



PAKISTAN WATER AND POWER DEVELOPMENT AUTHORITY

# DASU HYDROPOWER PROJECT



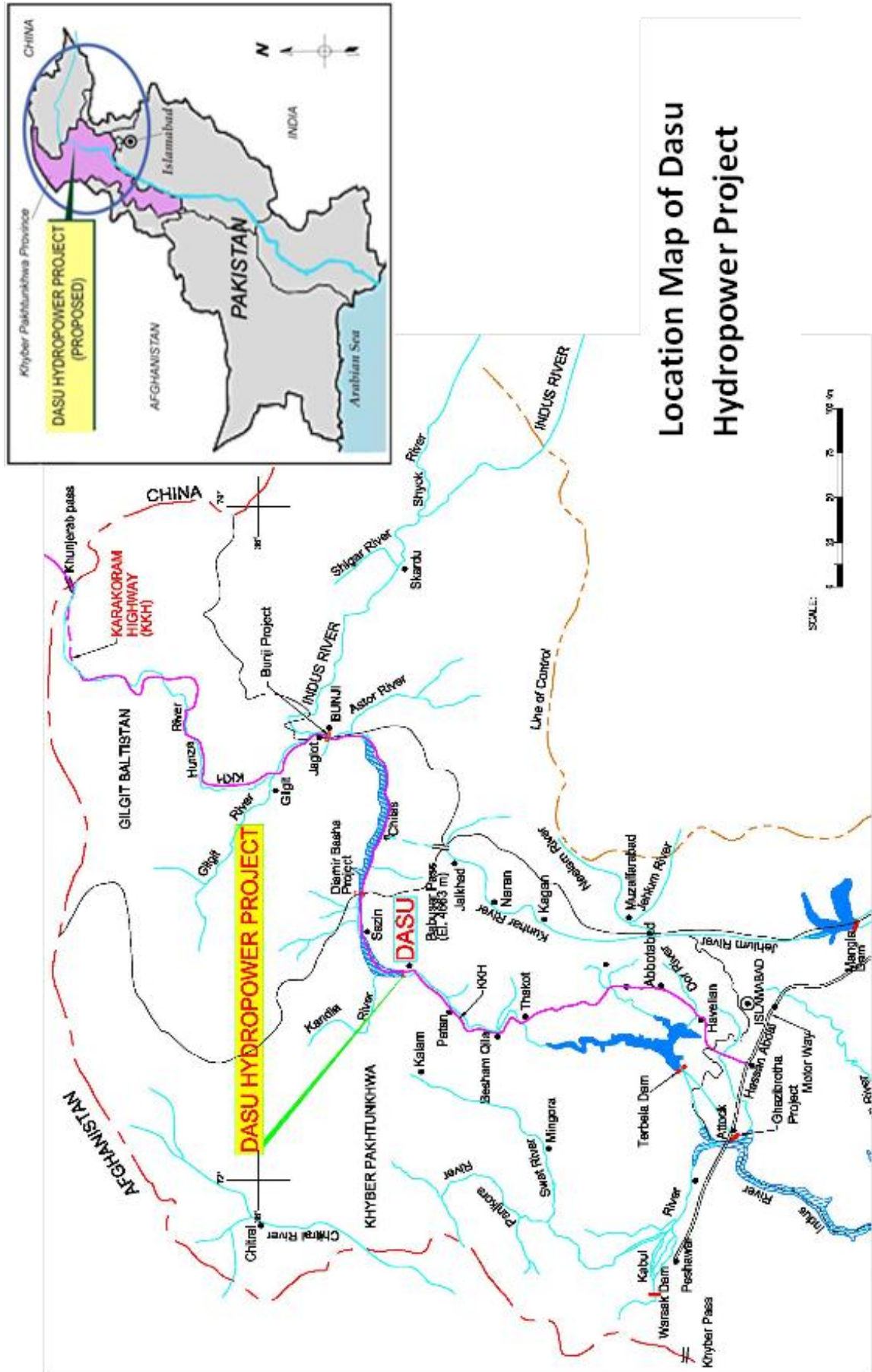
## SOCIAL AND RESETTLEMENT MANAGEMENT PLAN

### VOLUME 10: COMMUNICATIONS PLAN

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## **SOCIAL AND RESETTLEMENT MANAGEMENT PLAN**

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## ABBREVIATIONS

AAC	Additional Assistant Commissioner
BBC	British Broadcasting Corporation
BHU	Basic Health Unit
CBO	Community Based Organization
CDF	Communications for Development Framework
CNA	Communications Need Assessment
CSM	Communications Strategic Matrix
CSP	Consultation and Social Preparation
CWP	Communications Work Plan
DC	Deputy Commissioner
DHP	Dasu Hydropower Project
DHO	District Health Officer
DPO	District Police Officer
EA	Environmental Assessment
EIA	Environmental Impact Assessment
EMAP	Environment Management Action Plan
EPA	Environment Protection Agency
EPD	Environment Protection Department
FATA	Federally Administered Tribal Areas
FGDs	Focus Group Discussions
FM	Frequency Modulation
FY	Financial Year
GCISC	Global Climate Change Impacts Study Center
GB	Gilgit-Baltistan
GBHP	Ghazi Barotha Hydropower Project
GBTI	Ghazi BarothaTaraqiatildara
GCH	Gender and Community Health
GOP	Government of Pakistan
HPICU	Hydropower Public Information and Communications Unit
ICRC	International Committee of the Red Cross
ICTs	Information and Communication Technologies
IDP	Internally Displaced Person
IESCO	Islamabad Electric Supply Company
ILR	Income and Livelihood Restoration
IPC	Interpersonal Communications
IPP	Independent Power Producer
KESCO	Karachi Electric Supply Company
KKH	Karakorum Highway
KPK	Khyber Pakhtunkhwa
LA&R	Land Acquisition and Resettlement
LESCO	Lahore Electric Supply Company
MDRP	Mangla Dam Raising Project
M&E	Monitoring and Evaluation
MMT	Migration Management Team
MNA	Member of National Assembly
MPA	Member of Provincial Assembly
MPR	Monthly Progress Report
NEPRA	National Electric Power Regulatory Authority
NGO	Non-Governmental Organization
NTDC	National Transmission and Dispatch Company
NV	Negotiated Value
OGRA	Oil and Gas Regulatory Authority
OP	Operational Policy
PAPs	Project Affected Persons
PBC	Pakistan Broadcasting Corporation
PCPP	Public Consultation and Participation Plan
PD	Project Director
PEMRA	Pakistan Electronic Media Regulatory Authority

PEPCO	Pakistan Electric Power Company
PICs	Public Information Centers
PKR	Pakistan Rupees
PMU	Project Management Unit
PNGO	Project Non-Governmental Organization
POE	Panel of Experts
PPIB	Pakistan Power Investment Board
PRO	Project Resettlement Office
PTV	Pakistan Television Corporation
PVAC	Property Valuation Advisory Committee
QPR	Quarterly Progress Report
RAP	Resettlement Action Plan
RHC	Rural Healthcare Centre
RMU	Resettlement Monitoring Unit
SADO	Social Awareness and Development Organization
SC	Construction Supervision Consultants
SRMP	Social and Resettlement Management Plan
SRSP	Sarhad Rural Support Program
TOR	Terms of Reference
TSD	Training and Skill Development
UNICEF	United Nations Children Fund
VOA	Voice of America
WAPDA	Water and Power Development Authority
WCAP	Water Sector Capacity Building and Advisory Services Project
WCD	World Commission on Dams
WB	World Bank

**Units of Measurements**

Ha	Hectares (Metric Unit of Area)
MAF	Million Acre Feet (Unit of Volume)
MTOE	Million Tons Oil Equivalent (Unit of Energy)
MW	Mega Watt (Measuring Unit of Power)

## GLOSSARY OF TERMS

Adequate	Enough to satisfy a need or meet a requirement.
Audience	A group or assembly of listeners, viewers, or spectators
Climate Friendly	A process or group of activities, that do not have any negative impacts on natural climate
Communication	The act or an instance of communicating; the imparting or exchange of information, ideas, or feelings
Communication Strategy	Communicating Strategy is designed to help you communicate your strategy in a compelling and effective way, and dramatically improve implementation and the resulting outcomes
Community	A group of individuals broader than the household, who identify themselves as a common unit due to recognized social, religious, economic and traditional ties or a shared locality.
Compensation	Payment in cash or in kind for an asset or resource acquired or affected by the project
Displacement	The act of changing the location of something
Implementation	To put into practical effect; carry out
Land Acquisition	Means the process whereby a person is compelled under eminent domain by a public agency to alienate all or part of the land he owns or possesses, to the ownership and possession of that agency, for public purpose in return for compensation.
Misconception	A mistaken thought, idea, or notion; a misunderstanding
Mobilization Approach	To organize for a purpose
Monitoring	To keep close watch over; supervise
Patriarchal Society	A social system in which the father is the head of the family and men have authority over women and children
Print Media	The print media is responsible for gathering and publishing news in the form of newspapers or magazines
Resource	Something that can be used for support or help
Resettlement	The act or instance of settling or being settled in another place
Risk	The possibility of suffering harm or loss; danger
Stakeholders	Include affected persons and communities, proponents, private businesses, NGOs, host communities and EPA's and other relevant local departments etc.
Sustainable	Capable of being continued with minimal long-term effect on the environment





# COMMUNICATIONS PLAN

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## EXECUTIVE SUMMARY

### INTRODUCTION AND RATIONALE

Strategic communication has become integral part of the large infrastructure projects such as dams. Recently the world has witnessed major advancements in the delivery of environmentally responsible and socially acceptable infrastructure developments in different governance settings. The emergence and wider acceptance of dialogue and partnership approaches that incorporate multiple stakeholders are trends that characterise beneficial changes in dam planning and its implementation. Dams are now also being looked as social development initiatives rather than energy and water services. This change in outlook demands involvement of stakeholders and communities through sustained and strategic communications. Government of Pakistan and WAPDA are conscious of this fact and believe that the keys to success are clearly: timely and continuous communications between project implementers and those affected; adequate compensation, support and long term contact; and efforts to ensure that the disruption of relocation is balanced by some direct benefits from the project.

WAPDA and DHP are keen on learning from past lessons and improving on their strategies to cope up with communications demands/challenges related to DHP and other similar projects in future. In cases of Tarbela Dam and Mangla Dam Raising projects, lack of communications with communities, weak consultation mechanism, lack of disclosure about the implementation processes specially related to compensation and resettlement, and lack of regular contact with communities and stakeholders resulted in misunderstandings and apprehensions on part of the affected communities. Communications are required to build understanding and support for the project because resistance to any project is expensive. Communications before, during, and after the completion period have to be strategic, intensive and consultative in nature to build understanding and minimize resistance or risks, as technical solutions alone cannot build the consensus that is required for projects to succeed and becoming sustainable.

### KEY CONCERNS

As a major power generation project, the DHP will have several impacts of varying significance. Despite these perceived impacts, the communities to be affected do not have a hostile attitude towards the Project although there was some opposition, particularly arising out of lack of information regarding compensation assistance and resettlement, at the beginning of the detailed design phase. However, this slowly began to change following the grand *jirgas* (tribal assemblies to make decisions and resolve issues) where local elders presented a set of demands to deal with the potential project impacts. . These include (i) compensation for land other assets; (ii) resettlement sites and amenities; (iii) Following is a summary of key concerns outlined by the communities; (iii) employment in the Project; (iv) loss of livelihood and restoration issues; (v) environmental and social issues; (vi) health and safety issues; and (vii) impacts of migration and construction workers on the traditional tribal life.

### COMMUNICATIONS OBJECTIVES

This Communications Strategy will provide a detailed and specific framework that guides communications on Dasu Hydropower Project and identifies the issues that need to be addressed to build understanding and generate support for this mega power project in Pakistan. These issues were identified through a situation analysis conducted at the initial stages of the process of developing this strategy.

The communications objectives of DHP were defined on the basis of the desired outcomes, risk reduction, and the communications deficits that were identified through the communications need analysis. The objectives of the Communications Strategy are:

- To increase awareness, improve knowledge, and timely disseminate information among key stakeholders
- To get public endorsement and acceptance of the Project
- To enhance transparency of the Project
- To promote and increase participation of key stakeholders in decision-making

## **STRATEGIES AND ACTIONS**

These objectives will be achieved through the use of following specific strategies:

- Internal Communications to increase knowledge, build support for the implementation of DHP and address new and existing concerns among staffs of the project, other related government departments, and various institutions involved
- Provision of timely information on the project, its impacts, its timing, its progress, together with a mechanism to express their concerns and grievances and ensure that these are properly taken into account in the decision-making process
- Public participation mechanisms to provide platform to engage with institutions opinion leaders, implementation partners, and the general public
- A phased multi-media communications programme to increase knowledge on the project and to increase public support for DHP and such projects in future
- Media advocacy to promote accurate and analytical coverage of the project
- Communications capacity strengthening of DHP team and/or partners to implement the Communications Strategy

## **IMPLEMENTATION ARRANGEMENTS**

A phased-in approach will be adopted when implementing this strategy over a period of three years. The first phase will be focusing on Project Communications. The Project office will be responsible for coordinating the implementation of this phase. The long-term approach to seek support and share project benefits will be phased-in towards the end of the first year. Activities will be implemented at three inter-linked levels: national, provincial and local. The overall implementation will be managed, coordinated, and supervised through establishing a communications unit at head-office level and another unit at the project-site level to leverage resources and to maintain coherence in communications activities.

## **MONITORING AND EVALUATION**

Monitoring and evaluation (M&E) will be essential to objectively establish progress towards the achievements of the objectives of this Communications Strategy and in tracking the performance of the action plan. The key aspects of the M&E framework for this strategy include: (a) monitoring of the communications activities as they happen and (b) assessing the outcomes and impacts of the actions at regular intervals. The overall outcome indicators will form the basis for assessing the interim and long-term impact of the communications activities. This level of assessment would ideally be conducted by an independent research organization. The key methodology for assessing outcomes will be the stakeholder surveys such as annual surveys to assess changes in knowledge, attitudes and behaviors.

# 1 THE PROJECT CONTEXT

## 1.1 THE PROJECT

The power availability situation in Pakistan is critical with the periods of load-shedding that is causing adverse economic and social impacts across the country. To meet the short-fall, generation from burning of fossil fuel is being expanded, which is environmentally damaging due to the emissions produced and is also unsustainable. Added to this is the fact that much of the fuel has to be imported. Compared to that, well managed hydropower is environmentally the least damaging and most sustainable power generation option for the country and also has by far the lowest operation cost.

For development of the much needed mega hydropower schemes, the River Indus provides perennial flow and a large number of sites in the northern Pakistan. Dasu is one of such sites where a detailed feasibility study has been completed in early 2009. Pakistan Water and Power Development Authority (WAPDA) undertook the study through a consortium of indigenous and expatriate consultants. Construction of about 242m high dam at this site will provide a gross head of over 200 m for power generation with an installed capacity of 4320 MW. At a capital cost of US\$ 7.8 billion and the average annual energy output of over 21000 GWh, the project's economic internal rate of return (EIRR) is 18.6 % and the cost/benefit ratio is 1.89 indicating it to be an excellent investment for Pakistan<sup>1</sup>.

## 1.2 ROLE AND RATIONALE OF COMMUNICATIONS STRATEGY

During the past few decades, the world has witnessed major advancements in the delivery of environmentally responsible and socially acceptable infrastructure developments in different governance settings. The emergence and wider acceptance of dialogue and partnership approaches that incorporate multiple stakeholders are trends that characterise beneficial changes in dam planning and its implementation<sup>2</sup>. There are several motivations which tend to drive these trends. The first is to involve affected people as partners in the development decisions. Second motivation is to inform and legitimise what are ultimately political decisions on proceeding with major dam developments, balancing the economic, social, and environmental performance aspects with the implementation phases of dams<sup>3</sup>. Third, the "social development" associated mainly with transformation of land-use in the project area, and displacement of people living in the reservoir area. Relocating people from the project area is the most challenging social aspect of hydropower projects, leading to significant concerns regarding preservation of local culture and religious beliefs. There are some other multifaceted concerns which also drive the need to embed strategic communications in dam planning and management. On top of these motivations, there is the concept that large dam constructions should be looked at holistically, as social development initiatives, rather than narrowly, as physical assets delivering water and energy services<sup>4</sup>.

WAPDA and DHP are keen on learning from past lessons and improving on their strategies to cope up with communications demands/challenges related to DHP and other similar projects in future. In cases of Tarbela Dam and Mangla Dam Raising projects, lack of communications with communities, weak consultation mechanism, lack of disclosure about the implementation processes specially related to compensation and

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<sup>1</sup>See Appendix-A for Dasu Hydropower Project Layout Map

<sup>2</sup>Mozammel, Masud, and Barbara Zatloual 2002 "Strategic Communication in PRSP" The World Bank, Washington, D.C

<sup>3</sup>Rice, Ronald E., and Charles K. Atkin 2001 Public Communication Campaigns California: Sage Publications.

<sup>4</sup>Windahl, Suen, Benno Signitzer, and Jean T. Olson 1992 Using Communication Theory: An Introduction to Planner Communication California: Sage Publications

resettlement, and lack of regular contact with communities and stakeholders resulted in misunderstandings and apprehensions on part of the affected communities<sup>5</sup>. WAPDA believes<sup>6</sup> that mega infrastructure programmes such as DHP succeed when they are well understood and supported by stakeholders. Such programmes are however often placed at risk when the institution steering the changes does not put in place adequate mechanisms to secure political and social support amongst stakeholders. Such mechanisms include adopting a strategic approach to communicating with key stakeholder and other interest groups. Therefore, communications is required to build understanding and support for the project because resistance to any project is expensive. When there is resistance, reforms or projects take much longer to implement or they may not proceed as planned.

### **1.3 PROCESS TO COLLECT EVIDENCE FOR COMMUNICATIONS STRATEGY**

The communications situation analysis conducted indicates both a lack of awareness and misconceptions by various stakeholders regarding the project. Local communities are particularly sceptical about the land acquisition and compensations processes adopted by WAPDA in other projects. A Communications Need Assessment (CNA) was undertaken in August-September 2012. The triangulation method was used to conduct this research while combining communications-based field survey, in-depth interviews, national consultations, media analysis, and desk research. The communications strategy adopted in Dasu Project calls for increasing public understanding of the project impacts and social dimensions, including need for accountability to the local stakeholders. It addresses people's concerns, perceptions and motivations. The communications strategy further suggests ways to communicate the project vision and agenda, and sustain this throughout the project implementation process, and afterwards.

The assessment adopted communications techniques and tools to identify problems that must be addressed to ensure that: (a) DHP objectives are properly identified, understood and agreed to by the stakeholders and, (b) project implementation can proceed in a fair and efficient way, which ensures the achievement of project objectives. The objectives were to map various stakeholders and identify measures that can be taken to more effectively communicate with them; evaluate WAPDA's communications capacity; and advice on the development of a Communications Plan for DHP. The communications need assessment also identified the political, social, and cultural environment of the project, and assessed the position of project stakeholders in terms of their respective knowledge, perceptions, attitudes, expectations, and practices that can tailor the design of the development initiative

### **1.4 METHODOLOGY**

Communications assessment was carried out through established research tools by utilising both qualitative and quantitative methods. The DHP consultant utilised quantitative research method in the field to carry out a field survey<sup>7</sup> in 34 villages to be affected around the project site. The field survey was based on a questionnaire (translated in Urdu also) submitted to a sample of 110 people in affected villages of Tehsil Dasu and Kandia<sup>8</sup>.

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<sup>5</sup>Feedback from National Consultation Workshops and discussions with communities in the field

<sup>6</sup>In-depth interview with Dasu Hydropower Project Team led by Project Director, Haji Mohammed Farooq

<sup>7</sup> Copy of Survey Questionnaire is attached in Appendix-C

<sup>8</sup> The primary data was collected by the supervisor with the help of the local Field Investigators. These local Field Investigators were given required training to complete the survey appropriately before moving into the project area. The names of those Field Investigators/Surveyors are Mr. Muhammad Yahya, Mr. Muhammad Iqbal, Mr. Sabir Khan, Mr. Hikmat Khan, Mr. Shabbir Khan



This study provided an insight into the local communications environment and the baseline data which could be utilised for evaluation of the impact of communications activities implemented by the DHP.

The communications team also carried out the qualitative part of needs assessment by organizing over 30 in-depth interviews and consultations with selected representatives of stakeholders, including WAPDA officials, local government authorities, traditional tribal authorities, religious groups, civil society associations local and national media, communications professionals as well as a direct sampling of project affected people at the site, and residents of Dasu town. The consultant also visited Mangla Raising Project and conducted interviews with the Mangla Raising Project team on the communications lessons learnt and best practices with reference to Mangla Dam construction<sup>9</sup>.

Understanding the history of the project

Evaluating the political, social and cultural environment around the project

Identifying stakeholders and assessing their level of information, perceptions, interests and concerns.

Identifying communication problems to be addressed and related objectives

Assessing the communication capacity of Dasu HPP/WAPDA

Analyzing the available media and communication resources

Designing a communication strategy

**Figure 1.1: Purpose of the Communications Need Assessment**

The consultant also undertook a desk research, which involved reviewing several key documents to identify pertinent issues in context of DHP and others areas affecting the water/energy sector and the key stakeholders. Major documents reviewed include:

- (i) Dasu Hydropower Project Design Report
- (ii) Interim Basic Design Report: Environment, Social, and Resettlement
- (iii) District Profile – Kohistan, Earthquake Reconstruction and Rehabilitation Authority (ERRA)
- (iv) Baseline Data Report, Palas Conservation and Development Project
- (v) A Study on Socio – economic Status of Migrated Kohistani Women, Barani Area Development Project
- (vi) Perceptions of conservation by children and women in the Palas Valley, Pakistan & implications for environmental education - Emily Woodhouse
- (vii) Are divergent preferences between benefactors and beneficiaries an obstacle to community-based conservation? A case study of the Palas Valley, Northern Pakistan - Alexander Hell Quist

The consultant also benefited from the four national workshops (Peshawar, Lahore, Karachi and Islamabad), organized in September-October 2012, to disclose project impacts and to receive feedback from national experts and various related leading national and provincial agencies, including provincial Environmental Protection Agencies (EPAs). The formats of the consultations meeting were as follows: (i) a brief presentation on the technical/engineering design; (ii) a presentation on the project social and environmental impacts; and finally (iii) round table and/or Question and Answers (Q&A) on project impacts and mitigations. A total of 239 participants representing various stakeholders, including officials, NGOs/civil society members and relevant specialists attended the workshops. These four national workshops recommended due attention to good resettlement practices and long-term income and livelihood restoration in the project area. The workshops also stressed due attention to environmental management concerns on fauna /flora and biodiversity damage.

Another important task during the communications need assessment was to assess the national and local media environment<sup>10</sup>. This included in-depth discussions with media

<sup>9</sup>List of participants in FGD and in-depth interviews is attached as Appendix -F

<sup>10</sup>See Media and Communications Environment in Pakistan in Appendix -H

professionals and identifying existing media outlets, assessing their capacity to reach the different audiences, and evaluating their ethics and the professional quality and skills of the journalists. The needs assessment was thus important to understand and anticipate: (a) potential roadblocks, (b) the audiences to be reached, and (c) effective channels of Communications. Finally, it explored the willingness and capacity of DHP/WAPDA to engage in two-way communications both through government's own channels and through the agencies that will be responsible for DHP implementation. Underlying aims were to reduce or minimize the risk of controversy and threats to the project's successful completion, and building public support for the project by taking into account different stakeholder interests.

## 2 COMMUNICATIONS NEED ASSESSMENT AND KEY FINDINGS<sup>11</sup>

In August 2012 when DHC Communications consultant started working on the ground and prepared for Communications Need Assessment research, a number of challenges emerged vis-à-vis communities of the project areas is concerned. The DHP with its value as a much-needed national project and one of the most important infrastructure projects in the recent times after Mangla and Tarbela dams has raised many hopes and caused some disappointments, as well. The communications assessment found that misinformation, rumours, and mistrust have been spreading among various groups of communities on the right and left banks. Moreover, it



Figure 2.1: Villagers near the Project Area

was observed that these project-area communities on both sides of the River Indus have a strong historical and cultural rivalry and sense of competition among themselves<sup>12</sup> which sometimes turns into a conflict. “These differences could frustrate and jeopardize all attempts to effectively involve local communities in the project implementation”, observed a community leader<sup>13</sup>. There is also a risk that disagreements over project issues including resettlement, land acquisition, and compensation would aggravate local tensions. This is of particular importance as there are many social and financial tensions simmering below the surface within and among communities.

The assessment thus demonstrated the urgent need to bridge information gaps, seek trustworthy dialogue with the stakeholders, restore confidence, and enhance support for the completion of DHP. To achieve these objectives, the project communications consultant designed and completed a comprehensive communications process. Following is the sequence of the key findings of the communications-based analysis:

- (i) **Social and Cultural Structure of Kohistan** – studies the social set up and role of traditional socio-cultural spheres in context of their possible role in designing communications initiatives.
- (ii) **Perceptions, Attitudes, Concerns, and Knowledge** – identify issues related to the perceptions, concerns and level of information and participation of the project stakeholders.
- (iii) **Communications Related Issues** - discusses those problems which are related to the institutional capacity to efficiently and effectively implement this Communications Strategy.

<sup>11</sup> For more detailed findings and data sets, see full Communications Need Assessment Report in Appendix-B

<sup>12</sup> On the Swat side the tribes are divided into two groups, Manzar and Money. They were two brothers and sons of Nafria. Tribes of Kandia, Dubair, and Ranolia belong to Manzar group. Those of Banked, Jijal, Pattan, Keyal and Seo belong to Money group. The main tribes are Mula Khel, Koka, ManekKhel and DarramKhel. They are of cognate origin and do not convey clear territorial division.

<sup>13</sup> Local Village Head (Malik), Village Kaigah

## 2.1 SOCIAL AND CULTURAL STRUCTURE OF KOHISTAN<sup>14</sup>

Dasu Hydropower Project (the Project) is located in the District of Kohistan in Khyber Pakhtunkhwa (KP) Province. Kohistan – literally means “land of mountains” – is a predominantly mountainous area and forms part the Provincially Administered Tribal Area (PATA). The Indus River divides the district into two parts, referred to as Swat Kohistan (on the right bank) and Hazara Kohistan (on the left bank). The affected villages on both banks consist of tribes and sub-tribes, who have lived in the Valley for generations, often fighting each other over land, women and political power and control in the Valley. The District of Kohistan comprises four Tehsils (sub divisions of a district): Dasu, Palas, Pattan and Kandia. Dasu is the district headquarters. Following is an overview of socio-cultural environment in Kohistan district:

- **Kohistan, including the project area, is a tribal society.** There are a handful of main tribes, and numerous sub-tribes. Tribal demarcation of territory is very clear, and people traditionally and culturally do not encourage others to cross into each other’s territory without due permission or understanding. Each tribe is headed by a *malik* (head). The *maliks* occupy the predominant position within Kohistan society. They hold ultimate authority within their own tribes, and are respected by wider society. The bigger the tribe, or the more financially strong the *maliks*, the stronger his position and standing. Whatever development work is undertaken in each village/local area, it is done through the *malik* and the local *Jirga* or assembly of elders. The *Jirga* is a collection of local leaders or, at higher level, *maliks*. These serve as a forum for collective decision-making.
- **Religious leaders enjoy great respect** and wield influence on local opinion. Each village has its own mosque and *paish imam* (prayer leader) like other villages across Pakistan. Local people follow their respective *pesh imams*. But if there are any wider issues, there will be *tehsil* or district level meetings of religious leaders to decide on a common position. The foremost official religious leader in Kohistan is the Imam of the *Jamia Masjid* in Komila.
- **Kohistan has a traditional tribal governance system** which is accepted by the provincial government and district administration as well as the society. The district administration involves the *maliks* and conducts *Jirga* system for local decision-making and resolution of disputes or for project administration. *Jirga* is a committee of elders representing all parties to a problem or issue which deliberate and decide on village or inter-village or inter-tribe problems and issues. *Jirga*’s are constituted at different levels and is convened to resolve a particular issue. In resolving issues which require legal interpretation, Tehsil level and District level *Jirga*’s are convened which include the District Commissioner or his representative(s). In the specific requirements of the present project, given the absence of land records, surveys to establish land tenure and acquisition will be completed with the help of the local communities, *maliks* and *Jirga* system. The assistance of the local traditional system will be obtained to resolve the conflicts related to land titling. Moreover, the traditional system can be helpful during the project implementation for establishing participatory planning and monitoring and grievance redress process/mechanism.
- **Kohistan is a patriarchal society** where women’s involvement and engagement in social spheres is improving but very slowly. In rural areas, education and employment opportunities/ facilities like rest of the rural areas in Pakistan are fewer. Women culturally and historically observe *purdah* (a curtain or screen or veil, used in South Asia, Middle East, and North Africa to keep women separate from men or strangers). Traditionally and historically, women carry out household and agricultural chores as their contributions to the family. Satellite televisions have become more common in the district over the past couple of years with a

<sup>14</sup> SRMP Vol.2 Socioeconomic Baseline and Vol.6 Gender Action Plan

positive influence on the society with special reference to women empowerment. One of the *maliks*, for instance, mentioned that he would provide all support to his own daughter and rest of the girls in his tribe for higher education in the fields of medicine and engineering.

- **Several international Non-Government Organizations (INGOs) and local Non-Government Organizations (NGOs) have been operating in Kohistan District** since the devastating earthquake of 2005. The INGOs include Church World Services (CWS), Catholic Relief Services (CRS), the German Red Cross (GRC) and Welt HungerHilfe (WHH). Of these, GRC is the only one operating presently in the project area. Local NGOs working in the project area include Sarhad Rural Support Program (SRSP), Social Awareness and Development Organization (SADO) and the Pakistan Red Crescent Society (PRCS). SRSP works on water and sanitation as well as livelihood issues while the others work on these also, as well as health and nutrition and education.
- **Dasu Hydropower Project will open up new possibilities** of development and progress in Kohistan that is an underdeveloped area and thus enjoys a tax-free status in Pakistan. The 1998 Census placed Kohistan bottom in the country in terms of socio-economic development indicators. The proportion of the population that was working and employed was 26.4 percent, equivalent to 70.53 percent of the total labor force. Of the total employed population, 71.60 percent were self-employed, 10.68 percent worked as employees and 17.32 percent were unpaid family helpers. The Karakoram Highway (KKH) has had a big impact in terms of opening up the region to the outside world. Large numbers of people are employed in NGOs, and increasingly are trying for jobs in government/police.

## 2.2 PERCEPTIONS, ATTITUDES, CONCERNS AND KNOWLEDGE

### 2.2.1 Overall Attitude towards Project

The overall attitude towards the Project is that local people support the project and substantial assistance has been provided to the consultant team for carrying out various surveys and studies. However, at the beginning of the consultation, a considerable level of opposition and concerns about displacement and resettlement were raised. That situation substantially changed after the Project Director together with WAPDA attended the grand *Jirga* in March 2012. The affected communities and tribal elders now support the project and see a great opportunity for them to improve their quality of life and regional development<sup>15</sup>.

As a major power generation project, Dasu Hydropower Project will have several impacts of varying significance. Despite the impacts, the affected communities did not have a hostile attitude towards the Project although there was some opposition, particularly arising out of lack of information regarding compensation assistance and resettlement, at the beginning of the detailed design phase. However, this slowly began to change following the grand *Jirga's* when WAPDA responded positively to 15-point Charter of Demand submitted by the affected community.

The interest of the Project Affected Persons (PAP's) was noted during the consultation meetings and the *Jirga's* held at Dasu site in April and June 2011. The meetings were attended by a large number of villagers, *maliks*, and local administrators including Additional Assistant Commissioner (AAC), Dasu Tehsil and Deputy Commissioner (DC), DHP Project Director (PD) and the consultants. The project officials encouraged the participants to express themselves and engage in detailed discussion on project impacts, community consultation, compensation, and awareness about the project and resettlement policies, and level and mode of community support for the project. Some concerns were raised by the participants, particularly with regard to replacement costs for land acquired by the project. There was active participation at the meetings and those

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<sup>15</sup> SRMP Vol. 3 Public Consultation and Participation Plan

who attended the four initial district level *Jirga* consultations expressed their willingness to support the Project.<sup>16</sup>

The main concern was the adequacy and timely payment of compensation. These were cleared at the *Jirga*'s and the affected community was also made to see the positive impacts such as improved living environment at the resettlement sites with the availability of all civic amenities and social infrastructure. Further, all affected households who did not have secured tenure would for the first time be provided with titled land, economic stability and improved quality of life at the project-managed resettlement sites of their choice at the upper elevations as desired by the affected communities.

In May 2012, a mission to the project site by the World Bank team found that the community in general had a positive attitude towards the Project and urged that the local community should be further engaged and involved in planning and implementation of the Project and to address issues of conflicts and security.

### 2.2.2 Key Concerns of Communities

Consultation meetings with affected people in 34 hamlets (see Appendix-I) of the project affected area have been completed. The major findings of the consultation meetings are summarized as follows:

Issues	Description
Compensation for land and other assets	The compensation issues and rates are of importance both to PAPs and WAPDA. The local demands have been for the rate applied in the case of Bhasha Dam upstream. The affected communities want WAPDA to fix the rate prior to Section 4 notification. A recent <i>Jirga</i> formed a committee to discuss this with WAPDA Project Office.
Resettlement Site development	Affected communities want to relocate to higher elevations to sites of their own choices in mountains with basic amenities to be built at project costs.
Job and Employment	The affected communities/sub-tribes demand maximum employment in the project during construction and in post-construction periods. Accordingly, WAPDA has taken initiatives to conduct pilot training for candidates selected in batches from project affected households. In addition, through these initiatives, some outside employment or overseas employment opportunities are also expected by local PAP's.
Livelihoods	The traditional terrace cultivation and animal herding by the sub-tribes will be affected due to relocation and lack of terraced land in upper elevations. Thus, alternative livelihood after relocation must be explored since the vocational training mainly focused on the limited scope of PAPs, namely, youth with at least completed primary education.
Environmental and Social Issues	Despite community-based preferred relocation, it will bring some disruptions- for example schooling, access to market and health clinic. Three suggestions were made at meetings: (i) provision of education facilities for both male and female students and; (ii) provision of health facilities in the relocation sites and (iii) constructing access roads.
Health and safety issues	Local people are concerned about migrant workers for dam construction, noise and air quality issues, and heavy traffic on KKH during the construction period.
In-migrants and Outsiders	The "outsiders" – for example, construction workers, construction material suppliers and service providers (such as chefs, grocers, barbers, etc.) are required, in addition to local human resources. However, local villagers have "mixed" feeling about the outsiders moving in to work, including potential cultural and social conflict.

### 2.2.3 Charter of Demands Requested by *Jirga*

On 28 July 2011, the elders attending a grand *Jirga* held in DC office submitted a 15-point Charter of Demands to the Project Director (PD) as their benchmark for supporting

<sup>16</sup> For full documentation of the *Jirga* meetings, see SRMP Vol. 3 Public Consultation and Participation Plan.

the construction of the dam project. The main point in the Charter of Demands concern compensation rates for acquired assets (land and structure), employment, education, and healthcare facilities. WAPDA later prepared a response to the Charter of Demands (see Table 3.1). These demands are largely within the scope of project mitigation measures and have been considered within the social development framework under the Resettlement Action Plan.

**Table 2.1: Charter of Demands and Responses by WAPDA**

No.	Charter of Demand	Response from WAPDA
1.	A modern vocational training Centre for local should be established before start of construction of DHP	Provision of vocational Training Institutes for male and female have been kept in feasibility study
2.	Provision of jobs for skilled and qualified local should be accepted as the right of inhabitants of District Kohistan	Priority of jobs will be given to local inhabitants of District Kohistan on merit basis by following the codal procedures.
3.	20 percent Of the royalty of DHP should be fixed for the development of Kohistan District	Matter relates to Federal and Provincial Governments
4.	Establishment of new modern Hospital should be completed before construction of DHP	Provision of New Hospital for DHP have been kept in feasibility study and would be the part of WAPDA (O&M) colony.
5.	Establishment of new colleges and Universities in different areas of District Kohistan should be completed before construction of DHP	Provision of New college have been kept in feasibility study and would be the part of WAPDA (O&M) colony
6.	Establishment of new roads and tracks in different valleys of District Kohistan should be completed before the construction of DHP	Provision of New roads and tracks for DHP have been kept in feasibility study and would be completed during project construction
7.	Provision of supply of free electricity to all areas of District Kohistan	Matter relates to GOP and Provincial Government
8.	Twice of the existing market rates should be considered for the acquisition of land ,property and trees etc.	Assessment and application of rates relate to District Collector, Kohistan and according to prevailing law
9.	Provision of fixed quota for people of District Kohistan should be considered in all educational Institution of WAPDA all over the country	Matter relates to education policy which is a Provincial Government subject
10.	Revised survey for the acquisition of land, properties, houses etc. should be conducted by involving the nominated committee by the affected owners of area	During Detail Engineering Design, the survey will be completed as proposed by the local committee
11.	After construction of DHP, proprietary rights of fishing should be given to local people of area.	Fishing is a subject of Provincial Government
12.	Affectees of DHP should be resettled in modern residential colonies in different parts of the country	Resettlement colonies with all modern facilities in nearby Dasu town have been proposed in feasibility study
13.	Special overseas employment quota should be fixed for the local people of Kohistan District	Matter relates to Federal and Provincial Governments
14.	As District Kohistan is a non-settlement area therefore the prices of all properties should be considered doubled than the existing local market values	Matter relates to Federal and Provincial Governments
15.	Honorary certificate for their sacrifice should be given to all people of District Kohistan	Matter relates to Federal Government

Since the grand *Jirga*, several rounds of *Jirga* meetings were held in Dasu to deal with various project issues, top among those are employment to locals in the ongoing planning work, equal distribution of jobs and other project resources between the Right bank and the Left bank people, and declaration of compensation rates prior to land acquisition and measurements survey.

#### 2.2.4 Concerns Regarding Relocation Sites

According to the census/inventory surveys, 767 households will require relocation due to the project constructions. Most of the affected households have houses in upper elevations in the valley. Naturally, they want to be relocated in the hills in upper elevation within their own valleys. As per the survey responses, nearly half of the affected households prefer to resettle closer to their current settlement in the upper valley. While, the remaining affected households, however, have expressed desire to migrate outside the valley to downstream areas with cash compensation and project assistance.

#### 2.2.5 Mistrust and Misinformation

Though overwhelming majorities is supporting DHP and during all public meetings people in the project area have spoken in favor of the project but when it comes to individual level, it is somewhat different. People in the project are conscious about the terms of compensation and resettlement.

The general public at national level, and especially the communities living in the project area, are confused about Dasu Hydropower Project whether it would reach the implementation stage again keeping in mind the example of delay in implementation of proposed Basha Dam which is located 74km upstream of Dasu project area. The lack of information was particularly obvious concerning resettlement processes, compensation issues, and employment of locals in the construction of dam. Only 18 % people from the communities have basic information (budget, ownership,) while only 37 % knew about the resettlement process. Local representatives from NGO's and Local Government had a higher awareness than affected communities, but also displayed several misconceptions about project and expressed a number of concerns. The overall mixed perceptions include fears that the project will mean an increased cost of living because of high living standards, increased pollution, and increased cost of property/land. Based on their apprehensions and fears, the local communities have prepared and forwarded a "Charter of Demands"<sup>17</sup> to the project consultants and WAPDA.

#### 2.2.6 High Expectations of Local Communities

The project design has anticipated monetary compensation or in-kind compensation only for those people directly affected<sup>18</sup> by the project — those households that were going to suffer from loss or damage to structures and other properties, access to roads and other public services, access to natural resources (including forests and the river), crops and farmland, and all other losses associated with income-generating activities. Due to delay in preparing and sharing a well-structured compensation and resettlement plan, the local



Figure 2.2: Visit to Communities in Project Area

<sup>17</sup> See a copy of the Charter of Demands in Appendix-E

<sup>18</sup> See Appendix-G for a complete list of affected villages and tribal structures in the project area



communities over the past couple of years have raised their expectations. The most recurrent one is free electricity for the affected villages. Public consultations have clearly shown that local communities expected significant benefits including free education, free health services, royalty, improved livelihood opportunities, employment for affected populations etc. from the huge investment project they were hosting. The consultations carried out during need assessment revealed that the communities are also expecting a community development program for the whole catchment area in the project design.

### **2.2.7 Feedback from Four National Workshops**

Dasu Hydropower Project is not a project only for Kohistan. It has basin wide significance and is an important national project. Therefore, four national workshops (Peshawar, Lahore, Karachi and Islamabad) were organized in September-October 2012 to disclose project impacts and to receive feedback from national experts and various related leading national agencies, including provincial EPAs.

The formats of the consultations meeting were as follows: (i) a brief presentation on the technical/engineering design; (ii) a presentation on the project social and environmental impacts; and finally (iii) round table and/or Q&A on project impacts and mitigations. A total of 239 participants representing various stakeholders, including NGOs/civil society members attended the workshops. The outcomes and minutes of the workshops are in Appendix-J. The key points are summarized below:

- (i) The workshops added to WAPDA's understanding of views of stakeholders.
- (ii) The workshop recommended due attention to good resettlement practices and long-term income and livelihood restoration
- (iii) Implementation and capacity building of WAPDA for social and resettlement management was underscored by many participants
- (iv) Due attention to environmental management – for example, concerns on fauna /flora and biodiversity damage, noise and the quality of air control, social, economic and safety issues were raised.
- (v) The workshop recommended careful examination of climate change impacts on the dam projects and Indus River water systems.

## **2.3 COMMUNICATIONS RELATED ISSUES**

### **2.3.1 WAPDA's Capacity to Communicate**

WAPDA has excellent capacity to communicate with stakeholders including media, general public, and partner international/local organisations. It has a fully operational Public Relations Division which deals with matters related to external communications, public information, internal communications, and news media. One of the areas of communications which requires further improvement is Programme Communications and Community Interaction. For instance, most of the information on DHP was perceived by communities and stakeholders as being incomplete and insufficient. This does not mean that WAPDA lacks in communications capacity. Rather this implies that there could be issues of methodology, approach, and mechanism.

During the Communications Need Assessment, the communications capacity of DHP itself was found as "limited" in terms of information provision to communities and relevant stakeholders at local, provincial, and national level. Generally, large projects like DHP, do have dedicated communications professionals on board to deal with advocacy, community mobilisation, public information, or internal/external communications.

Dasu Hydropower Project requires enhanced communications possibly through Programme Communications together with Public Information, Awareness Raising, and Community Engagement approaches. Ideally, there should be a communications section/unit within each project to closely coordinate matters of Programme Communications with the Public Relations Division.

Improvement of communications and community engagement is an ever evolving process and WAPDA is making concerted efforts to keep up with the emerging

communications needs of all stakeholders. WAPDA's recent initiative to establish Land Acquisition and Resettlement (LA&R) section is evidence of its commitment for improvement. At the moment WAPDA is the only organisation which is working on the social issues of Kohistan and Chillas as its social corporate responsibilities.

### **2.3.2 Minimization of the Role of Strategic Communications**

The minimisation of the role of Communications as a discipline is a common problem in development projects that involve large physical construction activities. The role of Communications is typically emphasised until it comes to allocating a budget. In particular, the national counterparts, which are usually bodies of the public administration, are unwilling to allocate significant funds to activities that are aimed at making their work more transparent and at enhancing the participation of a larger number of stakeholders. In a pure, top-down approach, the role of Communications is often seen as merely public relations and as a way to inform target groups about decisions made.

### **2.3.3 Limited Local Professional Capacity in Communications**

As in many other under-developed low-literacy<sup>19</sup> districts in Pakistan, it is difficult to find local capacity in District Kohistan. Most of the skilled Kohistanis have left the area, and those remaining are distributed among private sector, development agencies, and NGOs. This is especially true regarding local communications professionals, which generally see their function confined to the role of public relations.

### **2.3.4 Weak Media Environment in Project Area**

Both the print and broadcast media in District Kohistan and surrounding areas are weak and in need of basic training for journalists, technical support and better infrastructure<sup>20</sup>. The assessment concluded that with some exceptions, local journalists lacked a sense of civic responsibility and consciousness regarding professional ethics. It suggests that journalism is not investigative, and local journalists do not play their essential role as members of the "fourth estate".

### **2.3.5 Local NGOs<sup>21</sup>**

The capacity and representation of national/local NGOs in District Kohistan is generally still fairly limited. Many among the national NGOs rely on assistance from foreign partner organisations. The assessment concluded that the overall perception of NGOs is negative and characterized by a broad lack of trust among pockets of the population. During the consultations, Dasu community clearly expressed their preference to interact directly with the project management and not through a third party, such as NGOs.

#### **Media Usage and Trust among Categories of Stakeholders**

The most reliable recent national research data on media access is Communications need assessment field survey, conducted by the Communications Consultant for DHC and WAPDA, which used quantitative methodology combined with in-depth interviews and group discussions. Various audiences have different patterns of information seeking and media consumptions habits. The data shows that Interpersonal Communications (IPC) through community leaders and *Imam's* is by far the most used media in project

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<sup>19</sup>The literacy rate of the District Kohistan among the population aged 10 years and above is 11.1% – male 17.23% and female 2.95%. The proportion of working or employed population to population aged 10 years and above is 26.47% which is 70.53% of the total labor force. Out of the total employed population, 71.60% are self-employed, 10.68% work as employees, and 17.32% are unpaid family helper.

<sup>20</sup>Local newspaper and radio stations

<sup>21</sup> There are several international (INGO) and local NGOs operating in Kohistan district. INGOs include Church World Services (CWS), Catholic Relief Services (CRS), the German Red Cross (GRC) and Welt Hunger Hilfe (WHH). Of these GRC is the only one operating in the project area. Local NGOs working in the project area include the Sarhad Rural Support Programme (SRSP), Social Awareness and Development Organization (SADO) and the Pakistan Red Crescent Society. SRSP works on water and sanitation (Watsan) and livelihood issues while the others work on these, as well as health and nutrition and education.

area among the key affected populations, followed by television, and mobile phones. For external stakeholders like donor organisations, WAPDA, and general public, the research recommends usage of mix media including TV, Radio, mobile phones, and print media.

### **2.3.6 Communications Needs and Preferences**

When asked how would they like to receive information about the project and other related issues, communities' order of preference was community leaders/*maliks/imams*, radio, district administration, television, and mobile phones. Local communities and district administration representatives expressed the need for regular updates on the status of the project. They also asked for more information on the settlement, compensation, community development, livelihood opportunities, local employment, benefits and effects of DHP.

In addition, they expressed a willingness to support the establishment of information and communications centre in the project area as a vehicle for information sharing and education, public participation and cooperative management. Communities also showed strong interest in utilising Local Village Committees for Communications and dissemination of information.

## **2.4 GUIDING PRINCIPLES FOR COMMUNICATIONS STRATEGY**

### **2.4.1 Building on Existing Positive Levels of Understanding**

The findings indicate some positive knowledge and attitudes that can provide a good platform on which DHP can further build on. The most important of these are that electricity is considered as a relatively high national priority. Local development, increased employment opportunities, better health and education facilities, better communications and transport facilities for the area, are other positives which could be further capitalised as positive outcomes of the project. WAPDA will utilise these perceptions and positive knowledge as 'multipliers' to enhance its credibility and ensure the local communities and public at national level that it cares for social responsibility.

### **2.4.2 Correcting Misperceptions and Closing Knowledge Gaps**

The findings point out some fundamental problem areas that need to be addressed. These include misperceptions, confusions, and low levels of knowledge (purpose, budget, implementing agency, funders etc.) about DHP. The role of the private sector, role of WAPDA, and the role of consultants such as Dasu Hydropower Consultants (DHC) are also not clear in the minds of concerned communities.

WAPDA is putting in efforts to bridge this missing link of knowledge gap among the communities. This is for the first time in the history of hydropower projects in Pakistan that WAPDA has taken initiative to include Communications Strategy as one of the most important Social and Environmental Safeguards to establish two-way communications, and share information about the Project efficiently and effectively.

### **2.4.3 Focusing on Key Stakeholder Concerns and Fears**

WAPDA as an implementing agency for DHP realises that Communications should be strategic in the sense that it should address the major stakeholder concerns and fears that have been raised in the Communications Need Assessment findings and many rounds of field surveys and consultations. For communities, the big issues are compensation, resettlement, and loss of livelihood opportunities. For WAPDA, the concerns centre on lack of trust and confidence and misperceptions of the communities. When designing messages, the Communications Strategy would take into account reviving the trust and ownership of the communities in this project through evidence-based and culturally acceptable initiatives through full involvement of local communities and other national/local stakeholders. The greatest wish expressed by the majority of respondents was fair play, transparency, and accountability in dealing with issues of resettlement, compensation, livelihood, and environment.

#### 2.4.4 Tailoring Communications to Specific Needs of Each Group

The Communications Strategy has multiple audiences (see Appendix B) with various educational, cultural, economic, and social backgrounds. Their communications consumption habits and information seeking patterns are different than each other. An affected person (AP) from the project site is semi-literate and has access to *Jirga* meetings, tribal leader (*malik*), radio, and rarely a TV. At the same time a highly educated representative of the funding organization would have access to internet, newspapers, mobile phone, radio, TV, and social media. Comparatively speaking, both of these persons are audience of this Communications Strategy. A successful and more cognisant communications design would take into consideration their respective media and communications environments and socio-cultural preferences while implementing any initiatives. This Communications Strategy will not try “one-size-fits-all” approach. The findings indicate that although there are some common information needs, there are also significant differences in the concerns of the various stakeholder groups. They have different media usage and preference patterns, which need to be taken into account. Among other subjects, the Strategy would always cover:

- The nature and implementation process (what’s happening?)
- Why this project is needed and the benefits (why should I care?)
- What will change for that particular audience (how does it affect me?)

The communications demand due attention in selection of tools as well as handling various program issues. We discussed earlier that various audiences have different Communications preferences. In the same manner various audiences have different issues and concerns. The issues and apprehensions of a community member would be different than that of a WAPDA team member. A community member would like to know that how Dasu Dam is bringing change to his/her life while the Project staff would be more interested in issues related to implementation, among other things.

#### 2.4.5 Focus on Local Community Leaders and Media as Opinion Drivers

The media content analysis and discussions with media showed that coverage of the project was relatively ad hoc. There has been no sustained effort currently or in the recent past to share information about the project with key stakeholders. The only available information about/on the project is: project documents (Internal Communications which is not available to general public) and WAPDA website (with only a brief introduction about the project). There are some media reports also available on the web, related to the award of consultancy services as a result of tendering process. Communities do not have much information and knowledge either. Media at local as well as national level has not been able to cover the project because there is no data or information available to them. There has been a lack of contact with mass media in disseminating information about the project and whatever information is available to media, is event driven and weak in analysis.

The strategy therefore will take proactive approach for increasing knowledge on the holistic nature of the DHP among media managers and leveraging the media as a partner in the coverage of the project and the longer-term energy issues.

WAPDA, through this Communications Strategy, will make concerted efforts to mobilise communities through religious leaders (Imams) and tribal leaders (*maliks*) to provide maximum information to the communities so that people living in the project area could become partners in the implementation of Dasu project and take greater ownership of this development initiative.

WAPDA and the project team realises the important role of civil society organisations in the implementation of projects like DHP. Consultations and field survey have revealed that some NGOs tend to be most apprehensive about the effect of resettlements and compensation for lands, and other related issues, and they work with the media to vocalise their concerns. WAPDA will initiate a proactive outreach effort geared towards

establishing and maintaining dialogue with NGOs and media to bridge their information needs and working with them for the successful implementation of this project.

#### **2.4.6 Communications Strategy to Build on Stakeholder Suggestions**

Local representatives and other respondents of the research expressed the need for regular updates on the status of DHP. This suggests that the strategy should include mechanisms that enhance information sharing. This could include a regular communications and permanent public participation structures such as Local Village Committees suggested above. There was also consensus among respondents that effort to create long-term positive attitudes and behaviour change among stakeholders for the support of DHP and other such hydropower projects. Responding to these types of demands for information and participation mechanisms is essential for the strategy, as is responding to stakeholder requests on preferred means of communications. For example, WAPDA and the DHP team prefer communications through official channels, while communities generally prefer to receive information via local leader, radio, TV, provincial administration, or newspapers. A further breakdown shows that urban consumers prefer mass media sources, and rural consumers prefer inter-personal sources. The most popular public meetings are those organized by the provincial administration together with Jirga (local tribal forum).

#### **2.4.7 Short versus Long-term Communications Requirements**

Findings, consultations, and discussions with sector specialists suggest that the Communications Plan should be broken into two phases. Initially a short term phase of Project/Programme Communications should be used to build awareness, understanding, and trust related issues. A second longer term phase should focus on Behaviour-Change Communications that promote positive attitudes and practices for community involvement and support. In view of these observations, the Communications Plan has been divided into two phases. The first phase spreads over one year and the second phase covers another two years. The first phase will employ tools and techniques to address short-term needs of the audience mainly focusing to enhance public information at local community as well as provincial and national levels. This phase will also build/win trust of the communities and remove apprehensions and confusions on issues already identified through public consultations.

The second phase of the Communications Plan will centre on behaviour change and advocacy for long-term support of the project. In longer term perspective, the Strategy would be paying special attention to increase public participation and community engagement for their greater and deeper involvement in the decision making process for the project implementation. Another important area for this long-term phase is media advocacy to promote accurate and analytical coverage of the project. Media plays a very important role as tool of communications. The strategy aims for greater involvement of local/national media as one of the partners in implementation of the project. This phase would also address communications capacity needs of various stakeholders identified during communications need assessment exercise.

#### **2.4.8 Need to Strengthen Public Participation Mechanisms**

It is clear that information dissemination is important, but not sufficient for the project to succeed. The DHP Communications Team needs to build or strengthen two-way consultation and participation structures such as stakeholder forums, networks and committees to enhance transparency, engage with communities, and take public feedback on board. WAPDA supports and realises that public participation and consultation is a relationship building exercise that is key to good governance, it needs to become a permanent *modus operandi* of the project management team. One of the possible solutions to strengthen public participation mechanism is setting up Communications and information platforms at national level and community level. The idea of Information Centres has been raised during public consultations. WAPDA is keen on taking up this suggestion.

#### **2.4.9 Build Communications Capacity within the Sector**

Communications Need Assessment identified communications capacity building needs among various stakeholders. As the social development is inching more towards collaborative approach of work rather than individualistic approach, we have seen reasonable influencing of this paradigm shift in the field of communications. Organizations worldwide are considering capacity building of partners together with their own, for more sustainability. During the communications assessment, the DHP team identified definite communications capacity gaps among partners and within WAPDA itself. The project team will strengthen not only its own capacity but also partner NGO's, media, and local communities to communicate effectively and efficiently. There appears to be a definite need to build the communications capacity or bring trained communications professional(s) on board against the requirements for communications for the project implementation and post-implementation stage. Capacity must then be built to close the identified gaps, which include raising implementation support for the Communications Strategy and financial resources.

### 3 MEDIA ENVIRONMENT IN PAKISTAN

Pakistan's media is flourishing. Many of the privately owned media groups command big radio, TV and newspaper audiences and are highly profitable. Television has become the main source of news and information for people in Pakistan's towns, cities and large areas of the countryside. Generally speaking, where television is available, Pakistanis prefer TV to radio as a source of information. However, much of the rural population continues to rely heavily on radio. So, too, do millions of Pakistanis who live in zones of conflict near the Afghan border. Young urbanites are increasingly tuning in to Frequency Modulation (commonly known as FM) radio stations for music and entertainment on their mobile phones.

#### 3.1 RADIO FACTS

Pakistan Broadcasting Corporation (PBC), which runs the state radio network, retains an official monopoly on broadcasting national and international radio news. It covers the entire country on FM, medium and short wave. Private radio stations are allowed to relay the news bulletins and programmes of PBC and, to a limited extent, the BBC Urdu service and Voice of America (VoA). Private FM stations are not allowed to produce and broadcast their own national and international news under the terms of their radio license, although this restriction is sometimes ignored. Some private stations are allowed to broadcast local news. The Pakistan Electronic Media Regulatory Authority (PEMRA) limits the transmitter strength of private FM stations. They are allowed a maximum broadcast coverage radius of 50 km. Private radio has almost no penetration in rural areas.

#### 3.2 TELEVISION FACTS

The government-run Pakistan Television Corporation (PTV) retains a monopoly of free-to-air terrestrial broadcasting. Private TV channels are only allowed to broadcast on cable, satellite and the internet. Marketing research company Gallup Pakistan estimated there were 86 million TV viewers in Pakistan in 2009. Of these, 48 million - more than half, were terrestrial viewers who could only receive PTV channels.

#### 3.3 PRINT MEDIA FACTS

Pakistan has around 300 privately owned daily newspapers. According to the Pakistan Bureau of Statistics (formerly the Federal Bureau of Statistics), they had a combined daily sale of 6.1 million copies in 2009. Most newspapers are published in Urdu or English and are regional rather than national in nature. Pakistan's largest newspaper is the conservative Urdu language Daily Jang which claims nationwide daily sales of 850,000. Undated figures from the marketing research organization Gallup Pakistan say about 60 % of urban populations and 36 % of rural populations read newspapers. (These figures broadly track urban and rural literacy rates). About 10 % of the population read magazines. Gallup found that about 30 % of the population read a periodical at least once a day.

#### Mobile Mania

Over the past decade, Pakistanis have become addicted to the mobile phones. More than half of all Pakistani adults own a mobile handset. By January 2012, there were more than 114.6 million mobile phone lines in the country, giving a mobile penetration rate of 66.5%. However, this statistic disguises the fact that many handset owners have SIM cards for two or more networks. Pakistanis use text messaging intensively. In 2011 each handset owner sent on average more than 140 text messages per month, even though only half the population can read and write. That represented an increase of nearly 16% from 120 messages per phone per month in 2010. Many young people also use their mobile handsets to listen to the radio.

### **3.4 INTERNET FACTS**

Internet usage is growing rapidly from a low base, as witnessed by the phenomenal growth in popularity of the social networking site Facebook. Bandwidths remain low, but this could change rapidly, as large sums of money have been invested in web infrastructure projects. At least 30 cities now have WiMAX networks, which enable internet access by wireless anywhere within a wide area. By some measurements, Pakistan has deployed the largest WiMAX network in the world. This fourth generation technology offers metropolitan area networks a signal radius of about 50 km. The relatively low cost of WiMAX deployment makes last-mile broadband Internet economically viable, even in remote locations. The Pakistan Telecommunications Authority (PTA) said there were 29 million internet users at the end of 2011 – equivalent to about 16 % of the population. Among them were 6.4 million Facebook users (www.socialbakers.com, May 2012). According to the PTA, about 1.7 million people had access to broadband services in 2010. This was less than one per cent of the population.

### **3.5 PAKISTAN'S POWERFUL MEDIA GROUPS**

There is considerable cross-media ownership between newspapers and radio and television stations. Major large circulation daily newspapers exercise wide influence on public opinion from within large media groups that also include radio and TV stations.

Many of Pakistan's newspapers were founded by journalists with a political and nationalist agenda. However, the liberalisation of broadcasting in 2002 led to a wave of investment in the media by businessmen with a straightforward commercial interest.

The new FM radio stations have proved particularly profitable. Their opening coincided with a period of rapid economic growth that brought with it a boom in advertising. The three largest private media groups are:

*Jang Group* – The group owns Geo TV, Pakistan's most popular private television network, along with a stable of newspapers and magazines. These include Daily Jang, Pakistan's top-selling daily newspaper, Daily Awam, Daily Awaz, Daily Waqt, The News and The Pakistan Times.

*Dawn Media Group* - This media group grew from the English-language Dawn Newspaper, founded in 1947 by Mohammad Ali Jinnah, the political leader responsible for Pakistan's creation as an independent Muslim state. Dawn is one of the largest and most influential English language daily newspapers in Pakistan. It remains a cornerstone of the Dawn Media Group, which also Dawn News TV and the City FM 89 radio network, the latter broadcasts in four major cities. Other Dawn Media Group publications include the Herald, a monthly current affairs magazine.

*Lakson Group* - This diversified business conglomerate owns the popular Express News and Express 24/7 TV news channels, along with the Daily Express, Express Tribune and Express Sunday newspapers.

### **3.6 STRATEGIC USE OF MEDIA IN COMMUNICATING DHP MESSAGES**

Some of the earlier methods used 10-15 years ago for communications have been visual and audio in the form of gestures, sounds and pictures/drawings. Technology today has transformed these sounds and gestures to produce speech, videos, films, posters and theatre. The evolution of different means including new media (web, internet, mobile) has opened up a vast potential for communications. With a plethora of tools and methods to use, the communicators today may find it difficult to choose an appropriate one. How is this choice to be made? Answer to this question depends on our understanding of the impact of information and communications technologies on our everyday life. Pakistan's flourishing and booking media scene extends a plenty of options for projects like DHP. While it is difficult to decide as to what to choose and what to leave, there are some



factors which will provide us some guidance and direction. These decision-making factors could be on-ground research/consultations, audiences' preference, cost, cultural preferences, general public's communications requirements, and needs of our international audiences including project donors and other stakeholders. Let's have a look at the following options, their pros and cons, utilities and downsides, in context of Pakistan's own media environment.

As for using media effectively and efficiently for communicating the project messages, there are two ways of doing this. First option is using media as a paid tool of communications through advertisements, print supplements, mobile messages, etc. The second way is entering into partnership with media houses and mobile companies to utilise and take advantage of vast outreach of TV, radio, internet, social media, mobile communications, and print media through unpaid coverage/messaging. WAPDA will capitalise on both of these options to utilise mass media and new media at national, local, and international level and take maximum advantage of these partnership opportunities.



## 4 STRATEGIC COMMUNICATIONS DESIGN

The design of the communications intervention had to respond to the need for an open, transparent, and inclusive decision-making process, one that reflected stakeholders' concerns. It needed to help DHP/WAPDA design an environmentally sustainable, socially equitable, and economically viable project. To this end, a Communications Strategy was designed to establish a two-way communications mechanism and a continuous consultation process, allowing the DHP/WAPDA, Dasu Hydropower Consultants (DHC), and the World Bank to actively and positively interact with all stakeholders.

The Communications Strategy has been designed as a flexible tool, ready to be adapted according to the feedback received and the changing situation on the ground. In context of ever-evolving and ever-changing communications environment and patterns, the strategy adopts an approach in which the design of the Communications Strategy, instead of being entirely fixed at the outset, could be revised as communications activities progress and new knowledge and experience is gained. In such situations, the communications action plan of the strategy will take into account a long term strategy as well as immediate communications needs.

In development, a Communications Strategy is defined as a comprehensive set of coherent communications activities aimed at achieving a project's communications objectives. A communications objective is an objective that requires some changes in the;

- level of information,
- perceptions,
- attitudes (intentions),
- practices and/or behaviours,
- level of participation, and/or
- level of empowerment

The previously covered findings suggest that there is need for a Communications Strategy that focuses on increasing knowledge of the communities and building public support for DHP. The strategy should also promote participation of stakeholders in decision making and address issues of fear and uncertainty on the effect of project. The findings also provide a clear indication on the appropriate messages and the audiences that this strategy needs to target. Based on this analysis, the objectives of the strategy are given below.

### 4.1 OBJECTIVES OF THE COMMUNICATIONS STRATEGY

#### 4.1.1 Overall Objectives

The communications objectives of DHP were defined on the basis of the desired outcomes, risk reduction, and the communications deficits that were identified through the communications need analysis. The objectives of the DHP Communications Strategy are:

- To increase awareness, improve knowledge, and timely disseminate information among key stakeholders
- To get public endorsement and acceptance of the project
- To enhance transparency of the DHP project
- To promote and increase participation of key stakeholders in decision-making

The first two objectives are short-term objectives focusing specifically on Project/Programme Communications and should be accomplished within the first year. The third and fourth objectives are longer-term behaviour change communications objectives which will target sustainable changes in specific behaviours. These will be

started in the first year, but activities are likely to get fully underway during the second and third years.

#### **4.1.2 Specific Strategies**

The above mentioned overall objectives will be achieved through the use of following specific strategies:

- Internal Communications to increase knowledge, build support for the implementation of the DHP and address new and existing concerns among staffs of the project, other related government departments, and various institutions involved
- Provision of timely information on the project, its impacts, its timing, its progress, together with a mechanism to express their concerns and grievances and ensure that these are properly taken into account in the decision-making process
- Public participation mechanisms to provide platform to engage with institutions opinion leaders, implementation partners, and the general public
- A phased multi-media communications programme to increase knowledge on the project and to increase public support for DHP and such projects in future
- Media advocacy to promote accurate and analytical coverage of the project
- Communications capacity strengthening of DHP team and/or partners to implement the Communications Strategy

#### **4.1.3 Communications Approach**

Given that the subject of a communications objective is always one or more groups of people defined as primary stakeholders or primary audiences, the Communications Work Plan (CWP) has been subdivided into several components, each one directed to a specific audience/stakeholder group. In fact, several public, private, and international players are involved in the implementation of the project, each one playing a different role and having different tasks and responsibilities at different levels (political, economic, and technical); characterized by different communications needs, problems and objectives; and requiring different strategies and media to be reached.

The CNA<sup>22</sup> showed that the main audiences that needed to be reached and the main stakeholders that needed to be engaged by the Communications Strategy were:

- Institutions involved in the project implementation such as donors, WAPDA/government institutions, contractors, and so forth;
- General public (mainly through mass media); and
- People living in the project area, including the project-affected people
- Given the concern of international NGOs about large infrastructure projects, and the related reputational risk for the World Bank and other financing partners, the international community was identified as a fourth audience

#### **4.1.4 Strengthening Project Capacity for Communications**

Developing capacity of the project to design and implement a Communications Strategy requires significant efforts in terms of technical and human resources. For the sake of sustainability, it is important to think about how the created capacity can produce benefits during the implementation and after the project completion. In general, it is preferable to create the capacity inside the implementing agency. In case of DHP, the project office and infrastructure is already in place and therefore, it is recommended to establish a Hydropower Public Information and Communications Unit (HPICU) within the Project with the expectation of possible integration of HPICU within the future hydropower management structure in WAPDA. The Communications Unit will:

- (i). Design and carry out all communications activities related to Dasu Hydropower Project;
- (ii). Act as a focal point and source of information for all stakeholders;

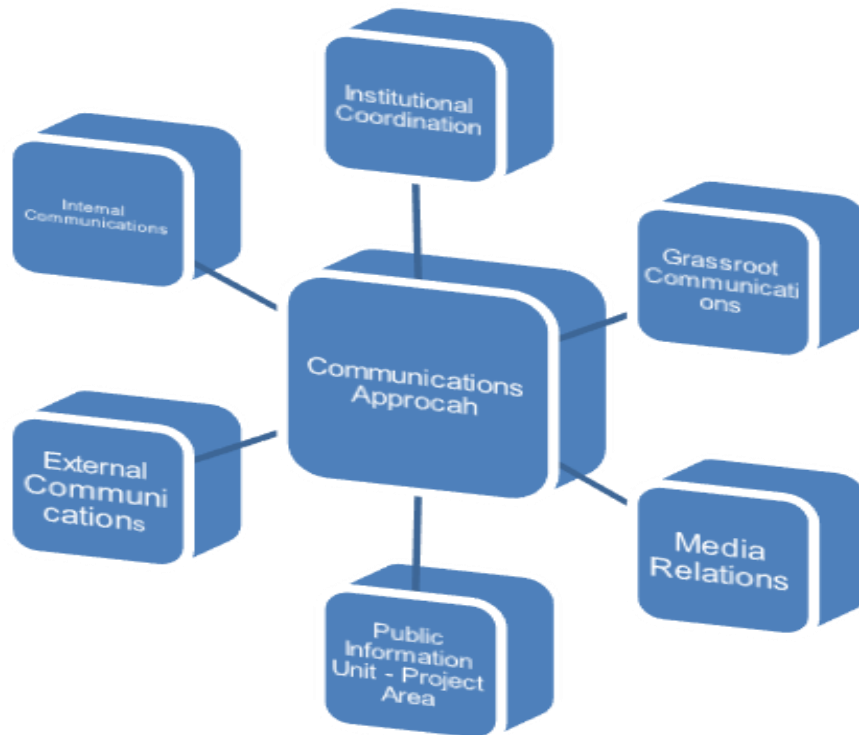
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<sup>22</sup> CNA – Communications Need Assessment

- (iii). Encourage exchange and collaboration between project staff members and stakeholders;

#### 4.1.5 Communicating with Institutions Involved in Project

There are various institutions involved in the design, and implementation of DHP including WAPDA, design consultants, implementing agencies, contractors, donor organisations like the World Bank and others.



**Figure 4.1: Communications Approach**

So, it is necessary to seek their support by increasing knowledge and providing regular updates so that all the institutions have shared understanding about the project. The lack of information sometimes during project design and implementation or during project negotiations with donors can trigger various rumours and speculation fuelled by short-term social, political, economic, interests. Sometimes misinformation, lack of information, incorrect, incoherent, and unverified information on the project can cause negative media coverage ultimately delaying any project implementation. It is therefore imperative to prepare communications activities to address situation(s) like this by ensuring that all institutions involved in the project implementation:

- had a common understanding of the project objectives and strategy,
- shared the same information and knowledge by being regularly informed about relevant facts and decisions, and
- had the opportunity to express their views, opinions and proposals on the different issues concerning the project.

This would allow each of these institutions and the project team experts working in the various sectors of the project, (social, environmental, economic, engineering) to feel part of the initiative and be motivated to provide valuable input to it. It also will allow them to disseminate objective and uniform information whenever they were in contact with other stakeholders or with the press.

#### 4.1.6 Communicating with Communities in Project Area and Establishing Participation Channels

In the backdrop of compensation issues, resettlement plans, and socio-environmental impact on communities related to other hydropower projects in the past, WAPDA, the

World Bank, and Dasu Hydropower Consultants (DHC) took special measure for DHP. In the past projects, local communities in the dam areas had not been adequately informed of the project impacts and the implications on their environment, and lives. They were only marginally consulted or involved in the project preparation and implementation. Moreover, households and communities whose lands were acquired never received the promised compensation.

Now in case of DHP, the result is a widespread discontent and suspicion towards WAPDA and all other project staff/DHC staff visiting the project area. The first task of the Communications Strategy will be to build trust and credibility among project area residents. This task could only be achieved by establishing a direct relationship with the community and demonstrating responsiveness to their concerns.

The people living in 34 affected villages around the project site on the Left Bank and Right Bank of the River Indus are considered major stakeholders of Dasu Hydropower Project. The communications objectives directed to the communities should be:

- provide local communities with timely information on the project, its impacts, its timing, its progress, and so forth, and
- Allow them to express their concerns and grievances and ensure that these are properly taken into account in the decision-making process.

The communications analysis identified *maliks* (local community leaders/tribal heads) and *Imams* (religious leaders) as the most preferred channels of communications. This was confirmed through interviews and field survey.

Opinion leaders, as influencers within the communities, can play a vital and cost-effective role as an interpersonal way of reinforcing the messages sent out through mass media channels. To outreach communities in the affected areas, the Communications Strategy recommends utilisation of Local Committees<sup>23</sup> with the active involvement of *maliks* and *imams*.

Public participation is described as an essential component within the Communications for Development (C4D) framework adopted by most of the international organisations including the World Bank. The Local Committees, as information-sharing and consultation forums, will create the opportunity for opinion leaders to become informed partners that both disseminate information and receive feedback from stakeholder groups.

#### **4.1.7 Communicating with General Public**

The general public of District Kohistan and areas around the project site including neighbouring districts should be focused:

- (i) to provide correct information about the progress of the DHP, its expected benefits, and the role of the different organizations involved (government, donors, contractors);
- (ii) to gather feedback and suggestions from the general public for consideration by decision makers; and
- (iii) to identify and address specific information gaps and misconceptions concerning the project.

The media environment analysis has identified TV and secondly Radio as the most effective mass media channel to reach the general public. This was confirmed by the interviews and field survey. As gathered from the Communications Need Assessment, the people place the greatest trust in information provided by the TV and radio. It is important to stress that mass media activities and activities for the journalists should be

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<sup>23</sup> Local Committees are community-based bodies in 35 affected villages in the project area. A Local Committee comprises of Village Malik, Village Imam, and a senior community leader. Local Committees were established during the design phase with an objective to share information with and receive feedback from the communities.

aimed not only at informing and sensitising audiences, but also at developing mechanisms to gather feedback from the audiences.

The role of media will be leveraged as a strategic partner through a proactive media relations program and a media award scheme. Under this strategy, the media will also be used as one of the channels for communicating the benefits of DHP to the public.

#### 4.1.8 Communicating with International Community

This aspect of the Communications Strategy focuses on making information concerning DHP available to international audiences (development agencies, international NGOs, academia, the Pakistani diaspora, and so forth). In the development and academic world, there is a widespread interest in new methodologies to develop large infrastructure projects and, in particular, in dealing with their environmental and social impacts. To address this communications requirement, this Strategy suggests designing and launching a website. This website should contain information on the project, on its context and on its expected impacts and benefits. It should also include a comprehensive “Question and Answer” section and allow downloading of project documents and reports. The website design should also include information to ensure transparency of the project financing and decision-making process.

#### 4.1.9 Audience Segmentation

Target audiences have been selected based on the overall objectives and specific strategies.

**Table 4.1: Audience Segmentation**

Audience Segment	Sub Segments	Rationale
Internal Staff	Staff members of the project and implementing contractor at national and provincial level. This would also include other institutions including donor organisations such as World Bank, WAPDA, related government bodies/departments, Kohistan District Administration	The project staffs are primary implementers of the project and are frontline ambassadors in articulating the vision and need of DHP. They need to be fully informed and supportive of the process to become effective advocates.
Local Communities	Residents of 35 villages directly affected by the construction.	This group has many misunderstandings and misperceptions. On top of that there is big communications gap due to non-availability of any regular communications with them. This lack of communications and interaction with these communities on issues related to settlement, compensation, and livelihood could cause great damage to the project implementation.
General Public (District Kohistan and adjacent districts specially, and KP and at national level in general).	Urban, rural and informal settlement residents. Small scale service providers. Youths (for the second phase) Industrial, commercial and institutional customers who feel greater demand for electricity	Each of these groups have been chosen because they have particular perceptions and needs that got to be addressed through tailored messages and through the most appropriate channels.

Media	Media gatekeepers (editors, executives, and programme directors). Journalists.	Media analysis showed that the media is not fully informed about project as well as WAPDA's overall strategy to address electricity crisis in the county. Media gatekeepers will be valuable partners in helping giving appropriate attention to energy issues in Pakistan and government's efforts to address these issues. Media will also help increasing public knowledge, understanding and support for the project. Media bodies will also be important partners in disseminating information about the project and helping building a supportive environment among priority audiences.
Opinion leaders (channels for two-way information)	MPs from Kohistan and other neighbouring areas. Local Government Authorities. Civil society including CBOs, NGOs. Professional, community, and business associations	With a limited budget, communications activities cannot reach every adult person. The strategy relies on using opinion leaders as channels to convey information and to influence groups of people. Opinion leaders are credible representatives to communicate messages to their respective communities. They are ideal to involve when seeking feedback information.
Implementing Partners	<ul style="list-style-type: none"> <li>• Implementing contractors</li> <li>• Other Ministries/Provincial Departments</li> <li>• Primary Ministries: Health; Environment; Agriculture; Social Welfare;</li> <li>• Secondary Ministries: Tourism, Information and Broadcasting; Education; Science &amp; Technology</li> <li>• Organisations NGOs and training institutions working on water and power, environment, livelihood, and other related issues</li> </ul>	The project will not be successful without the help of several other organisations who also play direct or indirect roles in the sector generally and as communicators to key audiences in particular. Partnering with other organizations will help leverage outreach, particularly if their additional support is mobilized.

#### 4.1.10 Strategic Communications Matrix

The Communications Strategy Matrix outlines the key aspects of each specific strategy. It integrates all aspects of the strategy indicating the logical link between the audience, key message themes, methodology, channels and tools, expected outcome and implementing partners. Key message themes are based on the objective for communications to each audience and the findings from the Communications Need Assessment analysis. The channels recommended are based on the guidelines for media usage in Pakistan. The strategy matches audiences with specific channels depending on accessibility of channel to the specific audience.



#### 4.1.11 Strategy 1

Internal Communications to increase knowledge, build support for the implementation of the DHP and address new and existing concerns among staffs of the project, related government departments, and other institutions involved;

Audience	Key Message Themes	Methodologies	Tools and Channels	Outcome Indicators	Partners
<b>Internal Staff</b>	Benefits and opportunities created by DHP. Implications of the project on job creations and/or losses. Expectations of the Dasu Hydropower Project from prospective and present employees. Roles and mandates of donor organisation (s), and implementing contractor (s).	Reach staff members through established and informal communications systems within each organization. Utilize team briefing methods to communicate with staff through the institutional/project hierarchy. Piggyback on existing forums, e.g. the bi-monthly meetings Orientation and training of programme communicators down to the district level.	Staff briefing kits e.g. fact sheets on the project and reader friendly summary of the project achievement, benefits, social/environment safeguards. Quarterly information bulletin on progress of the project implementation. Internal advertisements on new job opportunities.	Reduced staff concerns about institutional changes and enhanced shared vision and clarity about the DHP implementation Increase in knowledge and support on among staff	Dasu Hydropower Project team, WAPDA, World Bank, any other donor(s), Implementing Contractors

#### 4.1.12 Strategy 2

Provision of timely information on the project, its impacts, its timing, its progress, together with a mechanism to express their concerns and grievances and ensure that these are properly taken into account in the decision-making process;

Audience	Key Message Themes	Methodologies	Tools and Channels	Outcome Indicators	Partners
<p>People/residents of those 34 villages directly affected by the construction of Dasu Dam</p> <p>Local communities around the project site</p> <p>General public of District Kohistan</p>	<p>The project is beneficial for the local communities and for the people of Pakistan. It will bring development to the project area while for people of Pakistan, it will generate energy;</p> <p>Implementation is transparent and the project implementers want to share project information with the communities</p> <p>Project implementers require your opinion on solution of issues</p>	<p>Information dissemination to communities on implementation, status, and progress of the project</p> <p>Seeking communities' feedback on the implementation issues including resettlement, compensation, environmental, and issues and solutions related to livelihood in the project area</p>	<p>Village heads (<i>maliks</i>) and religious leaders (Imams)</p> <p>Local Committees</p> <p>Hydropower Information and Communications Unit</p> <p>Mobile phones</p> <p>District Administration Notice Boards</p>	<p>Local Communities are more informed about the implementation, processes, progress, implementing agency, timing etc.</p> <p>The people in the project area are satisfied with the information dissemination and take ownership in the project implementation.</p> <p>They have better understanding as to how project is beneficial to them as well the country</p> <p>They have more trust on the implementation agency</p>	<p>Local Communities</p> <p>District Administration</p> <p><i>maliks</i> and Imams of 34 Villages</p> <p>Departments of Social Welfare, Health, Education, and others</p>

### 4.1.13 Strategy 3

Public participation mechanisms to provide platform to engage with institutions opinion leaders, implementation partners, and the general public;

Audience	Key Message Themes	Methodologies	Tools and Channels	Outcome Indicators	Partners
<p>Opinion leaders at the national, regional and local levels in influential organization with wide geographical reach.</p> <p>The opinion leaders will be engaged at two levels: a) Opinion leaders who will serve as channels such as MPs, provincial administration, and civil society.</p> <p>b) Opinion leaders who will be implementing partners such as key government ministries.</p>	<p>Contribution of Dasu Hydropower Project to efficient provision of electricity for sustainable national development.</p> <p>Invitation to support implementation of DHP and such initiative in future as progressive leaders.</p> <p>Need to initiate activities that will ensure adequate electricity production through hydropower projects such as DHP</p> <p>Value of good management of hydropower resources for the nation and for each business and household.</p>	<p>Disseminate information to opinion leaders through focal points within their organizations on energy requirements of the country in next 20 years.</p> <p>Establish “energy forums” to engage opinion leaders and promote public participation at the national, regional and local level.</p> <p>Encourage opinion leaders to mobilize their communities.</p> <p>Facilitate opinion leaders to reach out to their communities with energy issues by providing communications support through, for example, talking points on benefits of projects like DHP.</p>	<p>Briefing materials. Seminars and workshops. Energy forums. Organizational meetings. Articles in sector publications . Quarterly progress newsletter.</p>	<p>Discussions by opinion leaders are increasingly based on correct knowledge of the DHP, its benefits, impact, and outcomes.</p> <p>Increase in knowledge of DHP among policy and decision makers.</p> <p>Functional public participation mechanisms established.</p> <p>Consensus building and stakeholder concerns addressed through public participation mechanisms</p> <p>Increase in number of community and civil society initiatives in support of DHP</p>	<p>NGOs active in the water and power sector.</p> <p>Parliamentarians at provincial and national levels and key government ministries. Development partners. Provincial/Local/District administration.</p>

#### 4.1.14 Strategy 4

A phased multi-media communications programme to increase knowledge on the project and to increase public support for DHP and such projects in future;

Audience	Key Message Themes	Methodologies	Tools and Channels	Outcome Indicators	Partners
<p>General Public (District Kohistan and adjacent districts specially, and KP and at national level in general).</p> <p>Urban, rural and informal settlement residents.</p> <p>Small scale service providers.</p> <p>Youths (for the second phase)</p> <p>Industrial, commercial and institutional customers who feel greater demand for electricity</p>	<p>Benefits of DHP to consumers/general public to get their support for such projects. Results of the project such as increase in power production. Roles of WAPDA and DHP team to address energy crisis in the country.</p> <p>Improved delivery through better governance and management.</p> <p>Value of good management of water and hydro resources for the nation, and for each business and household.</p>	<p>Raise awareness nationally and in selected areas through a six-month branded multi-media campaign delivered utilizing both paid-for advertisement and non-paid media initiatives. Reinforce campaign messages by mobilizing NGOs, CBOs, and government departments to disseminate information materials to communities within their reach.</p>	<p>Series of print advertorials in selected newspapers. Radio infomercials in KP and throughout Pakistan.</p> <p>Information materials – posters, brochures, bumper stickers.</p> <p>Radio and TV discussion programmes.</p> <p>News and feature articles generated through the media award scheme. Community meetings through Local Committees and involvement of <i>maliks</i> and Imams.</p>	<p>Increase levels of awareness among adult population within the first six months. Increase in quality of knowledge on DHP.</p>	<p>Media organizations. Communications organisations and agencies. NGOs. Other related ministries. Local authorities.</p> <p>Provincial administration.</p>

#### 4.1.15 Strategy 5

Media advocacy to promote accurate and analytical coverage of the project;

Audience	Key Message Themes	Methodologies	Tools and Channels	Outcome Indicators	Partners
<p>Senior Management of media organisations</p> <p>Editors of national and regional media organizations.</p> <p>Journalists in national and regional/provincial media organisations.</p>	<p>Holistic nature and need for hydropower projects in Pakistan and positive contributions of DHP to efficient electricity.</p> <p>Progress made and challenges faced in implementing the project.</p> <p>Benefits of the project focusing on success stories and lessons learnt locally and internationally.</p> <p>Importance of DHP at national level.</p> <p>Value of good implementation and management of DHP for the nation and for each business and household.</p>	<p>Increase knowledge of editors and reporters through training workshops and editorial briefings. Facilitate accurate coverage of the project by developing and disseminating a media kit.</p> <p>Proactively manage the media by establishing a function within project unit (most probably through the proposed Communication s Unit) to engage the media in the coverage of issues related to the project</p> <p>Increase the breadth and depth of coverage by leveraging the media as a program partner through a three month media award scheme designed to build a corps of knowledgeable reporters on water and power issues.</p>	<p>Media kit. Training workshops, media award guidelines, radio and TV discussion programs, and editorial briefings. News items, TV and radio programs, feature articles, call-in programs. Media awards entry guidelines promoted through media houses.</p>	<p>Increased knowledge on water and power issues in the country among editors and reporters.</p> <p>Percentage increase in coverage of water and power issues by the media. Percentage increase of accurate and analytical articles on water and power issues.</p>	<p>Media houses.</p> <p>WAPDA and other water, power, and energy related institutions .</p> <p>Department of Mass Communications University of the Punjab</p>

#### 4.1.16 Strategy 6

Communications capacity strengthening of DHP team and/or partners to implement the Communications Strategy

Audience	Methodologies	Tools and Channels	Outcome Indicators	Partners
<p>Dasu Hydropower Project and other partner organisation(s) in implementation of the Communications Strategy</p>	<p>Orientate WAPDA Public Relations Division to the Communications Strategy. Set up a communications function to manage strategy implementation.  The DHP needs to hire comm. staff  Provide technical assistance to build and knowledge of the Communications Strategy implementers to develop and implement Communications Plan.  Monitor and evaluate the specific plans developed and provide feedback. Create a national Hydropower Communications Unit to provide coherence and guidance on communications activities.</p>	<p>Workshops and seminars. Technical assistance. “How To” Guides and Manuals. Communications planning templates. Field visits and study tours. An international standard website on the project</p>	<p>The project has established a Hydropower Information and Communications Unit to streamline, manage, coordinate, and monitor Communications Strategy implementation.  Number of or selected implementing institution/organisation/company successfully implementing components of the Communications Strategy.  Increased communications capacity within sector institutions.</p>	<p>Selected agency/organisation/company to implement the Comm. Strategy.  Communications training institution  WAPDA's Public Relations Division</p>

## 5 IMPLEMENTATION OF THE STRATEGY

A phased-in approach will be adopted when implementing this strategy over a period of three years. The first phase will be focusing on Project Communications and the DHP project office will be responsible for coordinating the implementation of this phase. The long-term approach to seek support and share project benefits will be phased-in towards the end of the first year. Activities will be implemented at three inter-linked levels: national, provincial and local. The overall implementation will be coordinated through the proposed Hydropower Communications Unit to leverage resources and to maintain coherence of communications activities.

### 5.1 IMPLEMENTATION PLAN

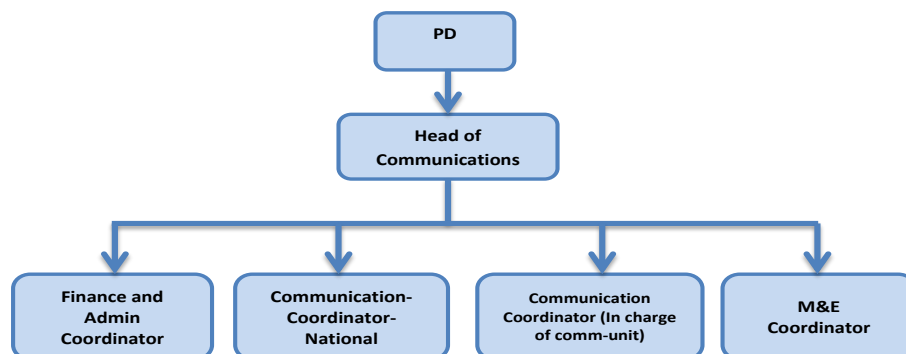
Below are preparation and action priorities on key implementation areas:

#### **Preparation Priorities**

##### **5.1.1 Establishing Communications Unit to Manage Implementation of Strategy**

Implementation of this strategy will require focused, dedicated, and organized efforts from WAPDA and DHP team. It is recommended that the DHP should establish a Hydropower Information and Communications Unit and placing a full time senior communications professional as its manager/head to specifically manage the implementation of this strategy. The DHP could contract out through an independent/private communications company for the establishment, management, and output of this Communications Unit to avoid issues related to staff hiring, management, operations, logistics, post-completion, re-employment/re-location of staffs. WAPDA shall establish one Communications Unit at the Project Head Office and another Unit at the Site Office.

The Communications Unit at Head Office will manage and coordinate Communications Strategy implementation at national and local level partly by itself and mainly through Communications firm(s). Since WAPDA does not have in-house communications expertise, this unit will ensure quality, efficiency, effectiveness, and monitoring of all activities including public information campaign, media advocacy, capacity building, and community mobilisation. The Communications Unit at Site Office will ensure and supervise local level implementation of Communications and community mobilisation activities as guided by the Communications Strategy. This Unit will also be responsible for providing feedback and information to the Communications Unit at Head Office. The project office together with its collaborating partners will work out the objectives, modalities, and TORs for both of these Units. Following are two separate compositions of Communications Unit at Head Office level and Communications Unit at Project Site level:



**Figure 5.1: Organogram for Communications Unit at Head Office**

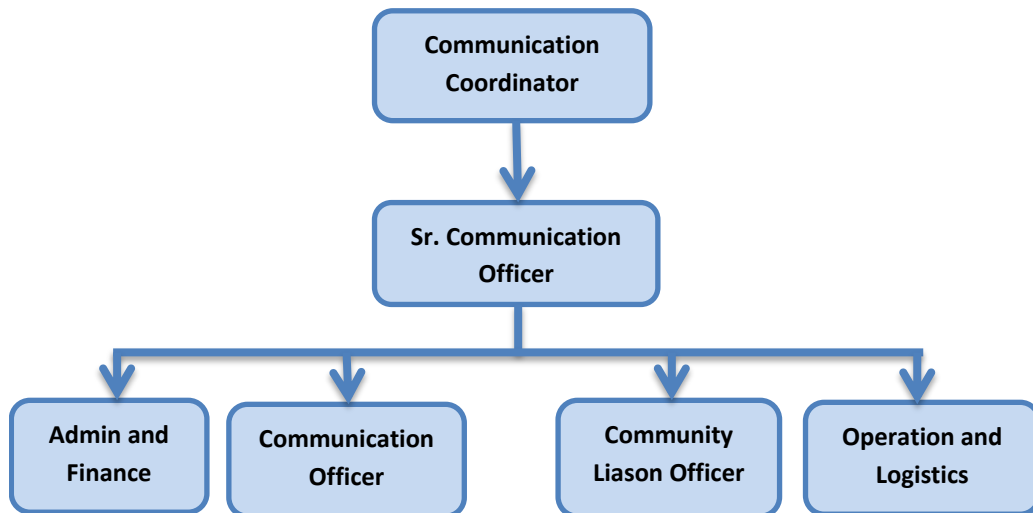


Figure 5.2: Communications Unit at Project Site

### 5.1.2 Delivering Communications from Branded Platform

A theme, logo and slogan will be developed at the beginning of the implementation of this strategy to provide a branded platform for all communications materials. This will enhance coherence of messages and create synergy across the different communications activities.

### 5.1.3 Developing and Producing Communications Materials

All key materials produced will require pre-testing among intended audiences prior to production. Development of materials will be competitively contracted out to an organisation/agency having experience in strategic communications which will be responsible for developing the theme and long-term identity of DHP and the Communications Strategy.

## Operation Priorities

### 5.1.4 Implementing a Branded and Phased Communications Program

The strategy will be implemented through phased but carefully linked streams over the period of three years.

The first phase will be a national/local public information campaign delivered through mutually reinforcing mass media. Momentum for the campaign will be built through a high profile launch of the project implementation itself.

The second phase will consist of thematic communications initiatives focused on increasing public support for projects such as DHP. This phase will also share benefits of the project. It is probable that communications during the second phase will primarily rely on community-based media and mass media will only be used for strategic communications support during the launches.

### 5.1.5 Using Media Placement

A detailed media plan shall be designed for the public service advertising which will be based on the most recent media usage data. The communications firm contracted to coordinate media placements and implement other communications initiatives would have the capacity to negotiate for bonus spots among media houses, as this is a social development programme (not a commercial project).



### **5.1.6 Disseminating Information Materials**

All materials will be designed and disseminated through a demand-driven network to ensure that they are distributed efficiently and used effectively at community level. This demand driven network could be a well reputed NGO, a government organisation, or group of people, or local community heads. The project team will fine tune these modalities at the stage of implementation of Communications Strategy in consultation with relevant stakeholders.

### **5.1.7 Introducing Media Award Scheme**

As mentioned earlier, one way of utilising media is through paid placements. The other way is to partner and network with media to promote issues, awareness, and win public support for this project and other future projects. This Communications Strategy would use Media Award Scheme to encourage and acknowledge contributions of partner media organisations and professionals who will be supporting the Project and objectives of this Communications Strategy. The media award scheme activities will be linked to the public information campaign to generate the necessary and the right media content early in the implementation of the Communications Strategy.

### **5.1.8 Successful Implementation Conditions**

- (i) For this strategy to succeed, all project partners have to buy in to the importance and value of communications, and of playing their part in the implementation of this strategy. Another rather obvious criterion for success is that adequate financial resources are required to be committed for the implementation of this strategy.
- (ii) The capacity to implement this strategy within DHP project structure has to be strengthened. There is need to set up Dasu Hydropower Communications Unit and dedicated communications staffs need to be hired.
- (iii) Making use of NGOs/CBOs who operate at 'grassroots' level as implementation allies would also be a strong recommendation.

In terms of this messaging, the benefits of DHP are mostly going to be about energy improvements for the national development. The question of electricity cost will also have to be addressed. It will be very important however, not to overpromise on the improvement of electricity crisis in the country. For some people, it will take years before they personally benefit from DHP and this has to be made clear upfront. It has to be recognised that communications can only be as good as the efforts it supports on the ground. The 'talk' and the 'action' of successful hydropower projects improvements in supply of electricity have to be in harmony. It would be seriously counter-productive to overpromise as this would risk the credibility of this as well as future projects.

## **5.2 Implementation Plan and Budget**

Table 6.1 presents an implementation plan focusing on specific strategy and actions to be undertaken. There is an allocated budget of 0.54 million for the communication plan (see SRMP Vol. 10 Costs and Budgetary Plan).

Table 5.1: Strategy Implementation Plan and Budget

ACTIVITIES	TIME FRAME											
	Year 1				Year 2				Year 3			
	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
<b>Strategy 1: Internal Communications</b>												
Produce and disseminate briefing materials	■	■										
Plan and implement team briefing sessions	■	■	■									
Prepare and produce progress bulletins	■	■	■	■	■	■	■	■	■	■	■	■
Provide orientation & training for program communicators	■	■	■									
<b>Strategy 2: Information dissemination to communities, gen public, implementing partners</b>												
Set-up Information & Communications Unit at Head Office and in Dasu	■	■	■									
Establish information dissemination and feedback mechanism	■	■	■									
Train and sensitize <i>Maliks and Imams</i> to communicate with communities	■	■	■	■	■	■	■	■	■	■	■	■
Produce and disseminate information materials	■	■	■	■	■	■	■	■	■	■	■	■
<b>Strategy 3: Engaging with opinion leaders, stakeholders, and strengthening participation at national level</b>												
Build partnerships with stakeholders for information dissemination	■	■	■	■	■	■	■	■	■	■	■	■
Establish energy forums to engage opinion leaders and promote public participation	■	■	■	■	■	■						
Disseminate information to opinion leaders through focal points within their organizations on energy requirements of the country in next 20 years.	■	■	■	■	■	■	■	■	■	■	■	■
Encourage opinion leaders to mobilize their communities	■	■	■	■					■	■	■	■
Facilitate opinion leaders to reach out to their communities with energy issues	■	■	■	■								
<b>Strategy 4: Phased and branded multi-media communications program</b>												
Design & implement public information campaign utilizing mass & new media	■	■	■	■								
Reinforce campaign messages by mobilizing NGOs, CBOs, and government departments to disseminate information materials to communities within their reach						■	■	■	■	■	■	■
Development information materials	■	■	■	■	■	■	■	■	■	■	■	■
Mobilize NGOs, educational institutes, and private sector						■	■	■	■	■	■	■
<b>Strategy 5: Media advocacy</b>												
Produce and disseminate media kits	■	■	■	■								
Organize national and provincial media workshops	■	■	■	■								
Implement a proactive media relations programme					■	■	■	■	■	■	■	■
Plan and implement media award scheme					■	■	■					
<b>Strategy 6: Communications Capacity Building</b>												
Hold orientation workshops for top sector management within stakeholders	■	■	■	■								
Set up a national Communications Coordination Committee	■	■										
Arrange communications training for the project Communications Team	■	■										
Facilitate communications training within WAPDA for such projects in future			■	■								

## 6 FRAMEWORK FOR MONITORING AND EVALUATION

Monitoring and evaluation (M&E) will be essential to objectively establish progress towards the achievements of the objectives of this Communications Strategy and in tracking the performance of the action plan. The key aspects of the M&E framework for this strategy include:

- a) Monitoring of the communications activities as they happen
- b) Assessing the outcomes and impact of the actions at regular intervals

### 6.1 MONITORING OF THE ACTION PLAN

Monitoring of the performance of this Communications Strategy will involve tracking and assessing the specific outputs of the communications activities. A mechanism for collecting data and reporting on the specific output indicators for each activity would be developed and implemented.

### 6.2 ASSESSING THE OUTCOMES AND IMPACT OF ACTIVITIES

The overall outcome indicators will form the basis for assessing the interim and long-term impact of the communications activities. This level of assessment would ideally be conducted by an independent research organisation. The key methodology for assessing outcomes will be stakeholder surveys such as annual surveys to assess changes in knowledge, attitudes and behaviours.

The expected outcomes for the first and second objectives are given below.

**Objective 1:** Internal Communications to increase knowledge, build support for the implementation of the DHP and address new and existing concerns among staffs of the project, other related government departments, and various institutions involved (1 Year)

- Reduced staff concerns about institutional changes and enhanced shared vision and clarity about the DHP implementation
- Increased levels of awareness of the project and its implementation
- Increased quality of knowledge about the project
- Decreased misconceptions and/or any misperception on programmatic key issues
- Increased accuracy and analytical nature of media coverage
- Established and functional public participation mechanisms

**Objective 2:** Provision of timely information on the project, its impacts, its timing, its progress, together with a mechanism to express their concerns and grievances and ensure that these are properly taken into account in the decision-making process (1-3 Years)

- Increased public/community interest levels
- Increased knowledge of communities about their rights and responsibilities
- Increased communications capacity within the project as measured by increased resources and implementation of Communications Plan
- Increased consensus building and addressing of stakeholder concerns through public participation mechanisms
- Increased knowledge of the link between DHP and energy production in the country
- Increased number of community and civil society initiatives including forums

A monitoring and evaluation (M&E) specialist should be contracted to carry out this level of impact assessment. The scope of work for the M&E specialist would include:

- Reviewing and finalising the outcome indicators
- Designing a comprehensive M&E plan and methodology relevant to the outcome indicators

- Designing a comprehensive strategy for assessing the impact of the Communications Strategy
- Conducting the outcome and impact assessment surveys at specified and agreed timeframes
- Analysing the data, preparing reports and disseminating the survey findings to key stakeholders
- The M&E Specialist will work closely with the project team and other stakeholders in implementing the above tasks

# **APPENDICES**



Appendix A: Dasu Hydropower Project Layout

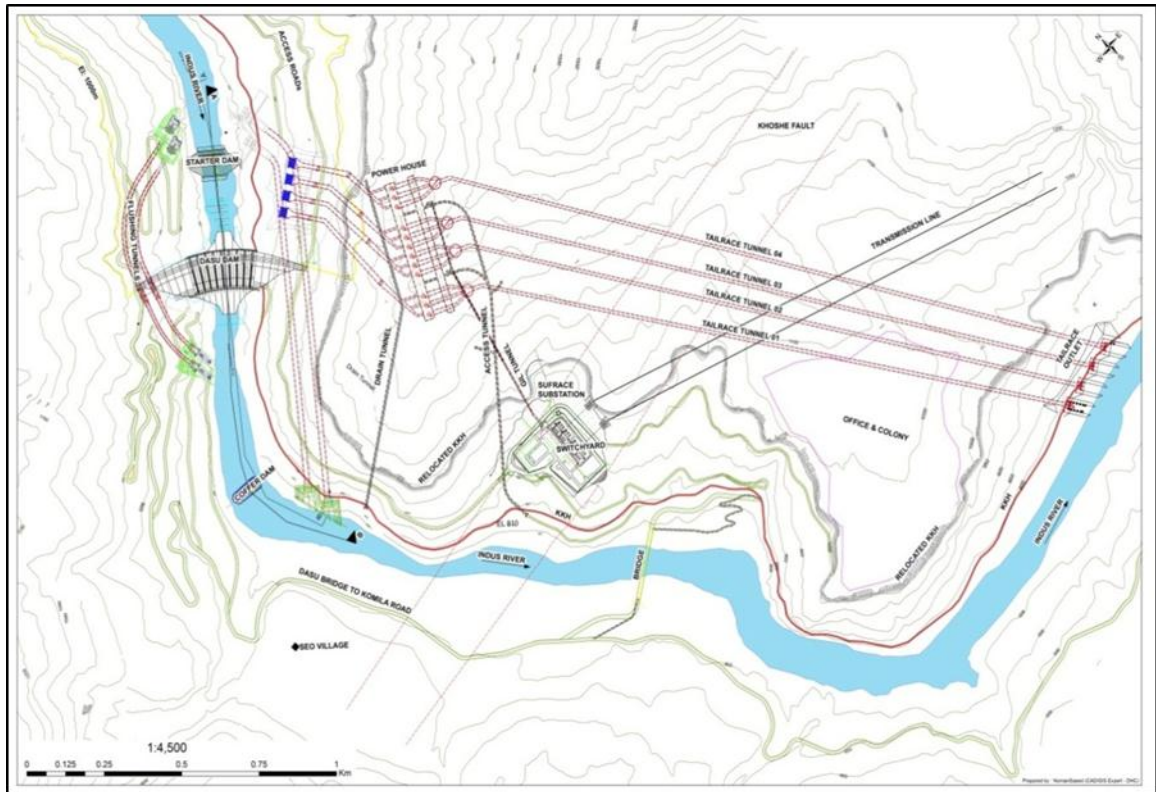


Figure- Project Layout

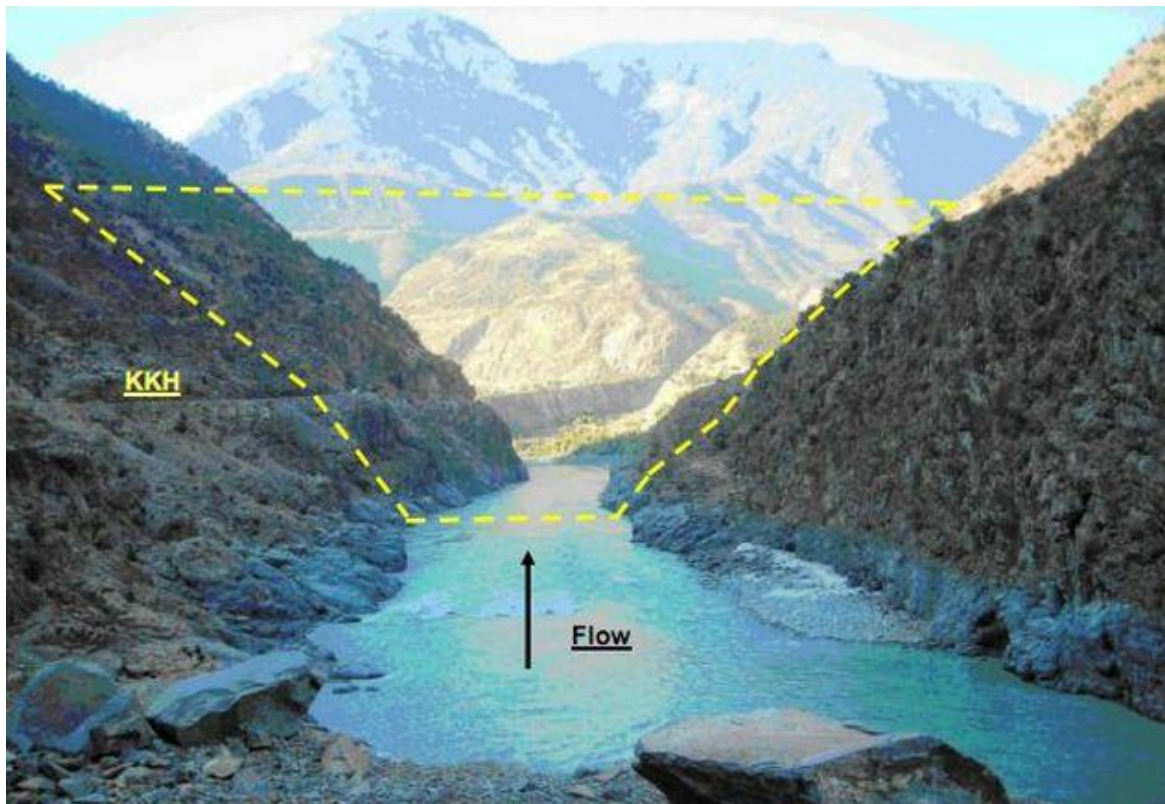


Figure-Dasu Dam Site

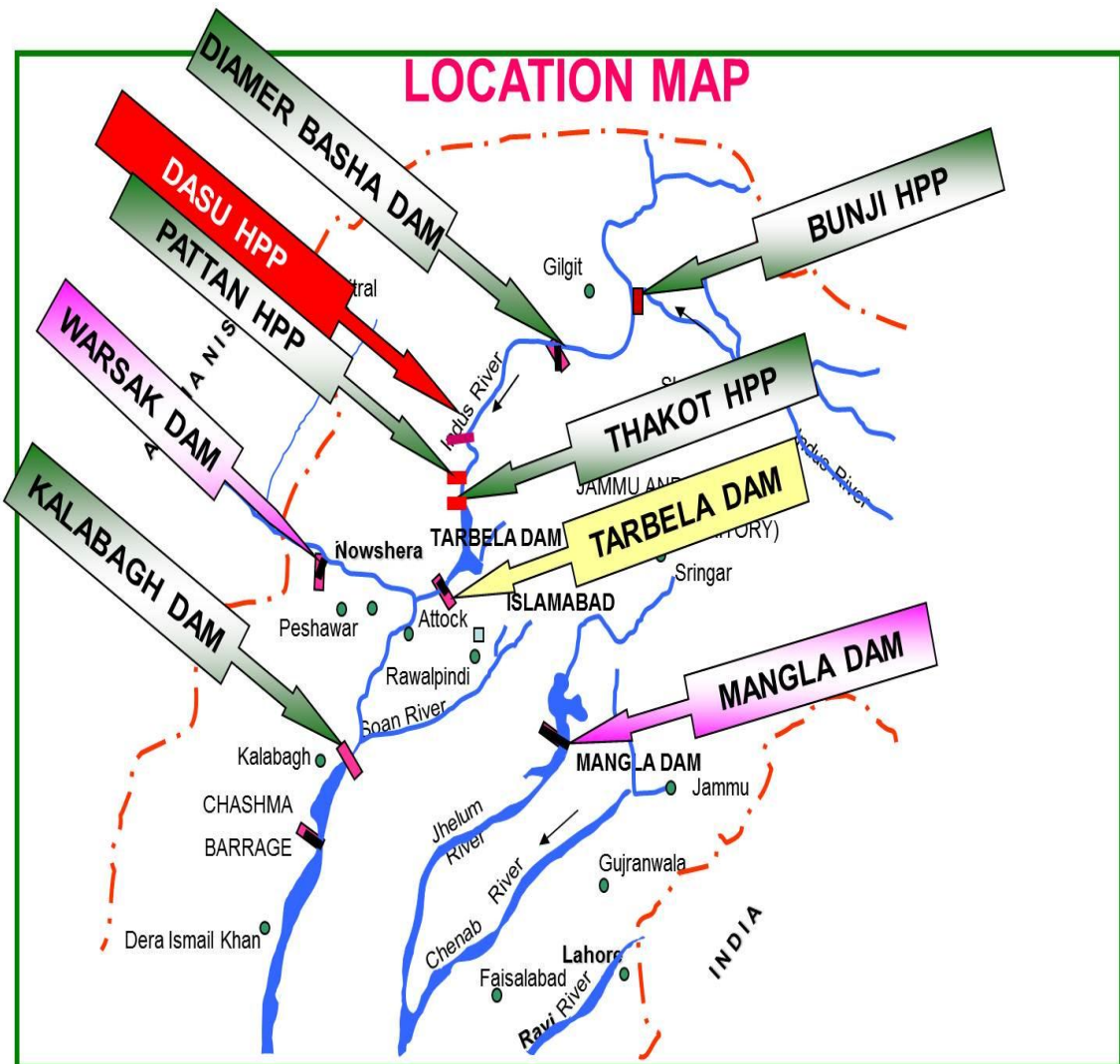


Figure- Hydropower Projects in Pakistan



**Appendix B: Field Survey Questionnaire**

We are conducting a survey to assess the communications needs of the area. Your views and observations about the proposed hydropower project/dam are very important to us and can contribute to the policymaking at national and local level. Your identity will remain strictly confidential and your views will remain anonymous.

Name of Respondent.....

Address:

.....  
.....  
.....  
.....  
.....  
.....  
.....

Occupation:

.....

Age (minimum 15 years) .....

Household Income.....

Number of Family Member.....

Education: ..... Religion: .....  Female  Male

Signature of Respondent (optional).....

Signature of Interviewer.....

Date of Interview.....

**Perception and attitude towards the proposed hydropower project**

Have you heard that Dasu dam is going to be built here?

Yes	
No	

Do you know that the dam will produce electricity for you and rest of the country? What do you think?

Yes	
No	
Don't know	

People living in this area will benefit from the construction of this dam? What is your opinion?

Agree	
Moderately Agree	
Disagree	

Do you think the dam will have some impact on the following?

Indicators	Positive	Negative
Electricity production		
Industry		
Agriculture		
Employment		
Movement of people		

What type of damages/losses the community people will have to face due to construction of Dasu Dam?

1.	
2.	
3.	
4.	
5.	
6.	
7.	

Do you agree that the dam will play a crucial role in economic development of the country?

Agree	
Moderately Agree	
Disagree	

Do you think the people would be happy if the dam is built?

Yes	
No	
Don't know	

### **Communications Needs**

Do you know how will the resettlement of the community people take place?

Yes	
No	
Don't know	

Do you know how the land acquisition and requisition is carried out?

Yes	
No	
Don't know	

Is this land acquisition process transparent in your understanding?

Yes	
No	
Don't know	

Do you know who acquires land and pays the land owners?

Yes	
No	
Don't know	

Are the community people getting right value/price of their land already acquired by the authority?

Yes	
No	
Don't know	

Do you know where will the community people be resettled?

Yes	
No	
Don't know	

Do you know who are constructing the dam?

Yes	
No	
Don't know	

Do you have basic information on the Dasu Dam i.e. its budget, geographical coverage, constructors, implementing authority, donors/funders, significance etc.?

Yes	
No	
Don't know	

### **Information Seeking Behaviours and Preferences**

How do you get information about any local event (meeting, celebration of any day/occasion, sports/games event, theatre, distribution of relief materials etc.)?

1.	Interpersonal channels like friends, relatives, peers etc.
2.	Loud speaker announcement
3.	Local newspapers
4.	Leaflet/banner/poster
5.	Mobile phone
6.	Local opinion leaders: teacher/councilor/doctor/imam/barber/ etc.
7.	Others

How do you get information about any national/international event (national emergency, floods, disease outbreak, elections, protests, government activities, political activities etc.?)

1.	Interpersonal channels like friends, relatives, peers etc.
2.	TV
3.	Radio
4.	Internet
5.	Newspapers
6.	Opinion Leaders
7.	Mobile Phone
8.	Posters, Leaflets etc.

**APPENDIX-B [4/4]**

Who do you consider more authentic in getting any news/information about any event/affair?

1.	Interpersonal channels like friends, relatives, peers etc.
2.	TV
3.	Radio
4.	Internet
5.	Folk Media
6.	Newspapers
7.	Opinion Leaders
8.	Mobile Phone

Which indigenous media (stage drama, *mela*, puppet show, discussion meet, etc.) are popular here?

1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	

What types of Mass Media are available in your locality?

1.	Radio
2.	TV
3.	Newspapers
4.	Posters/leaflets
5.	Cinema
6.	Theatre
7.	Others

What is the best medium of information here?

1.	Radio
2.	TV
3.	Newspapers
4.	Posters/leaflets
5.	Folk media
6.	Mobile phones

## Appendix C: List of Participants for in-depth Interviews

- Haji M. Farooq Ahmad, Project Director/CE, Dasu Hydro Power Project, WAPDA Office, D-Block Sunny View, Lahore
- Abdul Rauf, Manager Field Operations, Dasu Hydropower Consultants (DHC), Shahrah-e-Resham, Dasu, District Kohistan
- Dr.Haimin Wang, Associate Professor, China Agriculture University/Environmental Assessment Consultant, DHC, Gulberg -III, Lahore
- ZafarIqbal Chaudhry, Environmental Expert, Dasu Hydropower Consultants (DHC), Gulberg-III, Lahore
- Kazuo Iiyama, Environment Expert Nippon Koi Co. Ltd, Gulberg -III, Lahore
- Motohikolijima, Project Manager, Dasu Hydropower Consultants (DHC), Gulberg-III, Lahore
- Dr IffatIdris, Development Consultant, E-11, Islamabad
- Muhammad AbidRana, Director Public Relations, WAPDA House, Lahore
- TabassumKhursheed, Deputy Director, Dasu Hydropower Project, WAPDA Office, D-Block Sunny View, Lahore
- Meer Abdul Qayyum Babar, Deputy Director (Mechanical), Dasu Hydropower Project, WAPDA Office, D-Block Sunny View, Lahore
- Abdul Qayyum, Deputy Director Environment, Dasu Hydro Power Project, WAPDA Office, D-Block Sunny View, Lahore
- Noor-u-IHadi, Livelihood Specialist, Dasu Hydropower Consultants (DHC), Shahrah-e-Resham, Dasu, District Kohistan
- Rana Mohammed Saleem, Resettlement Expert, Dasu Hydropower Consultants (DHC), Shahrah-e-Resham, Dasu, District Kohistan
- ZulfiqarTanoli, DSP HQ, District Police Office, Dasu, District Kohistan
- AaqilBadshahKhattak, Deputy Commissioner (DC), Dasu, District Kohistan
- Fazal-e-Malik, Tehsildar, Dasu, District Kohistan
- Dr.Gulber, DHO, Dasu, District Kohistan
- Fazle Rabbi, Education Officer, Dasu, District Kohistan
- KhawarMahmoodGhumman, Daily Dawn, Islamabad
- Rasheed Ahmed, Social Welfare Officer, Dasu, District Kohistan
- Malik Filqoos, Village Head (Malik), Village Kaigah, Dasu, District Kohistan
- Mohammed Shah, Village Head (Malik), Village Se, Dasu, District Kohistan
- ZakirAteeq, Sr. Engineer/WAPDA, Mangla Joint Venture (MJV), WAPDA office, Mangla
- FidaHussainAashuri, Chief Town Planner, NESPAK, Mangla Joint Venture (MJV), WAPDA office, Mangla
- GhulamSarwarMemon, Chief Engineer and Project Director, Mangla Dam Raising Project (MDRP), WAPDA Office, Mangla



## Appendix D: Stakeholder Consultation Workshops

### Consultation Workshops

Considering the significance of DHP in the national context and its potential impacts on Indus Basin, provincial-level stakeholder consultation workshops were conducted in Peshawar, Karachi, and Lahore in September 2012 followed by a national workshop in Islamabad in October, 2012. These workshops were attended by the respective provincial EPAs, Wildlife, Fisheries, Forest, Archeology, and Public Health Departments, universities, NGOs/CSOs, ADB, JICA, World Bank, Planning Commission, Ministry of Climate Change, Federal Flood Commission, and National Highway Authority.

**Table: Details of Stakeholder Consultations**

Sr. No.	Date	Location	Participants
1.	September 9, 2012	Peshawar	41
2.	September 17, 2012	Lahore	88
3.	September 24, 2012	Karachi	37
4.	October 2, 2012	Islamabad	73
<b>Total</b>			<b>239</b>



**Workshop at Peshawar**



**Workshop at Lahore**



Workshop at Karachi



Workshop at Islamabad

### Key Outcomes

A summary of comments and suggestions received in the workshops is given in following table.

**Table: Summary of Discussions in Consultation Workshops**

Comments and suggestions	Action Point/Response
Development of agricultural terraces to be considered for the affected households in their new resettlement areas.	Agricultural terraces will be developed in the resettlement sites.
Physical cultural resources in the area should be properly documented.	A detailed report has been prepared on Cultural Resources. Details are Included in the PCR Plan.
The people in Kohistan have unique social culture, which may be affected by resettlement.	The social structure of the affected people will not be disturbed and will remain the same. Relocation of the affected people will be still within their annual migration range.
Existing health facilities will not meet local and inward migrant workers' needs. How the project will address these health needs?	A Public Health Action Plan has been developed. Public health issues such as safe drinking water, safe disposal of sewage, safe collection and disposal of solid waste, protection against dust and community health are considered as part of EMP.
Protection of aquatic flora and fauna should be considered in project design. Requirement of	Environmental flows will be designed for the project as per established practices



**APPENDIX-D [3/4]**

environmental flows for the sustainability of downstream habitat is to be assessed.	and evidence based assessment.
KKH is one of the most important highways in Pakistan which connects Northern Areas with rest of the country. Impact of construction traffic on KKH should be assessed.	A traffic management plan has been prepared to address the traffic related issues along KKH together with other access roads to the project sites.
WAPDA shall have an Environmental Monitoring Unit at the project site for supervision of EMP implementation.	An Environmental Unit is recommended for both DHP (WAPDA) and supervision consultants.
Initial filling of reservoir may affect the downstream release of water to Rabi crops.	The first water filling of reservoir will be carried out slowly at the rate of 1 m/day. The rest of the river water will be allowed to flow downstream of the dam through LLO. No impact on Rabi crop is expected.
Low-flow season operation of the dam and its impact on aquatic life should be considered.	The reservoir will be operated as full runoff river (base load plant). Whatever water comes to the reservoir, the same will be released through the power house. Further, environmental flows will be released to maintain the downstream habitat.
Project design shall consider geohazards (landslides and earth quakes) in the area.	The project is designed complying with guidelines of International Commission on Large Dams (ICOLD) to deal with geological and geomorphological hazards. State of art engineering modeling was carried out for design of the dam.
Floods from GLOFs will be a serious risk to the project. Early warning system for flood forecasting is necessary for the safe operation of the project.	Design flood (Probable Maximum Flood) of the project considered extreme flood events from GLOFs and extreme rainfall events. A flood telemetry network will be established in the upstream of Dasu for early warning system and better management of floods.
Security issues are to be considered during implementation of the project.	Security situation in the project area is assessed and a plan is prepared to address these issues in Vol.3 Analysis of Poverty, Conflict and Development Nexus: The Case for DHPP.
Historical and archeological sites are to be protected. DHP should support the KPK Archeology Department for protection of ShatihalRock Carvings.	The PCR plan includes protection of ShatihalRock Carvings.
Impact on the community and their livelihood due to relocation to higher elevation.	A livelihood restoration program is proposed in RAP with both short-term and long-term goals to mitigate any impacts on livelihood.
Community-based conservations should be promoted. The conservancy at Kaigah where Markhor is protected by private arrangement and selling one trophy annually for \$100,000 is a good example.	The project identified a suitable site in the project area (Kandia Valley) for development of similar community-based conservation.
Indus valley is a flyway for migratory birds from Siberia to Sub Continent. Impact of transmission line on birds' migration should be assessed.	Bird collision and electrocution are potential threats for migratory birds. These issues will duly be addressed.
Electromagnetic waves from transmission lines and their impact on human health should be assessed.	These issues will be assessed and properly addressed.
Cumulative impacts of hydropower development on Upper Indus Basin and Lower Indus Basin should be monitored.	The present assessment limits its scope of Upper Indus Basin (Tarbela Catchment). A detailed study is in pipeline from WCAP on 'Strategic/Sectoral Environmental and Social

**APPENDIX-D [4/4]**

	Assessment of Indus Basin'
Indus river ecology should be protected. Feasibility of fish ladders should be studied.	Detailed studies on terrestrial and aquatic ecology were under taken as part of environmental assessment.
Climate change impacts may trigger GLOFs, high erosion, and sedimentation which could affect the project.	A climate change assessment study was under taken as part of EA.
Lost community facilities in the affected villages should be rebuilt or restored at resettlement site(s).	All basic amenities like roads, water supply, irrigation, sanitation, schools and any other facilities lost will be rebuilt in the new resettlement areas.
Involvement of local community in planning and development process is very important.	Consultation meeting were carried out in all the project villages through PRA techniques.
Ensure timely & frequently stakeholders meetings for suggestion and feedback.	WAPDA has established a full time office at Dasu which is constantly providing a forum to consult on all issues. An Executive Engineer of WAPDA heads the office. DC is also involved.
Capacity of WAPDA in term of human resources needs to be increased to address social and environmental issues.	Field-level Social and Environmental Units will be established.
Potential livelihood and income generation activities should be part of the planning.	Both short-term and long-term livelihood restoration plans have been recommended in RAP
Involvement of women is very important. Mobilization of women for capacity building and income generation activities needs to be more focused.	A Gender Action Plan is prepared.
Invertebrate fauna / aquatic flora should be addressed	These are part of Aquatic Ecology Assessment
Establishment of fish hatchery is proposed.	A fish hatchery will be established, initially for R&D, and then later, for full scale development if the farming of snow trout is feasible in the reservoir.