeted by KWP is all encompassing and represents all competing urban users and uses of water resources. Within residential consumers, women are the primary domestic users of water since they manage the household. Industries cause much pollution and effluents and contribute to sewerage run off into the sea. Treatment of effluents generated by industries is a key concern of KWP. Administrators and Government officials are inducted into the partnership because they comprise the main decision making bodies with regards to water resources management in the Karachi city district. Academia is involved because they are an integral part of building the technical skills, knowledge and capacity within the residents of Karachi to cope with Karachi's water and wastewater issues. The media is also identified as key stakeholders because media is the fundamental medium through which awareness raising efforts are made. Media is the main channel through which KWP reaches the citizens of Karachi and makes them aware of the grave dangers of water scarcity and the importance of conservation and conscious consumption.

Through its programme, KWP aims for **equitable** allocation and distribution between all stakeholder groups. By engaging different stakeholder groups in dialogue with each other, KWP aims to ensure that all stakeholder groups, gain sufficient access, control and entitlement to scarce water resources, irrespective of political or economic clout, so that they are able to gain maximum utility from these resources. KWP uses a horizontal approach towards its stakeholders whereby all partners hold equal standing in the process.

The overall result of the KWP programme is **ecological sustainability**. The main objective of KWP is to ensure that citizens of Karachi consume and manage water in a conscientious manner. This serves a twofold purpose: 1) it ensures that all citizens have safe and sufficient water resources available to them for all essential purposes and 2) it ensures that there are sufficient and safe water resources for future generations of Karachi citizens. The essence of the KWP model is to create a system of management and consumption of water resources that promotes conservation and conscious consumption between all competing users and uses in order to address the water scarcity issues of Karachi. Ecological sustainability and the sake of future generations lie at the core of KWP's vision and mission. Implementing actions based on IWRM approaches to address water scarcity and sanitation issues now will ensure the development of a safe, sufficient and environment friendly Karachi for generations to come.

STRUCTURE OF KWP

The Karachi Water Partnership model follows an extremely complex and interconnected structure that functions on various levels and in various realms related to the demand and supply of water resources in Karachi. According to its mandate, the main objective of KWP is to ensure that there are safe and sufficient water resources for all essential purposes for the citizens of Karachi.

Thus on a macro level, IWRM processes will be initiated on a mega city basis in Karachi, however, Karachi is not one single administrative entity therefore a single Area Water Partnership will not suffice. That is, there will inevitably be smaller AWP within this larger city-based AWP. These smaller AWP will be demarcated according to administrative divisions and these will also constitute the **planes** on which KWP will function.

PLANES OF KWP

In the mega city stream, the main objective of KWP is to alleviate water supply and sanitation issues of the entire city. However, since Karachi is a mega city with a complicated administrative structure, in order to pursue its aim, KWP also has to function in various capacities throughout the city. That is, the KWP programme will have to first mitigate water and wastewater issues in towns, union councils, cantonments, industrial zones etc in order to pursue its goal of alleviating Karachi's water and sanitation issues. Following the three tiered administrative system of CDGK, KWP currently functions on two **planes**: mega city and town within the mega city stream.

The **first** of the two planes, **mega city** plane is the broadest capacity in which KWP functions. On this plane, the target entity is the whole city of Karachi and the objective is to alleviate the entire city's water and wastewater issues. However, since Karachi is a mega city with a convoluted administrative structure, it is quite impossible to implement an AWP on such a large scale. AWP therefore need to be established on a smaller scale which brings us to the **second** plane: the **town** plane. On this plane, the target entity is each of the 18 administrative towns of the City District of Karachi. The objective is to orient town administrators and residents to concepts of IWRM and initiate IWRM processes within these towns. Following the three-tiered structure of the City District of Karachi, a **third** possible plane on which KWP could function is the **union council** (UC). On this plane, AWP would be established at the local union council levels which are responsible for implementing IWRM processes in their union council areas alone. Union Councils are the smallest administrative divisions of the CDGK and therefore, the Union Council plane would also be the smallest level on which AWP are established in a mega city context. Although KWP does not yet function on the UC plane, Women and Water Networks (WWNs) do, therefore this could be a possible direction for KWP in the immediate future and is relevant to the scope of this report.

A fourth plane in the mega city stream is the **non-town** plane. Although, not yet functional, this would imply establishing AWP in all those areas that do not fall under

the jurisdiction of the CDGK but are administered otherwise by independent or autonomous agencies. The target entity on the non-town plane would be Cantonments, Industrial Zones and Federal Areas. Non-town entities are not targeted for the creation of AWP until all town AWP have been established and therefore shall not be discussed in this paper.

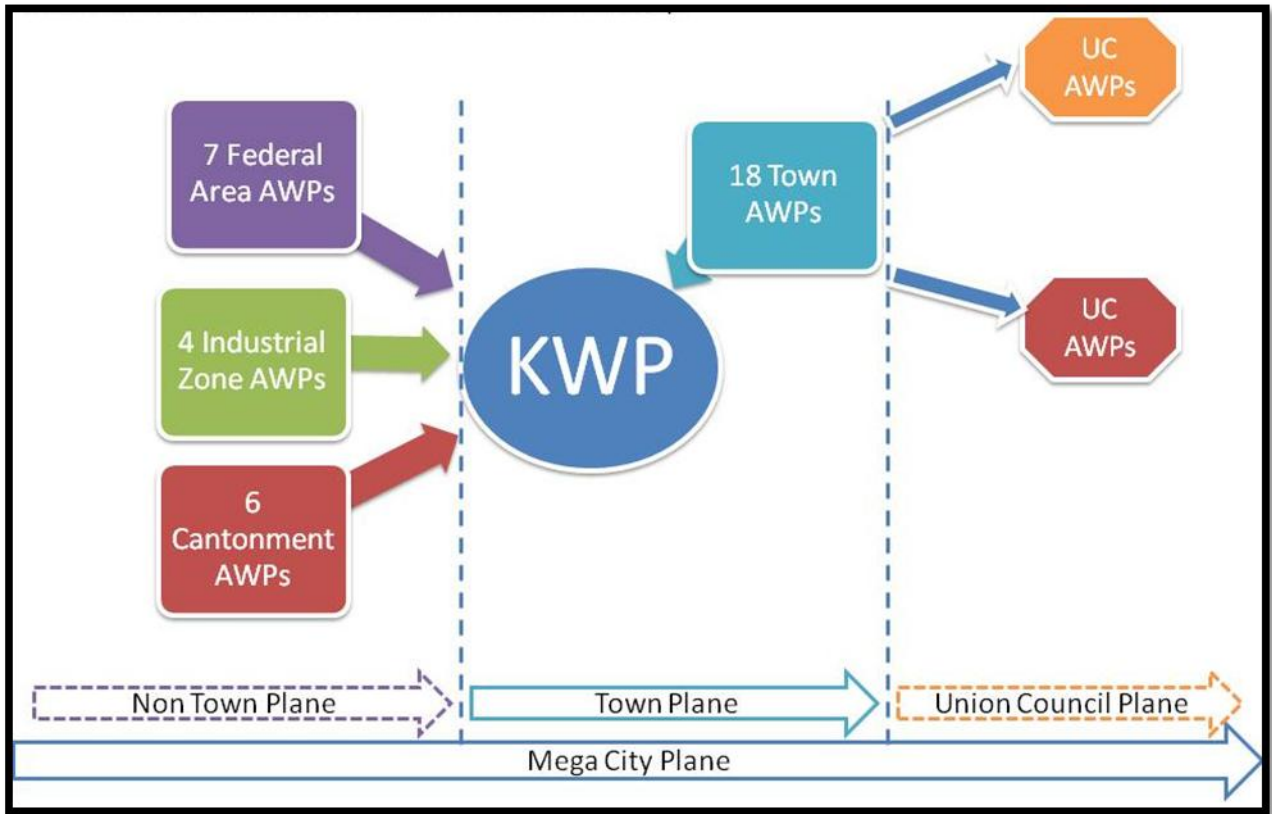


Figure 1: Administrative Entities of Karachi Water Partnership

KWP uses a top-down approach in order to achieve its objective of ensuring safe and sufficient water for all essential purposes for the citizens of Karachi. That is, although Karachi city is its main target entity, the process of establishing AWP and implementing IWRM is filtered all the way down to the local union council level. KWP can thus be seen as an umbrella entity comprising of all the Town and UC AWP whose ultimate aim is a Karachi with safe and sufficient water and sanitation resources. By establishing local AWP in each of the towns and union councils, KWP aims to institute a systematic and organized course of action through which IWRM concepts and processes can be implemented throughout the city of Karachi. In this way, KWP is an exemplary model for the term “act local, think global.” KWP implements small scale actions on the local levels that have large scale implications on the national level.

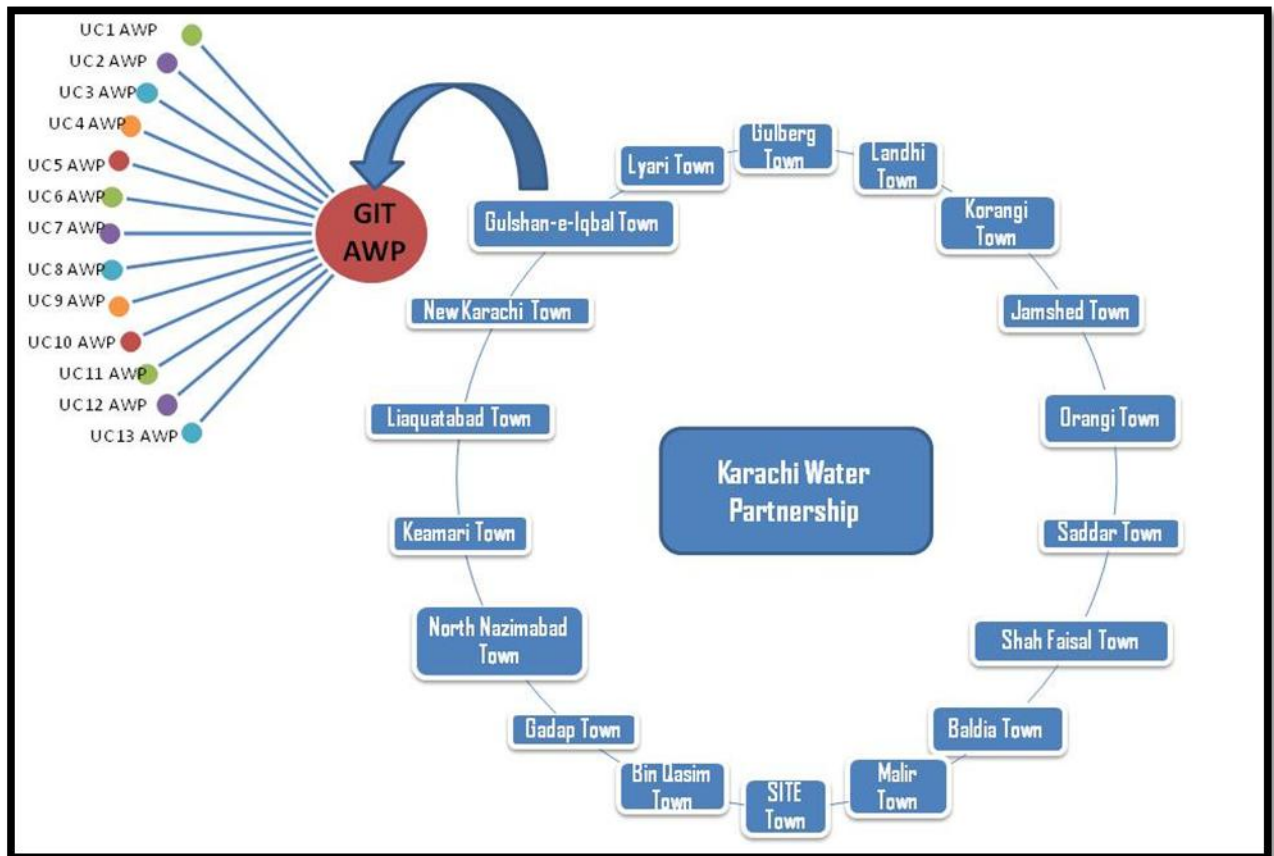


Figure 2: Pictorial Representation of Town and UC AWP

The KWP model of establishing AWP at all levels follows a cyclical and reciprocal process where knowledge, training and experience are transferred from City to Town to UC level and vice versa. It is also important to state here that the differentiation of planes does not imply that a particular type of AWP is better than the rest. A top-down approach does not necessarily imply a top-down structure. Quite the contrary, the KWP model follows a horizontal structure whereby all stakeholders drive the partnership model and hold equal standing in the process.

DRIVERS OF INFLUENCE

The Karachi Water Partnership model is based on various **drivers of influence** that act as motivators and facilitate the momentum of the initiative. These drivers of influence can be broadly divided into the following influential groups: government bureaucrats and officials, women, citizens, private sector, elected representatives, and civil society (pressure groups, NGOs, organized citizen groups). The KWP programme is fuelled by unique political and social wills derived out of these different influential groups. These political and social drivers come from varied sources and the same drivers of influence play out in very different ways in diverse situations and contexts. There is no uniform or structured manner in which different spheres of influence drive the KWP model. Similarly, there is no certainty in terms of which driver of influence will be the main motivator, however, it is key to be able to identify the main driver. This is because it is

imperative to harness the political or social wills and channelize them in the right direction.

In order to do this, KWP not only needs to be able to recognize which is the primary influential group within a certain AWP, KWP also needs to be able to identify what political or social will is motivating that particular driver of influence. For instance, elected representatives may pledge support to KWP because they want to be re-elected and supporting KWP's cause would boost their campaign and give them an edge over the competition. Women as primary domestic users of water would support KWP because it gives them an opportunity to participate in the decision-making process with regards to water allocation and management. Private enterprises would perhaps be motivated because it promotes more efficient use of water resources, cutting down costs and raising profits. Civil society groups may support KWP because KWP's programme and objectives are in tune with their own agendas.

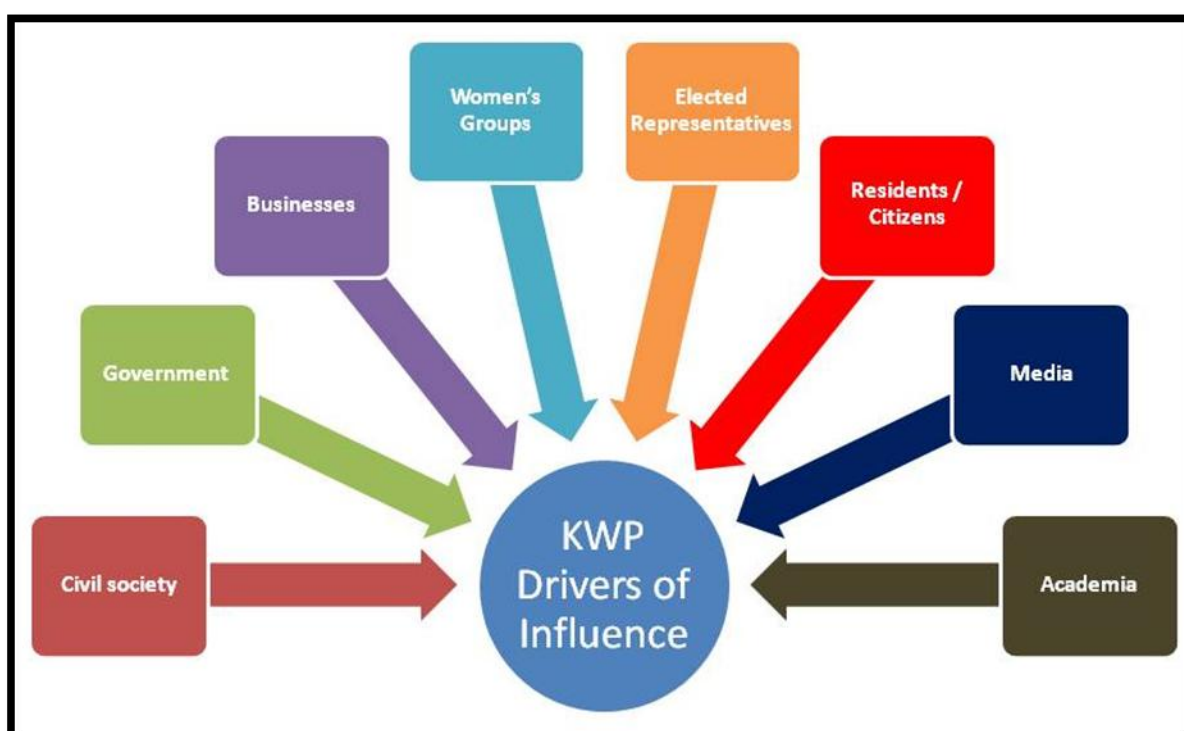


Figure 3: KWP Drivers of Influence

From the KWP experience to date, it can be inferred that in GIT AWP, the main drivers are **women** and **elected representatives** within the Town and UC Administrations, whereas in Landhi, the main driver is the Town Municipal Officer who is a **government official**. The challenge will be to identify different social and political drivers from across stakeholder groups and channelize them to engage in action. To make the most out of the momentum and energy generated in the moment is crucial to the success of the KWP initiative since the partnership model thrives on the motivation, enthusiasm and involvement of the stakeholder groups.

SISTER NETWORKS

Women as the primary managers and domestic users of water also comprise the largest group of stakeholders. Women are highly motivated and passionate in relation to water resource management because they are affected first and the worst by any shortages. In South Asia, water has always been considered “women’s work” and women have the full responsibility of retrieving and managing water between various domestic uses such as cooking, cleaning and drinking. However, women are not involved or included in decision-making with regards to management of water resources. Women’s voices are neglected in the water sector, and often decisions are made that affect women’s lives adversely.

Women and Water Networks (WWN) were established to provide platforms especially for women to voice their concerns. WWNs are designed to bring in women from all sectors of society in order to effectively channel their voices in mainstream policies, discussions and action related to water resources. To date, WWNs have been highly motivated and enthusiastic and extremely effective in implementation and delivery. Owing to the dedication and fervor of the GIT Women, WWNs were successfully established not only at the town level in GIT, but also at the UC level. WWN GIT formed WWNs in all 13 UCs, with democratically elected representatives of each UC WWN.

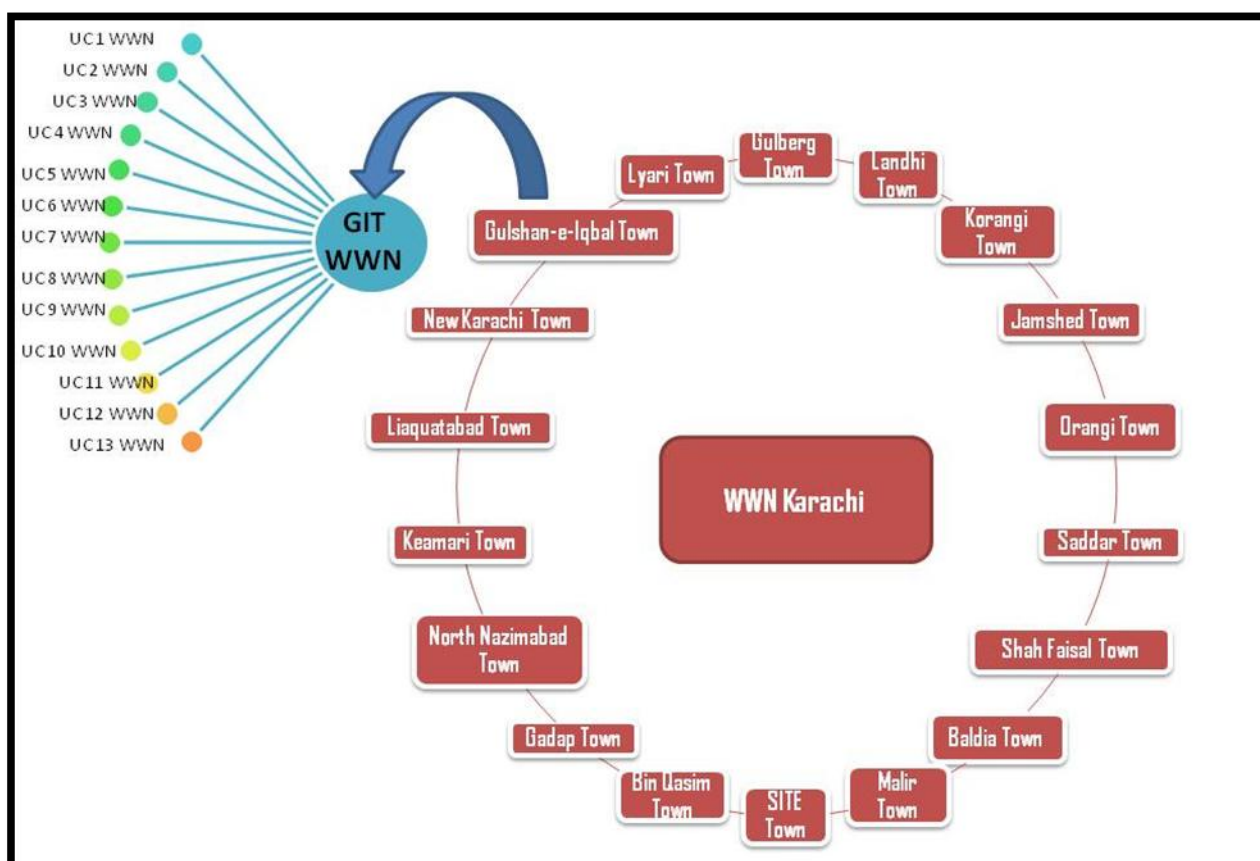


Figure 4: Mapping of Women and Water Network-Karachi

The Women and Water Networks have been extremely effective in strengthening KWP and taking the initiative forward. WWNs have worked independently and with efficacy demonstrating the passion and motivation of women in relation to water and sanitation issues. GIT WWN has successfully organized itself, and through an organized and united platform, women of GIT have effectively channeled their voices and concerns to the town government administration. WWNs have also through advocacy and awareness-raising efforts gained a lot of support and really added value and strength to KWP. WWNs have been established on each of the planes: mega city, town and union council. To date, the following WWNs have been established and are currently fully functional: WWN Karachi, WWN Lyari, WWN GIT and 13 UC WWNs within GIT.

From the GIT AWP and GIT WWN experience, it can be discerned that going forward, WWNs will play an integral role in furthering KWP. The strategy and focus should be to strengthen the WWNs through continuous training, advocacy and capacity building. WWNs will have to be established either prior to, or parallel with AWP so that both partnerships may work in collaboration with each other and gain support from each other.

Section 3

GULSHAN-E-IQBAL TOWN AREA WATER PARTNERSHIP (GIT AWP) EXPERIENCE

Gulshan-e-Iqbal Town (GIT) was chosen as the primary location to establish the model of an Area Water Partnership in Karachi. This is because the people and the government officers of this particular town are considered more progressive and forward-thinking than other towns of Karachi. GIT is also an excellent location because within GIT reside people from all income backgrounds. One will find both rich, privileged people from the upper classes and underprivileged, poor people from lower classes within the thirteen Union Councils of GIT.

GIT AWP was started in August 2008 and has achieved a number of accomplishments since then. Water conservation guidelines have been developed, printed, and distributed with water bills to schools, offices and homes for three consecutive months, school programme has been initiated and implemented successfully in several schools, town administration has been fully cooperative with KWP and a general awareness has been created amongst the residents of GIT.

ACCOMPLISHMENTS

The aim of GIT AWP is to change the attitude and behaviour of GIT residents towards water resources conservation and management. In order to do this, KWP organized several training workshops and dialogues to inform GIT residents and build a general awareness about water conservation. Through the GIT programme, KWP organized five dialogues with the support of Global Water Partnership (GWP). Dialogues were held with women, elected representatives serving in government, media, and town administrators from relevant departments and academia of GIT. These dialogues were intended to create synergy between stakeholders as well as create awareness and highlight the importance of water conservation and management. All stakeholders were also introduced to the concept of IWRM during these dialogues.

KWP signed a MoU with KW&SB to formally hand over Gulshan-e-Iqbal Town to KWP. GIT will be the first town in which KW&SB and KWP will collaboratively work towards water conservation and providing a greener environment. The MoU details a five year plan setting out respective responsibilities, actions and initiatives that will be undertaken towards this end.

Water conservation guidelines were developed through the joint efforts of KWP and KW&SB for offices, schools and homes of GIT. The Gulshan-e-Iqbal Town administration bore the printing and distribution costs of these guidelines. Nearly

500,000 sets of guidelines were printed at the cost of Rs 605,000 and distributed to approximately 1 million people across GIT. These guidelines were delivered with water bills for three consecutive months, December, January and February to homes, schools and offices along with a set of water facts.

With funding from CapNet, KWP trained KW&SB Water Inspectors who were responsible for distributing water bills to homes, schools and offices. These distributors were oriented and trained to deliver water conservation guidelines and act as “water ambassadors” to the KW&SB customers to whom the guidelines were being delivered. These water inspectors were specifically trained to understand their importance in being the link to the people and how they should interact with the recipients of the water conservation guidelines.

The response to these guidelines has been unprecedented. Being the first initiative of its kind, these guidelines have been an eye-opener for water users, especially as domestic consumers. Recipients have commended and appreciated the efforts of KWP at bringing such a vital issue to the forefront. Most people were not aware of the drastic water situation faced by Karachi. Water conservation guidelines were highly lauded by consumers not only because they raised awareness but more so because these guidelines provided practical solutions to alleviate the water problem. These guidelines informed residents about measures and practical steps that they could take which would help them conserve water and thus contribute to mitigating the water problem of Karachi. Additional guidelines have also been prepared for industries and most recently mosques of GIT. These have also been printed and distributed.

One of the major objectives of GIT AWP was to initiate advocacy and intervention programmes in schools of Gulshan-e-Iqbal Town in order to address the appalling conditions of public schools of Karachi. Through the KWP School Programme, 90 teachers and 3500 students in nineteen public schools and 85 teachers and 3000 students in six private schools were oriented and trained in water conservation and management. KWP has focused its efforts on improving the environment of public schools and providing the children with an environment that is safe, healthy and more child-friendly. KWP's efforts in the School Programme have ranged from advocacy in relation to hygiene education to practical interventions such as repairs and provision of drinking water and sanitation facilities. The KWP Programme Officer responsible for managing the GIT AWP personally supervised all interventions and was deeply involved in advocacy efforts.

She conducted several presentations in both public and private schools to highlight the importance of hygiene, cleanliness and conservation of water in numerous schools. Interventions took the form of maintenance and provision of new sanitation facilities as well as building infrastructure where it was needed. As a result, water supply and sewerage lines were newly constructed to connect schools to the main lines to provide them with access to these basic amenities at all times, water tanks were constructed to provide schools with a means of storing water and sanitation facilities such as taps, wash basins, toilets were installed if missing. Bathrooms were cleaned and rid of filth. These were previously used as dumping grounds because of a lack of sweepers and access to

water rendering them ineffective and unfit for use. Sweepers were also hired to clean school yards. All interventions were implemented under the supervision and in the presence of the KWP Programme Officer for GIT AWP.

The School Programme is successful in terms of the physical interventions of constructing new supply and sewerage lines, building sanitation and storage facilities and cleaning and repairing existing facilities. Approximately 8000 children benefited from these interventions, however, maintenance of these facilities is not guaranteed since Head Mistresses lack ownership and responsibility to follow up on implementation. In one particular cluster of schools where KWP installed sanitation facilities, constructed a water tank and cleaned the school yard, taps are now being stolen, classrooms are once again filled with rubbish and the water tank remains empty because teachers and heads are not willing to donate funds to purchase a tanker of water. Even with the infrastructure in place, children are still not able to benefit from these facilities because there is no access to water. In other cases, Heads are not aware of the proper channels through which to take action to ensure that their schools are provided with basic amenities such as water supply and sanitation facilities.

The GIT School Programme substantiates that implementation and follow up go hand in hand and both are necessary for successful and long term results. Head Mistresses have to develop a sense of ownership and responsibility towards the students in terms of provision of basic amenities. They need to realize that provision of water and sanitation facilities is not only the responsibility of the government, but that they have to play an active and dynamic role in the process as well. Heads, teachers and children need to be involved and engaged through consistent advocacy to ensure that they maintain their facilities and behave more responsibly.

Realizing the importance of implementation coupled with follow up, the members of WWN GIT have taken it upon themselves to supervise the School Programme. KWP is no longer responsible to manage the School Programme and its role is now limited to the extent of providing support and cooperation. WWN GIT is primarily responsible for communicating with schools and liaising with the government on their behalf. WWN GIT is also responsible for monitoring the progress of schools and ensuring that schools maintain their facilities. Through WWN GIT, a proper channel of communication and monitoring has been created between schools, the government and KWP. WWN GIT has decided to break down monitoring and supervision of schools according to UCs. UC Representatives will be responsible for ensuring that schools within their UCs comply with WWN's monitoring and maintenance standards.

Going forward, it is imperative that this model is replicated in the other 17 towns as well. WWNs of each AWP should be made responsible for communication, monitoring and advocacy to ensure the success of the School Programme. WWNs should provide proper channels of communication between schools and government; they should perpetuate the government into taking action through advocacy efforts; WWNs should monitor the progress of schools and also ensure that heads, teachers and children comply with their standards. WWNs are an essential and integral component of ensuring the success of the School Programme.

Section 4

COMMUNICATIONS & NETWORKING

NEWSLETTERS/PANI NAMAS

One year after inception, Karachi Water Partnership (KWP) distributed its first quarterly newsletter publication entitled “*Pani Nama*” to all its partners and members to inform them of KWP’s initiatives and plans for the future. To date, KWP has published four *Pani Namas* that are extremely comprehensive and illuminating. These four-page newsletters are informative, precise and to the point and written in extremely clear and lucid language to facilitate easy understanding.

Through these quarterly newsletter updates, partners are kept abreast of KWP’s achievements and objectives regularly. These newsletters contain detailed summaries of KWP’s projects, achievements, trainings, workshops, stakeholder dialogues and other events etc. This enables partners to stay updated with KWP’s initiatives and achievements even if they are not able to participate or attend KWP trainings, conferences and events.

INFORMATION TECHNOLOGY: WEBSITES/E-GROUPS

During the course of writing this report, I consulted the Hisaar Foundation and Karachi Water Partnership websites for detailed insights and to gain background context. The **Hisaar Foundation (HF)** website is quite simple and straightforward. The HF website only gives an overview of the foundation, its goals, objectives, programmes, future initiatives and organizational structure. Information can be easily accessed on the website and the website has a user-friendly interface that can be navigated without much trouble.

The **Karachi Water Partnership** website provides a more detailed insight and overview of the initiative, is attractive, easily accessible and can be navigated effortlessly. The KWP website provides access to KWP water conservation guidelines, presentations at past meetings/dialogues and KWP documentaries and PSAs. The KWP website is currently outdated and needs to be brought up to date immediately. It may also be beneficial to post KWP *Pani Namas* on the KWP website so that even potential partners have access to these newsletters and can become better acquainted with Karachi Water Partnership.

KWP’s latest partnership initiative is the launching of an E-partners’ programme on one of the world’s leading social networking facility called Facebook. This is geared specifically towards inviting young people to join the KWP community. KWP already has more than 160 members and these numbers are expected to increase exponentially. There is no membership fee as the objective is to engage young people to participate in water conservation and management and IWRM activities in their cities.

Section 5

OUTCOMES

CAPNET STAKEHOLDER TRAINING WORKSHOPS

- The workshop held with the senior volunteers of Hisaar Foundation and KWP (3rd January 2009) aimed to familiarize them with the concept of IWRM in an urban context and how they could incorporate these concepts in their line of work. The participants worked on building partnerships and developing solutions. The strategies developed through group work resulted in the decision that the work of Hisaar Foundation should be extended to rural areas and small towns, in addition to up scaling the work under the KWP programme in Karachi mega city.
- The workshop with GIT AWP (15th October 2008) led to its strengthening and fine tuning of actions that resulted in direct outcomes, as shown later in this section.
- Since the partnership strategy of KWP calls for cooperation with local government and work in tandem with local government structures for relevant action, the 18 towns of Karachi were identified as primary stakeholders. The training workshop held with the administrators, town municipal officers and town officers of these 18 Towns (31st January 2009) has opened the way for replicating the GIT AWP model in the remaining 17 Towns of Karachi, of which Landhi Town will be the first. The Local Government Department, Government of Sindh, has agreed to sign an MoU with HF for facilitating this process.
- The workshop with the Women of Karachi (8th November 2009) in collaboration with WWN laid out an outline of IWRM-based processes and actions. These actions, including the initiation of Women and Water Network (WWN) in Gulshan-e-Iqbal Town were a result of this training workshop, as were smaller WWNs in 13 Union Councils of that Town. This innovative and fast track workshop (not funded by CapNet) led to the demand of a formal WWN chapter to cover Karachi, and this was carried out with CapNet support in a workshop on 28th February 2009.
- The CapNet workshop on 28th February 2009 formally launched the Karachi WWN as a counterpart of KWP, re-launched the Lyari WWN and strengthened the GIT WWN through discussion of their experiences, problems and solutions. The Karachi WWN was formed to act as a parent-body for other subgroups of WWN including towns and union councils.
- The media workshop (28th November 2008) provided the print and electronic media with numerous resources and IWRM based arguments to make independent programmes and features highlighting the three E's of IWRM (Economic Efficiency, Equity and

Environmental and Ecological Sustainability) and concern for water conservation and better management.

- The most outstanding general outcome has been the buy-in by government at levels from local Union Councils, through Town and City government, right up to Provincial government.

As a result of these workshops, remedial work for water and sanitation started in the schools. Rehabilitation of school infrastructure (water and sanitation) commenced as part of School Programme in three Union Councils with the help of Town Administration and officials of Karachi Water and Sewerage Board (KW&SB) trained in our workshops.

These workshops also resulted in capacity building of relevant government staff and improved distribution of water conservation guidelines with water bills in three cycles, printed at the cost of the GIT local government, and reaching about **a million people**.

As a result of concentrated work with 17 government schools in Gulshan-e-Iqbal Town, over 8000 students and 100 teachers benefited from repairs in toilets, general repairs and cleaning, and teachers' training with regards to water conservation. Over 150 children and 20 teachers from these 17 government schools entered competitions to prepare art work, short skits and speeches on handwashing and water conservation, as part of Global Handwashing Day on 15th October, 2008.

On the level of Karachi Water Partnership, the lead structures have been redesigned to reflect the growing partnership with a Steering Committee of 23 members:

- Town Nazim Gulshan-e-Iqbal
- Naib Nazim Gulshan-e-Iqbal
- Town Municipal Officer Gulshan-e-Iqbal
- Deputy Town Municipal Officer Gulshan-e-Iqbal
- Deputy City Officer, Education Works
- Executive Engineer (Water) Gulshan Town
- Assistant Engineer (Water) Gulshan Town
- Executive Engineer (Sewerage) Gulshan Town
- Assistant Engineer (Sewerage) Gulshan Town
- 2 Town Councilors, Gulshan-e-Iqbal (Male and Female)
- Representative of UC-6 Gulshan-e-Iqbal
- Representative of UC-8 Gulshan-e-Iqbal
- 2 Representatives of Hisaar Foundation
- 5 Residents of Gulshan-e-Iqbal Town
- 2 Representatives of WWN (GIT-AWP)
- Representative of Local Industry

This is a major step forward for public-private partnership in the service of IWRM and urban water conservation.

Based on the experiences and traditions already set by KWP's collaborate platform, Hisaar Foundation's partnership development programme for 2009 will take to scale the work in Karachi and embark upon new areas in small towns and small contexts as part of the initiative to extend Hisaar Foundation's work into rural areas, and to create and develop a District Water Partnership. This is reflected in the new CapNet proposal for 2009.

GWP STAKEHOLDER DIALOGUES

These dialogue style and focused training workshops had very significant and outstanding outcomes.

- The dialogue held with the women of Gulshan-e-Iqbal Town (4th January 2009) aimed to familiarize them with the concepts of IWRM and gender in an urban context and how they could incorporate these concepts in forming a Women and Water Network (WWN) in their town. It also aimed to enable these women as domestic users and managers of water to channelize their voices through an organized platform. The participants worked on building partnerships and developing solutions for water management in GIT, especially with regards to the functions of the newly formed GIT WWN, required action by GIT WWN on domestic water and sewerage problems, water education in schools and involvement of university students in future plans to create an ongoing and sustainable process. The strategies developed through group work resulted in the following: The women of Karachi were strengthened in the context of gender through the establishment of an organized platform such as the GIT WWN, the GIT WWN group was made to understand their role in IWRM and water and sanitation issues in their local context, the GIT WWN group learned to identify and develop IWRM based solutions, and finally, it was also decided that WWNs would be formed in all Union Councils (UCs) of GIT.
- The dialogue with Elected Representatives of GIT AWP (14th January 2009) led to its strengthening and fine tuning of actions that resulted in direct outcomes. Since the partnership strategy of KWP calls for cooperation with local government and work in tandem with local government structures for relevant action, the Nazims, Naib Nazims Union Councilors and Administrators were identified as primary stakeholders. The dialogue held with the elected representatives of GIT, resulted in the development of committed action plans, on behalf of the local government for each of the different UCs of GIT. Elected Representatives from 10 UCs were present at this dialogue. These elected representatives were familiarized with the GIT AWP programme and they also committed towards acting to support and implement their proposed programmes for the town in the context of water management and sanitation. These representatives also agreed to work with the Karachi Water and Sewerage Board to identify the places where water is being wasted and developing a plan to alleviate this issue.
- The dialogue with the Media of Gulshan-e-Iqbal Town (29th January 2009) aimed to familiarize them with the concept of IWRM in addition to making them conscious of their role as media professionals to create awareness about water management, conservation and sanitation issues. The media dialogue provided the print and electronic media of GIT with

numerous resources and IWRM based arguments to make independent programmes and features highlighting the three E's of IWRM (Economic Efficiency, Equity and Environmental and Ecological Sustainability) and concern for water conservation and better management. This dialogue resulted in the induction of media professionals as permanent members of GIT AWP, and also enabled them with the right resources to write extensively and create awareness about water conservation, management, sanitation and IWRM issues.

- The dialogue with the Administrators of Gulshan-e-Iqbal Town (21st February 2009) was held to familiarize administrators from health, education, public works and related services with the GIT AWP programme and to seek their commitment in acting to support this programme. These administrators were alerted to their role and responsibility in promoting water conservation, and improved water management and sanitation, particularly in public schools. As a result of this dialogue, the process of bringing water and sanitation issues of public schools to the UC level was streamlined and the WWN GIT became responsible for implementation, monitoring and evaluation of remedial work in public schools. At this dialogue, it was also decided that the lead structure of GIT AWP would be redesigned to reflect the growing partnership with a Steering Committee of 23 members.
- The dialogue with Academia of Gulshan-e-Iqbal Town (27th February 2009) was held in collaboration with the Karachi University and attended by university departmental heads, professors, graduate students and subject specialists from different relevant fields of study. It aimed to obtain commitments of GIT higher education institutions to assist in research studies, and to develop and fine tune the technical and socio-economic basis of the solutions being designed and executed by GIT AWP as part of the KWP Programme. The outcomes and commitments arising from this dialogue have been tremendous. The longer term objective of this engagement with academic institutions is the planning of new courses in university and colleges of Karachi such that graduates are made capable of working on issues of water security, water conservation and water management in the future. The short term and more immediate results of the dialogue are outlined below:
 - a) **NED University of Engineering and Karachi University** agreed to incorporate IWRM in their concerns and to distribute water guidelines of KWP through their students, sharing the cost of printing and distribution. They also agreed to conduct dialogues on behalf of KWP in their own departments and academic circles. NED will share reports on water consumption in different economic areas, measure the impact of KWP's work and monitor and evaluate the KWP initiative.
 - b) **National Institute of Management** offered to conduct courses/training for government officers on water management so that they would incorporate this knowledge in their decision making.
 - c) **Chemistry Department of Karachi University** agreed to develop guidelines and methods of cleaning water at point of consumption (in households) and develop lessons and curriculums that include water conservation and water management. They also

agreed to conduct studies on the water table of Karachi and propose solutions on how to stabilize the water table.

- d) **Geography Department of Karachi University** agreed to run awareness raising campaigns to support KWP and develop and bridge the major gaps in terms of data. Department scholars agreed to share a framework and methodology for dividing Karachi into mega ecosystems and to develop separate plans for each. They also committed to collaborate with NED to monitor urban runoff in Karachi.
 - e) **Agriculture Department of Karachi University** decided to develop presentations and charts to raise awareness regarding water conservation amongst rural communities and to develop water saving guidelines in agriculture. They also committed to distributing KWP water conservation guidelines to rural communities.
 - f) **Environmental Sciences Department of Karachi University** agreed to carry out water testing of different samples of water collected from across GIT and Karachi and to suggest low cost solutions such as solar water purification techniques.
- The dialogue on 20th April 2009 formally launched the Landhi WWN chapter as a sub-body of Karachi WWN and strengthened the Lyari WWN and GIT WWN through a discussion of their experiences, problems and solutions. The Executive Committee of the Landhi WWN was formed as an official body to implement and execute Landhi WWN activities. The Landhi AWP also had a soft launch at this dialogue. The immediate result of this being that Landhi WWN has already engaged the local town administration into action. Landhi WWN has already collaborated with the local TMA to distribute KWP's water conservation guidelines to all 52,000 households of Landhi through the town's cleanliness campaign.
 - The Partners' Dialogue on 25th April 2009 resulted in the official completion of phase 1 of KWP and the initiation of phase 2 of KWP. At this dialogue it was decided that based on the experiences and traditions already set by KWP's collaborate platform, Hisaar Foundation's partnership development programme for 2009 will take to scale the work in Karachi and embark upon new towns in Karachi. KWP aims to have established AWP's in each of the administrative towns of Karachi by the end of this year.
 - The last dialogue of this series held on 18th May 2009 formally launched the Jamshed Town WWN chapter as a sub-body of Karachi WWN and strengthened the Landhi WWN, Lyari WWN and GIT WWN through a discussion of their experiences, problems and solutions. The Executive Committee of the Jamshed Town WWN was formed as an official body to implement and execute Jamshed Town WWN activities and their role and responsibility towards promoting IWRM approaches in their town was also outlined.
-

Section 6

WAY FORWARD

CHALLENGES AND FUTURE DIRECTIONS

Karachi Water Partnership (KWP) has successfully completed its institutional first phase. In its institutional phase from April 2007 to February 2009, KWP was successfully launched and a partnership base was built through two partners' conferences, two conferences on water conservation, seven dialogues, ten training workshops and numerous stakeholder meetings. These events were attended by representatives of Private Sector/Industries (200), International Organizations/Foreign Visitors (40), Local Government officials (315), Water experts/Academia/Researchers (220), NGOs/Civil Society Organizations/PWP/AWPs (180), Senior Volunteers/Individuals (335), Media (120), Students (65), and Children (300).

As a result of the synergy and focused outcomes that this unique initiative has produced through a series of linked stakeholders' workshops and dialogues, it has become possible to take KWP's experiment in one town (Gulshan-e-Iqbal Town) to the other 17 towns of Karachi and prepare for its second phase of scaling up. KWP is a model for all Urban Water Partnerships in mega cities and therefore requires a thorough and critical examination of challenges faced and directions for the future.

The GIT AWP model was an experiment while KWP was still in the midst of developing and testing its model for an Urban Water Partnership on a mega city scale. Therefore, GIT AWP was developed, tested and fine-tuned with experience and time. Many things can be learned from the GIT AWP experience that will help in scaling up KWP and establishing AWPs in the other 17 towns.

One challenge encountered by the GIT AWP was working with political parties and party politics. Even though the Town Nazim of GIT was extremely supportive and cooperative with GIT AWP, KWP still faced some political and bureaucratic problems. Politics is a part of the system of Karachi therefore KWP needs to learn how to deal and work with party politics. Therefore the KWP strategy should be to gain the involvement, cooperation and rally support of the Town Nazim. The Town Nazim is an elected representative who hails from the local ruling party and enjoys popular support and influence. Support of the Town Nazim attracts people to the programme and also catalyses activities. The current Town Nazim of GIT is progressive and forward thinking and extended great support to GIT AWP and KWP. The Town Nazim played a major part in ensuring the success of GIT AWP. He provided financial support in printing guidelines, provided venues for stakeholder dialogues at the cost of the town, provided the KWP Programme Officer with office space and all other relevant facilities in the TMA building and also mobilized a team of his people to extend full support to KWP. However, dealing with elected representatives means going through bureaucratic procedures and protocols. Elected representatives enjoy a certain amount of privilege and political standing therefore they only want to communicate with heads of

organizations. A lot of time is sometimes wasted because chairpersons or governors have to contact elected representatives for trivial matters. Another very important lesson to be learned from the GIT AWP experience is that elected representatives are first and foremost loyal to their parties. A particular incident illustrated that party loyalty comes above everything else. The most supportive and cooperative of town nazims can also turn their backs if they feel that their party has been offended.

GIT AWP was an experimental model, therefore it was imperative and made logical sense for KWP to hire a Programme Officer who would be entirely responsible for supervising and managing all of GIT AWP's activities. In this case, it was essential to have someone supervise and manage operations and liaise with KWP at all times. However, the GIT AWP experience demonstrates the need for the role of Programme Officer at all times, for all AWP's. In order to ensure implementation, there needs to be a single person who is responsible for a particular AWP. This person would be wholly in charge of a particular AWP's activities from scheduling, managing, and monitoring operations liaising with residents, KWP and the town administration.

However, going forward, it will not be feasible for KWP to hire a programme officer to supervise and manage activities of AWP's in the other 17 towns. Therefore the KWP strategy should be to identify an exemplary stakeholder within the local government who could be persuaded to become the AWP officer or the KWP Ambassador for a particular town. It will be challenging for KWP to identify this person immediately, however, KWP should set a reasonable time frame such as one month to identify this person. After identification, this person should be trained and given the required skills to act as KWP Ambassador for his/her town. Choosing this person from within the pool of local government servants would be preferred to choosing an Ambassador from the elected representative group. Local government servants have a relatively more permanent job within the local TMA as compared to elected representatives whose jobs are volatile and depend on the instable political situation. It will also be beneficial if this person is from the local Town Municipal Administration because that allows the KWP Ambassador to implement policies and effect change much more efficiently.

Therefore, it can be discerned that KWP will have to continue to be involved with all AWP's, although taking a more passive role. KWP will still have to initiate the process of establishing AWP's in the other 17 towns, however, after the AWP has been established, KWP's role will have to be limited to facilitator. KWP will no longer be involved in the day to day activities of AWP's. However, it is essential that KWP is still fairly involved in all AWP's through advocacy, stakeholder dialogues and liaising with the KWP Ambassador(s).

Another strategy that KWP could employ is to strengthen and further its initiative by harnessing the power of its sister network, the Women and Water Network. Women as proponents are highly motivated and effective in implementation, organization and mobilization as proved by WWN GIT and WWN Lyari thus far. KWP needs to engage WWN members and use their support to advocate and perpetuate AWP activities in their towns and UCs. Members of the WWN can be instrumental in not only rallying the support of the town people but also to lobby with the government to get things moving.

Learning from the WWN structure, KWP should also think of establishing AWP at the Union Council plane. Filtering establishment of AWP all the way down to the lowest level of local town administration will facilitate the process of establishing AWP in towns. UC AWP would be easier to create and more efficient to manage because of their smaller scale. Learning from the GIT WWN, smaller UC AWP would be able to implement more efficiently relative to large town AWP.

After successfully launching the Gulshan-e-Iqbal Town Area Water Partnership as a “proof of concept” KWP now needs to concentrate its efforts on facilitating the creation of AWP in the other 17 towns, whilst simultaneously ensuring that GIT AWP is a practical model based on organic processes that will guarantee its sustainability and viability in the future, irrespective of the level of involvement on the part of KWP. A Process flow diagram for the establishment of AWP has been given below:

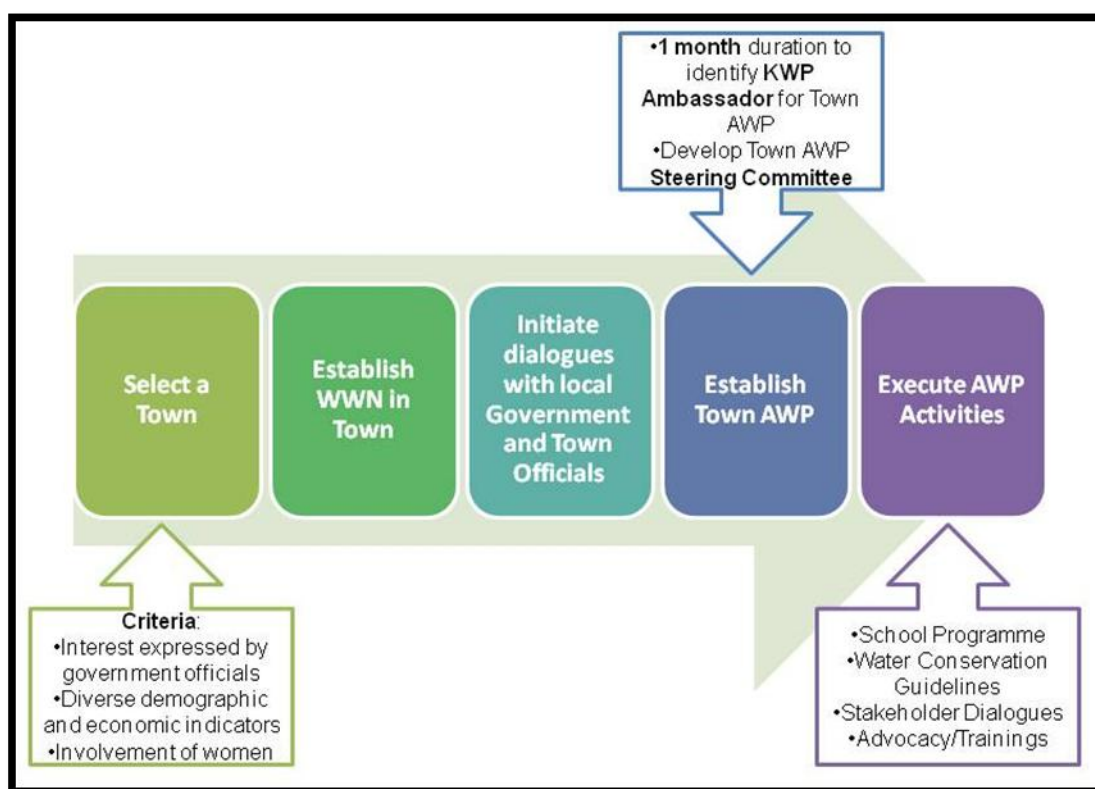


Figure 5: Process Flow Diagram for Establishing Town AWP

CONCLUSION

It is too early to determine whether Karachi Water Partnership is a successful endeavour or a failure because KWP is a dynamic process which is continuously evolving and adapting with experience. However, some key observations can be drawn about the initiative which provides an insight into the prospects of the programme.

KWP has successfully established an Area Water Partnership and also initiated IWRM processes in Gulshan-e-Iqbal Town, one of the eighteen towns of Karachi. KWP has also been successful in the proliferation of its AWP model to other towns. Landhi Town is the second town in which an AWP will be established under the auspices of KWP. Nevertheless, GIT was a pilot model for setting up a Town AWP on a mega city scale, therefore KWP was deeply involved in its establishment. KWP played a key role in ensuring that GIT AWP was a success and was involved in all activities ranging from planning to management to implementation. True success will be determined when GIT AWP is able to sustain itself without such a high level of involvement from KWP. This can be said of other Town AWP's as well. KWP will be a true success story when town administrations and citizens of towns through their newly developed sense of civic duty implement IWRM processes in all facets of their lives, without any persuasion from outside influences.

In spite of this, it must be noted that all three programme objectives that were set out by KWP during the short term institutional development phase were achieved. Development and testing of pilot AWP model in one town of Karachi was completed, water conservation guidelines were developed and distributed and the school programme was initiated in 19 public and 6 private schools of GIT. In addition, KWP has also inducted 300 partners from all sectors of society into its partnership and engaged 1775 stakeholders through dialogues, workshops, trainings and other events.

Finally, during the course of writing this report, I encountered several people who had come into contact with KWP's programme in some capacity or the other. Some were directly involved in the programme, others were recipients of training and awareness materials, and the rest had helped KWP along the way. I spoke with Hisaar Foundation employees, KWP members, school teachers and heads, GIT residents who received water guidelines, members of the WWN, KW&SB Water Inspectors and Media personnel etc. Each and every individual from these various groups of people was highly supportive and appreciative of KWP's efforts.

It seems that KWP's message has been absorbed by all on some level. Everyone was passionate whilst talking about the issue and all understood the implications and grave dangers of water scarcity. Consumers were implementing water conservation techniques in their homes and even water inspectors had lots of suggestions about improving awareness-raising efforts. Making water everybody's business may be an ambitious undertaking, however KWP has definitely taken the first steps in the right direction.

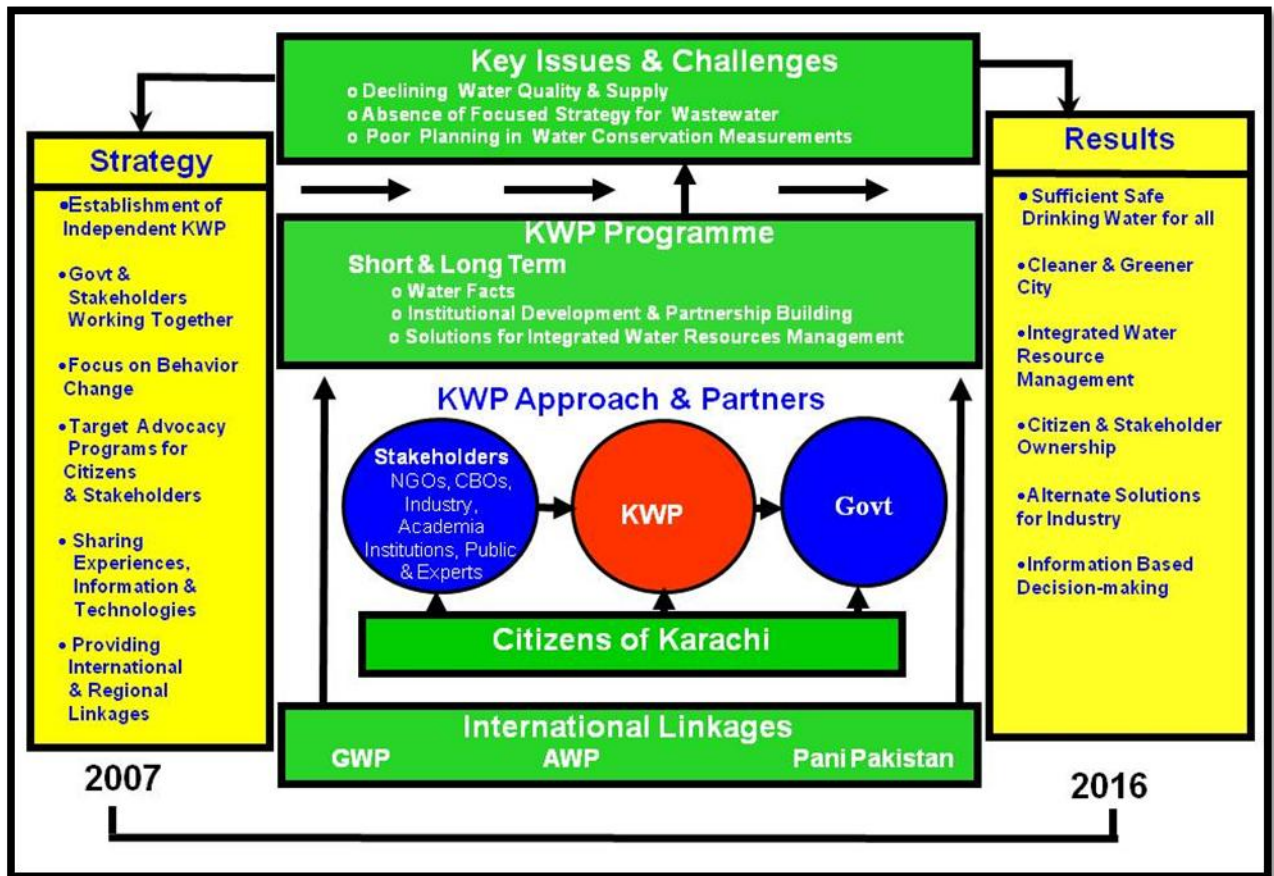
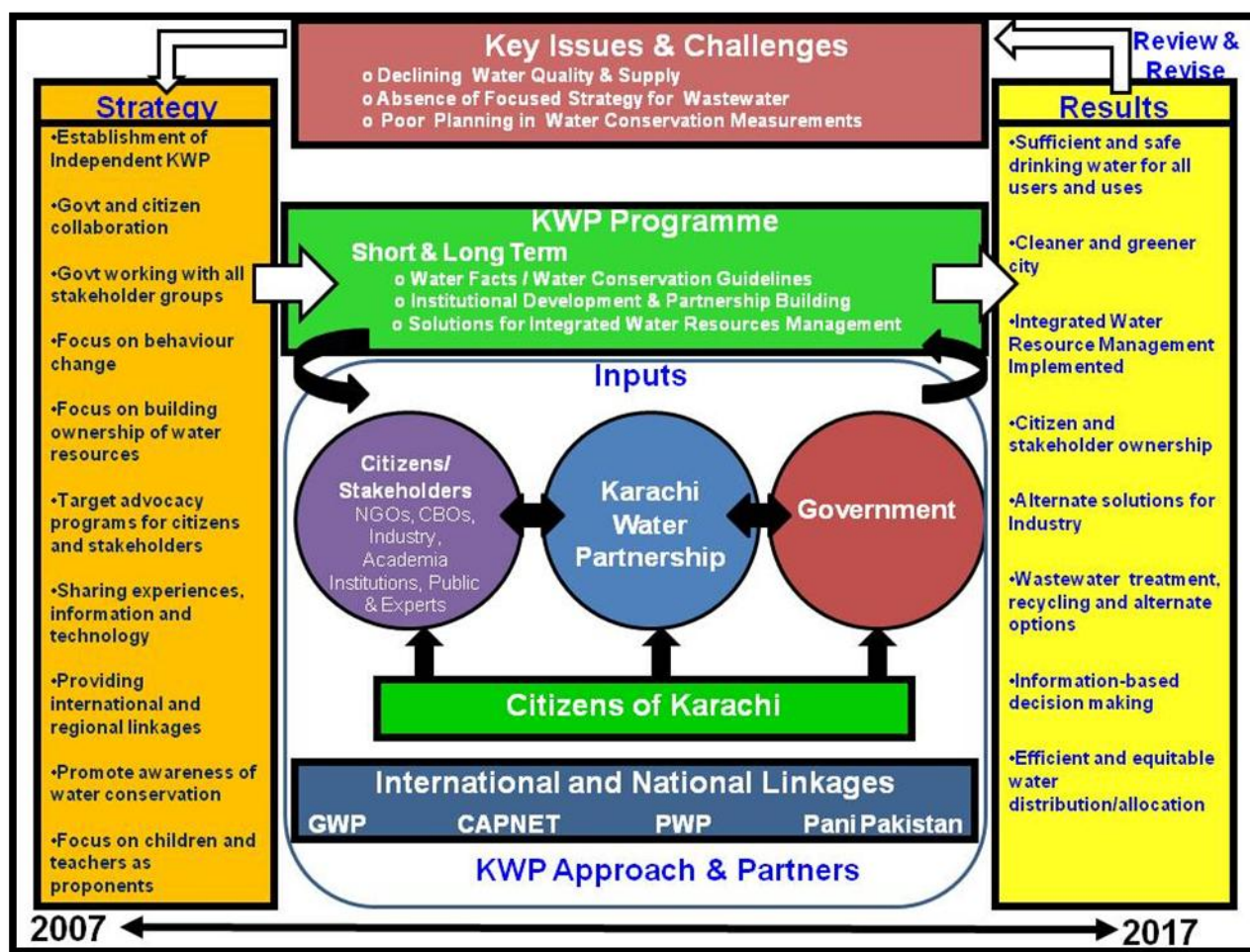


Figure 6: Current KWP Partnership Model



KWP Partnership Model

The revised KWP model follows a cyclical process and can be viewed in a very systematic manner. Key Issues and Challenges form the basis on which strategies are developed. These strategies in turn form the backbone for the short and long term programmes of the Karachi Water Partnership. The Citizens of Karachi and International and National Linkages provide the inputs for the KWP Programmes. The initiatives undertaken as a result of these programmes affect the results. In turn, the key issues and challenges are reviewed and revised and thus a cyclical process is created.

The former model presented one-directional communication between citizens, KWP and the government. The revised model correctly reflects the two-way reciprocal communication between the three aforementioned elements that make up the citizens of Karachi. International Linkages have been edited to include national linkages as well.

List of People Interviewed/Meetings Attended/Sites & Offices Visited

People Interviewed

Governors and Council Members of Hisaar Foundation

- Simi Kamal
- Zohair Ashir

Government Officials

- Fareed Sultan (KW&SB Water Inspector)
- Mohammed Yasin (KW&SB Water Inspector)

Elected Representatives

- Almas Rizwan (GIT Public Relations Officer)

Citizens

- Farzana Perveen (GIT Resident)

KWP Partner Organizations

- Access Consulting
- Hisaar Foundation
- Lyari Community Development Project
- Raasta Development Consultants

WWN Members

- Rahila Minhas (President, WWN GIT)
- Sabiha Shah (Co-President, WWN Karachi)
- Seema Zahid (General Secretary, WWN GIT)
- Shahnaz Jamil (Treasurer, WWN Karachi)
- Syeda Najam Zehra (Co-President, Karachi WWN)

School Staff

- Humera Irshad (Teacher, Government Boys Primary School)
- Khalida Irfan (Teacher, Government Boys Primary School)
- Masroor Sultana (Head, Al Hamd School)
- Nasreen Ejaz (Teacher, Government Boys Primary School)
- Nishat Kazi (Teacher, Government Boys Primary School)
- Nuzhat Hussain (Teacher, Government Boys Primary School)
- Saeeda Bano (Head, Government Girls Primary School)
- Saima Aqeel (Teacher, Government Boys Primary School)
- Zebun Nisa (In charge, Government Girls Primary School)

KWP Staff Members

- Alizay Jaffer (Programme Assistant)
- Lily Khan (Programme Officer)
- Saleha Atif (Programme Officer)

Meetings Attended

- January 31, 2009- IWRM Approaches in an Urban Context for Town Officers of 18 Towns of Karachi
- February 21, 2009- IWRM Approaches in an Urban Context for Administrators of GIT
- February 27, 2009- IWRM Approaches in an Urban Context for Academia of GIT
- February 28, 2009- Launching of Karachi WWN and Relaunch of Lyari WWN
- March 28, 2009- Lyari WWN Meeting in Celebration of World Water Day
- April 25, 2009- Third KWP Partners' Dialogue/Meeting

Sites and Offices Visited

- Gulshan-e-Iqbal Town Office
- Hisaar Foundation
- Access Consulting
- Al Hamd School
- Government Girls Primary School
- Government Boys Primary School

List of All Documents Referred To

Dialogue Reports: CAPNET Combined Report
GWP Combined Report

Documents: Draft Proposal for 2009 Submitted to CapNet
GWP IWRM TAC Background Paper No. 4
Karachi Water Partnership 10 Year Programme
Karachi's Water and Wastewater Issues
KWP Annual Progress Report: June 2007-June 2008
KWP Paper 2002-07
KWP Summary of Progress: April 2007-March 2009
Write up on IWRM
Write up on Women and Water Networks
Zehra Qadir, article on Hisaar Foundation, published in *The Bottom Line*

Pani Namas: Issues No.1 to No. 4

Water Conservation Guidelines: Homes
Offices
Schools

Websites: CAPNET Toolbox
Global Water Partnership
Hisaar Foundation
Karachi Water Partnership