



SWITCH start-up meeting:
Report of learning alliances training

DRAFT

April 2006

IRC International Water and Sanitation Centre, Delft, The Netherlands

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Annex 1: Presentations

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Background

Integrated urban water management (IUWM) - the objective of the SWITCH project - relates to a holistic and integrated approach to managing water supplies, wastewater, stormwater and water environments at the city scale. The goal is more effective provision of services (including environmental services) in settlements with lower risks and improved sustainability. IUWM poses extraordinary complex or ‘wicked’ problems. The problems, let alone the solutions, are not easily defined and agreed by all parties involved, and solutions to one problem in part of the system often create new problems elsewhere and for others.

Realising IUWM is challenging because it implicitly requires improvement in organisation and decision making. This has to occur at the city level, spanning several traditionally separate sub-sectors or functions of government, the private sector and civil society, but also taking account of the wider catchments within which cities abstract and pollute water resources. Improved IUWM requires engagement with a complex array of administrative, political, institutional, social, economic and cultural challenges in cities.

Learning alliances are proposed by the SWITCH project (see workpackage 6.2) to provide the necessary approach and structure to address these challenges. Effective Learning alliances will fundamentally change the way that key stakeholders work together and particularly how science in urban water management is undertaken, in order to improve scaling up of innovations and to effect wide spread impact: this is the paradigm shift that we seek to achieve.

Learning Alliances in SWITCH

A Learning Alliance is a key group of individuals or organisations with a shared interest in innovation and the scaling-up of innovation, in a topic of mutual interest. Learning alliances typically consist of a series of structured platforms, at different institutional levels (national, river basin, city, community etc), designed to break down barriers to both horizontal and vertical information sharing, and thus to speed up the process of identification, adaptation, and uptake of new innovation.

These platforms bring together a wide range of partners with capabilities in: implementation; regulation; policy and legislation; research and learning; and, documentation and dissemination. The role of Learning Alliances in the SWITCH project is to guide and support the implementation of research and demonstration activities in the demonstration cities, taking account of local problems and needs, and leading to effective integration of activities at the city level and scaled-up implementation of findings within these cities, as well as in other European and Southern cities.

LAs are not just ‘any’ interested group, but ideally a cross-section or microcosm of the key stakeholders in the urban water management system. If there are representational gaps then the emerging solutions are less likely to adequately address ‘wicked’ problems (e.g. an unrepresentative group of influential stakeholders is more likely to be a cartel than a LA, and their ‘solutions’ are unlikely to address equity issues or the rights of less powerful groups.)

Learning Alliances training and planning sessions formed a core part of the agenda for the SWITCH start-up meeting held in Delft, the Netherlands between the 18th and 21st April, 2006 covering two days of the meeting. This report summarises the discussions during those sessions including copies of all presentations given as part of the training and the results of discussions and planning.

Session 1. Introduction to learning alliances (Wednesday am)

The objective of this session was: *a shared understanding of the learning alliance (LA) concept within the SWITCH team*

A background paper on 'LAs for IUWM' was circulated prior to the workshop.

1.1. Agenda

- Introduction to the agenda for LA sessions (John Butterworth)
- An introduction to learning alliances for scaling-up impacts of research in IUWM (John Butterworth)
- Experiences in developing learning alliances for improved local water governance in the Middle East: The Empowers partnership (Patrick Moriarty) (included in Annex)
- Group work (mixed groups)

1.2. Discussion of introductory Learning Alliance presentation

The presentation by John Butterworth is included in the Annexes.

Q: The remark was made that for the SWITCH project, platforms at the catchment level would be useful.

A: This will depend on the city and its situation. If water resources are a problem in the city and there is not yet a platform at the catchment level, this might be very useful. This needs to be decided per city.

Q: What are the resources and time needed for research and process?

A: It is difficult to break down the numbers between research, training and implementation. The ratio of resources between the different activities are not that important, but setting a minimum is. Facilitating LA's is not a part time job that can be done by a junior person. At least one senior level person is needed (in the case of EMPOWERS, there were teams of 4 where the balance was 10% (formal) research, 90% process or action research)).

Q: There was some confusion about the pronunciation of "wicked" ("wicked" or "Wickt").

A: It was agreed that the term was meant as "wicked" in the meaning of evil and naughty. The remark was made that the nature of these wicked problems is that there are difficult to define and monitor, which in itself is a problem.

Q: One of the researchers working on the topic of storm water drainage wanted to know whether she should contact the whole learning alliance when she would need info from them.

A: Hopefully the researcher will not only contact the LAs to extract information. Theme specialists could work with sub-groups within the LA within their field of interest. The SWITCH project will use an integrated approach. The LAs are supposed to facilitate interaction between different stakeholders. Researchers should serve the LA, not the other way around. People in the LA will come up with problems for which they will need the help of the researchers. LAs will not survive without the input of researchers. Researchers will have to be able to answer questions and deliver solutions to problems identified by the learning alliances.

Q: Many cities are focusing on a specific topic. How to tie the other themes to this?

A: IUWM will mainly have to take place in the city / on city level, because this is where the themes come together. At the global level the integration is more artificial.

Q: To what extent will the interest of the Southern Partners be reflected?

A: This is the first time that all partners meet. Hopefully this week will give the southern partners the opportunity to have their voices heard as well.

Q: Most examples of learning alliances can be found in developing countries. Are they also useful and possible in developed countries?

A: The background paper dealing with the Learning Alliances is to large extent based on experiences of IRC, mainly from rural areas in developing countries. We realize that examples reflecting more the urban setting will have to be included. Work needs to be done on that. The concept of learning alliances is generic and applicable in other situations however. The concept of Learning Alliances stems from innovation system thinking, which comes from the industrialized world (more northern focus).

Q: How to stimulate communication between learning alliances?

A: This will have to be explored and developed. At the moment we do not have clear mechanisms for communication within the cities and between the cities. The interest of the learning alliances will be wider than the research that will take place in the cities. Therefore these exchange mechanisms will be important.

Q: What is the mandate of the LA? Sharing info on city level, or also as a platform to facilitate scaling up? Scaling up is however not the responsibility of the city. Therefore, don't we also need a national level LA?

A: A Learning Alliance consists of different platforms at different levels: local level (neighborhood), intermediate level (city), national level and possibly global level (the group we are with now).

Q: Relation between demonstration activities and LA. Demo outside LA or as core of LA?

A: The LA and the researchers are not 2 separate groups. Researchers are members of the LA. There should be interaction between the researchers and other LA members. The research should respond to the need of the LA and should therefore be quite flexible. The LA can also come up with additional problems (outside the areas in which the partners have determined they want to do research), which have not been budgeted for. We'll have to see how we will deal with this. Demos will be islands of success without the learning alliances and the learning alliances need the demos to avoid becoming just talking shops without action.

1.3. Discussion of Empowers presentation

The presentation by Patrick Moriarty is included in the Annexes.

Q: What was the social process used?

A: The assumption in the beginning was that there would be a lot of arguments. However, in reality it was not the case. The process consisted mainly of bringing together stakeholders, who would normally not necessarily come together and leading them through a process of visioning (problem tree, SMART vision development workshop etc) (See slide on approach from Empowers presentation). Based on the vision, the group of stakeholders was involved in a process of strategizing, making the vision more realistic.

Q: Should the facilitators be country experts?

A: The facilitators within Empowers were in-country facilitators. They should have sufficient weight (senior position) and have their own network.

Q: Was IHE involved in capacity building?

A: IHE was not a project member (maybe you meant IRC?). Partners in the countries provided most capacity building. The problems that were identified were mostly not technical, but managerial. There was little need for technical innovation.

Q: What were other success factors, in addition to the ones mentioned in the presentation?

A: Too many to mention. Conflicts within teams are a big problem. Leadership, quality of the team, national level policy, buy in etc played important roles.

Q: Not all stakeholders seem to be part of the LA. Does that affect the sustainability?

A: It depends on the level on which you are looking. Key stakeholders did form part of the LA, but not of the core team. In the case of SWITCH the number of stakeholders which will have to be represented in the LAs might be higher, because the scope of work is wider.

Q: Locally initiated solutions might not be replicable at the national level.

A: EMPOWERS started at the local level, but has now started to look more on governorate and national level. It has taken 3 years to create dialogue between the national and the local level.

Q: The EMPOWERS project involved big groups in action and implementation. What large scale methodologies were used?

A: There was not one specific methodology. The process picked up momentum by itself. The idea was that dialoging could solve a lot of the problems. Now, many actors are enthused by the process and are willing to take it forward.

1.4. Group work

Group work in mixed groups was based upon the following questions:

- What are the limitations you have experienced in scaling up solutions?
- What in your experience do you think that LAs offer in order to have more impact?
- What types/ particular issues in IWRM would benefit most from an LA approach?

The results were summarised as follows:

Group 1:

The group mainly discussed question 1 and tried to define scaling. They defined it as:

- increasing special coverage
- scaling up of the acceptability of concepts and paradigms
- Replication of solutions: scaling up amongst the cities
- Scaling up from city to catchment
- Bottom-up approach

Group 2:

In this group, 2 demo cities were represented and 2 of the cross cutting themes. The group viewed the learning alliance as a forum for stakeholders who would normally not have the

opportunity to communicate with each other. How to finance such a forum was perceived as the problem.

Group 3:

In this group there were a lot of experiences of scaling up, using the bottom-up approach. The group was of the opinion that LAs could have a lot to offer for them, but were not too sure whether they would have anything to offer to the LAs.

Group 4:

Scientists sometimes perceive themselves as people bearing gifts, but often they would come up with solutions to the wrong problems. There should be a shift in how to do science. It should not be the scientists coming up with solutions that should be the basis of the research, but the learning alliance should be the starting point. The question that arose in the group was how to enter a community without bearing the “traditional gifts”.

Group 5:

This group discussed the breadth of the learning alliance. Where should the effect be felt? This should determine the scale of the LA. In Beijing, reuse of waste water is a hot issue, while in Accra, industrial pollution of water bodies is. The group identified different sizes and shapes of learning alliances. Issues to be taken into account are:

- appropriate timing
- communication
- management

Group 6:

The Group concluded that research will have to be rooted in the actual situation, rather than the exceptional situation. For example, resources used for demos should be based on the normal availability of resources, not on exceptional availability, as is often the case in pilot studies.

Group 7:

The group mainly discussed the 2nd question and concluded that the main benefit of the Learning Alliance could be the creation of a platform of communication for stakeholders. It would be important however, to create a win-win situation and incentives for stakeholders to participate.

Group 8:

The group stated that engineers in general want to make complex problems less complex. The Learning Alliance concept is however quite complex. The group warned that the process should stay manageable.

Session 2. Scoping the city learning alliances: an Open Space on themes and cities (Wednesday pm)

The objective of this session was: to provide space for interaction for a better understanding of how the existing planned themes and sub-themes match with the urban water management problems and opportunities in the demonstration cities, and identified potential for better linkages and a more integrated approach

2.1. Agenda

The methodology for the session was [Open Space](#) ([follow the link for references on the method](#)). This technology is based on trust in self-organizing groups and promotes creativity and commitment. While the method is rather simple, it does require experienced and confident facilitators. It could be a useful tool in the context of building up Learning Alliances. In this case the Open Space was somewhat structured around the represented 11 cities.

2.2. Results of the Open Space session

Outputs in the form of posters for each city are included in Annex 2 and present a summary of discussions taken place, including initial views on main IUWM issues in the city, possible research respons, envisioned impact and ideas on structuring process in the form of learning alliances.

A few quick comments made after the session were:

- It was useful to hear and share experiences from other cities
- Cities should be stimulated to include research related to work package 6 into their research (like research on management and financial issues)

Session 3. Learning alliance visioning (Thursday)

The objective of this session was: *A specific vision on how the learning alliances will look in each city, and the steps needed to get there.*

3.1. Agenda

- Where Are We After Two Days? (Introductory presentation by Joep Verhagen) (included in Annex)
- Tailoring Learning Alliances for SWITCH: ambition and activities (Deirdre Casella) (included in Annex)
- Birmingham Learning Alliances IUWM (Phil Sharp and Rae Mackay) (included in Annex)
- Group work

3.2. Discussion

Q: Synchronizing the Learning Alliances timeline with the research packages timelines: how will we optimize this?

Q: Who takes the lead (or coordinates) in all these various and parallel processes: city, research, LA ...?

On Birmingham experience:

Q: clarification of Birmingham LA

A: The Birmingham LA exists, they are working on building a central LA. There are still communication gaps. The purpose of a central LA is to provide a platform so that the participating parties can talk to each other. The B-LA is long legged and sustainable because self-financing.

Q: How to involve other levels around the core LA?

A: UK is very centralized and concentrated. Birmingham tries to involve communities and attempts are made to involve the regional assembly. The regeneration schemes (2 or 3 main zones) provide a IUWM opportunity. Example: East Side has a sort of LA, the paradigm shift is ongoing.

Q: is there a danger of not having real paradigm shifts but only optimization of current systems?

A: True, yes there is this danger. Paradigm shift needs critical masses among city citizens. SWITCH and advocacy are needed.

Q: Self financing: what is your strategy?

Many parties have ongoing sustainability programmes in various sectors, which are funded and whose resources can be tapped. Collaborative funding is already happening in Birmingham. Commitments have been made, often also in kind (e.g. a staff person, an office, etc.).

Q: Can we encourage Birmingham to document this LA experience as a story and make it available to all SWITCH partners?

3.3. Group work

Working in city groups and one global group, we were then invited to use the project document (work package 6.2) as a guideline and our experience to answer the following four questions on a poster.

1. Looking at the problems identified yesterday. What changes (i.e. attitudes, policy, institutions and implementation) do we need to achieve a paradigm shift in water management in the city? (by whom?)
2. What (outputs) do we need to achieve this SWITCH of paradigm – workshops, consultations, exchange of information etc.
3. What are the tasks/ activities needed?
4. What are the preliminary activities needed in 2006

At the end of the session we visited each city to see the posters. These posters were developed further the next day (including budget estimation) and are included in Annex 3.

Session 4. Preparation of LA action plans (Friday am)

The objective of this session was: *An outline action plan focusing on next steps and first budget estimation for developing city learning alliances*

4.1. Agenda

- Introduction: Preparation of LA action plans (John Butterworth) (presentation included in Annex 1)
- Groupwork
- Presentations and discussion

4.2. Results

Outputs from the city groups are included in Annex 3.

4.3. Discussion

Each group was asked to identify their city's situation out of 10 in relation to establishing a learning alliance (10 being perfect conditions), and to say why they gave it this rating.

- China: we found it difficult to identify the resources we need to mobilize stakeholders
- Hamburg: we have a very good base...have clarified members of learning alliance and direction, but it is complicated...it is a very complicated system...need to include at least 30 key members
- Tel Aviv (6 or 7/10): we have a learning alliance going on...but not called by that name...What we miss is technological advances, and to get money for the process
- Lodz: We have existing cooperation between the city council and university that will make this easier. The first step is integration of research and management
- Accra (5/10): We have existing platforms...but these are not about learning.
- Birmingham (7.5/10): Confident that structures are there...good opportunities to link to regeneration projects
- Alexandria (6 or 7/10): Some platforms are in place and we have identified existing activities. There are a lot of ongoing efforts, but these are not linked. There is strong political support...but we miss allocated resources. We need to plan for this and get the coordination going
- Colombia (4/10): We have some seeds, but key issue is about real participation. Have been working with high-level decision makers

We were then asked about the qualities that the city coordinators should have:

- They should work themselves out of a job...individuals will not solve the problems alone (Mike Morris)
- They need to have a very proactive attitude to be able to mobilize resources (Huub Giizen)
- They need to be able to attract the attention of city/ national politics...which is difficult...what are our entry points to local politics? (Zizimos Vergos)
- They should be independent and not perceived as a threat by other institutions (Peter van der Steen)
- We certainly need 3rd parties who are not members of the consortium. Need to bring them in (Huub Giizen)

- A patron...who has influence, is credible, can bring others on board (Carol Howe)
- Someone who is imaginative enough to see how to link research with learning alliances (Emmanuele Lobina)
- They need to be able to link to existing environmental partnerships (Rossa Donovan?)
- From Patrick's presentation, the key to success was the managerial skills to develop and coordinate. More than research input. A higher level of decision and skills making. (Monica Sanz)
- This person should work in the city...e.g. in the city administration. A major task is to get funding to implement activities and be independent (Avner Adin)
- Administration and government should be better involved in the project. Do we have consortium members representing the cities? Could we bring them in through the top up call (Heike Langenbach)
- Need recognition that doing business as usual in the cities is not going to work (Joep Verhagen)
- Need to see what could be the role for NGOs. Environmental NGOs may have ideas in line with SWITCH (Maarten Siebel)
- Someone not involved in past decision making...they may have to be critical (Heiko Sieker)
- A person who should acknowledge all the good things happening and be positive (Peter van der Steen)
- Need to have clear plans with widespread support...plans must be recognized as feasible and legitimate (Ian Smout)
- They will need to convince people that they will get better outcomes...value, new, different, why things will be better (Carol Howe)
- Look for existing projects/ demos and add value to them (Chris Jeffries)

Further discussion

- How do we go forwards with the resource issue? How do we do it? (Adriaan Mels)
- Maybe the impression was created that there are no resources for learning alliances. But in Zaragoza and Alexandria we have reservations of budget for new partners that could be used for learning alliances. There are also resources in Birmingham. In other cities, there are other resources that we could use. (Peter van der Steen)
- We can also make efficiencies by combining things. We have planned all kind of workshops. We can combine with learning alliance activities. (Peter van der Steen)
- How are we going to complete the city plans? (Rene)
- The next step is needed by the central management unit who will collect all the plans. IHE are responsible for demos but these are linked to learning alliances. We will together analyse the plans, draw conclusions and look at resources (Peter van der Steen)
- At the city level we need to be clearer and explicit about what resources are available, and all cities will need a minimum of some short term resources to complete the scoping exercise and action plans. This might be about 3 weeks input per city perhaps. (John Butterworth)
- We cannot say there is no budget. In each city there are lots of man-months time input available...often more than a 100. It must be possible to find those 3 weeks from other work packages. We can find money from other work packages and do this next step (Peter van der Steen)
- We should be examining the city plans as a broader group than just IHE & IRC because the learning alliances are so crucial. One idea might be to broaden the remit of the demonstration committee to become a 'learning alliance and demonstration committee'

with involvement of IHE (demos), IRC (learning alliances) but also representatives of cities and researchers.

- Will we have an overview of what work packages are doing in cities? Today we should know what is happening in each city. Can this be facilitated in the afternoon?

Key points relating to learning alliances made by Zizimos Vergos, EC Scientific Officer:¹

- We assume you [the consortium] have state-of-the-art knowledge
- Everybody knows what the paradigm shift is we are looking for.....don't repeat what is already known [not to spend a lot of time reworking old knowledge, or coming up with guidelines that are not used]
- Through learning alliances we need to increase the involvement of everyone...there is an educational role
- The project should be visible [acknowledging EC funding]....we have a moral responsibility in this
- [we expect to be in close contact] we get worried if you take the money and run...we are looking for a partnership
- I am very concerned about the evolution of learning alliances...this is the backbone of the project. If they don't take off, we may as well pack up and go home and wrap up the project. SWITCH will be judged not by research, but by how research is used by the learning alliances.

¹ Comments made by Zizimos Vergos during group work: 'I am very worried about learning alliances. SWITCH was not selected [over other proposals] for the science, but for the learning alliances. I don't expect Nobel Prizes from the science. The Nobel Prize for SWITCH is in the process.'

Session 5. Reflections

5.1. Evaluation cards

A number of the cards submitted by workshop participants related to the learning alliance training and learning alliance issues. These are identified below and grouped. A full evaluation based upon these cards will be prepared separately.

Learning alliances

- Good discussions on HOW to cause the paradigm shift, but not enough on WHERE to shift to. The development of a common vision is necessary.
- First LA Session: very dry and unengaging.
- Triggered thinking about how to integrate demo cities with work packages. What can cities and the LAs do for the work packages and the other way around.
- I believe that the success of this project is based on its INTEGRATION. I think that this kick-off helped successfully to reach this goal. I suggest to continue this effort, even it may be time-consuming, but cost effectiveness.
- Very interesting (and tiring!). Talking to the cities about their problems and researchers from other disciplines has been very useful and I feel enthusiastic to continue with SWITCH.
- Need to have more participants from the cities.
- Better integration WPs and cities needed.
- LA are well explained and put in operation. It could have been supported a bit more by the project management: What are we going to do and what to achieve.
- Find good CITIES facilitation where LA + WPs need to make the SWITCH
- Pro-actively develop more inter-linkages between wp's.
- Let's not get lost in details if we really want to achieve our main goal: a paradigm shift. For that purpose: rise above our specific research topics from time to time and activities and see if the WP is developing to enabling the desired paradigm shift.
- The link between city level tasks and the theme workpackages tasks is not yet established.
- The switch management still doesn't know how the whole process should proceed. Not completely clear the linkages and synergies between research, democities and LA.
- City coordinators should be given more attention and resources
- LA provides a good platform, willing to share and to communicate, and lead to build up a promising basis for the future. The expected step is to fruit it. I think offer an interface to outsiders is essential.
- It is very important to integrate more to participants for to generate trust between them and to facility to learning alliances between switch partners.
- Contents: too much time/attention for LA, lack of time for WP discussions.
- It does not seem that the resources presently budgeted for reflect realistically the likely requirements of LAs (as emerging from the EMPOWERS presentation). More flexibility would be required to ensure that resources (and deliverables) under one sub-theme/theme can be adapted to (blended) and/or transferred to Las if these are to take off the ground and deliver success.
- Workshop concerned: 1) Top down organisation (Severe lack of space for interaction on key issues) 2) UNESCO-IHE/IRC access 'feels' exclusive. 3) tension between standard 'business as usual' management approach and the LA approach. 4) Management team heavily skewed in favour of UNESCO-IHE and other northern partners; no southern

partners or cities. 5) Standard 'scientific committee' (to ensure good science?) but no equivalent for the institutional learning and change processes.

- The LA workshops were very good and useful but should have stopped on Thursday pm.
- While the LA learning was excellent, it was naïve to believe that the LAs of the cities could be really evaluated and defined now. However, this attempt, in spite of a lack of city representation, was worth the time.
- It was disappointing that the Global Learning alliance team failed to talk about LA concepts.

Comments made on balance of effort between LAs and other tasks

- Too much stress on LAs and not enough focus on the content of the work. As a consequence, there are still many ambiguities and unresolved issues which could have been addressed and resolved if the focus was placed on the content of the work packages.
- Overfocusing on LAs as opposite to working out themes/packages in required details that will allow efficient follow-up.
- Balance Science/Research – LA approach
- The programme was very well organized. However more time was needed to discuss in detail the activities under the various themes.
- Overall well organized but too much emphasis on LAs and associated work meetings. It was clear from the final reports from the themes that more time for 'theme' discussions was required.
- I would have liked to see more about what the other groups were doing i.e. their scientific objectives and methodologies further than spend the majority of the time on LAs. While LAs are important, meetings such as this are vital for discussion and cross-fertilisation of ideas regarding the research. Most of us want to see our research used in society and manage to do it. Much of the LA implementation could have been dealt with via e-mail etc. I do not think I have missed the point being somebody who has managed to disseminate my research via LAs in the past. Otherwise I enjoyed it.
- Things might have gone much faster if the project coordinators had pre-prepared a bit better, eg. Programme could have been prepared in draft form for criticism and alteration if necessary. A lot of time was wasted doing basic work. Perhaps excessive presentations on LAs – I read this document and heard the material all repeated back to me – waste of time. Otherwise staff very friendly and helpful. Could perhaps have run city workshops and theme workshops in parallel?

General comments (not specific to LAs)

- Time allocated seemed too much at first but probably just about OK in the end
- Organisation excellent
- Good organisation
- 'Hosting' excellent and venue
- Good effort
- Not enough time for wp's
- Try to give great follow up for management and implementation, particularly that this is a huge project!!
- Organisation and workshop exercises were very interesting and innovative, however some of them did not lead to the intended objectives (e.g. researchers did not stick their blue & orange stamps, and not all theme coordinators considered city interests)
- Budget lines other than research, training and demo are not visible still, needed to be printed in project documents, as database is not user friendly.

- Edwin, Jeltsje and Inge: great job of organizing! Facilitating!
- More time should have been spent on technical content and theme/wp coordination.
- It was interesting, I got to know other partners in SWITCH many of whom I had not met before.
- It came together in the end, which was good, Discussion of the themes however was limited, I did not really get to know what was being done in the various themes and how these would/could be integrated.
- Organisation was quite good, but could have been better if facilities like lunch were provided in the afternoon sections. Workload was more than expected, because lack of clarification on issues concerning roles and req...? of the project.
- Interesting and intensive.
- Communication between partners should have been an issue (e.g. Attach NAMES to theme co-ordinators, so that it becomes clear how to send a message to a 'workpackage'.
- Thanks for the numerous opportunities for small group interactions, and the variety of working methods.
- Good and intensive workshop.
- Well organized. Well facilitated. Compliments for keeping it lively!
- The process put in motion is good and need to be fed with information and asking questions !!
- The meeting is very important for exchange between partners, we know the project more detail through the meeting. Thanks for good management.
- Key descriptors of this week: 1. Super large project 2. will require very strong and clear leadership 3) ample space for hobbing 4) important to maintain an overview of the project and it as 'one' project: In summary: an incredible challenge.
- Very well organized and great location. Nice people and very productive. Not enough time set aside for delegates to talk to each other though
- Simple, relaxed and enjoyable. The way forward is clearer.
- Workshop 2 pluses: 1. Meeting and working with people face to face. 2. opportunity to move the focus of activities from Delft (delightful though it is) to city locations.
- MT minutes need to be circulated promptly ('FEB' outstanding is NOT good enough) GA minutes could be typed and projected simultaneously. Very concerned at reluctance of IHE to be upfront about 'issues': apparent preference for back-room deals is disturbingly close to business as usual.
- Sometimes instructions were not very clear.
- Very good organized. Thank you very much. Suggestion for next meeting: please let us more time for self-organisation in small groups.
- Organisation: splendid!
- If there is regulations for the reports we have to do, please, let us know in the next 2 weeks, not 2 weeks before the deadline.
- Kick-off has provided clear understanding of SWITCH and particularly role of the partners.
- I would recommend once you need to make a kick-off meeting, to focus more on building relationships from the beginning and providing more general information from workshop 1, that is needed to successful outcomes (like short briefs initial presentations at the cities and interested cities).
- Negatives: 1) Should NOT held event over a major public holiday, Easter. 2) could cover in 3 days max 3) should have done 50% LA, 50% themes....?... Needed to see peoples specific research, e.g. 2 ppt slides for 2 minutes. Positives: 1) Otherwise OK! 2) Used range of IHE people well 3) Good end session.

- The attempt to finalise time charts through regulation and discussion before the end of Friday was/is not appropriate. It would have been far better to let people get as far as possible to agree the inputs and timing and the links. The WPs coordinators need to ... these away and is What has been learned
- It would have helped theme coordinators to have been briefed earlier on the ... and aims .. the theme contributions to.... Weak/week

5.2. General reflections

The outcomes of these training and first planning sessions will now lead into a scoping and more detailed planning exercise for learning alliances in the SWITCH cities (see the description of work package 6.2 for more information). The following reflections on the training aim to contribute to successfully completing these tasks:

- The level of understanding of learning alliance concepts and underlying principles and rationale has clearly improved. One team member reflected how ‘we need as scientists to get out from behind our computers and do this kind of work.’
- Members of the SWITCH consortium clearly have quite different views on how learning alliances might look in the cities, especially in the level of intensity of activities. These differences in vision have huge implications on the level of resources that are required.
- Some cities are well placed to start learning alliances with funding in place, and consortium members identified to facilitate the learning alliance. However, in most cities the resources available (financial and human) are unclear and need to be clarified during the inception phase. Many of the consortium members in cities do not have experience in facilitating these type of processes, and will need considerable further support. Some partners do have considerable experience and are already developing theme activities around learning alliance-based strategies.
- There is clearly a risk that learning alliances of limited scope and with limited funding will fail to achieve a paradigm shift in integrated urban water management. There is a danger they might drift towards becoming rather conventional dissemination fora, without focusing on learning and on finding new ways to do science and scale up innovations. A critical approach is needed backed up by a learning alliance and demonstration committee with members experienced in learning alliance processes, action research and implementation.
- We need to plan and communicate much better the detailed activities that will be undertaken by the learning alliances. This needs to be reflected in improved action plans for each learning alliance. We need to ensure that key elements, like process documentation, are not forgotten or neglected.
- Probably some learning alliances will need more external support (from the learning alliance support team) than others. More intensive support in some cities might be combined with developing a ‘toolkit’ to support development in other cities.
- We need to decide how to work with study sites where substantial research is planned but without a framework for scaling up e.g. in Colombia, or where learning alliances are planned but focusing on a narrower set of activities (e.g. urban agriculture in Lima).

Annex 1: Presentations

An introduction to learning alliances for scaling-up impacts of research in IUWM (John Butterworth)

Experiences in developing learning alliances for improved local water governance in the Middle East: The Empowers partnership (Patrick Moriarty)

Where Are We After Two Days? (Joep Verhagen)

Tailoring Learning Alliances for SWITCH: ambition and activities (Deirde Casella)

Birmingham Learning Alliances IUWM (Phil Sharp and Rae Mackay)

Preparation of LA action plans (John Butterworth)



An introduction to Learning Alliances for scaling up impacts of research in IUWM

19 April 2006



Origin

- concept of Learning Alliances builds on work of:
 - IRC (Learning Alliances)
 - Wageningen Agricultural University (Roling, Leeuwis, Engel on Multi Stakeholder Platforms, RAAKS) and
 - CIAT (International Centre for Tropical Agriculture)
 - 2005 symposium



Definition

- series of connected stakeholder platforms, created at key levels
 - e.g. national, intermediate/ city and local/ neighbourhood
- bring together a range of partners with complementary capabilities
 - e.g. users, implementation, regulation, policy and legislation, research and learning and documentation and dissemination



Objectives

- LAs are designed to break down barriers to both horizontal and vertical information sharing
- LAs are intended to speed up processes of identification, development and uptake of solutions



Central premise

- By giving as much attention to the *processes* of innovation and scaling up of solutions as is normally given to the subject, barriers to uptake and replication can be overcome



Why Learning Alliances?

- research projects too rarely lead to sufficient impact (especially in 'wicked' problems like IUWM)
- research and innovation too often take place in institutional vacuums that do not reflect reality:
 - e.g. weak institutions, unfavourable policies, lack of capacities, conflicts of interest
- capacities created in project frameworks, but not scaled up, are lost after project conclusion



Why Learning Alliances?

- Innovation and research outcomes are infrequently consolidated in existing policy and institutional frameworks
- Dissemination (sharing outcomes) happens as a project after thought
 - strategic knowledge sharing does not take place
- Fragmented sector with parallel planning and implementation processes
- Problems are so complex that they cannot be solved by individual stakeholders acting alone



Wicked problems

- Integrated urban water management is a *wicked* problem
- such problems are difficult to solve with technological approaches alone
- have to consider alternative strategies to deal with risk and uncertainty
 - Users and livelihoods, institutions, as much as technology
- solutions are likely to require more socio-intensive approaches



How Learning Alliances?

- systematically address issues of going to scale as part of the same process as undertaking innovative solutions
- knowledge as a process (relationships and communications) and not just a commodity (information)
- carry out innovation and learning within an alliance of practitioners, researchers, policy makers and activists to provide an 'engine' for uptake and replication
- ensure that innovation happens in a context (institutional, financial) that is realistic for a given country or city, making the solutions suitable for quick uptake



How Learning Alliances?

- Be explicit about costs and benefits
- Create an environment in which it is possible to be honest and open about lessons learned – particularly failures
- Create an environment in which flexibility and adaptation to local circumstances become the norm when dealing with complex problems



Who is involved?

- different levels e.g. national - intermediate/ city - local/ neighbourhood
- different interests e.g. users – civil society - local government – national government
- different roles in water management e.g. implementation – planning – policy making
- different disciplines e.g. technical - social – management
- different knowledge sets e.g. researchers – users – planners
- different sectors e.g. water supply – wastewater – housing etc



Phases in a LA process

- Entry point might be global, national, *city*, neighbourhood, and probably will be multiple
- Key steps (see WP6.2 for more details)
 - Scoping: identifying levels, setting the boundaries of the theme, objectives, identifying partners
 - Creating interest and awareness in gathering key stakeholders around IUWM issues
 - Putting LA team in place: budgeting, recruitment, training
 - Mapping stakeholders
 - Incremental formalisation of the LA
 - Selecting research issues, and pilots/ demo areas
 - Cycles of activities, monitoring and learning
- Replication at different levels?

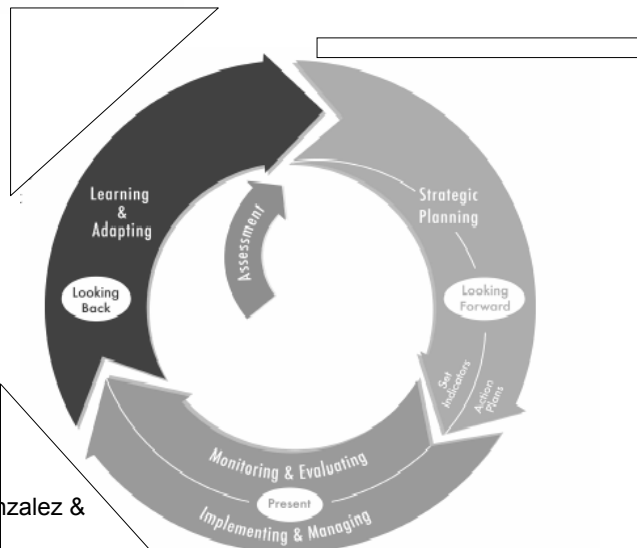


In parallel

- Set up mechanism for communication and exchange between levels and cities
- Identify capacity strengthening needs
- Cycles (in time) of increasing clarity on scope, purpose, participating stakeholders, research agenda, recommendations for other LA levels etc.



Intensity



Source: Gonzalez & Meitner



Requirements for an excellent LA process

- host to sustain the process
 - organisation, secretariat, information systems etc.
- facilitation skills
- skills for action research
 - focus group discussions, mapping exercises, appraisals, semi-structured interviews etc.
- champion(s)
 - brings stakeholders together that normally do not do so
 - keeps momentum in process
 - has access to power and influence for uptake of process outcomes
 - knows the dynamics (political, power, disciplinary).

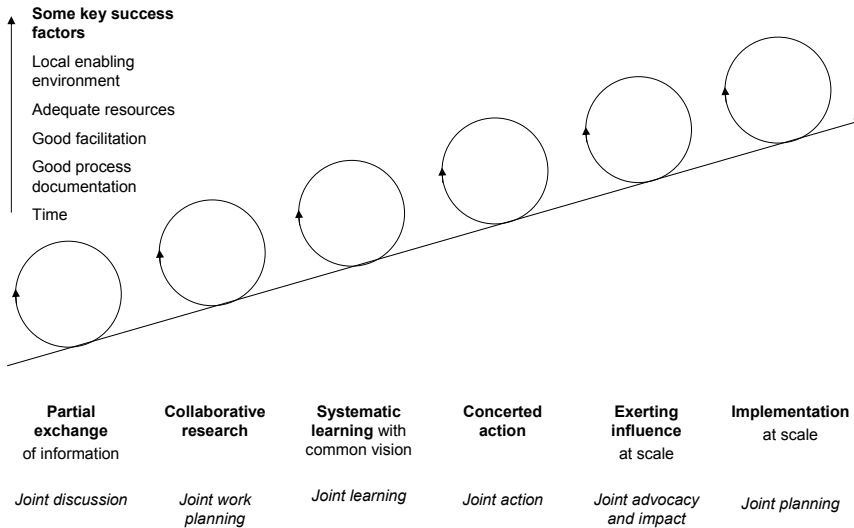


Requirements for an excellent LA process

- incentives for stakeholder participation
 - crisis, paralysed conflict, interest, motivation, common resource, prospect of solutions, re-election, force, shared costs and benefits, shared vision/ solutions
- time
 - to understand differences, to build trust, to open up, to start learning, for concerted action
- process documentation
 - Understanding why change was achieved often in complex areas e.g. individual and organisational behaviour



Intensity of LAs



Ending message

- Learning alliances in SWITCH cities will not be easy: but tough, frustrating and slow...
- but, if the fire ignites, real potential for achieving 'a paradigm shift'



EMPOWERS – learning alliances for improved local water governance in MENA

Patrick Moriarty - IRC





Presentation contents


- ◆ All about EMPOWERS
- ◆ Achievements to date
- ◆ How the LA is implemented
- ◆ Lessons learned




What is EMPOWERS?

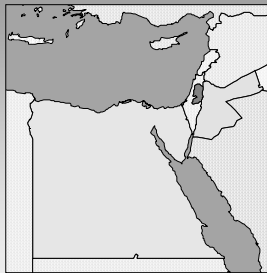
A **regional partnership** to enhance IWRM through

- ◆ Participatory planning and information management
- ◆ Stakeholder dialogue, analysis + concerted action
- ◆ Empowerment of end-users

EMPOWERS

- ◆ Euro-Med Participatory Water Resources Scenarios
- ◆ Working in Egypt, Palestine, Jordan
- ◆ In one governorate in each country
- ◆ Supported by regional information programme in Jordan
- ◆ Currently funded primarily by EC MEDA
 - 5.4 mio Euro
 - Of which 1 mio. for 'implementation'




Objectives

- ◆ Improved access to water, and water related services by the poor (particularly women)
- ◆ Empowered end-users able to engage actively and effectively in managing their water resources and services
- ◆ Better and more sustainable local governance of water resources
 - Improved management, sharing and use of information




The EMPOWERS Partnership

- ◆ **Egypt:** DRTPC (Cairo University) + EWP + NWRC + CARE Egypt
- ◆ **Jordan:** MoA + ZENID + CARE Jordan
- ◆ **Palestine:** UAWC + PHG + CARE WBG
- ◆ **Regional:** IRC + INWRDAM + CARE International





Key Stakeholders in EMPOWERS

- ◆ LOCAL COMMUNITY ORGANIZATIONS
- ◆ Ministries of Water and Irrigation (Egypt & Jordan)
- ◆ Palestine Water Authority
- ◆ Ministries of Agriculture (Palestine & Egypt)
- ◆ Potable Water Authority (Egypt)
- ◆ Ministry of Local Governorates (Palestine)
- ◆ Ministry of Social Development (Jordan)
- ◆ Ministry of Interior (Balqa Governorate, Jordan)
- ◆ Ministry of Planning (Jordan)

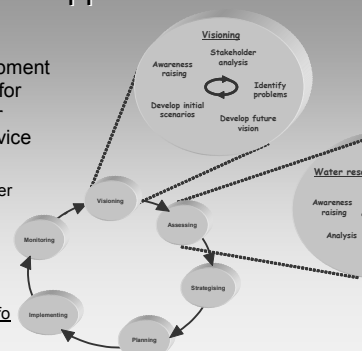


Approach

- ◆ Participatory development of models and tools for improved local water governance and service provision

- Facilitated stakeholder dialogue
- Structured around a programme cycle

See www.empowers.info



In practical terms

- ◆ Creating a tested and proved methodology, (and the capacity to use it) for the development and implementation of medium to long term local (village and governorate) water development plans
- ◆ Doing so in such a way that solutions are locally and nationally appropriate (and owned) and are ready to be quickly scaled-up
- ◆ Through the development of a 'knowledge community' consisting of platforms of key stakeholders at different institutional levels in each country



Progress to date

- ◆ Ongoing stakeholder dialogues in pilot governorates and small-towns/villages
- ◆ Water development plans in 2-3 villages/small-towns in each country
- ◆ Pilot/demonstration activities implemented in villages
- ◆ National guidelines being developed
- ◆ New villages/small-towns identified for testing of guidelines
- ◆ Governorate level plans being developed
- ◆ Governorate information management systems being developed



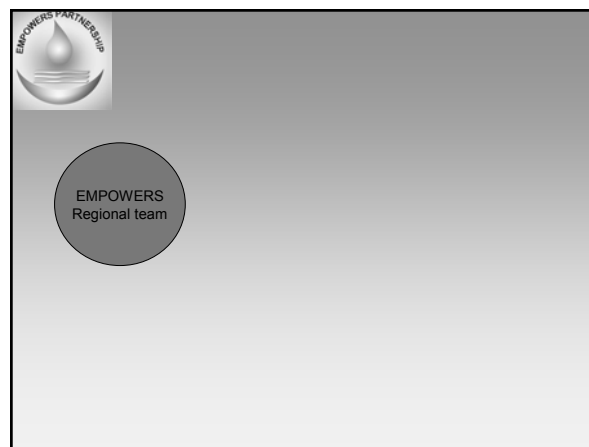
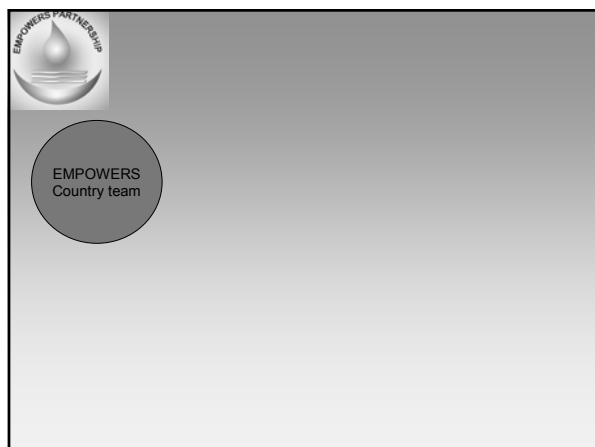
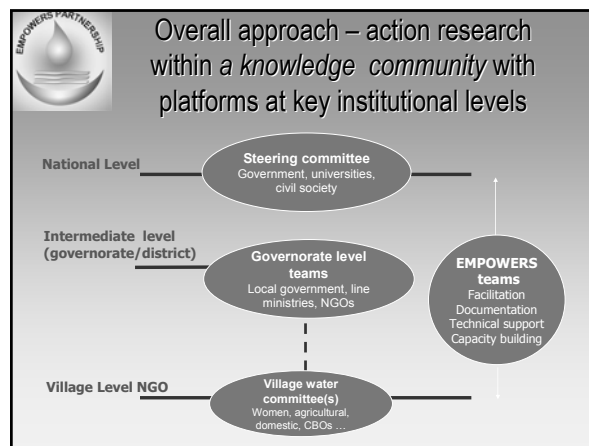
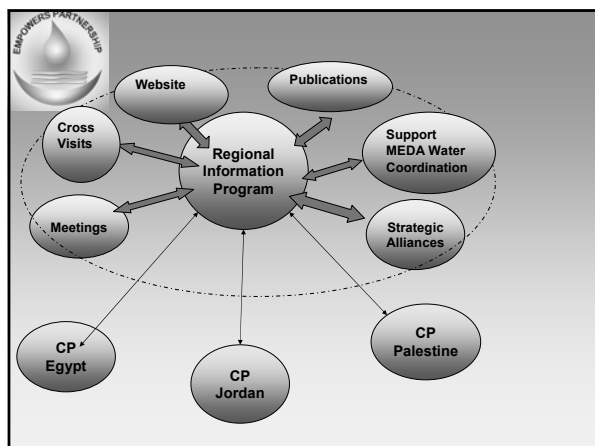
Progress to date

- ◆ Greatest success in Jordan and Palestine
 - Strong governorate level buy in
 - Methodology being taken up at national level
- ◆ Less success in Egypt
 - Larger country and more complicated political setting
 - Approach is parallel or opposite to existing approaches of powerful actors



EMPOWERS storyline

- ◆ Began in 2002 with a technical remit
 - Use scenarios to improve local water planning
 - Bayesian Networks
 - Improved information management
- ◆ But, discovered
 - Lack of capacity to use tools
 - Lack of planning frameworks in which to use tools
- ◆ Created knowledge community to draw partners into creation of framework
 - Partners begin to demand tools
 - Partners begin to work in a different way – a paradigm shift is achieved
- ◆ Started as a project with loose alliance of actors
 - Has now turned into partnership committed to scaling up the EMPOWERS models and philosophy



LESSONS LEARNED

- ◆ Time is needed to:
 - Create the & strengthen the core partnership
 - Identify and train quality staff
 - Develop a methodology (absorption capacities, confidence, coaching, time investments)
 - Involve stakeholders (identification, RAAKS, open ambience, transparency, shared inquiry and learning mode)
- ◆ Importance of documenting processes

LESSONS LEARNED

- ◆ Conflicting roles of the core teams (motivator, implementer, facilitator, donor,, and also learner)
- ◆ Developing the skills of local actors as an engine for the future
- ◆ Need for facilitation capacity to be built-up and institutionalised:
 - multiple complexities related to water management
 - conflicting and multi-level agendas
 - political and power processes
 - need for constructive dialogue (not debate)
 - SDCA as a civil society process that does not exclude poor & gender
 - all requiring specific professional skills to be built up in different organizations, preferably outside government



In Summary

- ◆ Action research within a knowledge community generates buy in and ownership at all levels – leading in best case to rapid uptake
- ◆ Learning and *change* processes are complex and demanding – a full time, in country, local driver is essential
- ◆ Good facilitation is the single most important element
- ◆ Process documentation is also essential (to understand change processes)
- ◆ The capacities most often lacking are 'managerial' and 'attitudinal' rather than 'technical'
- ◆ Capacity building needs to be 'front-loaded' – progress is then rapid



Pros and Cons of LAs

- ◆ Pro
 - Where successful learning and scaling up are effective and rapid
 - Results (and research) are locally owned – 'demonstrations' are identified by local people who are interested in the results
- ◆ Cons
 - Expensive and relatively 'slow'
 - Can become bogged down in 'politics'
 - Makes 'research' difficult to plan in advance
- ◆ Of course - where change is the objective these are not really cons!

Where Are We After Two Days?

A Synthesis

Start Up Workshop Day 3

Synthesis



The Paradigm Shift

- ✚ Doing what we have done so far is not going to work, it will create problems for our children and probably for ourselves.
- ✚ We need a SWITCH of paradigm towards Integrated Urban Water Management to ensure sustainability and reduce risks.
- ✚ Integration needs to take place at (a) city level, (b) within work packages, and (c) global/project level.

Start Up Workshop Day 3

Synthesis



Learning Alliances

- ✚ A methodology that brings together different stakeholders at all levels to ensure that (a) the right problems are addressed and (b) solutions are appropriate and replicable.
- ✚ It takes time and resources. It is like 'herding cats' but experiences show that the investment pays off.

Start Up Workshop Day 3

Synthesis



The Ideal World

- ✚ Cities and researchers would get together to identify and analyse problems.
- ✚ Design answers comprised of research, demonstration, training, and measures for scaling-up.

Start Up Workshop Day 3

Synthesis



Reality

- ✚ During the development of the SWITCH proposal, cities could not be consulted extensively.
- ✚ Work packages needed to be developed.
- ✚ Not all work packages can be rolled out in all cities.
- ✚ Not all cities are well represented during the start up workshop.

Start Up Workshop Day 3

Synthesis



Wicked and Tame Problems

The Open Space was meant:

- To create an opportunity to develop a better understanding of problems cities face.
- To start aligning problems and work packages.
- Few problems are 'one question – one answer' problems. Most of them are complicated and ask for a multi-disciplinary approach.

Start Up Workshop Day 3

Synthesis



Today

- ✚ Get an indication whether we need something like Learning Alliances to address problems identified yesterday.
- ✚ Get going! Decide **what** are we going to do, **when** and **how**.

Start Up Workshop Day 3

Synthesis



Morning Session

- ✚ Tailoring Learning Alliances for SWITCH
- ✚ An example from Birmingham

Start Up Workshop Day 3

Synthesis



Afternoon Programme – Day 3

SWITCH Start Up Workshop

Start Up Workshop Day 3

Synthesis



Leading is like herding cats



"I like the phrase herding cats not merely because cats [and people in general] have their own agendas

... but because they will manipulate the herding process just to confound the herder

... just to remind the herder that the herding process is not merely futile but also illusory."

■ Jeanne Simpson



© mick yates April 2000

page 5

Learning Alliances

Is building Learning Alliances also trying to herd cats?

You can herd cats if you feed them the right stuff.

Start Up Workshop Day 3

Synthesis



Starting up the Learning Alliance

- If just walking into a city and announcing you are going to start a Learning Alliance is not the right way. We need to plan carefully how we going to start the learning alliance.

Start Up Workshop Day 3

Synthesis



Group Discussion at City Level

1. Looking at the problems identified yesterday. What changes (i.e. attitudes, policy, institutions and implementation) do we need to achieve a paradigm shift in water management in the city? (whom? Which?)
2. What do we need to achieve this SWITCH of paradigm – workshops, consultations, exchange of information, etc.
3. What are the tasks/ activities needed for this?
4. What are the preliminary activities needed? (in 2006)

Start Up Workshop Day 3

Synthesis



Afternoon programme

- ✚ We split up in city groups and in one global group. Use the project document (work package 6.2) as a guideline.
- ✚ Answer the four question on a poster (till 16.25)
- ✚ Use the coffee break to see what other groups are doing.
- ✚ We ask the global group to make a short presentation. After that we make visit all cities sites (16.30 – 17.30)

Start Up Workshop Day 3

Synthesis





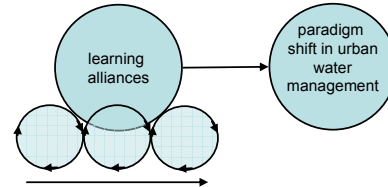
Tailoring Learning Alliances for SWITCH : ambition and activities

20 April 2006



Ambition

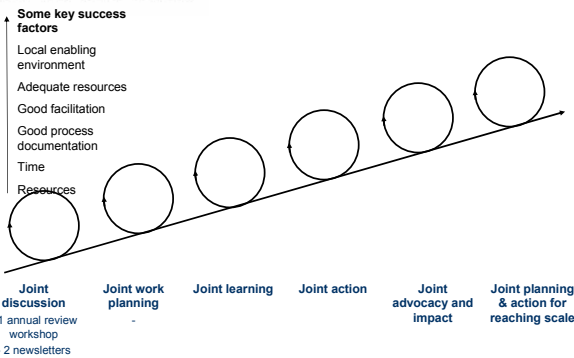
It depends on the paradigm shift!



Cycles of:
1) looking forward,
2) doing (research and demos)
3) looking back



Intensity of LAs



Preparing for LA's

| Month | Activity | Deliverable |
|-------|--|---|
| 0 | | |
| 3 | • Start up Workshop | LA training & workshop report |
| 4 | • City Scoping • Budgeting | Modified Action Plans for city LA's: Identifying partners, themes, opportunities |
| 6 | • LA teams established • Capacity building LA teams | Action plan planning with facilitation and other local costs |
| 9 | • Visioning City paradigm shift • Action Planning | Reports on research needs, opps for effective, integrated R&D: Joint IUWM visioning and planning for city in the future |



Birmingham Learning Alliances IUWM

20 April 2006



Birmingham Context

Birmingham a few facts:

- Located in West Midlands Region of UK
- Birmingham c 1 million people.
- Industrial and Domestic mixed (service sector growing)
- Has municipal council with mayor at head.
- Has a major vision of growth and regeneration.



Stakeholders

- **Birmingham City Council**
- **West Midlands Regional Authority**
 - Part of 5.5 million population conurbation
- **Severn Trent Water Co.**
 - STWL provides water and wastewater services – totally to 8.9 pe
 - Is in local catchment of minor rivers - Tame, Reay and Cole
 - Is essentially provided with water supply from mid Wales through Elan Aqueduct (100 km long twin mains)



Stakeholders

- **Environment Agency**
 - national body for regulation of water/air/land pollution protection – Sits within Severn Trent Region. Flood Management, abstraction, discharges. C£1 billion annual budget. Has R+D role.
- **Advantage West Midland**
 - Government Agency to encourage employment (regeneration funding)
- **UKWIR**
 - Est 1993 to provide common procurement framework for water industry R+D

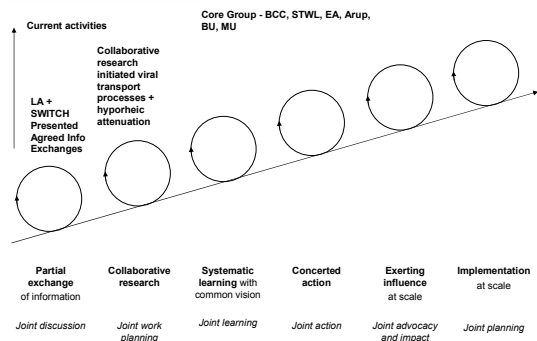


Stakeholders

- **WaterUK**
 - Represents water company interests to government
- **OFWAT**
 - The Regulator (sets pricing and service levels)
- **Water Voice**
 - Represents customer interests (mostly pricing and service levels)



LA Progress





Aims of Birmingham Learning Alliance

- To provide a forum for (key) Stakeholders to speak openly about issues and be told about learning from other cities LA's
- To be a "win/win" platform – Trading Place
- To have long legs and continue after SWITCH – maybe become self financing?
- Work alongside and through the existing institutional structures.



Main Issues to Address

- Governance - de-constructing the stratification of responsibilities
- Exploiting the current urban regeneration schemes to demo IUWM
- Rising ground water (+pollution)
- Sustainable (Urban) Drainage Systems



LA Development

- Communications Platform
 - E Newsletter
- Twice yearly meetings
 - Focus Technical and Institutional
 - Jointly funded through subscription
 - Half day sessions
 - Timed to SWITCH deliverables
- First meeting introducing LA processes
 - SWITCH speaker



Ending message

- LA Community is very strongly interested in SWITCH goals
 - Governance
 - Natural systems
 - Storm water management
 - Etc.
- Link to IRBM (WFD) is timely SWITCH has a strong role to play in UK



Agenda

Preparation of LA action plans: next steps
and budget estimation

....

0930 Introduction

0945 Groupwork

1100 Presentations and discussion

1200



Observations

- 9 very different city processes
- hard to get the detail. Why?
 - City representation
- some key activities missed?



Ideal situation

- We already have a facilitator who is able to donate their time
- Stakeholders are happy to freely attend workshops, meetings, undertake action research outside of goodness of their hearts
- Communications are readily available and free
- Research and development will not only be good, but felt to be good, perfectly fitting stakeholders needs
- And all those wicked reasons that have keep people and institutions apart will dissolve like sugar in hot tea



Groupwork questions

- Identify resources needed (time, other costs) to run learning alliances processes at full steam (e.g. in 2008....)
- Identify resources needed for inception phase/ 2006....to start
- What resources do we already have?
 - In 6.2, chip in from elsewhere, other sources
- Identify next steps (to end 2006)
 - Who will take responsibility (interim coordinator)
 - Completing scoping exercise



Preparing for LA's

| Month | Activity | Deliverable |
|-------|---|--|
| 3 | Start up Workshop (1a) | LA training & report |
| 4 | City Scoping (1b) | Short report identifying partners, themes, opportunities, champions |
| 4 | Budgeting and action planning (1c) | Action Plan for LA implementation with sources of funding identified |
| 6 | LA teams recruited and trained (1d/e) | Teams with capacity to facilitate and document LAs and change processes |
| 9 | Stakeholder analysis | Reports of participatory stakeholder analysis processes, identifying potential LA members relationships between stakeholders etc |
| 12 | • Visioning paradigm shift at city level • Formalisation of LA | LA with a shared vision, ideas for activities, procedures, and monitoring plans |
| 18 | Assessment of research and demonstration needs | Reports on needs, locations for demos, and modifications to related workpackage which will help to deliver science |



Plenary Discussion

- How ideal is your Learning Alliance?
 - Rate yourself between 1 and 10
 - Clarify in two sentences maximum.
- What does the city coordinator need to do to get researches and resources to cities to achieve IUWM at the end of the SWITCH project?

Annex 2: Open Space reports for each city

| | |
|---|--|
| City / Site | |
| Accra | |
| City/Site representative / convenor name O Cofie, E Awuah, K. B. Nyarko, E. Mensah, P. Amoah | |
| List of all contributors to this event (use standardized list of initials) O Cofie, E Awuah, K. B. Nyarko, E. Mensah, P. Amoah, Sam Kayaga, Marieke Adank, + 3 others | |
| Free form documentation of things discussed Identification and analysis of the issues/problems in Accra, research responses based on themes and sub-themes were proposed. | |
| City main issues / problems (preferably in order of priority) 1. Lack of access to safe water and sanitation especially in poor areas 2. Pollution of waterbodies due to inadequate treatment and poor sanitation 3. Polluted wastewater use in agriculture 4. Flooding due to poor drainage, silted channels and blockage because of solid waste 5. Improper land use planning and control in urban water management | Proposed research response (theme / sub-theme) 3.1 - Demand management for optimization of urban water services 4.1 - Ecosanitation and decentralized WW management 4.1: especially decentralised WW management using appropriate low cost, water saving technology 5.3: use of natural systems to control pollution of water bodies and drains 5.2 water use in urban agriculture : especially interventions to reduce pollution and minimise health and environmental risks along the entire food chain 3.2: safe reuse of urban water 2: Storm water management. Divert and harvest storm water into small water bodies for productive uses Can be especially tackled by 6.1 (Governance of integrated UWM) and 6.2 (learning Alliances) by stimulating dialogue among strategic stakeholder - land owners, users, planners, policy makers 6. Governance and institutional change as cross cutting theme in addressing all |

| | |
|---|---|
| | issues. |
| <p>How will <u>impact</u> be achieved?</p> <p>Through research, demonstration and knowledge sharing within a learning alliance of key stakeholders which will stimulate replication in other areas</p> | <p>Ideas on city <u>Learning Alliance</u></p> <p>Identify and select key stakeholder related to the issues above launch the learning alliance on city level through workshop during which different stakeholder platforms would be identified for each issue, constituting the working group (WG) for that issue. Each WG should be involved in the implementation. Need for the LA to meet twice a year to share the knowledge - learning outcomes</p> |
| <p>City perspective: open issues and next steps</p> | <p>Research perspective: open issues and next steps</p> |

Any further remarks to be documented here:

--- end of document ---

| | |
|--|--|
| City / Site | |
| <h1>Alexandria</h1> | |
| City/Site representative / convenor name Ayman El Hefnawi & Khaled Abu Zeid | |
| List of all contributors to this event (use standardized list of initials) Catarina Fonseca, Llan Scholes, Deirdre Casella, Collin Schenk, Emannuele Lobina, Adrienne , | |
| Free form documentation of things discussed Problems Identified & Discussed <ul style="list-style-type: none"> - high water treatment costs due to upstream pollution - polluted agricultrual drainage waters and untreated waste waters causing pollution of Lake Marriout (important for environmental & economic development) - poorly paid human resources in water and waste water treatment utilities - water quality, not quantity, is the issue - lack of donor coordination - technologies are known, institutional, financial & cost recovery issues are the challenge - services to the poor - storm and ground water management are not used / considered as options to supplement water supply for uses such as agriculture, urban landscaping, etc - re-use of waste / storm water, esp. for agriculture & urban landscapes - enforcement of laws (e.g. water quality standards) - competition for uses: agriculture, drinking, domestic uses - institutional problems: <ul style="list-style-type: none"> - capacity building of planners, managers & implementers - inclusive / participatory process management - regulation / enforcement of laws - metering consumption / billing - storm / flood water management <p>Opportunities to Shift Paradigms:</p> <ul style="list-style-type: none"> - explore options on low-cost / dry sanitation in peri urban, low income areas - decision support system based on indicators / GIS - study on ability & willingness to pay - study on tariff structures that are equitable (support to Holding Company to do this) - study of subsidy options: cross, targetted, step/graduated - Integrated urban water management plan - Innovations: <ul style="list-style-type: none"> - working with poor areas - institutional arrangements to involve the poor to involve - Water Boards - what expect from SWITCH to deal with quality <ul style="list-style-type: none"> - low cost technologies for waste water treatment <ul style="list-style-type: none"> - industries - peri-urban areas | |
| City main issues / problems (preferably in order of priority) <p>1. institutional bottlenecks to effective coordination & management</p> <p>2. technical challenges to IUWM:</p> <ul style="list-style-type: none"> - lack of sanitation services in some low income peri-urban areas - industrial waste receives only primary treatment | Proposed research response (theme / sub-theme) <p>1. require IUWM plan for Governorate of Alexandria</p> <ul style="list-style-type: none"> - institutional arrangements to involve poor communities in decision making process of management of water resources <p>2. low cost technology options for sanitation, industrial waste water, storm water management & reuse</p> |

| | |
|--|--|
| <p>- storm water is not collected or reused for productive / environmental purposes</p> <p>3. finance available is not adequate</p> <p>4. enforcement of laws is weak</p> <p>5. availability of water resources to cover future demand is a present and future challenge</p> | <p>3. - study on ability and willingness to pay, options for equitable tariff structures - study on innovative financing mechanisms</p> <p>4. study on law enforcement mechanisms and incentives for compliance by industries and compliance with building codes and regulations pertaining to tearing down 'old' construction/buildings to erect high rise buildings. - QIS/GIS-based decision support system for IUWM</p> |
| <p>How will <u>impact</u> be achieved?</p> <ul style="list-style-type: none"> - making sure all key players are involved - short cycles of information and learning - being able to provide criteria for the Learning Alliance - establish dedicated team that drives process which implies finance - capacity building as appropriate for local team/actors | <p>Ideas on city <u>Learning Alliance</u></p> <p>-Include in the Learning Alliance representatives of the Municipality (Governorate), Water & Sanitation Companies, Ministry of Housing, Ministry of Water Resources & Irrigation, Ministry of Local Development, NGOs, Egyptian Water Partnership, Donors, Parliamentarians, Poor/Rich Population, Industries, Academia & Research Centers, & International Organizations.</p> |
| <p>City perspective: open issues and next steps</p> <ul style="list-style-type: none"> - Establish a local Management Team - Organize Meeting with City Representatives, & Workshop to solicit issues and problems from different stakeholders - Development of An Action Plan - Conduct a Stakeholder Analysis, and Needs Assessment Study | <p>Research perspective: open issues and next steps</p> <ul style="list-style-type: none"> - Prioritize Research/study topics with City representatives - Proposal for study topics, roles and responsibilities of partners |

Any further remarks to be documented here:

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|--|---|
| City / Site | |
| Beijing & Chongqing | |
| City/Site representative / convenor name Liusheng He | |
| List of all contributors to this event (use standardized list of initials) Cedo Maksimovic, Adrienne Martin, Katarzyna Kujawa, Huub J. Gijzen, Mathias Ernst , Shenghe Liu, Qiang He, Zhenshan Yang, | |
| Free form documentation of things discussed | |
| City main issues / problems (preferably in order of priority) <ol style="list-style-type: none"> 1. Resources <ul style="list-style-type: none"> -scarcity -storm water (mainly in July to Sept.) not harvested -industrial use -ground water table 2. Water Supply <ul style="list-style-type: none"> - high leakage - demand management - not much reuse (grey water recycling) 3. Waste water <ul style="list-style-type: none"> - treatment system no separation (industrial and domestic are combined) - reuse and multi-use - ecological sanitation - high operation costs 4. Stormwater <ul style="list-style-type: none"> - lack of strategy & long-term solution - very little reuse 5. Social-economic and institutional <ul style="list-style-type: none"> - lack of integrated policy-governance - lack of integrated planning guide-lines | Proposed research response (theme / sub-theme) <ol style="list-style-type: none"> 4.1 Eco-sanitation and decentralised waste water management in an urban context 5.2 Use of urban water (fresh and waste water) for urban agriculture and other livelihood opportunities |

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| How will <u>impact</u> be achieved? Introduction of Integrated Urban Water Management (IUWM) including technical, social and water mangement Bring together researchers, planners, water managers, policy makers and water users | Ideas on city <u>Learning Alliance</u> Promote exchanges with other demo-cities |
| City perspective: open issues and next steps 1. Address Institutional fragmentation on water management 2. Reduce migrants' health risks in using use waste water | Research perspective: open issues and next steps |

Any further remarks to be documented here:

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| City / Site | |
| BELO HORIZONTE | |
| City/Site representative / convenor name Belo Horizonte / | |
| List of all contributors to this event (use standardized list of initials) PBH, SUDECAP, UFMG, COPASA, SEMAD | |
| Free form documentation of things discussed education and public awareness campaign look for the sanitation policy governance constraints and issues stormwater disposal and control | |
| City main issues / problems (preferably in order of priority) 1. pollution of drinking water U/S 2. pollution of rec. waters 3. lack of planning 4. stormwater disposal & CSO's | Proposed research response (theme / sub-theme) WP 2 (all), WP 6.1, WP 6.2, WP 6.3, WP6.4, WP 5.3 (?), WP 4.1, WP 3.2, |
| How will <u>impact</u> be achieved? development of SWM action plans, interaction with on-going Master Plans, communication and interactions of stakeholder groups | Ideas on city <u>Learning Alliance</u> PBH, COPASA, SEMAD, UFMG, Ministry Environment, NGO's |
| City perspective: open issues and next steps 1) establishment of alliances 2) joint consultation and discussion to identify priority issues 3) development of concerted actions 4) development of pilot implementation schemes (some already existing) | Research perspective: open issues and next steps 1) governance issues 2) appropriateness of alternatives drainage approaches (stormwater) 3) identify linkage bet. stormwater disposal and groundwater pollution |

Any further remarks to be documented here:

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| City / Site | |
| Birmingham | |
| City/Site representative / convenor name Phillip Sharpe | |
| List of all contributors to this event (use standardized list of initials) MR,MS,PS,RM,RD,CH,IS,CG,WS,JG | |
| Free form documentation of things discussed Current Sustainable urban water management is cosmetic rather than tangible. Current infrastructure lends itself to preservation of current paradigm, how to establish a framework of change through the LA? How to create joined up thinking within and between the existing organisations that can effect IUWM effectively? Development of Information forms that can be used to map the UW environment and link into integrated river basin management. How best to develop a programme of study on Storm water management in the City Eastside project opens a valuable route to testing the LA effecting to effecting a paradigm shift. | |
| City main issues / problems (preferably in order of priority) 1. Stratified Governance 2. Rising Groundwater (polluted) 3. Urban regeneration 4. Sustainable Urban Drainage | Proposed research response (theme / sub-theme) 1.1, 1.2, (6.1, 6.2)? 3.2, 5.3 1.1,1.2 2.1,2.2,2.3 |
| How will <u>impact</u> be achieved? LA+ SWITCH RTD Input to Urban Regeneration programmes | Ideas on city <u>Learning Alliance</u> Ensure existence beyond 5 years (financially sustainable) Win-win approach to development Core group with common vision Promise little, deliver a lot |
| City perspective: open issues and next steps How to ensure Birmingham LA contribution to and access to inputs/outputs of 6.1 and 6.2 | Research perspective: open issues and next steps Reaffirmation of current research deliverables with LA. |

Any further remarks to be documented here:

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| City / Site | |
| COLOMBIA | |
| City/Site representative / convenor name Bogotá, Cali, Cartagena | |
| List of all contributors to this event (use standardized list of initials) People of Beijing, Belho Horizonte, | |
| Free form documentation of things discussed Preliminar works in topics related with problems of cities in Colombia | |
| City main issues / problems (preferably in order of priority) 1. water pollution Bogota River 2. inappropriate technology 3. Environmental impact of wastewater treatment system 4. wa ter pollution cartagena bay | Proposed research response (theme / sub-theme) Conflict resolution Technology selection methodology reduction of the impacts of wate water treatment technology Evaluation of waste water management |
| How will <u>impact</u> be achieved? Demostration project for conflict resolution Maximize of investment in pollution control | Ideas on city <u>Learning Alliance</u> Platforms that involve ; ministry of Environment; IDEAM; regional environmental authorities: NGO's; Industry; municipalities and communities |
| City perspective: open issues and next steps Each project has preliminary activities wich were defined in SWITCH project, the next steps are: To strength relation with environmental authorities like ministry of Environment; IDEAM; regional environmental authorities: NGO's; Industry; municipalities and comunidades; academic staff . | Research perspective: open issues and next steps CONFLICT RESOLUTION AND CP a. Adapting cleaner production on tannery process. b. Building capacities with communities c. Stake holders analysis d Cleaner production applied to the context e. Lessons national concern and international |

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| | <p>SELECTION TECHNOLOGY MODEL</p> <p>a.Development the selection technology model</p> <p>b.Validation and Calibration of selection technology model</p> <p>c.Development of Software</p> |
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Any further remarks to be documented here:

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| City / Site | |
| <h1>Hamburg</h1> | |
| City/Site representative / convenor name H. Langenbach, W. Schulte | |
| List of all contributors to this event (use standardized list of initials) H. Langenbach, .W. Schulte, C. Jeffries (Univ. arbartray | |
| Free form documentation of things discussed , Colin Green (Univ. Middlesex) | |
| City main issues / problems (preferably in order of priority) <ol style="list-style-type: none"> 1. Balance stormwater, waste water, water supply 2. flood management in the river basin 3. Groundwater management 4. financing inovative water system 5. Water management in growing cities 6. Financing development and maintenance 7. Environmental qualities (Polution) 8. Water as system of urban design DRIVERS <ul style="list-style-type: none"> - creating open spaces in existing cities with elements of water - city development without expansion (growing inside the city, not outside) - Private money pays for public infrastructure. AIM/OBJECTIVE <ul style="list-style-type: none"> - water management is part of city improvement, urban regeneration and | Proposed research response (theme / sub-theme) <p>5.1 Water sensitive urban design</p> <p>All themes 1, 2, 3, 4, 5, 6 have something to contribute to solving the problems in Hamburg</p> |

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| <p>its wealth.</p> | |
| <p>How will <u>impact</u> be achieved?</p> <p>arThe officials will use the research</p> | <p>Ideas on city <u>Learning Alliance</u></p> <p>as mentioned in the scoping, but also developers, infrastructure companies</p> |
| <p>City perspective: open issues and next steps</p> <p>implement SWITCH and Water sensitive Urban Design</p> | <p>Research perspective: open issues and next steps</p> <p>there is already an existing LA and will be used for new themes</p> |

Any further remarks to be documented here:

problems are identified as challenges; water management is part of city improvement, urban regeneration and its wealth:

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|---|---|
| City / Site | |
| LIMA | |
| City/Site representative / convenor name Gunther Merzthal | |
| List of all contributors to this event (use standardized list of initials) RvV, Brazil, Columbia | |
| Free form documentation of things discussed Lima is a study city. But is interested and has capacity to grow into a demonstration city, taking into consideration the experiences available, initiatives on the ground and options of scaling up | |
| City main issues / problems (preferably in order of priority) 1. Arid Zone 2. Not sufficient water for human consumption in (periurban zones) 3. Competition between water users (industry, agriculture, human cons.) 4. Alternative sources of water for agriculture use in the city | Proposed research response (theme / sub-theme) Collection, treatment, and reuse of urban wastewater for productive use (agriculture). Take stock of the experiences available in Lima. |
| How will <u>impact</u> be achieved? Making linkages between major actors , and demonstrate the viability and benefits of integrated systems of treatment and reuse of wastewater. And at the same time adapt and develop adequate legislation and policies. | Ideas on city <u>Learning Alliance</u> Develop a multistakeholder platform at city level, including major actors. Generate and disseminate knowledge, amongst others through pilot research in selected neighbourhoods in Lima. |
| City perspective: open issues and next steps | Research perspective: open issues and next steps There are already interesting experiences and ongoing research, but these not linked as proposed here. |

Any further remarks to be documented here:

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| City / Site | |
| <h1>Lodz</h1> | |
| City/Site representative / convenor name Iwona Wagner, Katarzyna Izydorczyk | |
| List of all contributors to this event (use standardized list of initials) lian Scholes, Diederick Rousseau, Barbara Anton, F. Schraffl, Lian Scholes, Peter van der Steen, Colin Green | |
| Free form documentation of things discussed | |
| City main issues / problems (preferably in order of priority) 1. Decreased capacity for storm water purification resulted from decreased water retentiveness due to landscape degradation and interbasin water transfer; 2. Decreased hydrological capacity and rivers self-purification capacity due to rivers degradation, resulting with water quality decrease 3. Sewege treatment plant management issues: decreased capacity for storm water purification, degradation of a receiving-river and its valley, problem of sewage sludge utilisation 4. Social issues: quality of life related to environmental status, impact of water and green spaces distribution on human health, toxic algal blooms in recreational reservoirs, accumulation of heavy metals in river valley used for agriculture; unemployment, socio-economic feedbacks | Proposed research response (theme / sub-theme) 1. WP 5.3 - Maximising the Use of Natural Systems in all Aspects of Municipal Water Cycle (some additional research is proposed in research perspectives section) 2. WP 5.1 - Planning of the city landscape, including EH measures for water retentiveness increase and human health (see p. 7 in research prespective) 2. WP 6.1 Governance for Integrated Urban Water Management (to help with the LA establishment and training) 3. Cross-cutting training activities (new training areas and possibilities of cross-cutting to be identified) 4. WP 2.3 Environmental Change Studies for stormwater control and reuse options (to be considered to lower the stormwater runoff and peaks to treatment plant) |
| How will <u>impact</u> be achieved? 1. Training for decisionmakers and stakeholders; 2. Application of resresearch results based on the LA recommendations; | Ideas on city <u>Learning Alliance</u> 1. The following steps to be undertaken: 1. Identification of new partners: - tourist office/city promotion office |

| | |
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| <p>3. Exchange of experience with WP and other demonstration Cities/LA;</p> | <p>- environmental NGO - others</p> <p>2. Identification of new areas where training is needed</p> <p>3. Involvement of an external (Switch) partner to some LA activities</p> |
| <p>City perspective: open issues and next steps</p> <p>1. Establishing Learning Alliance including water users;</p> <p>2. Considering rainwater harvesting, water re-use (and identification potential industries to be involved) as additional measures to control stormwater peacking;</p> <p>3. Sewage sludge anaerobic degradation to be proposed as complementary technology of bioenergy production to converting sewage sludge to biomass</p> <p>4. Need to identify legal instruments in order to prevent illegal sewage disposal, restrict heavy metal release in the industry in the source;</p> | <p>Research perspective: open issues and next steps</p> <p>1. Analysis of the hydrological cycle – identification of threats (“hot-spots”) in the city catchments;</p> <p>2. GIS mapping of the potential restoration sections of river corridors/city landscape;</p> <p>3. Global Climate Change perspective;</p> <p>4. Inactivation of nutrients and toxic substances/heavy metals by vegetation in the river valley sediments below water treatment plant</p> <p>5. Efficiency of sewage sludge utilisation and estimation of biomass/bioenergy production on the energetic plantations in the treatment plant, including economical and energy balance; sewage sludge anaerobic degradation to be considered;</p> <p>6. Optimization of water retentiveness in the landscape, including rainwater harvesting and water reuse;</p> <p>7. Quantification of the effect of green areas of the City (water retentiveness, biodiversity, microclimate) on epidemiology and frequency of incidences of allergies and asthma;</p> <p>8. Use of ecohydrology for improved self purification and enhancement capacity of municipal water ecosystems (among others, floating mats in sedimentary ponds to be considered);</p> |

Any further remarks to be documented here:

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| City / Site | |
| Tel-Aviv (TA) | |
| City/Site representative / convenor name Avner Adin, Avi Aharoni | |
| List of all contributors to this event (use standardized list of initials) Mekorot, HUJe, TA-municipality, Ministry of health, D.R.A.T., Farmers (?) | |
| Free form documentation of things discussed | |
| City main issues / problems (preferably in order of priority) <ol style="list-style-type: none"> Limited SAT capacity Clogging of irrigation system (Mn) Flooding during heavy rainfall Different interests of responsible parties Conflict regarding grey water (municipality (delay of investment) – ministry of health (cross connection)) | Proposed research response (theme / sub-theme) <p>Alternatives of SAT-technology (UF + shallow wells, desalination, sand filtration, electro-flocculation, wetland)</p> <p>Release causes of Mn in aquifer</p> <p>Reduction of cross connection</p> <p>Drainage of individual households</p> <p>Gathering-meeting of stakeholders</p> <p>Monitoring of drinking water wells around SAT-area</p> |
| How will <u>impact</u> be achieved? <p>Research - Pilot plant, Change of criteria/regulation Later on: meeting of stakeholders</p> | Ideas on city <u>Learning Alliance</u> <ul style="list-style-type: none"> - First discussions between Mekorot and HUJe - Later on involvement of public institutes (ministry of health, DRAT, TA-municipality) |
| City perspective: open issues and next steps | Research perspective: open issues and next steps <ul style="list-style-type: none"> - Register survey - Pilot plant activities - Get approval for technologies - Scale up |

Any further remarks to be documented here:

Sketch of situation can be found on drawing on paper-board

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| City / Site | |
| zaragoza | |
| City/Site representative / convenor name Victor Bueno | |
| List of all contributors to this event (use standardized list of initials) Ian K Smout Loughborough Prof. Heike Langenbach Mike Morris Prof. Huub J. Gijzen, PhD Others | |
| Free form documentation of things discussed | |
| City main issues / problems (preferably in order of priority) 1. Leakage in the net 2. Commercial leakage 3. Low maintenance disrupt tanks 4. Consumption in houses | Proposed research response (theme / sub-theme) 3.1 To divide the net in sectors 3.1 To put electronic meters in new houses 3.1 To measure the supply before the disrupt tank 3.1 To introduce mechanism of low consumption |
| How will <u>impact</u> be achieved? Developing municipal rules (ordinances) to fight against the problems. | Ideas on city <u>Learning Alliance</u> To use the informal networks which exist in the city formed by municipal departments, University, Foundations, NGOs... |
| City perspective: open issues and next steps To find connections with the International Exposition 2008, preparing demos and dissemination activities. To put in contact people of the city in touch with water subjects. | Research perspective: open issues and next steps |

Any further remarks to be documented here:

Annex 3: Outlines of city learning alliance action plans

Accra

Proposed interim city coordinator: Olefunke Cofie

Changes needed:

- all people to have access to water and sanitation services
- attitudinal and behavioral change at all levels
- improved coordination and communication

Initial activities:

- Recruitment an of full-time coordinator and establishment of core team (3-4 institutes, including IWMI, KNUST and AMA)
- Review scoping study
- Prepare, publish and distribute SWITCH Accra briefing note
- Individual stakeholder consultations (info gathering and lobbying)
- Organization of first workshop
 - o Situational analysis
 - o Introduction to the SWITCH intervention
 - o Launching of LA
 - o Action planning
 - o Formation of research working groups

Estimated costs

| Inception phase | # mandays (1 manday@60 euro) | Additional costs |
|--|------------------------------|------------------|
| Formation of core team <ul style="list-style-type: none">- formation meeting- communication- documentation | 5 | 200 |
| - Preparation of SWITCH briefing note for Accra <ul style="list-style-type: none">o Preparationso Printingo distribution | 4 | 200 500 |
| Review of scoping <ul style="list-style-type: none">o Communicationo Transport | 5 | |
| Stakeholder consultations and lobbying <ul style="list-style-type: none">o Communicationo Transporto documentation | 10 | 200 |
| Preparation for 1 st workshop | | 10.000 |

| | | |
|--|--|--|
| <ul style="list-style-type: none"> ○ logistics (venue, publicity, background materials) ○ Facilitation ○ Documentation ○ DSAs ○ Lunch | | |
|--|--|--|

Summary of resources required till end 2006:

| | |
|---|-------------------|
| - Activities (see above): | 21.000 euro |
| - Man days | 1.400 euro |
| - Costs of full time coordinator: 3000 euro x 6 months: | 18.000 euro |
| - Contingency costs (20% of total): | 9.000 euro |
| - Total: | about 50.000 euro |

Alexandria

Proposed interim city coordinator: Khaled Abuzeid (kabuzeid@cedare.org) and Aymon El-Hefnawi (a_elhefnawi@yahoo.co.uk)

| City main problem | Changes required | Whom | How | Tasks and activities |
|--|--|---|---|---|
| Institutional bottlenecks | Institutional mechanism should reflect Learning Alliance | Governorate, holding company, NGOs, representatives of poor and underserved areas, donors | Meeting in Alexandria Paying number of visits | Stakeholder analysis Forming La (2 workshops) |
| Technical challenges and availability of water resources | The move towards integration of WR (IUWM) | | Building IUWM Until 2022 → rapid assessment → LED (existing activities / plans) | Formulating a committee responsible for the plan (Work Group) |
| Finance | Cost recovery W&S services provision | | 1) innovative financing 2) Tariff structure 3) Metering | 1) WTP survey 2) Best P's of tariff structure options |

Beijing

Proposed interim city coordinator:

Problems identified:

1: resources

- agriculture
- scarcity
- storm water (June – September)
- Industrial use
- Groundwater table going down

2: Water supply

- High leakage
- Demand management
- No much reuse
- Ground water recharging

3: Waste water:

- separation (industrial, domestic, storm)
- Reuse (multiple use, food security, health)
- Ecological
- High operation costs

4: storm water

- lack of strategy and long term salutation
- No reuse

Q1: Main paradigm shift required

- ➔ Waste water and storm water seen as a resource rather than a problem
- ➔ IUWM truly implemented, coupling of responsibilities

Q2:

- Changes in attitude
- Demo projects
- Awareness through seminars, workshops

Q3:

- key stakeholder analysis
- Identifying problems / needs
- Identifying solutions
- Research on solutions
- Pilot project
- Training

Q4:

2006:

- Stakeholder meeting
- Demo site

1: Paradigm shift:

Wastewater and storm water from problems -> resources

2: Activities:

1. Exploratory studies
 - Current situation and problems
 - Key stakeholders and their needs
2. LA at cit level or Multi stakeholder workgroup
 - i. Present findings
 - ii. Prioritize of needs
 - iii. Policy awareness(workshop ->research agenda, choosing dmo sites)
- 3: Research and technology innovations
- 4: Pilot projects and demo activities
- 5: Training and capacity building
- 6: policy recommendations

Inception phase

- 1: Exploratory study
IGSNRR No
CU
WU
.....

Covered by WP 4.1 and 5.2

2: LA and the team
CC CAI 2 m / year
Team: CU / MOC / BA (2) / WU / Assistant (5m)
Training: IRC, WU

3: Workshop: 2-3 days
September: 0.5 m
Not covered yet. Proposed to cover it with budget from 5.2

4: Choosing demo sites
CC: CAI Jianming
Not covered yet. Proposed to cover it with budget from 5.2

Covered by WP4.1 and WP 5.2

Birmingham

Proposed interim city coordinator: Philip Sharp (Philip.sharp@arvp.com)

1. Governance -> breaking down barriers

Rising G/W (Poll!)

Sustainable (urban) drainage -> specific problems

Urban regeneration -> Facilitation / demonstration

2. Creating a sustainable “Trading Place”

3. and 4. Extended scoping study (mth 5)

- Core group consolidation
- Feedback on the themes / sub themes
- Quantifying pressures for change
- Exploring the wicked problems

LA launch meeting (mth 5)

Newsletter (mnt 6)

S.L.A.B. -> Establish the future programme

Colombia

Proposed interim city coordinator: Monica Sanz (monica_snz@yahoo.com)

Tasks for Learning alliances in 2006

- Jump start event
- 3 PHD research proposals
- work plans for study cases
- searching for project (co) financing
- Finking up with the other demo cities
- Preparing Aqua 2007

Costs

| | | |
|----|------------------------|-------------|
| 1. | Workshop T. 5 x 2 days | US\$ 25.000 |
| | Workshop R 50 x 1 day | US\$ 25.000 |

| | | |
|----|-------------------------|-------------|
| 2. | | |
| | - Information materials | US\$ 25.000 |
| | - Website | |
| | - e-mail newsletter | |

| | | |
|----|------------------------------|------------|
| 3. | | |
| | Education – formal education | US\$ 5.000 |
| | Modulos | |
| | Aqua 2007 | |

| | | |
|----|--------------------|------------|
| 4. | | |
| | Co-financing costs | US\$ 5.000 |

| | | |
|-------|--|-------------|
| Total | | US\$ 85.000 |
|-------|--|-------------|

Activities

| | April | May | June | July | Aug | Sept | Oct | Nov | Dec |
|------------------------|-------|-----|------|------|-----|------|-----|-----|-----|
| PhD Rp | ■ | | | | | | | | |
| PhD AG | ■ | ■ | ■ | ■ | ■ | ■ | ■ | | |
| PhD JB | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ |
| Workshop / event | ■ | ■ | ■ | | | | | | |
| Aqua 2007 | | | | | | ■ | ■ | ■ | ■ |
| Financing | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ |
| Land use plan (Bogotá) | ■ | ■ | ■ | ■ | ■ | ■ | | | |
| Case studies | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ | ■ |
| Interacting with | | | | | | | | | |
| - Beijing | | | | ■ | ■ | ■ | | | |
| - Alexandria | | | | ■ | ■ | ■ | | | |

Hamburg

Proposed interim city coordinator:

Problems identified as challenges:

- Balance storm water, waste water, water supply in an integrated system with multiple benefits
- Flood management in the river basins
- Groundwater management
- Environmental qualities (pollution)
- Water as system of urban design
- Water management in the growing city
- Financing development and maintenance

Drivers:

- Creating open spaces in existing cities with element of water
- City development without expansion
 - “to grow, but not to expand”
 - “growing inside the city, not outside”
- Private money pays for public infrastructure

Water management is part of city improvement, urban regeneration and its wealth

| NGOs | Gov't | Private water companies | University | Developers | Users | Co-financers |
|------|------------------|-------------------------|------------|------------|-------|--------------|
| | Waste management | Water Waste system | | | | |

- to identify the stakeholders
- To identify the interest o stakeholders and problems
- To identify the different problems
- To identify them as challenges
- To make the vision

Lodz

Proposed interim city coordinator:

Tasks and activities

1. Identification of possible LA leader(s)
Possibly -> city office based person
 - water / environment experience
 - enthusiastic! With potential to SWITCH1.a: Training for all LA leaders in IHE
 2. Identification of other potential LA members
 - ➔ Stakeholder analysis (include partners)
From: government, MGOs, researchers, education, planning, city promotion office, users, industry, society, citizens living in the area under implementation activities
 - ➔ Dissemination:
 - Into letter
 - Local media (radio, newspaper, tv)
 3. Kick-off meeting
-> participatory diagnosis of water related issues -> prioritize
Higher willingness for new solution (mindset for a change)
Higher awareness of win/ benefits for everyone
LA -> how does it work (IHE / SWITCH represent)
 4. Formalise the Lodz LA
- Further LA activities:
- ➔ keep identifying other partners
 - ➔ identifying complementary / related ongoing projects and potential cooperation / for complementary research, development, additional financing
 - ➔ Dissemination: website + platform for info exchange, folders, tv, site visits, etc
 - ➔ Integration of information through LA members for creating a uniform platform for DSS
 - ➔ Identify issues for further research, expertise needs, communication process
 - ➔ Workshops
 - ➔ Exchange of information and coordination with other LAs

Five years

Personal costs

First 12 months -> full time

Next months -> ½ time

40.000 euro / 5 years

Workshop organisation x 1000 euro / 10

(place, coffee, materials, invitation, expert): 10.000 euro / 5 years

Conference organisation at the end of SWITCH

5.000 euro

| | |
|--|------------|
| Dissemination (website, folders, documentation process) | 5.000 euro |
|--|------------|

| | |
|-------|-------------|
| Total | 50.000 euro |
|-------|-------------|

In 2006

| | | |
|----------------|-------------|------------|
| Personel costs | 7.000 euro | |
| Workshop 2x | 2.000 euro | |
| Website | 1.000 euro | |
| Total | 10.000 euro | 40.000 PLN |

Tel-Aviv

Proposed interim city coordinator: Avi Aharoni (Mekorot)

Paradigm shift:

Sustainable approach to waste water problem solution

What do we want to achieve?

1. Urban water reuse
 - public education workshop
 - printed electronic dissemination
 - teaching materials for schools
 - workshop for professionals
2. Reduction storm water overloads in WW systems
 - Meeting w city planners & decision makers & law makers
3. Agricultural water reuse
 - Workshop with farmers on
 - Effluent desalinisation & nutrients
 - New sustainable water pricing

Tasks / activities

- Preparation of
 - i. Teaching programmes 4 materials
 - ii. Professional tours
 - iii. Slide shows, presentations
 - iv. Teach the teachers
 - v. Process documentation
 - vi. Internet site construction and maintenance
- Preliminary activities in LA
 - Activity i and iii and meeting with stakeholders.

Saragossa

Proposed interim city coordinator:

Background:

- located in North West of Spain
- 650.000 persons
- industrial and domestic mixed
- supply water 68 hm³ / year (2005)
- Sewage water 70 hm³ / year (005)
- All the services about the water are municipals
- Project “improvement and management of water in Saragossa” (2000-2007)

Changes needed:

- need to inform / motivate people and change policies

Tools:

- workshops
- education campaigns (schools, media....)
- action research

Activities:

- Building on current stakeholder groups into a learning alliance, launch SWITCH
- Bring on board citizen groups (neighbourhood associations)
- Exchange of info between city council and SWITCH partners
- Launch information / awareness campaign
- Carry out a case study in Saragossa on current methods of water demand management at utility and household levels and compare with good practices
- Disseminate case study findings to the expanded LA
- Build synergies between SWITCH and xpo 2008 “Water and sustainable development”

Scaling up at global level

What is needed to achieve SWITCH paradigm?

- Consolidation and **integration** of SWITCH outcomes through Global Learning Alliance
- Bring in complementary knowledge and resources from other global initiatives through Global Learning Alliance
- Dissemination (standard)

Tasks/activities needed

- Involve city managers and accountants / water utilities
- Identify 40 more cities in Europe where new water plans are under development
 - keep them posted about SWITCH progress
 - invite them to workshops
 - (training??)
- Big event at Zaragoza 2008
- Team up with other major international programmes → joint workshops..
- ICLEI World Congress 2009
- Identify “new” city that is now under construction (China) – “City 10” – all SWITCH aspects.

Concrete activities in 2006

- Global Learning Alliance
 - Task force to prepare proposal (concept, participation, roles...)
 - Seek resources from 2007

Other events

- WEDC Annual Conference Nov. 2007
- Stockholm World Water Week (too late?)

Comments

- Be more modest, consolidate existing project first
- Emphasise role of Global Learning Alliance to bring City Learning Alliance together