

Water for the Poor: Dhaka's Water Utilities Turnaround Challenge

Study Questions

1. When the case talks about Dhaka facing a water crisis, what does it mean?
2. What were the factors contributing to Dhaka's water crisis?
3. Would it be better if DWASA focused their effort and attention on the main DWSSDP in lower-risk areas and left the low-income areas to the private companies, which might have more experience and expertise working in these challenging neighborhoods? Or would it be better for DWASA to directly execute, learn, and subsequently scale these projects to all the slum areas?
4. Should they push for the pilot projects in Korail and Shattola now? Or should they focus on lower-risk areas first, in order to ensure early success with DWSSDP?
5. How could they best manage the stakeholders involved, including DWASA's existing customers, the low-income neighborhood residents, the Bangladeshi government, the investment partners, DWASA's staff and management, the NGOs and CBOs, the local *mustaans*, etc.? Which stakeholders could they leverage? Which stakeholders did they have to gain support from?
6. How could they measure their success? Which key performance indicators should they use, from both technical and societal standpoints? What lessons could they learn from this experience in order to apply to future scale-up projects? What lessons could other water utilities in the developing world learn from DWASA's turnaround program?