STAKEHOLDERS DIALOGUE WITH ACADEMIA

Immediate Objectives of the Dialogue:

- To familiarize academia with the Integrated Water Resources Management (IWRM) approach.

- To familiarize academia with the concept of Public-Private-Partnerships (PPPs) with focus on Area Water Partnerships (AWPs) for addressing water issues.

- To introduce the concepts of "Mutual Accountability" and "Cost Synergy" to the academia.

- To highlight the roles and responsibilities of the academia in promoting water conservation and better management practices.

- To elicit the views and opinions of the academia on how their expertise and skills could be put to use to help strengthen and support the Town AWP Programme.

- To obtain commitments from academic institutions in executing the proposed solutions.

- To identify a representative of the academia for becoming a permanent member of the Town AWP.

Long Term Objectives:

- To seek the support and commitment of universities and colleges for undertaking research studies related to water issues in the area.

- To discuss the introduction of new courses in universities and colleges such as Water Recycling, Water Quality, Water Security, Food Security, Environmental Security, IWRM, PPPs, etc.

- To establish contacts with engineers/sociologists/anthropologists/scientists who have the expertise in the field of water security, water quality, water conservation and water management.

Expected Outcomes:

- Representatives of the academia familiarized with the concepts of IWRM, PPP, AWP, Mutual Accountability and Cost Synergy.

- Representatives of the academia inducted as permanent members into the Town AWP Programme.

- A tentative Action Plan developed for the academia.

- Water conservation and management issues fine-tuned in educational institutions.

- Activities planned for identification and development of courses, lectures, etc. in the educational institutions of the Town.

- A complete list of departments, centers and institutions related to water in the Town.

Participants:

- University departmental heads, professors, graduate students and subject specialists from different relevant fields of study within the Town should be invited to participate in the dialogue.

- Senior students should also be invited as observers to prepare them for future dialogues.

Tentative Programme:

3:00 – 3:30 PM	*Registration*
3:30 – 3: 40 PM	*Welcome Address* *Introduction of Participants*
3:40 – 4:20 PM	*Introduction to Public Private Partnerships (PPPs) and Area Water Partnerships (AWPs)* *Introduction to Integrated Water Resource Management (IWRM) and IWRM Toolbox* *Introduction to Women and Water Networks (WWNs)* *Concepts of Mutual Accountability and Cost Synergy*
4:20 – 4:40 PM	*Success of Gulshan-e-Iqbal Town Area Water Partnership (GIT AWP) Model*

4:40 – 4:50 PM	*Roles and Responsibilities of the Academia Town in Promoting Water Conservation and Water Management Practices*
4:50 – 5:00 PM	*Documentary Film Screening*
5:00 – 6:30 PM	*Group Discussion and Presentations*
6:30 – 6:40 PM	*Vote of Thanks*
6:40 PM	***Tea***

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 English; the materials should be in English; and the report should also be prepared in English.

- Since these stakeholder dialogues are to be held among peers, the facilitation should be in a participatory and consensus building mode.

- 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 group presentations should form the basis for the identification of actions to be taken and the commitments to be made.

- The following five presentations may be prepared by using the points provided in **BOXES-1, 2, 3, 4 and 5** respectively:

  - **Introduction to PPPs and AWPs**
  - **Introduction to IWRM and IWRM Toolbox**
  - **Introduction to WWNs**
  - **Concepts of Mutual Accountability and Cost Synergy**
  - **Success of GIT AWP Model**

BOX-1

INTRODUCTION TO PUBLIC PRIVATE PARTMERSHIPS (PPPs) AND AREA WATER PARTNERSHIPS (AWPs)

- PPPs can be defined as "A cooperative venture between the public and private sectors, built on the expertise of each partner, which best meets clearly defined public needs through the appropriate allocation of resources, risks and rewards."

- PPP is about forming a symbiotic relationship between the public and private sectors, recognizing that each has its own benefits and shortcomings. Through this partnership both are able to overcome their respective deficiencies and move towards delivering better quality services.

- The PPP process focuses on providing opportunity for private sector participation in financing, designing, construction, operation and maintenance of public sector programmes and projects.

- Participation in a PPP offers the opportunity for private or social economic enterprise organizations to become active in already established and/or newly developed fields as partners.

- PPPs inculcate social responsibility in the generally profit-focused private sector, and also increase civil society and community involvement for the welfare of the society.

- Thus, there is a pooling of public and private resources, and capitalization of the skills of the respective sectors/stakeholders to improve the delivery of services.

- As such, the government does not have to provide the services directly or allocate its experts for the implementation of projects, thereby reducing the pressure on public resources.

- Over the past two decades, political and public service leaderships around the world have increasingly forged innovative PPP arrangements.

- In infrastructure programmes, PPPs have provided systemic training and skills enhancement leading to the development of a cadre of capable and knowledgeable professionals to deal with complex issues.

- In the water sector, PPPs have been used to pursue a wide range of objectives, particularly for improving public and social services, reducing costs, and providing water and sanitation services to the poor and disadvantaged people.

- Based on the concept of PPPs, AWPs have emerged as innovative tools to foster

water development and resolve water related issues in timely and cost effective ways.

- Such partnerships leverage each partner's resources and blend their expertise to achieve the best possible results.

- In Pakistan, Hisaar Foundation took the innovative, bold and extremely challenging initiative towards establishing Karachi Water Partnership (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 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, Corporate/Private/Industries, Schools/Colleges, 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 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 AWPs 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 AWPs in Karachi mega city.

- By establishing local AWPs in each Town and UC, KWP aims to institute a systematic and organized course of action.

- Several Town AWPs are planned under the umbrella of KWP. So far the following

six Town AWPs have been established in Karachi Mega city: Gulshan-e-Iqbal Town 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 (KW&SB), 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 AWPs will help in increasing the involvement of stakeholders to overcome the deficiencies in water-related services.

- To this end, Town AWPs 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) AREA WATER PARTNERSHIPS (AWPs) IN KARACHI MEGA CITY
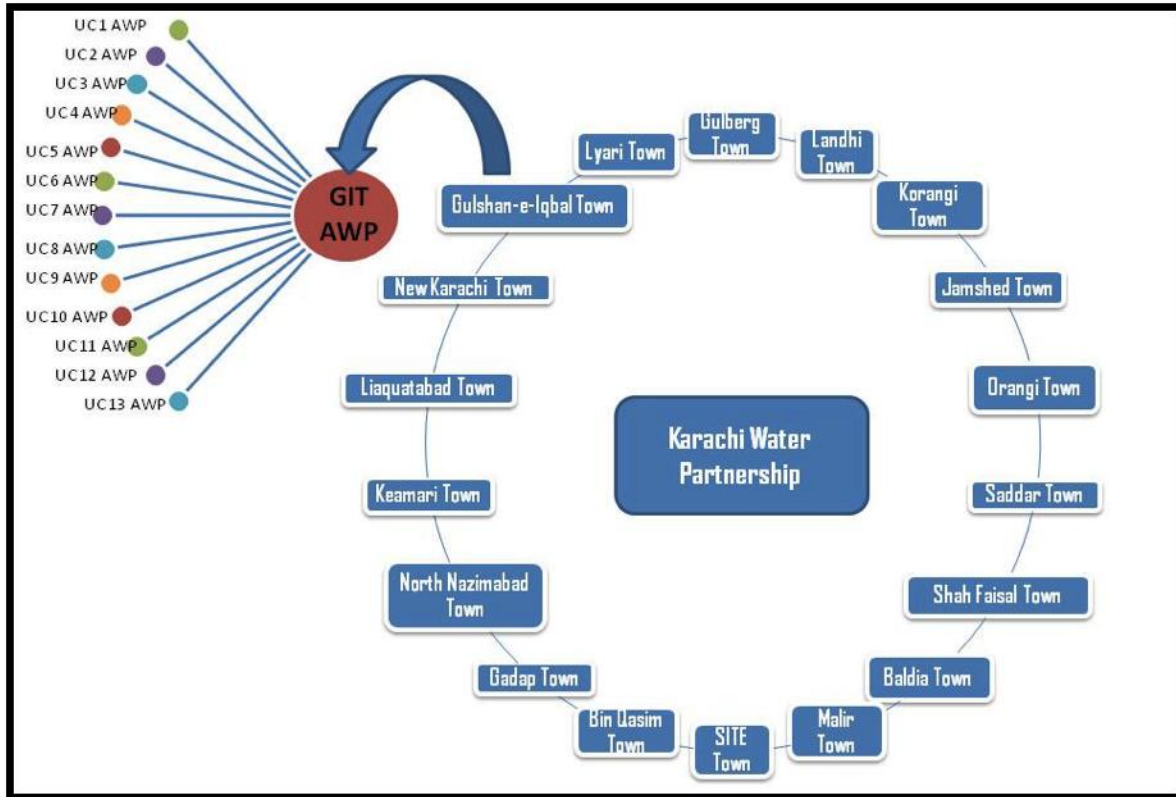
Source: Baxamoosa, S. (2009), Karachi Water Partnership: Review of Phase 1 (January 2007 - December 2008), March 31, 2009, Hisaar Foundation, Karachi, Pakistan.

BOX-2

INTRODUCTION TO INTEGRATED WATER RESOURCES MANAGEMENT (IWRM) AND IWRM TOOLBOX

- IWRM is a process, which promotes the coordinated development and management of water, land and related resources.

- It is a flexible tool for addressing water challenges and optimizing water's contribution to sustainable development.

- IWRM is not a goal in itself, rather it is a problem-solving approach for rationalizing water resources management.

- The three **"E's"** of IWRM are:

  - **Economic Efficiency**: It refers to making scarce water resources go as far as possible and to allocate water strategically to different economic sectors and uses.

  - **Equity and Participation**: It refers to ensuring equitable access to water across different social and economic groups and between rich and poor, both within and across countries, which involves issues of entitlement, access and control.

  - **Environmental Sustainability**: It refers to IWRM also being 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.

- Few city managers or politicians have engaged with IWRM.

- The potential benefits of employing the IWRM concept at city and smaller urban levels are not understood.

- The vital role of local governments in addressing water and environmental problems is not fully appreciated.

- Current water crisis is mainly a crisis of governance, much more than a crisis of water shortage or water pollution per se.

- In the context of IWRM Governance is defined as the range of political, social, economic and administrative systems that are in place (or need to be in place) to develop and manage water resources and the delivery of water services, at different levels of society.

- Good water governance requires clear legal frameworks, comprehensive water policies, enforceable regulations, institutions that work, smooth execution, and citizen-based mechanisms of accountability.

- Management instruments are the elements and methods that enable and help decision-makers to make rational and informed choices between alternative actions.

- 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.

- But the global, national and local economy and society are dynamic and the natural environment is also subject to change.

- IWRM systems, therefore, need to be capable of adapting to new conditions and to changing human values.

- The IWRM Toolbox is designed to help planners and practitioners move from identifying gaps to preparing strategies, building commitments, implementing frameworks with reference to the three "E's", monitoring progress and undertaking reform.

- It is a compendium of good practices within IWRM and a vehicle for exchange of knowledge based on real-life experience and lessons learned.

- The Toolbox is not a static manual, but an interactive, dynamic, growing resource.

- It is different from databases as it is structured around approaches and policies of vital interest to the water resources manager.

- The IWRM Toolbox emphasizes:

  - Integration of water policies and planning into the wider development of an economy.

  - Promotion of more effective, efficient and sustainable management.

  - Governance change from top-down, sectoral, command and control and narrow expert management.

Sources: Catalyzing Change: A Handbook for Developing IWRM and Water Efficiency Strategies, GWP EC 2004 and TAC Background Paper No 4, Integrated Water Resources Management, GWP AC, 2000

BOX-3

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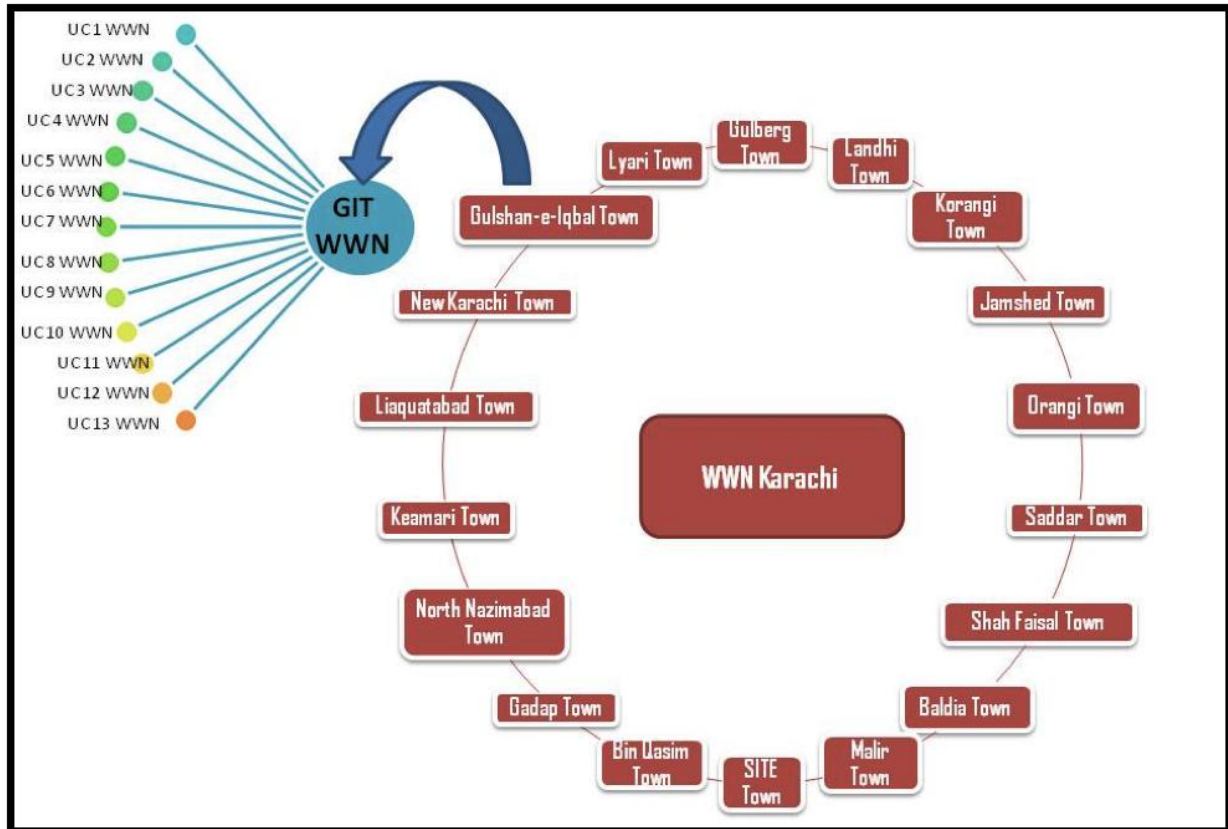
Source: Baxamoosa, S. (2009), Karachi Water Partnership: Review of Phase 1 (January 2007 - December 2008), March 31, 2009, Hisaar Foundation, Karachi, Pakistan.

BOX-4

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

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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:

No one pays anyone else to do their job
Each partner spends money as per their own rules
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-5

SUCCESS OF GULSHAN-E-IQBAL TOWN AREA WATER PARTENRSHIP (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
- KWP Water Conservation Guidelines
- Karachi's Water and Wastewater Issues
- Background of IWRM
- Summary of IWRM Toolbox
- TEC Policy Brief Paper No. 03

- Technical Brief Paper No. 05

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 Professor to facilitate the discussion with regards to the role and responsibilities of the academia 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 PPPs and AWPs.

- A representative of the Lead Organization should make a presentation on IWRM and IWRM Toolbox.

- A representative of the Town WWN should make a presentation on the role of WWNs in general, and Town WWN in particular.

- A representative of the Lead Organization should introduce the concepts of mutual accountability and cost synergy for urban water conservation and management, and advocate its adoption through the Town AWP.

- This may be followed by a presentation on the Success of the GIT AWP model.

- A senior Professor should be requested to make a presentation focusing on the role and responsibilities of the academia in promoting water conservation and water management practices.

Screening of Documentary:

- KWP's documentary based on the **"Water Crisis in Karachi"** may be screened.

- The following additional messages should be shown on Power Point:

  - Water is now become a limited resource and water is also a collective resource.

  - A very important stakeholder in water issues is **'academia'.**

  - However, academia is not as involved in developing and propagating IWRM-based solutions related to water conservation and improved water management.

Group Discussion:

- The group discussion should focus on **Ideas and Solutions from Academia to Support the Town AWP Programme**

- This session should be aimed at obtaining views and opinions from the academia for their involvement and commitment in furthering the development of the Town AWP programme.

- Divide the participants into **three** groups.

- Allocate **one hour** for group discussions.

- Invite each group to present the outcome of their discussion.

- Allocate **7-10 minutes** for each group presentation.

- The following topics are suggested for the group discussion and presentation:

  1. **Inventory of which academic department, center, institution is doing what in water conservation, water management, etc.**

  2. **How would they address the three "E's" of IWRM, Mutual Accountability, Cost Synergy, and PPPs in their institutions?**

  3. **How will they support the Town AWP Programme? (See BOX-6)**

- The discussion should follow a simple framework of:

  - **What?**
  - **How?**
  - **When?**
  - **Who?**

- The **opinions/ideas** elicited from the participants would form the basis for the **"What"**

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- The **activities** proposed would form the basis for **"How"**

- The **agreed timelines** would form the basis for **"When"** and **"Who"**

- The outcome of the group discussion should become a tentative **Action Plan** for the academia under the Town AWP Programme.

- The participants should be asked an open-ended simple question to initiate the discussion, **"What role do you foresee for your institution in support of this programme?"**

- The responses may be diverse depending of the type of institution and its field of work. Nevertheless, a list of activities is proposed in **BOX-6** as a starting point.

BOX-6

WHAT ROLE DO YOU FORESEE FOR YOUR INSTITUTION IN SUPPORT OF THE TOWN AWP PROGRAMME?

- Strengthening networking and capacity building among academia of different disciplines to avoid duplication of efforts.

- Conducting training courses for government officers on water management so that they would incorporate this knowledge in their decision-making processes.

- Sharing knowledge and research related to water issues.

- Providing solutions to industrial effluents based on academic research and findings.

- Motivating students for awareness raising campaigns to support Town AWP.

- Mobilizing students to develop presentations and charts for raising awareness of water conservation.

- Carrying out testing of different samples of water collected from across Town.

- Developing courses on purification of water.

- Conducting training courses on water purification and water conservation.

- Developing methods and guidelines for cleaning water at the point of consumption (in households).

- Incorporating water conservation and management issues in school curriculums at all levels.

- Providing list of relevant departments on water management and sanitation issues.

Adoption of the Mutual Accountability Process and Generation of Cost Synergy

With the spirit of partnership, implementation of any programme can be made cost effective. If all partners pool in their resources as per their own rules, no one will have to pay anyone else to do their job. Each partner will understand their role and responsibilities, and take the needed actions to fulfill their commitments. For example:

- The organization of the dialogue should be held under the auspices of the Town AWP.

- Members of the Lead Organization should act as facilitators and provide their time free of charge.

- The Lead Organization should also help in planning and material development.

- The TMA should provide the venue for the dialogue at its own cost.

- Town AWP Steering Committee should take active part in the planning as well as during the proceedings of the dialogue.

- Representatives of the Town WWN should make a presentation and help in facilitation.

- Academia should give time and support through active participation in the dialogue.

- All partners should come forward with their commitments and practical support for an agenda for actions.

- All partners should honour their commitments, and perform their roles and responsibilities to the best of their abilities.

- Each partner would be accountable to all the other partners for the fulfillment of their committed actions.

- This will set in a process of mutual accountability

- It will also generate the cost synergy required for taking forward this multi stakeholder platform.