

Preparing the Bagmati River Basin Improvement Project

Final Report

Attachment – Stakeholder Communication Strategy

Prepared for Asian Development Bank



*Bagmati River in Shivapuri
National Park*

Project No	11811182
Classification	Restricted

Authors	Robby Laitos
	Divas B Basnyat



Contents

1	Introduction.....	1
2	Overall Objectives Of The BRBIP SCS	1
3	Stepwise Implementation of SCS	2
4	Short-Term SCS Activities During PPTA.....	3
4.1	Stakeholder Workshops.....	3
4.2	Involvement of Stakeholders at Dam/Reservoir Sites	3
4.3	Informational Activities Within Kathmandu Valley	3
4.4	Coordination with ADB PPTA 7936.....	3
4.5	Primary Communication Methods of Short-Term SCS.....	3
5	Long-Term SCS Activities Focused on Loan Project: (i) IWRM/RBO Communication Strategy, and (ii) River Environment Communication Strategy	4
5.1	Long-term SCS Activities, Audieances and Messages focusing on Integrated Water Resources Management (IWR) and River Basin Organization (RBOs).....	4
5.1.1	Specific Audiences for Long-Term IWRM/RBO SCS.....	4
5.1.2	Overarching Themes and Key Elements of the IWRM/RBO SCS	5
5.1.3	Details of Long-Term IWRM/RBO SCS	5
5.2	Specific Activities, Audiences, and Messages for Long-Term River Environment SCS	6
5.3	Overarching Themes and Key Elements of the River Environment SCS	6
5.4	Details of Long-Term SCS for Audience 1 – Local Communities.....	7
5.5	Details of Long-Term SCS for Audience 2 – Public-at-Large.....	8
5.6	Details of SCS for Audience 3 – Government	9
6	Implementation Strategy.....	10
7	Strengths and Weaknesses/Resistance to Support for SCS	11
8	Annex	12

Annex

Annex 1 : BRBIP IWRM/RBO Stakeholder Communication Strategy.....	12
Annex 2: BRBIP River Environment Stakeholder Communication Strategy (Audience: Local Communities (Primarily in Upper Bagmati)).....	13
Annex 3: BRBIP River Environment Stakeholder Communication Strategy (Audience: Public-at-Large).....	14
Annex 4: BRBIP River Environment Stakeholder Communication Strategy (Audience: Government Bodies)	15
Annex 5: Assessing Social And Institutional Issues/Obstacles Affecting Participation, Ownership, Acceptance, And Adoption of SCS and Potential Strategies To Overcome These Obstacles	16

Archiving: All standard project files (documents, etc) are archived in DHI project site. Any other project files (set-up files, forcing data, model output, etc) are archived on an external hard drive located in the DHI project archive under Project No <11803440>.



1 Introduction

1. The Bagmati River Basin Improvement Project (BRBIP) aims to improve water security in selected rivers in the Kathmandu Valley and improve all aspects of water management in the greater Bagmati Basin by promoting the principles of Integrated Water Resource Management (IWRM). The Project will build on the public's desire to restore the river environment in the Kathmandu Valley and the Government's efforts to improve irrigation development and mitigate the impact of water-induced disasters in the middle and lower reaches of the basin.
2. A key part of BRBIP implementation strategy will be a Stakeholder Communications Strategy (SCS). The BRBIP SCS is part of the overall BRBIP Participation Strategy, as it actively encourages affected stakeholders to become involved in project preparation and implementation activities. The SCS focuses on information sharing and consultation, and guides communications with stakeholders during project implementation. Key goals and elements of any SCS are information dissemination, education and awareness raising, encouraging dialogue, and fostering behavioral change.
3. An important finding of the PPTA Team is that all sectors in the Bagmati River Basin need to understand other sectors. The BRBIP SCS will be a part of building that understanding and helping engage and inform relevant Bagmati River stakeholders and sectors with timely, accurate, and comprehensive information shared among stakeholders. Such information sharing will help to build consensus and ensure continuous stakeholder support throughout the Project. The SCS will help link the Project with relevant stakeholders through information sharing and consultation.
4. Due to the unique nature of the BRBIP Project, the BRBIP SCS will introduce a two-layer approach focusing on: (i) Integrated Water Resources Management (IWRM) and River Basin Organizations (RBOs), and (ii) improved river environment in Kathmandu Valley. Although there will be considerable overlap in the communication strategy between these two layers, there will also be some aspects of the communication strategy that will be different. The IWRM/RBO communication strategy is outlined in Section 5.1 below, while the River Environment communication strategy is detailed in Sections 5.2 – 5.6. Annexes on both layers are provided at the end of the report, including an Annex on potential obstacles to implementing such an approach, and how to address those obstacles.

2 Overall Objectives Of The BRBIP SCS

5. There are multiple overall objectives of the BRBIP SCS, including:
 - Information Sharing and Dissemination
 - Education and Awareness Raising
 - Engaging and Informing Stakeholders, General Public, and Government
 - Ensuring that accurate and up-to-date information on the Project is disseminated and accessible to Stakeholders
 - Encouraging Dialogue and Constructive Action
 - Listening to Stakeholders' Ideas and Concerns
 - Building Consensus and Developing Sense of Ownership of Project Among Stakeholders
 - Developing Common Platform for Planning, Implementation, and M&E
 - Consulting with Communities Project May Affect.
 - Ensuring Two-way Communication
 - Raising Motivation and Political Support for a Basin Approach to Nepal's Water Resources
6. BRBIP SCS activities are developed and implemented to fulfill the objectives above.

3 Stepwise Implementation of SCS

7. There is a logical, step-wise implementation of the BRBIP SCS, shown below:

1. Develop Purpose/Objectives of SCS

- (See above.)

2. Identify Main Stakeholders

- Local Communities and Groups (e.g. Youth Groups, Women's Groups, etc.)
- Public-at-Large Throughout the Bagmati River Basin
- GON (including VDCs, DDCs, etc.)
- NGOs/CBOs (including local village groups)
- Development Partners
- Private Sector

3. Develop the Message(s) to Be Conveyed, e.g.:

- What is the project?
 - Components
 - Scientific Rationale
- Key Project Benefits
- Key Project Impacts (good and bad)
- Project Implementation Process
 - How Stakeholders Can Get Involved
 - Project Activities
 - Project Schedule
- Mobilization Efforts for a Cleaner Bagmati

4. Develop Means and Methods of SCS (methods will depend on audience and message)

- Short-Term SCS During PPTA
 - In-Depth Interviews and Consultations (often individual)
 - Focus Group Discussions
 - Workshops
 - Print Media
- Brochures
- Information Updates
- Working with GON EA and IA re Press Releases
 - Public Meetings/Hearings (EIA)
- Long-Term SCS During Loan Project
 - Door-to-Door
 - Hoarding Boards (Billboards)
 - Slogans
 - Public Meetings
 - Annual Mega-Events
 - Workshops for Media
 - Peaceful Demonstrations
 - Local and National Meetings
 - Online and Written Consultation
 - Electronic Media
- Radio
- Television
- Videos
- You Tube
 - Print Media
- Newspapers
- Leaflets/Brochures
 - Website



5. Develop Timeline and Responsibility for Implementation

6. Implement

- As reflected above, there is both a: (i) short-term SCS focused on the PPTA activities, and (ii) longer-term SCS to be implemented as an integral part of the loan project, focusing on both: (a) Integrated Water Resources Management (IWRM) and River Basin Organizations (RBOs), and (b) improved river environment.

4 Short-Term SCS Activities During PPTA

8. The short-term SCS focuses on a series of individual and group meetings, workshops, and focus group discussions that inform concerned stakeholders about the objectives, components, and rationale of the project, and actively engage these stakeholders in project preparation activities. Five key elements of the short-term SCS are:

4.1 Stakeholder Workshops

9. A series of structured participatory stakeholder workshops have been conducted in Kathmandu in August and October 2012, focusing on informing the stakeholders about the BRBIP Project, and obtaining their opinions and suggestions about key project preparation and implementation activities. As special meeting of the BRBIP Steering Committee with invited experts and stakeholders was held on 13 December 2012 to specifically focus on the IWRM and RBO setup.

4.2 Involvement of Stakeholders at Dam/Reservoir Sites

10. There has been active involvement of affected stakeholders in the proposed dam/reservoir sites in the Upper Bagmati and in Shivapuri National Park, including local VDCs, Department of National Parks and Wildlife Conservation, Department of Soil Conservation and Watershed Management, and the National Trust of Nature Conservation. In the areas to be affected by dams and reservoirs, the PPTA team has conducted formal PRAs, reconnaissance missions, and focus group discussions. The Warden of the Shivapuri National Park was involved in setting up and implementing many of these meetings.

4.3 Informational Activities Within Kathmandu Valley

11. The PPTA has worked on the development and distribution of: (i) BRBIP brochures, (ii) Frequently Asked Questions (FAQs), and (iii) information updates for HPCIDBC and WECS.

4.4 Coordination with ADB PPTA 7936

12. The BRBIP PPTA is in touch with and coordination information activities with the Kathmandu Urban Environment Improvement Project (KVUEIP). These activities will produce a joint communications strategy that will be a platform working towards common goals.

4.5 Primary Communication Methods of Short-Term SCS

13. The short-term SCS is using and will continue to use a variety of communication methods, including: (i) individual meetings and direct consultation, (ii) focus group discussions with villagers directly affected by the project, (iii) public hearings and meetings (for EIAs), (iv) specialized stakeholder workshops, (iv) coordination meetings and activities with KVUEIP PPTA communication team, and (v) frequent and multiple meetings with key personnel from HPCIDBC, WECS, MoUD, and MOI/DOI.

5 Long-Term SCS Activities Focused on Loan Project: (i) IWRM/RBO Communication Strategy, and (ii) River Environment Communication Strategy

14. The longer-term SCS includes: (i) developing and implementing institutional mechanisms for water dialogue in the river basin, (ii) supporting multiple communication methods to convey key project messages, (iii) facilitating information sharing among key implementing partners, (iv) continuing field-level discussions with affected people, particularly at the dam/reservoir sites, and (v) supporting sub-projects to achieve visible results in cleaning up the Upper Bagmati (in conjunction with KVUEIP activities).

5.1 Long-term SCS Activities, Audiences and Messages focusing on Integrated Water Resources Management (IWR) and River Basin Organization (RBOs)

15. The specific objectives of this layer or component of the BRBIP SCS will be to raise motivation, awareness, and political support for a basin approach to Nepal's water resources management and development. The communication strategy will be broader than the Bagmati River per se, as it will emphasize developing an overall water management system for Nepal, using the Bagmati as an example. Such a management system will be crucial for Nepal's water resources development, particularly for hydropower development, as this type of water development will only be feasible if water is properly managed and all users are involved in the developmental process.

5.1.1 Specific Audiences for Long-Term IWRM/RBO SCS

16. The primary audience for this IWRM/RBO SCS will be key water resources decision-makers in Nepal, including:
- Government of Nepal – Key figures in WECS, MOI, HPCIDBC, MOEng, MoUD, and NPC will be a target audience for this strategy. The strategy will focus on Nepal and Nepal's water resources as a whole, and therefore high-level government ministries and commissions will be targeted.
 - Private Sector – Overall commercial and trade association groups will also be targeted, including FNCCI, the Nepal Carpet Factory Association, Water Tankers Association, and the Nepal Brick Factory Association. These organizations have a vital stake in the proper management and development of Nepal's water resources and they will be a key target of the IWRM/RBO campaign.
 - Nepal National NGOs – Key high-level NGOs with a national focus will also be targeted, including: (i) NGO Forum for Water and Sanitation, and (ii) ProPublic.
 - Development Partners – Organizations in Nepal that are directly involved with national water resources management issues will be targeted, including: (i) UN Habitat, (ii) IUCN, (iii) NTNC and (iv) WWF.
 - Key Individual Decision-Makers – There are a number of respected individual "deciders" and voices both inside and outside the government who will also be targets of this IWRM/RBO communication strategy.



5.1.2 Overarching Themes and Key Elements of the IWRM/RBO SCS

17. “Three A’s” Sequence for Communication Messages

- The IWRM/RBO communication strategy will initially focus on the “3-A’s cycle:
 - Awareness
 - Awake
 - Action

18. Monitoring Progress

- A key element of the IWRM/RBO SCS will be monitoring the progress towards a true basin and IWRM approach, including the development and establishment of a Bagmati RBO. The monitoring will put pressure on the political process to move forward with implementing a basin-wide system of water resources management. Progress reporting will also be emphasized here.

5.1.3 Details of Long-Term IWRM/RBO SCS

19. Some key details of the Long-Term IWRM/RBO SCS are displayed in Annex 1.

Awareness

20. The first stage in the IWRM/RBO SCS will be to create awareness among the key stakeholders and decision-makers of the importance of an IWRM and river basin approach to effectively manage and develop Nepal’s water resources. This awareness process will be a joint effort of BRBIP Consultants, and key individuals within GON and donor agencies. Certainly Nepal has any number of mid to high-level government officials, retired officials, and private citizens who have attended international courses, workshops, and academic programs focused on IWRM practices and principles. BRBIP will provide a forum through the Working Groups¹ for these individuals to meet, discuss, and begin planning IWRM and RBO implementation activities.

Awake

21. The “awake” message will be implemented after the initial awareness campaign has started to show results. During this period in the IWRM/RBO SCS, focus will be placed on: (i) knowledge dissemination among the key stakeholders, (ii) an orientation towards action, and (iii) working with GON to further define how to integrate the key roles, responsibilities, and mandates among competing and overlapping interests in Nepal’s water sector². The BRBIP Working Groups will continue to play a role awakening the interests of the IWRM/RBO stakeholders.

Action

22. The final stage of the IWRM/RBO SCS will be to take action and start implementing river basin approaches in Nepal. Key to this will be the actual development and establishment of a Bagmati RBO. Though this entire IWRM/RBO SCS really focuses on the country as a whole, the Bagmati RBO will serve as a key example of an institutional structure to actually implement IWRM activities in a key Nepali river basin.

¹ See BRBIP PPTA “Stakeholder, Participation, and Institutional Analysis Report” for details of these Working Groups.

² See BRBIP PPTA “Stakeholder, Participation, and Institutional Analysis Report” for details of overlapping interests and mandates in Nepal’s water sector.

5.2 Specific Activities, Audiences, and Messages for Long-Term River EnvironmentSCS

23. The key messages that will be communicated in the River Environment SCS will be: (i) respecting the river, (ii) using the political process to institute change, (iii) municipalities respecting the law, (iv) the public changing their behaviour towards the Bagmati River, and (v) fund-raising activities.
24. Audiences for the BRBIP River EnvironmentSCS include not only the stakeholders noted above, but also: (i) media outlets, (ii) political groups, (iii) schools and colleges, (iv) wards and VDCs close to the river, (v) women's and mothers' groups, (vi) forest user groups, and (vii) youth clubs.
25. Of particular importance to the BRBIP River EnvironmentSCS are three primary audiences:
- Local Communities, primarily along the Upper Bagmati
 - Local people residing in the particular area
 - Women's groups
 - Farmers' groups
 - Other community members
 - The general public, throughout the Bagmati River Basin, but particularly in the Kathmandu Valley
 - Government
 - Local (VDCs, DDCs)
 - National (GON)
26. The BRBIP **River EnvironmentSCS** includes messages, methods, responsible implementers, and a timeline for each of those three audiences described above. **Annexes** 2, 3, and 4 describe the details of the BRBIP River Environment communication strategy for each audience.
27. Overarching/cross-cutting themes and key elements of the long-term BRBIP River Environment SCS are described below:

5.3 Overarching Themes and Key Elements of the River EnvironmentSCS

“Three A's” Sequence for Communication Messages

28. The BRBIP River Environment communication strategy will initially focus on the “3-A cycle”:
- Awareness
 - Awake
 - Action

“Owned by the Valley People”

29. Most of the BRBIP River Environment communication strategies and activities will be “owned and operated by the valley people”, e.g. local communities and the public-at-large need to feel that the communication messages and activities belong to them. These activities include cleaning the river, solid waste management, picnic spot management, etc.

Development of Mechanisms for Communication, Participation, and Dialogue

30. The project will create and facilitate mechanisms to encourage stakeholders to participate in project preparation and implementation. For the shorter-term PPTA, these mechanisms include general and specialized workshops, focus group discussions in the field, and individual meetings. For the longer-term loan project, mechanisms will include encouraging and facilitating the develop-



ment of working groups³ and an NGO Platform⁴ made up of key stakeholders to participate in the project. These working groups would initially focus only on technical/scientific information exchange, and then gradually evolve into working groups on policy, legal frameworks, and institutional strengthening.

Role of NGOs, Local Community Groups, and Local Government

31. NGOs, local community groups (e.g. Bagmati Consultative Group made up of the seven VDCs in Upper Bagmati, youth groups, women's groups, interest groups), and government (e.g. VDCs) will play a key role in the BRBIP SCS. These groups will serve as a vital link between: (i) the project and, (ii) the affected communities. It is impossible for project personnel to interact personally with all the affected communities and stakeholders, and therefore NGOs and local village groups will act as direct communicators to affected people, assisting the project team in their activities. NGOs are particularly effective in community organization/mobilization activities and will be used in that role. The PPTA team will facilitate the inclusion of NGOs in the communications strategy.

NGOs to Work Closely with Local Communities/People

32. NGOs will be encouraged to approach local people to help and support the activities the community is performing. This support could be in terms of providing either financial or human resources. At least one VDC on the Upper Bagmati stated that NGOs have not contacted or supported local efforts on the Bagmati.

Ward Offices as a Key Focal Point

33. Ward offices representing the areas closest to the Bagmati River should be a key focal point for delivering BRBIP messages and making people aware about river conservation, as people living in those wards have the most impact on river works and are most affected by the river environment.

Monitoring Progress

34. Monitoring progress towards improving the Bagmati River Environment, and publicly reporting the results of that monitoring will do much to pressure both the public and politicians to turn sentiments and words into action. A key element of this monitoring approach will be a "scorecard system" of the River Environment based on indicators such as hygiene, aesthetic appeal, social functions, and physical aspects of the river water⁵.

Role of Media

35. Print media, FM radio and local TV news channels could play a major role in delivering the messages and making people aware. The Project needs to partner with the Media to reach out to the people. The media can also play the role of actively supporting the Stakeholder Consultation Strategy (SCS) and fund raising activities for cleaning up rivers.

5.4 Details of Long-Term SCS for Audience 1 – Local Communities

³See BRBIP PPTA "Stakeholder, Participation, and Institutional Analysis" Report for a complete description of these proposed Working Groups.

⁴See BRBIP PPTA "Stakeholder, Participation, and Institutional Analysis" Report for a complete description of the NGO Platform.

⁵See the BRBIP PPTA "Stakeholder, Participation, and Institutional" Analysis Report for a more complete description of this Scorecard System.

36. As Annex 1, shows there are a number of messages, and methods/tools for the long-term SCS for Audience 1 – local communities. Some key details of the SCS for local communities are:

Door to Door Awareness Programs

37. Individual houses will be approached in a community nearby the river to provide information about the programs and increase awareness especially to the female members of the houses. CBOs (along riverside) could be the effective body for conducting such door-to-door programs. For such programs all the CBOs and NGOs in the community will share information and tasks with support from the Project.

Brochures

38. Brochures with corporate logos will be developed and distributed describing: (i) the key water, wastewater, and environmental problems in the Upper Bagmati, and (ii) summarizing the BRBIP Project and describing how individuals and different organization can contribute to the project. Brochures could be distributed to different stakeholders in the river basin such as government offices, NGOs, communities, schools, etc. BRBIP could provide funding for publishing and distributing the brochures.

Slogans

39. BRBIP will support the development and posting of “hording boards” (i.e. billboards) with a particular slogan, e.g. “Green Kathmandu, Clean Bagmati”. These kinds of slogans would be helpful to get the attention of people living nearby the river as well as those living in the inner city. Pictorial messages could also be included in the hording board. CBOs will take the responsibility for making such boards and slogans with support from the Project.

Sporting Events

40. Sporting events will be organized including national and international sportsmen and women. NGOs/CBOs could organize such events with co-ordination with different national players.

Music

41. Music will be used as a means to reach the local communities. BRBIP will support the organization of musical concerts with popular singers or bands among the communities. Concerts should have specific themes related to the river restoration, conservation, and awareness. Organizing concerts with celebrity singers and bands could be a good means of mass gathering and delivering a message. Certain funds could be allocated by HPCIPBC, BRBIP, and/or GON for organizing such programs every year.

5.5 Details of Long-Term SCS for Audience 2 – Public-at-Large

42. As Annex 2 shows, there are a number of messages and methods/tools for the long-term SCS for Audience 2 – the public-at-Large. Some key details of the SCS for the public-at-large are:

Support for Annual Mega Event (e.g. Bagmati River Festival)

43. BRBIP will support an annual water/river festival including rafting and other feasible water sports with a main theme on cleaning and restoration of Bagmati. The event will be used as a platform so many people can “raise their voices” and display their commitment to a clean Bagmati. The first day of the festival would start a campaign of Bagmati clean-up and be coordinated with the Nepali *Silthinakha-Krishnastatni* festival. NGOs/CBOs (with BRBIP support) could conduct such programs



annually between June-August (the monsoon season) and also ensure good coordination with the government for financial support. The Mega Event(s) could be continued long-term. One of the keys for the Mega-Event is to turn the off-season (i.e. the monsoon) into the “on-season”. Another part of the Mega Event could be to organize a media challenge, Bagmati Eco- Challenge, and/or a corporate challenge.

Displays from Organizations to Media

44. If certain organizations are doing works related to river restorations or solid waste management at the local level in wards or VDC, then those good works could be shown to the media or to other VDCs/wards by organizing seminars or workshops and sharing the information and techniques.

Orientation and Publicity Programs

45. BRBIP will support art competitions, workshops with a theme, e.g. river cleaning, recycle, ghat management etc. Literature, arts, drama, rally, etc. could be included in such programs. Educational institutes, mothers’ groups, youth clubs, and/or forest user groups could be the organizing team. Good coordination with ward offices and VDCs should be maintained for making a successful program. Such programs could be designed as immediate, short or long term events.

Reward Systems

46. BRBIP will support and encourage different VDCs and wards to implement activities related to river restoration and solid waste management, and provide rewards to the most effective VDC, wards, or local clubs. The DDC or Municipality will present the rewards. The rewards could be financial or providing books and publications to the library of local clubs.

Media

47. BRBIP will support inviting different forms of media and informing those media outlets about the programs (i.e. have a forum exclusively for the media and brief the media on the project, activities, programs, and ensure the media reports accurately). FM radio and local TV news channels could play a major role in delivering the messages and making people aware. Media and NGO should have good coordination and communication for reaching the people. Such programs should be conducted once every three months.

5.6 Details of SCS for Audience 3 – Government

48. As Annex 3 shows, there are a number of messages and methods/tools for the long-term SCS for Audience 3 – the Government. Some key details of the SCS for the Government are:

Lobbying

49. BRBIP will support lobbying efforts focused on the government for proper river works, waste management, sewage treatment, and river policy. Meetings, workshops, interaction programs between civil societies, NGOs, and private sector could be organized and the reports from such programs could be submitted to the government. Lobbying efforts to the government could include a “no plastic policy”. Peaceful demonstrations could also be one way to assure government attention.

Peaceful Demonstrations with a Clear Environmental Message

50. Peaceful demonstrations could be organized. A Bagmati cleaning program would be a means of protest to those who pollute the Bagmati. (Indeed, clean-up itself is a peaceful demonstration.)

River Conservation Course Content in Syllabus in Schools

51. Awareness about river conservation and solid waste disposal should be included in school curriculums so that children would develop a good attitude towards the river conservation and solid waste disposal. BRBIP will support the Government/Ministry of Education to include such curriculum in schools.

Further Strengthen and Activate Organizations such as PADT and HPCIDBC in Awareness Programs

52. BRBIP will support strengthening organizations such as Pashupati Area Development Trust (PADT) and HPCIDBC to be more active in awareness programs and financially and technically supporting local clubs, CBOs, NGOs who are contributing efforts in Bagmati River restoration.

6 Implementation Strategy

53. The different stakeholders that need to implement the Strategy are discussed in the "Stakeholder, Participation, and Institutional Analysis" and the responsibility and timeline of implementing the Strategy targeted at different audiences are presented in Annexes 1 - 4.
54. The BRBIP Project Management Consulting (PMC) team will include a Communication Specialist who will work closely with the EA/IA and the Government counterpart staff to support and implement the SCS. For example, Social and Public Relation Unit of HPCIDBC will be strengthened to implement the River Environment SCS. The IWRM/RBO SCS will be implemented by the seconded counterpart staff from WECS with the support of the PMC Communication Specialist.
55. Table 6-1 gives the budget allocated to implement the long-term SCS during the loan implementation by the BRBIP PMC team. On top of this, the EA/IA needs to assign specialized staff to work with the BRBIP team to implement the SCS.

Table 6-1: **Estimated Cost for the Implementation of the Long-term SCS**

Activities	Units	Qty	Rate (Rs)	Total (Rs)
• Door-to-Door Awareness Campaign	LS			500,000
• Hoarding Boards (Billboards)	No	10	10,000	100,000
• Public Meetings	No	10	10,000	100,000
• Annual Mega-Events (River Festival, Spoting Events, Musical Programs)	No	5	500,000	2,500,000
• Publicity programs with educational institutes, mothers' groups, youth clubs eg river clean up, wall paintings etc	No	10	200,000	2,000,000
• Reward systems for VDCs, Wards or Community Groups	No	5	150,000	750,000
• Workshops for Media	No	5	50,000	250,000
• Local and National Meetings	No	5	50,000	250,000
• Media Kit	LS			500,000
• Web page design, hosting	Years	5	50,000	250,000



Activities	Units	Qty	Rate (Rs)	Total (Rs)
• Electronic Media				-
○ Radio - Public Service Announcements (PSA), Radio Jingles	LS			1,000,000
○ Television	LS			1,000,000
○ Videos	No	2	250,000	500,000
○ You Tube	No	2	50,000	100,000
• Print Media				-
○ Newspapers	No	10	50,000	500,000
○ Leaflets/Brochures/Postures	No	10000	30	300,000
• Support- Administrative Cost	LS			500,000
• Communication Specialist	months	12	344,000	4,128,000
• Contingencies			10%	1,522,800
Total (Rs)				16,750,800
Total (\$) - @1 \$ = Rs 86				194,777

7 Strengths and Weaknesses/Resistance to Support for SCS

56. Both BRBIP SCS strategies outlined here (IWRM/RBO and River Environment) could potentially face resistance and obstacles to implementation. Local demands, lack of political consensus and ownership, and difficulties in adaptation could all derail this SCS, and the BRBIP Project as a whole. Key to overcoming these obstacles will be: (i) needs identification, (ii) ensuring economic benefits to the local people, (iii) engaging local people in project processes and activities, and (iv) promotion of local bodies.
57. A comprehensive analysis and assessment of the social and institutional issues/obstacles affecting SCS and Project participation, ownership, acceptance, and adoption, and potential strategies to overcome these obstacles are presented in Annex 5.

8 Annex

Annex 1: BRBIP IWRM/RBO Stakeholder Communication Strategy

MESSAGE	COMMUNICATION METHODS AND TOOLS	RESPONSIBLE FOR IMPLEMENTATION	WHEN IMPLEMENTED
<ul style="list-style-type: none"> • Awareness <ul style="list-style-type: none"> ○ Description and Definition of IWRM and River Basin Issues <ul style="list-style-type: none"> ▪ BRBIP Project Description ▪ BRBIP Components Focused on IWRM and Basin Issues ○ How BRBIP Can Help Address IWRM and Basin Issues <ul style="list-style-type: none"> ▪ Project Benefits ▪ Project Impacts ○ BRBIP Project Implementation Processes 	<ul style="list-style-type: none"> • Direct Communication by BRBIP Consultants • Media Outlets • Roundtable Discussions • BRBIP Working Groups • Talk Shows • Consultation Meetings • Sensitization Workshops • International Observation and Study Tours 	<ul style="list-style-type: none"> • BRBIP Consultants • Donor Organizations (e.g. ADB NRM) Assist • NGOs Assist • BRBIP Executing and Implementing Agencies Play a Role in Implementation 	<ul style="list-style-type: none"> • Early in BRBIP Project Implementation
<ul style="list-style-type: none"> • Awake <ul style="list-style-type: none"> ○ Knowledge Dissemination ○ Orientation Towards Action ○ Key Integration Roles and Responsibilities of GON Bodies 	<ul style="list-style-type: none"> • Direct Communication by BRBIP Consultants • Media Outlets • Roundtable Discussions • BRBIP Working Groups • Talk Shows • International Observation and Study Tours 	<ul style="list-style-type: none"> • BRBIP Consultants • Donor Organizations (e.g. ADB NRM) Assist • NGOs Assist • BRBIP Executing and Implementing Agencies Play a Role in Implementation 	<ul style="list-style-type: none"> • Early in BRBIP Project Implementation, but After Awareness Has Been Developed
<ul style="list-style-type: none"> • Action <ul style="list-style-type: none"> ○ Practical Steps to Implement IWRM and Basin Approach in Nepal 	<ul style="list-style-type: none"> • Direct Communication by BRBIP Consultants 	<ul style="list-style-type: none"> • BRBIP Consultants • Donor Organizations (e.g. ADB NRM) Assist • NGOs Assist • BRBIP Executing and Implementing Agencies Play a Role in Implementation 	<ul style="list-style-type: none"> • Approximately Mid-Project Implementation



Annex 2: BRBIP River Environment Stakeholder Communication Strategy (Audience: Local Communities (Primarily in Upper Bagmati))

MESSAGE	COMMUNICATION METHODS AND TOOLS	RESPONSIBLE FOR IMPLEMENTATION	WHEN IMPLEMENTED
<ul style="list-style-type: none"> • Awareness <ul style="list-style-type: none"> ○ Description of Problem/Issue ○ Description of Project <ul style="list-style-type: none"> ▪ Components ▪ Scientific Rationale ▪ Realistic in What Project Can Accomplish ○ Key Project Benefits ○ Project Implementation Process <ul style="list-style-type: none"> ▪ Opportunities for Local Communities' Participation 	<ul style="list-style-type: none"> • Door-to-Door in Local Communities • Brochure Hand-Outs • Continue Public Consultation Meetings already on-going from PPTA. • Hoarding Board (Billboard) <ul style="list-style-type: none"> ○ Slogan/Pictorial Message in Riverside; in Clusters. 	<ul style="list-style-type: none"> • Local CBOs from the Riverside Community with Support from BRBIP • Religious organizations ("Guthis") such as Pasupati Area Development Trust (PADT) • Small-Scale, Local Activities 	<ul style="list-style-type: none"> • Short, Medium, and Long-Term • On-Going Throughout Project
<ul style="list-style-type: none"> • Awake <ul style="list-style-type: none"> ○ Knowledge Dissemination re Options for Action ○ Orientation Towards Action and Mobilization 	<ul style="list-style-type: none"> • Face-to-Face Meetings with Local Groups. • Brochure Hand-Outs • Focus Group Discussions 	<ul style="list-style-type: none"> • Local CBOs from the Riverside Community with Support from BRBIP • Religious organizations ("Guthis") such as Pasupati Area Development Trust (PADT) • Small-Scale, Local Activities 	<ul style="list-style-type: none"> • Short, Medium, and Long-Term • On-Going Throughout Project
<ul style="list-style-type: none"> • Action <ul style="list-style-type: none"> ○ Local Communities' Involvement and Participation in Direct Action 	<ul style="list-style-type: none"> • Annual Workshops • River Cleaning Campaign • Competition (competition between VDCs in Upper Bagmati). • Music, Literature, Art, Dramas • Plantation and Forestation • Sports Activities • Clean Up Rally and Campaign • Develop and Implement Reward System for Clean-Up. • Slogan/Pictorial Message along Riverside; Clusters. 	<ul style="list-style-type: none"> • Educational Institutes • Mothers Groups • Forest User Groups • Youth Clubs • Political Groups • Business Houses (private sector) • Wards and VDCs • Religious organizations ("Guthis") such as Pasupati Area Development Trust (PADT) • Supported by BRBIP 	<ul style="list-style-type: none"> • Short, Medium, and Long-Term • On-Going Throughout Project

Annex 3: BRBIP River Environment Stakeholder Communication Strategy (Audience: Public-at-Large)

MESSAGE	COMMUNICATION METHODS AND EVENTS	RESPONSIBLE	WHEN IMPLEMENTED
<ul style="list-style-type: none"> • Awareness <ul style="list-style-type: none"> ○ Don't Pollute Bagmati <ul style="list-style-type: none"> ▪ Components ▪ Scientific Rationale ○ Key Project Benefits ○ Project Implementation Process ○ Public's Potential Roles in Bagmati Clean-Up 	<ul style="list-style-type: none"> • Annual Mega-Event <ul style="list-style-type: none"> ○ Bagmati River Festival <ul style="list-style-type: none"> ▪ Display/Exhibition ▪ Entertainment ▪ Sports ▪ Literature ▪ Music ▪ Sidewalk Art Display ▪ Music Video at Bagmati • Website Development Supported 	<ul style="list-style-type: none"> • Government • NGOs/CBOs • Private Sector • Religious organizations ("Guthis") such as Pasupati Area Development Trust (PADT) • Funding Needed from These Organizations 	<ul style="list-style-type: none"> • June Through August • Annual Event • Coordinate with Annual Nepalese Silthinakeha-Krishnastatni Festival <ul style="list-style-type: none"> ○ Annual Mega-Event is an Integral Part of Nepalese Festival. ○ Link Mega-Event to Local Festivals to Give Attention.
<ul style="list-style-type: none"> • Awake <ul style="list-style-type: none"> ○ Knowledge Dissemination re Options for Action ○ Orientation Towards Action and Mobilization ○ How Public Can Be Involved <ul style="list-style-type: none"> ▪ Campaigns ▪ Activities 	<ul style="list-style-type: none"> • Media Mobilization <ul style="list-style-type: none"> ○ Media Workshop <ul style="list-style-type: none"> ▪ Exposure (e.g. if VDCs do a good job, bring the media), visit for all ▪ Briefings to media re Project ○ Radio, TV programs ○ Three-Minute Video Produced • Website Development Supported 	<ul style="list-style-type: none"> • NGOs/CBOs (with project support) • Religious organizations ("Guthis") such as Pasupati Area Development Trust (PADT) 	<ul style="list-style-type: none"> • Every Three Months.



Annex 4: BRBIP River Environment Stakeholder Communication Strategy (Audience: Government Bodies)

MESSAGE	COMMUNICATION METHODS AND EVENTS	RESPONSIBLE	WHEN IMPLEMENTED
<ul style="list-style-type: none"> • Promote Environmentally Sound Government Policies and Laws • Ensure Proper Enforcement of Existing River Environmental Laws and Regulations 	<ul style="list-style-type: none"> • Lobbying for: <ul style="list-style-type: none"> ○ Waste management ○ Sewage Treatment ○ Raise Water Level in Bagmati ○ Environmentally Sound River Policies ○ Law and Order; Enforcement ○ River Policy ○ No Plastic Policy <ul style="list-style-type: none"> ▪ KTM Already Banned Black Plastic. ○ Curriculum development <ul style="list-style-type: none"> ▪ In Schools ▪ “What is the Bagmati River?” ▪ Significance of Bagmati • Interactions with Government <ul style="list-style-type: none"> ○ Peaceful Demonstrations ○ Lobbying ○ Meetings ○ Workshops with GON 	<ul style="list-style-type: none"> • NGO • Civil Society • Local Communities • Private Sector (particularly important) • With Support from Project 	<ul style="list-style-type: none"> • During BRBIP Project Implementation
<ul style="list-style-type: none"> • Encourage and Strengthen Certain Governmental Bodies and NGOs/CBOs in Their Efforts at Bagmati Restoration 	<ul style="list-style-type: none"> • Increase Pashupati Area Development Trust (PADT) Activities <ul style="list-style-type: none"> ○ PADT receives money from temple, encourage them to help more: (i) mobilization efforts, and (ii) local groups to clean Bagmati. • HPCIDBC should go more to the public; get public more involved. 	<ul style="list-style-type: none"> • Related Stakeholders 	<ul style="list-style-type: none"> • During BRBIP Project Implementation

Annex 5: Assessing Social And Institutional Issues/Obstacles Affecting Participation, Ownership, Acceptance, And Adoption of SCS and Potential Strategies To Overcome These Obstacles

Six Key Obstacles to Participation and Ownership

At a minimum, there are six social issues or obstacles that could negatively affect participation, ownership, acceptance, and/or adoption of Project activities: (i) local demands, (ii) solid waste management, (iii) political consensus, (iv) ownership, (v) adaptation, and (vi) park-people conflict.

Table 1 below presents those six key issues, and also shows potential strategies to overcome these obstacles.

Overarching and Cross-Cutting Strategies

At least four general, overarching, and cross-cutting strategies should be employed to overcome these local social and institutional issues affecting participation and acceptance of the Project:

1. Needs Identification - Identify the local needs and demands at the beginning of the Project.

2. Economic Benefits to Locals - To promote ownership and adoption by the community, it is key for the community to receive economic benefits from the Project, including job opportunities. Though local groups know about the upcoming BRBIP Project via VDCs, meetings, etc., the local groups want to know what benefits they will receive from the project. The benefits could be: (i) economic-employment opportunities during project construction, (ii) conducting economic diversification programs for the rural villagers living in the park, and (iii) fulfilling their needs and demands – drinking water, toilets, health posts, etc.

3. Engagement of Local People - For the success of the project local people should be engaged in multiple processes such as: (i) decision making process (e.g. like build, operate and transfer model), (ii) prioritizing local people for employment opportunities, and (iii) enhancing the capacity of local people with trainings on solid waste management, income generating activities, etc.

4. Promote Local Bodies – The Project should promote the local bodies (tolsudharsamiti, mothers group, community forestry user group, etc), provide proper training, capacity enhancing programs, etc.

Six Social/Institutional Obstacles to Project Participation and Acceptance and Strategies to Overcome

The six specific issues and obstacles and potential strategies to overcome them are listed below:

1. Local Demands – There will be local demands for employment, economic benefits, security from the dam, deforestation, and environmental problems. For the Project to succeed it is important that priority is given to local people in jobs associated with the project (dam construction, monitoring, etc). A thorough needs assessment through interaction and discussion with all the concerned stakeholders will also help directly address those local demands. The Project also needs to keep in close contact with local leaders to increase the awareness among the concerned stakeholders regarding the safety of the dam. Much concern has been expressed over the proposed dam and reservoir. The local people want to know the consequences of a dam failure for people living downstream and they also want assurances regarding proper safety around the dam and reservoir so people won't fall in.



Planting trees and reducing the cutting of trees will also address local demands, as will specific environmental remediation measures.

2. Solid Waste Management – Issues with solid waste management can be addressed by: (i) meetings and capacity building of local groups (club, tolsudharsamiti, mothers group, schools, colleges) to self-manage the activity, (ii) composting programs, and (iii) addressing the financial sustainability scheme of the Project. Also, locals have suggested the Project encourage local authorities and get communities involved to collect money from each house to pick up solid waste.

3. Lack of Political Consensus – Local groups are concerned that political processes will interfere with the award of economic benefits and positive impacts to the local populace. Therefore, a national level advocacy program might be needed to ensure that benefits do accrue to the local communities. Government policies should stress that ownership of the Project goes to locals. This should be GON policy.

4. Sense of Ownership – Developing a sense of ownership could best be accomplished by providing livelihood opportunities through income generating activities to local stakeholders (park villages, etc.).

5. Project Adaptation – The Project also needs to be flexible and adaptable to adapt to local communities’ needs. This flexibility and adaptation should result in income generating activities for locals.

6. Park-People Conflict – There are some contentious issues between the Shivapuri National Park and the local people. Some of the locals claim that their local village activities are stymied or delayed by Park officials, and some Park officials say that locals often do not respect the rules in the National Park. To address these issues, the Project needs to stress interaction and negotiation between the Park and the People.

Table 1: **Obstacles/Problems Affecting Participation and Ownership and Strategies and Project Activities to Address Obstacles**

WHAT (Obstacles)	HOW TO OVERCOME (specific BRBIP project activities)	WHO IS RESPONSIBLE	WHEN (Timeline, which comes first, second, etc)
1. Local Demands for: <ul style="list-style-type: none"> • Employment • Economic benefit (infrastructure-roads, toilets, health centers) • Security from Dam (local people feeling secure after dam construction; fear) • Deforestation 	All Stakeholders Consensus Priorities to local people in jobs associated with the project (dam construction, monitoring, etc) Needs assessment through interaction and discussion with all the concerned stakeholders Awareness (by local leaders, technicians)	Local and Project Project Project Social leaders and technicians	Immediate/as per need. Project construction Project pre-construction and construction From the beginning

WHAT (Obstacles)	HOW TO OVERCOME (specific BRBIP project activities)	WHO IS RESPONSIBLE	WHEN (Timeline, which comes first, second, etc)
• Environmental problems from access road, dust, etc.	Planting trees/reduce cutting trees	Project	Project Construction
	Specific interventions to minimize the problems	Project	Project Construction
2. Solid waste management (in settlement area from Sundarijal to Pashupati)	--Meetings and capacity building of local groups (club, tolsudharsamiti, mothers group, schools, colleges) to self-manage the activity --Composting program --Addressing financial sustainability scheme of the project	VDC and Project; local people need to be involved. Local CBO/NGO, private with help from project	Immediate and continuous
3. Political Consensus	National level advocacy. Evidence base policy advocacy through research.	All stakeholders (VDC, local leaders, project, line agencies)	Before start of project
4. Ownership	Providing livelihood opportunity through income generating activities to local stakeholders (park villages, etc)	User group, project, NGO	During implementation
5. Project Adaptation	Income generating activities, social entrepreneurship/marketing	Social leader/CSO/NGO	Beginning
6. Park-People Conflict	Interaction/Negotiation/Transformation of income generating skills	Locals/CSO/NGO, Govt/Project	Continuous, periodical