



Final Report

COMMUNICATION STRATEGY AND PLAN

Bangladesh Inland Water Transport Authority (BIWTA)
Ministry of Shipping
Government of the People's Republic of Bangladesh



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Ministry of Shipping

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**Project Name: Bangladesh Regional Waterway Transport Project-1
(BRWTP-1)**

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Bangladesh Regional Waterway Transport Project- 1 (Dredging in Chittagong - Dhaka-Ashuganj) IWT Corridor along with Associated Linked Routes and Construction of Terminal with Allied Infrastructure. IDA Credit No: 5842-BD) has been entrusted with the responsibility of providing quality services through Regional Waterway Transport Project- 1 of Bangladesh. Communication plays a key role in preparing, inspiring, exciting, encouraging, and the stakeholders for the effect utilization of Inland Water Transport. BIWTA continued to explore various frontiers that would lead to new horizons of opportunity, and eventually fulfill its on-going mission towards effectiveness of use of inland water transport for the leading business community, garments managements and international export- importers. The ultimate success will require dedication and ingenuity not only on the part of the BIWTA workforce but involvement of all relevant stakeholders both in terms of recipients and service providers. BIWTA recognizes the importance of the contributions of the communities' parents, stakeholders in the process of accomplishment of its targets. And, therefore, the on-going project includes a provision for developing a communication for development strategy, framework and action plan for advocacy, behavioral and social change. A systematic communication strategy ensures that the right message gets across and communication interventions implemented in the very best manner, rather than leaving things adhoc and potentially disastrous. This Communication Strategy identifies the steps BIWTA will take to enhance and increase public understanding and awareness of the Government's programs and opportunities. It is intended to provide pertinent information to the relevant stakeholders and the general public regarding the efforts of the Government to achieve the project's goals. It will place primary focus on developing a popular campaign that will inspire, engage and involve the community in the process of provision of BIWTA. This strategy will remain as a working document, and will promote opportunity for review and improve while it is implemented and a Bengali version of this document may be published to make it clearer in practice to the officials of all classes. I like to put on record the contributions of all those who participated in the consultations on the development of the strategy. I also acknowledge the valuable contributions of the development partners and other stakeholders as well as the officers and staff of BIWTA in the process and expect them to get actively involved in the implementation phase. We sincerely hope that this strategy paper will succeed in motivating and inspiring all to seek opportunities to contribute and work whole-heartedly for quality service.

Abbreviations

BGMEA :	Bangladesh Garment Manufacturers and Exporters Association
CAPI :	Computer-Assisted Personal Interviews (CAPI)
DPD :	Deputy Project Director
DEPTC :	Deck & Engine Personnel Training Center
Ft :	Feet
FGD :	Focus Group Discussion
GPS :	Global Positioning System
IDI :	In-depth Interview
IT :	Information Technology
KII :	Key Informant Interview
M&E :	Monitoring and Evaluation
MoS :	Ministry of Shipping
NGO :	Non-Governmental Organization
OP :	Operation
PD :	Project Director
PSU :	Project Support Unit
PIU :	Project Implementation Unit
PRO :	Public Relation Officer
QC :	Quality Control
SPSS :	Statistical Package for Social Sciences
TBC :	To be confirmed
SEP :	Stakeholder Engagement Plan

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Executive Summary

Introduction

The extensive network of rivers and waterways contributes to the country's unique way of life in Bangladesh. Riverine ports like Pangaon and Ashuganj ghat are crucial for the movement of goods and people, providing access to the country's river networks. Inland waterways offer advantages such as cost-effectiveness, environmental friendliness, and reaching remote areas, alleviating congestion on roads and railways. These ports, including Pangaon and Ashuganj play a vital role in Bangladesh's transportation system, connecting different regions and facilitating the movement of various commodities. Implementing communication strategies is crucial for improving stakeholders' attitudes and practices in the transportation and logistics industry. The project BRWTP aims to strengthen BIWTA's communication strategy to engage key stakeholders, including exporters-importers, the business community, and logistics providers. By effectively communicating the advantages of waterway transport, such as cost savings, reliability, efficiency, and environmental sustainability, the project seeks to encourage stakeholders to choose waterway transport as a preferred option.

Objectives

- Enhancing Connectivity
- Reducing Transportation Costs
- Promoting Economic Growth
- Supporting Sustainable Transportation
- Enhancing Safety and Security
- Encouraging Tourism
- Creating Job Opportunities

Proposed Solutions:

- Strengthening BIWTA communication services to ensure safety and security. And digitalizing the service systems through apps and a well-arranged website, promoting the emergency contacts.
- Promoting Pangaon and Ashuganj Ghat to the stakeholders to promote economic growth and creating job opportunities.
- Implementing communication strategies and approaches to engage stakeholders to use inland waterway transportations. Such as: Advocacy, SBCC, and Campaign.

Conclusion:

Acknowledging these potential challenges, the BRWTP project can formulate a practical and efficient communication strategy to fulfill its communication objectives. Through commitment and perseverance, BIWTA can overcome these obstacles and effectively execute a comprehensive communication strategy, fostering improved stakeholder engagement and reinforcing its standing as a prominent organization in inland water transport.



INTRODUCTION

Chapter 1: Introduction

1.1. Introduction

Bangladesh is a riverine country located in South Asia, with three major rivers - the Brahmaputra, the Ganges, and the Meghna - flowing through its territory (Ali & Alam, 2019). These rivers have shaped the country's geography, culture, and economy for centuries. Bangladesh is known for its extensive network of rivers, canals, and waterways, which are used for transportation, fishing, and irrigation. The country is also prone to flooding during monsoon season, which can cause significant damage to infrastructure and agriculture. Despite the challenges posed by its riverine geography, Bangladesh has developed a unique way of life that embraces its natural environment and resources (Hossain & Das, 2020).

The rivers in Bangladesh serve as the lifeline for the country's inland waterway transport system. The three major rivers of the Brahmaputra, Ganges, and Meghna, along with their numerous tributaries and distributaries, provide an extensive network of navigable waterways that cover almost the entire country (Hossain et al., 2020).

The country's riverine ports, such as the aforementioned Pangaon and Ashuganj ghat, are essential to the transportation of goods and people along these waterways. In addition to ports, the riverine network also includes jetties, wharves, and landing stages that facilitate the loading and unloading of cargo and passengers (Kabir et al., 2016).

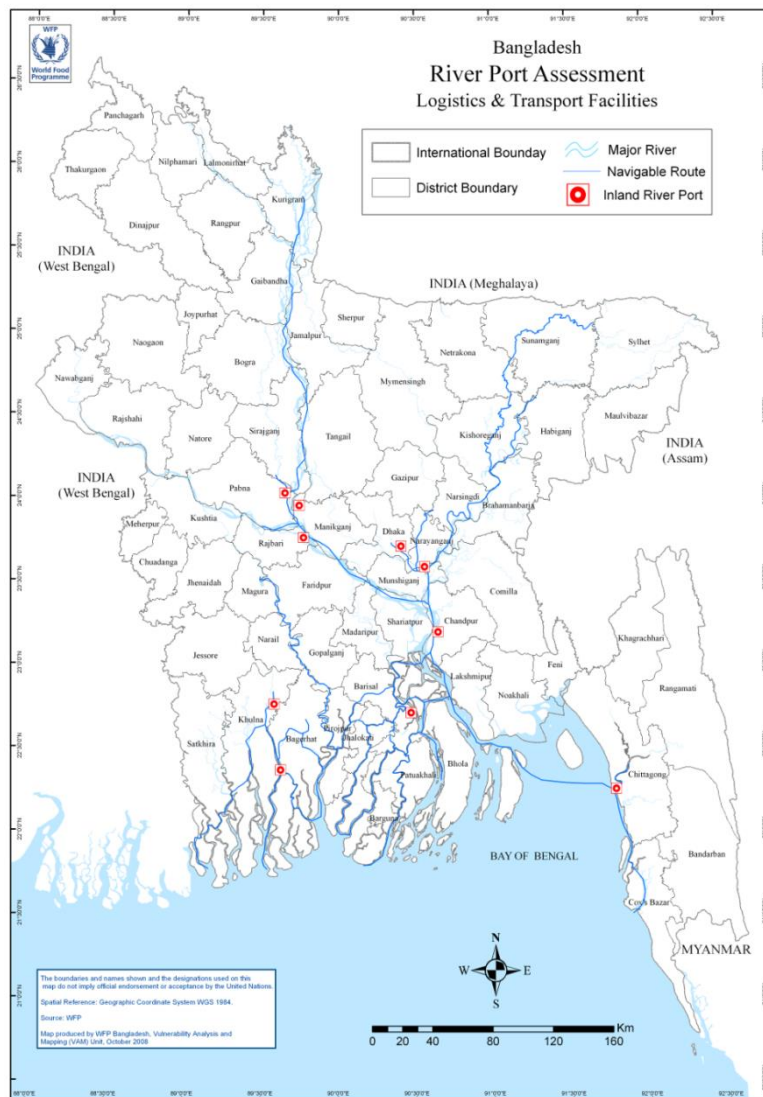
The use of inland waterways in Bangladesh has several advantages over other forms of transport, such as being cost-effective, environmentally friendly, and capable of reaching remote areas. It also helps to relieve the burden on the country's already congested road and rail networks.

Inland waterways play a crucial role in the transportation system of Bangladesh, particularly in the form of riverine ports such as Pangaon and Ashuganj ghat. These ports provide important access to the country's river networks and serve as vital hubs for the movement of goods and people (Hossain et al., 2020).

The Pangaon cargo terminal located on the Dhaleshwari river, is a key port in central Bangladesh that connects the capital city of Dhaka with other regions of the country. It serves as a major hub for the transportation of agricultural products, industrial goods, and construction materials (Islam et al., 2018).

The Ashuganj ghat, located on the Meghna River, is another important port that provides access to the country's eastern regions. It is a major hub for the movement of goods such as fertilizers, coal, and cement (Kabir et al., 2016).

The use of inland waterways in Bangladesh has several advantages, including lower transportation costs, reduced traffic congestion, and increased accessibility to remote areas. It also helps to reduce the country's dependence on road and rail transport, which are often subject to bottlenecks and delays.



Map 1: Inland Water Transport Map

1.2. Rationale

Implementing communication strategies will bring some good changes including stakeholders' day to day attitude and practice. But mostly strengthening communication strategies is very essential for other purposes too. Such as:

By strengthening BIWTA's communication strategy, the project BRWTP aims to improve engagement with key stakeholders, including exporters-importers, the business community, garments owners/management, shipping companies, logistics providers, freight forwarders, cargo owners, and related businesses in the transportation and logistics industry. Effective communication will foster better understanding, collaboration, and alignment of goals between BIWTA and its stakeholders.

The project BRWTP seeks to increase the usage of waterway transports by promoting the advantages and benefits associated with this mode of transportation. By effectively communicating the cost savings, reliability, efficiency, and environmental sustainability of waterway transport, the project aims to encourage stakeholders to choose waterway transport as a viable and preferred option for their logistical needs.

The increased usage of waterway transport aligns with sustainable development goals. Waterway transport offers advantages such as reduced carbon emissions, alleviating road congestion, and promoting efficient use of resources. The communication strategy strengthening project will highlight these sustainability benefits and encourage stakeholders to adopt waterway transport as a means to contribute to sustainable economic growth and environmental preservation.

Effective communication will foster collaboration among stakeholders in the transportation and logistics industry. By creating platforms for knowledge sharing, networking, and partnerships, the project will facilitate a collaborative environment where stakeholders can work together to optimize waterway transport operations, share best practices, and address common challenges.

Overall, the BRWTP project is to improve stakeholder engagement, promote the advantages of waterway transport, address information gaps, build trust, and foster collaboration. Through these efforts, the project aims to increase the usage of waterway transports and contribute to sustainable economic growth and environmental preservation in Bangladesh.

1.3. Objectives

The goals of the communication strategy for Bangladesh Inland Water Transport Authority (BIWTA) are to increase public awareness of its services and facilities, and to promote the use of inland water transport as a safe, efficient, and sustainable mode of transport. The strategy aims to improve communication with stakeholders, enhance customer service, and build stronger relationships with the communities it serves both economically and environmentally.

The objective of Bangladesh inland waterway transportation communication strategies is to improve the country's transportation system by promoting the use of inland waterways as a viable mode of transport. Some specific objectives may include:

- **Enhancing connectivity:** Bangladesh inland waterway transportation communication strategies aim to provide a seamless network of water transport routes that connect different parts of the country, thereby improving connectivity and accessibility.
- **Reducing transportation costs:** Inland waterway transportation is generally more cost-effective compared to other modes of transport, such as road or air transport. Therefore, one of the objectives of Bangladesh inland waterway transportation communication strategies can be to reduce transportation costs for both goods and passengers.
- **Promoting economic growth:** Inland waterway transportation can facilitate the movement of goods and raw materials, which can spur economic growth and development by reducing transportation costs and increasing efficiency.
- **Supporting sustainable transportation:** Inland waterway transportation is generally more fuel-efficient and environmentally friendly compared to other modes of transport, such as road or air transport. Therefore, promoting inland waterway transportation can support sustainable transportation and help reduce carbon emissions.
- **Enhancing safety and security:** Bangladesh inland waterway transportation communication strategies can also aim to enhance safety and security for passengers and goods by improving navigational aids, promoting safety regulations, and increasing security measures.
- **Encouraging tourism:** Inland waterway transportation can be used to promote tourism by offering scenic routes, leisure cruises, and other attractions. Therefore, one of the objectives of Bangladesh inland waterway transportation communication strategies can be to encourage tourism and generate revenue for local businesses.
- **Creating job opportunities:** Inland waterway transportation can create job opportunities in various areas such as boat building, repair, and maintenance, as well as in cargo handling and transportation. Therefore, one of the objectives of Bangladesh inland waterway transportation communication strategies can be to create job opportunities and support the country's economy.

1.4. Stakeholders

Stakeholders (target audiences/Participant Groups) analysis is an essential element for designing the communication interventions. BIWTA are the ultimate beneficiaries of these interventions. Everybody is expected and will work to ensure quality services. In the process of setting behavioral objectives to ensure quality education for all children, different levels of participant groups have been identified. The analyses have identified primary, secondary and tertiary participant groups. All of them play either direct or indirect role. Primary participant group is the direct influencers, and secondary and tertiary participant groups are indirect influencers who support primary participant groups. Many times, communication program designs and implements interventions for the primary participant groups and less emphasis are given on the secondary and tertiary groups. Communication activities, therefore, need to focus on the behaviors of those who need to practice the desired behaviors e.g., parents, but also those who directly and indirectly influence parents and others or enable them to practice the desired behaviors.

Main categories of participant groups for communication strategy for BIWTA are listed in table below as Primary, Secondary and Tertiary Participant Group.

Primary Stakeholders	Secondary Stakeholders	Tertiary Stakeholders
<ol style="list-style-type: none"> 1. Export –Importer 2. Business community 3. Garments owners/ management, Coal business Owners, Cement Business Owners, Petroleum and natural gas owners. 4. Shipping companies, logistics providers, freight forwarders, cargo owners, and related businesses in the transportation and logistics industry. 	<ol style="list-style-type: none"> 1. Water transport owners’ association 2. Crew unions 3. Gath labor union 4. Ship builders’ association 5. Local communities residing along the riverbanks and adjacent areas, who rely on the river for their livelihoods 	<ol style="list-style-type: none"> 1. Ministry of Shipping (MoS) 2. BIWTA

1.5. Methodology

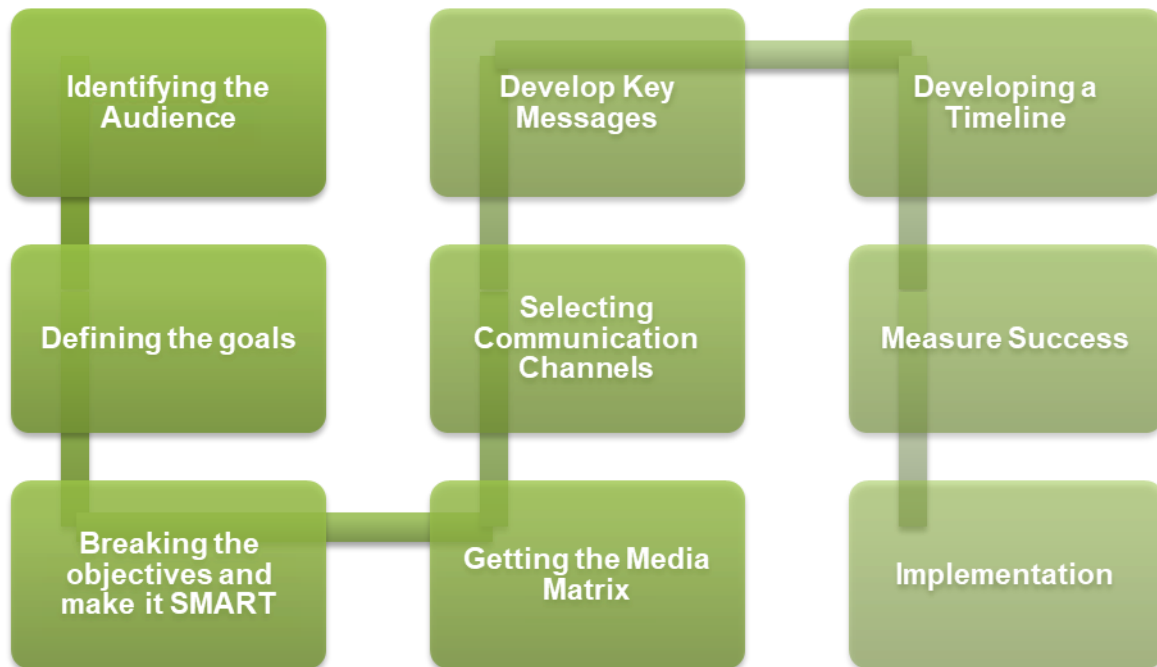


Figure 1.5: Methodology

Identify the audience: The first step is to identify the target audience, including shippers, port operators, logistics providers, and other stakeholders. BIWTA should develop a clear understanding of the needs and preferences of these groups to develop a tailored communication strategy.

Define the goals: Once the target audience is identified, BIWTA should define its communication goals. This could include increasing the awareness of the benefits of using inland waterways, promoting the safety and security of water transport, or improving the efficiency of waterway transport.

Develop key messages: Based on the goals and target audience, BIWTA should develop key messages that communicate the benefits and advantages of using inland waterways. These messages should be clear, concise, and easily understandable.

Select communication channels: BIWTA should select the most appropriate communication channels based on the target audience and goals. This could include social media, email newsletters, press releases, and events. The chosen channels should be easily accessible and effective in reaching the intended audience.

Develop a timeline: BIWTA should create a timeline for the communication strategy that includes deadlines and milestones. This will help to keep the strategy on track and ensure that the messages are communicated in a timely manner.

Measure success: To determine the success of the communication strategy, BIWTA should establish measurable objectives and regularly track progress. This will help to identify areas of improvement and make adjustments to the strategy as needed.

Implementation: The target audience of this project was specifically the businessmen and general people who use the inland waterway in daily-basis or, more or, less. So the place of the survey study to engage the audience in a participatory manner was the Ghats, terminals and river-ports of the country.



Map 2: Bangladesh River Networks through Ghats, Ports and Terminals



PROJECT DESCRIPTION

Chapter 2: Project Description

2.1. Project Summary

The Government of the People’s Republic of Bangladesh has received an US\$ 360 million in IDA funds for “Bangladesh Regional Waterway Transport Project (BRWTP-1) to finance interventions aimed at improving IWT for cargo and passengers along the heavily trafficked Chittagong-Dhaka-Ashuganj Regional Corridor. The development objective of the project is to improve transport efficiency, reliability and safety for passengers and cargo on priority inland waterways along the Chittagong-Dhaka-Ashuganj Inland Water Transport Corridor of Bangladesh. The project is also being implemented within the broader context of the BBIN (Bangladesh, Bhutan, India, and Nepal)/Eastern Corridor regional program which aims to facilitate the movement of passengers and cargo on multimodal transport networks for the benefit of traders, transporters, producers, passengers and communities in Bangladesh, Bhutan, India, and Nepal.

Main interventions to achieve objectives include navigation channel maintenance and improvement; navigation safety improvements; the construction and modernization of select river terminals; development of River Information Systems (RIS); institutional capacity development; and funding for research and development and feasibility studies for continuing sector improvement to ensure future IWT sustainability. This includes work on sector policies and strategies needed to: improve revenue collection and management; incentivize public and private sector investments especially related to container transport; and mitigate and improve IWT’s impact on the social and physical environment. The Project consists of three components as follows:



Figure 2.1: Project Summary

Component 1: Improved Inland Waterway Navigation (Dhaka – Chittagong – Ashuganj IWT Corridor)

This component includes work to maintain and increase advertised depths and to delineate channel routes through provision of long-term navigation Performance-Based Contracts (PBCs). In addition, 03 (three) vessel storm shelters, located at (i) Satnal in Chandpur, (ii) Chandpur in Chandpur Sadar, (iii) Aliganj in Mehendiganj, and another 03 (three) idle berthing centres, at (i) Shitalakkhya River (ii) Barisal and (iii) Sangu River will be developed within areas on the Project Corridor route allowing vessels to seek shelter from inclement weather.

The Dhaka–Chittagong–Ashuganj river navigation routes (with extensions to Narayanganj and Barisal) are identified as high priority routes for domestic trade and as well as bilateral trade with India. About 80% of country's IWT transport is routed through these corridors and about daily 200,000 passengers use these routes. Inland river terminals at Dhaka, Narayanganj, Chandpur and Barisal along these routes play very important role in transporting and handling passenger and cargo. The cargo terminal at Ashuganj is a key terminal for Bangladesh–India trade and it is connected by road to the north eastern states of India. Improved maintenance of advertised depths along the protocol route waterways will ideally spur increased trade. This component will benefit the following type of people/users (indicative): (1) Traders for import or exports, (2) Passengers/Travellers to and from surrounding areas, (3) Neighbourhood businesses, (4) Surrounding communities, (5) Cargo vessels and water transports associations and (6) Govt. water transport.

Component 2: Improved Services at Priority Inland Waterway Terminals and Landing Ghats/Stations

This component supports the development of 2 cargo terminals, located at (i) Ashuganj in B. Baria, (ii) Pangaon in Dhaka; 4 passenger terminals, located at (i) Shashanghat in Dhaka, (ii) Narayanganj, (iii) Chandpur, & (iv) Barisal; and 15 landing stations/ghats, located at (i) Bhairab Bazar in Kishoreganj, (ii) Alubazar in Chandpur (iii) Harina in Chandpur, (iv) Hijla in Barisal, (v) Ilisha in Bhola, (vi) Moju Choudhury in Laskmipur, (vii) Laharhat in Barisal, (viii) Beduria (Banker Hat) in Bhola, (ix) Daulatkha in Bhola, (x) Tojumuddin in Bhola, (xi) Monpura in Bhola, (xii) Nolchira in Hatia, (xiii) Motirhat in Laskmipur, and (xiv) Boddarhat in Laskmipur, (xv) Tomuruddin in Bhola. The facilities shall specifically incorporate the needs of women users (such as separate toilet facilities for women, women-only waiting rooms) and users with special needs, and address safety-related issues for all users. BIWTA will also make suggested changes to operational guidelines to improve safety and using inland water transport services. All investments under this component will also aim to enhance the climate change resiliency of terminals and landing stations, such as through design adaptations to account for the expected increased variation in river flows, more intense or frequent extreme storm events, etc.

The cargo terminals include: (i) development of a new common user general cargo terminal with access infrastructure at on the Buriganga River adjacent to the existing Pangaon container terminal; and (ii) Rehabilitation and modernization of the existing general cargo terminal at Ashuganj.

The passenger terminals include: (i) the development of a new passenger terminal at Shashanghat in Dhaka District, (ii) rehabilitation of the passenger terminal at Narayanganj, (iii) rehabilitation of the passenger terminal at Chandpur, and (iv) extension of the existing passenger terminal at Barisal. The inland river terminals at Dhaka, Narayanganj, Chandpur and Barisal along the Project routes play very important role in transporting and handling passenger and cargo. These four river ports together transport annually about 53 million tons of cargo and 22 million passengers (as in 2013-2014). This component will benefit the following type of people/users (indicative): (1) Traders for import or exports, (2) Passengers/Travellers to and from surrounding areas (3) Neighbourhood businesses (4) Surrounding communities (5) Cargo vessels and water transports associations (6) Govt. water transport. (7) Bus & Truck associations (8) Boat owner associations (9) Commuters and (10) Auto Rickshaw unions.

Component 3: Institutional Capacity Development and Sustainability

A series of activities are proposed in the Project to support BIWTA's overall enhancement of its management systems and human resources capacity for modern, efficient, and high-quality management of the IWT sector in line with international standards. This in turn is critical for the long-term sustainability of the investments supported through the project, as well as the sector's ongoing attractiveness to users, its potential for green innovations in support of national climate mitigation targets, and its resilience to changing conditions including those posed by climate change. Activities to be supported include: (i) the development of River Information Systems to help BIWTA improve data collection for the planning, maintenance and development of IWT, as well as enhance climate resiliency of the IWT sector in Bangladesh by creating a more systematized baseline understanding of river hydrology and navigational implications, and provision of a Traffic Monitoring System for passengers and cargo (ii) improvement of Human Resources capacity for better management of the IWT sector through upgrading and modernizing the IWT Deck and Engine Personnel Training. The Deck and Engine Personnel Training Centre (DEPTC) is located at opposite to Narayanganj passenger terminal. This component will benefit the following type of people/users (indicative): (1) Trainees of the Deck and Engine Personnel Training Centre (DEPTC) and (2) BIWTA & concerned Govt./Non-Govt. organization's deck and engine personnel.

2.2. History of BIWTA

The Bangladesh Inland Water Transport Authority (BIWTA) was established in 1958 as a government agency responsible for regulating and promoting water transport in Bangladesh. Since its inception, communication has played an important role in BIWTA's operations and activities

Initially, communication within BIWTA and between BIWTA and external stakeholders was mainly conducted through traditional methods, such as letters, memos, and phone calls. These methods were slow and limited in reach, and there was a need for more efficient and effective communication channels.

In the late 1990s, BIWTA started to explore the use of digital communication tools to improve its operations and outreach. The agency began to use email as a primary communication channel, and later established a website to provide information about its activities, services, and regulations.

The Bangladesh Inland Water Transport Authority (BIWTA) is responsible for the development, maintenance, and regulation of inland water transport and infrastructure in Bangladesh (BIWTA, n.d.). The BIWTA was established in 1958 under the name of the Inland Water Transport Corporation (IWTC) with the objective of modernizing and expanding the inland water transport system in East Pakistan (Hossain, 2019). Following the independence of Bangladesh in 1971, the organization was renamed as the BIWTA and continued to operate under the Ministry of Shipping (BIWTA, n.d.).

Over the years, the BIWTA has undertaken numerous initiatives to improve the inland water transport system, including the construction of new jetties, piers, and terminals, as well as the dredging of rivers and waterways (BIWTA, n.d.). The organization has also implemented measures to ensure the safety and security of water transport, such as enforcing regulations for vessel construction and operation, and conducting regular inspections of vessels and infrastructure (Hossain, 2019).

Today, the BIWTA is responsible for managing over 8,000 km of inland waterways, including major rivers such as the Padma, Jamuna, Meghna, and Brahmaputra (BIWTA, n.d.). The organization plays a critical role in facilitating trade and commerce within Bangladesh, as well as promoting tourism and environmental conservation through sustainable water transport initiatives (World Bank, 2015).

2.3. Existing Facilities

The BIWTA manages several facilities for inland water transport in Bangladesh, including jetties, piers, terminals, and navigational aids (BIWTA, n. d.). These facilities are located along the major rivers and waterways in the country, including the Padma, Jamuna, Meghna, and Brahmaputra.

One of the key facilities managed by the BIWTA is the Sadarghat River Port in Dhaka, which serves as the main hub for water transport in the country (BIWTA, n.d.). The port consists of several jetties and terminals for passenger and cargo vessels, as well as a passenger terminal building and other supporting infrastructure. Other major ports managed by the BIWTA include the Chittagong Port and the Mongla Port (BIWTA, n.d.).

In addition to the ports, the BIWTA also operates several river terminals for passenger and cargo transport, including the Barisal Terminal, the Chandpur Terminal, and the Bhairab Terminal (BIWTA, n.d.). These terminals provide essential infrastructure for the transportation of goods and people across the country.

To ensure safe and efficient navigation along the inland waterways, the BIWTA also maintains several navigational aids, such as buoys, beacons, and channel markers (BIWTA, n.d.). These aids help vessels navigate through the waterways, particularly in areas with shallow depths or other hazards.

2.4. People Using the Facilities

There are no numerical or exact public data on people using the facilities of BIWTA. However, the BIWTA manages several facilities and provides water transport services to people and businesses throughout the country, particularly in areas with limited road and rail connectivity. The BIWTA also

plays a crucial role in supporting the economy and facilitating trade through the efficient transportation of goods and raw materials.

2.5. Scopes of Communication Strategies

The World Bank has been supporting the development of inland waterway transportation in South Asia through various projects, including the South Asia Sub-regional Economic Cooperation (SASEC) program. The program aims to promote regional cooperation and connectivity, including through the development of inland waterway transportation systems, and the World Bank has been providing technical and financial assistance to support these efforts (World Bank, 2021).

In terms of communication strategies, it is likely that these initiatives involve regular meetings and consultations among stakeholders from the different countries involved, as well as the sharing of information and best practices related to inland waterway transportation.

The Bangladesh Inland Water Transport Authority (BIWTA) has several reasons for implementing a communication strategy. Some of the key reasons are:

1. **Stakeholder Engagement:** The BIWTA serves a wide range of stakeholders, including government agencies, private sector partners, and the general public. By implementing a communication strategy, the BIWTA can engage with these stakeholders effectively, share information, and build partnerships.
2. **Awareness Building:** The BIWTA plays a crucial role in the country's inland water transport system, but many people may not be aware of its services and facilities. By implementing a communication strategy, the BIWTA can raise awareness among the public about its operations, services, and facilities.
3. **Information Dissemination:** The BIWTA needs to disseminate important information to its stakeholders on a regular basis, such as updates on waterway conditions, safety measures, and new initiatives. A communication strategy can ensure that this information is effectively communicated to the relevant stakeholders.
4. **Reputation Management:** The BIWTA's reputation is important for maintaining public trust and support. A communication strategy can help the BIWTA manage its reputation by addressing concerns and issues raised by stakeholders and communicating its achievements and successes.
5. **Advocacy:** The BIWTA may need to advocate for policy changes or additional funding to support its operations and initiatives. A communication strategy can help the BIWTA advocate for its needs and priorities effectively.

2.6. Benefits of Communication Strategy

Sl. no.	Sector	Benefits
1	General	Improved Stakeholder Engagement: A communication strategy can help the BIWTA engage with its stakeholders effectively, build relationships, and foster collaboration. This can lead to better outcomes, increased trust, and stronger partnerships.

Sl. no.	Sector	Benefits
		<p>Increased Awareness and Understanding: A communication strategy can help the BIWTA raise awareness and understanding among the public about its services, facilities, and initiatives. This can help to promote the use of inland water transport, increase revenue, and support the development of the country's waterway infrastructure.</p> <p>Better Decision Making: Effective communication can provide decision-makers with the information they need to make informed decisions. A communication strategy can ensure that important information is communicated in a timely and effective manner, leading to better decision-making and more successful outcomes.</p> <p>Enhanced Reputation: Good communication can help to enhance the BIWTA's reputation by promoting transparency, accountability, and responsiveness. This can lead to increased public trust, improved stakeholder relationships, and a stronger reputation for the organization.</p> <p>Improved Advocacy: A communication strategy can help the BIWTA advocate for its needs and priorities more effectively. By communicating its successes, challenges, and needs to stakeholders and decision-makers, the BIWTA can build support for its initiatives and secure the resources it needs to achieve its goals.</p>
2	Environmental	<p>Reduced Air Pollution: By promoting the use of inland water transport, a communication strategy can help the BIWTA reduce air pollution. Inland water transport produces much lower levels of emissions than road transport, which can help to improve air quality and reduce the environmental impact of transport.</p> <p>Reduced Water Pollution: A communication strategy can help the BIWTA raise awareness among stakeholders about the importance of protecting water quality and reducing water pollution. By promoting good environmental practices and encouraging responsible behavior, the BIWTA can help to reduce the environmental impact of waterway transport.</p> <p>Reduced Noise Pollution: Inland water transport produces less noise pollution than road transport, which can help to improve the quality of life for people living near waterways. A communication strategy can help to raise awareness about the benefits of inland water transport and encourage more people to use this mode of transport.</p> <p>Conservation of Natural Resources: Inland water transport is a more sustainable mode of transport than road transport, as it uses less energy and produces less waste. By promoting the use of inland water transport, a communication strategy can help to conserve natural resources and reduce the environmental impact of transport.</p>

Sl. no.	Sector	Benefits
		<p>Improved Ecosystem Health: A communication strategy can help the BIWTA raise awareness among stakeholders about the importance of protecting and restoring the natural ecosystems that are associated with waterways. By promoting good environmental practices and encouraging responsible behavior, the BIWTA can help to improve the health and resilience of these ecosystems.</p>
3	Economical/Financial	<p>Increased Revenue: Effective communication can help the BIWTA promote its services, facilities, and initiatives more effectively, leading to increased demand for its services and facilities. This can result in increased revenue for the BIWTA.</p> <p>Cost Savings: A communication strategy can help the BIWTA reduce costs by promoting the use of more efficient and cost-effective transport modes. By encouraging the use of inland water transport, the BIWTA can help to reduce traffic congestion, road maintenance costs, and fuel consumption, leading to cost savings for the organization and its stakeholders.</p> <p>Improved Efficiency: Effective communication can help the BIWTA improve its operational efficiency by providing stakeholders with timely and accurate information about waterway conditions, safety measures, and other relevant issues. This can help the BIWTA to make better decisions, allocate resources more effectively, and operate more efficiently.</p> <p>Increased Investment: A communication strategy can help the BIWTA attract more investment from the private sector and other stakeholders. By effectively communicating its needs, priorities, and achievements, the BIWTA can build support for its initiatives and secure the resources it needs to achieve its goals.</p> <p>Reduced Financial Risks: Effective communication can help the BIWTA identify and manage financial risks more effectively. By communicating its financial situation and risks to stakeholders, the BIWTA can build trust and confidence, and reduce the risk of financial losses.</p>
4	Social	<p>Improved Public Awareness: A communication strategy can help the BIWTA raise public awareness about its services, facilities, and initiatives. This can help to increase the use of inland water transport and improve the overall quality of life for people living in areas served by the BIWTA.</p> <p>Increased Access to Services: Effective communication can help the BIWTA reach out to people who may not be aware of its services or facilities. By promoting the use of inland water transport and improving access to BIWTA facilities, a communication strategy can help to improve mobility and access to services for people in remote or underserved areas.</p> <p>Enhanced Customer Service: A communication strategy can help the BIWTA to provide better customer service to its stakeholders. By</p>

Sl. no.	Sector	Benefits
		<p>communicating more effectively with its customers, the BIWTA can identify their needs and expectations, and provide services that are tailored to their needs.</p> <p>Improved Safety: Effective communication can help the BIWTA improve safety on the waterways by providing stakeholders with timely and accurate information about waterway conditions, safety measures, and other relevant issues. This can help to reduce accidents and other safety incidents on the waterways.</p> <p>Strengthened Community Engagement: A communication strategy can help the BIWTA to build stronger relationships with the communities it serves. By engaging with stakeholders and building trust and confidence, the BIWTA can foster greater cooperation and collaboration, and achieve better outcomes for everyone involved.</p>



LITERATURE REVIEW & COMMUNICATION CHANNELS, MESSAGES

Chapter 3: Literature Review & Communication Channels, Messages**3.1. Dredging**

River dredging is the process of removing sediment and debris from riverbeds and channels to deepen and widen them, and it has been a topic of interest for researchers and policymakers due to its potential benefits. According to several studies, the benefits of river dredging include increased navigability, reduced flood risk, and improved water quality (Bates et al., 2018; Drumm et al., 2020; Lawler et al., 2019).

A study by Bates et al. (2018) found that dredging can increase the capacity of river channels and improve their ability to handle floodwaters. The study also showed that dredging can reduce flood risks and increase the resilience of riverine communities to extreme weather events.

Drumm et al. (2020) conducted a study on the benefits of dredging for water quality improvement. The study showed that dredging can remove contaminated sediments and improve water quality by reducing the number of pollutants in the river.

Another study by Lawler et al. (2019) focused on the economic benefits of river dredging. The study showed that dredging can increase the competitiveness of river ports and enhance their ability to attract investment and trade. The study also highlighted the potential environmental benefits of dredging, such as increased biodiversity and improved aquatic habitat.

One example of successful river dredging in South Asia is the Ganges River dredging project in India. The project was initiated in 2016 by the Inland Waterways Authority of India (IWAI) to improve the navigability of the river and increase its cargo-carrying capacity. The project involved the dredging of approximately 162 km of the river from Varanasi to Haldia, and it was completed in 2020 (Inland Waterways Authority of India, 2020).

Another example is the dredging of the Karnaphuli River in Bangladesh. The project was initiated in 2017 by the Bangladesh Inland Water Transport Authority (BIWTA) to improve the navigability of the river and increase its capacity to handle larger cargo vessels. The project involved the dredging of approximately 54 km of the river, and it was completed in 2019 (Bangladesh Inland Water Transport Authority, 2021).

Both of these projects demonstrate the potential benefits of river dredging in South Asia, including improved navigability, increased cargo-carrying capacity, and reduced flood risk. However, it is important to note that river dredging should be carefully planned and executed to minimize potential negative impacts on the environment and aquatic ecosystems.

In conclusion, river dredging can provide a range of benefits, including increased navigability, reduced flood risk, improved water quality, and economic development. However, dredging should be carefully planned and executed to minimize potential negative impacts on the environment and aquatic ecosystems.

3.2. Communication Strategies Followed by Neighboring Countries

India: India has been actively promoting inland waterway transportation as a means of reducing congestion on roads and railways, and increasing the country's overall transport efficiency. One of the key communication strategies adopted by India for inland waterway transportation is the use of digital technologies to improve communication and coordination among stakeholders.

For instance, the Inland Waterways Authority of India (IWAI) has launched a number of digital initiatives to improve the efficiency and safety of inland waterway transportation. These include the development of a mobile application for real-time tracking of vessels, a digital portal for online booking of terminals and cargo, and the implementation of a Vessel Traffic Management System (VTMS) to enhance navigation safety (IWAI, 2021).

In addition, India has been actively engaging with neighboring countries in South Asia to promote regional cooperation and coordination for inland waterway transportation. As noted earlier, the BBIN initiative, which includes India, Bangladesh, Bhutan, and Nepal, aims to promote regional connectivity and cooperation, including through the development of inland waterway transportation networks (United Nations Economic and Social Commission for Asia and the Pacific, 2019). Overall, the use of digital technologies and regional cooperation are key communication strategies adopted by India for inland waterway transportation.

Singapore: Singapore is a global hub for maritime trade and transportation, and has been actively promoting the development of inland waterway transportation as part of its overall transport strategy. One of the key communication strategies adopted by Singapore for inland waterway transportation is the use of multi-stakeholder partnerships and collaborations.

For instance, the Maritime and Port Authority of Singapore (MPA) has been working with various stakeholders, including shippers, terminal operators, and shipping lines, to develop and promote inland waterway transportation in the country. This includes the establishment of a barge-friendly port environment, the development of inland container depots and logistics hubs, and the provision of financial incentives for companies that use inland waterway transportation (MPA, 2021).

In addition, Singapore has been actively promoting regional cooperation and connectivity for inland waterway transportation in Southeast Asia through initiatives such as the Singapore-Kunming Rail Link and the ASEAN Framework Agreement on the Facilitation of Cross-Border Transport of Goods by Road Vehicles (AFA). Overall, the use of multi-stakeholder partnerships and collaborations, and the promotion of regional connectivity, are key communication strategies adopted by Singapore for inland waterway transportation.

Malaysia: Malaysia has been actively promoting the development of inland waterway transportation as part of its overall transport strategy to reduce congestion on roads and railways and to promote more sustainable transport options. One of the key communication strategies adopted by Malaysia for inland waterway transportation is the promotion of public awareness and education about the benefits of this mode of transportation.

For instance, the Malaysian Ministry of Transport has launched public awareness campaigns to educate the public and stakeholders about the benefits of inland waterway transportation, including its potential to reduce road congestion and carbon emissions, as well as its economic benefits (Ministry of Transport, Malaysia, 2021).

In addition, Malaysia has been actively promoting regional cooperation and connectivity for inland waterway transportation in Southeast Asia through initiatives such as the ASEAN Framework Agreement on Multimodal Transport (AFAMT) and the ASEAN Single Window (ASW) for trade facilitation. Overall, the promotion of public awareness and education, as well as regional cooperation, is key communication strategies adopted by Malaysia for inland waterway transportation.

Egypt: Egypt has been actively promoting the development of inland waterway transportation as part of its overall transport strategy to support economic growth and reduce road congestion. One of the key communication strategies adopted by Egypt for inland waterway transportation is the use of infrastructure development and investment to improve connectivity and accessibility.

For instance, the Egyptian government has invested in the development of new ports and terminals, as well as the modernization and expansion of existing ports, to support inland waterway transportation. In addition, the government has launched public awareness campaigns to educate stakeholders and the public about the benefits of this mode of transportation, including its potential to reduce transportation costs, improve efficiency and sustainability, and promote economic development (Egypt Today, 2021).

Furthermore, Egypt has been actively promoting regional cooperation and connectivity for inland waterway transportation in the Middle East and North Africa region through initiatives such as the Arab Sea Ports Federation and the Arab Transport Ministers Council. Overall, the use of infrastructure development and investment, as well as the promotion of public awareness and regional cooperation, are key communication strategies adopted by Egypt for inland waterway transportation.

Dubai: Dubai has been actively promoting the development of inland waterway transportation as part of its overall transport strategy to reduce road congestion and improve connectivity within the city. One of the key communication strategies adopted by Dubai for inland waterway transportation is the use of modern technologies and digital solutions to enhance the efficiency and sustainability of this mode of transportation.

For instance, the Dubai Roads and Transport Authority (RTA) has developed a digital platform called "Abraaj" to enhance the experience of waterway transportation users, which includes real-time tracking of boats, online booking and payment options, and integration with other modes of transportation (Dubai RTA, 2021).

In addition, Dubai has launched public awareness campaigns to educate the public and stakeholders about the benefits of inland waterway transportation, including its potential to reduce travel time, improve air quality, and promote economic development (Khaleej Times, 2021).

Furthermore, Dubai has been actively promoting regional cooperation and connectivity for inland waterway transportation in the Middle East through initiatives such as the Gulf Cooperation Council (GCC) railway project and the Dubai Maritime City Authority. Overall, the use of modern technologies and digital solutions, as well as the promotion of public awareness and regional cooperation, are key communication strategies adopted by Dubai for inland waterway transportation.

China: China has been actively promoting the development and use of inland waterway transportation, and communication strategies have played a key role in these efforts.

A study by Wang et al. (2020) identified several communication strategies used by the Chinese government to promote inland waterway transportation. These strategies include government-led initiatives and investment in infrastructure development, effective public-private partnerships, stakeholder engagement, and the use of new media platforms such as social media to promote awareness and engagement.

Another study by Zhang et al. (2019) examined the use of social media in promoting inland waterway transportation in China. The study found that social media platforms such as WeChat and Weibo can be effective tools for communicating with stakeholders and promoting the benefits of inland waterway transportation.

In addition, the Chinese government has also implemented policies to encourage the use of inland waterway transportation, such as subsidies for companies that shift from road to waterway transportation and the development of specialized inland waterway transport zones (Wang et al., 2020). Overall, China has taken a comprehensive approach to promoting inland waterway transportation, leveraging a combination of policy measures and communication strategies to raise awareness and engagement among stakeholders.

3.3. Inland Waterway Service Promotion

Promoting inland waterway services requires a strategic approach that focuses on creating awareness and generating demand among potential users. Some effective strategies for promoting inland waterway services include:

Developing a comprehensive marketing plan: A well-designed marketing plan that highlights the benefits of inland waterway services and targets potential users can help increase awareness and generate demand for these services (Mohamed et al., 2019).

Establishing public-private partnerships: Collaborating with private companies and industry associations can help promote inland waterway services and increase their usage (UNESCO, 2019). Public-private partnerships can also help leverage resources and expertise to develop and maintain waterway infrastructure.

Offering incentives: Providing incentives such as tax breaks or subsidies for companies that use inland waterway services can encourage more businesses to adopt these services (European

Commission, 2019). Offering discounted rates or flexible payment options for inland waterway transport can also help attract more users.

Enhancing infrastructure: Maintaining and upgrading waterway infrastructure, such as ports and terminals, can improve the efficiency and reliability of inland waterway services, making them a more attractive option for potential users (Mohamed et al., 2019).

Raising awareness: Promoting the benefits of inland waterway services through targeted campaigns and public outreach efforts can help raise awareness and generate demand (European Commission, 2019). Engaging with potential users and stakeholders through social media and other channels can also help increase awareness and engagement. Overall, a combination of marketing, infrastructure development, incentives, and public outreach can help promote inland waterway services and increase their usage.

3.4. Inland Waterway of Bangladesh

Inland waterways in Bangladesh have the potential to play a vital role in the country's transport sector. However, the usage of inland waterways remains limited due to various challenges.

Despite all the challenges, there have been some positive developments in recent years. The government of Bangladesh has taken steps to improve inland waterway transport by investing in infrastructure, modernizing ports and terminals, and promoting public-private partnerships (Bhuiyan et al., 2018). Furthermore, the usage of inland waterway transport in certain sectors such as bulk cargo transportation and rural passenger transport has shown promising growth (Sultana & Alam, 2019).

To further promote the usage of inland waterways in Bangladesh, efforts should be made to address the challenges identified by researchers. This can be achieved through investments in infrastructure, modernization, and regulatory frameworks, as well as by incentivizing private sector participation in the sector.

3.5. Existing Resources of BIWTA

The Bangladesh Inland Water Transport Authority (BIWTA) is responsible for the development, maintenance, and regulation of inland waterways in the country. BIWTA has several resources to support its operations and activities.

According to BIWTA (2021), the resources of the organization include a fleet of vessels for transportation and dredging, modern terminals and jetties, navigational aids such as buoys and beacons, and a team of experienced professionals.

BIWTA has a fleet of over 200 vessels, including passenger ferries, cargo vessels, tugboats, and dredgers (BIWTA, 2021). These vessels are used for various activities such as transportation of passengers and cargo, dredging of rivers and channels, and emergency response services.

Furthermore, BIWTA has developed several modern terminals and jetties along the river routes for the convenience of passengers and cargo handlers (BIWTA, 2021). These terminals and jetties are equipped with facilities such as waiting rooms, restrooms, and cargo handling equipment.

BIWTA also uses navigational aids such as buoys and beacons to ensure safe navigation on inland waterways. These aids provide information on water depth, channel location, and other critical information for vessel operators (BIWTA, 2021).

Finally, BIWTA has a team of experienced professionals, including engineers, planners, and operational staff, who work towards the development and maintenance of inland waterways in Bangladesh (BIWTA, 2021).

3.6. Communication Channels and Messages

Role of communication in supporting BRWTP Project Social communication is about individual and society sharing knowledge, Adapting Positive attitudes and build up the practice of increasing the usage of inland waterway among the stakeholders. And for the specific projects the roles of communication are to assist each stakeholder groups to make sense of respective roles and responsibilities while seeking to understand and to accept those of others. A few potential roles of communication can be identified as: 1) Providing information 2) Initiating dialogue among program participants and beneficiaries, 3) Creating consensus among groups, 4) Advocating and inviting participation in social mobilization, 5) Advocating social and individual behavior change. These are not limited in any specific project or place; truly communication is a living process and can play its role at any point of demand.

3.6.1. Communication Channel Analysis Matrix

Channel Type	Reach	Type of Message (simple/complex)	Adaptability	Cost	Possibility for interactive use
Television	Can reach very large audiences simultaneously if electricity and sets are available and reception is	Because of broad scope primarily used to provide general information/news/entertainment to nation-wide audiences. Simple message preferable for spots. PSAs. Relatively more complex message can be sent through drama, infotainment and	Caters to commonality of wide-ranging dispersed audiences. Difficult to adapt to smaller and specific	Production Facilities expensive to install, Opera. production costs can be prohibitive. At user's end, buying and running TV sets is costly in low-income	Quite high. Documentaries, community-based programmes, live call-in show, discussions participated by cross sector of

Channel Type	Reach	Type of Message (simple/complex)	Adaptability	Cost	Possibility for interactive use
	adequate. Reach differs between government and private channels, terrestrial and satellite channels. Availability of electricity key factor.	talk show formats.	cultures. languages etc. Immediate audience feedback not available except phone-in-shows, quizzes, letters, etc.	societies but watching often is free	audiences are some of the possibilities.
Radio/Community Radio/FM radio	Can reach very large audiences simultaneously if sets and batteries are available. Also depend on electricity. Radio is cheaper than TV. Availability of electricity key factor.	Primarily general information /news/ entertainment as above. Information can be more focused where multiple band and regional or community radio stations exist.	Same as TV except regional radio broadcast may cater to native issues in local language. Audience feedback available only through phone in programmes, letters etc.	Prices for radio sets are low but still considered an investment beyond everyday necessities for poor rural population. Buying batteries is a problem. Listeners Club can lower costs.	Quite high. Through phone in programmes, community based participatory programmes, discussion programmes, reading listeners letters etc.
Newspaper	Can reach broad	Specific technical information/news/inform	Once printed,	High publishing	Medium. Discussion

Channel Type	Reach	Type of Message (simple/complex)	Adaptability	Cost	Possibility for interactive use
	literate audiences rapidly, policy makers and govt. officials	ation.	not adaptable. But changes daily and web editions update constantly and are read by large numbers.	cost. Advertisements expensive. But information/news materials may be placed free.	of big news stories naturally takes place in the market places etc. Reader's forum
Magazine	Can specifically target literate segments of public.	Can explain more complex health issues, behaviors	Once printed, not adaptable.	Similar as newspaper	Similar as newspaper
Poster	Can have a good reach depending on numbers disseminated and placement.	Suitable for short and focused message. Do not convey complex messages effectively.	Once printed, not adaptable.	Good design and graphic may be expensive. Usually reasonable prices for printing. Distribution may be costly.	May be used to generate discussion on a topic.
Leaflet, flyer, brochure	Depends on number and distribution	Can explain more complex issues and behaviors	Once printed, not adaptable	Similar as poster	May be used to generate discussion on a topic.

Channel Type	Reach	Type of Message (simple/complex)	Adaptability	Cost	Possibility for interactive use
Billboard wall painting	Depends on placement	Cannot convey complex messages effectively.	Once printed, not adaptable.	Could be expensive if billboard needs to be installed	Limited.
Interpersonal Communication (IPC)	Groups or other individuals.	Good For specific, complex intimate information exchange.	Generally interactive with immediate feedback.	Cost factors include training, equipment, transportation , etc.	Highly interactive if not made top down.
Folk media including Interactive popular Theatre (IPT)	Small to medium scale reach. With mobile units, the reach can be higher, Good for areas hard –to- reach for general media.	Simple, easily, understood messages with local flavor and with entertainment.	Adaptable when interactive . Forum may be too flexible and risk slipping from main messages.	Inexpensive. Cost factors include scripts, rehearsal props and performance etc.	Quite high. Discussion with audience during or at the end of performance. Generate community dialogue.
Miking and other mobile media	Depends on mobility and regularly. Can reach people in inaccessible areas.	Simple, easily understood message.	Easily adaptable.	Inexpensive.	If accompanied by leaflets, more information and can answer questions.
Social Media)	Can have a	Simple, easily understood	Easily	Cost factors	Highly

Channel Type	Reach	Type of Message (simple/complex)	Adaptability	Cost	Possibility for interactive use
face book, Massinger WhatsApp, YouTube)	good reach depending on busting the messages.	message	adaptable and generally interactive with immediate feedback.	include content development, equipment, and regular busting	interactive and generate discussion

3.6.2. Communication Channels

To effectively promote inland waterway transportation among businesses and the general public in Bangladesh, it is essential to use communication channels that can reach a large audience and generate interest. Here are some communication channels that could be used for this project:

Mass Media: Mass media are all those media technologies that are intended to reach a large audience by mass communication. Broadcast media (also known as electronic media) transmit their information electronically. This group is comprised of television, film, radio, movies, CDs, DVDs, and other devices. Alternatively, print media use a physical object as a means of sending their information. This includes newspapers, magazines, brochures, newsletters, books, posters, leaflets, pamphlets, etc. Outdoor media is a form of mass media that comprises of billboards, signs, placards, dangler, hoarding boards, wall paintings. Mass media allows access to large numbers of population of Bangladesh through electronic and print media as well as the internet. i. Electronic Media is a form of audio and visual media where the information or data that is created, distributed and accessed using a form of electronics. The following electronic media can be used in BIWTA communication strategy and development initiatives:

Electronic Media Materials	Print Materials	Outdoor Materials
<ul style="list-style-type: none"> ➤ TV Talk show on ➤ TV Talk show on specific program component ➤ TV Magazine show ➤ TV and Radio spots 	<ul style="list-style-type: none"> ➤ Brochure ➤ Posters ➤ Flyers ➤ Advocacy booklet ➤ Booklet/pocket booklet 	<ul style="list-style-type: none"> ➤ Billboards (steel frame hand painting and digital) ➤ Wall Paintings ➤ Stickers (general

Electronic Media Materials	Print Materials	Outdoor Materials
<ul style="list-style-type: none"> ➤ Project documentaries ➤ Music show including live show ➤ Animation spots different related issues ➤ TV and Radio Drama Serial ➤ Short drama for mobile cinema ➤ Docu-drama 	<ul style="list-style-type: none"> ➤ Newspaper supplement ➤ Advocacy brochure for policy makers, ➤ Orientation guideline/manual on mobilization for unions and associations ➤ Orientation guideline/manual for Staff ➤ Orientation guideline/manual of media personnel ➤ Workshops and seminars guideline/manual at national and sub-national levels ➤ Communication training package ➤ Guidelines for implementation of communication activities ➤ Success story booklets, ➤ Comic books on BIWTA issues 	<ul style="list-style-type: none"> use) ➤ Danglers ➤ Digital signs ➤ Community Information board ➤

Television: Television is one of the most popular communication channels in Bangladesh, with a penetration rate of 92% of households. This makes it an effective channel for reaching a large audience. A study conducted by Nielsen found that TV advertising had the highest reach among all media channels in Bangladesh, with 96% of the population exposed to TV ads. Therefore, using television advertisements to promote inland waterway transportation could be an effective way to reach a large audience. In the project area 46% respondent enjoy TV at their home, 23% in tea stall and 23% in ghat area out of 89% people enjoy Television in the project area.

Social Media: Social media is becoming increasingly popular in Bangladesh, According to BTRC, the Internet Subscribers has reached 112.715 Million at the end of February 2021. According to Report of BTRC, there were 45.00 million social media users in Bangladesh in January 2021. The number of social media users in Bangladesh increased by 9.0 million (+25%) between 2020 and 2021. Facebook- 64.04%, Twitter- 31.45% and YouTube- 2.63% this makes social media an effective channel for reaching a younger audience. According to a survey by Digital Marketing Bangladesh, social media is the second most popular source of news and information in the country, after television. Therefore, using social media platforms to promote inland waterway transportation could help reach a younger audience and generate interest.

Radio: Radio is a popular medium in Bangladesh, with a reach of 43% of the population. A study by Kantar Media found that radio advertising had a reach of 44% among the population. Therefore, using radio advertisements to promote inland waterway transportation could be an effective way to reach a large audience.

Bangladesh NGOs Network for Radio and Communication or BNNRC, which has been working for the development of community radio, predicts a rapid growth of radio listeners in the country. It estimates over 6.5 million people are community radio listeners and the number will go up with the introduction of new stations.

Outdoor Advertising: Outdoor advertising, such as billboards and posters, is a common form of communication in Bangladesh. According to a study by Nielsen, outdoor advertising has a reach of 86% among the population. Therefore, using billboards and posters to promote inland waterway transportation could be an effective way to reach a large audience.

Print Media: Print media, such as newspapers and magazines, is still a popular medium in Bangladesh, with a reach of 43% of the population. A study by Kantar Media found that print advertising had a reach of 50% among the population. Therefore, using print media to promote inland waterway transportation could be an effective way to reach a large audience.

Local or traditional or community Media: Folk is an effective means of communication in today's world, since it not only helps connect people with their cultures but also revives the lost culture of the society. In Bangladesh many people cannot be reached through television (BTV) and therefore traditional media does play a huge role to reach unreached and deprived communities. Folk media forms the language of expression for the local populace and gives them a chance to voice out their opinions on various issues. Folk media is being used widely to disseminate socio-political messages and to create knowledge for social issues. The objective here is to make people a part of the play and thus convey the social message. Various forms of folk media are listed below.

- Interactive popular theatre (IPT)
- Folk Song
- Puppet show
- Street Theatre
- Courtyard drama
- Muppet/ puppet show

- Jari, shari, gomvira, dhamail, pot song and social event in rural area

Cinema: Although the overall cinema-going habit has increased in the last seven years from 12% to 16%, there has been a decline in urban areas. In 1995, 22% of the urban people watched films at cinema hall at least once in the last three months. This has decreased to 18% in 2002. On the other hand, in rural areas more people (16%) visit cinema halls today compared to 1995 (11%).

Mobile phone: In recent years, Bangladesh has experienced phenomenal growth in the ownership of mobile phones. Currently, 110 million SIM cards are used. Mobile phone penetration at the household level has increased rapidly in the rural areas - from 3% in 2005 to 51% in 2009. Among urban dwellers, mobile phone penetration has reached 82 per cent. As expected, currently 86 percent of the metropolitan households have access to mobiles, compared to 23 percent in 2005. (30 June 2010 The Daily Star).

Inter-Personal Communication (IPC) Channel: While the mass media provides a sustained feeding of information through entertainment, role modeling and other demonstrations, the IPC channel works at a deeper level to influence individuals and groups through face to face and group activities. IPC also creates enabling environments that mobilize families and communities and develop the positive attitudes and develop behaviors as well as for maintenance of behaviors. IPC is the process by which people exchange ideas, thoughts, information, feelings, and meanings through verbal and non-verbal messages: it is face-to-face and group communication. IPC is not just about what is actually said - the language used - but how it is said and the non-verbal messages sent through tone of voice, facial expressions, gestures and body language. IPC can include all aspects of communication such as listening, persuading, asserting, non-verbal communication. IPC assumes that both the message senders and the message receivers will interpret and understand the messages being sent on a level of understood meanings and implications. Some of the IPC channels used for communication are as follows:

- Group gatherings
- One-on-one (face to face)
- Communication orientation /trainings/workshops at national and sub national levels
- Meetings with stakeholders at national and subnational levels
- Group counseling
- Office/ business Visits
- Tea stall meetings

In conclusion, using a combination of communication channels can help reach a larger audience and generate interest in inland waterway transportation in Bangladesh. While the choice of communication channel would depend on the target audience and the objective of the communication, it is essential to use channels that can reach a large audience and generate interest in the project.

Webpage: Bangladesh Inland Water Transport Authority and their webpage have various items included and well-designed but few items need to incorporate for more effectiveness.

- News and Events: This section provides the latest news and updates related to BIWTA's activities, events, and announcements
- Resources: This section provides useful resources related to river transport, such as maps, guidelines, and regulations
- Weather update: This section provides update weather forecast for the safe navigation
- Updates of Jetties/ Ghats: This section provided the latest situation of the prominent jetties/ ghats/ landing stations. specially Pangaon /Ashulia/Barisal/Chandpur/Bhola
- Updated of ships/ burgess: this section provides the latest information, position and availability of ship, lairages and burgess
- Feedback: This section allows visitors to provide feedback on the website or BIWTA's services.

3.6.3. Communication Message Components

The messages to be communicated as part of the communication strategy of BRWTP under this strategy will be of four general types:

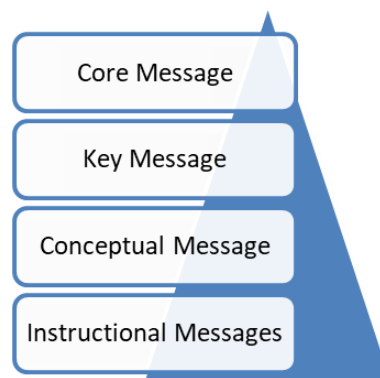


Figure 3.6.3: Communication Message Components

- **Core Message:** The Core Message is the one central point the stakeholders and the target audiences need to understand about a program and serves as the consistent, underlying theme of the communications initiative. All key messages and communications products will be derived from the core message. The Strategy's overarching core message is that education is the main element of and supreme necessity for overall well-being. It is a continuation of the sense of peace that comes from knowing someone is taking care of himself and about those whom he cares. When someone is educated, he/she is knowledgeable, connected, and aware, and possesses strength.
- **Key Message:** Key messages will be tailored to specific audiences to promote enhanced understanding and buy-in of the underlying core message. A communications strategy that addresses multiple key stakeholders and target audiences with vastly different information

needs will have many key messages. Key messages are pivotal to the success of the core message resonating because the key message takes into account what matters to the targeted audience. This is especially important when engaging multi-cultural demographics.

- **Conceptual Message:** The word “conceptual” means pertaining to concepts or to the forming of concepts. A conceptual or strategic message is the underlying theme that inspires audiences to seek out technical information and resources. It sets the stage for the Strategy’s core and key messages. It links the values of the audience with the objectives of education, reminds them of their civic duty and mobilizes them towards achievement of the objectives of the program.
- **Instructional Messages:** The instructional or directive message directs audiences to specific actions. An instructional message is defined as a presentation involving words (such as spoken or printed text) and pictures (such as animation, video, illustrations, and photographs) in which the goal is to promote certain objective. In case of a formal channel of communication, instructional messages usually prove to be highly effective. For example, officers and staff of a government department may be communicated with an instructional message issued by the authorities of that department.

3.6.4. Communication Materials and Activities

Main Activities	Sub-Activities
Orientation/training/workshops/seminars/meetings	<ul style="list-style-type: none"> ● Advocacy workshops/meetings with decision makers, employers, stakeholders, media, different networks ● Motivational workshop on identified issues for different participant groups including program managers, employers, decision makers, and others at national and sub-national levels ● Workshop on importance of Inland water transportation at different level Orientation/workshops with journalists to prepare and publish articles on the issues ● Workshops and seminars at national and sub-national levels on effectiveness of Inland water transportation issues ● Experience sharing workshop among ghat/ jetty/ landing station related different unions and other relevant associations ● Future search workshops meetings, ● Stakeholders gathering on the occasion of river day and other relevant occasions ● Recognition to the most active/supportive stakeholders ● Journalist visit at different ghats, landing stations and jetties ● Case story development ● Round table conference at National levels

Events	<ul style="list-style-type: none"> ● Inland water transport development Fair ● National BIWTA week ● Day observance ● Safe river day/week ● Different marine and water transport related equipment exhibition ● International water and transport Day
Local or traditional or community Media	<ul style="list-style-type: none"> ● Folk Song ● Pot song ● Gambhira song ● Court yard drama ● Jari, shari, gomvir, kobigan and other local heritage social event in rural area
Other Activities	<ul style="list-style-type: none"> ● Stakeholders 'office visits ● Garments office visits by ● Stakeholders meeting ● Landing station/ jetty/ghat meeting with relevant stakeholders ● Stakeholder gatherings/conference/motivation workshops



PLANNING

Chapter 4: Planning

4.1. Strategies of Communication

The communication campaign will use a multi-media and multi-level approach to reach primary, secondary and tertiary participant groups. The tailored communication strategy strengthens the BRWTP project to ensure the uttermost positive consequences from the stakeholders.

4.1.1. Strategic Theme and Framework for Communication

P-Planning Communication is a framework used for effective communication in project management. Bangladesh Inland Water Transport Authority (BIWTA) is a government agency in Bangladesh responsible for the regulation and management of inland water transport. The BRWTP is a project to increase the usage of inland waterway by the mentioned stakeholders.

P-planning is an effective communication theme and framework. P-Planning provides a structured approach to guide the project's implementation. It helps define the necessary steps, tasks, and timelines, ensuring that the communication strategy is executed in a systematic and efficient manner.

This type of planning includes mechanisms for monitoring and evaluating the project's progress and outcomes. It allows for the collection of data and feedback to assess the effectiveness of the communication strategy, identify areas for improvement, and make necessary adjustments as the project progresses.

Overall, P-Planning is advantageous for this project as it provides a structured approach, facilitates resource allocation, enables risk management, emphasizes stakeholder engagement, and supports monitoring and evaluation. It ensures that the communication strategy strengthening project for BIWTA is executed efficiently, effectively, and with a higher likelihood of achieving its desired objectives.

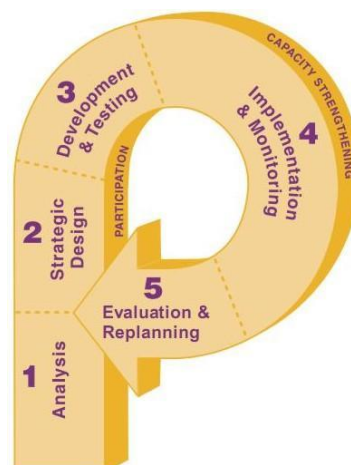


Figure 4.1.1: P-Planning

Sl. no.	Steps	Activities
1	Situation or, Audience Analysis	<ul style="list-style-type: none"> ▪ Audience Mapping ▪ Situation Analysis
2	Planning and Strategic Designing	<ul style="list-style-type: none"> ▪ Advocacy ▪ Campaign Planning ▪ Social Behavioral Change Communication Campaign ▪ Creative Communication Campaign
3	Deliver Message to test audiences' Acceptance	<ul style="list-style-type: none"> ▪ Using Media Matrix ▪ Delivering Awakening Messages. ▪ Promoting Inland Waterway Ports and Terminals
4	Implement the work with proper monitoring and evaluation	<ul style="list-style-type: none"> ▪ Creating Committee ▪ Creating indicators for evaluating criteria ▪ Implementing the work in field level
5	Receive Feedback and Follow-ups	<ul style="list-style-type: none"> ▪ Receiving stakeholders' feedbacks. ▪ Taking Follow-ups regularly. ▪ Evaluating the responses
6	Re-Plan accordingly	<ul style="list-style-type: none"> ▪ Re-planning according to the evaluation reports and responses.

4.1.2. Strategic Communication

The main strategic communication parts are:

- Advocacy
- SBCC
- Campaign

The activities under the strategic communication elements are described below:

Advocacy:

Activities	Benefits	Outcomes
Media Advocacy	It will sensitize the government and work as a bridge among public and government.	<ul style="list-style-type: none"> ▪ Editors' Orientation ▪ Field Visit ▪ Journalist Forum Creation ▪ Arranging Workshops with journalists and Editors from many national and sub-national channels ▪ News Coverage ▪ Talk Show
Policy Papers	Influence the policymakers to take decisions according to the situation.	<ul style="list-style-type: none"> ▪ Round Table with stakeholders ▪ Workshop with policy-makers
Business Policy Advocacy	The usage of inland waterway terminals will increase.	<ul style="list-style-type: none"> ▪ Government Subsidize ▪ Influencing Land-owners and Business owners to use inland waterways
Leveraging social media and other		<ul style="list-style-type: none"> ▪ Improved policy and regulatory environment
collaborations	Strengthened partnerships and collaborations	<ul style="list-style-type: none"> ▪ Increased stakeholder engagement

SBCC (Social Behavioral Change Communication):

Information based strategy	Performance based strategy
<ul style="list-style-type: none"> ● Improved Communication Channels: BIWTA can use digital platforms to share information and updates with the business community and the general public. The organization can create an updated website and mobile application that provides information on BIWTA's services, schedules, fares, and routes. BIWTA can also use social media 	<ul style="list-style-type: none"> ● Keep the Launch Ghats Clean: Practicing to keep launch ghats clean involves regularly disposing of any trash or debris in designated dustbins, rather than throwing it on the ground or in the water. This not only helps maintain the cleanliness of the launch ghat but also prevents the pollution of water bodies. Using dustbins is a simple but effective

<p>platforms to engage with the public and provide real-time updates on river transport services, traffic, and weather conditions.</p> <ul style="list-style-type: none"> ● Benefits of Dredging: Promote dredging and making people understand the importance of dredging and the long-term benefits of it. ● Education and Awareness: BIWTA can develop educational campaigns to raise awareness of the benefits of river transport and its contribution to sustainable transport. BIWTA can work with local schools, universities, and civic groups to educate the public on the history, culture, and environmental significance of the rivers. This will help foster a sense of pride and ownership of the rivers among the public and promote river transport as a viable and sustainable option 	<p>way to promote a cleaner and healthier environment.</p> <ul style="list-style-type: none"> ● Encouraging people to use launch ghats and terminals: Practicing to use launch ghats and terminals more often for businessmen involves utilizing water transportation as a mode of transportation for business-related travel. This not only helps reduce traffic congestion on roads but also provides a cost-effective and efficient alternative to traditional modes of transportation. Additionally, it allows businessmen to enjoy scenic views and relax while traveling to their destinations. ● Educating through Communication Tools: The stakeholders need to learn first to adapt with the plannings. Communication tools such as: Banners, Posters, Street Drama etc will be used to make the stakeholders understand the value of this BRWTP. The other media tools to educate these people are mentioned in the channels section.
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The Gender issue/Inclusive Services:

Some methods are adopted to make it more inclusive to attract every type of stakeholder under the project. Such as:

- **Ramps for the disabled:** The water-vehicles must include ramps and sirens that also has lights for every type of disabled person. The ramps will make it easier to get in and get down from the water vehicles. And the siren with lights will help the disabled people to sense the danger or, take precautions before the vehicle leaves the ghat/terminal.
- **Emergency kit & fast aid services:** The emergency kit and fast aid services are to avoid severe dangers and gives people assurance that even if any accident happens, no one will leave the water transport unchecked.
- **Separate toilets for men and women:** Separate toilets are mandatory as women are more prone to diseases through unhealthy toilets. And this matter should be a great concern. The

washroom for women should also include dustbins, changing room, sanitary napkin vending machine, toilet tissue, soap and driers.

- **Breastfeeding and changing rooms:** There are breastfeeding corners in the ghats and terminals but every vehicle should also include breastfeeding corners and changing rooms.

Campaign:

- **Awareness campaigns:** Conducting awareness campaigns to educate people about the benefits of inland waterways can go a long way in promoting its use. These campaigns could be conducted through various mediums such as social media, television, radio, and newspapers.
- **Improving infrastructure:** To promote inland waterway transportation, it is important to have a well-developed infrastructure that supports it. This includes building and maintaining waterways, ports, terminals, and navigation aids.
- **Incentives:** Offering incentives such as tax breaks, subsidies, and other financial incentives to businesses that use inland waterways could encourage more businesses to utilize this mode of transportation.
- **Capacity building:** Providing training and capacity-building programs to operators, crew members, and other stakeholders involved in inland waterway transportation can help improve the efficiency and safety of the system.
- **Regulatory frameworks:** Developing appropriate regulatory frameworks that encourage the use of inland waterways and ensure safety and environmental standards are met can help promote this mode of transportation.
- **Collaboration:** Encouraging collaboration between government agencies, private sector players, and civil society organizations can help promote inland waterways and develop a sustainable transportation system.
- **Informal Workshop arrangements:** Informal workshops for ship crew may cover a wide range of topics, including safety procedures, emergency response, maintenance and repair techniques, and other skills that are relevant to life on board a ship. These workshops may be organized by individual crew members or groups of crew members who are interested in sharing their knowledge or experience with their colleagues.

Some of the key features of informal workshops for ship crew may include:

- Flexibility and adaptability to the needs of the participants and the ship's schedule
- Informal and relaxed atmosphere, which allows for open discussion and exchange of ideas
- Participation and contributions from all members of the crew, regardless of their rank or position
- Opportunities for hands-on learning and practical application of skills

4.1.3. Creative Communication

The theoretical frameworks and the strategic plans are more like a traditional way to encourage people to use inland waterways. But the creative strategies explain a few ways that are out of

the box. These unorthodox ways to engage people under the BRWTP project are new and attract the youth aiming a long-term engagement towards the plan.

Approaches	Activities	Benefits
<p>Celebrating River-Day</p>	<ul style="list-style-type: none"> ● River clean-up: Organizing a river clean-up campaign is one of the most important activities that can be carried out on River Day. This can involve volunteers from the community, schools, and other organizations coming together to clean up the river and its banks. ● Keep river live by regular dragging: to ensure river transportation ● Awareness campaigns: Organizing awareness campaigns to highlight the importance of rivers and the need to protect them can help create awareness among the general public. This can involve organizing rallies, seminars, and workshops. ● Water sports events: Organizing water sports events such as kayaking, canoeing, and rafting can be an excellent way to celebrate rivers and water bodies. These events can be organized to raise awareness about the importance of water bodies and to encourage people to use them in a sustainable way. ● River photography competitions: Organizing photography competitions to capture the beauty of rivers can be an excellent way to celebrate rivers and create awareness about their importance. ● Cultural programs: Organizing cultural programs such as folk songs, dances, and plays that celebrate the rivers can be an excellent way to involve the local community in the celebration. ● Plantation drives: Planting trees and other vegetation along the river banks can help protect the river ecosystem and improve the quality of the river water. Organizing plantation drives on River Day can be an excellent way to involve the community in the protection of the river ecosystem. 	<p>People, especially the young generation will know more about the rivers.</p>
<p>UI and UX (App development)</p>	<ul style="list-style-type: none"> ● Requirements Gathering: The first step in app development for BIWTA would be to identify the requirements of the stakeholders. This would involve conducting surveys, interviews, and focus group discussions with different user groups such as boat operators, passengers, and regulators, to determine 	<p>So that the navigation points stay clear, People will be able to know about natural disasters</p>

Approaches	Activities	Benefits
	<p>their needs and expectations from the app.</p> <ul style="list-style-type: none"> ● Design: Once the requirements have been identified, the app's user interface and user experience design would need to be developed. This involves creating wireframes, prototypes, and mockups to visualize the app's layout and functionality. ● Development: The app would then be developed using programming languages such as Java or Swift. The app developers would work with the designers to ensure that the app is user-friendly and meets the requirements of the stakeholders. ● Testing: Once the app has been developed, it would need to be tested to ensure that it works correctly and is free of errors or bugs. Testing involves both manual testing and automated testing to identify any issues with the app's functionality or user interface. ● Deployment: Once the app has been tested and approved, it would need to be deployed to the app store (such as Apple App Store or Google Play Store) so that stakeholders can download and use it. ● Maintenance: The app would require ongoing maintenance to ensure that it continues to function correctly and meets the changing needs of the stakeholders. This involves fixing any issues that arise, updating the app to incorporate new features or functionalities, and ensuring that it remains compatible with new operating systems or devices. 	<p>immediately, connect with the helplines immediately, the departure and arrival hours of transports will be clear to the stakeholders, will be able to trace the transports.</p>
<p>Visual Documentaries</p>	<ul style="list-style-type: none"> ● Research and Planning: Before starting the documentary production, extensive research and planning must be done to determine the scope of the project, identify the key stakeholders, and gather relevant information on inland waterways activities in Bangladesh. ● Script Writing: Once the research and planning are complete, a script should be written that outlines the key message of the documentary and the storyline. The script should be based on the research findings and should be structured in a way that engages the audience and tells a compelling story. ● Filming: Filming is the most important activity in creating a visual documentary. High-quality footage 	<p>Increase knowledge and create awareness.</p>

Approaches	Activities	Benefits
	<p>of the inland waterways activities in Bangladesh can be captured using cameras and drones. The filming process should be carried out in different locations and at different times to capture a wide range of activities.</p> <ul style="list-style-type: none"> ● Interviews: Interviews with key stakeholders such as boat operators, fishermen, and regulators can be conducted to gather firsthand information on the challenges and opportunities of inland waterways activities in Bangladesh. These interviews should be recorded and incorporated into the documentary. ● Editing: Once the filming and interviews are complete, the footage needs to be edited to create a coherent and engaging story. The editing process involves selecting the best footage, adding background music, voice-over, and sound effects. ● Post-Production: After editing, the documentary needs to be color-corrected, graded, and enhanced using special effects to make it visually appealing. The final product can then be exported and shared with the target audience. 	
<p>Capacity Build up Workshop Arrangement with Young stars and Creative Competition Arrangement</p>	<ul style="list-style-type: none"> ● Planning: A detailed plan needs to be developed to identify the objectives, target audience, and resources required for the workshop and competition. A team should be formed to manage the event and coordinate the activities. ● Topic Selection: The workshop and competition topics should be carefully selected to align with the objectives of the event and the interests of the target audience. For example, the workshop could cover topics such as inland waterways management, safety regulations, and environmental sustainability, while the competition could focus on creating innovative ideas for improving inland waterways activities. ● Invitation and Registration: Invitations should be sent out to the target audience to attend the workshop and participate in the competition. Registration should be done in advance to ensure that the event is properly organized and there are no last-minute issues. 	<p>New, technologically advanced ideas will appear the growth of sustainability, Involvement of the youth.</p>

Approaches	Activities	Benefits
	<ul style="list-style-type: none"> ● Resource Persons: Resource persons with expertise in inland waterways management, safety regulations, and environmental sustainability should be identified and invited to speak at the workshop. They should also be available to mentor and guide the participants in the creative competition. ● Creative Competition: The creative competition could be organized in groups or individually, depending on the nature of the competition. Participants should be given a set amount of time to create and submit their ideas. The submissions should be evaluated by a panel of judges based on predetermined criteria. ● Workshop: The workshop should be organized in a way that is interactive and engaging. Resource persons should use different methods such as presentations, case studies, and group discussions to convey the key messages. Participants should also be given the opportunity to ask questions and share their experiences. ● Prize Distribution: Winners of the creative competition should be announced and prizes should be distributed to the winners. The prizes could include cash awards, certificates, and opportunities to work on actual projects related to inland waterways management. 	
<p>Promoting Inland waterways</p>	<ul style="list-style-type: none"> ● Creating an emotional connection between the target audience and BIWTA's services and facilities. For example, objectives could be way to increase the public's sense of trust and confidence in BIWTA by highlighting its commitment to safety and reliability. ● Increase public awareness and interest in BIWTA services and facilities through targeted communication efforts, such as advertising, social media, and public relations activities. ● Encourage the use of inland water transport by providing accurate and timely information about routes, schedules, and fares, and by improving the overall customer experience. ● Educate the public about the benefits of inland water transport, such as reduced traffic congestion, 	<p>Ashuganj, and Pangaon terminals will be used and it will help to reduce the road traffic.</p>

Approaches	Activities	Benefits
	<p>lower emissions, and improved accessibility, to increase understanding and support for the sector.</p> <ul style="list-style-type: none"> Showcase the success stories and best practices of BIWTA and its partners to build credibility and trust, and to inspire others to adopt sustainable transport solutions. 	

4.2. Approaches of Communication Matrix for Different Stakeholder Groups

To monitor regular progress and overall success of the intervention plan following approach specific communication objectives have been identified. Identified SMART objectives are the vision of interventions impact over the participants' knowledge, behavior and practice. And finally, these will contribute to achieve the program objectives;

Advocacy Approach:

Approach	objective	Participant groups	activities	Materials	Media/channel
Advocacy	At least 50% of Exporters and importers used inland water transport to carry their goods through Ashulia and Pangaon.	Minister MPs Standing Committee members Chairman Director general Directors Project director Garments Owners Business Community leaders Export-Importers Different union/association s leaders News editors Local level DC, Mayors, Regional officials	Advocacy Meeting Advocacy workshop/seminars at national and sub national levels Workshop orientation with media editors and senior journalist at national and sub national levels Workshop/meeting/ orientation with key stakeholders Workshop/meeting/ orientation with Union/ associations leaders Organize round table at sub national level to nation level with stakeholders	Media toolkits Booklet/statistical booklets for advocacy Newspaper supplementary Advocacy Brochure for policy makers Folders Press stories/newspaper article written by Journalist Documentary Updated web portal It based communication materials	Briefing/fact sheet Sharing meeting Workshop Seminars Training Electronic media Print media Inter personal communication (IPC) Internet Mobile
	At least 30% of garments owners willing to carry their garments items by using lighters ships/ bargs for connecting the mother vessel at deep see by using Ashulia jetty.				
	At least 30% of business community used inland water transport to carry their goods by using landing stations, jetty and Ghats				
	At least 10% of national and District level selected corporate business groups and chamber of commerce members sensitized about the positive consequence of inland water transport.				
	Reporters, journalists and				

	other media professionals of 15% of national media outlets (print, broadcast and web) increased publishing the production of BIWTA issues		Organize TV and online talk show Periodic press briefing and sharing the updates		
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SBCC Approach:

Approach	objective	Participant groups	Activities	Materials	Media/ channel
Behavior change Communication	<p>At least 50% of stakeholders are able to state the long-term benefits of using of inland water transports.</p> <p>At least 30% ghat labor and labor union are able to state the long-term benefit of inland water transports.</p> <p>At least 25% of service providers in program area provide equal need-based attention to all stakeholders in the class irrespective of their normalcy and/ or specific physical or me for using the jetty, Ghats and water transports</p> <p>25% union leaders both labor union, handling unions, share positive opinion water transport system</p> <p>50% oriented stakeholders' members conduct</p>	<ul style="list-style-type: none"> -Water transport owners' association -Crew unions -Gath labor union -Ship builders' association -Local communities residing along the riverbanks and adjacent areas, who rely on the river for their livelihoods 	<ul style="list-style-type: none"> - Orientation - Workshop - Training - Meeting - Day observance - Stakeholders gathering 	<ul style="list-style-type: none"> - Orientation/ workshop/ Training guide - Workshop materials - TV/ Radio Program/Serial - Docu-drama - River related song / drama - Community Radio program - Pictorial card - Comic books - Local level community media performance - Mobile Messaging - Facebook information page - Updated webpage 	<ul style="list-style-type: none"> - IPC (inter personal communication) - Training - Workshop/orientation - Mobile phone - Electronic media - Print media - Radio (community and regular) - Local traditional media - Webpage

	dialogue meetings with different stakeholders on quality services and opportunities.				
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Campaign Approach:

Approach	objective	Participant groups	Activities	Materials	Media/ channel
Campaign	<p>25% of ghat labor/ union/ associations held community dialogue and seek community support to ensure the quality service for the ghat/ landing station users.</p> <p>At least 20% of ghat labor/ union/ associations/ghat shopkeepers in program areas are in contact with ghat/ landing station and jetty users, to promote safety, cleanness and user's friendly environment for the stakeholders.</p> <p>At least 5% of selected ghat business shops</p>	<p>Mass people</p> <p>Civil society Members</p> <p>Ghat labor/</p>	<p>Training for implementation staffs</p> <p>Organize dialogue with stakeholders</p> <p>Organize effective Transportation River Day</p> <p>Organize exhibition on marine and water transport related issue</p> <p>Facilitated ghat/ landing station/ jetty based public competition on laptop or online</p> <p>Folksong/ Drama/potsong</p> <p>Organize Film/Documentary show</p> <p>National and international day observance</p>	<p>Orientation sheet</p> <p>Training module</p> <p>Documentary Film/ Screen</p> <p>Poster/ Banners</p> <p>Wall painting</p> <p>Bill board</p> <p>Animation spots</p> <p>Comic book on effectiveness of water transports</p> <p>Web based digital materials</p>	<p>IPC (inter personal communication)</p> <p>Training</p> <p>Workshop/orientation</p> <p>Mobile phone</p> <p>Electronic media</p> <p>Print media</p> <p>Radio(community and regular)</p> <p>Local traditional media</p> <p>Webpage</p>

Approach	objective	Participant groups	Activities	Materials	Media/ channel
	<p>agreed to include messages linked to safe ghat/ landing station/friendly ghat for all in their advertising campaigns.</p> <p>At least 30% of ghat labor union/ associations regularly meet and review the implementation of ghat situation and take positive major.</p> <p>At least 10% of social media, TV Channel, community radio, Electronic Media representatives and journalist at local sites covers quality BIWTA news and features</p>				

4.3. Stakeholder Engagement Plan

- Choose appropriate channels: Identify the most effective communication channels to reach each audience segment. This may include industry-specific publications, websites, social media platforms, newsletters, direct mail, and industry events. Utilize a mix of channels to ensure broad coverage and engagement.
- Develop compelling content: Create engaging and informative content that showcases success stories, case studies, testimonials, info graphics, and videos that demonstrate the

advantages of waterway transport. Use language and visuals that resonate with each audience segment.

- Tailor Messages for Each Primary Audience:
 - I. Exporters-Importers: Highlight the advantages of waterway transport for international trade, such as reduced shipping costs, improved access to markets, faster delivery times, and increased reliability. Emphasize how waterway transport can contribute to their export-import operations and help expand their global reach.
 - II. Business Community: Showcase the economic benefits of waterway transport for the local business community, including reduced transportation costs, improved supply chain efficiency, and enhanced market competitiveness. Illustrate how waterway transport aligns with sustainable business practices and can contribute to the overall growth of local industries.
 - III. Garments Owners/Management: Focus on the specific benefits of waterway transport for the garment industry, such as reduced transit times, minimized product handling, enhanced safety, and timely delivery to global markets. Highlight the environmental sustainability aspect, which is important to the garment industry's reputation and customer demands.
 - IV. Shipping Companies, Logistics Providers, Freight Forwarders, and Cargo Owners: Highlight the potential business opportunities, operational efficiencies, and cost savings that waterway transport can offer to these stakeholders. Demonstrate how collaboration and integration within the waterway transport system can benefit their operations, such as streamlined logistics, reduced congestion, and increased customer satisfaction.
- Monitor and evaluate: Regularly measures the effectiveness of communication efforts by tracking engagement levels, feedback received, and the adoption of waterway transport by the primary audiences. Use surveys, feedback forms, and data analytics to gather insights.
- Adapt and improve: Based on the evaluation results, adapt the communication strategy and tactics as needed. Continuously refine the messaging, channels, and content to address emerging concerns, provide updated information, and align with the evolving needs of the primary audiences.
- Seek feedback: Actively solicit feedback from stakeholders regarding the communication efforts. Encourage them to share their opinions, suggestions, and concerns through surveys, focus groups, or online platforms. Use this feedback to make improvements and demonstrate that their voices are heard and valued.
- Collaborate with influencers: Identify influential individuals or organizations within each primary audience group who can champion the cause of waterway transport. Engage them in promoting the benefits, sharing success stories, and advocating for the increased usage of waterway transport within their respective networks.
- Share success stories: Regularly publicize and celebrate success stories of businesses and industries that have successfully adopted waterway transport. Highlight the positive impact on their operations, economic growth, and environmental sustainability. Use various communication channels to showcase these success stories and inspire others to follow suit.



IMPLEMENTATION

Chapter 5: Implementation

5.1. Plan Implementation

This implementation plan has been prepared for three years based on the communication strategy for BIWTA and one M&E framework for communication interventions from 2023 to 2027. BIWTA is the main coordinating body for the implementation of communication strategy and its monitoring. The strategy is designed to be implemented in collaboration with partners in the GOB, development organizations, NGOs and CBOs in order to ensure a synchronized and integrated implementation approach. This will be done through ensuring allocation of resources, using a common logo (Already a logo developed earlier) and branding of the BIWTA. The strategy and its plan will be implemented in phases to cover all the river bank districts. The table below indicates the implementation plan with targets and proposed timeline of activities.

Sl.	Interventions	Implementing organization	2023	2024	2025
1	Advocacy				
1.a	Advocacy Meeting	BIWTA	X		
1.b	Advocacy workshop/seminars at national and sub national levels	BIWTA/ Agency	X	X	
1.c	Workshop orientation with media editors and senior journalist at national and sub national levels	BIWTA/ Agency	X	X	X
1.d	Workshop/ meeting/ orientation with key stakeholders	BIWTA/ Agency	X	X	X
1.e	Workshop/ meeting/ orientation with Union/ associations leaders	BIWTA/ Agency	X	X	X
1.f	Organize round table at sub national level to nation level with stakeholders	BIWTA/ Agency	X	X	X
1.g	TV and online talk show	BIWTA/ Agency	X	X	X
1.h	Organize Periodic press briefing and sharing the updates	BIWTA/ Agency	X	X	X
2	BCC				
2.a	Orientation	BIWTA/ Agency	X	X	X

Sl.	Interventions	Implementing organization	2023	2024	2025
2.b	Work shop	BIWTA/ Agency	X	X	X
2.c	Training	BIWTA/ Agency	X	X	X
2.d	Meeting	BIWTA/ Agency	X	X	X
2.e	Day observance	BIWTA/ Agency	X	X	X
2.f	Stakeholders gathering	BIWTA/ Agency	X	X	X
3	Campaign				
3.a	Training for implementation staffs	BIWTA/ Agency	X	X	X
3.b	Organize dialogue with stakeholders	BIWTA/ Agency	X	X	X
3.c	Organize effective Transportation River Day	BIWTA/ Agency	X	X	X
3.d	Organize exhibition on marine and water transport related issue	BIWTA/ Agency	X	X	X
3.e	Facilitated ghat/ landing station/ jetty based public competition on laptop or online	BIWTA/ Agency	X	X	X
3.f	Folksong/ Drama/potsong	BIWTA/ Agency	X	X	X
3.g	Organize Film/Documentary show	BIWTA/ Agency	X	X	X
3.h	National and international day observance	BIWTA/ Agency	X	X	X

5.2. Communication Management Plan

The Communication interventions will be designed in a planned and systematic way by a group of skilled and dedicated professionals of the field concerned. So it is essential to activate and revitalize the communication cell within BIWTA itself to implement communication strategy successfully. This strategy document recommends establishing a communication cell and leading the implementation activities. Dedicated Staff will be deployed with specific responsibility of performing the duties relating to implementation of various activities under this strategy. The staff will be provided with appropriate capacity building and communication orientation. This communication strategy will be regularly monitored and updated to ensure that it is meeting its stated goals at any point of time, as well as supporting the program's goals. This will be done by analyzing data collected and monitored consistently from the communication mechanisms that promote dialogue between BIWTA and the target audience(s) through different means.

Effective communication is the key to promoting inland waterway transportation among businessmen and the general public in Bangladesh. Here are some communication management plan through interventions that could be implemented in terms of communication:

- Information dissemination: Providing accurate and up-to-date information about the benefits of inland waterway transportation can help create awareness among businesses and the general public. This information could be disseminated through brochures, pamphlets, posters, billboards, and other communication channels.
- Interactive sessions: Interactive sessions such as seminars, workshops, and conferences can be organized to engage with businesses, transport operators, and other stakeholders. These sessions can provide a platform for discussing the benefits, challenges, and opportunities of inland waterway transportation.
- Social media: Social media platforms such as Facebook, Twitter, and Instagram can be used to reach a wider audience and generate interest in inland waterway transportation. Regular updates on the latest developments, success stories, and upcoming events can be shared on these platforms.
- Public campaigns: Public campaigns can be organized to create awareness about the importance of inland waterway transportation. These campaigns could involve celebrities, public figures, and social influencers to attract attention and generate interest.
- Partnerships: Partnerships with media organizations can be established to promote inland waterway transportation. This could involve creating a dedicated section in a newspaper or news channel to cover news related to inland waterway transportation.
- Advocacy: Advocacy can be used to persuade policymakers, government officials, and other key decision-makers to support inland waterway transportation. This could involve engaging with policymakers through advocacy campaigns, lobbying, and other means.

By implementing these communication interventions, it is possible to create awareness about the benefits of inland waterway transportation among businesses and the general public in Bangladesh. Effective communication can help build trust and support for inland waterway transportation, which can in turn contribute to the development of a sustainable transportation system in the country.

5.3. Communication Material Development Plan:

Sl.	Interventions	Implementing organization	2023	2024	2025
1.	Media toolkits	BIWTA/ Agency	x		
2.	Booklet/statistical booklets for advocacy	BIWTA/ Agency	x		
3.	Newspaper supplementary	BIWTA/ Agency	x	x	x
4.	Advocacy Brochure for policy makers	BIWTA/ Agency	x	x	
5.	Folders	BIWTA/ Agency	x	x	x
6.	Press stories/ newspaper article written by Journalist	BIWTA/ Agency	x	x	x
7.	Documentary	BIWTA/ Agency	x	x	
8.	Updated web portal	BIWTA/ Agency	x	x	x
9.	It based communication materials	BIWTA/ Agency	x	x	x
10.	Orientation/ workshop/ Training guide	BIWTA/ Agency	x		
11.	Workshop materials	BIWTA/ Agency	x	x	
12.	TV/ Radio Program/Serial	BIWTA/ Agency	x	x	x
13.	Doc-drama	BIWTA/ Agency		x	
14.	River related song / drama	BIWTA/ Agency	x	x	
15.	Community Radio program	BIWTA/ Agency	x	x	x
16.	Pictorial card for stakeholders	BIWTA/ Agency	x		
17.	Comic book on effectiveness of water transports	BIWTA/ Agency	x		
18.	Local level community media performance	BIWTA/ Agency	x	x	x
19.	Mobile Messaging	BIWTA/ Agency	x	x	x

Sl.	Interventions	Implementing organization	2023	2024	2025
20.	Facebook information page	BIWTA/ Agency	x	x	x
21.	Orientation sheet	BIWTA/ Agency	x		
22.	Campaign Training module	BIWTA/ Agency		x	
23.	Documentary Film development on inland water transport	BIWTA/ Agency		x	
24.	Poster/ Banners	BIWTA/ Agency	x	x	x
25.	Wall painting	BIWTA/ Agency	x	x	
26.	Bill board	BIWTA/ Agency	x	x	
27.	Animation spots for TV and online	BIWTA/ Agency	x	x	x
28.	Web based digital materials	BIWTA/ Agency	x	x	x



MONITORING & EVALUATION

Chapter 6: Monitoring & Evaluation**6.1. Real-Time Monitoring**

The achievement of this Strategy for BRWTP project will depend on the following processes that will be carefully monitored:

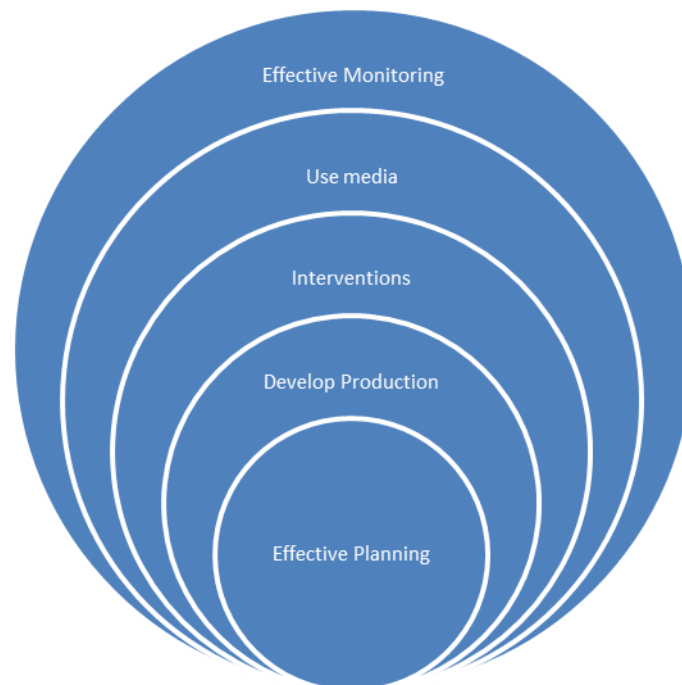


Figure 6.1: Real-Time Monitoring

- Effective planning and timely implementation of communication activities;
- Use of a common, harmonized set of interventions and approaches, rather than sporadic for a sustained period of time;
- Development, production and adoption of appropriate communication materials for different participant groups and channels;
- Use of multi -media, multi-level, mass, social and local media, and IPC materials through multiple channels to achieve adequate concentration and dissemination with key interventions; and
- Effective monitoring and use of results for continuous fine-tuning of the strategy until positive changes in society regarding quality primary education for all children in Bangladesh are documented.

The monitoring of the communication initiatives should be part of the total M&E plan of the BIWTA program. GOB, stakeholders and partners will contribute in the implementation of the BIWTA program. The BIWTA will build the capacity of communities, service providers and implementation managers at all levels to collect, synthesize, analyze and use data for making decisions about how to improve the impact on behaviors through better reach/coverage, greater strength, more channels,

better conception, and timing/targeting of the communication activities. Reports on the processes and outputs will be routinely discussed at national and district levels.

6.2. Monitoring Indicators for Evaluation

Objectives	Indicators	Evaluation Criteria	Data Sources	Frequency	Responsibility
Enhancing connectivity	Number of people reached through social media	Increase in website traffic and social media engagement	Google Analytics, Social media analytics	Quarterly	Communication team
Reducing transportation costs	Time and cost savings compared to other modes of transport	Reduction in waterway transportation cost	BIWTA database	Bi-Annually	Research Team
Promoting economic growth by increasing the number of inland waterway usage	Number of new shippers and port operators and frequency of usage of Pangao and Ashuganj ports and terminals.	Increase in overall income through waterway transportation	BIWTA database	Quarterly	Marketing Team
Supporting sustainable transportation	Environment friendly and cost-effective mode of transport	Improvement in AQI and reduction of traffic jam	Google Analytics, Social media analytics, Survey	Annually	Research Team
Enhancing safety and security	Number of accidents and incidents	Reduction in the number of accidents and incidents	BIWTA accident and incident reports	Monthly	Safety Team
Encouraging tourism	Number of tourists visiting and their ratings	Increase in the number of tourist visits	Surveys of shippers and logistics providers	Quarterly	Communication team

Objectives	Indicators	Evaluation Criteria	Data Sources	Frequency	Responsibility
Creating job opportunities	Skilled labors and crew members	Reduction in regional unemployment	BIWTA database	Bi-Annually	Communication team
Improve the efficiency of waterway transport	Time and cost savings compared to other modes of transport	Reduction in waterway transportation cost and Increase in timeliness	Surveys of shippers and logistics providers	Annually	Research Team
Increase customer satisfaction	Customer satisfaction ratings	Increase in customer satisfaction ratings	Surveys of shippers and logistics providers	Quarterly	Customer Service Team

6.3. Communication Cell (Committee)

The Communication Cell shall be the implementation body of all communication initiatives following the strategy document. This will receive guidance /technical inputs from High level coordination committee for effective implementation of advocacy, behavior and social change communication activities. Main role of the cell will be to promote enrollment, retention in stakeholders and create provision of quality service. The cell will also monitor implementation process and output of communication initiatives. The cell will aim to create greater availability and accessibility of information on BIWTA issues in the media through series of planned activities. These activities seek to assist with the provision of information at local levels as well as draw upon local knowledge and experiences at the national level for the spread of quality service for BIWTA stakeholders in Bangladesh. In addition to the communication cell there will be a high-level Coordination Committee headed by the chairman of BIWTA to monitor and review the performance of the communication plan. The formation and functions of the committee will be as follows:

Committee	Functions of Committee
<ol style="list-style-type: none"> 1. Chairman, BIWTA- Chairperson 2. Representative from Ministry of Shipping (MoS)- Member 3. Representative from Different department BIWTA- Member 4. Representative from Bangladesh Television - Member 5. Representative from Bangladesh Radio- Member 6. NGO/ Civil Society representative - Member 7. Representative from FBCCI and BKMEA, BGMEA- Member 8. Principal, DEPTC, Narayangang- Member 9. Communication Specialist (nominated from BIWTA)- Member 10. Public relation officer 11. Project Director- Member Secretary 	<ol style="list-style-type: none"> 1. Monitor and review performance of the communication cell; 2. Install appropriate mechanisms for such monitoring and review; 3. Provide guidance to the concerned officials for adoption of proper communication approaches; 4. Approve various communication tools and materials including determination of the needs; 5. Fix roles and responsibilities of any officer of BIWTA for implementation of the communication strategy; 6. Recommend appropriate incentives for officers and staff assigned with the responsibility of the implementation process; 7. Introduce techniques for reception of feedbacks of people from different strata in the department; 8. Organize justifiable responses to such feedbacks in due time; 9. Suggest additional steps or measures to be taken; 10. Review the provisions of the communication strategy on an annual basis and formulate recommendations for necessary updates or amendments to the strategy; and 11. Review the strategy as a whole after five years of its adoption and recommend scope of its revision considering the technological advancement that would have occurred by that time.

6.4. Stakeholders' Feedback Loop

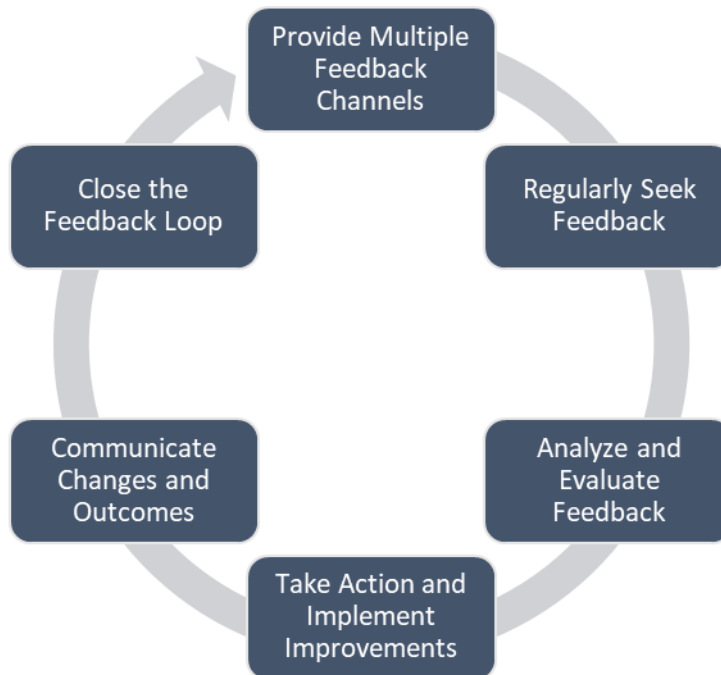


Figure 6.4: Stakeholders' Feedback Loop

1. Provide multiple feedback channels: Offer various avenues for stakeholders to provide their feedback. This can include online surveys, feedback forms, email contacts, dedicated helplines, or even in-person meetings. Ensure that the channels are easily accessible and convenient for stakeholders to share their thoughts.
2. Regularly seek feedback: Actively reach out to stakeholders at regular intervals to gather their input. This can be done through periodic surveys or by including specific feedback questions in communication materials. Additionally, encourage stakeholders to provide feedback proactively whenever they have suggestions, concerns, or ideas to share.
3. Analyze and evaluate feedback: Systematically analyze the feedback received from stakeholders. Identify common themes, recurring issues, or trends that emerge from their responses. Categorize the feedback based on the primary audience groups to gain insights specific to each group's needs and concerns.
4. Take action and implement improvements: Use the feedback received to drive improvements in the stakeholder engagement plan, communication strategy, or any other relevant areas. Adjust messaging, channels, resources, or initiatives based on the feedback to better meet stakeholders' needs and expectations.

5. Communicate changes and outcomes: Inform stakeholders about the changes implemented as a result of their feedback. Show how their input has influenced decisions and demonstrate the commitment to continuous improvement. Sharing outcomes and demonstrating progress reinforces trust and encourages further engagement.
6. Close the feedback loop: Once improvements have been made and communicated, close the feedback loop by following up with stakeholders who provided feedback. Show appreciation for their input and inform them of the actions taken as a result. This demonstrates that their voices were heard and that their feedback had a tangible impact.

6.5. Recommendation

The Bangladesh Inland Water Transport Authority (BIWTA) is a government organization responsible for the regulation and management of inland water transport in Bangladesh. Developing an effective communication strategy is essential to ensure that the BIWTA can effectively communicate with its stakeholders, including the public, businesses, and government officials. Here are some recommendations for a communication strategy for BIWTA

1. Identify your target audience: The first step BIWTA, include, Garments Company, business community and export importer, transport companies, and the ship and lighter owners. Each group may have different communication needs, so it's important to tailor your message accordingly.
2. To make this BRWTP project more sustainable, the advocacy should be continued to keep the policymakers and other stakeholders sensitized.
3. Publishing positive news through the journalist forum will work as indicators to measure the success of the project. Especially the economic growth that is going to happen through advocacy.
4. The round tables and providing incentives will reduce the transportation cost.
5. A one-stop solution and app development will increase the connectivity, safety and security of the project.
6. The more stakeholders will get engaged, the more job opportunities will be created for general people and secondary stakeholders.
7. The communication planning and strategy initiatives should get started as soon as possible to **attract the tourists**. As Bangladesh is a riverine country, this can be used as a great tourist attraction.
8. A mega-project related to this project **should get sufficient budget and funds**, so that the strategies will be stronger and more sustainable. This act will be done through advocacy.

9. Develop clear messaging: Develop clear and concise messaging that explains the role of the BIWTA in inland water transport and highlights its achievements. Make sure to use language that is easily understandable to your target audience
10. Start the activities with the media advocacy & communication, specially orientation with the media gatekeepers and journalist
11. Utilize different communication channels: Consider using different communication channels to reach your target audience, including social media, website, email newsletters, print materials, and events. Ensure that each communication channel is effective in delivering the message and is used consistently
12. Engage with stakeholders: Engage with stakeholders to get feedback and input on the communication strategy. This could include conducting surveys, focus groups, or meetings to gather feedback on how the BIWTA can better communicate with its stakeholders
13. Use of Webpage: provides update weather forecast for the safe navigation as well as the latest information, position and availability of ship, lairages and burgess.



CONCLUSION

Chapter 7: Conclusion

Developing a comprehensive communication strategy and plan for a large organization like Bangladesh Inland Water Transport Authority (BIWTA) can be a complex and challenging task. While the recommendations provided earlier can help guide the development of the strategy, it's important to keep in mind that there may be some hurdles that BIWTA may face along the way. Here are some potential challenges that the organization may encounter:

Limited resources: BRWTP project has to face budgetary or staffing constraints that limit its ability to implement all aspects of the communication strategy. In such a case, prioritizing communication channels that are most effective for reaching its target audience can help maximize the impact of the available resources

Resistance to change: Change can be difficult, and stakeholders are resistant to adopting new communication channels or strategies. Engaging with stakeholders to understand their concerns and explaining the benefits of the new approach can help mitigate resistance to change

Limited audience engagement: Despite BIWTA's efforts to develop effective communication channels, stakeholders may not be engaged or receptive to the organization's message. Continuously monitoring and evaluating the effectiveness of the communication strategy can help identify areas for improvement and optimize the approach over time

Legal and regulatory constraints: Complying with legal and regulatory constraints that may limit its ability to communicate certain information or adopt specific communication channels. Staying up-to-date with relevant regulations and working with legal counsel to ensure compliance can help avoid potential legal issues.

By recognizing these potential challenges, BRWTP project can develop a communication strategy that is realistic and effective in achieving its communication goals. With dedication and persistence, BIWTA can overcome these challenges and successfully implement a comprehensive communication strategy that improves engagement with stakeholders and enhances its reputation as a leading organization in inland water transport.



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