

STAKEHOLDER INVOLVEMENT IN WATER SERVICE PROVISION: LESSONS FROM MSASA PARK, HARARE, ZIMBABWE

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ABSTRACT

Service delivery in Harare has deteriorated. Residents' disappointment has escalated into a hullabaloo for they feel neglected in this quandary. This paper maps the experiences of the residents in Msasa Park with the purpose to assess the level of stakeholder involvement in water supply issues. The study is a mixture of quantitative and qualitative research approaches. Data were collected from residents of Msasa Park using a questionnaire and from key informants through in-depth guided interviews. Analysis of data was through comparative and content analysis. It has emerged from the research that the residents of Msasa Park are yearning for involvement in the process of finding solutions to the water problems bedeviling Harare. They feel sidelined and this has caused a vinegary relationship between the residents and city fathers.. It is however recommended that Harare Water should practice good governance especially involving residents and other stakeholders in water supply issues. The residents need acknowledgement from the city fathers that they can work hand-in-glove in their quest to find everlasting solution.

Key Words: Service delivery, stakeholder involvement, water supply

INTRODUCTION

Globally service delivery is rapidly deteriorating especially in the developing countries. WaterAid (2006) has attributed this decline to rapid urbanization and failing public utilities among others. Rapid urbanization has led to the development of slums- which is now a phenomenon evident in most world cities. WaterAid (2006) opines that, city authority laws are in many cases the reason why most public utilities fail to serve the urban poor living in slums and informal settlements. These areas are not shown on development plans thus utility services to these areas do not exist. Furthermore their needs are not captured in as far as service delivery is concerned. Despite the invisibility of the urban poor on urban development plans, the public utilities themselves are facing major financial and governance challenges thus are not able to adequately provide services to the urbanites (Gambe 2007, 2011; WaterAid, 2006; UNDP, 2004). Lack of good governance practices on the part of these public utilities has manifested into service delivery battles with residents completely losing trust and faith in the water provider.

Poor water service delivery is a major characteristic of the majority of developing countries. In Sub-Saharan Africa almost half of the urban population are not connected to piped water but are served by Non- state providers (WaterAid, 2006). This scenario is caused by, among others, bad governance since African governments are still modeling their modes of governance. In Zimbabwe water service delivery is still poor especially in areas like Msasa Park where some areas hardly receive piped water supplies (Gambe, 2011). As was noticed by Hove and Tirimboi (2011:61) “Harare Water has a Non Revenue Water of 35-40%” thus this causes acute shortages of water that is able to reach the end consumers. Hence those without piped water supply are reluctant to pay their water bills (Gambe, 2011; Hove and Tirimboi, 2011). They feel forgotten in the whole predicament despite their belief that their involvement will lighten the burden on Harare Water.

CONCEPTUAL FRAMEWORK AND REVIEW OF LITERATURE

Despite the world wide use of the word ‘governance’ both in practice and theory, the concept has various meanings to different people. It is thus vital to look at two different lines that is substantive content of governance and its character in practice (Olowu and Sako, 2002). As

further elucidation on the two different lines of governance that Olowu and Sako (2002) are proffering, they have this to say,

“.....the substantive content can be further broken down into two themes. There are those who perceive governance as concerned with the rules of conducting public affairs and those who conceptualize it as steering or controlling public affairs. The rules perspective tends to emphasize the institutional determinants of choice whilst the steering approach concentrates on the implementation of choices. The differences under the steering approach are that governance can be viewed as an activity or a process. Governance can be treated as shown in human intention and action whilst on the other hand as an ongoing phenomenon which is difficult to pin down but influences the achievement of results. The former view is mostly fancied by practitioners however the academics tend to adopt the latter” (Olowu & Sako, 2002:14-15).

Olowu and Sako’s perceptions are buttressed by Mubvami (1997:57) who believes that *“...the concept of governance entails the understanding of a set of rules invented by the society and all its institutions. It is vital that these rules be approved by all groups and embrace the values of that particular society. Thus governing or ruling should satisfy efficiency, accountability, transparency, responsiveness to the needs of the public, pluralism in society and should offer choices to the governed”*. This shows that governance should be ratified by the masses whose needs, the system address. Besides, the notion of governance entails populism since all groups in the society should approve the governance system. Whether this is achievable or utopia, one is left to wonder. Governance is further simplified by Kamete (2002) who asserts that governance is essentially about relationships and interactions since it primarily focuses on the relationships of those who have the responsibility of governing referred to as the governors, and those over whom the governorship is exercised - the governed/masses.

Conceptualizing Good Governance

Good governance comprises the existence of effective mechanisms, processes, and institutions through which citizens and groups articulate their interests, exercise their legal rights, meet their obligations and mediate their differences (Adei, 2007:23). It is therefore, vital to analyse the

essentiality of the characteristics of good governance which are participation; rule of law; responsiveness; consensus orientation; effectiveness and efficiency; and accountability.

Participation/Stakeholder Involvement

Public participation (sometimes referred to as stakeholder involvement) entails collective decision making and this can be directly or through representation by those pushing for the interests of the majority. It is thus no longer a fallacy to talk about concerned citizens being involved in decision making process, especially in natural resource management. In light of this school of thought, participation should be built on freedom of association and speech combined with the capacity to participate constructively (Perret et al, 2006; Adei, 2007; ACPD, 2006).

The notion of participation is now increasingly married with the rights of citizenship. Despite rights of citizens being involved, various studies have shown that there is a growing disjunction between ordinary people, especially the disadvantaged, and the institutions which affect their lives, especially government. This has caused reduced political participation and growing distrust between citizens and state institutions (Gaventa, 2007). This is supported by Hove and Tirimboi (2011) findings in Harare where Harare Water is now being distrusted by residents in so far as water supply is concerned since they now believe that myriad ills faced in water supply are a direct consequence of being sidelined by the water provider.

For citizens to constructively participate in local decisions they, according to ACPD (2007:12-13) need....”*awareness, confidence, commitment, relevant knowledge and organizing skills; sensitive, accountable and trustworthy leadership; vibrant community institutions and organizations; just and fair resource management; regular free and fair elections for councilors, village and ward elected officials; involvement of citizens in financial matters at all levels; and, involvement of disadvantaged groups; the very poor, the disabled, women, youth and children*”. Applying this to water supply in Harare, one quickly concludes that stakeholder participation is not very effective. This perception is cemented by Chikozho (2006), who found out that without user participation/stakeholder involvement, the authorities in Harare cannot manage water at

local levels effectively thus easier management of water can prevail with full participation of the users themselves.

Rule of Law

Legal frameworks under good governance should be just, fair and impartially enforced, especially the laws governing human rights. As envisaged by Adei (2007) and supported by Olowu and Sako (2002) the application of law should be regardless of one's status in the society thus the 'governors' should respect and acknowledge the views and contributions of the 'governed'.

Transparency

Decisions taken by public officials should be clear and open to scrutiny by citizens or their representatives for transparency to prevail (Olowu & Sako 2002). This conception should be based on free flow of information thus processes involved, institutions and enough information should be directly accessible to those concerned (Adei, 2007; UNDESA, 2007). The governors in Harare (municipal officials & councilors) have been accused for lack of transparency especially to the people they represent. Councilors especially, have been accused of rampant corruption and an obsession of wealth accumulation for the purposes of self-aggrandizement at the expense of residents' anguish (The Financial Gazette, 07 January, 2011; The Financial Gazette, 13 August 2010)

Responsiveness

As posited by Adei (2007) institutions and processes should serve all stakeholders for good governance to prevail. This means that states are expected to be responsive to all its citizens and provide equitable access to public services (Olowu and Sako, 2002). Water disconnections have continually been used in Harare as a measure of coercing residents to settle their bills regardless of the pleas by the residents and directives by the central government against such an act. This shows that responsiveness on the part of city authorities is low in Harare. However it is important to note that the authorities have implemented a scheme which charges the elderly (senior citizens) lower rates as compared to all other residents (The Herald, 2 December 2010; IRIN, 21 January 2010).

Consensus orientation

Mediation of divergent interests is a characteristic of good governance which aims to reach broad consensus on the best interests, with the possibility of extending to policies and procedures (Adei, 2007). However this might not be the case in Harare since residents have been up in arms with the authorities, seeking a review of water tariffs. Demonstrations have been staged at Town House but there seems to be no consensus since the authorities have not reviewed the water tariffs downwards (The Saturday Herald, 5 February, 2011).

Effectiveness and Efficiency

Efficiency and effectiveness are still low in Harare especially with leaks claiming between 30 and 40% of purified water. The quality of water on the other hand has been questioned by a majority of residents. Some suburbs such as Chisipite have some parts which are still dry and residents have resorted to the use of underground water (Toriro, 2006; IPS News, 6 November 2009)

Accountability

Accountability to the public and institutional stakeholders is expected from those who govern - decision makers in government, the private sector and the civil society organizations. This however depends on the organization and factors such as internal or external accountability (Adei, 2007).

Linked to the issue of accountability is transparency. Harare officials have been lambasted by residents due to the move taken to use a big chunk of the revenue to pay salaries. Value for money is not evident in the eyes of ratepayers since the city officials are not accountable. Further to that there has been speculation that abuse of public funds has contributed to poor service delivery especially water supply. The Combined Harare Residents Association has vowed to boycott paying rates and litigation as means of putting pressure on the authorities in Harare to deliver better services (The Financial Gazette, 13 August 2010; Herald, 2 December 2010)

Water Service Delivery Levels

When assessing service delivery, there are five service levels that are applicable- no service; sub-standard service; basic service; intermediate level service; and high level service (Moriarty et al, 2010; Schouten et al, 2011). A ‘no service’ level refers to a situation where the system fails to meet its minimum agreed norms thus undermining the concept of service delivery whereas a sub-standard service fails to provide basic minimum established norms but described as better than having nothing. This level is in-between ‘no service’ and ‘basic service’ levels and is typical to some sort of service accessed by people living on the fringes of better serviced areas.

The differences between basic services and intermediate level services are that the former are mainly found in rural communities and some peri-urban or emergency situations that is typically community managed and focused on providing a minimum level of potable water. In addition water for other uses is found elsewhere since there is no treatment done thus quality of supplied water is heavily dependent on underground water quality. Intermediate level services on the other hand, are found in denser rural, small town and peri-urban communities comprising a mix of household and communal access points providing better than basic quantities closer to the household. It is vital to note that some level of treatment is involved though sometimes only basic chlorination. Furthermore, professional management is also involved and the payment of user fees thus this type of services is more expensive and demands greater management skills than the basic level (Moriarty et al, 2010; Schouten et al, 2011).

High level service involves piped water into people’s houses which is operated properly providing a continuous ‘24/7’ service. High levels of treatment and good water quality are involved hence management is by either public or private utilities and involve relationships of clients and water providers. Water quantities involved range from 100 litres per capita per day upwards (Moriarty et al, 2010; Schouten et al, 2011).

A case study of Indonesia will be summarised to shed light on how other municipalities in the world are improving water governance by involving residents in urban water supply.

Case Study: Water Governance Reforms in Indonesia

Indonesia is an archipelago between the Indonesian Ocean and the Pacific Ocean and is the largest country in the Southeast Asia considering its population and area. Reforms were rolled out in Indonesia in form of Breakthrough Urban Initiatives for Local Development- BUILD Programme and Partnerships. The BUILD programme saw nine cities making changes in municipal management and administration directing their focus on the introduction of more responsive, participative, transparent and accountable management practices. The Partnership for Governance Reform in Indonesia (PGRI) was established as an initiative of UNDP, World Bank, ADB, and the National Planning Bureau (Bappenas) in 2000 as means of helping Indonesia in the exploration of activities meant to bring about change in the country. The Indonesian Water Partnership was established in 2002 in order to facilitate networking with other international institutions such as Global Water Partnership (GWP).

KEY RESULTS IN SERVICE DELIVERY

Stakeholder Involvement in Decision Making- To ignite the process, identification of actual stakeholders in a city was done. In water supply these included, Water User Associations (WUAs), water user communities, NGOs, professional organizations, academia, private sector, government institutions and members of parliament among others. Identification of stakeholders was followed by the identification of constraints and opportunities for development together with citizens' problems and extent of dissatisfaction on delivery systems. The process gave local stakeholders an opportunity to participate in crafting the mission and vision of a city whilst on the other hand conducting public opinion polls and hearings on development where issues were discussed. This move created what are referred to as 'city forums' that facilitate discussions with the affected citizens concerning their problems thereby making them part of the solution.

Public Participation- Public consultation and hearings became important tools that helped to identify problems faced by the citizens then encourage communities to take steps in solving these problems. Further to that, it became easy to measure the satisfaction of people in the service delivery then craft priorities of action to be taken. In addition these changes made citizens actively participate in systems affecting them; created a sense of responsibility; put pressure on local governments to improve service delivery; and improved citizens' faith in their local governments. The Forum Air Indonesia (FAI 2000) was launched in the country with the view to make all water-concerned parties mutually participate in

water issues in order to achieve sustainability of water in Indonesia. This was followed by Indonesian Water Forum 2000 which was meant for discussion, exchange of information, and problem solving techniques in water resources.

Transparency and Right to Information- Participation of the public in the city affairs kick started the development of transparency. Through a local newspaper, the city publishes its intended policy decisions and plans then citizens are invited to respond through writing letters to the editor of the same newspaper. Interactive radio talk shows have also been utilized. These measures increased the zeal of the citizens to participate in urban systems. This development has resulted in the creation of information shops at neighbourhood levels. This was due to various steps taken by the central government to decentralize responsibility and to some extent funds to local governments.

Efficiency and Effectiveness in Service Delivery- The citizens' satisfaction with service delivery improved through public participation. Service units which are referred to as 'one stop' were established where citizens would receive various services at one counter within a specified period of time. This development was followed by the rationalization of other local government business processes.

Case Study Sources (The Water Dialogue, 2009; MSRI, 2003; AusAID, 2009; UNDP, 2002) in Gambe (2011).

From the Indonesian case, stakeholder involvement and public participation in decision making have emerged as key in water supply. Once involved, residents develop a sense of responsibility since they feel they have to play their part. Besides that, transparency and promotion of right to information; and efficiency and effectiveness in service delivery were highlighted as also key to water supply. Once residents develop trust in the water provider their participation in water issues increases while at the same time promoting effectiveness in service delivery.

RESEARCH METHODOLOGY

The research is both quantitative and qualitative and utilises both primary and secondary data. Primary data consist of data gathered from the field detailing the residents' experiences and their perceptions on the water situation in Msasa Park and their involvement. Secondary data were gathered from existing literature. Simple random sampling was used to select participants in Msasa Park and the target population was the household heads. Due to limited finances and the

fact that Msasa Park is dominated by a homogeneous population of middle-income earners, 40 participants were selected using random numbers generated by a computer. The response rate was 75% thus 30 questionnaires were used for analysis purposes. Besides the residents, key informants that were interviewed to obtain a broad understanding of water governance issues include, Harare Water, Combined Harare Residents Association (CHRA), World Bank-Zimbabwe Branch, and Institute of Water and Sanitation Development (IWSD). Data collection was conducted through questionnaires and in-depth interviews in order to solicit rich qualitative data from selected participants. The data collected were input into Statistical Package for Social Scientists (SPSS version 16) and then analysed through comparative and content analysis thus forming the basis of the issues discussed in this paper.

PRESENTATION OF FINDINGS AND DISCUSSION

Study Area and Household Characteristics

Msasa Park is a medium density suburb to the Eastern part of the Harare CBD. The area is badly affected by water shortages and is 8km from the city centre. It is surrounded by Chadcombe to the western part; Msasa to the northern part; Meadowlands to the southern part and an open grass land to the eastern part as shown in Plate 1. Three bed roomed suburban houses are dominant in the area despite the existence of extended houses with four or more bedrooms. Msasa Park is dominantly composed of middle income earners though the presence of low and high income earners is evident.

Harare Water has expressed knowledge of the water shortages in Msasa Park. This suburb is located on high ground thus making it difficult to pump water to it when water pumping pressure is low. This has resulted in most areas of Msasa Park becoming dry since early 2000. Emanating from this dryness most residents resorted to digging shallow wells within their stands/plots in order to access water for domestic use. This practice has become popular in Harare and has spread to some suburbs facing acute water shortages.

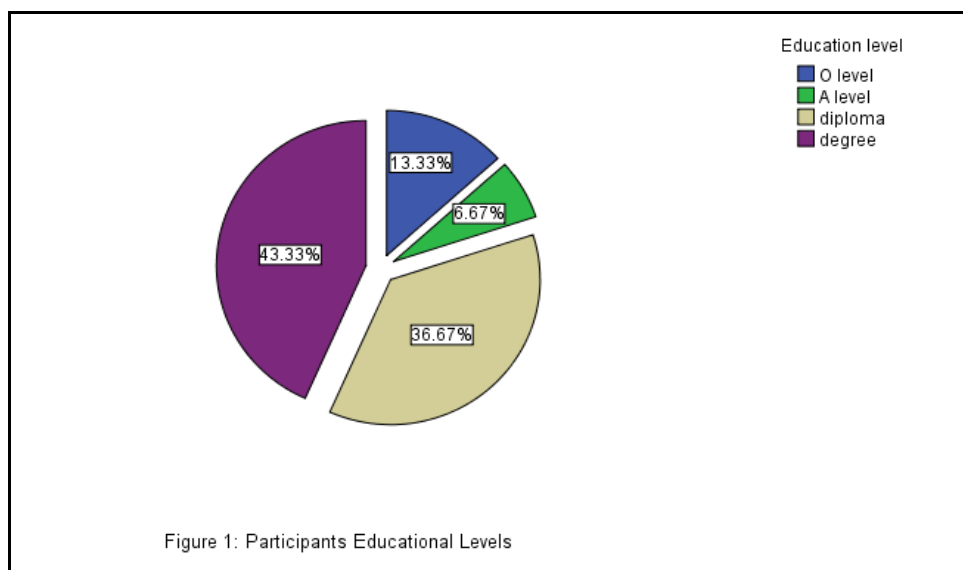
Plate 1: Msasa Park Map



Source: Surveyor General Maps

Participants in this survey were dominantly female (53.3%) as compared to male (47.7%). This cements the validity of the data collected since women are the most affected when it comes to water supply issues.

Figure 1: Educational Levels



Source: Survey 2012

The participants' level of education as shown in Figure 1 is high with 43.3% degreed, 36.7% with diplomas, 6.7% and 13.3% with Advanced and Ordinary level education respectively.

Education is vital to discuss because it affected the quality of both quantitative and qualitative data gathered. The high level of education can support the argument that the data collected were useful and valuable since they were from a majority of people who had attained basic level education and are purported to have an understanding of water supply issues.

The household income ranges are shown in Figure 2 and the majority of the participants (60%) are in the ranges of USD500 to USD900. This confirms that Msasa Park is indeed a medium density suburb dominated by middle income earners. Important to note however is the presence of high income earners who constitute 16.67% of the participants. In comparison, only 10% of the participants earn less than USD400.

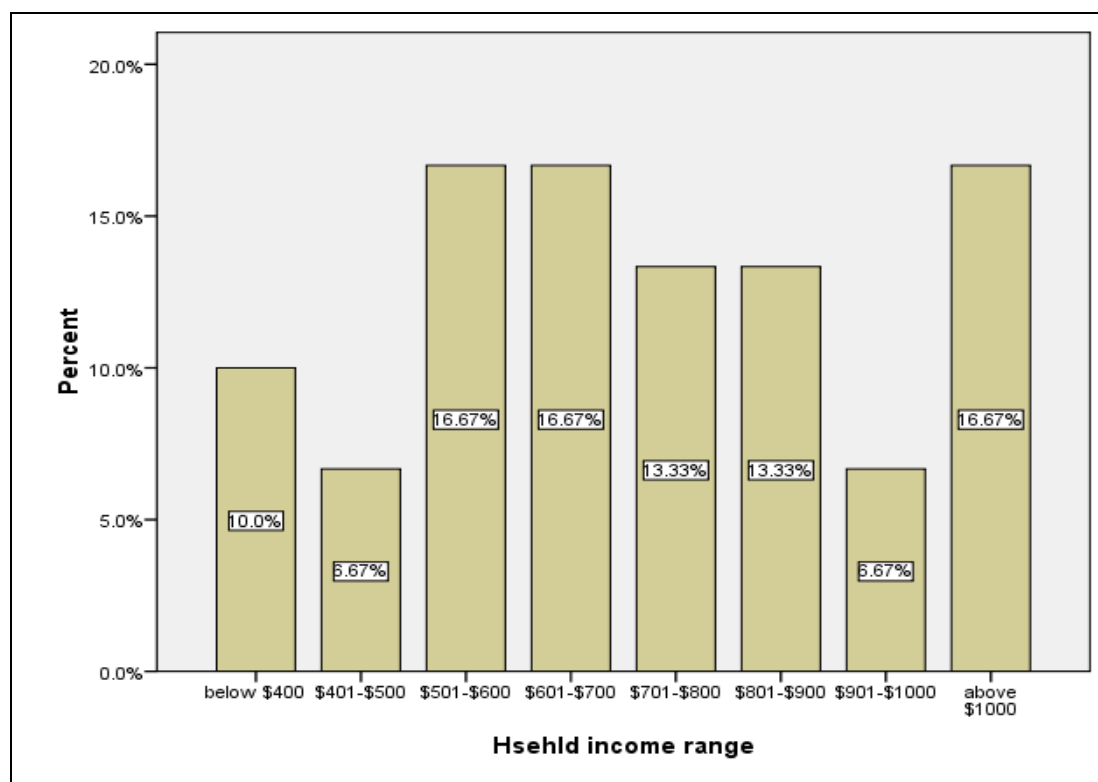


Figure 2: Household Income Ranges

Source: Survey 2012

Consumer Consultation by the Water Provider

It emerges from the study that all the participants have never been directly consulted in water supply related issues. It seems Harare Water as the water provider is not concerned with involving beneficiaries in water supply issues. However the statistics might not well represent the situation on the ground since meetings might be called for but some residents will be busy to attend.

Stakeholder consultation, according to Harare Water is done through residents' representatives, in this case Combined Harare Residents Association (CHRA). Besides it is mandatory for Harare Water to consult residents when coming up with a budget otherwise the budget is not approved by the Minister of Local Government & Rural Development. The question however becomes, *how effective is representative consultation?* The concepts of Water User Associations (WUAs) and water user communities used in Indonesia (The Water Dialogue, 2009; MSRI , 2003; AusAID, 2009; UNDP, 2002) in Gambe (2011) are not evident in Msasa Park. Residents feel alienated when water supply issues are discussed and decisions taken as there is no 'direct' contact between them and the water provider. This is detrimental to effective and efficient water supply as was noted by Chikozho (2006) who posits that without user participation/stakeholder involvement, the authorities in Harare cannot manage water at local levels effectively.

While Harare Water argues that it normally consult residents, CHRA has dismissed this arguing that despite provisions for consultation in the Urban Council's Act (UCA) there is lack of a participatory budget framework thus making it difficult to push for water provision prioritization. The only way that CHRA can use to demand service delivery from Harare Water is through encouraging residents not to pay their bills. That way the water provider will be forced to listen to residents' grievances. This mechanism was however described by Harare Water as not helpful since there is need for adequate funding if water service delivery is to improve. The residents on the other hand concerned since Harare Water always approaches them at the last minute when it needs funds. Instead they prefer being involved in the planning stage.

Institute of Water and Sanitation Development (IWSD) has described stakeholder involvement in water supply as poor. IWSD has this to say, “....*water supply in Harare has become a sensitive issue not to be openly discussed. In addition independent civic organisations are not allowed to carry out water quality tests. The reason behind is that these organisations might advise residents how poor the water quality is thereby causing alarm within the public*”. This is supported by the researcher’s experience who was supposed to go through vetting by the intelligence agency in order to get access to water treatment plants for study purposes. Such a scenario compromises transparency, accountability and effectiveness. Besides, this scares off concerned citizens who might want to get more information on water supply as a result the relationship between water users and the water provider is broken.

Communication between water users and water providers should be easier in contemporary times considering the technological advancement in ICTs. However Harare Water as the water provider has not taken advantage of technology thus has this to say, “....*we have not fully taken advantage of internet to communicate with residents especially when sending bills and receiving water payments*”. The internet can be used easily to directly consult and educate residents on several issues especially those to do with water supply. Apart from the internet, there is no evidence that Harare Water has effectively utilised Zimbabwean radio and television stations to reach out to water users. These platforms are vital as residents are able to phone and make their grievances heard. In addition these programmes give residents a sense of responsibility and ownership since they would have developed a sense of being ‘involved’.

Residents’ Views on Possible Contributions in Water Supply

It emerges from the research that 70% of the participants believe they can be meaningfully involved in water supply issues whilst 30% think they cannot. The participants who believe that they can be involved in water supply issues gave various expectations that are summarised in

Table 1: Residents' Expectations in Water Supply

		Frequency	Valid Percent	Cumulative Percent
Valid	residents should know costs involved in water supply then agree on sustainable rates	1	3.3	3.3
	involve residents in water supply issues	11	36.7	40.0
	residents can offer technical assistance	2	6.7	46.7
	use water wisely and making early payments	4	13.3	60.0
	formation of residents committees to assist in planning	1	3.3	63.3
	n/a	9	30.0	93.3
	no explanation	2	6.7	100.0
	Total	30	100.0	

Source: Survey 2012

As shown in Table 1, the majority of the participants (36.7%) want to see residents being actively involved in the water supply process from the beginning to the end. If residents are left out, their willingness to co-operate in water issues will decrease. Besides being involved, 3.3% of the participants also want transparency from the water provider, i.e. they should know the costs involved in water supply before agreeing on sustainable water tariffs. The mechanism for public consultation that is in place (i.e. council budgeting) does not fully involve residents since Harare Municipality budget is mainly debated by councilors and pressure groups before being approved by the Minister of Local Government, Rural and Urban Development. Water tariffs that are generated from the approved budget mainly face resistance from residents because they do not feel fully involved and ownership of the process hence the reluctance to settle their water bills. Without adequate revenue generated from water supply, it then becomes difficult for Harare Water to improve the quality of service rendered.

It emerges from the study that 6.7% of the participants believe that if residents are fully involved in water supply, they can offer technical assistance where possible. This assistance can be repairing of pipes or the design of water infrastructure that will help lessen the burden on the water provider. This idea emanates from the belief that since 43.33% of the participants are degreed, they possess expertise that can be tapped by Harare Water in the bid to address the water woes thereby improving service delivery. This can be done through approaching individuals or forming user groups/residents committees as alluded to by 3.3% of the participants that are tasked to perform design or maintenance issues. A significant number (13.3%) of the participants believe that once residents are fully involved in water supply, they can play their part by conserving water/use water wisely and making early payments to the water provider to ease the problem of limited financial resources. This is in line with the findings of Gambe (2011) that low levels of consultation result in low consumer involvement in water supply issues thus lack of transparency and accountability since residents are taken as consumers rather than customers. The revenue realised from water supply will consequently be reduced leading to a vicious cycle of poor service delivery.

Important to note from Table 1 is the fact that 30% of the participants did not give any recommendations because they do not believe that they can be meaningfully involved in water supply issues. The possible reasons behind their thinking are abound. Perhaps some believe that they are too busy to be involved in water supply issues at community level, thus there are always others who are less busy and can attend to such issues. On the other hand some may have totally lost hope in working with the city council hence they do not want to be involved in any council business. This notion supports the idea raised by Gambe (2011) that some residents do not settle their water bills in order to 'fix' the council and such people are the ones capable of asking the question-*why pay for no service rendered?* Alternatively this percentage (30%) may be representing a group of people who have only attained basic level education thus they think they are not capable of helping the council in water provision in any way.

CONCLUSIONS AND POLICY RECOMMENDATIONS

Conclusions and recommendations from this paper will be presented under four themes which are, reviving and improving relationships, water committees, beneficial partnerships and awareness campaigns.

Reviving and Improving Relationships

The relationship between the water provider and the residents is very poor. They have viewed each other as arrogant and uncooperative thus the blame game that is going on. It is recommended that both the residents and Harare Water have to put their differences aside and engage in constructive dialogue with the same aim of improving water service delivery. Harare Water needs to regain trust from the consumers hence it needs to be as transparent and accountable as possible. It appears some residents do not even have an idea of the causes of poor water service delivery in their area. This has been caused by the inability of Harare Water to fully explain their situation/challenges to the residents. Residents on the other hand should realise the fact that they need to settle their water bills for service delivery to improve hence they should play their part and show commitment.

Water Committees/Associations

There is no evidence of water user committees/associations in Msasa Park. This has resulted in a big gap between the residents and the water provider. This has also paralysed any initiatives residents might have in as far as improving service delivery is concerned since there is no clear communication channel. In light of this, water committees should be created in Msasa Park in order to enable residents to fully participate in water issues that are currently affecting them. These water committees should also bridge the gap between an ordinary resident and the water provider thereby taking residents' initiatives and recommendation to Harare Water. Other duties that may be performed by these water committees include monitoring, and minor maintenance of water infrastructure, and encouraging residents to settle their bills in time to avoid deterioration of the quality of service provided.

Beneficial Partnerships

Organisations such as NGOs have not been given enough space to participate in water supply, which is treated as a 'sensitive issue' and with high secrecy. The purported reason behind this treatment is to prevent NGOs from publishing 'harmful' information concerning water quality that will cause public panic and chaos. Apart from NGOs, private companies/organisations are not visible in water supply despite being a major stakeholder. It is thus recommended that NGOs and private organisations should complement Harare Water's efforts in water provision. In pursuance of good service delivery, these organisations can assist in awareness campaigns, offering expertise and even mobilizing funds for expansion and maintenance of water infrastructure. However there is need for Harare Water to open-up the space and allow other organisations room to contribute in whatever way they can.

Awareness Campaigns- Involving the 'Common Man'

Some disagreements between Msasa Park residents and Harare Water are a result of 'lack of adequate information' on the residents' part. Residents feel sidelined and marooned in this predicament of water woes thus their craving for involvement. Emanating from this, there is need to form 'city forums' (as was done in Indonesia) in order to create a platform where residents converse with Harare Water officials. These forums can be in the form of public consultations/hearings, television and radio (phone-in) talk shows, and newspaper publication run once a week/month focusing specifically on water service delivery. These platforms create an opportunity for residents to express themselves and give their recommendations to council officials. Apart from that, residents can also demand service delivery through these forums. On the other hand Harare water can use these platforms to educate residents on issues of water supply thereby clearing the current mistrust and the blaming game. Finally, Harare Water can use these platforms to sell their ideas to the residents and in turn 'seek' their support.

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