



Integrity Management in Khulna (Bangladesh) 2015 – 2017

Urban Water Utilities

Project Brief

ABOUT KHULNA

The river port city of Khulna is the third largest city in Bangladesh. It is located on the banks of the Rupsha and Bhairab rivers in Khulna District. It is the capital of Khulna Division, and is a major industrial and commercial center. The city is 333km southwest of Bangladesh's capital, Dhaka.

Area: 46km²

Population: 664,728

INTRODUCTION

The city of Khulna faces several vulnerabilities due to frequent saline intrusion, and is climate-sensitive as a result of its geographical location. Khulna has major challenges in providing improved access to water, sewerage, and drainage. In 2008, to expand piped water coverage and utility services, a new water supply authority was established, the Khulna Water Supply and Sewerage Authority (KWASA). Being a new entity, it was struggling to handle its internal management, while simultaneously ensuring adequate service to customers.

THE PROJECT

In 2015, the Water Integrity Network (WIN) with partners cewas, and Transparency International-Bangladesh (TI-B) introduced the Integrity Management Toolbox to KWASA as a means to help address the utility's efficiency, performance, and integrity concerns. A project was launched, and a seven-step process was introduced:

- 1 Introduce Toolbox & raise awareness of integrity risks
- 2 Jointly describe current business model
- 3 Map sector stakeholders
- 4 Identify and prioritize risks
- 5 Analyze integrity instruments
- 6 Develop an integrity-improved business model
- 7 Develop a roadmap for implementation





KWASA water treatment facility

GOALS

The project established a roadmap related to KWASA's overall management and service consisting of six goals, which led to significant improvements in the following areas:

- 1 Distribute undelivered customer bills
- 2 Reduce the connection procedure timeframe
- 3 Establish a district metering area
- 4 Estimate daily water consumption and production
- 5 Reduce time needed to identify and correct pipeline disruptions
- 6 Improve internal financial advances and collections procedures

IMPACTS

Throughout the project, and since its conclusion, there have been several notable improvements, including:

- Reductions in non-revenue water due to more efficient and timely asset management
- Improved customer complaint management including the establishment of a Customers' Charter and a customer call centre
- Increased ability to identify and distribute undelivered bills to customers
- Curbing of illegal connections

NEXT STEPS

WIN will be pursuing a next phase of the integrity management project in KWASA (2019-2021) in collaboration with local partner NGO Forum.



BUDGET

€85,000 (WIN), with significant in-kind contribution (KWASA).

PARTNERS

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Photos: Binayak Das, WIN