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CITIZEN SCORECARD SURVEY REPORT



Submitted by: Management & Development Center (MDC)

Submitted to: Program Management Unit (PMU), MSDP

06th July, 2020

To,

The Program Director

Program Management Unit (PMU) – Sindh MSDP
Planning & Development Department
Government of Sindh, Karachi
D-18 Block 2, Kehkashan, Clifton, Karachi

SUBJECT: SUBMISSION OF CITIZEN SCORE CARD SURVEY REPORT FINAL VERSION DEVELOPED UNDER LGSA PROJECT, MSDP.

Dear Sir,

We are thankful for your approval of Citizen Score Card Survey Report during the Quality Assurance Committee (QAC) meeting held on June 29, 2020.

We are pleased to submit final version of this report for your record.

We will be glad to provide any additional information if required.

Looking forward to cooperating with you.

With Best Regards,



Muhammad Ali Mahesar

Team Leader, (LGSA) MSDP
Management & Development Center (MDC)

Cc to:

- Director General (Works), PMU-Sindh MSDP, Karachi.
- Director (Reforms), PMU-Sindh MSDP, Karachi.
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EXECUTIVE SUMMARY

This report presents the results of a baseline CSC survey project undertaken in Jacobabad city of Sindh province of Pakistan as a baseline CSC project for the improvement of MCJ services (water supply, waste water, and solid waste management), and more importantly, may set in place a credible base for sustained dialogue between stakeholders.

Purpose and Framework of Survey

This baseline CSC project in was an attempt to explore international best practices in public service delivery reform. Being a baseline survey, the sector focus was limited to three critical public services (Water supply services, waste water services and solid waste management). Though exploratory in nature, this exercise not only builds awareness and capacity in the stakeholders, but also offers diagnostic pointers to the concerned agencies to improve the quality of the services. The survey is conducted to determine the level of critical themes in the delivery of services such as access, quantity, quality and reliability of services. Problems encountered and responsiveness of service providers in addressing these problems.

Methodology

The methodology aimed at answering key evaluation questions for above-mentioned MCJ services, in relation to different demographic factors. It included the following methods of data collection and data analysis:

1. Review of secondary information;
2. A household survey of 759 respondents by adopting proportionately stratified systematic random sampling approach.
3. Focus Group Discussions (FGDs) –by inviting participants belonging to seven socio-economic groups (employed, labor, women-professional, women- housewives, small and medium business owner-commercial consumers, large business owners-industrial consumer and low income)
4. Content analysis of qualitative data from the FGDs and statistical analysis of quantitative survey data on demographic basis.

User Profile

In the CSC survey 83.3% male and 16.7% female respondents participated. 35.3% of the respondents belong to 20-29 years age group. In all Jacobabad, 24.5% respondents hold a bachelor degree. Majority of the household respondents (30.7%) consisted of 5-9 family members. Based on the socio-economic classification, 61.4% of the respondents belongs to middle income families, 18.3% from poor families and 4.9% belongs to rich families. Whereas 35% of the respondents were self-employed and 10.5% were house wives.

MCJ Services

The findings reveal that the citizens are not satisfied with waste water services, somewhat satisfied with water and solid waste services. It is very interesting to note that in all the Jacobabad, the satisfaction level of respondents as a mean value with all the three provided services on a 5-point Likert scale was not reported up to 4. Majority of the citizens are willing to pay against the water supply services but perceive that mismanagement is the major issue with MCJ in its water supply services. Majority of the

citizens are unaware of the MCJ complaint system and hence not lodging the formal complaint, instead trying to resolve problems related to MCJ services at their own. Very few cases of bribery were also reported by the citizens and they are indifferent in terms of their satisfaction level towards the attitude and behavior of the MCJ staff and higher management. It is very interesting to note that majority of the citizens in all the Jacobabad have rated MCJ better than the previous TMA regime.

Recommendations

Based on the findings, few of the recommendations are as follows:

- Citizen Awareness Campaign for:
 - Minimizing the impression of mismanagement
 - Realizing the sense of responsibility amongst citizens
 - Creating awareness about MCJ identity
- Billing system may be formalized
- Periodical cleaning of water storage tanks/pools
- More and smaller garbage collection points
- Increasing frequency of garbage collection
- Rigorous training for capacity building of the lower working staff
- Toll free number for entertaining complaints

SURVEY OBJECTIVES

The main objectives of the CSC survey are as follow:

- To determine the level of critical themes in the delivery of services such as access to services, quantity, quality and reliability of services.
- Problems encountered and responsiveness of service providers in addressing these problems.
- Transparency in service provision like disclosure of service quality standards, norms and the costs associated in using the service.
- To gauge customer satisfaction on MCJ services.
- To obtain feedback from MCJ customers in order to benchmark their satisfaction level and ratings.
- To obtain feedback information through pre-define survey on aspects of service quality, based on customer experience and knowledge, and enable MCJ to identify their strengths and weaknesses.

METHODOLOGY

The research methodology for CSC explains the process of the development of the questionnaire, survey techniques (quantitative), focus group (qualitative) thematic questions and data collection methodology.

In order to understand thoroughly the functions and services of MCJ for which CSC was conducted for getting proper and systematic feedback and degree of satisfaction of the citizens, a detailed pre-survey groundwork was carried out with MCJ professionals in the form of the several meetings with the top and middle level management and presentations by MCJ experts on their operations of the water supply, waste water and solid waste management. The consultant team also visited the various units of MCJ services sites and talked with the workers and questioned their job duties, timings and nature of their works. The consultant team also discussed with some citizens who are availing the MCJ services in order to know their perceptions and satisfactions level.

This whole process resulted in development of rough draft of questionnaire and focus group outline. The rough draft was submitted to the MCJ. MCJ personnel's have thoroughly reviewed the survey instruments and have suggested modifications in it. After incorporating the suggested modifications, the final and approved version of questionnaire and focus group outline was developed.

The questionnaire consists of four sections; section 1 is for qualifier for the survey; section 2 investigates the three services of the MCJ. This section covers in depth various themes of the MCJ services. These themes are availability, quality, satisfaction and preferences of the water supply, waste water and solid waste management respectively.

Section 3 is about general opinion of the citizens for the same services with special focus on important religious, cultural events and about complaint registration and resolution system of the MCJ. The last section is about demographics.

The questionnaire also focuses on the comparative analysis of the MCJ and TMA services and also on the individual performance of the MCJ services. In addition to that it inquires expectation and preferences of the citizens about the affordability, timings and level of services of MCJ so as to get feedback for future policy design.

Whereas the focus group outline (considering the proposed seven segments namely employed (private and government officers), labor, women (professionals), women (housewives), commercial consumers, industrial consumers and low income consumers) consists of seven sections; section 1 is about the CSC introduction, section 2 is about general questions, section 3 relate to water supply services, section 4 is based on the waste water services, section 5 investigate the solid waste management, section 6 is about the complaint system and finally section 7 focuses on the comparisons between different attributes of MCJ and TMA .

The sample size of the target respondents has already been identified by the client for baseline survey that is 720. As per the predetermined segments - households, commercials and industrial consumers the Jacobabad/towns were surveyed by adopting proportionately stratified systematic random sampling approach.

Focus Group Discussions (FGDs) was conducted by the well trained FGD team consists of a moderator and two facilitators who have taken the notes for each FGD.

The Statistical Package for the Social Sciences (SPSS) – 20 was used to analyze the collected data. As majority of the collected data was of nominal and ordinal nature therefore limited number of statistics, all of which are based on frequency counts and centiles, are permissible, e.g. percentages, mode, percentile, quartile, and median. Therefore, the majority of the analysis was based on the cross tabulation and bar-charts, Analysis of Variances¹ (ANOVA).

¹ ANOVA provides a statistical test of whether or not the means of several groups are all equal, and therefore generalizes t-test to more than two groups.

1. INTRODUCTION

1.1 Municipal Committee Jacobabad (MCJ)

MCJ was established in 1862 and has been operational since, it was selected by Government of Sindh and USAID jointly to execute the Municipal Services Program in 2012. After laying the foundation of Jacobabad city in 1842, General John Jacob established three fresh water ponds within the city to resolve the drinking water problem of a newly established town and garrison. The Jacobabad Municipal Committee was founded in 1860' and Municipality record show surplus income after settling the liabilities and expenditures during presentation of the annual budget in 1921. It was not until 1962 that West Pakistan Public Health Engineering Department established the water wells and pumping machines. A mega project of water supply started in 2008 and then in 2015 the water supply project under USAID funding started. The context shows that the issue of drinking water in Jacobabad is 150 years old and multiple attempts over last century have been made to correct it.

1.2 Citizen Score Card (CSC)

The Citizen Score Card (CSC) is a simple but powerful tool to provide public agencies with systematic feedback from users of public services. By collecting feedback on the quality and adequacy of public services from actual users, CSC provides a rigorous basis and a proactive agenda for communities, civil society organization or local governments to engage in a dialogue with service providers to improve the delivery of public services.

The CSC addresses critical themes in the delivery of public services such as access to services, quality and reliability of services, problems encountered by users of services and responsiveness of service providers in addressing these problems, transparency in service provisions like disclosure of service quality standards and norms, and costs incurred in using a service including hidden costs such as bribes. The CSC also provides a summative satisfaction score that captures the totality of critical service-related parameters.

1.3 Outcomes from Conducting a CSC

- Help public service agencies to facilitate open and proactive discussions on their performances.
- Empower citizen groups to play a watch-dog role to monitor public service agencies and local governments.
- Enable federal ministries and planning departments to streamline and prioritize budget allocations and monitor implementation.
- Deepen social capital by converging communities around issues of shared experiences and concerns.

2. MAJOR FINDINGS

2.1 Respondents Profile

2.1.1 Gender

There were 80 (66.7%) male respondents and 40 (33.3%) female respondents out of 120 respondents surveyed in city. In city, there were 121 (76.1%) male respondents participated in the CSC survey while there were 38 (23.9%) female respondents. There were 93 (77.5%) male respondents and 27 (22.5%) female respondents filled the CSC survey. There were 103 (85.8%) male and 17 (14.2%) female respondents. There were 118 (98.3%) male while 2 (1.7%) female respondents filled the survey. There were 117 (97.5%) male and 3 (2.5%) female respondents participated in CSC survey in city. In total 632 (83.3%) male and 127 (16.7%) female respondents, participated in the survey.

2.1.2 Age

There were 39(32.5%) respondent of the age group 20-29 years and 29(24.2%) respondents belong to age group of 30-39 years. In Jacobabad 44(27.7%) of the respondents belongs to age group 20-29 years and 40(25.2%) respondents belong to age group 30-39 years. There were 43(35.8%) respondents belong to age group 20-29 years and 36(30%) belongs to age group 30- 39 years. 42(35%) respondents were of the age group 30-39 years and 39(32.5%) were from age group 20-29 years. There were 44(36.7%) respondents were of the age group 20-29 years and 35(29.2%) were of the age group 30-39 years. Most of the respondents 50(41.7%) belongs to age group 20-29 years and 19(15.8%) belongs to age group 30-39 years. Over all 260(35.3%) respondents belonged to 20-29 years, which is the mostly participated age group in CSC survey out of 759 respondents.

2.1.3 Educational Qualification

In Jacobabad, out of 120 respondents, 33(27.5%) respondents have completed their matriculation and 28(23.3%) have completed intermediate. There were 22(18.3%) respondents who completed bachelor's degree and 12(10%) have qualification up to class 5. There were 9(7.5%) respondents having no formal education and 8(6.7%) have qualification up to class 8. There were 8(6.7%) respondents holds a master's degree. The majority of the respondents hold a matriculation degree. After analyzing out of 159 respondents, we found that there were 29(18.2%) respondents who have completed bachelor's degree and 24(15.1%) have completed intermediate degree. Respondents having academic qualification up to class eight were 24(15.1%) and those who completed matriculation were 23(14.5%). There were 21(13.2%) respondents having no formal education and 20(12.6%) hold a master's degree, only 17(10.7%) have qualification up to class 5. Majority of the respondents 29(18.2%) in hold a bachelor degree.

Out of 120 respondents, 33(27.5%) respondents hold a bachelor degree and 21(17.5%) have completed intermediate. There were 15(12.5%) respondents who completed a master's degree and 15(12.5%) were those who have qualification up to class 8. There were 14(11.7%) respondents having no formal education and 10(8.3%) have completed matriculation, only 10(8.3%) respondents have qualification up to class 5. In most of the respondents holds a bachelor degree.

After analyzing out of 120 respondents, we found that there were 37(30.8%) respondents who hold a bachelor's degree and 27 (22.5%) holds a master's degree. There were 18(15%) respondents who have completed intermediate and 17(14.2%) were those who have completed matriculation. There were 8(6.7%) respondents having education up to class 5 and 6(5%) were having education up to class 8, only 4(3.3%) respondents have no formal education. Majority of the respondents holds a bachelor degree.

Out of 120 respondents, 39(32.5%) respondents hold a master's degree and 38(31.7%) holds a master's degree. There were 21(17.5%) respondents who have completed intermediate and 9(7.5%) were those who have completed matriculation. There were 8(6.7%) respondents having education up to class 5 and 2(1.7%) were having no formal education, only 1(0.8%) respondents have education up to class 8.

Out of 120 respondents, there were 21(17.5%) respondents who hold a master's degree and 20(16.7%) having intermediate degree. There were 18(15%) respondents who hold bachelor's degree and 10(8.3%) were those who have completed matriculation. There were 9(7.5%) respondents having education up to class 5 and 8(6.7%) were having no formal education, only 4(3.3%) respondents have qualification up to class 8. Maximum respondents hold a master's degree.

In all Jacobabad, 24.5% respondents were hold a bachelor degree and representing highest participation in CSC survey.

2.1.4 Consumer Type

There were total 120 respondents, out of them 71(59.2%) respondents were using the services of MCJ as domestic customers, while 30(25%) were domestic and 18(15%) were industrial users. Out of 159 respondents, domestic users were 86(54.1%), 60(37.7%) were Commercial users and 6(3.8%) were industrial users. Most of the respondents 75(62.5), out of 120 respondents were domestic users, while 41(34.2%) were commercial users and only 2(1.7%) were industrial users. There were 92(76.7%) respondents as domestic users, commercial users were 26(21.7%) and 1(0.8%) were industrial users out of 120 respondents. There were 68(56.7%) of the respondents fall in the category of domestic users, 42(35%) in commercial and only 1(0.8%) were the industrial users out of 120 respondents. Majority of the respondents 56(46.7%) were the domestic users, 11(9.2%) were commercial and only 1(0.8%) were industrial users out of 120 respondents.

Among the total 759 respondents there were 448(59%) domestic users, 210(27.7%) were commercial users and 37(4.9%) were industrial users. The most of the industrial users were from commercial and domestic.

In domestic customers, there were 36(30%) respondents having 5-9 members and 15(12.5%) have 10-14 family members. There were 11(9.2%) respondents having less than 5 members and 10(8.3%) were having more than 14 members.

There were 45(28.3%) respondents having 5-9 members' in household, while 23(14.5%) respondents have less than 5 members. There were 15(9.4%) respondents having 10- 14 members and 5(3.1%) were those who have more than 14 members.

There were 44(36.7%) respondents having 5-9 members and 18(15%) having less than 5 members. Respondents having 10-14 members were 10(8.3%) and only 5(4.2%) were have more than 14 members. Whereas there were 49(40.8%) respondents having 5-9 and 20(16.7%) having 10-14 family members. Remaining 14(11.7%) having less than 5 members and 11(9.2%) have more than 14 members.

There were 39(32.5%) respondents having 5-9 members, while 22(18.3%) households consist of 10-14 members. There were 5(4.2%) households consisted of less than 5 members and 5(4.2%) consisted of more than 14 members.

On the other hand, there were 20(16.7%) households consisted of 5-9 members and also 20(16.7%) consisted of 10-14 members. There were 8(6.7%) households having more than 14 members and only 5(4.2%) were those who have less than 5 members.

In the total sample of 759 respondents, there were majority 232 (30.7%) of the households consisted of 5-9 members, while there were only 44(5.8%) households have more than 14 members.

2.1.5 Household Socioeconomic Status

There were 86(71.5%) respondents belong to middle income families, 21(17.5%) were from poor families and only 9(7.5%) were belongs to rich families. There were 78(49.1%) respondents belong to middle income families, 24(15.1%) were from poor families, while 10(6.3%) were belongs to rich families.

81(67.5%) respondents were belonging to middle income families, 20(16.7%) from poor families and only 5(4.2%) were belongs to rich families. There were 86(71.7%) respondents belong to middle income families, 29(24.2%) from poor families and only 4(3.3%) belongs to rich families.

There were 90(75%) respondents belong to middle income families, 22(18.3%) were from poor families and only 5(4.2%) were belongs to rich families. While, there were 45(37.5%) respondents belong to middle income families, 23(19.2%) were from poor families and only 4(3.3%) were belongs to rich families.

Among the total 759 respondents there were 61.4% belongs to middle income families, 18.3% from poor families and only 4.9% were belongs to rich families.

2.1.6 Employment Status

There were 55(45.8%) of the respondents, who have their own business and 25(20.8%) were house wives. Among the respondents 13(10.8) were private employees, 13(10.8%) were government employees and 13(10.8%) were unemployed.

62(39%) were self-employed, 27(17%) were government employees and 25(15.7%) were house wives. There were 23(14.5%) private employees, while 20(12.6%) were unemployed.

43(35.8%) respondents were having their own business, 24(20%) were house wives and 22(18.3%) were private employees. While 17(14.2%) were unemployed and 12(10%) were government employees.

There were 51(42.5%) self-employed, 26(21.7%) government employees and 19(15.8%) were private employees. There were 14(11.7%) respondents who were unemployed and 7(5.8%) were house wives. There were 42 (35%) respondents who were government employees, 35(29.2%) were self-employed, 29(24.2%) were private employees and 12(10%) were unemployed. There were 80(66.7%) respondents who indicated themselves as house wives, 24(20%) were private employees and 21(17.5%) were unemployed. While 20(16.7%) were self-employed and 15(12.5%) were government employees.

The majority in the overall sample 266(35%) were self-employed, while there were 81(10.5%) house wives who participate in CSC survey.

According to the CSC survey MCJ provides waste water and solid waste management services to all the Jacobabad.

3. WATER SUPPLY SERVICES

3.1 Water Supply - Availability

Cross tabulation⁴ of where from you get the water for the daily use, consumer type, family size and household socio-economic status indicators highlighted that (the results are statistically significant at 0.055)

- a** Majority of the respondents are using MCJ water-supply. Proportionally and respondents use more MCJ water supply⁶.
- b** Regardless of the family size proportionally more domestic households than commercial and industrial get the water supply by MCJ.
- c** Access to the MCJ water supply does not vary across the rich, middle income and poor social class.
- d** Very nominal respondents are using water tank services by MCJ. All these respondents are paying Rs.300-500 against this service which they usually get biweekly. 57.1% of the respondents perceived that water tanker fulfil their requirement that almost covers two days water deficiency.

Cross tabulation of the MCJ water (supplied through pipeline) frequency during summer highlighted that: (the results are statistically significant at 0.05)

- a** Proportionally majority of the respondents get daily water supply from MCJ in summer.
- b** The frequency of water is thrice a week and, in some cases, once a week.
- c** Proportionally majority of the respondents were getting daily water supply during TMA regime. During TMA regime water frequency in summer was sometimes extended to once a week.

Cross tabulation of the MCJ water (supplied through pipeline) frequency during winter highlighted that: (the results are statistically significant at 0.05)

- a** Proportionally majority of the respondents get daily water supply from MCJ in winter.
- b** The frequency of water is thrice a week and, in some cases, twice a week.
- c** Proportionally majority of the respondents were getting daily water supply during TMA regime. During TMA regime water frequency in winter was sometimes extended to once a week.

Cross tabulation of the MCJ water supply timing through pipeline highlighted that: (the results are statistically significant at 0.05)

- a** Majority of the respondents get the water during 6:00am to 10:00am (25.6%) and 10:00pm to 2:00am (23%)
- b** Proportionally more respondents get water supply through pipelines during 6:00am to 10:00am
- c** Proportionally more respondents get water supply through pipelines during 10:00pm to 02:00am.

Cross tabulation of Electricity load shedding affects water supply, consumer type and household socioeconomic status highlighted that: (the results are statistically significant at 0.05)

- a** Proportionally majority of respondents perceives that the electricity load shedding affects water supply to great extent. The same tendency is visible in the domestic, commercial and industrial consumers.
- b** Whereas major proportion of respondents perceives that the electricity load shedding affects water supply to some extent.
- c** Results on the socioeconomic basis are bit different as proportionally more of the rich respondents perceives that the electricity load shedding affects water supply to great extent.
- d** Majority of the middle-income respondents perceives that the electricity load shedding affects water supply to some extent.
- e** Whereas 62.1% of the poor respondents perceive that the electricity load shedding affects water supply to great extent and 31.8% of the poor respondents perceive that the electricity load shedding affects water supply to some extent.

Cross tabulation of Register consumer and type of consumer highlighted that: (the results are statistically significant at 0.05)

- a** Majority of the domestic consumers are the registered consumers, same is reported for commercial consumers.
- b** All the industrial consumers are the registered consumers.
- c** 95.8%, 83.7%, 50% and 69% of the consumers receiving bills respectively. Whereas out of these who receive bills 95.8%, 84.5%, 50% and 69% consumers in, and paying bills respectively. 30.3% of the consumers pay bill amounting of Rs.100-200 and 47.2% of the consumers pay more than Rs. 300.
- d** Proportionally more of the respondents pay bill amounting to Rs. 100-200.
- e** Proportionally more of the respondents pay bill amounting to Rs.201-300.
- f** Proportionally more of the respondents pay bills more than Rs.300.
- g** Majority of the respondents around 85.6% pay water supply bills under MCJ by giving cash to the staff. Whereas 74.9% of the respondents were paying water supply bills under TMA by using the same mode.

3.2 Water Supply - Quality

Cross tabulation of Water Quality, type of consumer and household socio- economic status.

- a** Half of the respondents perceive that water supplied by the MCJ have no smell.
- b** Proportionally more respondents perceive that the water supplied by the MCJ looks very clear.
- c** Proportionally more of the respondents perceive water supplied by the MCJ is less cloudy.
- d** 46.5% of the respondents perceive that the water supplied by the MCJ is very cloudy and 40.3% of the respondents perceive that the water supplied by MCJ looks dirty.
- e** Proportionally more of the domestic respondents perceive that the water supplied by the MCJ have no smell.
- f** Proportionally more of the commercial respondents perceives that the water supplied by the MCJ have no smell.
- g** Majority of the industrial respondents perceives that the water supplied by the MCJ have no smell.

- h** Proportionally more of the poor household respondents perceives that water supplied by the MCJ have no taste.
- i** Proportionally more of the rich household respondents perceive that water supplied by the MCJ have no taste.

Table:

X25-Do you use MCJ's supplied water for drinking purpose?	Zone of the Respondent				Total
	1	2	3	4	
Yes Count	64	62	41	32	199
% within Zone Respondent	67.4%	48.1%	66.1%	55.2%	57.8%
No Count	31	67	21	26	145
% within Zone Respondent	32.6%	51.9%	33.9%	44.8%	42.2%
Total Count	95	129	62	58	344
	100.0%	100.0%	100.0%	100.0%	100.0%

According to the TABLE, in all the four Zone majority of the respondents are using the MCJ supplied water for drinking purpose except in 1 which only 48.1% of the respondents are using it for drinking purpose.

Cross tabulation of Water for drinking purpose and Boil water before usage with, consumer type and household socio economic status highlighted that: (the results are statistically significant at 0.05)

- a** Proportionally more respondents from (67.37%) and (66.13%) than and use MCJ's supplied water for drinking purpose.
- b** Proportionally more domestic respondents from (34.6%) than, and use MCJ's supplied water for drinking purpose.
- c** No statistical difference was found between commercial and industrial respondents in all the four zones in relation to their water (supplied by MCJ) drinking behaviour.
- d** No statistical difference was found between rich, middle income and poor respondents in all the four zones in relation to their water (supplied by MCJ) drinking behaviour.
- e** Proportionally more than respondents (42.3%) boil water before usage.
- f** Relatively more middle-income household respondents (37.7%) and (36.4%) boil water before usage.
- g** No statistical difference was found between rich and poor respondents in all the four zones in relation to their water (supplied by MCJ) boiling and usage behaviour.
- h** No statistical difference was found between domestic, commercial and industrial respondents in all the four zones in relation to their water (supplied by MCJ) boiling and usage behaviour.

Majority of the respondents (54.7%) and (64.3%) have the perception that the MCJ is a private company, whereas respondents (33.9%) and (43.1%) have a perception that it's a Government company.

3.3 Water Supply - Satisfaction

Table:

X28-Overall satisfaction level with the drinking water services – MCJ	Zone of the Respondent				Total
	1	2	3	4	
Very Dissatisfied	12	0	1	3	16
	12.6%	.0%	1.6%	5.2%	4.7%
Dissatisfied	37	19	31	13	100
	38.9%	14.7%	50.0%	22.4%	29.1%
Indifferent	14	15	7	7	43
	14.7%	11.6%	11.3%	12.1%	12.5%
Satisfied	25	71	17	34	147
	26.3%	55.0%	27.4%	58.6%	42.7%
Very Satisfied	7	24	6	1	38
	7.4%	18.6%	9.7%	1.7%	11.0%
Total	95	129	62	58	344
	100.0%	100.0%	100.0%	100.0%	100.0%

Analysis of variance (ANOVA) has also been used to assess the statistical difference between the means of two or more than two groups in order to access the respondent’s satisfaction level against the Water Supply by MCJ. **(The results are statistically significant at 0.05)**

- a** Respondents from all the four Zone are statistically different in terms of their overall satisfaction level with the drinking water services of MCJ. Respondents from III reported the highest level of satisfaction (mean score 3.78), whereas the respondents reported the lowest level of satisfaction (mean score 2.77).
- b** whereas the respondents reported the lowest level of satisfaction (mean score 2.77).
- c** Commercial respondents are more satisfied (mean score 3.44) than domestic and industrial respondents in terms of their overall satisfaction level with the drinking water services by MCJ.
- d** The female respondents reported higher satisfaction level than the male respondents against the drinking water services of MCJ in general, current quality of water, quantity of water in summer, current quality of water, and, the water pressure in the pipelines.
- e** The rich respondents have reported more satisfaction level than middle income and poor respondents against the quantity of water being supplied by the MCJ in summer, and the water pressure in the pipelines.

Cross tabulation of Do you know that MCJ has initiated projects highlighted that: (the results are statistically significant at 0.05)

- a** Only 73 respondents reported that they are aware of the projects initiated by the MCJ in our city for water supply improvement. Proportionally fewer respondents are aware of water supply improvement-initiated projects by MCJ.

- b Out of these 73 respondents only 2 from, 3 from, 7 from and 1 from reported that they are aware of that when these projects are going to complete and all are very positive that these projects will improve the MCJ water supply services.

3.4 Water Supply – Preferences

Table:

X38-If MCJ supplies you water round the clock, what amount you would like to pay per month?	Areas of the Respondent				Total
	1	2	3	4	
Rs.200 to Rs.300	80 66.7%	90 56.6%	63 52.5%	64 53.3%	297 57.2%
Rs.301 to Rs.400	8 6.7%	5 3.1%	26 21.7%	11 9.2%	50 9.6%
Rs.401 to Rs.500	4 3.3%	45 28.3%	21 17.5%	22 18.3%	92 17.7%
More than Rs.500	5 4.2%	8 5.0%	9 7.5%	7 5.8%	29 5.6%
Will not pay	23 19.2%	11 6.9%	1 .8%	16 13.3%	51 9.8%
Total	120 100.0%	159 100.0%	120 100.0%	120 100.0%	519 100.0%

In all the four Zones a large majority of the respondents is willing to pay Rs.200 to Rs.300 per month against the 24-hours water supply services, whereas very few of the respondents in all the four Zones are willing to pay more than Rs.500 per month. It is interesting to note that 19.2% of the respondents in and 13.3% respondents in Zones responded that they will not pay any amount even if they will get round the clock water supply service.

Table:

X39a-In your opinion, what are the major issues in water supply – MCJ	Zone of the Respondent				Total
	1	2	3	4	
Corruption	1 .8%	3 1.9%	1 .8%	3 2.5%	8 1.5%
Mismanagement	24 20.0%	92 57.9%	101 84.2%	89 74.2%	306 59.0%
Water theft	5 4.2%	6 3.8%	0 .0%	1 .8%	12 2.3%
Weak or no infrastructure	10 8.3%	13 8.2%	1 .8%	4 3.3%	28 5.4%

No response	80	45	17	23	165
	66.7%	28.3%	14.2%	19.2%	31.8%
Total	120	159	120	120	519
	100.0%	100.0%	100.0%	100.0%	100.0%

Focusing on the major issues in water supply, 66.7% of the respondents, haven't recorded their response. Moreover 20% of the respondents 57.9% of the respondents in perceive that the major issue in water supply is due to the mismanagement by MCJ

Majority of the domestic, commercial and industrial respondents in all the four Zones perceive that mismanagement is the major issue in water supply services by MCJ and same for TMA. Majority of the same group also prefer to choose "No Response" option for this question.

- a** All the eight respondents who said that corruption is the major issues in water supply services by MCJ and TMA have reported the following explanations:
 - a. Funds are not properly utilized
 - b. Lower staff don't work without taking money
 - c. Theft and misuse of vehicles as they use it for personal work
 - d. Theft of diesel
 - e. Only rich and political persons are served
 - f. Facilitating their own persons

4. WASTE WATER SERVICES

4.1 Waste Water Services – Working and Performance

Cross tabulation of drainage blockage, education and type of consumer highlighted that: (the results are statistically significant at 0.05)

- a** All the respondents in Jacobabad are connected with the sewerage system or drain. Whereas majority of the respondents (85.4%) face waste water overflow/blockage in their streets.
- b** Proportionally more respondents from Zone 5 and 6 reported overflow/blockage in their areas at daily basis.
- c** Proportionally more respondents from Z-5 reported such blockage at weekly basis.
- d** Majority of the respondents in all the Jacobabad reported that they face daily (31.8%) and weekly (29%) drainage overflow in their area
- e** Proportionally more respondents from all zones reported that they have observed the new sewerage cleaning vehicles i.e. Sucker machines and Jetting machines working in their area.

4.2 Waste Water Services – Satisfaction

Table:

X52-Satisfaction level with the over-all waste water system (WWS) service?	Zone of Jacobabad						Total
	1	2	3	4	5	6	
Very Dissatisfied	3	1	0	7	42	17	70
	2.5%	.6%	.0%	5.8%	35.0%	14.2%	9.2%
Dissatisfied	22	17	20	54	42	57	212
	18.3%	10.7%	16.7%	45.0%	35.0%	47.5%	27.9%
Indifferent	16	18	16	18	20	27	115
	13.3%	11.3%	13.3%	15.0%	16.7%	22.5%	15.2%
Satisfied	53	97	69	18	6	9	252
	44.2%	61.0%	57.5%	15.0%	5.0%	7.5%	33.2%
Very Satisfied	26	26	15	23	10	10	110
	21.7%	16.4%	12.5%	19.2%	8.3%	8.3%	14.5%
Total	120	159	120	120	120	120	759
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

As per the results in TABLE majority of the respondents in 1 & 4 (65.9%), (77.4%), and (70%) are satisfied with the waste water services whereas the dissatisfaction level among the respondents of 2, 3, 5 & 6 (50.8%), (70%) and (61.7%) is quite high.

5. SOLID WASTE MANAGEMENT

5.1 Solid Waste Management – Services

Cross tabulation of disposing off daily solid waste with Jacobabad highlighted that: (the results are statistically significant at 0.05)

Majority of the respondents from all the Jacobabad usually prefer three different ways of disposing off daily solid waste. 36% of the respondents dispose-off daily solid waste at a designated collection point in their area, 24% of the respondents dispose-off outside their house or factory and 19% of the respondents dispose-off daily solid waste in yellow-SKIP.

Table:

X60-Have you observed difference in the working of MCJ staff compared to past?	Zone						Total
	1	2	3	4	5	6	
Yes	61	67	41	66	47	61	343
	50.8%	42.1%	34.2%	55.0%	39.2%	50.8%	45.2%
No	59	92	79	54	73	59	416
	49.2%	57.9%	65.8%	45.0%	60.8%	49.2%	54.8%
Total	120	159	120	120	120	120	759
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table:

how far the skip is placed approximately?	Areas of the Respondent						Total
	1	2	3	4	5	6	
Less than 100 meters	23	41	20	15	8	37	144
	21.9%	26.6%	17.1%	12.7%	6.8%	32.2%	19.8%
100 to 150 meters	21	32	36	26	30	28	173
	20.0%	20.8%	30.8%	22.0%	25.6%	24.3%	23.8%
151 to 200 meters	23	38	30	28	26	17	162
	21.9%	24.7%	25.6%	23.7%	22.2%	14.8%	22.3%
201 to 300 meters	17	22	20	24	30	16	129
	16.2%	14.3%	17.1%	20.3%	25.6%	13.9%	17.8%
More than 300 meters	21	21	11	25	23	17	118
	20.0%	13.6%	9.4%	21.2%	19.7%	14.8%	16.3%
Total	105	154	117	118	117	115	726
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

According to the results shown in TABLE, no one particular distance of SKIP collection point from the base station can be identified. Responses are much dispersed that indicate that the distance is ranging from less than 100 meters to more than 300 meters.

5.2 Solid Waste Management - Quality

Cross tabulation of solid waste management with Zone highlighted that: (the results are statistically significant at 0.05)

- a** Very few of the respondents (almost 22%) in all the Jacobabad reported that the yellow SKIP containers are fulfilling the requirements of waste/garbage accumulated in their areas.
- b** Almost 87% of the respondents have also observed the MCJ garbage collection vehicles in their areas and out of these 87% only 42% of the respondents reported that these vehicles clear garbage on regular basis.

5.3 Solid Waste Management - Satisfaction

Table:

Satisfaction level with the overall services of solid waste management	Areas of the Respondent						Total
	1	2	3	4	5	6	
Very Dissatisfied	3	4	1	11	32	15	66
	2.9%	2.6%	.9%	9.3%	27.4%	13.0%	9.1%
Dissatisfied	28	42	37	50	46	43	246
	26.7%	27.3%	31.6%	42.4%	39.3%	37.4%	33.9%
Indifferent	22	27	24	26	18	26	143
	21.0%	17.5%	20.5%	22.0%	15.4%	22.6%	19.7%
Satisfied	45	61	47	31	19	29	232
	42.9%	39.6%	40.2%	26.3%	16.2%	25.2%	32.0%
Very Satisfied	7	20	8	0	2	2	39
	6.7%	13.0%	6.8%	.0%	1.7%	1.7%	5.4%
Total	105	154	117	118	117	115	726
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

6. GENERAL BEHAVIOR & OPINION

Almost 40% of the respondents from all the Jacobabad throw their garbage/waste in garbage dump/collection points, whereas almost 25% throw it outside their houses. Almost 19% throw their garbage/waste in SKIP yellow containers out of these 19% almost 95% of the respondent's claims that they put the garbage inside the SKIP yellow container. Majority of the respondents in all the Jacobabad who throw their garbage/waste in SKIP yellow containers reported that they usually throw garbage during 09:00am to 12:00pm (27%) and 12:00pm to 03:00pm (28%).

Table:

X87-What do you do when you face a problem with any of the services provided by MCJ?	Areas of the Respondent						Total
	1	2	3	4	5	6	
Try and resolve it on my own	82	95	99	87	69	78	510
	68.3%	59.7%	82.5%	72.5%	57.5%	65.0%	67.2%
Lodge a formal complaint with the concerned authorities	38	64	21	33	51	42	249
	31.7%	40.3%	17.5%	27.5%	42.5%	35.0%	32.8%
Total	120	159	120	120	120	120	759
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

The results in TABLE-11, indicates that the inclination towards lodging a formal complaint with the concerned authorities is quite low Otherwise majority of the respondents in all city tries to resolve problems related to MCJ services on their own.

Table:

Have you ever lodged a complaint with MCJ?	Areas of the Respondent						Total
	1	2	3	4	5	6	
Yes	38	64	21	33	51	42	249
	31.7%	40.3%	17.5%	27.5%	42.5%	35.0%	32.8%
No	82	95	99	87	69	78	510
	68.3%	59.7%	82.5%	72.5%	57.5%	65.0%	67.2%
Total Count	120	159	120	120	120	120	759
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table:

Are you satisfied with the complaint resolution system?	Areas of the Respondent						Total
	1	2	3	4	5	6	
Yes	18 47.4%	25 39.1%	7 33.3%	14 42.4%	9 17.6%	7 16.7%	80 32.1%
No	20 52.6%	39 60.9%	14 66.7%	19 57.6%	42 82.4%	35 83.3%	169 67.9%
Total	38 100.0%	64 100.0%	21 100.0%	33 100.0%	51 100.0%	42 100.0%	249 100.0%

how satisfied are you with the MCJ staff behaviour?	Zone of the Respondent						Total
	1	2	3	4	5	6	
Very Dissatisfied	7	3	0	6	12	3	31
	18.4%	4.7%	.0%	18.2%	23.5%	7.1%	12.4%
Dissatisfied	8	23	1	10	23	25	90
	21.1%	35.9%	4.8%	30.3%	45.1%	59.5%	36.1%
Indifferent	4	4	5	4	4	8	29
	10.5%	6.2%	23.8%	12.1%	7.8%	19.0%	11.6%
Satisfied	10	26	11	10	12	4	73
	26.3%	40.6%	52.4%	30.3%	23.5%	9.5%	29.3%
Very Satisfied	9	8	4	3	0	2	26
	23.7%	12.5%	19.0%	9.1%	.0%	4.8%	10.4%
Total	38 100.0%	64 100.0%	21 100.0%	33 100.0%	51 100.0%	42 100.0%	249 100.0%

7. FOCUS GROUP DISCUSSION (FGD) FINDINGS

We conducted six focus group discussions in order to know the citizen's perception regarding the services provided by MCJ. For each zone a separate FGD was conducted, in which citizens belonging to seven socio-economic groups (employed, labor, women- professional, women-housewives, small and medium business owner (commercial consumers), large business owners (industrial consumer) and low income) had participated. Focus group discussions were led by a trained moderators and facilitators. The participants were asked about the three services (Water Supply Services, Water Waste/ Sewage System and Solid Waste Management) provided by MCJ, while participants from and were asked about the two services (Water Waste/ Sewage System and Solid Waste Management). The different aspects such as MCJ in general, water supply, water waste/sewage system, solid waste management and complaint system were covered in FGD's, as per the developed and approved outline.

7.1 Introduction

The FGD's started with a warm welcome to participants. All the participants were appreciated with a word of thanks for coming and being part of the discussion. All the participants were informed about the purpose of gathering along with a brief introduction about the MCJ and its services. All the participants were socialized and introduced to each other's. These activities were performed to create a sense of familiarity between the participants and to prepare them to discuss freely and in a friendly environment.

7.2 MCJ-General

The participants were asked, what comes to their mind when they hear the word "MCJ". There were different responses but the majority replied "Yellow SKIPs", "something which is responsible for cleanliness".

"When I hear the word MCJ the first thought or picture that comes in my mind is a kind of big dust bin having yellow color, placed at the side of the roads."

[Professional woman of 30 years age working in a school]

However, one of the respondents gave a very different thought in reply to the above question. He said,

"When I hear the word MCJ the first picture that comes in my mind is the picture of Villain"

[male 40 years of age]

In response to question, "What generally you want most of the MCJ", the respondents of all socioeconomic group replied that the focus of NSUCS should be on cleanliness, pure water, and good performance.

Along with this one respondent also suggested that

"Sweepers should be hired by MCJ instead of third party for proper cleanliness in the streets."

[Professional woman of 40 years age]

One respondent also suggested that

“There should be a separate compliant department to entertain our complaints and to report to the management for proper check and balance on the cleaning staff.”

[Small and medium business owner of 35 years age]

In response to the question, “what excites you and what turns you off” most of the respondent showed excitement on the good performance of MCJ but sometimes lack in consistency of performance turns them off.

In response to the question, “How many of you think MCJ services are good or bad” Majority of the respondents (about 75% in all FGD’s) rated MCJ as good service provider. Some respondents also pointed out the bad performance of MCJ such as,

“I am not satisfied from its services; their waste collection trucks usually drop the waste on the roads while they are on the move to take away the waste and the sweepers visit towns/muhallahs once in a week.”

[House wife 28 years of age]

In response to the question, “How many of you think that MCJ services are biased or poor- raise your hands (Should count)-why?” the respondents of all socioeconomic group replied that the services of MCJ are somewhat biased because people having some political network get better services from MCJ, as MCJ is more responsive to them.

In response to the question, “How you see the services of MCJ in comparison to previous regime?” People were excited due to the good performance of the MCJ. They rated the services of the MCJ better than TMA.

“Although TMA served many years but on the basis of four years performance of MCJ, it is better than TMA.”

[Professional man of 38 years age working in a public sector]

In response to the question, “If we were to take away the MCJ services from you, what difference would that make to your life?”

After a smile participant paused for a moment and then asked if not MCJ, who else will.....? majority of the participants said we will be surrounded by the mess.

One participant addressed that

“The streets will become messy; sewage will become worst and access to the considerably healthy drinking water will become difficult for the citizens.”

[Business man of 36 years age]

7.3 Water Supply Services

In response to the question, “What are the existing sources of water?” the majority of the participants representing different socioeconomic groups replied “water supplied by MCJ”, while fewer mentioned hand-pumps and private vendors.

“There are two sources of water hand pumps and water provided by the MCJ. The water provided by MCJ is better for drinking.”

[Labor of 34 years age]

In response to the question, “How you see the overall water supply services by MCJ?” However, majority of the participants perceives that water supply service provided by MCJ is good.

“Although I have some reservations about the timing of the water supply but I still believe that the provided water quantity and quality are good enough.”

[House wife 25 years of age]

Few complained about the unexpected delay in the water supply services. Some participants complained about the water quality and quantity especially their timings. In many areas citizens don't receive water on regular basis and on regular pattern of time.

One participant also mentioned that:

“There are two lines of water supply, one is old and second is new one; the new one has low pressure as compared to the older one and in fact that is of TMA.”

[Male 28 years of age]

In response to the question, “To what extent external forces like electricity load shedding and water level in river may affect the MCJ water supply services?” Majority of the participants mentioned that the water supply get disturbed by electricity load shedding. Participants also mentioned that they are willing to pay Rs.200 to Rs.300 for the water supply services.

“Indeed, electricity load shedding is the major problem that affect the MCJ water supply services”

[Professional woman of 30 years age working in a school]

In response to the question, “What differences you find in the water supply services currently being provided to you by MCJ in comparison to previous TMA regime?” majority of the participants said together that the water supply services provided by MCJ were good in comparison to TMA.

In response to the question “Your expectations, if any? for further improvements in water supply services by MCJ” majority were of the view that the MCJ can improve its water supply services if they will come up with a proper pipe line network plan for city. It will not only improve the water pressure in the pipe lines but also enhance the overall quality of the water supply services.

“All over Pakistan we people lack in proper planning and even if we come up with a good plan, we never been able to implement it in true manner, same is the case with MCJ and

TMA, so MCJ should focus more on the implementation part. It's my request to MCJ that kindly do not rely on the working staff of TMA, it is better that they should appoint separate working staff and trained them to the level where these representatives should build the image of MCJ instead of damaging it"

[Business man 36 years of age]

7.4 Water Waste/ Sewage System

In response to the question, "How do you see the current drainage system in your area?". The participants were not quite satisfied from the drainage system of their area. Some of them were of the view that the drainage system will never work properly, even if MCJ will put its cent percent. Few of the participants are of the view that the citizens are without civic sense, they don't care about and hardly realize their own responsibility to keep the city clean, as they generally do not properly dump the shopping bags (polyethylene bags) and other relevant stuff that cause this blockage. Above all the capacity of the main drainage pipelines are not compatible with the quantity of waste. Some of the participants exhibited trust in MCJ and a strong hope that someday in future these blockage issues will be resolved.

"The drainage system of MCJ is not up to the mark even in the normal day the gutters remain blocked"

[Labor age 28 years]

In response to the question, are you facing any drainage blockage in your area? If yes how you see the efforts of MCJ? How frequent is the drainage blockage?

Majority of the participant complaint about the sewage blockage in their areas, few participants mentioned the absence of the MCJ staff in the streets and criticized their management and control system.

"Why the MCJ is not coming up with the permanent solution to these repeated drainage blockages, what I personally believe that MCJ is well aware of the problems but they don't want to solve it or it is beyond their authority."

[Small and medium business owner, age around 36 years]

In response to the question, NUSUC has brought sewage related vehicles and machinery e.g. sucker and jetting machines. Have you seen them working?

Some participants admired the sewage cleaning system of MCJ with the help of latest pressure machines but few participants were unknown to these types of machines and vehicles.

"I have seen the machines working but on only special occasion and events or on the visit of any high-profile person."

[Professional man of 46 years age working in a public sector]

In response to the question, are the services level remain the same in rainy season?

Majority of the participants reported that they had observed MCJ staff working during the rainy seasons but the overall drainage system is not supportive, and ultimately affect the efforts of MCJ. On the other hand, few of the participant were emphasizing that it is the responsibility of MCJ so somehow, they

have to manage and they added that the roads were not properly cleaned and the rainy water and sewage water both disturbed the life of citizens.

“During last rainy season, rain water was not in fact cleaned by the MCJ but fortunately or unfortunately rain damaged the roads and the big road cracks sucked the rainy water and what the citizens had perceived that the MCJ did this great job for them.”

[Small business owner of age 48 years]

In response to the question, what difference do you find in the water waste/sewage related services currently being provided to you by MCJ in comparison to previous TMA regime?

Almost majority of the participants reported that the overall services provided by the MCJ were better in comparison to TMA.

“Indeed, better than TMA, I would say it is more than hundred percent in comparison of TMA.”

[Professional woman of 29 years age working in private sector]

In response to the question, your expectations, if any? For further improvements in water waste/ sewage related services by MCJ.

Some participants suggested that MCJ must apply more resources for betterment due to increase in the population. They suggested proper control over the workers and resources to provide better service to citizens.

“It is not everything in the hands of MCJ but big contribution is of civic system and civic sense. The MCJ can educate the society and urge government to build planned cities.”

[Professional woman of 51 years age working in a public sector university]

7.5 Solid Waste Management

In response to the question, “How and where do people generally dispose-off their solid waste? Majority of the participants reported three different ways) they throw outside their home or shop, ii) handover to the sweepers and iii) dispose of in the yellow SKIP.

“Now people have realized and it is my personal observation that they usually dispose of their waste material in the yellow waste containers provided by MCJ.”

[Business man 41 years of age]

In response to the question, “How the sweeping and sanitary staff of your area is working?” Majority of the participants were quite dissatisfied with the behavior and work of the working staff as they reported that the sweepers visits their areas irregularly to collect solid waste. Participants mentioned that in few areas, the situations are even worst.

“We are somewhat dissatisfied by the performance of the sweeping and sanitary staff because they often come late to collect the garbage.”

[Professional man of 27 years age working in a school]

In response to the question, “How conveniently are the SKIPs yellow containers (garbage dump/collection points) accessible from your locality?”

Majority of the participants were of the view that the MCJ should place smaller garbage collection containers nearer to their houses, as it is bit difficult to dump garbage in little far placed containers.

“The main collection points are situated far away from our homes and we are unable to throw the garbage. It is difficult to throw the solid waste on proper location.”

[House wife age 28 years]

In response of the question, “Do you throw your garbage in these containers? If yes how and when? If no, why not?”

Very few of the participants reported that they instruct their servants to dump the garbage in the containers whereas majority of the participants reported that it is possible to personally carry the garbage and dump it in the container. Participants also reported that disposing off the garbage outside the house is more convenient and in fact it is the responsibility of MCJ sweepers to clean the streets and to dump the garbage in container.

“We usually throw our garbage in the streets because the containers of MCJ are away from the home and it’s very difficult for us to throw the garbage in the containers.”

[House wife age 28 years]

In response of the question, “What is the frequency of SKIPs collection?”

The participants were not happy with the frequency of SKIP collection they reported that the containers are usually found full of garbage for days and the annoying smell irritates the passerby. It is also polluting the environment and inviting more mosquitoes and flies.

“MCJ workers often come late to collect the solid waste this cause overflow of the waste material in the SKIP containers. This overflow spreads on the roads and makes roads very dirty. Most of the times the solid waste cause very bad smell, causing disturbance to citizens.”

[Female 26 years of age]

In response to the question, “What difference you find in the solid waste services currently being provided to you by MCJ as compare to previous provided by TMA?”

“The services of MCJ are much better as compared to TMA.”

[Professional man of 32 years age working in a public sector]

In response to the question, “Your expectations, if any? For further improvements in solid waste/garbage cleaning services by MCJ”

Majority of the participants suggested that the MCJ should come up with more better monitoring plans to keep an eye over the workers that either these workers are regularly visiting and performing their duties in their assigned areas or not. Few of the participants reported that

the workers usually ask for money against their services. Few of the participants also hold the perception that the MCJ is not paying salaries on regular basis to the workers/sweepers and in a result they demand money from citizens.

“I think that instead of huge yellow garbage containers at the road sides normal size barrels or small buckets in every street or more specifically at the end of the street will hopefully improve the services level.”

[House wife age 28 years]

7.6 Complaint System

In response to the question, “Do you know about complaint system of MCJ?” very few of the participants reported that they are aware of the complaint system of MCJ. Most of the participants mentioned that MCJ have not proper complaint system neither a toll-free number nor a helpline to register complaints. Some of the participants added that the MCJ is not that much responsive against the complaints as they have to be, it may be due to the smaller number of working staff or they are not internally organized.

In response to the question, “Did you ever complain with TMA? And if yes, what was the response?” Majority of the participants were not happy as they reported that the staff was not cooperative at that time, only a strong reference or the money was the only way to make them listen and to resolve problems.

“In TMA regime, when we register our complaints by personally visiting their offices, they respond but they resolved our problem after many days.”

[Labor age 28 years]

In response to the question, “Have you ever complained with MCJ?” Few respondents mentioned that they register the complaint by personally visiting the MCJ office and get problem resolved, but not immediately.

7.7 Conclusion – Focus Group Discussions

In response to the question “How do you define Accountability and Improvement of Services for MCJ?”

Very few of the participants contributed on that as majority of the participants are of the view that this is bit complex to decide without reviewing the vision, set objectives and the overall recourses, we cannot say anything. In fact, MCJ by itself have to decide that what particular accountability mechanism will work well for them.

Focusing on the overall performance majority of the participants reported that the MCJ have to involve the local community specifically the people from different union councils who have some in their area for the proper feedback against the services and to change the mindset of the locals to support MCJ in this great cause. Few of the participants are of the view that the MCJ is working in isolation, even very few of the people are aware about their vision and the challenges, as citizen’s low level of awareness about the complaint system is one of the examples of that.

Participants suggested that the MCJ have to use mediums like Television (local cable network), Radio, SMS (short message service) and Newspapers to inform the locals about the overall complaint procedure, at least they should have to have a toll-free number to facilitate the citizens. Few of the participants suggested that the MCJ may arrange some local gathering where the MCJ's management should also participate and should treat every participant as their consumer not as labor or business man, hopefully this will not only build better image but also create awareness among the citizens about the MCJ services and complaint system. Almost in every FGD majority of the participants mentioned that the big vehicles of MCJ often cause traffic blockage in the populated areas. Moreover, they suggested that MCJ should increase its capacity in analogous to an increase in population. Participants hope that MCJ will continuously improve its services levels to facilitate the citizens.

In response to the question "What should be the MCJ's Vision?"

Interestingly participants come up with different visions and based on the content analysis the selected vision statements are as follow:

- Good quality of life
- Environment friendly services
- Clean and healthy Sindh
- Environmentally safe management of liquid and solid waste.
- Equitably promote the public good through innovative and responsible strategies
- Contribute to a clean and healthy environment for generations to come.

At the last, concluding the focus group discussions, participants were requested to raise their hands in support of MCJ or TMA, in relation to different indicators, i.e. professional staff, equipment's, response, instrument development, future expectations, complaint system, community participation, accountability and sanitary staff availability.

8. RECOMMENDATIONS

As MCJ have recently started its services in year 2015, and are not being evaluated earlier, these recommendations focus only to use this study for offering diagnostic pointers to the concerned agencies to improve the quality of the services and to create awareness and build capacity in the stakeholders.

- Generally citizens are aware of MCJ and do appreciate the services of MCJ in comparison to TMA. Arranging different community based open workshops will not only create awareness but it will also minimize the impression of mismanagement (as majority of respondents also reported that the mismanagement is a major issue with MCJ in providing water supply services). A well-developed infomercial (television commercials which generally include a phone number and a website address) or documentary on television and local TV channels may also add value to the campaign.
- As majority of the respondents reported that the drainage blockage is due to the improper cleaning/maintenance, insufficient drainage capacity and public negligence.
 - MCJ may increase the frequency of inspection visits to monitor the sanitary staff working and performance to control improper cleaning/maintenance.
 - MCJ may overcome the issue of public negligence and to get matching response from users by utilizing the above said and recommended campaign and infomercial or documentary, where in MCJ may inform the citizens regarding its service's scope and limitations. MCJ may also communicate and focus on realizing the sense of ownership and responsibility among the citizens.
 - MCJ may recommend to the concerned authorities for increasing the capacity of the drainage system.
- Although the majority of the respondents are using MCJ's supplied water for drinking purposes and are satisfied with the quality but a few are reluctant to do so because of reservations about the quality of supplied water. Citizen's reservations on the taste, smell and cloudiness of the water may be countered by cleaning the water tanks/pools periodically to improve the quality of water at their end if they are not already doing so.
- Billing system may be formalized and MCJ may discourage its staff behaviour of collecting the cash as a bill payment from the citizens.
- A few cases of bribery were also reported. Majority of the respondents are not well aware of the MCJ's complain system, as a result very few reported that they lodged a formal complaint. Moreover, majority of the respondents are trying to resolve MCJ's services related problems on their own. These issues can be resolved by creating more awareness among the citizens regarding the formal complaint system. A short message service (SMS) may prove to be useful in this regard. In addition to this, opting and reserving a
- toll free number to entertain the complaints round the clock by the professionally trained staff, may add value to this.
- More garbage collection points may be added to the already existing number of collection points and the garbage collection frequency may be increased to cater the respondent's demands of frequent garbage removal.
- If possible, smaller garbage collection containers may be placed at the street corners to offer more convenience to the citizens.

- It is recommended that the MCJ may build the capacity of working staff through rigorous and customized training programs. This will help them to become more responsive and will add value to their services. This investment in workers may trigger the sense of ownership in them.
- At the occasion of Eid-ul-Azha, special religious and non-religious occasions and during the month of Moharram, MCJ may increase its service frequency to assure better quality of services.
- It is recommended that the MCJ may improve its services levels as it will ultimately increase the satisfaction level among the users. MCJ may use a mean score/value of “4” (stands for satisfied) as its standard for measuring satisfaction level in the upcoming survey.