

STAKEHOLDER COMMUNICATION STRATEGY

1. The purpose of the Stakeholder Communication Strategy (SCS) is to ensure that project stakeholders as well as people living in the affected communities are appropriately consulted and informed of the various project activities along with potential impacts. It also aims to ensure that stakeholders have the opportunity to participate and provide input in to the design of project features and activities related to them. Ultimately, analysis and consultation improve the quality of decisions, minimizes disruption during implementation, and by involving citizens in decisions that affect their lives makes a key contribution to good governance.

A. Objectives and Principles of the Stakeholder Communication Strategy

2. Based on ADB's Public Communication Policy (PCP) 2011 and ADB Safeguard Policy Statement (SPS) 2009, ADB is required to assist the executing agency in preparing a SCS to increase access to information about the project, and to improve communication and information sharing with project-affected people and other concerned stakeholders (including women and vulnerable groups) throughout the course of the project.

3. The ADB's SPS 2009 requires that projects having impacts related to environment, involuntary resettlement or indigenous peoples undertake meaningful consultation. Meaningful consultation is a process that (i) begins early in the project preparation stage and is carried out on an ongoing basis throughout the project cycle; (ii) provides timely disclosure of relevant and adequate information that is understandable and readily accessible to affected people; (iii) is undertaken in an atmosphere free of intimidation or coercion; (iv) is gender inclusive and responsive, and tailored to the needs of disadvantaged and vulnerable groups; and (v) enables the incorporation of all relevant views of affected people and other stakeholders into decision making, such as project design, mitigation measures, the sharing of development benefits and opportunities, and implementation issues. ADB requires borrowers/clients to engage with communities, groups, or people affected by proposed projects, and with civil society through information disclosure, consultation, and informed participation in a manner commensurate with the risks to and impacts on affected communities.

4. Consistent with these efforts, the objectives of the SCS include creating a well-informed and supportive stakeholder community for the project, and better familiarizing implementing agency, Department of Rural Road Development (DRRD) staff with communication and redress mechanism requirements. Pursuant to the requirements of the PCP 2011 and SPS 2009, this will be done by:

- (i) Identifying a focal point for communication with affected people and other stakeholders, as well as broader communication responsibilities (i.e., media relations);
- (ii) fully disclose information on the proposed project, its outputs, and its activities to the beneficiary communities and stakeholders;
- (iii) Ensuring that relevant project information is delivered to stakeholders in a culturally appropriate, gender-sensitive, and timely manner to raise awareness of the project's scope, benefit and impacts, and to foster acceptance and understanding of the project;
- (iv) obtain information about the opinions, needs and priorities of beneficiary communities and stakeholders and their engagement and buy-ins for sustainability;

- (v) Enabling an efficient and regular two-way flow of information between project implementers and stakeholders, with information sharing and consultative mechanisms established;
- (vi) solicit input and feedback on beneficial and mitigation measures;
- (vii) Involving and working with local leaders to help foster understanding and acceptance of the project;
- (viii) encourage the participation of beneficiary communities and stakeholders in project activities that affect or could benefit them such as civil works construction, road safety awareness, social programs activities, and monitoring;
- (ix) obtain the cooperation of beneficiary communities and stakeholders for activities required to be undertaken for project planning and implementation;
- (x) Ensuring the timely full disclosure of all required documents;
- (xi) Developing the capacity of staff handling communication responsibilities outlined in the SCS;
- (xii) Monitoring the implementation of the SCS throughout the project, ensuring corrective actions are taken where needed.
- (xiii) Make sure that stakeholders are aware of a clear, easily accessible and effective grievance redress mechanism; and
- (xiv) ensure transparency in all project activities.

B. Means of Communication

5. Various means of communication can be applied depending of the communication objectives as well as constraints in time or resources. The following participation techniques can be used:

- (i) **Information Dissemination and Information Sharing Using Media:** this technique can be used to inform the stakeholders on project status, action taken, results of activities and similar. This technique can use either written (information brochures, fact sheets, newsletter, newspaper, radio, and website). Public notice boards, such as at district and commune offices can be used to publicly post written information. Public information, education and communication printed material, should incorporate posters and brochures which drawings and diagrams.
- (ii) **Consultation and Discussion Meetings:** These involve face-to-face meetings with stakeholders. Public or small group meetings targeting the community should be held in convenient locations and times to promote participation. Community level meetings have the advantage of overcoming gaps in literacy capabilities and enable the use of local ethnic languages.
- (iii) **Information Gathering:** quantitative and qualitative information about projects, needs, best practices, etc., can be gathered either in written form (i.e. questionnaire surveys) or in face to face interactions (meetings, focus group discussions). When dealing with information elicited from community representatives, use culturally appropriate techniques such as focus group discussions; women's gatherings etc., in local language; and ensure that information is collected separately from different segments of community (elders, youth, women etc.);
- (iv) **Two-way knowledge and information exchange:** should be applied throughout the project with all key stakeholder representatives and potentially affected or involved communities.

1. Communication needs to recognize the language needs of different audiences since different ethnic groups such as Karen also reside in the project areas. While Burmese is commonly spoken, using appropriate vocabulary and local languages should be considered in public consultation and communication. Public information, education and communication printed material, should incorporate posters and brochures with drawings and diagrams.
2. Promote gender balance across all project communications. Women's participation should be actively promoted. Invitation notices to such meetings should indicate the names of both spouses. The level of women's participation in meetings should be monitored and consideration given to conducting dedicated meetings for women if participation levels are low.

C. Description of Project Stakeholders

6. A stakeholder is an individual, group, or institution that has a defined and recognized interest, or stake, in the project. Stakeholders may be defined by whether they will be affected by a decision or have some influence on its outcome. The most important stakeholder in the project is its people and more specifically those that are either directly or indirectly affected, including road users as well as those marginalized groups who are affected but have no voice or may be invisible, both positively or negatively.

7. Stakeholder participation and communication is essential in both the preparation of the project and its implementation. If stakeholders are not included in the preparation phase, it is likely that the project will be developed in an unsuitable manner and not sensitive to the needs of the people using the roads and those in the project areas. Stakeholder participation will allow the project to draw on the experiences of a range of stakeholders and involve their diverse knowledge.

8. Directly affected people are generally both individuals and groups of people at the local level who are affected by development activities both positively and negatively. Poor people and women are also included in these groups because they tend to be most vulnerable in that they have the least power to inform and access planning and decision-making processes. Participation of all ethnic groups and people of various age groups needs to be ensured so that the consultation process is inclusive. Indirectly affected people are people that live nearby and/or use the roads in the project areas.

9. Government bodies, departments and agencies in the project areas have mandates, which are directly related to various aspects of project design and implementation. They have vested interests in the outcomes of these features and activities.

10. In addition to the Government Bodies, organizations such as community-based organizations, women's associations, ethnic groups and local committees will play key roles for successful project design and implementation. Other local institutions, such as schools, teachers and parent's association, non-governmental organizations can also be important project stakeholders with an interest in project outcomes and have a role to play.

11. Main project stakeholders along with their interest and anticipated role in the project are summarized in the matrix in the table below.

Table 1: Stakeholder Analysis

Stakeholder	Interests in the Project	Role in Project
Project Implementing Agency (Department of Rural Road Development [DRRD], Ministry of Construction)	<ul style="list-style-type: none"> Overseeing and successful project implementation in accordance with the signed agreement Ensuring application of appropriate Government regulations and policies. Safeguarding environment, safety and socioeconomic development 	<ul style="list-style-type: none"> Managing all the project activities Consultation on project design and project activities with the regional governments and relevant departments. Setting strategies and approval of implementation arrangements Mobilization and coordination of relevant departments and community-based organizations. Ensuring establishment and operation of effective grievance redress. Overseeing implementation of safeguards, gender and HIV, Human Trafficking plans.
Regional Government and Relevant Departments - Rural development - Health and Sport - Education - General Administration - Labour - Environmental Conservation - Ethnic Affairs - Land Records - Police Force	<ul style="list-style-type: none"> Ensuring rural roads improvements, rural development and equity Successful implementation of the project and coordination among different departments, community-based organizations and communities Improvement of local economy, business, social services delivery and access such as improved education and health status in project areas Mitigation of risks and impacts attributable to the project such as HIV transmission, human trafficking, land acquisition, environmental impacts, road safety. 	<p>Regional Governments:</p> <ul style="list-style-type: none"> § Provisions of approvals, political support; and financial and coordination support on requirements <p>Department Rural Road Development:</p> <ul style="list-style-type: none"> Working with regional governments, different departments and communities for rural development including direct jobs opportunities from the project (e.g. Construction, maintenance) and other development opportunities (e.g. Developing strategies to create economic opportunities from better transport) <p>Department of Public Health:</p> <ul style="list-style-type: none"> Consultation on risk of HIV/STI transmission. Collaboration on implementation of HIV/STI awareness and prevention program. <p>Department of Labor:</p> <ul style="list-style-type: none"> Consultation and ensuring the standards labour rules and regulations are applied Monitoring conditions of contractor workers during construction phase. <p>Environmental Conservation Department:</p> <ul style="list-style-type: none"> Consultation on Initial Environmental Examination and Environment Management Plan and monitoring its implementation.

Stakeholder	Interests in the Project	Role in Project
		<p>Department of Ethnic Affairs:</p> <ul style="list-style-type: none"> • Consultation on benefits, impacts and participation of ethnic minorities. <p>General Administration Department (Township and Village Levels):</p> <p>§ Administration and coordination support to the project.</p> <p>Land Records Department:</p> <ul style="list-style-type: none"> • During the development and implementation of resettlement plan <p>Police Force:</p> <p>§ Consultation on risks of human trafficking, and collaboration of Human Trafficking awareness and prevention program</p> <p>Village Tract and Village Levels:</p> <ul style="list-style-type: none"> • Mobilization of local people to participate in consultations and mitigation programs • Participate in monitoring project implementation.
People in the immediate project areas	<p>People at risk of being negatively affected by the project:</p> <ul style="list-style-type: none"> • by land acquisition • by disruptions during construction. • by environmental impacts and risks during construction and operation. • at heightened risk of HIV/STI transmission and human trafficking • at risk of traffic accidents <p>People benefiting from the project</p> <ul style="list-style-type: none"> • Road users • Locally hired workers 	<ul style="list-style-type: none"> • Consultation on nature of impacts and design of mitigation measures. • Informed of implementation arrangements and schedules in timely manner. • Participate in mitigation measures and monitoring. • Be provided with contact points to obtain information and access to grievance redress. • Have safeguards documents and related monitoring reports disclosed to them. • Have opportunity to provide input in to design of project features affecting them. • Be provided opportunities to participate in local labour hire opportunities and be provided information about this in a transparent manner.
Mass Organizations Women's associations (such as Myanmar Maternal and Child Welfare	<ul style="list-style-type: none"> • Promoting interests and benefits of their members (e.g. Women's 	<ul style="list-style-type: none"> • Consultation on design and implementation of project activities in local areas.

Stakeholder	Interests in the Project	Role in Project
Association, Myanmar Women Affairs Federation and women volunteering groups) Ethnic minority groups (e.g. Karen) Road maintenance groups Local schools and parent-teachers associations Village leaders and traditional community and religious leaders.	<ul style="list-style-type: none"> association promote women's rights and gender equality). Taking advantages of opportunities from the project such as job opportunities and avoiding or mitigating risks of the project 	<ul style="list-style-type: none"> Ensuring the communities aware of opportunities arise from the project such as skilled and unskilled jobs, Labor-based appropriate technology trainings Collaboration in project social mitigation activities and road safety campaigns Participate in monitoring and evaluation of project activities. Transmitting information in the communities Participating in community-based programs (such as road safety and HIV/human trafficking and awareness prevention activities) Serving as an entry point for sharing information about project design and implementation including safeguards, grievance with wider community
Detailed Design Implementation Supervision (DDIS) Consultant	<ul style="list-style-type: none"> Supporting DRRD for successful implementation of the project according to agreement 	<ul style="list-style-type: none"> Detailed design of the project Support updating and implementation of Resettlement and Ethnic Group Plan Preparation of bid documents for contractors Supervision of civil works and safeguard compliance Design and monitoring of rural roads maintenance planning, support for data base creation/management and budgeting Design and Implementation of a proposed road safety program Support to DRRD on project implementation activities Design of future projects Monitoring and evaluation of beneficiaries Monitoring of safeguards and agreed social actions and preparation of related monitoring reports.
Contractors	<ul style="list-style-type: none"> Construction of Civil Works according to Agreement 	<ul style="list-style-type: none"> Construction and completion of civil works according to agreement Compliance with Safeguards, agreements Implement the necessary social programs under the instruction of the DDIS consultant.

Source: Asian Development Bank.

D. Outline of Stakeholder Communication Strategy

12. Inclusive and meaningful consultation will be conducted throughout the project implementation cycle, building on the initial consultations held with various stakeholder groups during project preparation.

13. Face-to-face, village level discussions and meetings will be regularly conducted with project affected persons and other stakeholders along the road to ensure they are aware of project developments and have meaningful opportunities to share their perspectives and concerns. Multiple communication channels will be utilized to ensure project affected persons and other stakeholders receive adequate advance notice of discussions and meetings. Channels will include information sharing through village administrators, as well as a project Facebook and website.

14. For all communication, consultation and outreach activities, culturally appropriate information, education and communication (IEC) materials will be developed (i.e., leaflets, public notice boards, and/or other appropriate activities) to ensure all stakeholders, including the poor, vulnerable and low-literacy groups, clearly understand key project components, benefits and impacts. A Myanmar-language Project Information Booklet (PIB) will also be widely disseminated at the village level. The PIB will indicate how stakeholders can get in touch with project implementers. Information in the PIB will also be shared through other culturally appropriate communication channels, including face-to-face meetings. A revised FAQ will be developed and disseminated.

15. An agreed-upon system will be put in place by DRRD, in consultation with project staff, to ensure stakeholder feedback is shared with relevant project staff, and considered as the project is implemented. Inquiries and concerns will be logged. Key stakeholders will subsequently be informed how their feedback was shared, and what actions were taken based on the feedback.

16. In addition to DRRD communication focal points, communication, social and/or other technical expert support will be needed to implement stakeholder communication activities. Details are presented in the Annex 5 of the Project Administration Manual.

17. Information, education and outreach on key project components, including consultation and Grievance Redress Mechanism requirements, will also be conducted with village leaders and local officials to ensure they understand the project, its importance, and their responsibilities.

18. DRRD will be responsible for implementing and monitoring all communication activities, including information dissemination and disclosure, and will designate a focal point for regular contact with affected people and other interested stakeholders.

19. The various stakeholders, mechanisms for participation, entities responsible, indicative schedules and resources are set out in the SCS presented below. The DRRD will have a designated communication focal point. Also, the DRRD will work with MOC in establishing a project website where relevant project documents will be uploaded.

Table 2: Stakeholder Communication Strategy

Issue	Target Audience	Means of Communication	Responsible	Timing	Source of Funds
Construction, Road Maintenance and Environment Related					
Presentation of planned activities and schedule; anticipated impacts and mitigation measures (including restricted access, disruptions, hazards, road safety); GRM	Potentially affected households, villages representatives, community-based organizations, Karen associations, etc.	Public meetings	Contractors	Prior to start of construction works; quarterly thereafter	Works contracts
Presentation of planned activities and schedule; anticipated impacts and mitigation measures; GRM	Potentially affected households, villages representatives, community-based organizations, Karen associations, etc.	Public meetings & site visits and informal interviews	DRRD, DDIS consultants	Once before construction commences (public meetings) and semi-annually thereafter during construction (site visits and informal interviews)	DDIS consultants
Comments and suggestions on mitigation measures, public opinion	Experts of various sectors, regional governments, relevant departments	Expert workshop Public notice boards	DRRD, DDIS consultants	As needed, based on public consultation	DDIS consultants
Public satisfaction with EMP implementation	Potentially affected households, village representatives, community-based organizations, Karen associations, etc.	Public opinion survey	DDIS consultants	Once at mid-term review stage	DDIS consultants
Effectiveness of mitigation measures, impacts of operation, comments and suggestions	Potentially affected households, villages representatives	Public consultation and site visits	DRRD, DDIS consultants	Once in the first year of operation Regular communication channels are	DDIS consultants

Issue	Target Audience	Means of Communication	Responsible	Timing	Source of Funds
				established for real-time feedback to the Contractors and DDIS consultants (and DRRD)	
Opportunities for project work	Adults in the project area, community-based organizations, Karen associations, etc.	Public notices	Contractor	Ongoing during construction phase	Works contracts
Road Maintenance Awareness and Capacity Development	Communities in the project areas, Township and Village Administrations	Public consultation and small group meetings and Trainings	DRRD, DDIS consultants, Contractors,	During construction phase and at commencement of operation phase.	Road Maintenance Budget
Resettlement and Ethnic Group Related					
Information dissemination and consultation on project design, resettlement-related surveys, resettlement plan updating, entitlements, mitigation measures and entitlement principles.	Affected households, local authorities, community-based organizations, Karen associations, etc.	Public consultation meetings. Interviews with households during surveys.	DRRD, DDIS consultants, Regional, Township and Villages administrators	At completion of detailed design	DDIS consultants
Land acquisition and resettlement impacts, entitlements, eligibility and compensation rates, implementation arrangements	Affected households, local authorities, community-based organizations, Karen associations, etc.	Public consultation meetings. Distribution of the PIB to APs	DRRD, DDIS consultants, Land Record Department, Township and Village Administration	Following DMS and replacement cost study	Resettlement and Ethnic Group Plan
Disclosure of updated Resettlement and Ethnic Group Plan (REGP)	Affected households, communities in project areas;	Dissemination of REGP to all township and village administration in project	DRRD, DDIS consultants, Townships and	Following formal approval and concurrence from	DDIS consultants Resettlement and

Issue	Target Audience	Means of Communication	Responsible	Timing	Source of Funds
	Stakeholders, community-based organizations, Karen associations, etc.	areas and agencies involved in REGP implementation. Public posting of updated PIB in public notice boards	villages administration	Government and ADB	Ethnic Group Plan
	General public	Public disclosure on ADB's website Uploading on MOC website	ADB, MOC		NA
Resettlement	Relocating AHs (if any)	Group and individual discussions with relocating AHs on options details and assistance entitlements.	DRRD, DDIS consultants Township, village administration	Following DMS	Resettlement and Ethnic Group Plan
Livelihood development	AHs eligible for Livelihood Development Plan (LDP) (if any severe impacts on productive resources)	LDP strategy, including proposed options. Needs and preference assessment. (Feedback informs final design of LDP.)	DRRD, DDIS consultants	Following DMS	Resettlement and Ethnic Group Plan
Implementation schedule of REGP and civil works	Affected households	Public consultation meetings	DRRD, DDIS consultants, Township and Village administration	Ongoing prior to implementation and upon significant change in implementation schedule.	DDIS Consultants
Compensation disbursement schedule	Affected households	Notices to individual households	DRRD, DDIS consultants, Township and Village administration	Minimum 1 week prior to disbursement	Resettlement and Ethnic Group Plan
Relocation arrangements	Households required to relocate (if any)	Group discussions and individual consultations as needed.	DRRD, DDIS consultants, Township and	Commencing upon final approval of updated RP until	Resettlement and Ethnic Group Plan

Issue	Target Audience	Means of Communication	Responsible	Timing	Source of Funds
			Village Administration	resettlement satisfactorily completed.	
Disclosure of periodic Internal Monitoring Reports	Public	Uploaded on ADB website.	ADB	Upon submission of periodic monitoring reports by DRRD (semi-annual)	Not applicable
	Village Tract Committees, Relevant Community Based Associations, Ethnic Karen Associations	Dissemination of versions translated in to Myanmar language	DRRD, DDIS consultants	Upon submission of periodic monitoring reports by DRRD (semi-annual)	DDIS Consultants
Other Social Issues					
HIV/AIDS and human trafficking mitigation	Communities in the project areas., NGOs, Women Association, Karen Association Construction workers	Public Education Talks and small group meetings	DRRD, DDIS consultants, Contractor/ Contractor's Service Provider	Ongoing during construction	HIV and Human Trafficking Awareness and Prevention Program
Road safety awareness	Communities in the project areas Schools Authorities, Teachers, Students, Parents Teachers Associations Community-based organizations, Women Association, Karen Association	Public Education Talks, Class Rooms Education Talks	DRRD, DDIS consultants, Contractors ADB	During construction phase and at commencement of operation phase	DDIS consultants

Note: ADB = Asian Development Bank; AIDS = Acquired Immune Deficiency Syndrome; DDIS = Detailed Design Implementation Supervision; DRRD= Department of Rural Roads Development, IEC = Information, Education & Communication, GRM= Grievance Redress Mechanism, HIV = Human Immunodeficiency Virus; MOC= Ministry of Construction, MOHS= Ministry of Health and Sport, PIB = public information booklet

Source: Asian Development Bank.