

Stakeholder Communication Strategy

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I. 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 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, engaging stakeholders and encouraging dialogue, fostering behavioral change, and maximize communication approach to mitigate project risks.

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.

II. OVERALL OBJECTIVES OF THE BRBIP SCS

5. To contribute to project objective of improving water security in the Bagmati River Basin, communication will be maximized to:

1. Disclose and disseminate information about project to key stakeholders (particularly affected people), and set up mechanisms for grievance and feedback

- 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
- Ensuring gender inclusion targets are monitored

2. **Encourage Dialogue and Constructive Action to support BRBIP implementation**
 - Listening to Stakeholders' Ideas and Concerns
 - Managing specific concerns and potential objections over the construction of dam reservoir in the shivapuri national park.
3. **Engage key stakeholders to develop common platform for planning, implementation and M&E**
 - Consulting with Communities Project may Affect.
 - Ensuring Two-way Communication
4. **Foster behaviour changes among key relevant audiences to: (a) improve local governance; (b) improve project management and maintenance; (c) sustainably use water resources; (d) protect bagmati river environment, and adopt new river maintenance/protection activities**
5. **Maximize communication approach to mitigate project risks including both managerial (institutional and governance) and physical risks**
6. BRBIP SCS activities are developed and implemented to fulfill the objectives above.

III. STRATEGY FOR IMPLEMENTATION OF SCS

7. The main stakeholders identified by the PPTA Stakeholder, Participation and Institutional Analysis are¹:

- 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
8. Message(s) to be conveyed include the following:
- 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

¹ See BRBIP PPTA "Stakeholder, Participation, and Institutional Analysis Report" for details of Stakeholder Analysis.

9. Implementation strategy to meet the specific objectives of the BRBIP SCS are shown below:

- (i) **Objective 1: Disclose and disseminate information about project to key stakeholders (particularly affected people), and set up mechanisms for grievance and feedback**
 - **Strategies include:**
 - In-Depth Interviews and Consultations (often individual)
 - Focus Group Discussions
 - Workshops
 - Print Media
 - Brochures
 - Information updates - newsletters, web page
 - Door-to-Door
 - Hoarding Boards (Billboards)
 - Workshops for Media
 - Local and National Meetings
 - Online and Written Consultation
 - Electronic Media

- (ii) **Objective 2: Encourage Dialogue and Constructive Action to support BRBIP implementation**
 - **Strategies include:**
 - Working with GON EA and IA re Press Releases
 - Public Meetings/Hearings (EIA)
 - Public Meetings
 - Annual Mega-Events

- (iii) **Objective 3: Engage key stakeholders to develop common platform for planning, implementation and M&E**
 - **Strategies include:**
 - Focus Group Discussions
 - Formation of community implementation and M&E committees
 - Progress review workshops

- (iv) **Objective 4: Foster behaviour changes among key relevant audiences**
 - **Strategies include:**
 - Slogans
 - Peaceful Demonstrations
 - Score card system for river quality monitoring

- (v) **Objective 5: Maximize communication approach to mitigate project risks including both managerial (institutional and governance) and physical risks**
 - **Strategies include:**
 - Radio
 - Television
 - Videos
 - You Tube
 - SMS messages

IV. SHORT-TERM SCS ACTIVITIES THAT WERE CONDUCTED DURING THE PPTA

10. 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:

A. Stakeholder Workshops

11. 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.

B. Involvement of Stakeholders at Dam/Reservoir Sites

12. 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.

C. Informational Activities Within Kathmandu Valley

13. 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.

D. Coordination with ADB PPTA 7936

14. The BRBIP PPTA worked with Kathmandu Valley Waste Water Management Project (KVVMP) to produce a joint communications strategy focusing on improvement of river environment in Kathmandu Valley that will be a platform working towards common goals. The SCS for river environment improvement requires a two pronged approach as well. First, the SCS to be implemented by an NGO shall focus on the activities of river environment dealing with BRBIP outputs mainly, Output 2 - River Environment Improvement in Upper Bagmati and Output 3- Increase of water availability in the dry season. However, the expected outcome and impact of for river environment can not be achieved without the "third leg" of the three-legged strategy which deals with waste water management and treatment that will be implemented under the KVVMP.

E. Primary Communication Methods of Short-Term SCS

15. The short-term SCS used 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.

V. LONG-TERM SCS ACTIVITIES TO BE UNDERTAKEN DURING THE LOAN PROJECT: (I) IWRM/RBO COMMUNICATION STRATEGY, (II) RIVER ENVIRONMENT COMMUNICATION STRATEGY UNDER BRBIP AND (III) JOINT RIVER ENVIRONMENT STRATEGY WITH KVVMP

16. 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 KVVMP activities).

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

17. 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, including 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.

1. Specific Audiences for Long-Term IWRM/RBO SCS

18. The primary audience for this IWRM/RBO SCS will be key water resources decision-makers in Nepal, including:

- (i) 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.
- (ii) 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.
- (iii) Nepalese 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.
- (iv) 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.

- (v) 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.

2. Overarching Themes and Key Elements of the IWRM/RBO SCS

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

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

20. 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. M&E indicators could include (i) number of peoples in government office aware of RBO formation process, (ii) Number of people in the different layers of stakeholders that understand the purpose of an RBO, (iii) number of high ranking officials supportive of the propose RBO formation.

3. Details of Long-Term IWRM/RBO SCS

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

22. **Awareness.** 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 Groups² for these individuals to meet, discuss, and begin planning IWRM and RBO implementation activities.

23. **Awake.** 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 sector³. The BRBIP Working Groups will continue to play a role awakening the interests of the IWRM/RBO stakeholders.

² See BRBIP PPTA “Stakeholder, Participation, and Institutional Analysis Report” for details of these Working Groups.

³ See BRBIP PPTA “Stakeholder, Participation, and Institutional Analysis Report” for details of overlapping interests and mandates in Nepal’s water sector.

24. **Action.** 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.

B. Specific Activities, Audiences, and Messages for Long-Term River Environment SCS under BRBIP

25. The specific objectives of this layer or component of the BRBIP SCS will be to raise motivation, awareness, and political support for restoring the health of the Bagmati River and its tributaries in Kathmandu Valley. 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.

26. Audiences for the BRBIP River Environment SCS 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.

27. Of particular importance to the BRBIP River Environment SCS 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
 - Private sector and industries
- The general public, throughout the Bagmati River Basin, but particularly in the Kathmandu Valley
- Government
 - Local (VDCs, DDCs)
 - Municipalities
 - National (GON)

28. The BRBIP **River Environment** SCS 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.

29. Overarching/cross-cutting themes and key elements of the long-term BRBIP River Environment SCS are described below:

1. Overarching Themes and Key Elements of the River Environment SCS

“Three A's” Sequence for Communication Messages

30. The BRBIP River Environment communication strategy will initially focus on the “3-A cycle”:

- Awareness
- Awake
- Action

“Owned by the Valley People”

31. 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

32. 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 development of working groups⁴ and an NGO Platform⁵ 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

33. 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.

NGOs to Work Closely with Local Communities/People

34. 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

35. 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.

⁴ See BRBIP PPTA “Stakeholder, Participation, and Institutional Analysis” Report for a complete description of these proposed Working Groups.

⁵ See BRBIP PPTA “Stakeholder, Participation, and Institutional Analysis” Report for a complete description of the NGO Platform.

Monitoring Progress

36. **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 water⁶. M&E indicator to evaluate the performance of the SCS river environment could include (i) number of people in riverine community that are aware of the impact of solid waste and waste water in the river, (ii) number of people who admit not throwing anymore garbages in the river, (iii) number of officials from the municipalities who are aware of the project and relays its message, (iv) number of politicians involved in river environment cleaning and monitoring.

Role of Media

37. 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.

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

38. 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

39. 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

40. 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

41. BRBIP will support the development and posting of “hoarding 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

⁶ See the BRBIP PPTA “Stakeholder, Participation, and Institutional” Analysis Report for a more complete description of this Score card System.

city. Pictorial messages could also be included in the hoarding board. CBOs will take the responsibility for making such boards and slogans with support from the Project.

Sporting Events

42. 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

43. 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.

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

44. 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)

45. 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 *Sithinakha-Krishnasthmi* 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

46. 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

47. 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

48. 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 District Development Committee (DDC) or Municipality will present the rewards. The rewards could be financial or providing books and publications to the library of local clubs.

Media

49. 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.

4. Details of SCS for Audience 3 – Government

50. 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

51. 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

52. 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

53. 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

54. 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.

C. Specific Activities, Audiences, and Messages for Joint River Environment SCS with KVVMP

55. The long-term Joint BRBIP/KVVMP 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, and (v) supporting sub-projects to achieve visible results in cleaning up the Upper Bagmati.

1. Specific Audiences for Long-Term Joint BRBIP/KVVMP SCS

56. Of particular importance to the Joint BRBIP/KVVMP SCS are three primary audiences:

- Local Communities, primarily along the Upper Bagmati and nearby the Waste Water Treatment Plants (WWTPs)
 - Local people residing in the particular area
 - Women's groups
 - Farmers' groups
 - Vulnerable groups, including farmers' in the Upper Bagmati
 - Other community members
- The general public, throughout the Bagmati River Basin, but particularly in the Kathmandu Valley and near the WWTPs
- Government
 - Local (VDCs, DDCs)
 - National (GON)

57. The Joint BRBIP/KVVMP SCS includes messages, methods, responsible implementers, and a timeline for each of those three audiences described above. **Annexes 5, 6, and 7** describe the details of the Joint BRBIP/KVUEIP communication strategy for each audience.

2. Overarching Themes and Key Elements of the Joint BRBIP/KVVMP SCS

58. Overarching/cross-cutting themes and key elements of the long-term Joint BRBIP/KVVMP SCS are described below:

“Three A's” Sequence for Communication Messages

- The Joint BRBIP/KVVMP communication strategy will initially focus on the “3-A cycle”:
 - Awareness
 - Awake
 - Action

“Owned by the Valley People”

- Many of the Joint BRBIP/KVVMP 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, urban environmental improvement, picnic spot management, etc.

Development of Mechanisms for Communication, Participation, and Dialogue

- The project will create and facilitate mechanisms to encourage stakeholders to participate in project preparation and implementation. For the shorter-term PPTAs, these mechanisms include general and specialized workshops, focus group discussions in the field, and individual meetings. For the longer-term loan projects, mechanisms will include encouraging and facilitating the development of working groups and an NGO Platform 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.

3. Details of Long-Term Joint BRBIP/KVWMP SCS for Audience 1 – Local Communities

59. As Annex 4 shows, there are a number of messages, and methods/tools for the long-term Joint BRBIP/KVWMP SCS for Audience 1 – local communities. Some key details of the Joint KVWMP activities in addition to the BRBIP activities covered in Section V - B above for local communities are:

KVWMP SCS Activities for Audience 1 – Local Audiences

Events and Programs

- Specific events and programs will be held at each WWTP site. KUKL will participate heavily in such events. The target will be the communities around the WWTP areas, with the right timing with responding to risks. The overall messages will be sustainability, environmental improvement, and economic opportunities.
- Public Consultation/Focus Group Discussion (FGD)

Messages for KVWMP WWTP

- The overall messages conveyed at each WWTP site will be the upgrading and improving of existing plants with advanced technology. As the old technology is replaced, new technologies will be introduced into the new plants with better construction quality and O&M, and improved reliability. Different systems will be introduced to reduce the odors. There will be benefits to the local inhabitants regarding employment, environment, and tourism.

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

60. As Annex 5 shows, there are a number of messages and methods/tools for the long-term KVWMP SCS in addition to BRBIP activities covered in Section V - B above for Audience 2 – the Public-at-Large.

KVWMP SCS Activities for Audience 2 – Public-at-Large

61. Some key details of the KVUEIP SCS for the public-at-large are:

Public Appearance Through Electronic Media

- Public Appearance through TV, first through MoUD and KUKL, also by interviews, video clips, and photos targeting all people in Nepal with special emphasis on Kathmandu Valley.

Print Media

- Immediately after the Electronic Media events, follow with full or half-page newspaper analysis of the urban environment situation, with description of KVVMP and role of KUKL.

5. Details of SCS for Audience 3 – Government

62. As Annex 6 shows, there are a number of messages and methods/tools for the long-term KVVMP activities of the Joint SCS in addition to BRBIP activities covered in Section V-B above for Audience 3 – the Government.

KVVMP SCS Activities for Audience 3 - Government

63. Some key details of the BRBIP SCS for the Government are:

Need for Effective Regulatory Environment

- The KVVMP Project will ensure that the Government realizes and accepts the need for an effective regulatory environment, and implements such a program. Public participation and lobbying efforts supported by the Project will be implemented.

Need for Coordination with Multiple Agencies

- The KVVMP Project will also lobby the Government to ensure proper coordination with multiple government agencies.

VI. IMPLEMENTATION STRATEGY

64. 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.

65. The communication strategy will be implemented in two parts: (a) IWRM and RBO part by the team under PMSC dealing with RBO and (b) River Environment Improvement through an NGO package to be awarded to a national NGO recruited by the Project Coordination and Management Unit (PCMU). The PCMU team will include a Communication Specialist who will guide the NGO and work closely with the project PIUs (WECS and DOI). He/she will be supported by the Project Management Supervision Consulting (PMSC) team. The IWRM/RBO SCS will be implemented led by the seconded counterpart staffs from WECS with the support of the PCMU Communication Specialist and RBO consultants and the PMDSC.

VII. STRENGTHS AND WEAKNESSES/RESISTANCE TO SUPPORT FOR SCS

66. 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.

67. 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 8.

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: Joint BRBIP/KVWMP Stakeholder Communication Strategy
 (Audience: Local Communities (Primarily in Upper Bagmati and Near WWTPs))

MESSAGES	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 <ul style="list-style-type: none"> ▪ Water Supply vs. Water Demand in Bagmati ▪ Management of Wastewater ○ Description of Projects <ul style="list-style-type: none"> ▪ Components ▪ Scientific Rationale ▪ Realistic in What Project Can Accomplish ▪ Effect of Proposed Dam on Irrigation Water Supply ▪ Importance of New WWTPs. ▪ Upgrading and Improving of Existing WWTPs. ▪ Use of Advanced Technologies in Improved WWTPs. ▪ Better Construction and O&M at Improved WWTPs ▪ Old to New Technologies at Improved WWTPs ○ Key Projects' Benefits <ul style="list-style-type: none"> ▪ Sustainability ▪ Environmental Improvement ▪ Economic Opportunities ▪ Employment Opportunities ▪ Positive Tourism Impacts ▪ Women Empowerment or empowerment of people from backward or marginalized communities. ○ Projects Implementation Processes <ul style="list-style-type: none"> ▪ Opportunities for Local 	<ul style="list-style-type: none"> • Door-to-Door in Local Communities • Brochure Hand-Outs/Leaflets • 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. • Specific Events and Programs at Each WWTP Sites. 	<ul style="list-style-type: none"> • Local CBOs from the Riverside Community with Support from BRBIP • Small-Scale, Local Activities • KUKL and Municipalities for WWTP Sites. 	<ul style="list-style-type: none"> • Short, Medium, and Long-Term • On-Going Throughout Project • For WWTP Sites, Timing Related to Responding to Risks.

MESSAGES	COMMUNICATION METHODS AND TOOLS	RESPONSIBLE FOR IMPLEMENTATION	WHEN IMPLEMENTED
Communities' Participation			
<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 • Small-Scale, Local Activities • KUKL and Municipalities for WWTP Sites 	<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 • Supported by BRBIP • KUKL and Municipalities for WWTP Sites 	<ul style="list-style-type: none"> • Short, Medium, and Long-Term • On-Going Throughout Project

**ANNEX 6: Joint BRBIP/KVWMP Stakeholder Communication Strategy
(Audience: Public-at-Large)**

MESSAGES	COMMUNICATION METHODS AND EVENTS	RESPONSIBLE FOR IMPLEMENTATION	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 ○ Deeper Analysis of Urban Environment Situation <ul style="list-style-type: none"> ▪ Targeted Development ▪ Focus on "Ordinary People" and Impacts on Their Lives ▪ Role of KUKL in KVWMP ▪ Saving Water and Connection of Sewerage ▪ New and Improved Technologies Implemented at WWTP Sites ○ Urban Environment Improvement ○ Health ○ Economic Opportunities (tourism) 	<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 • Print Media (full or half-page) • Public Appearance Through TV • First Through MoUD and KUKL (KVWMP) • Interview, Video Clips, Photos • Talk programs/Documentaries or PSAs to be broadcasted through reputed TV channels • Initiate radio programs at least once a week involving locals and people at large (for half year or one year). 	<ul style="list-style-type: none"> • Government • NGOs/CBOs • Private Sector • 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. • KVWMP Activities Implemented Early in 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 ○ 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) 	<ul style="list-style-type: none"> • Every Three Months.

ANNEX 7: Joint BRBIP/KVWMP Stakeholder Communication Strategy
(Audience: Government Bodies)

MESSAGES	COMMUNICATION METHODS AND EVENTS	RESPONSIBLE FOR IMPLEMENTATION	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 • Need for Effective Regulatory Environment. • Need for Coordination with Multiple Agencies 	<ul style="list-style-type: none"> • Lobbying for: <ul style="list-style-type: none"> ○ Improved 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 7: 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:	All Stakeholders Consensus	Local and Project	Immediate/as per need.
• Employment	Priorities to local people in jobs associated with the project (dam construction, monitoring, etc)	Project	Project construction
• Economic benefit (infrastructure - roads, toilets, health)	Needs assessment through interaction and discussion with all the concerned stakeholders	Project	Project pre-construction and construction

WHAT (Obstacles)	HOW TO OVERCOME (specific BRBIP project activities)	WHO IS RESPONSIBLE	WHEN (Timeline, which comes first, second, etc)
<p>centers)</p> <ul style="list-style-type: none"> • Security from Dam (local people feeling secure after dam construction; fear) • Deforestation • Environmental problems from access road, dust, etc. 	<p>Awareness (by local leaders, technicians)</p> <p>Planting trees/reduce cutting trees</p> <p>Specific interventions to minimize the problems</p>	<p>Social leaders and technicians</p> <p>Project</p> <p>Project</p>	<p>From the beginning</p> <p>Project Construction</p> <p>Project Construction</p>
<p>2. Solid waste management (in settlement area from Sundarijal to Pashupati)</p>	<p>--Meetings and capacity building of local groups (club, tolsudharsamiti, mothers group, schools, colleges) to self-manage the activity</p> <p>--Composting program</p> <p>--Addressing financial sustainability scheme of the project</p>	<p>VDC and Project; local people need to be involved.</p> <p>Local CBO/NGO, private with help from project</p>	<p>Immediate and continuous</p>
<p>3. Political Consensus</p>	<p>National level advocacy. Evidence base policy advocacy through research.</p>	<p>All stakeholders (VDC, local leaders, project, line agencies)</p>	<p>Before start of project</p>
<p>4. Ownership</p>	<p>Providing livelihood opportunity through income generating activities to local stakeholders (park villages, etc)</p>	<p>User group, project, NGO</p>	<p>During implementation</p>
<p>5. Project Adaptation</p>	<p>Income generating activities, social entrepreneurship/marketing</p>	<p>Social leader/CSO/NGO</p>	<p>Beginning</p>
<p>6. Park-People Conflict</p>	<p>Interaction/Negotiation/Transformation of income generating skills</p>	<p>Locals/CSO/NGO, Govt/Project</p>	<p>Continuous, periodical</p>