



## Kolkata Environmental Improvement Investment Programme

**July  
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# Communication Strategy

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## Communication Strategy

### Kolkata Environment Improvement Investment Programme

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## Table of Contents

1.	Background .....	4
2.	Need for a Communication Strategy.....	7
2.1	Objectives of Project.....	7
2.2	Why do we need a Communication Strategy.....	8
2.3	Specific Objectives of the Communication Strategy.....	8
3.	The Planning Process.....	11
3.1	Present status and steps to go ahead.....	12
4.	The project areas.....	15
4.1	Field Visits .....	16
4.2	Issues that Emerged.....	17
4.3	Issues raised by community .....	20
4.4	Profile of Community.....	22
4.5	Profile of population and media usage.....	24
5.	PRIMARY AND SECONDARY AUDIENCES .....	28
5.1	Scope of advocacy .....	28
5.2	Communication issues .....	30
5.3	Reaching out to our Target Audience .....	31
5.4	Scope of Communication activities .....	33
5.5	Mass Media Plan.....	34
5.6	Road Show Plan .....	35
5.7	Reminder Media Plan.....	37
5.8	Wall Painting at Ward/ Borough Office .....	37
5.9	Social mobilization.....	38
5.10	School IEC:.....	38

5.11	Monitoring & Evaluating, Monitoring & Reporting .....	39
5.12	Use of Communication Materials .....	39
5.13	Target Group wise Communication Matrix.....	43
5.14	Tentative Plan for Print Media .....	45
5.15	Tentative Radio, Hoarding and Metro Rail Plan .....	45
6.	MATRIX OF MEDIA ACTIVITY.....	46
7.	PR Legal Framework .....	51
8.	Appendix-1.....	52

## 1. Background

Water supply, Sewerage and Drainage system of Kolkata had been developed during the British Era, which has been maintained for the last one hundred fifty years by the civic authorities. With the passage of time, a number of deficiencies have developed in the system. Moreover, with the increase in population, the system has become inadequate to fulfill the needs of the citizens. Further, the area covered by sewerage facility is only 55% of the KMC area, and facilities need to be extended to serve the entire population of Kolkata.

In order to address the issues of sewerage and water supply infrastructure improvement of the Kolkata city (both core and added) within the KMC area, Kolkata Environmental Improvement Project (KEIP) and later Kolkata Environmental Improvement Investment Program (KEIIP), with financial assistance from the ADB, have been formulated. Both KEIP and KEIIP are a joint effort of the Government of India (GoI), Government of West Bengal (GoWB), Kolkata Municipal Corporation (KMC) and Asian Development Bank (ADB).

Since the programme is essentially for the public, it is critical that public and concerned stakeholders be taken into consideration. The one-way flow of information and communication, from decision makers to beneficiaries, is no longer acceptable. All activities must be dealt with in a ‘participatory’ approach to ensure proper implementation and sustainable development. This also triggers the emergence of participatory development communication, which aims to empower the community towards collective decision-making and action through enhanced knowledge and skills to identify, prioritize and resolve problems and needs. Communication for development has thus come to be seen as a way to amplify voice, facilitate meaningful participation, and foster social change. Moreover, it is not only about beneficiaries; there are other stakeholders, decision makers, influencing factors that need to be considered. Hence, a communication strategy is essential that maps out a roadway to reach out to all stakeholders effectively.

## 2. Need for a Communication Strategy

It is an accepted fact that the success of any developmental programme depends on the use of effective and strategic communications and consultations, which play a facilitative role, including providing the structures and mechanisms for critical aspects such as policy dialogue, advocacy, stakeholder consultation, consensus building, capacity enhancement, knowledge management and behavior change.

It needs to be understood and acknowledged that the outcomes of the project are for benefit of the community; hence, no intervention can be done without communicating with the community and informing them as to how the activities will affect their lives, their well being – be it positive or negative, be it long term or short term.

This participatory approach is required in the context of installing underground sewerage system (abolishing the open and surface drainage system), rehabilitation of the present water distribution system and adopting new water usage measuring mechanism (installation of bulk meter), since it directly affects the population at large. Such community consultations are even more important in the context of the changing focus of government programmes that seek to lay more emphasis on the participation of the communities in designing and implementing water, sanitation and sewerage services and develop more ownership about the facilities provided within the programme.

### 2.1 Objectives of Project

The objective of the project is to improve the quality and sustainability of water supply and sewerage operations in Kolkata. The investment program aims at addressing the following three objectives:

1. Rehabilitation and replacement of inefficient and outdated water supply system assets.

## Guiding Principles of ADB

The Public Communications Policy of the Asian Development Bank (ADB) is a living document that guides the institution's efforts to be transparent and accountable to the people it serves. The policy recognizes that transparency and accountability are essential to development effectiveness. ADB's vision of Asia and the Pacific being free of poverty cannot be achieved unless ADB is aware of its stakeholders' needs and, conversely, they understand and support ADB's role and operations in the region.

After its review in 2011, ADB has brought about some significant changes in its Communication Policy. Proactive disclosures of knowledge and information about its work, as well as its opinions, with stakeholders and the public, have been incorporated.

The Public Communications Policy now aims to enhance stakeholders' trust in and ability to engage with ADB, and thereby increase the development impact of ADB operations. The policy promotes transparency, accountability, and participatory development. It establishes the disclosure requirements for documents ADB produces or requires to be produced.

PCP 2011 strengthens ADB's existing public communications approach, underscoring the need to intensify communications with stakeholders in response to evolving development challenges in Asia and the Pacific.

Public communications are tailored to the needs of specific audiences. Engagement with affected people and other interested stakeholders are maintained throughout the project cycle, with essential communications and information-sharing aspects integrated into ADB-supported projects and programs.

ADB will increase the dissemination of its knowledge products—online and hard copy—to support the development of knowledge-based economies in the region. ADB will also use other key platforms such as regional and national conferences and other events to share its knowledge products and exchange views with government officials and other key audiences.

Advancing a practice of presumption in favor of disclosure, ADB's Public Communications Policy (PCP) 2011 promotes proactive external relations and improved access to information about ADB operations for better development effectiveness. The policy

promotes greater transparency and accountability by enabling ADB's stakeholders—especially people affected by development activities—to better participate in the decisions that affect them.

ADB also emphasizes Country Ownership about projects implemented in respected countries, which is essential for sustenance of the Project.

Public Communications Policy 2011 of the Asian Development Bank specifies that:

*The overall objective of the policy is to enhance stakeholders' trust in and ability to engage with ADB. The policy recognizes the right of people to seek, receive, and impart information about ADB operations. It supports knowledge sharing and enables participatory development or two-way communications with affected people. The policy is based on a presumption in favor of disclosure unless there is a compelling reason for nondisclosure.*

*Public communications approach. To support the policy, the external relations strategy set out in the 2005 paper will be streamlined to focus on public communications. The disclosure of information is not sufficient to ensure that the information reaches the intended audience. While the 2005 policy included features to facilitate access to information for different kinds of audiences, the efforts have fallen short in some instances. For example, more face-to-face contact and low-tech approaches to information sharing are needed in some cases. Instead of describing an overall external relations strategy that goes beyond what is needed to support the policy, the emphasis has shifted to practical aspects of information sharing to reinforce the overall policy goals. Engagement with affected people and other interested stakeholders throughout the project cycle will also be strengthened by ensuring that essential communications and information-sharing aspects are integrated into ADB-supported projects and programs.*

2. Providing Sewerage & Drainage facilities to newly developed and uncovered areas.
3. To develop the financial and project management capacity of KMC.

## 2.2 Why do we need a Communication Strategy

The Communication Strategy will be a guide for action plan for all communication activities related to the project. It is expected to create an enabling environment, where people of Kolkata and important stakeholders are aware about KEIIP's role as the implementing authority and act positively to make the project a success. The strategy will specifically address the issue of highlighting the project activities and how the same will positively affect the lives of the citizens of Kolkata. At the community level, the strategy will help to reach out to the beneficiaries and inform them about how this project will enrich their lives; at the municipal level, it will help implementers to understand how to connect more effectively with their subscribers; at the contractors level it will help them to understand the impediments of the community and take necessary measures; at the state level and Kolkata in general, people will be informed about the project and prospects of better quality of life.

## 2.3 Specific Objectives of the Communication Strategy

In order to fulfill the above mentioned project objectives, it is mandatory that all stakeholders related to the project be communicated with, and

- ◆ Are made aware about KEIIP and the activities of the project
- ◆ Are informed about the benefits of the project
- ◆ Instill a sense of pride and ownership about Kolkata and KEIIP
- ◆ Are made aware of the role of each stakeholder to make it a success

- ◆ Desired behaviours are promoted amongst the beneficiaries and stakeholders to ensure success and long lasting effects of the project benefits
- ◆ Are involved while planning work in that area. Community is informed in advance about any inconvenience that public might face due to project work (for example: closing of roads, any alternative arrangement that may have been arranged, temporary disruption of water supply, shifting of electric poles etc.)
- ◆ Community responsiveness towards the facilities provided is enhanced and they take pride in it.
- ◆ Develop key messages for dissemination to the community and methodology on how to communicate the same
- ◆ Propose a work plan to implement the strategy including building of capacity and knowledge base of project staff at the office and contractors level.
- ◆ Disseminating about relevant information to contractors and site-staff regarding safety and social norms.

Keeping the above concerns into consideration, related key project issues like significance of preventing loss of water and water conservation practices, proper sanitation practices, indiscriminate disposal of wastes (especially plastics and other non-bio degradable wastes) and effect on sewerage thereof, installation of underground sewerage systems and connections of household sewers, hygiene behaviours and community participation with regard to safety, availability, sustainability of water and sewerage, will also be addressed. Another important issue that needs to be addressed is, highlighting the situation of scarcity of water in the coming years and the need to measure the estimated requirement of water, now and in future. This will enable administrators to install the 'bulk meters' without resistance from community and monitor water loss effectively. A separate and

focused information dissemination plan may have to be formulated as and when the necessity arises.

The output of the investment program will be improved quality and sustainability of water supply and sewerage operations in 30% of the peripheral areas of Kolkata Municipal Corporation areas. Improvement in quality of life of the beneficiaries is expected to be an outcome of the success of this programme.

The outcome of the Communication Strategy document is intended to be smooth implementation of the project, informed implementers and informed and cooperative beneficiaries, even though temporarily affected. It is expected to foster a guiding framework for accurate and timely communication for KEIIP interventions in the area to all affected persons and stakeholders on project objectives, project status and timeline, with an emphasis on targeted achievements of project milestones.

This Communication Strategy proposes to show how effective communication can:

- Help us achieve the overall objectives of the programme
- Engage effectively with stakeholders
- Cull out desired behaviours from respective stakeholders
- Demonstrate the success of our work
- Ensure that people understand what to do
- Change behaviour and perceptions where necessary and lastly, but perhaps most importantly
- Make the beneficiaries realize the positive role that KEIIP has played in transforming their lives

### 3. The Planning Process



Diagram 1

### 3.1 Present status and steps to go ahead

- Where are we?
- Where do we want to go?
- How do we go there?
- Have we reached there?

So, where are we?

- ▣ KEIIP is already implementing a programme of improving the sewerage and water supply infrastructure of Kolkata with financial assistance from the ADB. Various areas of Kolkata are already under the purview of the project and extensive rehabilitation work is ongoing where the old and dated water supply and sewerage system is being reinstated and rehabilitated. It is expected that this programme will be a boon to the citizens of Kolkata so far as water supply and sewerage facilities are concerned. The project works will bring in a horde of advantages to the citizens of Kolkata. Yet, the citizens are hassled by the temporary disadvantages that they are facing. Little do they realise that this interim period of suffering will bring in lots of advantages, a better environment, a better life and new opportunities.

The project had been launched by Hon'ble Mayor of Kolkata, in 2014. No record of any news coverage that may have happened in the local newspapers, is available with KEIIP at present. Since then, there has hardly been any public representation of the project and its developments. PC & SDC will attempt to arrange due publicity and coverage to the project and its activities, so that the people of Kolkata and specially the beneficiaries of the project area, are aware about KEIIP's contribution in bringing about a host of benefits and making their lives comfortable. This need has been amply addressed in this document.

Where do we want to be?

- ▣ We want that citizens of Kolkata should know about the programme and the benefits that it will bring through.
- ▣ We want that citizens of Kolkata bear with KEIIP for the disadvantages they face while work is in progress, in the belief that sun definitely shines after a hailstorm.
- ▣ We want citizens to know, that after implementation of the project, they can expect

- Increase in the volume of water
  - cleaner water
  - roads that are not water logged during the monsoons
  - a disease-free and healthy life for their children
  - Less toil for the women of the family, enabling them to enjoy a quality life
- ▣ We want the citizens to support the programme, bear with the inconveniences while work is in progress, cooperate with the work force and help in successful implementation. We also want them to make full use of the grievance redressal mechanism and help us in monitoring the programme.
  - ▣ We want administrators and decision makers in other departments at the state and municipal levels know about this programme and support the same.

How do we go there?

- ▣ We will reach our goal by bringing the project at the doorsteps of all stakeholders - from beneficiaries to implementers. We will reach out to all citizens of Kolkata, informing them about the project, soliciting their support as per their means and strength. We will reach out to all those who are affected, to all those who will be benefited.
- ▣ We shall use all channels of communication for this purpose- from mass media to interpersonal communication, to reach out and inform our target audience
- ▣ We will keep all concerned informed about the details of the programme
- ▣ We will solicit everyone to bear with inconveniences and extend all support to the programme, so that it can be successfully implemented.

Have we reached there?

- ▣ Once implementation starts, the campaign will also be evaluated periodically. Have we been able to reach out to people? Where have we gone wrong? Is there anything more that we can do? Are people responding? Do people know about the project? Are they speaking about the project?
- ▣ Intense monitoring of the communication activities will ensure whether our campaign has touched the lives of the people. The success of the project

will be evident from the support that we get from our stake holders, including community. The success of the communication campaign will be evident in the successful implementation of the project itself.

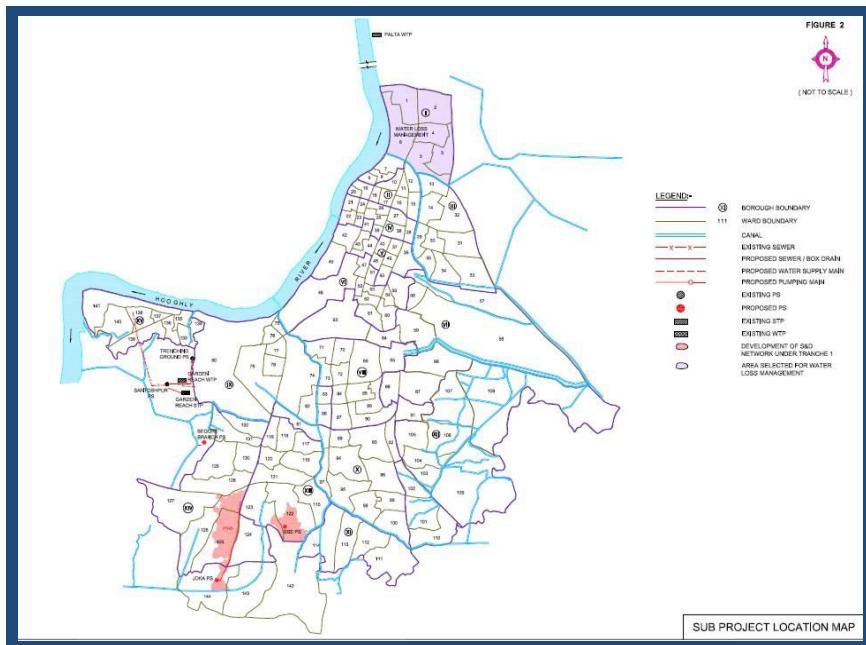
Keeping the above in mind, we can now explain the diagram cited above. Realising the need to know our stakeholders, we made a short study in the project areas. Our aim was to assess the level of media exposure and interest of our target audience in the outcomes of the project. As expected, the responses varied according to age, education level and socio-economic status. But the entire exercise also gave us a deep insight about the audience we are striving to reach, and more importantly, an acceptance of our venture to the community.

The processes that follow, are

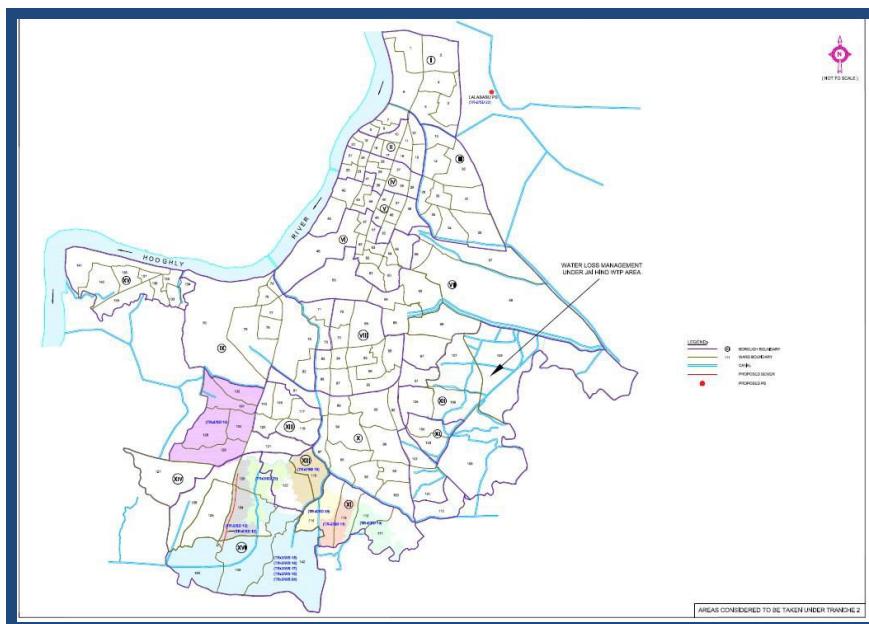
- ✓ identifying up the communication objectives,
- ✓ planning and designing of the strategy,
- ✓ selection of media,
- ✓ fixing up roles of different stakeholders,
- ✓ reaching out to and partnering with different stakeholders,
- ✓ drafting messages and developing communication materials,
- ✓ execution of communication activities, and
- ✓ ongoing monitoring to ensure that the communication goals are reached.

## 4. The project areas

### Maps



**Tranche 1**



**Tranche 2**

## 7. PR Legal Framework

The document has been prepared in accordance to the guidelines of ADB's Public Communication Policy 2011. An attempt has also been made to prepare it adhering to Right to Information Act 2005.

Due care has been taken for Information Disclosure, Consultation, and Participation in accordance to ADB's Safeguard Policy Statement, June 2009 and Country safeguard systems and disclosure policy.

## 8. Appendix-1

### Communication Needs Assessment: Short study

Name: \_\_\_\_\_

Age \_\_\_\_\_

Gender \_\_\_\_\_

Address: \_\_\_\_\_

Can you read? Write?	
Languages	Bangla, English, Hindi
Do you read any newspaper	Yes/ No
Name all	
How often do you read them	Daily/ weekly special/ only when special articles come up
Do you read magazines	
What magazines (language/ name)	
How often	
Are you interested in seeing advertisements	
Where do you see ads	
Can you remember any recent ad	
What is your favourite ad	
Why is it your favourite	
Do you notice hoarding ads	
Do you watch TV	
Which channels? What time?	
Do you see ads on TV? Do you switch channels during ads	

Do you read leaflets when distributed	
Who else in your family reads leaflets	
Do you remember any leaflet ads? What?	
Do you read any ads on stand post?	
Do you see hoardings /wall writing on road?	
Do you notice posters? Do you remember any poster ads?	
Do you listen to radio?	
What station	
Which time	
Have you listened to any mike announcements from KMC? What issue?	
Do you pay attention to mike announcements?	
Will you watch street drama?	
Will you watch any road show? Puppet/	
Do you follow Face book? Twitter? Other social media?	
Do you have mobile phone? Do you see sms on phone?	
How interested would you be in an advertisement related to water	
Would you do what a celebrity asks you to do?	

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