Use of Consultations and Communications in Reform and Infrastructure Projects
# Contents

- Foreword ....................................................................................................................... 3
- Background ................................................................................................................... 4
- Workshop Summary and Evaluation ........................................................................... 5  
  - Day 1: Wednesday, February 15, 2006 ................................................................. 5
  - Day 2: Thursday, February 16, 2006 ................................................................. 6
  - Day 3: Friday, February 17, 2006 ........................................................................... 8
- Lessons Learnt ........................................................................................................... 10
- Future Learning Opportunities ................................................................................... 10
- Action Planning ........................................................................................................... 11
- Participation ................................................................................................................ 12
- Participants’ Feedback ............................................................................................... 13  
  - Learning Validation .............................................................................................. 13
  - Most Useful Areas Covered in the Workshop ......................................................... 13
  - Other Recommendations ..................................................................................... 14
  - Conclusions ......................................................................................................... 14

Annexure:
- Annex A: Agenda ................................................................................................. 15
- Annex B: Key Speakers/Presenters .................................................................... 18
- Annex C: Participants ........................................................................................... 22
Foreword

We present the final report — a compilation of results, evaluations and recommendations — from the workshop on 'International Experience in the Use of Consultations and Communications in Reform and Infrastructure Projects', organized in Bangkok, Thailand, from February 15 to 17, 2006.

The workshop was aimed at frontline decision makers from borrowing agencies of selected countries of South Asia. Its purpose was to help them internalize and institutionalize the concept of strategic communications in their organizations and projects. This would help them not only to build capacity for communications professionals but also to equip reform programs and high visibility infrastructure projects with sound communication and consultation strategies. In line with these objectives, the sessions were delivered at two key levels: first, to study and establish the linkage between communication support and development effectiveness; second, to establish an enabling environment to develop skills and capacity.

Among those who participated were over forty senior government officials from India, Pakistan, and Bangladesh, and many senior staff from the Water and Sanitation Program and World Bank working in South Asia. The strong presence of leading practitioners and policymakers validated the importance of the challenge that the sector is facing.

The general feedback gathered from the participants was that more such workshops were needed to support the infrastructure sector and the reform process. The momentum, therefore, should be capitalized to build a sound communication and consultation culture in the respective agencies.

The workshop was positively evaluated by the participants; most felt it had achieved the learning objectives. After two-and-a-half days of intensive sessions, participants arrived at the consensus that timely and continuous communication and consultation with stakeholders is vital to ensure the success of projects in the reform and infrastructure sector.

The workshop was implemented effectively due to the hard work and professionalism of the participants and entire organizing team. We would like to thank all of you for contributing your invaluable time, ideas, and effort to ensure a successful workshop.

Vandana Mehra (Regional Communications Specialist, Water and Sanitation Program)
Sumir Lal (India External Affairs, World Bank)

New Delhi, May 2006
The workshop was structured to stimulate participants through inputs from experienced practitioners.

Background

Reform and infrastructure projects vastly impact people, their assets, livelihood, and way of life. While it is crucial to build awareness and support amongst affected stakeholders, entrenched interests and opposition voices also need to be handled strategically. To that effect, projects require active and continuous consultation to ensure success.

At the workshop, international examples where reform projects either failed or ran into controversy amplified the need for drastic improvement in communication and consultation practices. One of the immediate actions decided upon was to gather representations from a cross-section of stakeholders in the South Asia Region, and then to meet and engage in discussions to generate ideas, assess issues, share experiences, and produce feasible and realistic action plans.

The workshop was structured to stimulate participants through inputs from experienced practitioners. It was set around a series of real and current case studies’ presentations, group work and action learning exercises.

Panel discussions and presentations were based on three critical topics:
(a) Thinking strategically about communication
(b) Stakeholder consultation
(c) Media and activist strategy

At the conclusion of two-and-a-half days, participants were expected to:
- Gain an understanding of the concepts and benefits of strategic communications.
- Present case studies or findings and stress the importance of public polling, stakeholder consultations, and two-way communication.
- Improve skills in designing and delivering strategic messages.
- Identify opportunities for better use of communication.
- Register their interest for tailored training.

This final report has been prepared to provide the workshop participants with relevant documentation, for instance, results, transcripts, views, and reviews collated from the working sessions. This report, we hope, will others besides the participants to benefit from and capitalize on the invaluable learning experience and knowledge shared during the workshop. It should also act as a supporting document to assist the process of sharing and internalizing the outcomes within the respective agencies.
Workshop Summary and Evaluation

Day 1:
Wednesday, February 15, 2006

The presentations and discussions recognized that stakeholders would be affected by a reform and infrastructure projects project, and their demands and needs should be accommodated. The idea is to allow people to gain ownership over a development initiative, to place them at the centre of a reform or development endeavor. The process of communication and consultation should take place at an early stage, so that stakeholders can better understand the projects and their options, and thereby are able to contribute their opinions.

The evening began with an introduction by Ms. Dale Lautenbach, Communication Advisor for World Bank, South Asia. She acknowledged the presence of senior government officials from Pakistan, Bangladesh, and India.

Ms. Lautenbach commented that the role of communication in the reform and infrastructure sector remains under-utilized. This may be due to the fact that communication is a delicate process that requires time and a high degree of persistence.

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She stressed the need to recognize the stakeholders who will potentially support or oppose development projects. Genuine efforts to build public awareness about processes, and to consult affected stakeholders, will create ownership among the stakeholders towards the new development taking place. The process of communication should also begin at a very individual level, tailored and able to meet the changing face of today's society.

Ms. Catherine Revels, Regional Team Leader, Water and Sanitation Program-South Asia, shared her view on changing the way the reform and infrastructure sector deals with stakeholders. There should be a more effective approach to addressing people's fear about development and building an understanding of development. The process of communication and consultation should take place in the initial stage of a project. She stressed the need to change the way organizations deal with the tough issues of implementing reforms or implementing projects do their consultations and communications, and try not to be accused of "manufacturing consensus".

Case studies were then presented by Mr. Anuj Dayal, Chief PRO, Delhi Metro Rail Corporation (DMRC) and Mr. Abdul Mayeed Chowdhury, Executive Director of BRAC, to highlight the use of communication and consultation in two of the most ambitious infrastructure projects in South Asia Region.

Speaking first, Mr Dayal said that the DMRC was initiated to address the challenge that faced Delhi's transportation system-its inability to accommodate increasing numbers of inner city commuters. The existing railway capacity accommodated only two percent of commuters. The state-of-the-art Delhi Metro, being built with frontline technology, is the largest and most ambitious urban intervention being carried out in India.

The DMRC devised a strategy to deal with stakeholders including the public, multivariate agencies and bureaucrats, among others. It anticipated political and legal battles over disruption to public and green spaces, potential demolition of historical monuments and religious structures and so on.

A proactive communication strategy was put in place with focus on media relations, low cost publicity and advertising, active participation in trade, community and school fairs, and internal communication.

Mr. Dayal said success was due to careful due diligence to ensure the project would run smoothly without any midterm changes. Other contributing factors were positive and dynamic leadership at the higher level, and recognition of the role of public and legal affairs. Funds were made available promptly. Furthermore, effective advocacy to gain government's commitment; and to avoid political interference in the project were critical to ensure a seamless operation.

Mr. Yusupha Crookes, Sector Director, South Asia Energy and Infrastructure Unit, World Bank, concurred that the
Stakeholders affected by a project should be part of the project, be involved as partners from the conceptualization through the implementation stages.

Conclusions

Other conclusions resulting from the evening’s presentations were that communication and consultation at various levels and with a wide range of actors is central to a successful project. Such communication and consultation should be practiced in an honest, frank, sincere and participatory manner. The print and electronic media must also be proactively informed to ensure accurate reporting.

Stakeholders affected by a project should be part of the project, be involved as partners from the conceptualization through the implementation stages. Their involvement should also continue beyond the completion of a project to promote public ownership.

Sector has a lot to learn and internalize, particularly in the areas of communication and consultation, which are critical for a well executed reform and infrastructure project.

He stated that the effort to drive more efficient sector reforms by the World Bank was signaled by the delivery of a flagship document in 1995. The initiative distilled the experiences of clients in tackling broad sector reforms to deliver better outcomes, particularly in infrastructure. Three key elements determine success in reform: (1) Reform must be a desirable avenue for all parties concerned. A careful cost and benefit analysis would ensure this; (2) Reforms must be feasible. They should be able to gain political support from different players; and (3) Reform proposals have to be credible, deliverable, and viable.

Mr. Yusupha stressed that good reforms are not necessarily acceptable reforms. Communications and consultations have become necessary to integrate soundness with acceptability. The challenge to create effective communications and consultations has thus never been greater. They remain, Mr. Yusupha stressed, important tools and the workshop will guide us on how to integrate them into the work process. Delivering the keynote address, Mr. Abdul Muyeed Chowdhury, Executive Director of BRAC, shared the experiences of the Jamuna Multipurpose Bridge Project (JMBP) in Bangladesh which, despite many problems, was completed with satisfying results and officially opened for operation in 1998.

He pointed out that infrastructure or other development projects are often seen as a mere physical construction and that general communities were oblivious of their links to wider human development. Such efforts in developing countries need to be widely understood as stepping stones to eliminate poverty.

Infrastructure projects, due to their inherent nature, are subject to controversy. This is because they often commence without proper democratic processes in place. Experts, donors or government fail to engage in a proactive discussion with affected stakeholders. Mr. Chowdhury agreed with the previous speakers that development which entails intervention – be it a project or a new policy – should place people centre stage.

DAY 2: Thursday, February 16, 2006

Sumir Lal, Senior External Affairs Officer, World Bank, India began the morning by setting the scene for the interactive discussion and learning exercises. He revisited the understanding of strategic communication, its practical sense and benefits for reform initiatives. He stated that strategic communications is no longer what was traditionally recognized as ‘public relations’.

Strategic communications is not a solution or a quick fix but a necessary management tool, a channel to aid the quality of outcomes, to linking project work with the stakeholders for whom it is targeted.

When practiced strategically, communication will establish allies, build a positive profile, and isolate opponents. Mr. Lal added that being a necessary management tool, communication should be integrated at the very beginning of the planning process.

After this brief introduction, participants engaged in a discussion to answer the following two questions:

Question 1: In what ways has your organization’s communication strategy influenced the effectiveness of your work at the ground level?

Question 2: What one thing would you change or modify to enhance and/or improve your communication strategy? What are the consequences if this change does not happen?

Most participants admitted the absence of an integrated
Use of Consultations and Communications in Reform and Infrastructure Projects

Panel Discussion: Part I

Moderated by Mr. Salman Zaheer, Lead Energy Specialist for World Bank India, the first panel discussion arrived at the following conclusions:

■ It is critical to recognize the complexity and challenge where reform processes take place today.
■ Start consultations with stakeholders at the beginning of the process.
■ Appoint a champion.
■ Apply a segmented and targeted strategy.
■ Address legitimate interests of stakeholders.
■ Have a clear reform agenda and strategy.
■ Consistently review to improve the process of communication and consultation to meet the growing needs and changing faces of stakeholders.

The participants then engaged in an experimental exercise with their designated groups. The afternoon session at the plenary began with a spontaneous ‘street style demonstration’ and lively debates by members of the groups who represented stakeholders affected by a hypothetical case study titled ‘Baranagar Urban Arterial Roads Project’.

Group presentations following the exercise were able to capture issues and concerns that emerged from the case studies. The discussions resulted in creative and sound planning and campaign ideas.

A presentation by Ms. Stephanie Gakuo, a representative of Water Sector Reform Secretariat, Government of Kenya, endorsed the first topic on the agenda which was thinking strategically about communication. Ms. Gakuo shared her experiences in regard to water sector reforms in Kenya, a sound example in understanding the process of thinking about communications in a strategic manner.

Reforms in the Kenyan water sector were deemed fundamental to change the institutional framework of the sector, to enhance governance, service delivery and improve the management of water resources. The challenges presented by the current socio-political environment in Kenya, which at that stage was politically charged, were discussed. This was because Kenya had its first government through democratic elections, and this generated a lot of public pressure to push forward reforms in the public sector, particularly in water. Further issues with the Kenyan Government were related to the lack of public consultation and low quality communications.

In response to those challenges, the Kenyan communication strategy was designed to educate the public about the reforms that were taking place, their scope, benefits and impact on public life. Another goal of the communication was to gain public support and consensus building at the regional and local levels. It was very important for stakeholders to be

communication and consultation strategy in their projects. This condition applied both to internal communication (that is, with staff) and external communication (that is, with the public). It was felt that the latter was often exercised in an ad hoc and reactive manner, particularly with the mass media. Participants recognized that some changes were needed, including hiring a communication specialist; creating multilayer communications to represent different levels of stakeholders; promoting an open, transparent and efficient two-way dialogue; further improving the capacity of practitioners within the respective agencies; and, promoting more efficient and proactive internal communication.

The morning progressed with a case study presentation by Ms. Rumjhum Chatterjee, a private sector consultant. She presented findings on communications initiatives in power sector reform in the Indian states of Andhra Pradesh and Gujarat, reform processes which were supported by effective implementation of strategic communication, an ‘enabler/facilitator’ to reach stakeholders. Both states also appointed ‘reform champions’ early in the process to support the campaign.

Ms. Chatterjee shared the key learning experiences from both states, including minimizing the level of discontent through support systems. The process of communication was also implemented in a consistent manner and was subject to on-going revisions to address the needs of the stakeholders.
The morning commenced with a presentation by Mr. Amitabh Shrivastava of Adam Smith International, which set the context for panel discussion on Topic Two: Stakeholder Consultation. He briefly reviewed the experience with public enterprise (PE) reforms in India, focusing on consultation and communication strategies, drawing lessons from Madhya Pradesh and West Bengal.

In Madhya Pradesh, the reform required closure of 15 public enterprise's since they were no longer financially viable. The reform process, however, was very top down. The affected stakeholders, workers belonging to backward classes, were given a non-negotiable financial compensation package by the Finance Ministry. There was also minimal direct consultation or communication by the senior secretaries and government of Andhra Pradesh. Despite concerns about potential employee strikes, court proceedings to demand financial compensation and political pressure, the reform exercise was not opposed. The labor union, in this particular instance, understood that the government's decision was final. It was also common knowledge that the PE had been non-profitable for a long time.

The West Bengal experience proved that it was critical to talk to the unions and the Press and explain the decision to close the PE; demonstrate good intent, despite the fact the enterprise was bankrupt; acknowledge the history of success; and, initiate a transparent process, set a good compensation package and do an audit (done by a third party).

In the long term, the communication strategy for Kenyan water sector reform was designed to encourage a positive behavioral change.

Ms. Gakuo concluded with the key lesson that communication is not a reactive "pill" to make things go away. It needs political will to implement. It should anticipate and plan for resistance and tailor programs for specific audiences, after appropriate research.

On the other hand, West Bengal suggested a more proactive consultations-based approach. Nearly 80 percent of the workers working in the PE had very limited skills, which would potentially prevent them from gaining sustainable future employment. Therefore, the government deployed more transparent and consistent communication with the workers. The state provided health insurance policy until the day of the formal retirement day for each the worker; counseling and training were made available to enable workers be integrated into the general workforce. As a result, 50 percent of workers found re-employment.

The second half of the day began with a discussion on Topic Three: 'Media and Activist Strategy'. The panel discussion was facilitated by Mr. Peter Stephens, World Bank, East Asia Region who presented a case study on Nam Thuen dam in Lao PDR.

Mr. Stephens pointed that media and activists today are multinational corporations for all intents and purposes, incredibly effective and quite ruthless at raising money. They are very well organized and highly

**Panel Discussion: Part II**

The second part panel discussion, chaired by Mr. Roger Usher, Adam Smith Institute, concluded with the following lessons:

- Put a communication strategy into place. One that captures the goals and the issues of the organization is most relevant.
- Encourage a two-way communication process.
- Build awareness. To influence thought and actions, particularly at the grassroots level, a communications campaign must be initiated well in advance.
- The execution of an effective communication campaign needs reliable, quality resources. It needs people with integrity.
- Map the priority stakeholders and how to reach them.

In tune with the institutions; otherwise reform would become very difficult to implement.

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**DAY 3:**  
**Friday, February 17, 2006**

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The positive lesson learnt from this exercise was the demonstration of clear intent by the government-it delivered what was promised. Communication existed, although limited to informal backroom meetings with trade unions. A champion was appointed to ensure the right messages were delivered through the appropriate avenues.

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Panel Discussion: Part I

The two examples, from Madhya Pradesh and West Bengal, represented two different consultation styles. One employed a formal top-down approach and the other was informal, direct and proactive. The panel concluded that common to both was the demonstration of success, intent and transparency.

Dealing with this faction in the reform topography, Mr. Stephens offered several key observations: Of the foremost importance is to have a professional communications person associated with a project. Ideally, this specialist should be supported by a solid communication team. The communications team is present for one specific goal-to create space so management could make the right technical decision, at the right time, based on the right criteria. It is important not be driven by internal or external pressure, but focus on getting the details and logic right.

Second, build an internal culture of transparency. Trying to hide information could backfire. Allowing reasonable access to aspects and knowledge of a project to the media and general public can minimize negative speculation or misconceptions.

Mr. Stephens shared an experience where a project team took an Asian Editor of the International Herald Tribune to Laos for a week with a World Bank team, and he joined in every meeting. The editor was able to stop at any village to gather details that were wanted. At the end of the day, he wrote a piece which recognized the complexity of the project, and stressed the fact that the country desperately needed it.

Transparency means being frank about position, dilemmas or imperfections (or owning them), responding to enquiries in a timely manner, being predisposed to inform, providing access, responding quickly, hiding nothing. It can change the way you think and work.

Third, when carrying out a political campaign — and often reform and infrastructure is a political campaign — one should secure the base and build the middle. It is critical to know and understand your allies, maintain the relationship and, at the same time, be conscious of opponents. Map the stakeholders in detail; decide whose voice matters; plan, execute, and monitor media activities; and do research. It is important to be confident and focus on the goals and strategic direction of the infrastructure project or reform initiative. Eliminate time spent reacting to the noisiest opponents.

The fourth lesson is to define yourself; know your role and the position of the project. Develop consistent messages and positioning statements for both external and internal audiences. Consistently challenge, update, and question the project. Do not make assumptions about success.

Fifth, communication and consultation strategy needs the ability to adapt, change, and meet the changing face of media and activists’ movements.

Panel Discussion: Part II

The panel discussion concluded with several key lessons:

- The growing importance of consultation and creating an internal culture of transparency will, in turn, reinforce credibility. Independent expert panels, site visits, feedback by e-mail or interviews via website, direct meetings and interviews, all are important channels that will endorse a mutually reinforcing circle of communication. Meanwhile, at the international level, consultations should be further reinforced to assist the government improve project design.
- Whether it is a private or a public project, there should be an international guideline that defines the landscape and consultation principles on reform or infrastructure project to be used as a framework to practice and assessing the project.
- Positioning the project is important. Drive the project with strong beliefs and confidence about the benefits of alleviating poverty, despite complexity and opposition.
- There should be a balance between demand for transparency as a strategic lever and the need for efficiency in terms of managing complex projects. Both are critical elements that need to be taken into account because of the world we live in.
Lessons Learnt

At the conclusion of the workshop, a number of key lessons emerged through the working sessions:

- Develop a sound communications plan.
- Initiate communication and consultation at the very beginning of the project or proposal.
- Encourage periodic assessment.
- Set clear outcomes of the project for a balanced approach.
- Produce a sound strategy by stepping into the role of others to understand their perspective, particularly the key stakeholders.
- Capture the project's mission into the right messages for stakeholders.
- Build and nurture your relationship with stakeholders from the early stages.
- Continue ongoing consultation, monitoring and evaluation.
- Lead by personal example.
- Listen more, speak less.
- Believe in the intent, be positive.
- Focus on the team's morale.
- Allocate resources to put plans into practice.
- Set clear schedules and timelines for action and monitoring.
- Include communications as part of the project design, from conceptualization to completion.
- Recognize that lack of communications and consultation may lead to problems.

Future Learning Opportunities

The following is a number of future learning opportunities that were identified to integrate effective communication strategies into frontline work:

- Training for cross-level internal staff. This should a cover selective range of strategic communication principles and practices, improve skills in managing stakeholders; develop effective messages and strategies; design and execute research.
- Establish online learning or information centers. Create open access to success stories of similar projects. Allow users to share experiences and good practices.
- Improve internal capacity to organize events, such as site visits for stakeholders.
- Conduct a series of discussions for project managers or senior management to institutionalize the communications process and strategy, and build understanding for it to be part of project management and design.
- Appoint a communications champion who will be supported by a multi-layered communications team.
- Improve understanding of the media and how it works, and build relations and gain support.
- Set up discussions with a focus on the politics of infrastructure service delivery.
- Carry out research to gain baseline information on the political climate and stakeholder demands and expectations.
- Train existing staff.
Future Learning Opportunities

The participants also identified several attitudes and behaviors that are required to internalize and institutionalize effective communications strategies:

- Top management team should be more accountable, credible and the model for the institution.
- A pragmatic view on communications. That is an integral part of a project and a vital management tool to help achieve the project objectives. Avoid a ‘fire extinguisher’ syndrome.
- Scrupulous analysis of the political and organizational constraints within the organization.
- An open mind to map political stakeholders, prioritize them and design a sound strategy on how to cater to them.
- Identify key communication goals.
- Proactive approach to create internal awareness of the value of effective communication.
- Sound leadership to allow an enabling environment for effective and accountable infrastructure services.
- Listen more, speak less.
- Be positive.
- Focus on the team and encourage morale building.
- Be transparent and open.
- Decisiontaker must be communicative and accessible.
- People involved should be committed to the assignment.

Action Planning

The following are several priority activities that the government agencies have listed to be acted upon arrival at their respective local missions:

- Share and convert the outcomes for internal learning.
- Encourage demand for integration of communication and consultation into the projects.
- Hold brainstorming sessions with the relevant personnel.
- Initiate training for capacity building.
- Develop internal processes to implement communications strategy and alignment to communicate effectively.
- Design strategies that are sensitive to changes in the political environment.

There are several areas that the World Bank will act upon in response to the demands that emerged from the working sessions:

- Prepare a curriculum that will support the development and execution of communication and consultation strategies.
- Create a package of communication and consultation guides which can be delivered at the beginning of the project making and preparation process.
- Carry out technical training in the technical skills of communication, particularly areas of media, presentations and research.
- Provide communication support well ahead of project preparation.
The participants also identified several attitudes and behaviors that are required to internalize and institutionalize effective communications strategies.

**Participation**

Participants consisted of 43 senior government officials from India, Pakistan and Bangladesh; and 31 senior staff from Water and Sanitation Program and the World Bank working in South Asia.

Apart from attending the presentations and panel discussion, participants also took part in group work and action learning exercises, applying the key elements of strategic communications to the resolution of a practical problem that was presented as a hypothetical case study titled ‘Baranagar Urban Arterial Roads Project’.

Each group of eight or 10 members was given roles as stakeholders (that is, activists, shopkeepers, union members, frontline staff, citizen groups and politicians) in the Baranagar project. The groups embarked upon very enthusiastic role play where the plenary venue witnessed staged protests and demonstrations by agitated and dissatisfied ‘shopkeepers’ and ‘activists’, and a spontaneous attempt to pacify them by the city’s ‘politician’ and to buy them off by a group of ‘union members’. ‘Frontline staff’ attempted to resolve the conflict by applying the insights and key elements of consultation and communication from the workshop.

The level of participation was high; group discussions often were dynamic and productive, complemented by a lot of critical and invaluable inputs and questions.

Ground rules and working norms were applied to encourage open and honest discussions throughout the sessions. Some of those rules were: be committed to your learning; be committed to your contributing; speak to create and listen; ask questions; and place high value on time management by being punctual, and speak succinctly and briefly.

Another positive indication was that social discussions and networking progressed beyond the official working agenda.

**Feedback on Ground Service Delivery**

![Graph showing feedback on ground service delivery](image)

**Participant’s profile**

![Pie chart showing participant’s profile](image)
Use of Consultations and Communications in Reform and Infrastructure Projects

Participants’ Feedback

The following is a brief evaluation of the feedback gathered from 49 respondents.

Learning Validation

In terms of achievements of the overall workshop objectives, the majority of the participants felt that they had been introduced to a large concept of communications and its benefits.

Thirty-three participants felt that they had learned from the case studies and exercises a large part of the skills to facilitate project design, planning and implementation through stakeholder consultations and two-way communication. Twelve others felt that they gained only from some parts of the workshop, and three others claimed that they were able to completely learn from the case studies and exercises on skills of project design, planning and implementation.

In terms of improvement in their skills in designing and delivering strategic messages, 31 participants felt that they largely achieved the objective while 14 others felt they gained some parts of it, and four others felt that they had hardly gained new skills in this area.

The majority of the participants claimed that they had been able to identify opportunities for better use of communications in their program, organization or department through the workshop.

Participants also felt that the action learning sessions had inspired them. They were now conversant with some ideas and curriculum on further training that may be required for practitioners in their respective local agencies.

Most Useful Areas Covered in the Workshop

Role play was nominated as the most effective and useful aspect of the workshop. Other areas in the workshop identified by the participants were the case study presentations; group action learning exercises on tackling the hypothetical case study; social networking beyond the formal sessions; and time to reflect and discuss the aspects of strategic communication and consultation on a panel level or amongst group members. A general view was that group interaction was

**Improved skills in designing and delivering strategic messages**

- Hardly: 8%
- Partly: 29%
- Largely: 63%

**Identified opportunities for better use of communication**

- Hardly: 2%
- Partly: 12%
- Largely: 76%

**Register interest in tailored training**

- Hardly: 10%
- Partly: 13%
- Largely: 77%
very positive and dynamic and many participants were convinced that effective communication strategies would improve the quality of their service delivery.

**Other Recommendations**

There were some views that the length of the workshop was too short and that sessions could be conducted in more depth and for longer days, for instance, for four or five days. Therefore, more specific techniques and practical skills for communication, and dealing and consulting with the stakeholders could be given. A desire for more exposure to real life practical tools and techniques, and ‘how to’ plan, implement and review, was articulated by most participants.

Case study presentations should have incorporated real examples where reform and infrastructure projects in the region failed due to the absence of communications and consultation.

Participants requested that more hard copies of the presentation, case studies, and other materials related to the workshop should be distributed during the workshop.

Other areas that participants felt should be added or given more time were the framework for infrastructure and sector specific projects (power, water and sanitation); action learning exercises and planning; and political risk analysis to assist in communicating with challenging stakeholders sector specific.

**Conclusions**

An evaluation of the workshop demonstrates its success, with all participants finding the workshop “relevant or very relevant” to their work. There was an overwhelming conclusion that this pioneering workshop had been an eye opener and fascinating learning experience.

The workshop was said to have opened up other learning and training opportunities and should now be developed as a priority action into a cohesive communication learning strategy in each of the respective home agencies.
Annex A
Agenda

Day 1, 15th February 2006

5.00 pm  Registration for participants: *Tea/coffee will be served*
6.15 pm  Welcome and Greeting by **Ms Dale Lautenbach, Communication Advisor, South Asia, World Bank**
6.20 pm  Introduction of Workshop Participants by **Raj Chawla, Facilitator**
6.30 pm  Introduction to Mr Anuj Dayal, Communications Manager for Delhi Metro Rail Corporation by **Ms Cathy Revels, Regional Team Leader, Water and Sanitation Program-South Asia**
6.35 pm  "Communications as a key to success in infrastructure projects: Delhi Metro Rail Project": A Presentation by **Mr Anuj Dayal, Chief PRO, Delhi Metro Corporation**
7.00-7.20 pm  Questions and answers
7.20 pm  Welcoming remarks and introduction of keynote speaker by **Mr Yusupha Crookes, Sector Director, South Asia Energy & Infrastructure Unit**
7.30-8.00 pm  Keynote speech by **Mr Abdul Muyeed Chowdhury, Executive Director BRAC**
8.00 pm  Closing of evening; give starting times and logistics for next day
8.15 pm  **Drinks and Dinner**
**Agenda**

<table>
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<tr>
<th>Time</th>
<th>Session</th>
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<tbody>
<tr>
<td>8.00 am</td>
<td>Coffee, Tea, Breakfast</td>
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<tr>
<td>9.00 am</td>
<td>Welcome, Overview of the two-days; Ground Rules and Working Norms by <strong>Raj Chawla, Facilitator</strong></td>
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<tr>
<td>9.15 am</td>
<td><strong>Why Strategic Communication? Small group/table discussion:</strong></td>
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<tr>
<td></td>
<td>- In what ways has your organization’s communication strategy influenced the effectiveness of your work at the ground level? Look at both the positives and negatives.</td>
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<td></td>
<td>- What one thing would you change or modify to enhance and/or improve your communication strategy? What are the consequences if this change does not happen?</td>
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<tr>
<td>10.15 am</td>
<td>Brief Report out</td>
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<td></td>
<td>Case Study: Communication Initiatives in Power Sector Reforms in India by <strong>Ms Rumjhum Chatterjee, consultant</strong></td>
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<tr>
<td></td>
<td><strong>Discussants</strong></td>
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<td></td>
<td>- Ms. VijayLakshmi Joshi, CMD, Gujarat Urja Vikas Nigam Ltd.</td>
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<td>- Mr. V.S. Sampath, Government of Andhra Pradesh</td>
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<td>- Mr. Arshad Raza, Transaction Manager Karachi Electricity Supply Corporation, Privatization Commission, Government of Pakistan</td>
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<td></td>
<td><strong>Moderator:</strong> Salman Zaheer, Lead Energy Specialist - India, World Bank</td>
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<tr>
<td>11.30 am</td>
<td>Coffee/Tea break</td>
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<tr>
<td>11.45 am</td>
<td>Introduction to Experiential Exercise on case study: <strong>Sumir Lal, Senior External Affairs Officer, India - World Bank</strong></td>
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<td>Break into groups to work on experiential exercise</td>
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<tr>
<td>12.30 pm</td>
<td>WORKING LUNCH – Buffet</td>
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<tr>
<td>1.45 pm</td>
<td>Presentations by Groups</td>
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<tr>
<td>2.55 pm</td>
<td>Set the stage for the upcoming strategic conversations by <strong>Raj Chawla, Facilitator</strong></td>
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<tr>
<td>3.00 pm</td>
<td><strong>Topic One:</strong> Thinking Strategically about Communication</td>
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<td></td>
<td><strong>Case Study: 'Water Sector Reforms in Kenya'</strong></td>
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<tr>
<td></td>
<td>- <strong>Presenter:</strong> Ms. Stephanie Gakuo, representing Water Sector Reform Secretariat, Government of Kenya</td>
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<td></td>
<td>- Ms. Sarah de Viliers Leach, Water and Sanitation Program, Africa</td>
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<td></td>
<td>- Mr. Ashfaq Mahmood, Secretary, Ministry of Water and Power, Pakistan</td>
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<tr>
<td></td>
<td><strong>Moderator:</strong> Roger Usher, Adam Smith Institute</td>
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<tr>
<td>4.30 pm</td>
<td>Coffee/Tea break</td>
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<tr>
<td>4.45 pm</td>
<td><strong>Action Planning</strong> by <strong>Rachid Benmessoud, Operations Advisor, India - World Bank</strong></td>
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<td></td>
<td>Participants start working on their action plans</td>
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<td>Reflect on day’s activities and discussions: What are the key next steps your organization/ department needs to take to create an even more effective communication strategy?</td>
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<tr>
<td>5.15 pm</td>
<td>Review the day: Plus/Delta Exercise</td>
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<tr>
<td>5.30 pm</td>
<td>Group photograph/ Adjourn</td>
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<td></td>
<td>Evening/dinner: Own arrangements</td>
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</tbody>
</table>
## Agenda

**DAY 3, 17th February 2006**

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
</tr>
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<tbody>
<tr>
<td>8.00 am</td>
<td>Coffee, Tea, Breakfast</td>
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<tr>
<td>9.00 am</td>
<td>Welcome: Recap Day Two; Preview Day Three by Raj Chawla, Facilitator</td>
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<tr>
<td>9.15 am</td>
<td><strong>Topic Two: Stakeholder Consultation</strong></td>
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<td><strong>Case Study: Public Enterprises Reform in Madhya Pradesh</strong></td>
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<td></td>
<td>- <strong>Moderator and Presenter:</strong> Mr Amityab Shrivastava, Adam Smith International</td>
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<td>- Mr DR Chaudhary, Government of India</td>
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<td>- Dr BB Patel, Consultant</td>
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<tr>
<td>10:30 am</td>
<td>Break</td>
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<tr>
<td>11.00 am</td>
<td><strong>Topic Three: Media and Activist Strategies</strong></td>
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<td></td>
<td><strong>Case Study: Nam Thuen Dam, Lao PDR</strong> by Peter Stephens, World Bank</td>
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<td></td>
<td>- <strong>Moderator and Presenter:</strong> Peter Stephens, Communications Advisor, East Asia, World Bank</td>
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<td></td>
<td>- Dr. Somboun Manlom, General Manager Lao Holding State Enterprise (LHSE)</td>
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<td>- Mr. Xaypaseuth Phomsoupa, Bureau Chief, Bureau of the Secretariat, Lao National Committee of Energy</td>
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<tr>
<td>12.15 pm</td>
<td>Buffet Lunch</td>
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<tr>
<td>1.30 pm</td>
<td><strong>Revisit Hypothetical Case Study:</strong></td>
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<td>Participants go back into their small groups to revisit their case study. Based on the conversations over the workshop what might they do differently in their case study?</td>
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<tr>
<td>2.15 pm</td>
<td><strong>Debrief in large group</strong></td>
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<tr>
<td>3.30 pm</td>
<td><strong>Revisit Action Plan</strong></td>
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<td>Based on work thus far, review action plan and identify what next steps are needed for their organization regarding communication strategies</td>
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<tr>
<td>4.00 pm</td>
<td>Break</td>
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<tr>
<td>4.15 pm</td>
<td><strong>Future skill-building and learning opportunities</strong></td>
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<td></td>
<td>- Table discussion on what is possible in terms of future skill-building and learning opportunities</td>
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<td>- Large group discussion on what participants see as essential learning engagements for their organizations</td>
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<td></td>
<td><strong>Agreements on next steps for participants</strong></td>
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<tr>
<td>5.00 pm</td>
<td>Reflection of our three days together by Mr. Ashfaq Mahmood, Secretary, Ministry of Water and Power, Pakistan</td>
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<td>Drawing out the lessons learned; summing up and next steps by Mr Yusupha Crookes, Sector Director, South Asia Energy &amp; Infrastructure Unit</td>
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<tr>
<td>5.30 pm</td>
<td>Workshop feedback: Introduction to DVD and thanks by Vandana Mehra, Regional communications Specialist, Water and Sanitation Program - South Asia</td>
</tr>
<tr>
<td>5.45 pm</td>
<td>Adjourn</td>
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Annex B
Key Speakers/Presenters

Communication Initiatives in Power Sector Reforms in India: Andhra Pradesh and Gujarat as Case Studies: The objective of the presentation/discussion is to document communication efforts to emphasize the hypothesis that a reforms program in order to succeed needs good communication efforts and a reform program can be considered well designed only if it incorporates a communication component. Presentation by Rumjhum Chatterjee.

Rumjhum Chatterjee is co-founder of Feedback Ventures and Managing Director of Feedback Capacity Building Division with focus on the human resource dimensions of infrastructure development in the nation. She has wide experience in organizational development, capacity building and communication for development sector organizations, urban local bodies and other infrastructure companies in the private and public sectors. She has chaired and organized several workshops and conferences involving sector experts in Urban Infrastructure, Water & Sanitation, HRD and Organisation Development and also participated in several training programs and workshops on HRD, Urban Management, Capacity Building organized by CII, MoUD, HRD Network, World Bank. She worked closely with APTransco on an organizational review, assessing the capacities of the personnel of the restructured entities for their changed functions, formulating an HR and transfer plan; the Ahmedabad Municipal Corporation on business plan for creating new institutional structure to undertake slum upgradation activities and also with ULBs of Thane, Karjat, Virar and Vasai in Maharashtra to assess and recommend HR strategies to strengthen their institutional capacities. She was also involved in developing a city development strategy for Agra City.

Anuj Dayal, Communications Manager for Delhi Metro Rail Corporation¹ presented the story behind its public successes and how they managed their communications. Anuj is the head of communications for the largest urban infrastructure project undertaken in India in the last 50 years i.e. the construction of the Delhi Metro. Since 1998, Anuj has handled Public Relations, Advertising and Communications for the Delhi Metro Rail Corporation. Anuj has almost 20 years of experience in the communications sector including experience with the Indian railways and has written three books. The communications wing under him has been recognized by the Govt. of Japan (JBIC-Japan Bank of International Cooperation) as a Centre of Excellence to be emulated in projects funded by JBIC worldwide. He has presented papers in international conferences and is a regular speaker at Indian universities and institutes associated with public relations and communications. The Public Relations Society of India has felicitated him for outstanding performance in the field of Public Relations.

Abdul-Muyeed Chowdhury was born in 1943 and received both his BA and MA from the University of Dhaka. He studied Public Administration as a Fulbright Scholar at University of Tennessee, and is a fellow of the Institution of Civil Engineers (UK). Prior to joining BRAC as Executive Director Designate in August 2000, Mr. Chowdhury spent over three decades in the civil service. Highlights of his civil service career include CEO of Biman Bangladesh Airlines, Executive Director of the Jamuna Multipurpose Bridge Authority, Permanent Secretary in the Ministries of Land and Food, Jamuna Bridge Division of the Ministry of Communication, Internal Resources Division of the Ministry of Finance and ex-officio Chairman, National Board of Revenue (Head of Income Tax, Customs, VAT and Excise administration). He also served as Adviser of the Care Taker Government of Bangladesh from Jul-Oct, 2001, and held charge of the Ministries of Information, Housing and Public Works, Environment and Forests, Land, and Food. Mr. Chowdhury was appointed Executive Director of BRAC in 2001.

¹ Delhi Metro: For implementation and subsequent operation of Delhi Mass Rapid Transport System, a company under the name DELHI METRO RAIL CORPORATION was registered on 03-05-95 under the Companies Act, 1956. DMRC, not falling within the category of a Public Sector Undertaking, is vested with greater autonomy and powers to execute this gigantic project involving many technical complexities, under difficult urban environment and within a very limited period.
Key Speakers/Presenters

Sumir Lal, previously a senior editor with several leading Indian newspapers, is Senior External Affairs Officer in the World Bank’s New Delhi Office, where his focus is on developing and integrating political economy work into the Bank’s work. He works with task leaders in assessing and incorporating political analyses and strategic communications into their operations. Sumir has written an important paper on the politics of the power sector in India, several state-level political economy notes that have fed into larger AAA works and program designs, a regular stream of political analyses and risk advisories, and has provided significant strategic communication support to high risk projects in sectors such as power, urban transport, and forestry. He also mentors other colleagues across the South Asia region, and supports management in its strategic thinking.

Vandana Mehra is the Regional communications specialist for the Water and Sanitation Program-South Asia. She works to provide reforming state governments with a roadmap for strategic communications and consultations with stakeholders. This includes assistance in building the client’s capacity to share and disseminate information and to communicate with its stakeholders; Contribute to capacity-building efforts in water and sanitation for regional media, politicians and to design and develop a communications strategy for the regional WSP team which is integrated with the WSP-global communications strategy. She also manages production of a host of product including WSP’s e-newsletter ACCESS.

Kenya: The first research-based, comprehensive national communications strategy to support the implementation of water sector reforms in the Africa region has been developed in Kenyan Ministry of Water and Irrigation. The lessons learned from this novel process in Africa are being shared with WSS sector communication professionals globally. Further technical assistance is now being given to build the communication capacity of the newly established WSS institutions. Key partners are GTZ and the World Bank.

Presentation by Stephani Gakuo, representing Water Sector Reform Secretariat, Ministry of Water and Irrigation, supported by Ms Sarah de Viliers Leach, Consultant

Stephanie is a Communications Specialist working for the GTZ Water Sector Reform Programme in the Ministry of Water and Irrigation in Kenya. She has supported the Ministry in developing and implementing the National Communication Strategy for the Water Sector Reforms. She is currently working with other public sector organizations in planning and implementing their communication programs. Stephanie has extensive experience in planning communication for both private and public sector organizations.

Sarah De Villiers Leach has worked in the field of development communication for nine years, predominantly in the water and sanitation sector. She has particular experience in managing multi-stakeholder processes; marketing communication; advocacy; branded conservation platforms, corporate communications; training and facilitation; developing customer service in public utilities, and the social marketing approach to producing positive behavior change. Sarah spent six years working for Rand Water (Africa’s largest water utility), and she is now a consultant. Her primary client is the Water and Sanitation Program in Africa (WSP-Africa) working on advocacy and reform communications; knowledge products and helping to build communication capacity in African governments, utilities and regional organisations. (Mainly with Ethiopia, Kenya, Mozambique, Senegal, Uganda and Zambia.) Other clients are the International Water Association (London), the Mvula Trust (NGO in South Africa) and the South African Dept of Water Affairs & Forestry. Sarah has just started a Masters in ‘Urban Infrastructure: Design and Management’ at the University of Cape Town.
Annex B

Key Speakers/Presenters

Roger Usher is the Managing Director of the Adam Smith International and a respected public sector consultant with extensive experience of designing and implementing government reform programmes including communications and public awareness. He has a strong record of consulting project delivery to public and private sector clients in Asia, Africa, the Caribbean and in the UK. In addition to his responsibility for ASI’s economic reform work in India (Andhra Pradesh, Madhya Pradesh, Orissa and West Bengal) he has extensive experience in building partnerships and developing business and organisational strategy and has implemented governance and institutional reform programmes in complex government organisations, including international organisations like the UN. He is an excellent communicator with government ministers, aid agency executives, senior officials and staff at all levels in multi-cultural environments.

Amitabh Shrivastava is International Director in ASI based in London (and New Delhi). Amitabh holds an MSc Econ. degree from London School of Economics, and an MBA (Finance) from Bombay University. Amitabh is a financial economist by training. He is one of ASIs most experienced and proven project directors and managers. He has successfully delivered several multi-million dollar projects in India, Africa and Asia, and has worked for all major donors. The project in MP led by Amitabh was rated by the ADB as one of the best managed. He has deep experience of working with Governments across the world in several economic reform areas including in privatisations, restructuring and regulation, communications and public awareness, public administration reforms, PPP and infrastructure. Currently Amitabh is advising the Government in Ghana in implementing water sector reforms with focus on facilitating delivery of water to the poor and communications / education. Amitabh is working with the Government of India in organising a ‘voice option’ campaign to improve governance across states and districts. Amitabh has experience of designing and implementing several economic reform related public awareness campaigns.

Dilip Chaudhary had his basic academic education in Economics in St. Xavier’s College, Mumbai. Joined the Indian Administrative Service in 1977, and have worked both in line and staff function. In the Senior Management Grade, he worked mainly in Finance and Industry sectors during the last 15 years. He did a five-year stint in Finance Ministry in Govt. of India from 1993-98, and was Finance Secretary in the State of Madhya Pradesh for the next five years. Presently working with restructuring of Public Sector Enterprises in the Govt. of India in the Ministry of Heavy Industries and Public Enterprises.

Dr. B.B. Patel, a Senior Consultant, and Associate Director Adam Smith International (ASI) since 1998, with over 20 years experience in economic reform related labour adjustments and developing social safety nets (SSN). Dr. Patel has designed and implemented several labour reform projects in the region (India, Nepal, Bangladesh, Vietnam) and has deep regional and international experience. Dr Patel was a key member of the ASI team that recently developed a Labour Toolkit for the World Bank. The Toolkit gives practical methods to deal with labour problems arising from economic reform. Currently he is working with ASI in a project to develop coping strategies for female garment workers retrenched due to the adverse affects of the expiry of the Multi Fibre Agreement (MFA). His work is recognised by donors (ADB, World Bank, ILO, DFID) and Governments across the world.
Key Speakers/Presenters

Lao PDR, Nam Theun 2 hydro project: Over the past decade, projects in India, Nepal, Cameroon, Chad, China, Lao PDR, Lesotho, Uganda, and other countries have received a lot of negative attention from the press and NGO groups. Some of these projects have been stalled or blocked by opponents. Communications work has a critical role in such operations. At times, it can make the difference between proceeding or withdrawing. Controversial infrastructure projects require a calculated public response and more cooperative effort across compared with other, less controversial projects. Are we handling these projects the right way? What are the lessons from the recent past – especially Nam Theun 2 in Lao PDR – that we all need to know if we intend to engage in more infrastructure lending or borrowing?

Peter Stephens, Communications Advisor for the East Asia & Pacific Region, World Bank, discussed some of the crucial lessons from the Nam Theun 2 hydro project and others, drawing lessons about managing the risks and looking at the role strategic communications should play.

Raj Chawla is well versed in introducing new conversations to organizations that create new possibilities for action. He brings over 15 years of experience in organizational and executive coaching, organizational development, training, and diversity management to his work. Raj specializes in providing coaching to executives and organizations on organizational transformation, diversity management, coalition building, collaboration, high performance strategies, and strategic planning and is certified as an Ontological coach through the Newfield Network, as an Organizational Coach through the Newfield Network and George Mason University, and is qualified in the Myers-Briggs Type Indicator. In addition to working with the World Bank Group, Raj has numerous clients in the private, public, and not-for-profit sector, including US AID, NASA, Virginia Beach Police Department, and the law firm of Hunton and Williams. He also serves as adjunct faculty at George Mason University and the Federal Executive Institute.

Anggia A Burchill specializes in Strategic Communications and Project Management with over eight years of working experiences in leading communication consultancies in Australia and Indonesia. Her skills repertoire includes management and development of communications programs and practices both in an individual consulting role and as a project team leader. She has lead the development and execution of strategic communications plans, media and publicity initiatives, project management, and team leadership. She is currently living in New Delhi with her husband and two children and pursuing a Masters Degree (by research) in International Urban and Environmental Management with Royal Melbourne Institute of Tech.
Annex C

Participants

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