

Highlights of the discussion



This brown bag is part of a knowledge-sharing series that the DER Project Communications group regularly conducts for staff. Project leaders share practical strategies on how communication strategies can be effectively designed and used to engage stakeholders, change behavior, and mitigate risks - for better project results.

Speakers:

- Manoj Sharma, Principal Urban Development Specialist, SAUW
- Engr. Taqsem A. Khan, Managing Director and CEO, Dhaka Water Supply and Sewerage Authority (WASA)

The project

[Dhaka Water Supply Sector Development Program](#) aimed to improve the access of dense urban communities, particularly informal settlers, in Dhaka to clean, potable water.

Project Communications lessons

1. Communications played a critical role in changing traditional mindsets of an often overlooked key stakeholder -- government

Projects often focus solely on beneficiaries. Executing and implementing agencies are not often considered among the stakeholders needing help to change behavior and attitudes.

- Many in the Dhaka government feared that providing legal water connections would be a lost investment, anticipating slum dwellers would be delinquent bill payers and fearing water bills would legitimize their claims to public lands
- ADB's assistance in stakeholder mapping and analysis showed the government that:
 - Slum dwellers would have the ability to pay since they were already paying five times more for water from intermediary "muscle men" called *Mustangs* who operated illegal connections. *Mustangs* hide the cheap, illegal pipes near drains contaminating the water supply and causing public health problems particularly for children.
 - Billing statements are usually charged to landowners and informal settlers cannot be billed even if they were willing to pay for legal connections.

2. Social mobilization and behavior change communication by local NGOs improved payment, collection, and water conservation

The project engaged NGOs to address the behavioral barriers and difficult political context that prevented slum dwellers from accessing clean water from legal connections. The NGOs formed community-based organizations (CBOs) to communicate and help implement changes through the following approaches:

- community consultations to determine willingness for legal connections and design payment collection schemes
- door-to-door communication and community discussions with sectoral groups (i.e., mothers, teenagers, vendors, students, etc.) to convince households about the benefits of legal connections on health and personal savings
- focus group discussions with household heads about the processes of billing and payment, and why billing statements cannot be used to claim land ownership
- community meetings to inform new customers where to report complaints and grievances, leaky and faulty pipes, and what to do on their own to conserve water

3. Neutralizing difficult opposing stakeholders through strong partnerships

Mustangs dominated the business to supply water through illegal connections to informal settlers in Dhaka who form 30% of the population. Having lost their livelihood when households agreed to having legal water connections and comply with the monthly payment schemes, *Mustangs* destroyed WASA's newly installed water pipes disrupting water services in many areas. To neutralize these opposing forces:

- CBOs facilitated inter-stakeholder communication through meetings in tea stalls, video showing in public places, school awareness activities to diffuse tension and discuss why the *Mustangs*' actions were harmful

- WASA partnered with the police and magistrates to ensure that *Mustangs* who destroyed water pipes and other service equipment were apprehended to discourage more disruptions

Results of the project communication interventions

- Stakeholders agreed to designate CBOs to be the water account holders and collect bill payments from assigned households.
- Women reduced the time spent to fetching water allowing them to focus on other tasks. Women were grateful that they did not have to be exposed to and transact with the *Mustangs*.
- WASA reported a bill recovery of 98%, and a non-revenue water loss of less than 10%. Child mortality also decreased significantly.

DER's [Project Communications and Disclosure group](#) provides project support and capacity building to ADB's operational departments and staff to help project teams:

- communicate better with project stakeholders to enrich project design and strengthen implementation
- promote systems, new technologies and behaviors that are crucial to project success

Templates, samples and tools for determining the extent of projects' communication needs, identifying stakeholders and developing communication strategies are available in [DER's intranet](#).

DER also provides direct technical support for project teams. Please contact:

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Communication Strategies to Reach out to the Poor People in Urban Water



Engr. Taqsem A. Khan
Managing Director & CEO

Manila, 2017

Vision



**To be the best water utility in the public sector
of South Asia**

Environment friendly. Sustainable and Pro- people
Water Management System



A HOLISTIC APPROACH OF REFORM **"DHAKA WASA TURNAROUND PROGRAM"**

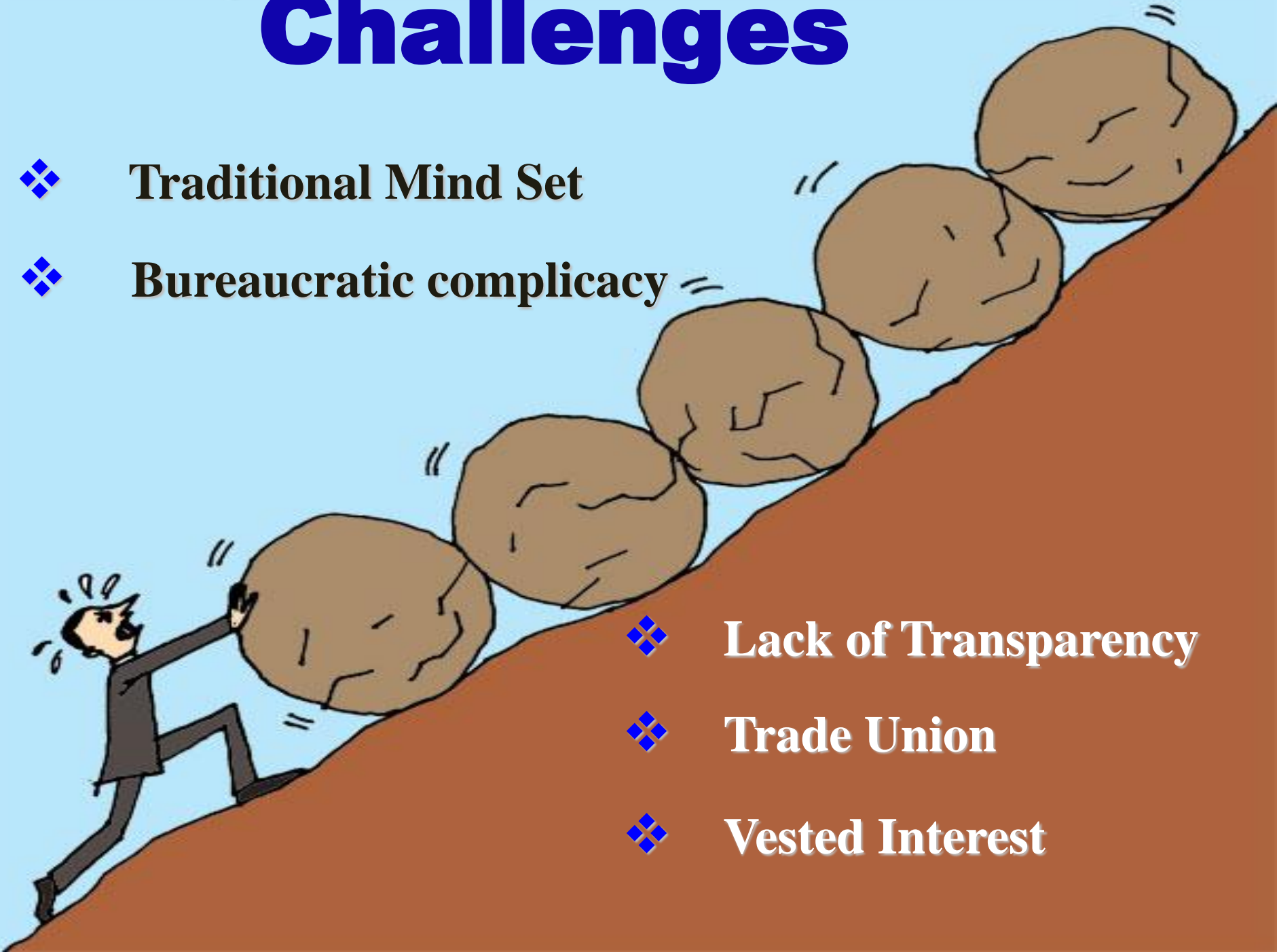


Challenges

Challenges

- ❖ **Traditional Mind Set**
- ❖ **Bureaucratic complicacy**

- ❖ **Lack of Transparency**
- ❖ **Trade Union**
- ❖ **Vested Interest**



**We are the masters AND the
Customers are our servants**

But Just Opposite

**Customers are our masters AND We
service providers are the servants**

Challenges..... Bureaucratic complicity

Interference



Conflict of interest



Procrastination



Indecisiveness



Challenges..... Lack of Transparency

No Corporate Structure

Absence of Visionary leadership

Inappropriate Organogram & hierarchy

**No availability of Competitive
pay scale**

Challenges.....

Trade Union



Long Management Approach



CBA Issues

Challenges.....

Vested Interest

Insider & outsider



Bureaucracy



Political



Contractors/Vendors Interest



Dhaka WASA is Committed to Supply Water



All 3 Million People Of Informal Settlements



**We Target for
100% Connection
of
Low Income
Community (LIC)
by 2018**

7 reasons to supply legal water to LIC

Water is Human Right-
UN Declaration 2010

01

02

Human Survival

Revenue Potential

03

04

Muscleman

7 reasons to supply legal water to LIC

Improvement of Public Health

05

06

Child Mortality Rate

Empowerment of Women

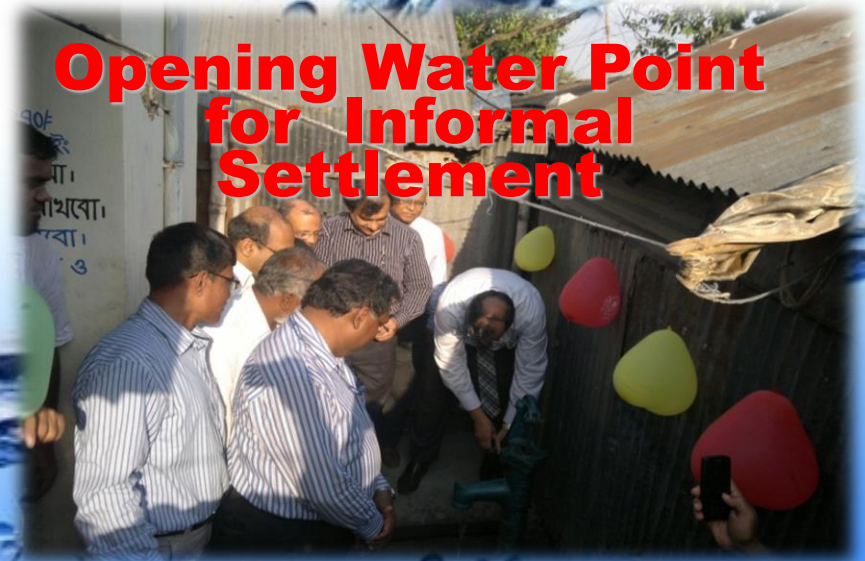
07

Water is Human Right

**Opening DTW for
Informal Settlements**



**Opening Water Point
for Informal
Settlement**



UN Declaration - 2010

Human Survival



THIRST
FOR
POWER

Energy,
Water,
and
Human
Survival



Revenue Potential



Muscleman



Improvement of Public Health

Air pollution



Headache
Fatigue

CO

Particulate matter

Ozone

Nerve
damage

Lead

Volatile
organic
compounds

SO₂
NO_x

**Respiratory
illness**

**Cardio-
vascular
illness**

Gastroenteritis

Cancer risk

Nausea

Skin irritation

Water pollution



- Bacteria
- Parasites
- Chemicals

Soil contamination



Pesticides

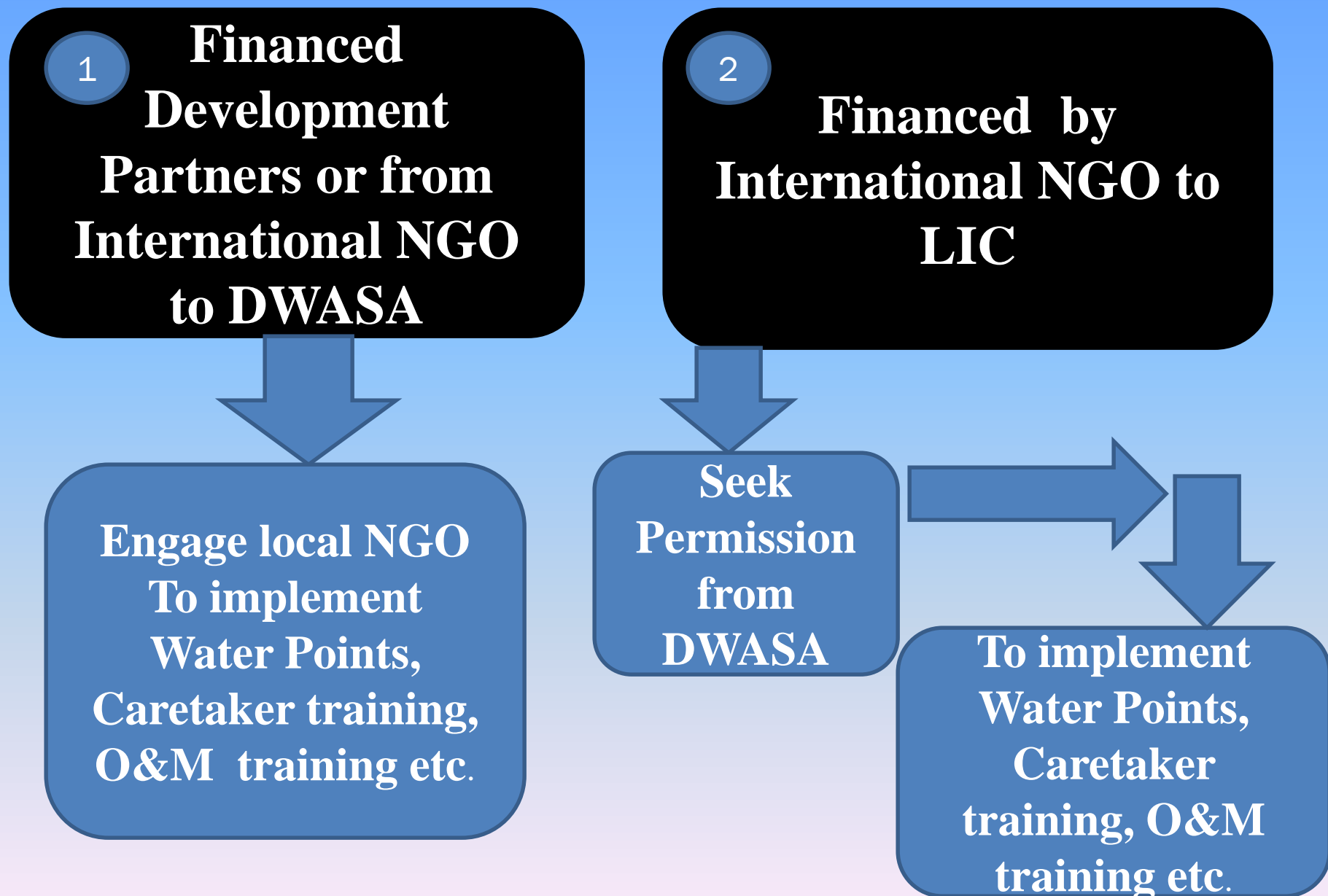
Reduce Child Mortality





Empowerment of Women

Method to use IDA fund in LIC



Thank you