



Stakeholder Communication Strategy

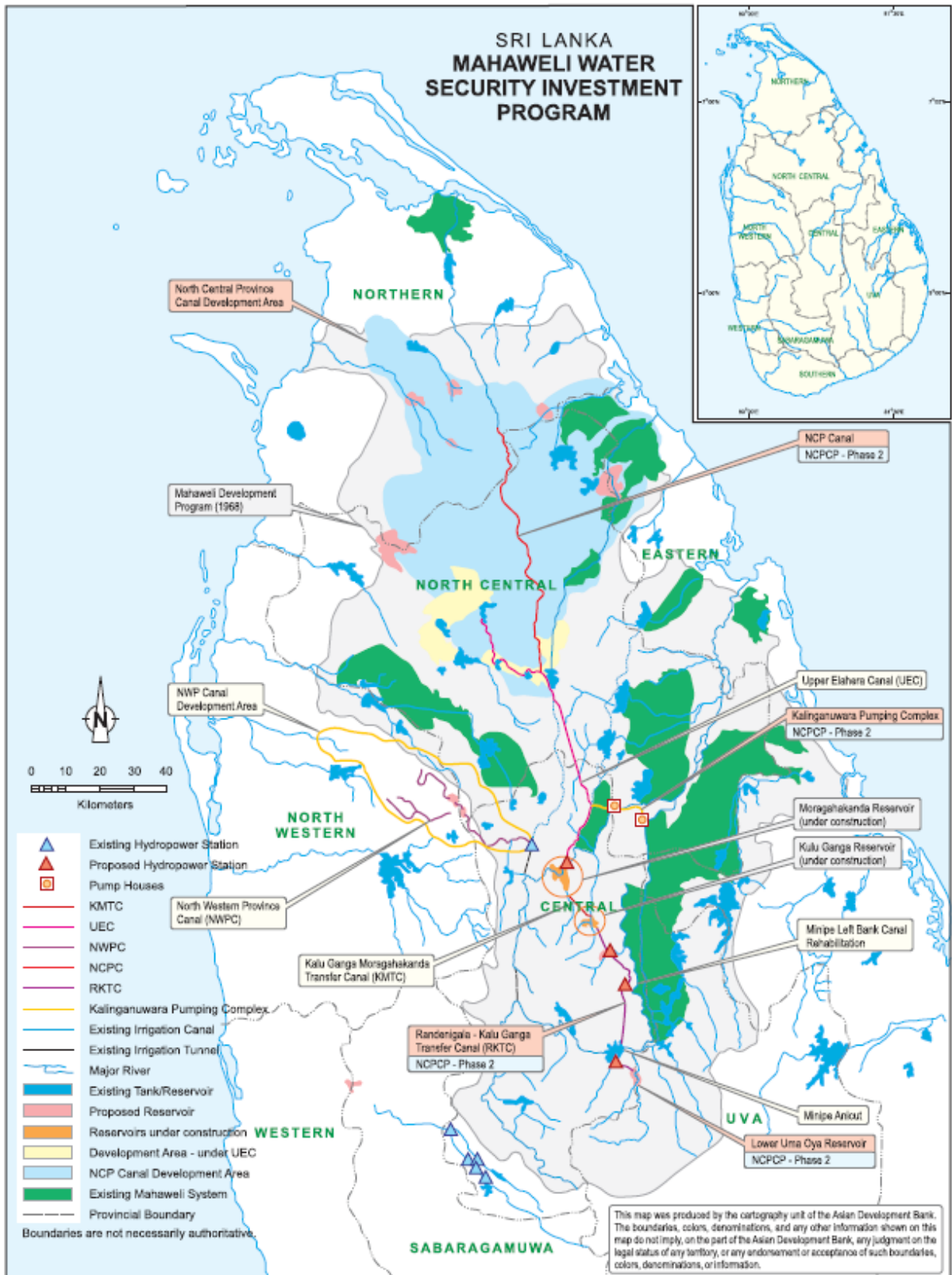
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SRI: Mahaweli Water Security Investment Program

ABBREVIATIONS

ADB	–	Asian Development Bank
AI	–	Agricultural Instructor
ARPA	–	Agriculture Research and Production Assistants
CKD	–	chronic kidney disease
DAC	–	Divisional Agricultural Committee
DCC	–	District Consultation Coordination
DCM	–	Divisional Coordination Meetings
DDO	–	Devineguma Development Officer
EA	–	executing agency
EDO	–	Economic Development Officers
FGD	–	focus group discussion
GNO	–	<i>Grama Niladhari</i> Officer
ISEWP	–	improving system efficiencies and water productivity
IUCN	–	International Union for the Conservation of Nature
M&E	–	Monitoring and Evaluation
MASL	–	Mahaweli Authority of Sri Lanka
MDP	–	Mahaweli Development Program
MIWRD	–	Ministry of Irrigation and Water Resources Development
MLBCRP	–	Minipe Left Bank Canal Rehabilitation Project
MMDE	–	Ministry of Mahaweli Environment and Development
NCPCP	–	North Central Province Canal Program
NGO	–	Non-Governmental Organization
NWPCP	–	North Western Province Canal Project
PAP	–	Project-affected person
PIU	–	Program Implementation Units
PMCM	–	Project Management Committee
PMDSC	–	Program Management, Design and Supervision Consultant
PMU	–	Program Management Units
PPMES	–	project performance management evaluation system
PPP	–	public-private partnerships
PPTA	–	Project Preparatory Technical Assistance
SCS	–	Strategic Communications Strategy
SIWRM	–	strengthening of integrated water resources management
UECP	–	Upper Elahera Canal Project

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MAHAWELI WATER SECURITY INVESTMENT PROGRAM

STAKEHOLDER COMMUNICATION STRATEGY

I. INTRODUCTION

A. Background

1. Communication is an important tool for ensuring transparency, accountability and effectiveness of development projects. This document lays out a Strategic Communications Strategy (SCS) for engaging stakeholders associated with Sri Lanka's proposed Mahaweli Water Security Investment Program¹ under the Ministry of Mahaweli Development and (MMDE) with financing from the Asian Development Bank (ADB).

2. The investment program will accelerate the economic activities of Sri Lanka's northern dry zone region² by transferring surplus water of the Mahaweli river basin for irrigation, drinking and commercial purposes. It will develop bulk water conveyance and storage infrastructure planned under the North Central Province Canal Program (NCPCP), a high priority development program of the government³ that will support completion of the Mahaweli Development Program (MDP) which started in 1970.⁴

3. The intention of the SCS is to support the Project Management Unit (PMU) in delivering efficient and effective engagement and communications with stakeholders of the investment program so that their views and concerns are reflected in the project and they are fully informed about project activities. Timely and two-way information sharing and communication can help to mobilize and maintain stakeholder support for the project, and advance the overall project goals.

B. The Investment Program

4. Sri Lanka has abundant water resources with a mean annual rainfall of about 1,860 mm. However the water distribution is skewed in time and space. The majority of the rain falls during two distinct monsoons: during December to February and May to September. The majority of rain falls in the southwest and central highlands, called the "wet zone," during both monsoons with an annual rainfall typically exceeding 5,000 mm. In comparison, the country's lowlands are dry, particularly in the "northern dry zone" region where the mean annual rainfall is less than 1,500 mm, and there are regular droughts. The available freshwater per annum per capita is only 1,200 m³ which is less than half of the national average at 2,600 m³ and below the threshold of 1,700 m³ denoting water stress. The water scarcity in the region would further deteriorate due to the growing population and anticipated climate change.

5. Over the past millennia, local communities have managed this water stress by constructing many small cascade systems of reservoirs, transfer canals and irrigation schemes. These have been sufficient to provide supplementary irrigation only for a single paddy crop each year and limited storage for drinking water supply. In many places, communities rely on

¹ Previously called "Water Resources Development Investment Program"

² The northern dry zone region mainly comprises North Central, Northern, North Western and Eastern Provinces, and parts of Central Province.

³ Government of Sri Lanka. Ministry of Finance and Planning. 2013. *Public Investment Strategy, 2014-2016*. Colombo.

⁴ The Asian Development Bank (ADB) provided project preparatory technical assistance. ADB. 2014 *Proposed Multitranches Financing Facility Sri Lanka: Water Resources Development Investment Program*. Manila.

groundwater, some of which is contaminated causing high incidences of chronic kidney disease. The limited availability of water resources constrains the agricultural and commercial production of the region suppressing social and economic development. The gross regional domestic product per capita in the northern dry zone is about 30% lower than other regions.

6. In the 1960s, under the MDP, the government initiated developments to augment water within these cascade systems with available water resources from the Mahaweli River, the country's largest river which starts in the wet zone and has abundant river flows, using large transfer canals and reservoirs. Key components of the MDP were completed by the mid-1980s, but its completion was halted owing to resource constraints and conflict. Since then, the government has updated the MDP accounting for socio-economic changes and national development priorities. The government's current priorities and investment roadmap for the irrigation and water resources sector are described in the Public Investment Strategy 2014-2016. These focus on non-structural and structural investments to ensure availability of adequate water quantities. Agricultural production from irrigation systems will be increased by: improving water management, productivity, and system efficiencies to meet rising demands; minimizing spatial variations in water availability by developing trans-basin diversions to transfer available water to dry zone areas; and, increasing resilience to climate change. Providing additional and clean drinking water supplies to dry zone communities is also a key priority.

7. These priorities will be addressed by completing the NCPCP which comprises the outstanding MDP components. The NCPCP is estimated to cost approximately \$1,640 million and will be implemented in two phases. The investment program will finance Phase 1 which includes (i) key upstream investments of the NCPCP that will transfer water from the Mahaweli River to existing reservoirs in the Central, North Central and North Western Provinces, and (ii) rehabilitation of an existing irrigation system located in the lower reach of the Mahaweli River to improve its water management. The investment program also supports preparation of Phase 2 that will develop additional transfer canals and reservoirs that allow for more water to be diverted from the Mahaweli River and will extend the system to existing reservoirs in Northern Province. This may eventually augment drinking water supplies to Jaffna and Kilinochchi, complementing an ongoing ADB-financed water supply and sanitation project.

8. The investment program will implement structural investments to address water scarcity, food security, and poverty issues in beneficiary areas by increasing and securing perennial access to water for irrigation and non-agricultural users. Irrigation water conveyed by the new infrastructure will service existing cultivated lands under existing major and minor irrigation schemes, to increase annual cropping intensities and minimize drought risk. The investment program also supports the government to address the key non-structural priorities focused on improving water management, system efficiencies, policy and institutional arrangements. Investment program will assist the Government to complete outstanding water storage and conveyance investments under the MDP. The completion of MDP is a key priority of the government, as it will maximize the productivity of the water sources of the Mahaweli River Basin by transferring water to the country's northern dry zone areas for irrigation, drinking and commercial purposes. This will, in turn, accelerate local and national economic growth and living standards of local people.

9. The investment program uses a multi-tranche financing facility (MFF) amounting to \$675 million (\$453 million from ADB, \$116 million from co-financing, and \$106 million from the government.

10. The investment program's impact will be improved agricultural production and economic growth in the North Central, Northern, North Western and Eastern Provinces. Its outcome will be secured access to water resources for agricultural and non-agricultural purposes in the project areas. The investment program outputs will be (i) Output 1: new and improved water conveyance and storage infrastructure developed, (ii) Output 2: systems for improving water resources management and productivity developed, and (iii) Output 3: efficient multi-disciplinary investment program management operational. Each tranche of the MFF finances slices of the investment projects. Output 1 will include the following three projects:

- (i) The Upper Elahera Canal Project (UECP) comprises two components. The first component is the 9 km Kalu Ganga-Moragahakanda Transfer Canal (including an 8km tunnel) that transfers water between the Kalu Ganga and Moragahakanda Reservoirs. The second component is the Upper Elahera Canal that connects the Moragahakanda Reservoir to the existing reservoirs: Huruluwewa, Manankattiya, Eruwewa and Mahakanadarawa via 82 km of canals (including in total 28 km of tunnels). These reservoirs supply existing irrigation and water supply schemes.
- (ii) The North Western Province Canal Project (NWPCP) will construct 96 km of new and upgraded canals (including a 940 m tunnel) and two new 25 m tall earth gravity dams impounding the Mahakithula and Mahakirula Reservoirs. It will transfer water from the Dambulu Oya River and the existing Nalanda and Wemedilla Reservoirs to command existing irrigation and water supply reservoirs.
- (iii) Minipe Left Bank Canal Rehabilitation Project (MLBCRP), located in the downstream reaches of the Mahaweli River, will: (a) add upstream storage by heightening the headwork's weir by 3.5 m, (b) construct new intake gates to the left bank canal and emergency spill weirs to both left and right bank canals; and (c) rehabilitate the 74 km Minipe Left Bank Canal to improve conveyance and reliability of service to existing farmers.

11. Output 2 will address the key non-structural sector priorities through two consulting packages. Firstly the "improving system efficiencies and water productivity" package investigates existing inefficiencies within the existing conveyance and irrigation systems, and also constraints to improving water productivity, and will recommend on-farm and system-wide improvements; structural recommendations will be incorporated into civil packages for implementation under subsequent tranches and possibly under Phase 2. The second consulting package, "strengthening institutions with integrated water resources management," will recommend programs for modernizing policy and governance frameworks, and institutional strengthening, to improve national water resources planning and operational procedures.

12. The investment program will be implemented over ten years and its proposed structure is shown in Table 1. The investment program will also include three consulting packages comprising: (i) "improving system efficiencies and water productivity" (ISEWP); (ii) "strengthening of integrated water resources management" (SIWRM); and (iii) the Program Management, Design and Supervision Consultant (PMDSC) which will support the MMDE to manage the investment program and prepare packages.

Table 1: Investment Program Structure and Implementation Schedule

Project	Subproject	Schedule
Civil Works		
Project 1 (Tranche 1)	UECP Stage 1 NWPCP Stage 1 MLBCRP	Q3 2015 – Q4 2019
Project 2 (Tranche 2)	UECP Stage 2 KMTCP Stage 1	Q4 2016 – Q4 2024
Project 3 (Tranche 3)	UECP Stage 3 NWPCP Stage 2 KMTCP Stage 2	Q1 2018 – Q4 2024
Consulting Services		
PMDSC	Stage 1 (tranche 1) Stage 2 (tranche 3)	Q3 2015 – Q4 2019 Q1 2020 – Q4 2024
ISEWP		Q3 2016 – Q2 2018
SIWRM		Q1 2019 – Q4 2020

ISEWP = improving system efficiencies and water productivity, MLBCRP = Minipe Left Bank Canal Rehabilitation Project, NWPCP = North Western Province Canal Project, PMDSC = program management, supervision and design consultant, SIWRM = strengthening integrated water resources management, UECP = Upper Elehera Canal Project

Source: Asian Development Bank

C. The Stakeholder Communication Strategy: Communication Challenges and Objectives

13. The investment program is a large-scale project that has considerable need for stakeholder communication and engagement to help address some of the complex issues that it affects. In particular, the following issues are likely to pose considerable communication challenges:

- (i) Resettlement and Project Affected People (PAPs): Land will be acquired from 474 households under the NWPCP, of which 22 will be physically displaced. As in all cases with resettlement and land acquisitions, effective information sharing and consultation with PAPs is necessary to help avoid potential conflicts or misunderstandings that can increase the stress on affected households. In addition, communities and individuals who are not being resettled may be impacted by construction or downstream effects and will need clear information about the impacts, their entitlements, if any, how to voice concerns, and how to access grievance mechanisms so that issues can be identified and addressed early before they escalate.
- (ii) Expectations management: Sri Lanka's northern dry zone region is marked by severe water stress (local annual per capita endowment of 1,200m³ is well below the 1,700m³ threshold for defining water stress) and this has been compounded by regular droughts. The need for water in these areas and other project areas affected by recent drought conditions is contributing to high expectations among beneficiaries about the health and livelihood improvements expected to be associated with improved irrigation. However, the investment program has a very long time frame and benefits are unlikely to be felt in Northern regions until late in the program. In addition, the expectations in some beneficiary areas may not be realistic or commensurate with likely project impacts. It will be necessary to be transparent and realistic about not only benefits of the investment program and

its individual projects, but also the limits of their scope and the potentially long timeframes.

- (iii) Environment: Human-elephant conflict is an ongoing environmental concern in Sri Lanka. The combined investments will impact 11,600 ha of natural habitat, some of it elephant habitat, although only 1,100 ha of this falls under the investment program. Thus the projects have the potential to increase human elephant conflict if the planned environmental off-set measures are not properly implemented. Many Sri Lankan NGOs are involved in environmental protection and human-elephant conflict management and are likely to scrutinize efforts on this front. Timely and transparent information sharing and dialogue will be important to maintain and strengthen engagement with NGOs.
- (iv) There are existing misperceptions among the Sri Lankan public about the distribution of water under the project with some communities perceived that the diversion of water to the Northern Province will negatively impact the water rights of downstream communities. This issue is complicated by the politicization of water rights and usage in the country, especially in light of inter-ethnic post-war conflicts. Misperceptions and lack of clarity about water distribution among beneficiary and impacted communities will need to be continuously clarified through reliable information dissemination and community dialogues.

14. This SCS is a guiding tool to plan and implement the knowledge and information sharing tasks of the PMU and Program Implementation Units (PIUs) while addressing some of the above communication-related challenges. There are two primary communication objectives for the project:

- (i) To build a supportive stakeholder base by establishing and maintaining a two-way flow of information that 1) provides stakeholders, especially PAPs and beneficiaries, with relevant and timely information and 2) allows for stakeholder feedback.
- (ii) To support effective external communication by strengthening and supporting the communication capacity of the PMU and PIUs.

D. Stakeholder Communication Strategy Timeframe

15. The investment program is expected to run for ten years from 2015-2024. However, given that the socioeconomic and political contexts influencing the communication needs of the project will shift over the nine year period, the communication strategy should be considered a living document and adjusted as needed in the progression of the project. At minimum, it will be reviewed and updated at the start of each tranche of the project (currently, tranche 1 is scheduled to commence in 2015, tranche 2 commences in 2017 and tranche 3 in 2018). It will then be revised and updated at least once every two years following the start of Tranche 3. This document outlines the principles and approaches that will guide communication activities under the investment program with an emphasis on the activities relevant for Tranche 1.

II. COMMUNICATION CONTEXT

A. Political and Social Factors Influencing Public Opinion

16. The history of Sri Lanka, including its economy, culture and the way of life of the people has been closely associated with water. Sri Lanka has had a long period of development of ancient irrigation systems that dates back to around 500 B.C. and which are a point of national pride. A symbolic expression of the cultural importance of water and irrigation is expressed in the farm saying of King Parakrama Bahu the Great who said "Do not let a single drop of water falling from the sky flow into the sea, unutilized for human welfare". It may be useful to highlight this investment program's place as part of Sri Lanka's long history of advanced irrigation systems providing for the agricultural and water needs of its people.

17. Irrigation and water projects remains an important political issue today, with most recent governments devoting significant resources to implementing irrigation development programs and drinking water facilities. In addition, the issue of payment for water remains contentious and there is a history of protest over efforts to privatize water or charge bulk users. For example, a water tax that the government attempted to introduce in the 1980's was eventually withdrawn due to public pressure. Similarly, there were protests in the early part of this century against the government's 2000 National Water Resources Policy. In December 2003, a coalition of Sri Lankan NGOs and public sector trade unions challenged in the Supreme Court a controversial Water Services Reform Bill introduced by parliament, claiming it would deprive the poor of access to freshwater. The high court effectively blocked the bill. Government leaders have, in the past, also backed water as a public good. The latest ADB Country Partnership Strategy calls for the development of Public-Private Partnerships (PPP) for larger infrastructure projects not related to this investment program; in the past similar PPP initiatives have led to policy discussion and public debates about charges for water. Even though there is no intention under this investment program to reintroduce policy changes relating to water charges or taxes, these before mentioned factors suggest that public questions surrounding water charges and taxes may nevertheless arise in relation to this investment program.

18. The politics of Sri Lanka reflect the historical and political differences between the three main ethnic groups, the majority Sinhala and the minority Tamils and Muslims whom are concentrated in the North and East of the island, within the investment program's beneficiary areas. In the past, lower public investment, and thus slower economic growth, has led to protest and political tensions in the heavily ethnic minority areas. In 2006, water became a factor in the recently concluded war when the LTTE closed the sluice gates of the Mavil Aru reservoir which provided water to the country's eastern areas, precipitating the breaking of a ceasefire and the resumption of the civil war. While this investment program will only move and store surplus water that currently runs off to the sea, there have already been questions and concerns expressed in both the media and in consultations with project beneficiaries and affected people about a perceived potential for the loss of water and its transfer to other parts of the country.

19. This investment program can contribute to an improved economic condition for people in these previously neglected areas. As such it is likely that expectations about the economic benefits that will accrue to people are both high and potentially unrealistic. Given the long time frame of the investment program and the fact that it will only bring benefits to the North in later stages, these expectations will need to be managed by information sharing and dialogue that leads to a realistic understanding of project benefits among beneficiaries.

20. This investment program's success is important to the country and under the new government it is placed directly under the President. In addition, the project areas include the President's home region so there will be strong attention paid to its progress and outcomes. These factors will almost certainly lead to heightened media attention, which, if managed well, can be used to facilitate greater information sharing and engagement with the public

21. The country has had serious corruption problems in the past. It ranks 85 out of 175 countries in Transparency International's latest ranking. Public distrust of government and political officials related to corruption is very high and the size of this project may lead to concerns among the public about the potential for corruption.

22. In the past there was strong national international protest against aspects of development in the Mahaweli River Basin. These were related to dams being built for hydroelectric power and irrigation schemes. It is not expected that these concerns will carry over to this investment program both because these are older issues and the dynamics around water use has changed.

B. Media Coverage Influencing Public Opinion

23. The media has covered related stories and controversies that may also influence media or public opinion related to the investment program:

- In October 2014, the media extensively covered landslides that occurred in Meeriyabadda Uva Province that were portrayed as a result of tunneling conducted as part of the Uma Oya irrigation project implemented by MMDE. The media has reported criticism that MMDE⁵ has violated environmental laws and that the voices of relevant experts were not considered in the environmental planning. The cabinet recently took the decision to temporarily halt the project to resolve the issues. Given that investment program entails similar engineering activities, media may be particularly interested in this aspect of the project and should any landslides occur in the investment program areas, they will likely attract even heavier media criticism in light of the previous incidents.
- Chronic Kidney Disease (CKD) is regularly covered in Sri Lankan media.⁶ It has also been covered by many scientific web sites and publications.⁷ The causes of CKD are still under scientific study, but it is thought that water contaminated with pesticides (glyphosates) from agricultural runoff may be a factor and there is considerable public perception that this is one of the primary causes. This potential link has been heavily emphasized by environmental NGOs and anti-fertilizer industry activists. Stakeholders expect this project to bring improvements in water quality and a related reduction in the incidence of CKD
- Human-elephant conflict (HEC) is regularly covered by the media. For example, recent articles have highlighted clashes between elephants and rural residents and farmers, and the cost on both sides, despite decades of efforts to contain the problem.⁸

⁵ Before January 2015 and during the PPTA, the Ministry was named Ministry of Irrigation and Water Resources Management (MIWRM).

⁶ e.g. see Sunday Times July 1 2012; Colombo Telegraph April 22, 2014, Feb 10 2014; December 17 2013

⁷ (e.g. Institute of Science in Society July 4 2014 and the SciDevNet Feb 2014

⁸ E.g., see Sunday Leader February 3 2015 and Sri Lanka Business Online, March 27 2013

C. Priority Public Opinion Concerns and Messaging Approaches

24. Taking into account the above mentioned political context and previous media coverage, Table 2 summarizes the key likely misperceptions or concerns that need to be addressed and broad messaging strategies for each.

Table 2: Public Concerns and Messaging Approaches

Possible Public Concerns	Messaging Approach
High and potentially unrealistic expectations regarding delivery of project benefits to people in project areas.	Emphasize realistic time frame and phasing for construction. Explain limits in project scope and impacts while continuing to highlight economic and social benefits that may eventually accrue.
Misperceptions about the allocation of water, amounts, and usage rights. Potential for politicization of this issue	<p>Emphasize the scope of the direct benefits of increased water access to all project areas, not just the Northern Zones.</p> <p>Provide transparent information and clarity on water usage, water management, the tariff regime and the any potential loss/gain of water to current users.</p> <p>Economic development in the North and East will benefit the country as a whole</p> <p>The project will follow transparent processes for ensuring that clear memorandums of understanding are established to guide the allocation and usage of water among communities in each project area</p>
Public concern about the high incidence of CKD	<p>(Messaging only to be used in case the issue raised by media or civil society)</p> <p>Many factors contribute to CKD. While some of these factors are unknown and may be beyond the scope of the program, the projects has the potential to mitigate some of the factors through the provision of better quality water</p>
Potential for construction-related environmental damage such as landslides, or impacts on communities during construction	<p>Inform public about proactive safeguards measures and monitoring processes. Transparent sharing of monitoring findings. Sharing of construction timetables and information to potentially affected communities.</p> <p>Crisis communication plan in place to address community-level and national level information needs in case issues arise during construction</p>
HEC and wildlife conservation	Inform NGOs about measures to preserve and

	<p>in some cases expand forest reserve areas available to wildlife and proactive engagement with IUCN and others on development of action plans. Involve NGOs in monitoring and delivering these plans as appropriate.</p> <p>Prepare media statements and talking points on the above measures in case of media inquiry.</p>
Potential for corruption given scale of project	Emphasize that all bidding and contracting will be done to international standards and the results will be made public.

25. One of the first priority activities in implementation of the SCS will be the development of a media plan which will address the issues summarized above. It should also state a strategy for how, when, and if, to engage the media on these points and provide talking points and guidance on how to respond to them if and when they arise.

D. Media Sector Overview

26. Sri Lanka's media environment consists of a mix of state and privately owned media operators that provide services in the main languages: Sinhala, Tamil and English. The state run media consists of two major National TV stations – the National Rupavahini Corporation and Independent Television Network - which are both widely watched; major state radio operated by the Sri Lankan Broadcasting Corporation (SLBC); and national newspaper titles in Sinhala, Tamil and English. The national broadcasters have a broad reach in both urban and rural areas. However, audiences typically perceive the national broadcaster to have a pro-government bias and therefore not always objective or credible.

27. Audiences are more likely to trust news from private channels such Neth FM radio station and the FM stations and television channels run by Sirasa and Hiru as well as private newspapers such as Lanka Deepa (both daily and weekend editions) and Ada (daily). Ada is particularly popular because of its cheap newsstand price and efficient distribution throughout the country. In addition, religious news sources such as Bauddhaya TV and Rangargiri FM radio station are popular among Buddhist audiences. Rangargiri FM is particularly popular among elderly people in the rural areas of North Central and North West Provinces.

28. There is also a well-developed private broadcast industry that includes over a dozen privately owned radio stations and more than 30 private operated television stations. This private market is dominated by the popular Sirisa, Hiru, Swarnavahini and Derana all of which operate both television and radio stations. However in many rural areas, their TV channels are only available through satellite connections which are typically available only to higher income audiences.

29. In addition, growth in the economy after the end of Sri Lanka's civil war has led to improvement in communications infrastructure including the introduction of many satellite TV channels which has increased the variety of channels and content available to Sri Lankan viewers. News and teledramas are the most widely popular forms of programming.

30. Several international broadcasters operate radio stations from outside Sri Lanka that can be accessed by and are aimed at a Sri Lankan audience, including All India Radio, BBC World

Device Sinhala Service (Sandeshaya), BBC World Service Tamil Service (Tamilosai), China Radio International Sinhala Service, China Radio International Tamil Service, Radio Veritas Asia. Many of these stations have moderate sized audiences. However, their reach in non-urban areas is largely confined to a smaller, more highly educated portion of the population. The international broadcasters are perceived as highly credible by audiences in Sri Lanka and are typically perceived to be more independent from pro-government bias in coverage.

31. Because broadcast licenses are restricted to government and private operators, Sri Lanka, unlike other countries in the regions, does not have a community media sector with access to broadcast.

32. Internet penetration is still limited outside of urban areas but is a growing force. Internet connectivity is widely available in urban areas. In rural areas, it is still limited but it is growing fast, thanks partially to its increasing accessibility by mobile. Sri Lanka is ranked 74th among 198 countries, in terms of total internet users and has an estimated 4.2 Million internet users, amounting to a 19.9% national penetration rate. Common online activities include outside of basic office functions (e.g., email or video conferencing) include social networking (with Facebook being the most popular platform), online shopping via platforms such as eBay and Ikman.lk, chatting (via Facebook, Skype or Yahoo).⁹

33. With a substantial growth in internet connectivity, social media channels are fast growing in Sri Lanka, many Sri Lankans in both urban and rural areas use social media to express their opinions on day-to-day events. Social media has also become a platform for social advocacy. Social media is now ubiquitous and its growth in Sri Lanka has been exponential: the country, with a population of 21 million, has over 2.3 million users of social media. There is a gender bias in social media users however, with over 60% of them male. It is estimated that on average they spend about 34 minutes a day on social media.

34. Mobile telephone users in Sri Lanka have increased rapidly since 2011 with more than 105 telephone connections for 100 people; about 57% of internet users in Sri Lanka access internet through a mobile device¹⁰. However, it should be noted that mobile internet service is still more widely accessible to urban users and is less common in rural areas.

35. The above overview of the media sector in Sri Lanka has informed the prioritization of mass media outlets as described in Section III F (Media).

E. Project Communication Activities Undertaken to Date

36. To date, the communication with the public regarding the investment program has included the following activities:

- (i) Two meetings for government stakeholders and NGOs in Colombo in July 21, 2014 and November 24, 2014. These were convened by MMDE¹¹ and attended by ADB officials; Project Preparatory Technical Assistance (PPTA) consultants; representatives from relevant ministries and government agencies; and NGOs. The second stakeholder meeting also included representatives from project

⁹ International Telecommunication Union (ITU), United Nations Population Division, Internet & Mobile Association of India (IAMAI), and the World Bank.

¹⁰ Nielsen's "2013 Sri Lanka review"

¹¹ Before January 2015 and during the PPTA, the Ministry was named Ministry of Irrigation and Water Resources Management (MIWRM).

beneficiary communities from all projects. The purpose of the meetings was to inform participants about the following issues and solicit their feedback:

- Details of the proposed investment
 - The progress of the PPTA
 - Progress and plans for social and environmental safeguards and mitigation measures;
 - Issues pertaining to minimizing HEC
- (ii) Seventeen awareness programs were undertaken for district level officers, PAP and beneficiaries conducted during the feasibility studies in the project areas.
 - (iii) Five consultation meetings were conducted with Divisional Secretaries and Grama Niladhari Officers (GNOs) in each project area to share project information and explain to them the role that they play in the resettlement planning and implementation process.
 - (iv) Seventeen consultation meetings were held with PAPs and beneficiaries in each project area. The meetings provided the following information and sought feedback from PAPs and beneficiaries: a) general project information including purpose and impacts b) details of resettlement and environmental planning and activities, including likely scope of impacts both positive and negative, timelines, and procedures related to safeguards activities.
 - (v) During the conduct of surveys (e.g., census, land acquisition, resettlement and socioeconomic surveys) for the development of this project, key informant interviews and one-on-one information sharing with affected people were conducted as needed. Affected persons were informed of the purpose of development works, their impacts both positive and negative, and policies and programs that would address the possible adverse socioeconomic consequences.
 - (vi) Incidental communication with affected people also occurred during the conduct of canal trace studies. It should be noted that in later focus group discussions, a number of affected people shared that they were first informed about the project by surveyors at the time they came to assess the canal trace. Affected people felt that the surveyors were not able to give clear information about the impact of the project on individuals, and this led to confusion and anxiety among some affected people. The SCS calls for strengthening of coordination of message dissemination across collaborating agencies to avoid such occurrences in the future.
 - (vii) Focus Group Discussions (FGDs) were also conducted with particular emphasis on the stakeholders sources of information and preferred communication channels to inform the development of the SCS.

37. To date, there has not been any formal engagement with the media on this project. However, it has received some news coverage of note (Appendix 1 contains clippings of relevant news coverage):

- The Daily Mirror published an article on 29th July 2014 in which the then Health Minister Maithripala Sirisena (now President of Sri Lanka) was quoted as saying that the diversion of water from the Moragahakanda reservoir to the Iranamadu tank in the Northern Providence would diminish the water that will be made available to the Rajarata region, thus impacting Rajarata residents access to water.
- In the second quarter of 2015, Sirasa TV ran a two to three minute news segment during their nightly news program that featured a former director of the irrigation department claiming that the diversion of water to the Northern Providence would

- reduce water available to residents of the Polonnaruwa District (North Central Providence).
- MMDE approached The Sunday Observer with a request to write a feature on the project. The article, published on 24th August 2014, was largely supportive of the project. It provided an overview of the project details to readers and quoted from an interview with Mr. S. Kumara, Additional Secretary, MMDE (also the Program Director for the investment program). The article corrected misconceptions that the provision of water to the Northern Province would deprive other areas of their water rights. It further detailed a memorandum of understanding that ensures the water rights of surrounding areas.
 - MMDE staff are also aware of an article published in one of the Tamil language papers, however documentation of this article cannot be found.

F. Relevant Policies Related to Communication, Consultation and Disclosure

38. There is no right to information act under Sri Lanka law at present; however the newly elected president mentioned a pledge to implement a right to information act in his Hundred Days Plan shortly after taking office. The enactment of freedom of information legislation is likely to empower citizens and help to foster good governance.

39. There are, however, stakeholder communication requirements in many of the policies related to safeguards to which the investment program is committed, including both those of the Sri Lankan government as well as those of ADB. The PMU will be responsible for meeting all disclosure requirements in all relevant policies, such as:

- The National Involuntary Resettlement Policy (NIRP)
- The National Environment Policy of Sri Lanka (2003)
- The National Environmental Act of 1980
- The ADB Safeguards Policy Statement (SPS 2009)
- The ADB Public Communications Policy (ADB PCP 2011)

40. The PMU will be responsible for generating disclosure schedules accounting for all the relevant policies and ensuring that all documents will be released in Sinhala, Tamil and English via both ADB and investment program websites as needed.

41. To ensure that project information is accessible to all stakeholders, including those that may have limited literacy and/or access to communication technology, information from key project documents will also need to be made available in other formats utilizing simple language or other forms of communication. Activities for reaching PAPs and beneficiaries, including additional ways to share project details, are described in Section IIIB.

G. Current Communication Capacity of the Executing Agency

42. Currently within the PMU there is no communication staff dedicated to the investment program. The Program Director has overall responsibility for conveying messages to relevant stakeholders. The three Project Directors, under general supervision of the PMU Program Director, carry out field level communication activities such as coordinating awareness meetings, conveying messages to the community and coordinating district and provincial level stakeholders. Communication coordination is in addition to their technical and overall project management responsibilities, leaving limited time to carry out strategic communication activities. The lack of communication capacity, especially in the project-level offices, will pose a challenge

to reaching all necessary stakeholders. Indeed, during field visits to assess communication for this project, field level officers specially requested that they need extra capacity building to improve communication skills and their ability to use of new technology for disseminating information.

43. Outside of this project, MMDE does have some communication staff including a media secretary to support the Minister and a media unit recently set up by the Department of Irrigation (DOI) to support communications on DOI initiatives and resourced with basic, but limited communication tools. DOI has also established communications cells in field offices to enable communication with farmers in each irrigation scheme. These cells, which already have ties to the community, can be used as additional channels to reaching beneficiaries and project affected people.

44. The Dam Safety Water Resource Planning project, a World Bank-funded project being implemented by MMDE, has a well-functioning communication unit with communication officer and assistant. This can also be a useful source of information sharing for staff undertaking the communication activities of this investment program.

45. There are a number of retired DOI engineers who have received training in communication and community outreach under previous World Bank projects. Many of these engineers are currently available as consultants. They represent a potential resource for increasing staff capacity for communication on this project since they have both technical expertise in the relevant sector as well as previous training and experience with stakeholder engagement. However, it will be important that an experienced communications specialist be involved in evaluating their fit for the role to ensure they have the necessary community-based and communication expertise. (See Section V for proposed implementation arrangements for communications delivery).

III. STAKEHOLDERS, MESSAGING APPROACHES AND COMMUNICATION ACTIVITIES

A. Stakeholder Analysis Process

46. A Stakeholder Analysis was conducted between August and September 2014 in order to identify, analyze, and evaluate parties that have a potential interests or stake in the investment program including parties who might be directly or indirectly affected by the program and/or who might either support or oppose the initiative. The stakeholder analysis has informed the SCS by identifying the major concerns and information needs of the key stakeholders and in turn suggesting pathways towards effective information dissemination, and dialogue with these groups.

47. The stakeholder analysis was part of a larger Communication-Based Assessment exercise that involved desk analysis, key informant interviews, and FGDs in NWPCP, MLBCRP and UECP areas. The interviews and FGDs focused on the communications characteristics of each stakeholder group regarding the project, and in particular, PAPs; beneficiaries; government officials at the national, district and division level; field level officers and key civil society stakeholders. See Appendix 2 for a list of interview and FGD participants.

48. The following section focuses on an overview of the major stakeholder groups, their concern and information needs. Proposed communication activities follow for each broad stakeholder group.

49. Stakeholders for this project fall under four broad categories, each of which is summarized more fully in the remainder of this section (see Appendix 3 for specific stakeholders):

- Project affected people and beneficiaries
- Non-government organizations
- Internal and external government stakeholders
- Politicians at the national level and in regional and district level roles in project areas

50. The Communication Strategy Matrix in Appendix 4 summarizes the stakeholders, their current and desired stance towards the project, the key messages to be delivered, and the suggested channels and activities. The remainder of this section (Section III) gives a narrative overview of this information.

B. Project Affected People and Beneficiaries

51. Focus group discussions with PAPs and beneficiaries shed light on the following concerns among these communities.

52. Among communities where resettlement impacts were more heavily felt, the following concerns were heard:

- Respondents in areas such as Galawela did not perceive any benefits of the project for their areas, and expressed that they felt the project would deliver water to other areas, bypassing them.
- There are prevalent conceptions, perpetuated by rumor, that compensation for losses under the project will be inadequate
- Levels of misinformation about resettlement procedures were high among many of the focus group participants. This contributed to a high level of anxiety that needs to

be addressed through more regular consultation and dissemination of accurate information about resettlement procedures and entitlements.

- Communities felt under informed about the projects plans and the resettlement activities and requested that project officials be sure to inform community member through the proper channels (including consultation meetings and information sharing through village officials such as the GNOs). These requests and proposed channels have been taken into account in the drafting of this SCS.
- Some areas (e.g. Minipe) reported human-elephant conflict and hoped the project would provide solutions
- Some areas (e.g., Galewela) received project information for the first time at the time their houses were measured during canal trace surveys. This lead to confusion and they requested that the communities be properly prepared in the future before project activities or measurements commence. This SCS aims to improve communicating between collaborating agencies to address such issues going forward,

53. Among beneficiary communities, the following feedback was shared:

- While support for the projects was quite high, it should be noted that expectations were equally high. Respondents' eagerness for project activities to delivery benefits promptly. Given the long time frame of the construction, these expectations are likely to need management.
- It was expected that the project will raise water tables and provide increased access to water for irrigation.
- It was expected that the increased access to water will lead to the following:
 - A reduction in the need for the use of fertilizers, which will lead to cost savings and reduce the incidence of Chronic Kidney Disease (CKD) which is believe to be a result of agrichemical contamination in the water.
 - The ability to harvest additional crop seasons in the year, which will in turn increase income.
 - Benefits to live stock health
 - The arrival of new industries such as rice mills that will be attracted to the area by increased water levels and the associated economic opportunities they will bring.
- Participants anticipated that increased crop yield will contribute to increased income and economic opportunities that will lead to the following:
 - Increased level of education attainment among their children
 - Fewer young people leaving for employment outside the community and an increase in youth staying to contribute to local farm activities.
- Some participants expressed hope that the project will provide additional support and training such as the introduction of new and more reliable seed stock for cultivation; the provision of agricultural extension and employment opportunities; and assistance in the creation of markets to facilitate the sale of anticipated increased crop yields.
- Concerns were minimal among the beneficiary communities. However, beneficiaries in all three project areas raised questions and concerns about the allocation of water. Some cited previous cases of irrigation projects meant to benefit their communities and parties residing outside the area "illegally accessed" water, reducing the amount available for the intended beneficiaries. They requested that adequate systems be put in place to avoid illegal usage by outside parties. This is an indication of the need for further information sharing to clarify that communities will not see a reduction in their water access as well as about the memorandums and other processes in place to guide water distribution.

54. In addition to households affected by resettlement and land acquisition and beneficiaries, there are two additional categories of community level stakeholders who need to be considered. A number of stakeholder who will not be impacted by resettlement activities will be impacted by construction work and the associated environmental and health effects. These stakeholders need clear information about the scope of the impacts and the mitigating measures. There are also communities consisting of downstream water users affected by the Mahakithula and Mahakirula Reservoirs who will need special engagement to ensure they understand the technical information and impacts in regards to water flow. Further consultation is also needed with these communities during subsequent planning and design to ensure that their potential concerns are addressed and their input incorporated into project activities.

55. Given the above, PAPs and beneficiaries will need the following information and opportunities to access mechanisms for feedback:

- (i) Detailed project information including trace and timelines
- (ii) Clear timelines of project construction and realistic timeframes given for when project benefits will be realized.
- (iii) Realistic description of likely project benefits including technical overview of any expected changes to water tables or water availability and health impacts in each district, with clear management of expectations including information on the limits of the benefits likely to be experienced.
- (iv) Resettlement compensation procedures and timelines (for communities with households to be fully or partially resettled)
- (v) Livelihood restoration opportunities for PAPs
- (vi) How to voice questions and concerns about environmental or social aspects of the projects, who is responsible for responding, and in what time frame.
- (vii) The availability and structure of grievance mechanisms, including key members of grievance committees, how to activate the grievance mechanisms, what to expect from the process, and possible recourses should the grievance mechanisms not adequately address the stakeholder's concerns.
- (viii) Information on health impacts of construction, how these are mitigated by the project, and how community members can protect their health (especially in regards to sexually transmitted disease, drug use, and anti-trafficking in construction areas).
- (ix) Technical information on how water flow will be impacted both during construction and as a result of completed works under the projects
- (x) Transparent information about expected water allocations and availability for each community both before and after the project and clearly established understandings on water usage and distribution.
- (xi) Access to information from monitoring reports to allow for community review and feedback on the results of regular monitoring.
- (xii) Benefits of the project to the specific districts impacted by the project, as well as general benefits to national and provincial level development.
- (xiii) Demonstrate through regular meetings and open communication that the project is commitment to transparent information sharing and is maintaining channels for beneficiaries to provide feedback and input into project activities.

56. The following activities can assist in sharing the above mentioned information and messaging:

- (i) Dissemination of key messaging to chairmen of Farmer's Organizations (FOs) through Divisional Agricultural Committee Meetings (DACM) and Project

- Management Committee Meetings (PMCM) organized by the DOI. Chairmen of FOs will be responsible for disseminating information to their respective FOs.
- (ii) Information Education Communication (IEC) campaign to disseminate project information and results of monitoring reports in formats that are accessible to village level stakeholders. This may include brochures written at appropriate reading grade level for the audience; poster campaigns; radio jingles or announcements; village level events such as fairs or cultural competitions; announcements via public address systems; public notice boards and/or hoardings; fact sheets, etc. Local custom and preferred communication habits and traditional practices will be taken into account when planning these communication activities. All materials and messages will be pre-tested with a small group of the intended audience.
 - (iii) Face-to-face consultation meetings at village or divisional level. Special care should be taken to involve women's' groups and youth groups in such initiatives.
 - (iv) Relationship building by project staff with village leaders including religious leaders or other opinion leaders so that they can serve as spokespersons or advocates.
 - (v) Text message and mobile phone outreach for short announcements or updates.
 - (vi) Media coverage and announcements of key project activities on local TV/radio or print media outlets.
 - (vii) Capacity building of village level government officers and Divisional and District Secretaries so that they can serve as points of contact with the relevant communities (see Section III E)
 - (viii) Health and safety training for residents in areas of construction, with special emphasis on prevention of sexually transmitted disease and anti-trafficking. IEC materials will also be used at construction sites to promote HIV prevention behaviors.
 - (ix) Competitions or cultural shows to engage communities and raise awareness and support for the projects.

C. Non-Government Organizations (NGOs)

57. The investment program has already reached out to a number of the relevant national level NGOs that are likely to have interest in the project's environmental aspects. However, not all NGOs have attended. In addition, there are other categories of NGOs that have not yet been engaged. In the first year of implementation, the strategy for engaging NGO stakeholders will depend on their level of involvement so far.

58. For NGOs that have already attended consultative meetings, the emphasis will be on maintaining open dialogue and goodwill through continued proactive communication.

59. For NGO that have been invited to consultations but have not attended the emphasis should be on continuing to invite participation and on proactively seeking other venues to invite their viewpoints. Their reasons for non-attendance should be assessed if possible. Individual meetings with these organizations can be offered and used to better understand their interest in the project, if any, and ascertain if they have unexpressed concerns at an early enough stage to still address them.

60. As the emphasis so far has been on environmental NGOs, it is suggested that the list of NGOs invited for consultation be expanded to include a broader range of NGOs including those from other sectors or backgrounds who may have interests in the project impacts at later

stages. It is recommended to involve them early and address any potential concerns and criticisms as early as possible. Specifically, the project can consider reaching out to environmental advocacy organizations (e.g., the Green Movement of Sri Lanka) and social development NGOs (e.g., SEWA Lanka or Sarvodaya).

1. NGO Stance towards the investment program

61. Based on feedback from consultation participants and discussions between project staff and NGO representatives, it appears that NGOs are largely supportive of the project and were appreciative of MMDEs efforts to engage in open communication through stakeholder meetings. However, they are concerned about the proper implementation of safeguards plans.

62. Main areas of comment or concern raised by NGOs were:

- HEC and how it will be addressed by this investment program
- Historical lapses in implementation of environmental plans under previous projects and asked what measures would be taken to ensure that the projects under this investment properly implement environmental plans.
- The need for minimization of disturbance to wild elephants and other animals during the period of construction
- Water quality and the effects of chemical fertilizers and weed control that has contributed to kidney disease. NGOs requested that the project take action to ensure water quality, including baseline studies of current quality.

63. It should be noted, however, that the above summary of the NGO stance is based on those who have attended consultations. Dissenting views and/or valuable feedback may exist among those who have not attended. It is recommended, as stated above, that efforts be made to assess the stance of a broader group of NGOs and engage them in dialogue to understand their concerns or potential criticisms early in the investment program. This can include individual meetings and dissemination of project information to their organizations.

2. Priority Messaging and Information Sharing

64. It is important that good will be maintained with NGOs who are open to engaging in dialogue with the program. Critical to this is proactive information sharing that goes beyond the required web-based document disclosure to share Project updates, timelines, monitoring reports, procurement activities and expenditures, resettlement activities, timelines and impacts, etc.

65. The following should be the key priority messages:

- This project has gone beyond the environmental measures required by Sri Lankan law to take proactive steps to enhance stakeholder consultation and to address human-elephant conflict. For example, action plans are being developed in partnership with respected wildlife organizations. These will be shared proactively with the NGOs and their feedback and comments welcome.
- The investment program is committed to transparency in sharing the results of monitoring of environmental implementation. NGOs will be kept regularly up to date on project developments through regular meetings to report on monitoring findings.
- The investment program values the feedback from NGOs and encourages NGOs with comments or concerns to contact the Program Director at any time

3. Proposed Communication Channels/Activities:

- Regular stakeholder consultations timed to coincide with completion of regular monitoring reports. As noted above, the MMDE can consider expanding the invite list for these consultations to include a more diverse group of NGOs.
- One-on-one meetings offered to those NGOs who are not able to attend consultations
- It is recommended to involve NGOs in the monitoring process to the greatest degree feasible. Appropriate NGOs can be invited to comment on monitoring protocols; observe the conduct of monitoring activities and/or visit project sites on request; or assist in monitoring activities when they fall under the NGOs area of expertise.
- Brochures/fact sheets summarizing relevant background of both the investment program and individual projects, project benefits, environmental measures, grievance mechanism details, contact details for directing feedback and questions.
- Establish an email group for dissemination of project monitoring reports, meeting invites and meeting minutes, and other documents of interests to NGOs and distribution of key documents through the list in a newsletter format.
- The website to be developed by the program can contain a dedicated section for NGO user to provide easy access to the documents that will be of most interests and relevance to NGOs.
- Media activities described in Section IIF are also intended to reach NGO opinion leaders through broader media advocacy approaches.

D. Politicians

66. There is a potential for politicians to politicize plans or outcomes associated with the investment program and/or the individual projects to curry favor among constituents. Politicians may aim to associate themselves with project benefits or they may level criticisms in the form of allegations that their administrative areas will lose benefits to other areas.

67. Furthermore, During FGDs and consultations with PAPs and beneficiaries noted that they had received project information from parliamentary representatives for their area. The respondents noted that they were not always a trusted source of information, as they were more likely to spin project information towards political ends. Nonetheless, in the absence of other project information, many participants did cite politicians as a major source of information.

68. However, the political dynamics surrounding the project are likely to change significantly in the coming months as the executing authority for the project transfers to MMDE, directly under the President. It is as yet unclear if such a move will serve to lesson political opposition to the program, or if media and/or parliamentary opposition will use the greater visibility of the project as a way to heighten criticisms. As the new arrangements are settled, therefore, an updated political analysis will have to be completed to determine who are most likely to be the most influential politicians both in favor of and in opposition to this project. The key political entities to consider in this analysis include:

- The Office of the President and the cabinet
- Parliamentary committees related to water, irrigation, and wildlife/environmental management
- Parliamentarians from project areas
- Politicians in the area of each project, including Provincial, District and Pradesiya Saba (local government) levels.

- Relevant ministries related to implementation of the project (see Section IIE: Government)

69. Communications activities to address the influence of politicians will thus have to start with a thorough mapping of the political stance of politicians under the new administrative arrangements of the investment program. Activities will then need to focus on two goals:

- (i) Ensure regular flow of communication with politicians to ensure that they have accurate and up-to-date information about specific benefits and impacts to their areas of responsibility through activities such as:
 - Briefings both at parliamentary level for relevant parliamentary committees
 - Outreach and briefings in District Consultation Coordination (DCC) meetings to inform District level politicians
 - Outreach and briefings at Divisional Coordination Meetings (DCM) to inform Division Level and Pradesiya Saba level politicians.
 - Site visits to project areas
 - Press conferences and media releases for publications of influence among politicians
 - Progress reports regularly disseminated by web and email
 - Establishment of project website and dissemination of information on relevant government websites
- (ii) Neutralize the impact of inaccurate information spread by politicians by proactively spreading accurate project information which will minimize the ability for misinformation to spread, especially in regards to the issues of water access. This should be done through interpersonal interaction at the community level (see Section IIIE) and through proactive use of the media (see Section IIIF).

E. Government Officers and Agencies

70. There are two primary levels of government agencies and officers that need to be coordinated and engaged to deliver the communications program.

- Internal stakeholders including the key collaborating agencies involved in implementation of the program (Please see the stakeholder list in Appendix 3 as well as the Communication Strategy Matrix in Appendix 5 for detailed lists)
- The government officers functioning at the provincial, district, division and village levels that are key communication sources for PAP and beneficiary communities.

1. Internal communication among collaborating agencies

71. A Program Steering Committee (PSC) is being established as the primary oversight body for the investment program. The PSC will be used as the primary coordinating mechanisms to ensure that relevant information is shared between the relevant agencies. The PMU Communications Officer should play a support role in ensuring that all members of the steering committee receive regular project updates including progress and timelines and that these are then disseminated through the appropriate agencies.

72. When necessary to facilitate this process, the Communications Officer will create fact sheets and briefing notes to provide to collaborating agencies.

73. The Communications Officer will ensure that a standard set of talking points and FAQs for fielding questions from PAPs and beneficiaries, NGOs and media is kept up-to-date and that it is agreed upon by the steering committee. This sheet should then be provided to staff of all

collaborating agencies that have direct contact with PAPs and beneficiaries and/or the NGOs and the media to ensure that different agencies are not disseminating conflicting messages that will confuse stakeholders.

F. Provincial, District and Division Level Secretaries

74. The support of Provincial, District and Division Secretaries is critical to the successful delivery of project-related construction and resettlement activities.

75. In particular, it is important to engage Provincial Secretaries of North Central, Central and North Western provinces, District Secretaries of Polonnaruwa, Matale, Kandy, Kurunegala, Anuradhapura and Divisional Secretaries of Elahera, Medirigiriya, Galenbidunuwea, Palugaswewa, Dambulla, Galewela, Polpithigama, Mahawa, Ehetuwewa, Abanpola, Galgamuwa, Naula, Minipe, and Hasalaka should be briefed.

76. Many of them were briefed on the project when they were invited to attend the stakeholder meeting organized by MMDE in November 2014.

77. It is recommended that they are invited to another such meeting soon before commencement of the project and then at minimum before commencement of each tranche, and ideally once per year thereafter. Key information to ensure they are given about the projects in their areas during such meetings include:

- Project benefits and impacts
- Timelines for construction
- Resettlement timelines and compensation information (where relevant)
- Grievance handling systems
- Their expected roles in supporting the project activities

78. Between stakeholder consultation meetings, Divisional and District Agricultural Committee meetings and District Coordination Meetings (DCMs) can be used to provide regular project updates to these officials.

G. Government Officers Working at Village Level

79. As noted in previous sections, village-level government officers are one of the most important channels of information for both beneficiaries and PAPs. Each village has the following officers which are most relevant to information delivery:

- Gramasewa Niladareee (GN)
- Agriculture Research and Production Assistants (ARPAs)
- Devineguma Development Officer (DDOs)
- Economic Development Officers (EDOs)

80. In addition, the following kinds of officers may service multiple villages or are stationed only in villages where there is a relevant need. They are also key sources of information at the village-level:

- Agricultural Instructors (AIs)
- Wildlife and forest officers in wildlife areas

81. In focus groups and key informant interviews, these officers noted that they often receive inquiries related to the investment program or similar infrastructure projects, but they do not feel

equipped to adequately address the questions. They requested that they be provided relevant information and reference material to be better able to inform residents in the areas they serve. The SCS should emphasize building the capacity of these officers to effectively direct community members to accurate and timely information

82. Special capacity building trainings will be organized in each project area for these officers to brief them on salient project details. The content will be developed by the PMU Communications Officer and delivered by the PIU Communications Officers. These should commence before the start of the project and be repeated periodically (approximately annually) as refreshers and to brief new or incoming officers. Between trainings, DCMs will be used to keep officers up-to-date on project progress and details.

83. Brochures and fact sheets including suggested answers for common questions will also be provided to them to assist them in fielding questions from PAPs and ensure consistent messaging and accurate responses. The PMU Communications Officer will be responsible for ensuring these materials are routinely updated as the project progresses. PIU Communications Officers will be responsible for disseminating these materials to the relevant officials and equipping them to use them.

84. The trainings and materials should equip them to answer the following questions from community members:

- What does the project entail and how will it affect me?
- What safeguards are in place to protect me, my family and/or community from adverse impacts (environmental or social) related to construction?
- What is the timeline?
- What is the exact trace of construction works?
- What is the extent of resettlement activities and land acquisition and who in the area will be affected?
- How do I find out my entitlements if I am affected by the construction or resettlement?
- Who do I contact if I have a question or concern about the project and how can then be reached?
- What kind of grievance mechanism is in place and how do I use it?

H. MEDIA

85. The media is both a stakeholder in their own right and key communication channels through which other stakeholders are reached. Given their special status, a media plan will be created to guide both engagements with the media as well as the kinds of messaging to be communicated through them. The media plan will be drafted by the PMU Communications Officer for approval of the Program Director and Investment Steering Committee. The media plan will be updated at least once a year, or more often when deemed necessary in the case that changes in the investment program's progress and/or political context occur.

86. The media plan will address the following primary areas:

- (i) Identification of priority mass media outlets
- (ii) Guidance on if, when and how to engage the media on key issues related to the project and relevant talking points to guide such interaction
- (iii) Identification and training of media spokespersons
- (iv) Outreach activities to engage journalists

- (v) Media coverage
- (vi) High Visibility media events
- (vii) Documentary
- (viii) Media placements

87. Core activities or elements that should be included in each of the above sections of the media plan are summarized below.

1. Identification of priority mass media outlets

88. The media plan will take into account circulation and readership data to select the best news and media outlets to reach priority audiences. Based on an initial analysis of the Sri Lankan media market (see section IIH), the following broad approaches are suggested. These will be refined as needed depending on the specific message of each media product.

- (i) Preference for private newspapers over state-run because of their greater perceived credibility. In particular, it is recommended to use Lanka Deepa (daily and weekend editions) and Ada because of their widespread readership. However, to reach the Tamil audience, it will be important to use the state run Thinakaran and the Sunday Observer to reach the English-speaking professional audience.
- (ii) Television: It is recommended to emphasis outreach to private channels such as Hiru and Sirasa to capitalize on their credibility and popularity. However, national channels will also be important for reaching those rural audiences who may not have access to Hiru and Sirasa. In addition, the national channels offer free airtime for development-related information that can be used to distribute content about the investment program free of cost. State TV channels including National Rupavahini Corporation and Independent Television Network. Shakti TV for Tamil audience and private station Surya for Tamil.
- (iii) Radio: It is recommended to use a mix of private and state run radio stations for the above mentioned reasons. In particular, the private stations Hiru, Neth FM and Sirasa and the state run City FM. For Tamil audiences, it is recommended to use Surya Radio FM.

2. Guidance on when to engage the media on different issues

89. Based on the Possible Public Concerns identified in Table 1 (see Section II), the media plan will state a strategy for how, when and if to engage the media on these points and provide talking points and guidance on how to respond to them if and when they arise. The media plan will also identify the messaging stance the MMDE is advised to take when responding to media interests in each issue area. In some cases, MMDE will want to proactively reach out to media to share information (a proactive stance). In other cases, MMDE may want to address the topic only if and when the topic is raised by the media (a responsive stance). The following matrix can be used as a framework for how to organize the messaging approach:

Table 3: Message Stance Matrix

Area of Likely Media Interests	Messaging Stance (Proactive/Responsive)	Key Messages

3. Identification and training of spokespersons

90. Specific spokespersons within the EA and within the PMU and PIU should be designated for fielding media inquiries and serving as interview participants for media coverage. At minimum this should include the MMDE Secretary, the Program Director and the PMU Communications Officer. Media spokespeople should receive basic training in responding to media and conducting interviews.

91. To ensure consistency of messaging, the Communications Officer will be responsible for maintaining up to date FAQs, holding statements and talking points for use by all who are tasked to engage with the media.

4. Outreach activities to engage journalist

92. The media plan will include the following activities to both encourage journalists to cover the program and to maintain relationships with journalists:

- (i) Press briefings and news conferences including one held at the national level as well as one in each project area at commencement of the project, and then at project milestones thereafter (including commencement and/or completion of sub-projects and of subsequent tranches of the project)
- (ii) Annual networking gatherings with journalist covering irrigation sector
- (iii) Media tours and site visits for journalists
- (iv) List of expert sources and relevant administrative authorities, communities and experts available to journalists as sources
- (v) Media events with high visibility representatives during key project milestones.

5. Media Coverage

93. The media strategy will emphasis using the above activities to pitch larger feature articles, radio segments and TV spots that detail project plans, benefits and progress as well as smaller news items on specific smaller milestones. When possible, story pitches should emphasize the human element of the story, featuring communities or individuals who will benefit from the activities. The PMU Communications Officer can actively pitch stories of different formats including:

- (i) Feature articles
- (ii) TV/radio talk show segments or debates
- (iii) Short informational or documentary pieces
- (iv) Expert round tables or interviews

6. High Visibility Media Events

94. Major milestones should be used as occasions to host high-visibility events with media appeal that will provide opportunities for reaching the public with relevant information about the investment program and its projects. The attendance of high-ranking politicians will help to bring media attention to the event. In the timeframe of this version of the SCS (i.e., the first Tranche of the project), these would include the initial ground breaking for the first tranche of the overall investment, as well as ground breaking on individual projects. Ideally the President would host the first groundbreaking under the investment program and high-ranking representatives from the relevant area will conduct subsequent ones. When this SCS is updated in preparation for subsequent tranches, similar high visibility media events should be identified.

7. Documentary

95. MMDE can work with relevant television news channels such as National Rupavahini Corporation or Sirasa who have interests in development projects and development related content to produce an air a long-form documentary piece (20-30 minutes) on the project by providing the production teams with access and financial support for field visits and film shoots. It is suggested that such a documentary be produced only later in the program once activities have progressed sufficiently to feature the beneficial impacts of the first phases of the projects. This is likely to be possible only in the second tranche of the investment program and should be considered in more detail when the SCS is revised in preparation for Tranch 2. However, it would be useful for Communications Officers to arrange for the collection of some footage in project areas in in Tranche 1 both prior to and during initial construction phases. Such footage can serve to provide a before and after comparisons at the time of production of the documentary.

8. Media Placements:

96. Advertising space will be purchased in both print, radio and TV outlets as a way to disseminate project information such as updated timelines, grievance mechanisms details, etc., to beneficiaries and PAPs. This will supplement the interpersonal communication which is the main channel for reaching community-level stakeholders and are described in Section IIIB as part of the overall activities for engaging PAPs and beneficiaries.

IV. MONITORING AND EVALUATION

1. Approach

97. The monitoring and evaluation (M&E) of the stakeholder communication strategy and activities will be streamlined into the M&E processes of the project rather than be treated as a separate activity.

98. Communication elements can be incorporated into the following M&E activities already planned as part of the project performance management evaluation system (PPMES):

- (i) Quarterly progress reports
- (ii) Updated monitoring report of key benchmark indicators (including communication)
- (iii) Consolidated annual reports
- (iv) Mid-term review
- (v) MFF Completion Report
- (vi) All safeguards monitoring activities that feed into the above documents

99. To accomplish these, the PMU Communication Officer, aided by PIU Communication Officers will work with the specialists in charge of monitoring and evaluation and safeguards in the PMU and PIUs to incorporate communication indicators in the program monitoring activities listed above. This will include identifying relevant monitoring methodologies (which may include a mix of survey and FGD or other qualitative measures) and drafting relevant survey or FGD questions to aid in assessing communication-related indicators. In this manner, communication activities will be routinely monitored and updated, and form part of the primary data to be analyzed during the midterm review and MFF completion.

2. Monitoring

100. The PMU Communications Officer will be responsible for ensuring continuous monitoring of inputs, outputs and outcomes such as the number of programs conducted, the number of products developed, and the number of people reached. The kind of information to be gathered for various kinds of activities is provided in Table 4.

Table 4: Monitoring Indicators

Activities	Input Indicators	Output Indicators	Data Sources
Awareness Activities: Consultations and community events	<ul style="list-style-type: none"> ○ # of meetings / consultations conducted ○ # of participants (disaggregated per stakeholder) 	<ul style="list-style-type: none"> ○ % of target audience with access to information ○ % of target audience aware of project objectives ○ % of supportive CSOs ○ # of communication-related issues addressed (related to safeguards / grievance mechanism) 	Participants lists; photographs/video; meeting minutes, event agenda
Development, production and dissemination of IEC materials (e.g., poster, brochures, bill boards/hoarding, info sheets, public announcement systems etc.)	<ul style="list-style-type: none"> ○ # of each kind of product produced ○ # distributed in each location 	# of target audience reached	Inventory checks
Media coverage (feature articles, news segments, discussion panels, etc)	<ul style="list-style-type: none"> ○ # of news and features published or broadcast about project 	% of positive coverage	Media monitoring and clippings
Media placements (e.g., documentary content, advertisements, informational notices, etc.)	<ul style="list-style-type: none"> ○ # of media items produced ○ # of media items placed ○ # of media outlets that published/aired items 	Distribution base (disaggregated per media item)	Media monitoring and clippings
Press Conferences/media tours	<ul style="list-style-type: none"> ○ # conducted ○ # of journalist participants ○ # of resulting articles published ○ # of news telecast or broadcast 	# of journalist participants who positively wrote about/broadcast project	Attendance lists; Photographs; Media monitoring and clippings
Capacity building	<ul style="list-style-type: none"> ○ # of trainings delivered ○ # of participants ○ Training curricula developed 	<ul style="list-style-type: none"> ○ Participant self-reports of knowledge and confidence levels ○ Existence of a core group of competent media and external spokespersons ○ Existence of a core group of spokespersons disseminating 	Participants list; training materials; evaluation surveys

Activities	Input Indicators	Output Indicators	Data Sources
		information at the community level <ul style="list-style-type: none"> o % of media outlets that interviewed / featured trained core group members to talk about project 	
Others communication channels: <ul style="list-style-type: none"> • Corporate communication materials (e.g., like letterheads, display boards, etc) • Fact sheets and FAQs 	<ul style="list-style-type: none"> o # of each kind of product produced o # distributed in each location 	# of people reached	Inventory checks
Website	# of hits	# of users who downloaded communication materials (disaggregated by kind)	Website metrics

3. Evaluation

101. The communication components of the project will be systematically evaluated as part of the larger evaluation activities for the investment program. The PMU Communications Officer will be responsible for ensuring that the communication program is included in the evaluation design for each project as well as for the overall investment program.

102. Evaluation methods may be survey, interview, FGDs, case studies, direct observation, attitude, knowledge, skills and behavior changes and should be designed to assess impact indicators such as those presented in Table 5.

Table 5: Impact Indicators for Communication Activities

No	Detailed activities	Impact Indicators	Source of Verification
1	Timely dissemination of information and knowledge about investment program implementation activities.	stakeholders are well informed about project activities and are able to state relevant project impacts	Mid-term and Final Evaluation reports by the independent consultants.
2	Strengthen participation of stakeholder in Implementation activities	Attendance by a broad range of stakeholders in consultation meetings and use of other communication mechanisms by project affected people and other stakeholders	
3	Improve the awareness and information access of the participants regarding the investment program	Increased positive perceptions about the investment program before and after the SCS.	

V. IMPLEMENTATION ARRANGEMENTS FOR COMMUNICATION DELIVERY

A. Communications Staffing

103. An overview of the proposed staffing arrangements for communications delivery is given in the chart in Appendix 5.

104. A Communications Officer at the C-Level Management category will be designated within the PMU for overall direction and oversight of communication activity delivery. Responsibilities and minimum qualifications for the PMU Communications Specialist are included in Appendix 4.

105. A Communication Officer at D-Level Management Category will be hired for each of the three project areas with primary responsibility for communication with stakeholders at the project level.

106. As per the ADB's Public Communications Policy, a focal point must be designated for regular contact with affected people and other stakeholders. The Project Directors for each project area will serve as the Focal Point for stakeholders specific to that project. They will be supported in this role by the Communications Officers in their project area. The Program Director, supported by the Communications Officer at the PMU, will be the focal point for all national level stakeholders of the overall investment program

107. The Program Management, Design and Supervision Consultant (PMDSC) will be staffed with a Communications Consultant that will provide inputs and advice to the PMU as needed.

108. The PMU Communications Officer will oversee the PIU Communications Officers to coordinate and deliver all necessary information for the public and project stakeholder groups with support and assistance of the Program Management, Design and Supervision (PMDSC) consultant.

109. The PMU Communications Officer will be responsible for developing, delivering and monitoring annual communications plans that are in line with the SCS and ensuring the development and delivery of communication materials and activities to ensure consistent and effective messaging across all three project areas and at a national level.

110. SCS underpins the annual communication plan, which describes the communication activities and knowledge products that the PMU will produce every year until 2020. Both communication strategies and plans will be reviewed during the annual review carried out by the PMU.

A. Reporting Lines and Approvals

111. The PMU Communications Officer will report to the Program Director who will provide final approval of all communication plans and materials before dissemination.

112. The PSC will receive updates on activities and proposed plans for comment and review when it convenes.

113. The PMDSC Communications Consultant will provide guidance and inputs to the Program Director and the PMU Communications Officer as needed.

114. The PMU Communications Officer should coordinate with ADB as and when needed on media and communication activities. The Program Director with support of the PMU Communications Officer will be responsible for ensuring that the communication activities are in line with all relevant ADB policies and guidelines.

VI. BUDGET

115. A summary of the proposed SCS budget is presented in Table 6.

Table 6: Summary of the Strategic Communication Plan's Budget (2015-2020)

No	Activities	Cost \$US
1	Human Resources	153,611
2	Equipment	10,578
3	IEC Campaign	37,304
4	Advocacy	11,385
5	Basic Tools	32,667
6	Public Display / Advertisement	22,522
7	Material Development	232,848
8	Mass Media including documentary production support	140,252
9	New Technology	25,297
10	Special Event Programs including community events and high profile media events	76986
11	Transport ,food ,and lodging cost for field visit	20,000
12	Contingency	74074
	Total	814,824

APPENDIX 1: NEWS CLIPPINGS

Final phase of Mahaweli Development Scheme underway: Drought emphasizes need for urgent completion

by Gamini Warushamana

Source: Sunday Observer, August 24, 2014

The final phase of the Mahaweli Development Project (MDP) is now underway to address water shortages in the Dry Zone up to Northern province. The prevailing drought has emphasized the need for urgent completion of the project.

Additional Secretary, Ministry of Irrigation and Water Resource Management (MIWRM), Sisira Kumara told Sunday Observer Business that this project, especially the North Central Province (NCP) canal is the only way to provide water to remote areas of the NCP and North Province (NP) and a long-term and sustainable solution for the issue.



Excerpts of the interview

There is a misconception that the NCP Canal project is only to provide water to the Iranamadu tank in the North.

Iranamadu tank is the last major reservoir included in the MDP to provide Mahaweli water under the NCP Canal similar to other major reservoirs in the NCP which benefited from the diversion of Mahaweli waters.

In the next 25 years water will become the most important commodity and sharing this equitably while establishing the water rights of the farmers who enjoy such rights at present, will be the only way to take this country to prosperity while improving the living standards of the poor farming community in the area.

There are three major components of this phase; Moragahakanda and Kalu Ganga reservoirs and North Central Province (NCP) Canal. Construction works of the two reservoirs are now under way and are the last two major reservoirs in the Mahaweli Development Project planned in 1968.

The Moragahakanda reservoir is the most important in the Mahaweli system to address irrigation water deficit of developed Mahaweli areas under Polgolla-Amban Ganga complex. The NCP canal will supply water for irrigation to the areas identified in the Mahaweli master plan, further North in the Dry Zone.

The capacity of the Moragahakanda reservoir is 570 million cubic meters (mcm) and the dam is being constructed across Amban Ganga.

The capacity of the Kalu Ganga reservoir is 250 mcm and the dam is being constructed across the Kalu Ganga.

These two reservoirs will add around 820-mcm additional water capacity to the existing Mahaweli system enabling added flexibility of water allocation and will help to reduce the adverse impact of climate change anticipated in the future.

As per the water balance studies there will be an excess of 100 mcm of water which could be transferred from Kalu Ganga reservoir to Moragahakanda to be used in other areas. This excess water in the Kalu Ganga reservoir will be transferred to Moragahakanda reservoir through a nine-kilometre long link tunnel.



Final phase of Mahaweli Development Scheme underway

The Mahaweli Authority of Sri Lanka (MASL) has planned to provide this water to Manankattiya - Mahakandarwa tanks which are in need of additional water as per the MDP. The total area expected to benefit from Moragahakanda and Kalu Ganga complex is about 93,122 hectares.

Water rights

There is a misunderstanding among some sectors that once the Moragahakanda and Kalu

Ganga reservoir project are completed, the people in Polonnaruwa would be deprived of water rights due to the diversion of the Kalu Ganga and Ambanganga.

This is not true because water available in the two reservoirs with the diversion of the Mahaweli river through Polgolla is not sufficient to provide water beyond Mahakandarawa tank.

In the planning stage of the Kalu Ganga reservoir, the farmers in the Polonnaruwa area especially the farmers under Parakrama Samudra irrigation scheme who receive Kalu Ganga water at present through the Angamedilla diversion scheme protested regarding their water rights.

Accordingly, the Irrigation Department (ID) and Mahaweli Authority of Sri Lanka (MASL) and GA Polonnaruwa on behalf of the farmers signed a memorandum of understating that at times of water shortage, priority will be given to transfer water from either Moragahakanda or Kalu Ganga reservoirs to Parakrama Samudra and ensure their water rights in the future.

The NCP canal sub project is vital to address the plight of the farmers in most remote areas of Kebithigollewa, Horowpothana, Medawachchiya, Kahatagasdigiliya, Rambewa and Mihintale in the NCP including Padaviya - Wahalkada and Pavattakulum schemes.

People in Vavuniya and Killinochchi in the Northern Province (NP) also suffer due to a severe water shortage. Further, an acute kidney disease is fast spreading in the NCP threatening the lives of the people.

The provision of safe drinking water has been identified as one of the measures to combat this disease.

According to areas recognized as Mahaweli areas by the government in 1979 all the people under MDP have an equal right to get their share of water.

The objectives of MDP are to divert the surplus water of Mahaweli river basin for irrigation of 365,000 ha to attain self-sufficiency in food, provision of land and job opportunities to landless people and hydro-power generation. However, by 2012, 44 years after the launch of the project, only 150,000 ha or 41 percent of the work has been completed.

Over time, the government has revised MDP accounting for socio-economic changes and national development priorities.

The government's present priorities for the irrigation and water resources sector focus on ensuring availability of water for irrigation and minimizing variations in water availability by implementing trans-basin diversions to divert water to dry zone areas.

In November 2012 Government approved the Upper Elahera Canal from the Moragahakanda reservoir to launch the delayed NCP canal project.

NCP Canal area

As originally proposed in the MDP, Moragahakanda and Kalu Ganga are the main irrigation infrastructure needed for the development of NCP canal project area.

The Ministry of Irrigation and Water Resource Management (MIWRM) carried out a comprehensive water balance study and the study considered present environmental, social and technical constraints.

This study has identified two water sources for optimum use of water in the Mahaweli river and adjacent river basins.

One is the transfer of water from Randenigala reservoir augmented with Heen Ganga and Hasalaka reservoirs. The Heen Ganga and Hasalaka are two major tributaries in the left bank of the Mahaweli river and most of the water presently flows to the sea through Mahaweli river without being used.

Simultaneously it is proposed to divert lower Uma Oya water to Randenigala through Lower Uma Oya reservoir with the development of hydro power to



compensate power loss due to transfer from Randenigala. This source will trap the present spillage amounting to about 900 mcm annually of Mahaweli water from the Minipe anicut located below Mahaweli major cascade Victoria, Randenigala and Rantambe.

Diversion

The Minipe anicut is the gravity water diversion point to Minipe scheme (system E) in the Mahaweli left bank and systems C and B under Maduru Oya reservoir in the Mahaweli right bank.

After allowing for environmental releases and the need of water for new development projects, it is proposed to divert about 550 mcm annually from Randenigala using spilling water over Minipe anicut with another 150 mcm from Heen Ganga and Hasalaka reservoirs to Kalu Ganga reservoir and will be used to augment the Moragahakanda reservoir.

This route will add additional effective storage (Victoria and Randenigala) to the Mahaweli system and open another water transfer route to Moragahakanda reservoir adding flexibility to existing water transfer systems in the Mahaweli-Amban Ganga complex to mitigate climate change effects witnessed today and resulting in greater flexibility to the Mahaweli system.

The second source needs, lifting of water from Mahaweli river at Kalinganuwara in the Mahaweli river, considered as another ancient water diversion point combined with Angamedilla in the Amban Ganga. In the original Mahaweli Master Plan lifting of about 800 mcm of water annually amounting to about 30% of water requirement of NCP canal development area is proposed from Angamedilla.

Dry year

Under the proposal, the quantity lift has been reduced to about 300 mcm of water annually to Moragahakanda system.

Even in a very dry year such as 2014 sufficient water is flowing in the Mahaweli river and part of this water if lifted could be used to minimize the drought conditions prevailing in the NCP.

This source also will add great flexibility in the operation of the Mahaweli system facilitating early commencement of cultivation in the Mahaweli system 'G' area and other existing major irrigation systems and will pave the way for optimum use of Maha rainfall in the NCP.

Supplementing Moragahakanda from the above two sources it is possible to provide approximately 1000 mcm from Moragahakanda to NCP Canal area including 70 mcm is allowed as drinking water. Thus, it should be clearly understood that full development of NCP canal is possible only with transfer of water through the above two sources to Moragahakanda reservoir complex.

Once additional water is transferred then it is possible to extend the NCP Canal beyond Mahakandarawa tank without affecting the Polonnaruwa irrigation system. An environment-friendly water diversion system is proposed from the NCP Canal to feed the minor tank cascade system.

This comprises about 1,000 tanks situated in the ancient settlement areas of which major part lies in NCP, north of Anuradhapura and the balance part in Northern province in an around Vavuniya town, fulfilling the dream of the farmers in the area.

Neither large-scale system development as done in the past nor new areas have been proposed for development. The existing forest areas will be linked to create large forest range areas for co-existence of wildlife minimizing the human-elephant conflict in the area.

Another notable achievement in this project is paving the way for diversion of the Mahaweli to water scarce Hakwatuna Oya scheme in the upper Deduru Oya basin and upper Mi Oya irrigation system in the driest areas of the NWP in the Polpitiyagama, Galgamuwa and Ehetuwewa and Yapahuwa Pradeshiya Sabah areas fulfilling the dreams of farmers in the area.

It is estimated that about 130 mcm of water could annually be transferred to this area through the existing Wemedilla-Dewahuwa water diversion system while stabilizing the systems further.

Climate change

Today, the country is going through one of the severe droughts in recent times with no rains in some parts of the country for the past nine months.

The only way to fight future climate change effects, drought and floods in the NCP is to add storage capacity to the Mahaweli system. The proposed supplementary water diversions linking the existing and proposed irrigation infrastructure will minimize these effects in the future.

Moragahakanda project not meant for Iranamadu'

Source: Daily Mirror, July 29, 2014

It is a gigantic project that would feed reservoirs and Minneriya, Girithale, Kaudulla and Kantale tanks. Some individuals are attempting to augment it to the North, which is not possible.

Health Minister Maithripala Sirisena said that Moragahakanda reservoir scheme was inaugurated to provide relief to the people in the Rajarata area, who had been facing hardship with inadequate irrigation facilities and drinking water and said that it was not possible to augment it to the Iranamadu tank as certain individuals were expecting it to be.

Addressing a public meeting to establish an SLFP office in Minneriya, he said the objectives of the project could not be reaped if it was augmented to the north.

“Today millions of people in Polonnaruwa, Anuradhapura, Trincomalee, Ampara, Batticaloa and Hambantota districts are affected by the prolonged drought. People in the Rajarata region, are the worst affected. Moragahakanda project is intended to solve this shortcoming and it would be completed in a couple of years. It is a gigantic project that would feed reservoirs and Minneriya, Girithale, Kaudulla and Kantale tanks. Some individuals are attempting to augment it to the North, which is not possible. I am of the opinion that the project would fail if it was augmented to Iranamadu. The main objective of the project is to provide relief to the people in the Rajarata region and everyone must understand the reality.” The Minister said Social Services Deputy Minister Chandrasiri Suriyarachchi and Deputy Land Development Minister Siripala Gamlath were also addressed the gathering.

APPENDIX 2: LIST OF PARTICIPANTS IN STAKEHOLDER ANALYSIS

Project Beneficiaries

To protect the privacy of participants, a summary of focus groups and the number of participants (male or female) is given below rather than participant lists. A list of participant names is available upon request with the MMDE.

Group	Number of Participants (M/F)
D35 Bedun Ela Farmer Organization, Weraganthohta, Minipe	10M
D35 Bedun Ela Farmer Organization – Weraganthohta, Minipe	10F
D35 Bedun Ela Farmer Organization – Weraganthohta, Minipe (Youth group)	5M, 2F
Elehara Farmer Organizations	40M
Farmer Organizations, Hearthgama Community Hall, Polpithigama	43M
Farmer organizations, Hearthgama Community Hall, Polpithigama	7F
Farmer organizations (youth), Hearthgama Community Hall, Polpithigama	2M
Galewela Community Hall, NWPC area	60M, 23F

Field Level Officers Weragantotoa and NaminiOya, Minipe

Name	Profession
Ms.W.M.ChandraKumari	Samurdhi Development Officer
W.M.M.Weerasekara	Gramasewa Officer
Mr.M.W.G.Wimala Banda	Economic Development Officer
Mr.H.M.M.G.Thilakarathna Banda	Economic Development Officer
Mr.A.M.IshanDhanushka	Work superintendent
Mr.S.W.G.M.P.Ananda Bandara	GramasewaNiladari
Mr.A.G.P.R.Warnasuriya	Economic Development Officer
Ms.R.G.Ashoka	<i>Agricultural Production and Research Assistants</i>

Key Informant Discussion

Mr.W.P.G.MahindaWijesuriya	Chairman D 52 Ela
Mr.W.G.Siyasena	Treasure D 52 Ela

Mr.H.G.Sarath Kumara	Farmer D 52 Ela
Mr.M.A.D.Bandara	Resident Project Manger
Mr.S.W.G.M.P.Ananda Bandara	GramsewaNiladari
Mr.W.A.WasanthaJayasundara	Chairman –PradesiyaSaba - Minipe
Ms.S.D.Nagahathenna	Divisional Secretary – Minipe

Ms.H.M.E.G.A.P.Herath	Economic Development Officer – Weraganthota
Mr.H.M.G.Senewiratna	District Secretary – Kandy
Mr. Mediwaka	Project Director - Minipe

Field level Officer

Venue – Polpithigama Pradesiya Saba

Name	Designation
Mr.B.M.S.S.Basnayaka	Gramasewaniladaree -351,Pallekele
Mr.W.A.PriyanthaWerasinghe	Gramasewaniladaree- Polpithigama
Mr.W.A.Wasantha	Gramasewaniladaree 338 Bulnewa
MrK.BW.M.N.R.Bandara	Gramasewaniladaree -Moragollagama
Mr.D.M.S.Ruwan Kumara	Gramasewaniladaree -Poharawaththa
Ms.J.Jayawathi	Institutional development officer
Ms. NisansalaHandagama	Development officer -
Ms. S.PD.S. Priyadarshani	Development officer

Department of Irrigation

Eng. B.A.S.S. Perera	Director of Irrigation /Director North Western cannel Programme
eng.G.M.R.A.Perera	Deputy Project Director
eng.M.L.A.V.Omeshani	Engineer assistant
eng.G.P.S.Sanjeewa	Engineer assistant
Eng. H.M.U.B. Herath	Divisional Irrigation Engineer

Key Informant Interview – Officers

Name	Designation
Mr. W.G.W.Wanasignha	Divisional Secretary -Polpithigama
Mr.L.R.RanjthWijenayaka	Chairman PradesiyaSabaPolpithigama
Eng.R.M.A.R.Bandara	Divisional Irrigation Engineer

Eng. D.S.N.Jayamanne

Divisional Irrigation Engineer –
Hiriyaya

Eng.W.M.D.Wijesinha

Irrigation Engineer –NWPCP

Ms. A.M.K.C.K. Athapatthu

Divisional Secretary- Galewela

Field Level Officers – Galewela

Venue – Galewela Divisional Secretariat

11th September 2014

Name

Designation

Ms. KusumHewage

Divineguma Development Officer

Ms.A.G.Jayawathi

Agriculture production Assistant -

Ms.S.L.Farnina

Economic Development Officer -

Ranmediyawa

Ms. E.G.A.M.Wimalarathane

Development Officer

Key Informant Interview

Mr.AnuraSathurusingha

Conservator General DFC

Eng. Badra Kamaladasa –

Director General ID

Mr.Saman Fernando -

Additional SecretaryMWRC

Eng. K.R.S.Perera –

Director, Development MWRC

Mr.Mahinda Senewirathna

Director – Operation - DFC

Mr. Manjula Amarasathna

Deputy Director- DWLC

Mr. E. Perera

Safeguard officer

Ms. Manjula Amerasinghe

Environment Specialist –

SARD

APPENDIX 3: STAKEHOLDERS LIST

Primary Stakeholders

Program Affected People (PAP)

Program Beneficiaries

Government Officials and Policy Makers

Government of Sri Lanka (GOSL)

Cabinet Ministries

Ministry of Irrigation and Water Resources Management (MIWRM)

Ministry of Finance and Planning (MFP)

Ministry of Lands and Land Development (MLLD)

Ministry of Wild Life Resources Conservation (MWRC)

Ministry of National Heritage (MNH)

Ministry of Disaster Management (MDM)

Ministry of Power and Energy (MPE)
 Ministry of Health (MOH)
 Ministry of Environment and Renewable Energy (MERE)
 Ministry of Education (MOE)

Departments

Department of Irrigation (ID)
 Department of Forest Conservation (DFC)
 Department of Wild Life Conservation (DWLC)
 Department of National Planning (DNP)
 Department of External Resources (ERD)
 Department of Agrarian Development (DAD)
 Department of Agriculture (DOA)
 Provincial Road Development Department (PRDD)
 Department of Archaeology (DA)

Authorities and Board

Central Environment Authority (CEA)
 Mahaweli Authority of Sri Lanka (MASL)
 Provincial Road Development Authority (PRDA)
 National Livestock Development Board (NLDB)
 National Water Supply and Drainage Board (NWSDB)

Provincial Councils

North Western
 North Central
 Central

Local Government (Pradeshiya Saba)

Minipe, Mahawa, Polpithigama, Galewela, Dambulla, Elahera

Government Agent (GA)/ District Secretariat

Kandy, Anuradhapura, Polonnaruwa, Kurunegala, Matale

Divisional Secretariats (DSs)

Elahera, Medirigiriya, Galenbidunuwea, Palugaswewa, Dambulla, Galewela, Polpithigama, Mahawa, Ehetuwewa, Abanpola, Galgamuwa, Naula, Minipe, Hasalaka, Laggala, Pallegama, Wilgamuwa

Multilateral Agencies

Asian Development Bank (ADB)
 World Bank (WB)
 Japan International Cooperation Agency (JICA)
 International Fund for Agricultural Development (IFAD)
 Agency Francaise de Development (AFD) Government of Sri Lanka

Secondary Stakeholders

Commercial media (print, mass media, web sites, etc.)
 Government own media TV and Radio, Private TV and radio channels

People in positions that convey influence (e.g., clergy members)

Community leaders: These might be people who are respected because of their position of leadership in a particular community, or may be longtime or lifelong residents who have earned the community's trust over years of integrity and community service. (eg, Chairman of the Farmer Organization)

Civil society organizations: environment and wild life conservation

Business: The business community usually will recognize its interest in any effort that will provide it with more and better workers, or make it easier and more likely to make a profit. By the same token, it is likely to oppose efforts that it sees as costing it money or imposing regulations on it.

Advocates: Advocates may be active on either or both sides of the issue you're concerned with.

People with academic or research interests related to a targeted issue or population: Their work may have convinced them of the need for an intervention or initiative, or they may simply be sympathetic to the goals of the effort and understand them better than most.

Community activists: Organizations and individuals who have a philosophical or political interest in the issue or population that an effort involves may organize to support the effort or to defeat it.

Community at large: When widespread community support is needed, the community as a whole may be the key stakeholder.

APPENDIX 4: COMMUNICATIONS STRATEGY MATRIX

Communications Objective	Strategic Elements					Work Plan Elements			Evaluation
	Key Risks	Audience/ Stakeholder	Current and Desired Behavior	Messages/ Information Needs	Channels /Activity	Timing	Responsibility	Resource Needs	Expected Outcomes
1. Build a supportive stakeholder base for the project	People directly affected by the project could protest against the project leading to project delays	Project Affected People who will be resettled or compensated in the UEC and NWPCP canal areas (474 households)	Accept resettlement and compensation	<p>Technical details on how they will received compensation</p> <p>Compensation will follow SL government and ADB guidelines and will be provided in a timely manner. Grievance mechanisms will be in place</p>	<p>Direct through project authorities (MMDE)</p> <p>Face to face</p>	Tranche 1 of project. Re-evaluation prior to each tranche and annual.	PMU with PIU support	Please see Budget in Section VI of main document	Please see M&E framework in Section IV of the main document
		People affected by project construction	Unaware/ Aware of issues and mitigations accept disruptions	<p>Specific to each group and problem when they arise. But in general</p> <p>The project has taken every precaution to ensure that construction is done in a way to have minimal impacts on people. MMDE will share construction timetables and other information about potential impacts</p>	<p>Website</p> <p><u>Media</u></p> <p>Lanka Deepa Thinakaran Sunday Observer</p> <p>Hiru Shakti Srya Neth FM City FM</p> <p>Local meetings</p> <p>Local Economic Dev. and Ag. Ext. workers MMDE providing information</p>				

	Strategic Elements					Work Plan Elements			Evaluation
		Downstream water users affected by the dams (Mahakithula and Mahakirula Reservoirs)	Unaware of the potential impacts/ Aware and accept mitigation	Need specific technical information on the impacts Need for continued consultation with the community to ensure their feedback <u>Message</u> Water flow will only be impacted during dam construction and impoundment. Better water management will result from dam construction	Community meetings and consultations Radio Posting printed notices in villages Local officials providing information				
		Divisional Secretaries Elaheera Medirigirya Galenbidunuwe wa Palugaswewa Dambulla Galewela Polpithigama Mahawa Eheluwewa Abanpola Galgamuwa Naula Minipe Hasalaka Laggala Pallegama Wigamuwa	Minimally aware of project and safeguard related issues/ Aware and supportive	Need specific technical information on impacts and mitigation Messages: The project will manage all environmental and project risks and eventually local areas will see improvements in economic development and water security	Local advertising Briefings Regular updates Project and gov't web sites				
	Politicization of the project and protests by current users against water	Office of the President	Completely aware and strongly supportive	- This projects is a high priority for the government -The project has the potential to bring economic benefits in	Tours Press conference and media releases				

	Strategic Elements					Work Plan Elements			Evaluation
	transfers derail project			the North and East which will benefit the entire country. -There will be increased water access in all project areas not just the Northern zones. -MOUs and other provisions have been established to ensure current water rights and availability will not be reduced - All safeguard and other policies have been put in place including special attention to human wildlife conflicts and CKD	Govern't web sites Briefings Testimony to Parliament Progress reports Media advertising around some issues (e.g. construction, bidding, resettlement , water use issues)				
		Parliamentary committees Parliamentarians from project areas	Awareness varies generally supportive but could use for political purposes/ Aware constantly informed supportive	See above	See above				
		Ministry of Irrigation Water Resources Management (MRWIM) Ministry of Mahaweli Environment and Development (MMDE)	Completely aware and strongly supportive Somewhat aware but not of details/ Aware and strongly supportive	See above	See above				

	Strategic Elements					Work Plan Elements			Evaluation
		Mahaweli Authority of Sri Lanka (MASL)	Completely aware and strongly supportive	See above	See above				
		Divisional Secretaries	Somewhat aware but not of details/ Aware and strongly supportive						
		Current water users in the South affected by water transfers	Unaware/ Aware and local groups along canal route supportive	There will be increased water access in all project areas not just the Northern zones. -MOUs and other provisions have been established to ensure current water rights and availability will not be reduced. - Economic benefits will accrue to people in project areas and the country as a whole. Strong environmental safeguards have been put into place including attention to wildlife and CKD	Media Local Economic Dev. and Ag. Ext. workers Community meetings Gov't briefings Project and Gov't web sites Dramas, concerts, cultural shows where relevant and effective				
		Farmers groups	Unaware/ Aware and local groups along canal route supportive	See above					
		Civil society: NGOs who have	Generally aware of project	There will be increased water	Direct email				

	Strategic Elements				Work Plan Elements			Evaluation	
		attended consultations (e.g, Environmental Foundation LTD, Centre for Environmental Justice, Federation of Environmental Organizations SL, etc).	and supportive but lack faith safeguards plans will be implemented Could protest and delay project. Specific individual NGOs will have questions about specific aspects of project/Fully aware of project, fully informed throughout	access in all project areas not just the Northern zones. -MOUs and other provisions have been established to ensure current water rights and availability will not be reduced. - Economic benefits will accrue to people in project areas and the country as a whole. -Strong environmental safeguards have been put into place including attention to wildlife and CKD. -Transparent policies in place and CSOs to be involved in monitoring	Briefings Project tours Project and gov't web sites Brocures and Fact sheets Consultation Progress and monitoring reports				
		NGOs who have not yet participated in consultations (including both wildlife and social development organizations)	Unaware/ Fully aware of project, fully informed throughout	See above	See above. Also individualized meetings/ outreach to key organizations.				
		Media	Some aware/ Aware able to cover issue with knowledge. promote positive outcomes of project	The project has the potential to bring economic benefits in the North and East which will benefit the entire country. -MOUs and other provisions have been established to ensure	Briefings Field trips Press conference Regular information				

	Strategic Elements					Work Plan Elements			Evaluation
				<p>current water rights and availability will not be reduced.</p> <p>-Strong environmental safeguard provisions have been put into place</p> <p>-PAPs are being treated fairly and beyond the current SL requirements</p> <p>-Bidding and awards; project impacts on people; construction progress and problems will all be transparent</p>	updates				
	Beneficiaries not aware or supportive of benefits question project and costs expectations high	<p>Office of the President</p> <p>Ministry of Mahaweli Environment and Development (MMDE)</p> <p>Mahaweli Authority of Sri Lanka (MASL)</p> <p>Divisional Secretaries</p>	Fully aware of project and providing strong political and public support for project	<p>- The project has the potential to bring economic benefits in the North and East which will benefit the entire country.</p> <p>-There will be increased water access in all project areas not just the Northern zones.</p> <p>-The project has a long time frame of at least 10 years and construction be phased so benefits will accrue over this time frame and beyond</p>	<p>Media</p> <p>Parliament meetings</p> <p>Public events</p> <p>Community events in project areas</p>				
		Farmers groups In project area	Aware of project but do not know all benefits/ Fully	There will be increased water access in all project areas zones which	Local Economic Dev. and Ag. Ext.				

		Strategic Elements				Work Plan Elements			Evaluation
			<p>aware and supportive of project advocating for completion</p>	<p>will help with better water management; the delivery of quality water; and the potential for strong economic benefits -The project has a long time frame of at least 10 years and construction be phased so benefits will accrue over this time frame and beyond</p>	<p>workers</p> <p>MMDE outreach programs</p> <p>Media</p> <p>Community Meetings</p> <p>Dramas, concerts, cultural shows where relevant and effective</p> <p>Brochures and fact sheets</p>				
		<p><u>Business Community Chambers of Commerce Board of Trade</u></p>	<p>Aware of project not public advocates/ Fully aware and informed about project believe in outcomes publicly supportive</p>	<p>The project has the potential to bring economic benefits in the North and East. This will not only help boost development and employment but will bring new and better business and service to the area. This development will benefit the entire country -MOUs and other provisions have been established to ensure current water rights and availability will not be reduced. -Strong</p>	<p>Media</p> <p>Specialist trade publications</p> <p>Seminars and conference</p> <p>Internal web sites</p> <p>Briefs to Parliament</p> <p>Brochures and fact sheets</p> <p>Regular consultation</p>				

	Strategic Elements					Work Plan Elements			Evaluation
				environmental safeguard provisions have been put into place - Mitigation for wildlife issues and CKD have been into place -PAPs are being treated fairly and beyond the current SL requirements -The project has a long time frame of at least 10 years and construction be phased so benefits will accrue over this time frame and beyond	s timed to project updates Involve in monitoring process Website Direct through email lists Brochures and fact sheets FAQs on project details, implementation on benefits, procedures etc.				
		NGOs who have attended consultations (e.g, Environmental Foundation LTD, Centre for Environmental Justice, Federation of Environmental Organizations SL, etc).	aware of project and supportive but lack faith safeguards plans will be implemented could protest and delay project/Fully aware of project, fully informed throughout	See above	See above				
		NGOs who have not yet attended	Unaware//Fully aware of	See above	See above				

	Strategic Elements					Work Plan Elements			Evaluation
		consultations	project, fully informed throughout						
	Environmental impacts not mitigated leading to political concerns and civil society protests	Mahaweli Authority of Sri Lanka (MASL) MMDE	Aware and supportive of project advocates for project	This project has gone beyond the environmental measures required by Sri Lankan law to take proactive steps to enhance stakeholder consultation and to address	Media News Conferences and results Progress reports Consultations Project and Gov't web sites Briefings Field trips				
		Civil Society	Aware and generally supportive of project but skeptical that environmental plans will be mitigated. Some specific NGO concerns about CKD and human wildlife interactions	The project values the feedback from NGOs and encourages NGOs with comments or concerns to contact the Program Director at any time	Direct email Briefings Project tours Project and gov't web sites Brochures and Fact sheets Consultation Progress and monitoring reports				

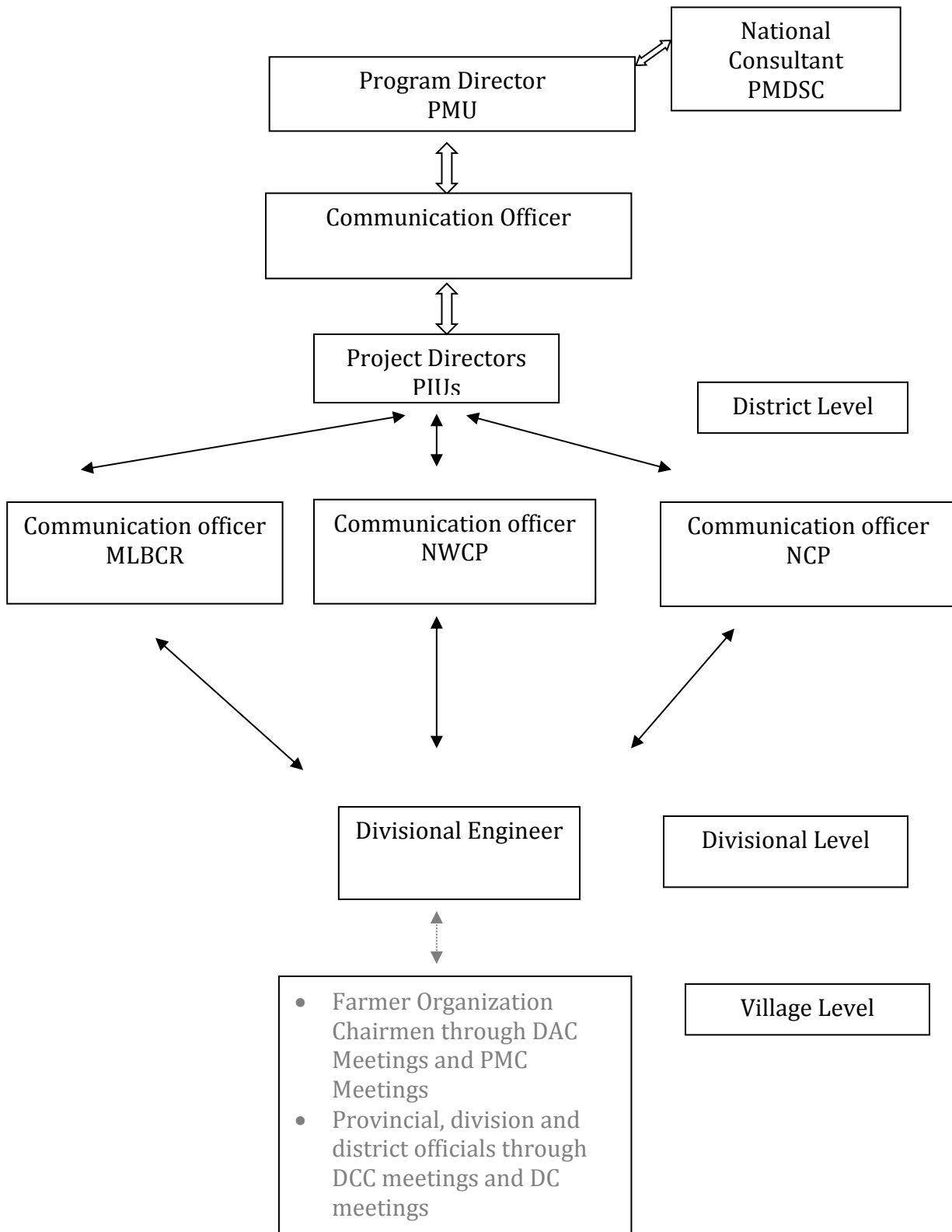
	Strategic Elements				Work Plan Elements			Evaluation
		Media	Some aware/ Aware able to cover issues of environment wildlife and CKD issues with knowledge. promote positive outcomes of project		Editorial Board meetings Briefings New releases Media tours			
	CKD	Ministry of Health (MOH) MMDE	Fully aware of CKD issues and promoting project strategies to mitigate including pointing project actions and benefits of more better quality water to North and East	Many factors contribute to CKD and none are part of this project The project has the potential to mitigate some of the factors through the provision better quality water	-Local health workers, doctors, clinics Local Economic Dev. and Ag. Ext. workers MMDE Dramas, concerts, cultural shows where relevant and effective			
		Local communities in project area	Concerned that project might increase incidences of CKD/ Aware of projects impacts and mitigation on issue. Reassured or neutral Fully aware and					

	Strategic Elements				Work Plan Elements			Evaluation
			supportive of project and the wildlife issues act as information sources and advocates					
	Wildlife issues	Civil Society Ministry of Wild Life Resources and Conservation (MWRC) MMDE		Project has taken pro active steps to address the potential human elephant conflicts in the project area including initiatives to develop an action plan with local government agencies and national and international environmental and wildlife organizations. In some cases forest preserves have been expanded				
		Civil Society Wildlife and Naturalist organizations Local communities in affected areas	Strongly aware of wildlife issues and human interactions/ believe project is doing all it can to mitigate negative human/wildlife interactions	Project has taken pro active steps to address the potential human elephant conflicts in the project area including initiatives to develop an action plan with local government agencies and national and international environmental and wildlife organizations. In some cases forest preserves have been expanded				

Communication Objectives	Risks	Audiences/ Stakeholders	Current and Desired Behavior	Messages/ Information Needs	Channels/ Activities	Timing	Responsibility	Budget Needs	Expected Outcomes
2. To deliver an effective external communication program that minimizes project risks	Weak EA capacity to implement communications program leads to poor project outcomes	Ministry of Mahaweli Environment and Development (MMDE) ADB project team	Motivated to establish team/ Establishing strong team and monitoring outputs	A strong communication team is essential to project outcomes and reputational risk management	Face to face Internal meetings Establishment of communications officers in PMU and PIU				
	Internal government conflicts driven by poor communication delays project	MMDE Ministry of Finance and Planning (MFP) MWRC MOH Mahaweli Authority of Sri Lanka (MASL) Office of the President Divisional Secretaries	Roles and responsibilities unclear so mixed messages given and information flows weak/ Unified messages given All internal stakeholders fully informed and promoting project	A united message and position on the project will lead to the best outcomes. Information related to the project's implementation must be shared across all government stakeholders	Briefings Internal meetings Web site Progress reports FAQs and talking points Trainings and briefings for spokespersons interfacing with media and/or affected people				

Communication Objectives	Risks	Audiences/ Stakeholders	Current and Desired Behavior	Messages/ Information Needs	Channels/ Activities	Timing	Responsibility	Budget Needs	Expected Outcomes
	Insufficient information about projects leads to perceptions of negative impacts on operations and projects	Multilateral and bilateral aid agencies with related projects : World Bank IFAD FAO WHO JICA USAID AFD	Aware of project/ Fully aware of project details and impacts on their operations. Satisfied meets all financial and other safeguards requirements Supportive of project.	The project meets all safeguards and financial requirements. Project is conducted in an inclusive and transparent manner and information is freely available. Fully informed about potential impacts on other agencies projects	Briefings Web Sites Progress Reports Field Trips				

APPENDIX 5: IMPLEMENTATION ARRANGEMENTS



APPENDIX 6: COMMUNICATIONS OFFICER'S TERMS OF REFERENCE

PMU Communications Officer

The Communication Officer has the primary responsibility to ensure that all stakeholders are fully informed and that proper channels for stakeholder engagement and feedback are in place. They will oversee the delivery and monitoring of the SCS and to guide Communications Officers in the PIUs to contribute to SCS delivery. The detailed tasks are as follows:

- (i) Develop and maintain a media plan for the investment program including key messages and talking points and media engagement strategy
- (ii) Build and maintain close ties with national, regional and district media organizations and individual journalists to ensure positive and timely coverage of investment program activities
- (iii) Develop, produce and strategize the dissemination of corporate communication materials as well as IEC materials for beneficiaries and affected people
- (iv) Ensure consistent messaging and accuracy of information dissemination across all project areas by guiding the work of Communications Officers in the PIUs and developing and updating FAQs, talking points or other job aids to assist them
- (v) Lead the development and manage the contents of the investment program website and online presence
- (vi) Provide guidance to project staff on responding to emergent communications or public relations challenges, including the development of crisis communications plans if controversial issues arise
- (vii) Lead the development and implementation of the communication capacity building plan, including developing of training materials and job aids for relevant PMU and PIU staff as well as other relevant district level officials.
- (viii) Ensure that communications indicators are included in relevant project monitoring and safeguards monitoring activities and otherwise regularly monitor and evaluate the communication plan consistent with the investment program's project performance management evaluation system (PPMES)
- (ix) Work with safeguards and gender specialists on the use of appropriate communication approaches and tools during consultations and meetings with affected peoples, beneficiaries, NGOs and other stakeholders

The Communications Officer will report to the Program Director and will seek approval from the Program Director for all plans and materials prior to dissemination. The Project Steering Committee will be regularly updated about communications activities and progress by the Program Director and the Communications Officer. The Communications Officer will be guided by the Program Management, Design and Supervision Consultant (PMDSC) as needed.

Qualifications:

- (i) Relevant post-graduate qualifications in communication, journalism, social sciences, public affairs, political science, or international relations.
- (ii) Minimum 8 years experience as a communication professional in designing and managing development communication programs and public communication program, including at the community level. Experience in similar communication work in foreign funded projects or in INGOs is an added advantage.
- (iii) Strong skills in planning and financial management of communication work.

- (iv) Demonstrated ability to draft effective written communications
- (v) Interpersonal and diplomatic skills and the ability to communicate effectively with all stakeholders from government to community level
- (vi) Experience in the irrigation and water resources management sectors is an advantage

PIU Communications Officer

The Communication Officer will support the coordination of investment program's communication activities at the project level by coordinating engagement and communication with project level stakeholders and communities. The detailed tasks are as follows:

- (i) Build and maintain close ties with regional and district media organizations and individual journalists to ensure positive and timely coverage of investment program activities
- (ii) Assist in developing, producing and disseminating communication materials
- (iii) Support the development of content for the investment program website, social media sites, and maintain an up-to-date mailing list
- (iv) support safeguards and gender specialists on the use of appropriate communication approaches and tools during consultations and meetings with affected peoples, beneficiaries, NGOs and other stakeholders
- (v) Support capacity development activities under guidance of the PMU Communications Officer
- (vi) Support monitoring of communication activities during project monitoring and safeguards monitoring activities, under guidance from the PMU Communications Officer
- (vii) Work with safeguards and gender specialists on the use of appropriate communication approaches and tools during consultations and meetings with affected peoples, beneficiaries, NGOs and other stakeholder

The PIU Communications Officer will report to the Project Director and will take guidance and input from the PMU Communications Officer.

Qualifications:

- (i) Post-graduate qualifications in communication, journalism, social sciences, agriculture extension, public affairs, political science, or international relations.
- (ii) Minimum 5 years experience in managing development communication programs, public communication programs, or community engagement. Experience working among communities in the project area is required.
- (iii) The candidate is expected to demonstrate interpersonal and diplomatic skills and the ability to communicate effectively with all stakeholders, especially community-level parties.
- (iv) The candidate is expected to have a good understanding of the local language and community/cultural dynamics and able to develop and maintain working relationships with local community officials, leaders and residents.
- (v) Experience in the irrigation and water resources management sectors is an advantage.