

STAKEHOLDERS DIALOGUE WITH TOWN OFFICIALS

Objectives of the Dialogue:

- To familiarize Town officials responsible for water, education, health and related services with the concept of Area Water Partnerships (AWPs) in addressing water issues.
- To introduce the concepts of “Mutual Accountability” and “Cost Synergy” to the Town officials related to water, education, health and other services.
- To highlight the roles and responsibilities of Town officials in improving water conservation and water management practices, as well as sanitation, particularly in public schools.
- To seek the commitment and support of the Town officials in Town AWP programmes.
- To make allocation for, and carry out improved water conservation and management in the Town.
- To build up a team of Town officials, who will facilitate the adoption of mutual accountability and cost synergy in implementing AWP programmes in the Town.

Expected Outcomes:

- Town officials familiarized with the concepts of AWP, mutual accountability and cost synergy.
- Town officials oriented on their roles and responsibilities in improving water conservation and management practices, as well as sanitation in the Town.
- Increased understanding of Town officials in water supply and delivery issues within the Town AWP programme.
- Town officials motivated to give extra attention and support to public schools in the Town to provide them with safe drinking water, working sanitation facilities, and clean and healthy environment.

Participants:

- Town officials from different departments (water, education, public health, public works, etc.)
- Principals, Headmistresses and teachers
- Representatives of the Town WWN

Tentative Programme:

3:00 – 3:30 PM	<i>Registration</i>
3:30 – 3:40 PM	<i>Welcome Address Introduction of Participants</i>
3:40 – 4:10 PM	<i>Introduction to Karachi Water Partnership (KWP) and Area Water Partnerships (AWPs) Introduction to Women and Water Networks (WWNs) Concepts of Mutual Accountability and Cost Synergy</i>
4:10 – 4:20 PM	<i>Success of Gulshan-e-Iqbal Town (GIT) Area Water Partnership (AWP) Model</i>
4:20 – 4:35 PM	<i>Roles and Responsibilities of Town Officials in the Area Water Partnership (AWP) Programme</i>
4:35 – 4:45 PM	<i>Documentary Film Screening</i>
4:45 – 6:15 PM	<i>Group Discussion and Presentations</i>
6:15 – 6:20 PM	<i>Vote of Thanks</i>
6:20 PM	<i>Tea</i>

Methodology and Preparations:

- Any existing material (including documentaries and audio public service messages) may be used as Power Point presentations and as discussion guides.
- The languages used in this dialogue should be both Urdu and English. The materials should also be in both Urdu and English. Notes may be taken in either language, but the report should be prepared in English.

- Since these stakeholder dialogues are to be held among peers, the facilitation should be in participatory and consensus building mode.
- The group should be made up of senior, experienced, highly educated and motivated people, carefully selected for their ability to undertake actions.
- Brief presentations may be made to kick off discussions, and the training aspect subsumed under the dialogue style of the sessions.
- Detailed notes should be taken on the discussion, or the discussion may be recorded. The contributions made by the participants should be used as part of building lobbying approaches, solutions and actions.
- The group presentations should form the basis for the identification of actions to be taken and the commitments to be made.
- The following four presentations may be prepared by using the points provided in **BOXES-1, 2, 3 and 4** respectively:
 - **Introduction to KWP and AWP**s
 - **Introduction to WWNs**
 - **Concepts of Mutual Accountability and Cost Synergy**
 - **Success of GIT AWP Model**

BOX-1

INTRODUCTION TO KARACHI WATER PARTNERSHIP (KWP) AND AREA WATER PARTNERSHIPS (AWPs)

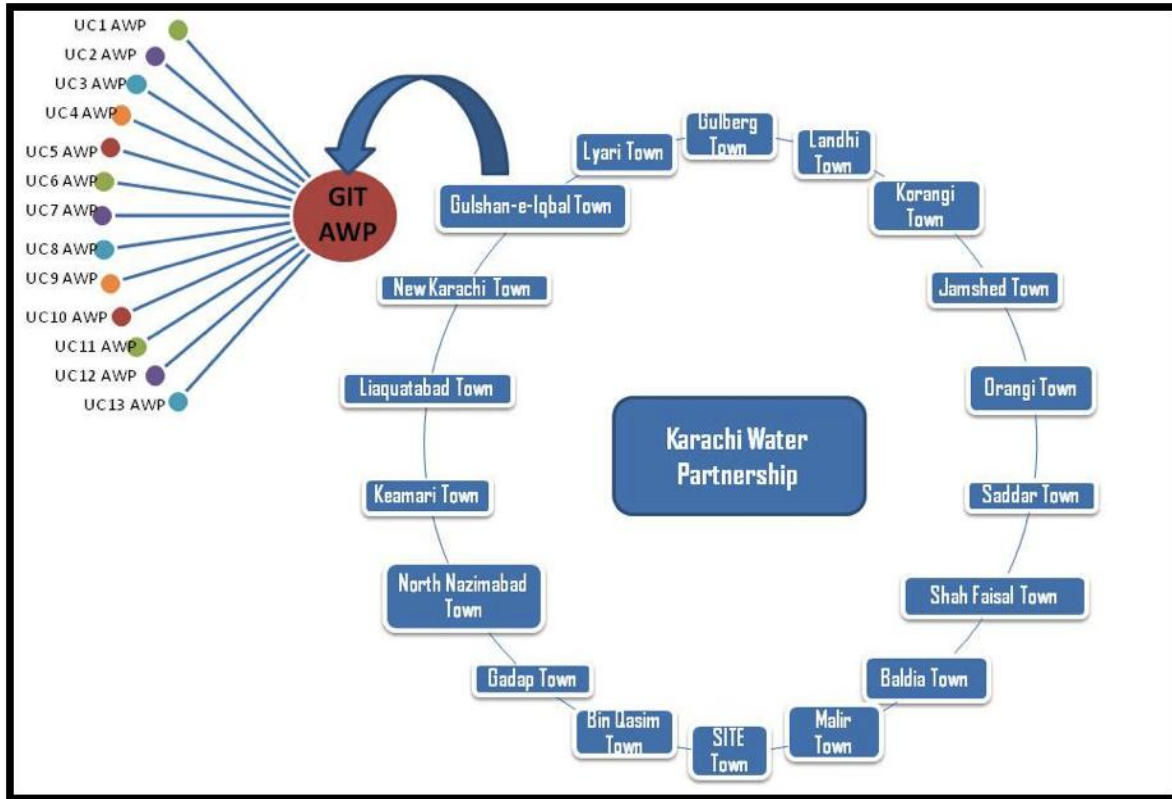
- KWP is the first mega city AWP in Pakistan.
- Hisaar Foundation took the innovative, bold and extremely challenging initiative towards establishing KWP to address inefficiencies and inadequacies in the public water sector in Karachi.
- It is the first partnership in the world that is geared towards developing and implementing an Urban Water Partnership (UWP) on the scale of a mega city.
- KWP was showcased at the Fifth World Water Forum in Turkey in 2009.
- It is linked to Global Water Partnership (GWP) and Pakistan Water Partnership (PWP).
- The KWP model is under consideration for replication by the GWP.

- KWP catalyzes and facilitates public-private partnerships between different stakeholder groups within Karachi related to water supply and sanitation issues.
- 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 working model provides a unique and much needed bridge between various stakeholders including citizens, government, industries and civil society organizations.
- KWP has a large community of partners, which include representatives from the Government, Non Governmental Organizations (NGOs)/ Community-Based Organizations (CBOs), Academia/Research, Media, Schools/Colleges Corporate/Private/Industries, Individuals and International Sponsors/Supporters.
- 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.
- KWP's vision is a Karachi with safe and sufficient water resources for all essential purposes.
- 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 ensures that there is some **cost sharing** between the stakeholders and KWP, rather than KWP bearing the onus and financial responsibility entirely.
- Although Karachi city is its main target entity, the process of establishing AWP is filtered all the way down to the local union council level.
- KWP can thus be seen as an umbrella entity comprising all Town and UC AWP in Karachi mega city.
- By establishing local AWP in each Town and Union Council (UC), KWP aims to institute a systematic and organized course of action.
- Several Town AWP are planned under the umbrella of KWP. So far the following six Town AWP have been established in Karachi Mega city: Gulshan-e-Iqbal Town (GIT) AWP, Landhi Town AWP, Gulberg Town AWP, Lyari Town AWP, Bin Qasin Town AWP and Saddar Town AWP (Show **FIGURE-1**).
- The first of these was GIT AWP.

- GIT is divided into 13 UCs and is home to approximately 1.2 million people.
- GIT was chosen as the primary location to establish the model of a Town AWP in Karachi because of the following reasons:
 - The people and the government officers of this particular town were progressive and forward thinking.
 - The town had a diverse community with people from all income backgrounds.
 - All thirteen UCs of GIT had a mixture of both rich and poor people.
- GIT AWP was established as an outcome of a series of dialogues between KWP and the City District Government Karachi (CDGK), the Karachi Water and Sewerage Board (KWSB), the administrative Towns of Karachi, the private sector, civil society groups and citizens of Karachi.
- Through these dialogues all stakeholders were made to realize that each one of them had a responsibility towards the water resources of the town, and without their commitment and actions, water issues could not be resolved.
- It helped in setting a pattern 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 GIT.
- It also brought about a behavioural change among the citizens in relation to water resources conservation and management.
- These significant results of the GIT AWP showed that this concept could be taken forward, and the gap between various stakeholders including citizens, government, industries and civil society organizations in other towns across Karachi could also be bridged.
- Town AWP's will help in increasing the involvement of stakeholders to overcome the deficiencies in water-related services.
- To this end, Town AWP's will suggest ways and means of improving the existing delivery mechanisms for making them more efficient, equitable and sustainable.

FIGURE-1

PICTORIAL PRESENTATION OF TOWN AND UNION COUNCIL (UC) AWP_s IN KARACHI MEGA CITY



Source: Baxamoosa, S. (2009), Karachi Water Partnership: Review of Phase 1 (January 2007 - December 2008), March 31, 2009, Hissar Foundation, Karachi, Pakistan.

BOX-2

INTRODUCTION TO WOMEN AND WATER NETWORKS (WWNs)

- Women comprise the largest group of water stakeholders, as they are the primary managers and domestic users of water.
- Women are highly motivated and passionate in relation to water resource management because they are affected first and the worst by water shortage.
- In Pakistan and across South Asia, water has always been considered “women’s work” and women have the full responsibility of retrieving and

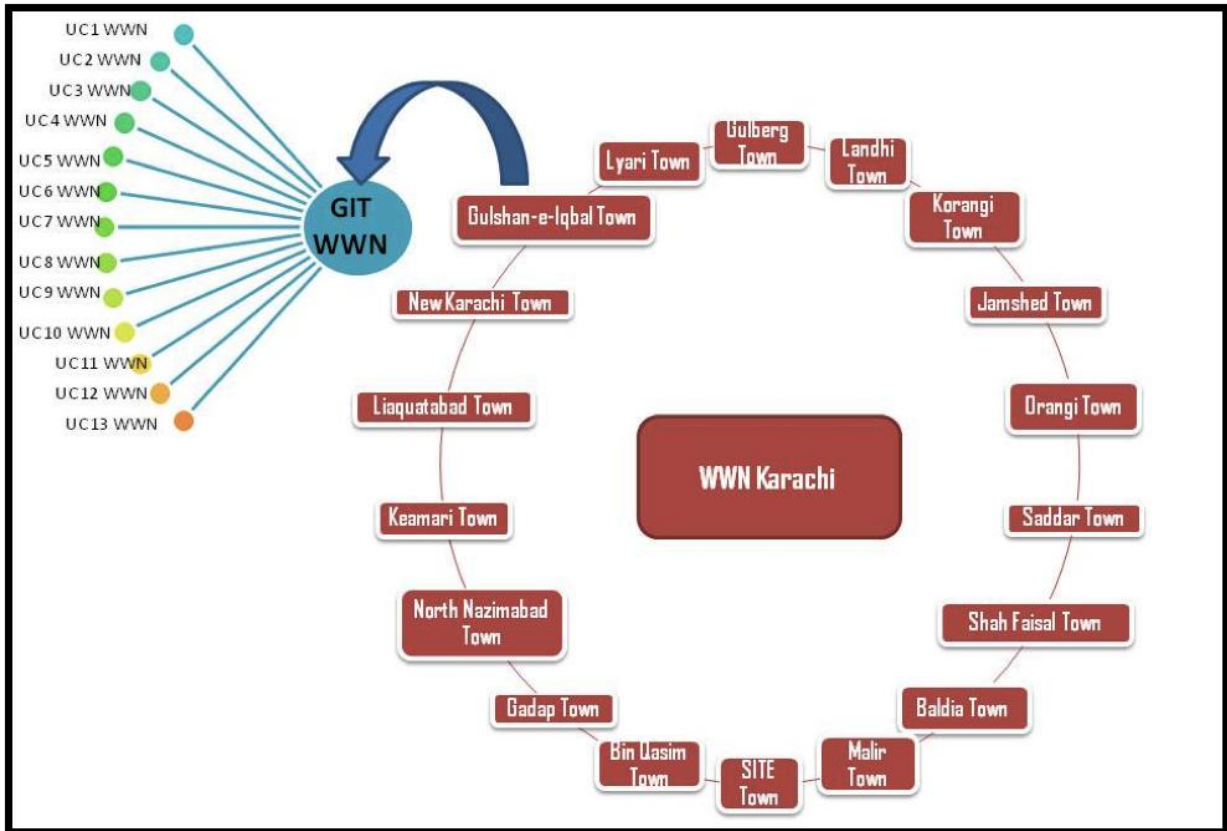
managing water between various domestic uses such as cooking, cleaning and drinking.

- 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 such decisions are made that affect women's lives adversely.
- WWNs are essentially women's only platforms that have been designed to bring in women from all sectors of society on a common ground in such a manner that their voices can be effectively channeled into mainstream policies, decisions and actions on water issues.
- To organize women's voice in the water sector, WWN Pakistan was launched in December 2002 as part of the South Asia Women and Water Network.
- Hisaar Foundation is the host organization for WWN Pakistan.
- Since women are the most adversely affected by the scarcity and shortage of water, it is essential to bring them together at **ALL** administrative levels.
- Hisaar Foundation took the initiative to establish WWNs at the Town and UC levels (Show **FIGURE-2**).
- So far, it has successfully established nine City/Town level WWNs in Karachi mega city. These are Karachi WWN, Gulshan-e-Iqbal Town (GIT) WWN, Gulberg Town WWN, Landhi Town WWN, Lyari Town WWN, Kemari Town WWN, Jamshed Town WWN, Bin Qasim Town WWN and Saddar Town WWN. Within GIT, thirteen WWNs have been established at the UC level. In Punjab, one WWN has been established in Layyah Town; and in Sindh, two WWNs have been established, one each in Umerkot and Jamshoro.
- WWNs have proven to be highly motivated, enthusiastic and extremely effective in implementation and delivery.
- WWNs have proved to work independently and with efficacy demonstrating the passion and motivation of women in relation to water and sanitation issues.
- At the country level, WWN Pakistan was launched in 2002 as part of the South Asia Women and Water Network, and has remained active since then, largely using its own resources.

- The main purpose of making WWNs in towns is essentially to gather women from all UCs on a single platform.
- In this way they can not only share with each other water-related problems in their respective areas, but also collectively analyze as to what actions can be taken to better manage and conserve water.
- Experiences from the already established Town WWNs show that such platforms, while greatly helping in devising water conservation strategies, have increased awareness of water issues, and played a pivotal role in changing the mindset of water user groups.
- Town WWNs have to be established either prior to, or parallel with the Town AWP so that both partnerships may work in collaboration with each other and gain support from each other.
- The President and the Secretary of the Town WWN Executive Committee are de facto members of the Town AWP Steering Committee.

FIGURE-2

PICTORIAL PRESENTATION OF WOMEN AND WATER NETWORKS (WWNs) IN KARACHI AND TOWN WOMEN AND WATER NETWORKS (WWNs)



Source: Baxamoosa, S. (2009), Karachi Water Partnership: Review of Phase 1 (January 2007 - December 2008), March 31, 2009, Hisaar Foundation, Karachi, Pakistan.

BOX-3

CONCEPTS OF MUTUAL ACCOUNTABILITY AND COST SYNERGY

Mutual Accountability is a process by which various stakeholders work together on a common platform for collective action, to ensure conservation and better management of water, move forward together, and can hold each other accountable for their performance in fulfilling their obligations and responsibilities.

- The objective of introducing mutual accountability in the urban water sector is to inculcate the concept of accountability among all water stakeholder groups.

- The idea is to create trust and understanding among the stakeholder groups, so that they may voice their concerns, and work together in finding solutions to their water problems.
- It is important that the stakeholders realize and accept their roles and responsibilities towards the Town's water resources, management and conservation.
- People should make themselves accountable in terms of how they think and behave about the water resources available to them, and also reflect upon how they use and conserve this precious and scarce resource.
- All stakeholder groups must think about water in a holistic way, and engage in dialogues with each other to cohesively develop committed actions for addressing water shortage issues.

Cost Synergy is a concept based on each (institutional) partner spending its own money to carry out commitments (made within the ambit of the water partnership it belongs to), such that the value of the output is much more than a simple $1+1=2$.

- It implies that:
 1. No one pays anyone else to do their job
 2. Each partner spends money as per their own rules
 3. Each partner understands and acts on their own responsibility
- Cost synergy can be achieved only if the stakeholders take ownership of water, and commit their resources towards sharing the cost of its development, management and conservation.
- Although the supply of water is scarce in Pakistani towns, the situation can be improved by adopting water better conservation and improved management practices.
- Each water user group has to realize that they should not put the sole responsibility on a single stakeholder i.e. the Government and/or service delivery agencies.
- As committed citizens, all stakeholders must play an active role in fulfilling their obligations and responsibilities towards making this scarce resource sustainable.
- This could be done with determination and commitment of resources, and with the belief that a small change in perception and behaviour would make their Town safe, water sufficient and environment friendly.

BOX-4

SUCCESS OF GULSHAN-E-IQBAL TOWN AREA WATER PARTNERSHIP (GIT AWP) MODEL

The first Town AWP was established by KWP in GIT. In a short period, GIT AWP made the following substantial achievements:

- Formation of 13 WWNs at the UC level was a major step forward for institutional building.
- Activities for capacity building included the training of 57 water bill distributors and 19 water inspectors.
- Water Facts and Water Conservation Guidelines were printed and delivered to 1.2 million consumers in three consecutive cycles with water bills to homes, schools and offices in GIT.
- School Rehabilitation Programme was undertaken in 20 schools to provide water and sanitation for 8,000 children (Show **FIGURE-3**)
- The GIT AWP partner also adopted the principles of “**Cost Synergy**” developed by Hisaar Foundation.

As a result of the spirit of partnership that was developed among the GIT stakeholders, the following cost synergy was generated:

GIT Town Municipal Administration (TMA) provided experts and venues for dialogues free of cost; paid for printing Water Conservation Guidelines; appointed and paid for water inspectors(**Cost value: US\$ 8,000 or Pak Rs. 680,000**).

KW&SB provided staff and distributed Water Conservation Guidelines with water bills at their own cost (**Cost value: US\$ 18,000 or Pak Rs. 1,530,000**).

WWNs were formed at the UC level entirely of their own accord, and its members took the responsibility to manage the school programme and monitor the interventions (**Cost value: US\$ 8,000 or Pak Rs. 680,000**).

Hisaar Foundation provided facilitators and council members free of charge; developed and tested the Guidelines; provided training and material support (**Cost value: US\$ 30,000 or Pak Rs. 2,550,000**).

Corporate Sector and Local Philanthropists gave donations and sponsorships (Cost value: US\$ 20,000 or Pak Rs. 1,700,000).

FIGURE-3
SCHOOL REHABILITATION PROGRAMME

• Drinking water and sanitation facilities and infrastructure put in	Internal school water supply and sanitation systems made functional or put in
• Schools connected to main water supply	Repair of toilets and toilet fixtures, water tanks, pipes and pumping motors
• Repair of water pipeline(s) up to drinking water tank	Installation of new fibreglass water storage tanks on toilet roofs

Handouts and Distribution Materials:

The following materials and handouts should be distributed to each participant:

- Karachi Water Facts
- Water Conservation Guidelines
- KWP DVD/CD on Water Conservation (with documentary and PSAs in English and Urdu)

Facilitators:

- All facilitators should provide their time free of charge. These will include representatives of the Lead Organization, and people associated with the Town AWP and Town WWN.
- A representative of the Lead Organization should facilitate the dialogue.

- Representatives of the Lead Organization should make presentations.
- It would be beneficial to request a senior Local Government Official to facilitate the discussion with regards to the role and responsibilities of Town officials in promoting water conservation and water management practices.

Proceedings:

- Initiate the session by welcoming the participants.
- Request all participants to introduce themselves.
- Layout the objectives and expected outcomes of the dialogue.
- A representative of the Lead Organization should make a presentation on KWP and AWP.
- A representative of the Town WWN should make a presentation on Introduction to WWNs.
- A representative of the Lead Organization should make a presentation on Concepts of Mutual Accountability and Cost Synergy.
- This may be followed by a presentation on Success of GIT AWP model.
- A senior Local Government official should be requested to make a presentation focusing on the roles and responsibilities of Town officials in the AWP Programme.

Points to be Highlighted on Roles and Responsibilities of Town Officials:

- Roles and responsibilities of Town officials of different departments according to the Local Government Ordinance of 2001.
- Functions and powers of the TMA and Town Municipal Officers.
- Town Officials should be urged to incorporate the following activities in their work plans:
 - Creating awareness of water issues.
 - Disseminating water conservation and management practices for addressing these issues.
 - Distributing Water Conservation Guidelines in schools, homes, offices, industries, hospitals and masaaqid in the Town.

- Distributing Water Conservation Guidelines in all parks, play grounds and shops of the Town.
- Providing adequate water supply in all academic institutions of the Town.
- Preparing a list of all schools and academic institutions in the Town.
- Conducting water audit in all schools and academic institutions of the Town.
- Taking pledges from all school heads and sweepers of the Town to ensure that each person carries out their duties responsibly.
- Undertaking studies on water issues in the Town.
- Cooperating and collaborating with Town WWNs and Lead Organization in planning and implementing school rehabilitation programmes for drinking water and sanitation.
- Holding meetings of relevant Town officials at least once in two months.
- Reviewing progress achieved and problems encountered.
- Identifying measures to solve these problems.
- Carrying out the identified measures.
- Presenting report to Town AWP Steering Committee on progress achieved and steps taken to solve problems.

Documentary Screening:

- KWP's documentary based on the "**Water Crisis in Karachi**" may be screened. The documentary aims to spread the following message:
 - Water has now become a limited resource and water is also a collective resource.
 - The most important stakeholder in water issues is '**the citizen of Karachi**'.
 - However, the citizens do not understand the issue, and they don't have the time to understand the issue.
 - Citizens must change their habits in order to bring about a sustainable solution to this issue.

- Town officials should be urged to spread this documentary to others by inviting people to its private and public screenings free of cost.
- Town officials should be requested to arrange for showing the documentary on media channels, distributed to schools, colleges and universities, screened between sessions at seminars etc. in the Town.
- The floor should be opened for discussion on any queries/questions raised by the participants related to the documentary.

Group Discussion:

The group discussion should focus on:

- **Initiatives that can be undertaken by Town officials of different departments for improving water and sanitation situation in the Town – particularly in public schools**
- Proactive group activities will help in building enthusiasm and interest among the Town officials towards better understanding the concepts introduced in the dialogue.
- Each town has its own water-related problems, therefore solutions to these problems need to stem from within the town inhabitants instead of using a blanket approach.
- Through these group discussions, the participants will be able to identify some key water-related problems in the Town, and suggest ways and means of addressing them.
- The group presentations will provide the basis for developing 'Plans of Action' for each Department.
- The key objective will be to provide a platform to public school Headmistresses to voice their concerns and issues relating to water and sanitation as well as the general environment of their schools.
- The aim should be to get commitments from the Town officials of relevant Departments for the actions that they would undertake, under their own rules and regulations, and with their own funds, to meet the needs of these public schools.
- Divide the participants into **3-5** groups.

- Each group should have a blend of Headmistresses, teachers, members of the Town WWN and town officials from the departments of education, public health, public works, etc.
- Each group should identify and prioritize their water-related issues and concerns.
- They should be advised to come up with practical and strategic solutions to address water problems
- in their areas.
- Allocate **one hour** for group discussions.
- Invite each group to present the outcome of their discussion.
- A Headmistress from each group should be requested to make the presentation on behalf of that group.
- Allocate **7-10 minutes** for each group presentation.
- Some possible water and sanitation issues are suggested in **BOX-5**. These may be used as a starting point for group discussions.

BOX-5

POSSIBLE WATER AND SANITATION ISSUES IN THE TOWN SCHOOLS

1. No Sweepers
2. No sewerage line
3. Sewerage lines are destroyed
4. Tanks are unhygienic
5. Bathrooms are not functional
6. No electricity in bathrooms
7. No wash basins in the bathrooms
8. Water motor is not functional
9. No funds for sanitation services/maintenance
10. Gutter line is blocked/choked

- 11.No water line and tank available
- 12.No electric water cooler for students
- 13.No taps in the bathrooms
- 14.No drinking water for students

Adoption of the Mutual Accountability Process and Generation of Cost Synergy:

- The organization of the dialogue should be held under the auspices of the Town AWP.
- Members of the Lead Organization should act as facilitators.
- They should also help with the planning and material development.
- The TMA should provide the venue for the dialogue at its own cost.
- The Town officials should take active part in the planning as well as during the proceedings of the dialogue.
- WWN members should give time and support through active participation in the dialogue and also full cooperation during the planning of the workshop.
- All participants should come forward with their commitments and practical support to the Town AWP programme.
- All participants should honour their commitments, and perform their roles and responsibilities to the best of their abilities.