

Draft Land Acquisition and Resettlement Plan for the Power Transmission Line

Annex E
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Cambodia: National Solar Park Project

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Draft Land Acquisition and Resettlement Plan

ANNEX E: Stakeholder Analysis and Communication Strategy

1. PURPOSE OF STAKEHOLDER ANALYSIS

1. As stated in the ADB Guide to Participation¹, stakeholder participation supports good governance, citizenship, and accountability. It promotes innovation, responsiveness, and sustainability, which will directly enhance development effectiveness. Consultation and participation of various stakeholders can lead to improved development results, when people understand how resources are allocated and how they can be involved to better share the benefits from a project. If stakeholders are well informed and engaged in meaningful consultations, they will be able to participate and express their views, comments and recommendations, which then can become valuable for project developers during project design and implementation.

2. STAKEHOLDER DEFINITION

2. A solar park and transmission line project will affect various groups of people in different ways, directly or indirectly, in different phases of a project cycle, from project identification, planning and design through its implementation to operation. There are also groups of people that are not affected by a project, but who have various interests in project formulation, implementation and outcome.

3. Stakeholder can therefore be defined as an individual, group, or institution/agency that is (1) affected by a project and/or its outcome, or (2) has an interest in the project and/or its outcome.

3. STAKEHOLDER IDENTIFICATION

4. For a sustainable planning, implementation and operation of a specific project, it is essential to identify the different stakeholders and understand their roles and interests in the project. By identifying the stakeholders and understanding how they are going to be impacted and/or involved in the project, necessary communication with different stakeholder groups can be planned and implemented. Communication with project stakeholders will help project planners and implementers to reduce risks, avoid unexpected conflicts and negative developments, and maximize project benefits for various stakeholders.

5. Project stakeholders can be identified through asking:

- (i) Who is affected by the project? and
- (ii) Who holds interest in the project?

6. To answer these questions and identify the respective stakeholder groups, the purpose and the expected impacts (positive and negative, including risks) of the project need to be clarified: Who is the project for? For whose needs? For whose interests? By whom is the project planned and constructed? Who has the power to influence on the project, its design, planning, implementation and operation? Who will benefit from the project? Who will be impacted by the project and in which ways?

¹ *Strengthening Participation for Development Results*, ADB 2012.

4. AFFECTED STAKEHOLDERS

7. Various groups of people will be affected by a project in different ways. An affected person is, according to ADB definition:

Any person or persons, household, firm, or public or private institution who on account of a development project would have their; (i) standard of living adversely affected; (ii) right, title or interest in all or any part of a house, land (including residential, commercial, agricultural, plantations, forest and/or grazing land), water resources or any other moveable or fixed assets acquired, possessed, restricted or otherwise adversely affected, in full or in part, permanently or temporarily; and/or (iii) business, occupation, place of work or residence, or habitat adversely affected, with or without displacement.

8. Affected people therefore include; (i) persons affected directly by the right-of-way or construction work area; (ii) persons whose agricultural land or other productive assets such as trees and standing crops are affected; (iii) persons whose businesses are affected and who might experience loss of income due to the project impact; (iv) persons who lose work/employment as a result of the project impact; and (v) people who lose access to community resources/property as a result of the project.

9. Project-affected people may include those directly or indirectly affected:

- people owning land and/or assets that are impacted by the project
- people using land and other natural resources in the project area
- people in project adjoining areas (construction impacts, potential labor force, etc.)
- local (community based) organizations

These affected stakeholders encompass the local communities situated in or near the solar park area and along the transmission line. People in the local communities will be affected by the construction to a varying degree, depending on the individual location of their houses and lands. Some households may experience impacts from the project on their lives and livelihoods through loss of land, plants, and/or assets due to the solar park and/or transmission line construction. Benefits from the solar park and transmission line should also be available for affected communities, e.g. employment opportunities during construction and operation, and electricity access for all households. In the Stakeholder Analysis, the affected people are identified as (i) Local Communities, and within these a specific group of (ii) Affected Households.

5. STAKEHOLDERS WITH INTERESTS BUT NOT AFFECTED BY THE PROJECT

10. Stakeholders who are not affected by the project, yet have some type of interest in it may include:

- government authorities and agencies (national, regional, local)
- commercial enterprises such as contractors, suppliers, customers
- local, national and international NGOs
- the media
- universities, research institutes

11. Their interests in a project are various and may be driven by national, regional and/or local development goals, political power, environmental concerns, minority rights, land rights

etc. of a certain group affected by a project, commercial business interests, public information and fraud prevention interest, and other interests.

6. WHY STAKEHOLDERS NEED TO BE INVOLVED

12. A variety of stakeholder groups are directly or indirectly, of necessity or by their own will and interest, involved in an energy development project. However, project planners and implementers in general do not pay sufficient attention to different relevant stakeholders. Lack of information sharing and communication with stakeholders may lead to complications, late changes in project design and delays in the course of the project implementation, if unexpected problems emerge in the project site due to lack of information sharing of the local conditions, or when the project executing agency's attention to environmental and social impacts is in public questioned by civil society organizations and media, due to lack of information sharing of the project.

13. Such upcoming problems can be avoided and mitigated in advance if relevant stakeholders are involved early in project design and throughout project planning and implementation. Even after the project construction, communication with relevant stakeholders in monitoring the operation can contribute to early alert of any problem and prompt maintenance.

7. IDENTIFIED POTENTIAL STAKEHOLDER GROUPS

14. A variety of stakeholders with professional or other interests at different administrative levels and locations are involved in different phases of the project (stakeholders with interests). Also, various groups of people are affected in the actual geographical location of the project (affected stakeholders). Table 1 below provides a brief overview of all the potential stakeholder groups in the National Solar Park Project.

Table 1. Identified potential stakeholders

Level of category	Stakeholder group, role and interest
National level	
National level government agencies with defined mandates, roles and tasks in development of projects	Electricité du Cambodge (EDC) , the national electricity utility (state-owned enterprise), and its Procurement Unit , project executing agency.
	Ministry of Economy and Finance (MEF) , recipient of ADB loan and responsible for repayment.
	Ministry of Environment (MOE) , approving environmental impact assessment (EIA) required according to the Law on Environmental Protection and Natural Resource Management and its sub-decrees.
	Ministry of Mines and Energy (MME) plays an important role in energy investments and production, including hydropower and other renewable energy schemes.
	Ministry of Water Resources and Meteorology (MOWRAM) . The proposed solar park site is located above a reservoir constructed by MOWRAM. Potential soil erosion caused by the project civil works

Level of category	Stakeholder group, role and interest
	construction will be of concern for the Ministry; therefore, consultation with relevant departments of MOWRAM will facilitate formulation of mitigation measures.
National level project specific implementation units with defined mandates, roles and tasks	The Project Management Office (PMO) and the Project Implementation Unit (PIU) of EDC are responsible for project management and implementation.
	The Social and Environmental Public Relations Office (SEPRO) of EDC has the task to communicate about social and environmental issues with project stakeholders, including affected households, and to monitor environmental and social aspects during project implementation. SEPRO together with EDC Procurement Unit manage land acquisition for projects.
Province level	
Province level government agencies with defined mandates, roles and tasks	Provincial Governor has a role to facilitate communication between project planners and implementers and local communities, including the affected people.
Police and military	The police department owns large land areas in the vicinity of the proposed solar park site and needs to be involved in land acquisition for the project. The police and military bases in the area have to be informed of the project in order to avoid any national security concerns.
District level	
District level government agencies with defined mandates, roles and tasks	District Governor has a role to facilitate communication between project planners and implementers and local communities, including the affected people.
	District Cadastral Office has a central role in informal grievance redress mechanism over land conflicts: Once a complaint is filed to a commune, it will request the district cadastral office for necessary land data/ mapping and assistance in resolving the land conflict.
Commune and Village level	
Commune and Village level leaders with the role to represent communities and inform them	Commune councils and Commune chiefs represent local communities and facilitate their communication with project planners and implementers.
	Village chiefs represent village community and facilitate its communication with other entities.
Communities in solar park area and along the transmission line	Project-affected households that will lose land, crops, trees and/or assets due to the project. The primary stakeholder group to be affected by the project and

Level of category	Stakeholder group, role and interest
	<p>interest to be informed and consulted early and during all phases of the project.</p> <p>Local communities affected by the project in various ways need to be informed and consulted about the project early and being updated of the project development throughout the project time.</p>
Community-based and associated organizations	<p>Savings groups, such as community forestry groups may have interest in the project depending on the affected areas; a community forest is located to the North of the proposed solar park site, and access there will need to pass by the solar park.</p>
	<p>Religious organizations; monasteries, temples, pagodas. Monks/abbots often have a mediator role in conflicts within a community, and they can facilitate in land conflicts.</p>
	<p>Micro-finance institutes: Land ownership (certificates) issued by the commune and district offices are often deposited as collateral with a micro-finance institute. By consulting with the latter, the number of land parcels in the proposed site used as collateral can be identified. This can help to identify the land owners and to avoid unexpected conflicts after the land purchase.</p>
Other Stakeholders with various interests	
Private sector	<p>Entrepreneurs and businesses, such as construction contractors, equipment and transportation providers and others have potential business interests in the project.</p>
	<p>Sugarcane farm/ concessionaire/ large farms: The proposed solar park site is surrounded by a large commercial sugarcane farm, and consultation with the farm may be needed concerning access of the farm's trucks or workers by/through the solar park.</p>
	<p>Land brokers/ real estate agents may be interested in acting as contractors to EDC for land negotiation and purchase; in that case, close cooperation with EDC's SEPRO and Procurement Unit is needed.</p>
NGOs	<p>Non-governmental Organizations (NGOs), including environmental NGOs and advocates, may have interest and concerns over the project's environmental/ land/ community impacts and their mitigation.</p> <p>There are NGOs working on environment and natural resources conservation in Kbal Teuk commune (where the proposed solar park site is located). Consultation with them will contribute to avoiding conflicts over resource depletion during land clearing and civil works construction, for example.</p>
Media	<p>Newspapers, radio, TV, websites, etc. play a role in delivering an image and information of the project to the</p>

Level of category	Stakeholder group, role and interest
	public; they may also be allied with NGOs in raising concerns about the project.
Academia	National and international universities and research institutes may have scientific/research interest in the project, its design, implementation, impacts and outcome.
International Stakeholders	International NGOs, international media and various international organizations may have similar interests as national media, local NGOs and other organizations.

8. PURPOSE OF STAKEHOLDER COMMUNICATION STRATEGY

1. The purpose of the Communication Strategy is to guide the project owner in conducting meaningful information sharing with concerned stakeholders.
2. Project development has several phases including (i) project planning and design, (ii) implementation of the agreed design, which involves the civil works construction, (iii) monitoring that the implementation proceeds complying with agreed standards and safeguards, and (iv) monitoring during the project operation.
3. Early communication with different stakeholders can contribute to avoiding adverse impacts, unexpected problems and conflicts, such as those related to land acquisition and access to project construction and operation areas.

9. COMMUNICATION CONTEXT

4. The Stakeholder Communication Strategy is prepared to serve as a guide for meaningful information sharing, consultations and participation of different concerned stakeholders.
5. The intention of this strategy is to prevent misconceptions on project impacts, project implementation process, and doubts or misconceptions on the project that may cause delays in project implementation. The Stakeholder Communication Strategy covers the following issue areas: (i) Land acquisition and resettlement; (ii) Environment; and (iii) Civil works construction.

10. OBJECTIVE

6. The Stakeholder Communication Strategy provides reliable project information and engages stakeholders in proactive and meaningful communication and consultation during the project planning, preparation and implementation.

11. SPECIFIC OBJECTIVES

- (i) To ensure that all stakeholders are well-informed, consulted and provided possibility to contribute to decision-making in all phases of the project.
- (ii) To increase the level of awareness of various stakeholders in the project area by engaging them in meaningful consultations, decision-making and participation through addressing key issues that may be raised during project implementation related to land acquisition, environment, and civil works construction.

STAKEHOLDER COMMUNICATION STRATEGY MATRIX									
Strategic Elements						Work Plan Elements			Evaluation
Objectives	Key Risks/ Challenges	Stakeholders	Current and Desired Attitudes	Messages/ Information	Activity/ Channels	Timing/ Implementation	Responsibility	Resources Needed	Expected Outcomes
To ensure reliable and regular flow of information and decision-making by engaging concerned stakeholders in consultations	Managing expectations of the affected households (i.e. fair compensation and transparency during project implementation)	Affected households Project-area Commune chiefs Project-area Village chiefs	Stakeholders understand and support the project and its impacts; Stakeholders continue to support project so that delays in project implementation are avoided.	Project benefits; Project impacts (positive and negative); Project implementation schedule and process; Land acquisition process and entitlements; Communication channels, processes and feedback mechanism.	Communication Strategy implemented; Public consultation meetings; Meetings between project implementers and local leaders; Small group meetings with affected households; Village leaders and Commune offices; Public notice boards; Media (radio, newspapers)	During detail design and prior to start of civil works / construction Regular monthly meetings with PMO, local leaders and contractor(s); Quarterly monitoring	EDC PMO & PIU EDC SEPRO Project Implementation Consultants	PMO Staff Logistics and materials	Affected people understand the project and its impacts, both positive and negative; Expressed support to project implementation; Minimized and/or reduced complaints related to the project.
Land acquisition and resettlement issues									
To ensure reliable information sharing and active consultations with the affected households	Managing expectations from affected households; Possible complaints from affected households if	Affected households Village leaders Government agencies	Stakeholders support project implementation to prevent delays in civil works; Concerns	ADB Safeguard Policy; Project Description (project areas, implementation	Consultation meetings; Village leaders, Commune councils; Public consultation	During detail design Before civil works/ construction start; Regular	PMO /PIU responsible staff SEPRO & Procurement Unit	Included in the Land Acquisition and Resettlement Plan	Affected people understand the project and its impacts, both positive and negative;

, communities and local leaders; To address issues/concerns on resettlement.	expectations on compensation are not met (i.e., fair compensation, transparency, etc.) NGOs and other organizations might complain or raise issues using media/other communication channels if concerns are not addressed.	NGOs Media	raised by affected households, local communities, local leaders and organizations are addressed; Local government support	n period & design, length and width of transmission line, number of affected households, etc.); Project implementation schedule and process; Implementation of Resettlement Plan (compensation, procedures, etc.); Affected households; Grievance redress mechanism.	meetings in villages /commune centers with affected people and local leaders; Consultations with affected households; Printed information; Public notice boards; Commune office notice board; Grievance redress mechanism	(monthly) meetings with PMO, local leaders and contractor(s); Whenever need arises to discuss and address any key concerns raised by affected households, local leaders, communities or organizations.	Project Implementation Consultants		Affected households, local leaders and communities support the Project implementation; Complaints are addressed in a transparent and prompt manner to prevent complaints that could cause delays in project implementation.
Objectives	Key Risks/Challenges	Stakeholders	Current and Desired Attitudes	Messages/Information	Activity/Channels	Timing/Implementation	Responsibility	Resources Needed	Expected Outcomes
Environmental issues									
To ensure reliable information is shared with affected communities, their leaders, and local	Possible complaints from local leaders /communities if environmental issues are not addressed;	Affected communities and their leaders; Local government agencies; National government	Stakeholders support project implementation which prevent delays; Mitigation measures as stated in the	ADB SPS (environment) ; Environmental issues/concerns and mitigation measures;	Capacity building/orientation with PMO and contractors; Consultation meetings with concerned agencies, local government, contractors,	During detail design and prior to start of civil works/construction; Regular meetings with PMO and village leaders	PMO responsible staff; Project Implementation Consultants;	Included in the EMP	Compliance with safeguards policy (as stated in the EMP) by contractors and other stakeholders;

government units; To discuss and address potential environmental impacts from the project.	Non-compliance of contractors on ADB safeguards policy (as stated in the EMP).	agencies (MOE); Contractors; Environmental NGOs.	EMP are implemented; Concerns raised by affected households /communities are addressed,	Contractors compliance with ADB safeguards measures as stated in the EMP.	local communities and village leaders; Site visits during monitoring.	(monthly or bimonthly); Whenever need arises to discuss and address any key concerns raised by affected households, local leaders, communities or organizations.	Contractors.		Environmental impacts/issues are properly addressed; Absence of complaints.
Objectives	Key Risks/Challenges	Stakeholders	Current and Desired Attitudes	Messages/Information	Activity/Channels	Timing/Implementation	Responsibility	Resources Needed	Expected Outcomes
Civil works construction									
Local people are informed during the entire construction process, they know about the work schedules, risks, hazards, restricted access, and work opportunities; Local people will have work opportunities in the	Accidents and discontent among local communities due to misconceptions and lacking/deficient information.	Contractors; Village and Commune chiefs; Local communities.	Local people understand and support the project and civil works construction.	Work schedules; Availability of contractor representatives; Work opportunities; Risks and hazards; Restricted access.	Information notices in Commune office, local media; Regular meetings with local leaders, contractor and PMO.	Before civil works/ construction start; Regular monthly/ bimonthly meetings with PMO, local leaders and contractors; Throughout the construction time.	Contractors; Commune and village chiefs; Monitoring by PMO/ Project Implementation Consultants.	Included as Contractor responsibility in the civil works contracts	Local people well informed throughout the construction period and they support the project.

construction and operation of the SP.									
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ADB = Asian Development Bank; EDC = Electricité du Cambodge; EMP = Environmental Management Plan; MOE = Ministry of Environment; NGOs = non-government organizations; PIU = project implementation unit; PMO = project management office; SEPRO = Social, Environment and Public Relations Office; SP = Solar Park; SPS = Safeguards Policy Statement