

## **CONSULTATION AND PARTICIPATION PLAN**

### **A. INTRODUCTION**

1. ADB is committed to put meaningful consultation processes into practice. Meaningful consultation is a process that (i) begins early in the project preparation stage and is carried out on an ongoing basis throughout the project cycle; (ii) provides timely disclosure of relevant and adequate information that is understandable and readily accessible to affected people; (iii) is undertaken in an atmosphere free of intimidation or coercion; (iv) is gender inclusive and responsive, and tailored to the needs of disadvantaged and vulnerable groups; and (v) enables the incorporation of all relevant views of affected people and other stakeholders into decision making, such as project design, mitigation measures, the sharing of development benefits and opportunities, and implementation issues. ADB requires borrowers/clients to engage with communities, groups, or people affected by proposed projects, and with civil society through information disclosure, consultation, and informed participation in a manner commensurate with the risks to and impacts on affected communities.<sup>1</sup>

2. Consistent with these efforts, the objectives of the consultation and participation plan and related stakeholder communication strategy are to:

- fully disclose information on the proposed project, its components, and its activities with the beneficiary communities and stakeholders;
- obtain information about the opinions, needs and priorities of beneficiary communities and stakeholders;
- solicit input and feedback on beneficial and mitigative measures;
- encourage the participation of beneficiary communities and stakeholders in project activities such as the preparation of tourism development plans that affect them, civil works construction, enterprise support programs, awareness raising activities, and monitoring;
- obtain the consent and cooperation of beneficiary communities and stakeholders for activities required to be undertaken for project planning and implementation;
- establish a clear, easily accessible and effective grievance redress mechanism; and
- ensure transparency in all project activities.

### **B. CONSULTATION DURING PROJECT DESIGN**

3. As a first step in preparing the consultation and participation plan a stakeholder analysis was completed to identify the key actors, their interests, and strategies to maximize their participation in the project. Information was gathered from (i) the different government organizations that will be involved in project implementation, (ii) civil society, (iii) public and private actors in the tourism sector, and (iv) community members living near all project sites.

4. During project design members of the project preparatory technical assistance team comprising ADB staff and international and national social development specialists conducted broad and meaningful consultations to solicit stakeholder input on the design of the project using the following methods:

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<sup>1</sup> ADB. 2009. *Safeguard Policy Statement*. pp. 20

- regular meetings, workshops and joint site visits with staff of the Ministry of Tourism (MOT), provincial Departments of Tourism (DOTs), and provincial Departments of Public Works and Transport (DPWTs);
- key informant interviews with provincial, district, commune and village officials to determine project priorities, socio-economic objectives, and confirm linkages with local development plans and aspirations;
- discussions with the Ministry of Women's Affairs and provincial Departments of Women's Affairs (DWAs) to set priorities and ensure that the project equitably benefits women;
- key informant interviews with private tour operators, owners of hotels and guesthouses, and other tourism industry actors; and
- surveys and focus group discussions with men and women living near the project sites.

5. The information and recommendations gathered from the various stakeholder consultations has been incorporated into the design of the project to ensure that the investments align with local priorities and development plans, and that they will deliver equitable socio-economic benefits to the intended project beneficiaries.

6. The results of the pre-implementation consultations are also reflected in the summary poverty reduction and social strategy, gender action plan, resettlement plans, and environmental assessments. There is broad community support for the project's approach to combine tourism-related infrastructure development with capacity building for tourism management, and enterprise support that is intended to create local employment and income generating opportunities.

### **C. CONSULTATION DURING PROJECT IMPLEMENTATION**

7. Broad and meaningful consultation will continue throughout the project implementation cycle, building on the initial consultations that were held with various stakeholder groups during project preparation. The various stakeholders, mechanisms for participation, entities responsible, indicative schedules and resources are set out in the Consultation and Participation Plan presented in Table 1.

### **D. STAKEHOLDER COMMUNICATION STRATEGY**

8. A Stakeholder Communication Strategy (Table 2) has been prepared, drawing on good practices outlined in ADB's Public Communication Policy.<sup>2</sup> The Stakeholder Communication Strategy is based on the principles of transparency, timeliness, meaningful participation, and inclusiveness. It will ensure that vulnerable groups, such as the poor and women who risk marginalization, are provided opportunities to receive timely information and provide feedback during project implementation. Stakeholders include: (i) project direct and indirect beneficiaries with a focus on micro- and small-enterprise operators and employees of tourism-related businesses; (ii) mass organizations and civil society; (iii) community tourism groups and individuals living in the project area; (iv) private tourism operators, and accommodation and food service providers who share an interest in the outcomes and/or impacts of the project; and (v) government agencies with a role in implementation. The strategy serves to inform and support community development, enhance government capacity to deliver a positive project outcome, and enhance project benefits while mitigating any potential negative impacts.

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<sup>2</sup> ADB. 2011. *Public Communication Policy 2011. Disclosure and Exchange of Information*. Manila

**Table 1: Consultation and Participation Plan**

Stakeholder Group	Objective of Their Involvement	Approach to Participation and Depth	Participation Methods	Who is Responsible	Timing	Cost Estimate
Beneficiary communities and villages, vendors at tourist sites, poor and vulnerable households with 50% representation of women.	Direct beneficiaries of project, participants in micro- and small-enterprise development training, and other tourism-related employment training.	Partnership (High)	<ul style="list-style-type: none"> <li>• <b>Information:</b> Community meetings and dissemination of information brochures on project scope, design elements, participation mechanisms (e.g. community tourism groups), and entitlements for persons affected by involuntary resettlement impacts.</li> <li>• <b>Consultation:</b> With existing vendors at subproject sites on the design of retail space and affordability if any changes to fees and public services provided; vendors and women interested in MSME development through training needs assessments; village meetings and focus group discussions on measures to enhance benefits and mitigate risks; detailed measurement survey and resettlement consultations for persons affected by involuntary resettlement.</li> <li>• <b>Decisions:</b> Community members determine participation and guidelines for community tourism groups and tourism associations with support from village leaders to ensure they are inclusive, with, women, and other groups.</li> </ul>	PCU, PIUs, village, commune and district leaders, consultants.	During detailed design of subprojects and throughout project implementation.	Refer to RP, GAP and Outputs 3 and 4.
CSOs working with women, with poor and vulnerable households, in community-based tourism, environmental conservation, or ecotourism in Kep, Kampot and Koh Kong.	<p>Collaborators for ensuring women, poor and vulnerable households benefit from tourism opportunities.</p> <p>Potential partners in community tourism initiatives.</p>	Collaboration (High)	<ul style="list-style-type: none"> <li>• <b>Information:</b> On project scope, subproject design elements, ongoing participation mechanisms (e.g. Community Tourism Groups), entitlements for APs. Informed through meetings, information brochures, project web site.</li> <li>• <b>Collaboration:</b> Meetings with CSOs to scope their activities and assess areas for joint efforts to increase access to tourism opportunities for women, poor and vulnerable households; participation of CSOs and social enterprises involved in community tourism/eco-tourism in Output 3 destination management forums; assess CSO/NGO capacities as potential service providers for training and for awareness raising activities.</li> </ul>	PCU, PIUs, consultants.	During detailed design of subprojects and throughout project implementation.	

Crab Market Community and Kep Beach Hotel Association.	Direct beneficiaries of improvements to tourist sites; have some responsibility for operations and maintenance at subproject completion. <sup>3</sup>	Partnership (High)	<ul style="list-style-type: none"> <li>• <b>Consultation:</b> On (i) Output 1 &amp; 2 design elements and O&amp;M requirements and (ii) priorities for Output 3 destination promotion activities to increase tourist visits to site.</li> <li>• <b>Decisions:</b> On allocation of revenues from site to O&amp;M and other community and site development priorities.</li> </ul>	PCU, PIUs, consultants	During detailed design of subprojects and throughout project implementation.	In Output 3 and 4 institutional strengthening costs
Community Tourism Groups.	Newly created groups that will facilitate community inputs into the design of training and other project interventions, and involvement of women in decision-making.	Partnership (High)	<ul style="list-style-type: none"> <li>• <b>Consultations:</b> Community meetings on subproject design elements and the community's role in tourist site management.</li> <li>• <b>Decisions:</b> On timing and format of capacity development activities such as awareness-raising, training, and other support for micro- and small-enterprises.</li> <li>• <b>Project Implementation:</b> Community focal persons established to coordinate between project management and community, and disseminate project-related information.</li> <li>• <b>Monitoring:</b> On-site monitoring of contractors, review progress of training activities, and report to PIUs.</li> </ul>	PCU PIUs Village and Commune Leaders Consultants	From start-up of Output 3 activities and as scheduled throughout project implementation.	Refer to RP, GAP and Outputs 3 and 4.
Provincial Department of Women's Affairs.	Representing interests of women.	Collaboration (High)	<ul style="list-style-type: none"> <li>• <b>Project management and Implementation:</b> Direct consultations and participation in project implementation through collaboration with PIU and representation on provincial steering committee.</li> <li>• <b>Strategic Decision-Making:</b> Contribute to decisions on destination management and GAP implementation.</li> <li>• <b>Monitoring:</b> Representation on provincial steering committees and district resettlement committees.</li> <li>• <b>Strategic Decision-Making:</b> On destination management needs and priorities through Destination Management Organizations.</li> <li>• <b>Monitoring:</b> representation on steering committees, and district level committees including District Resettlement Committee.</li> </ul>	PIUs, provincial and district governments.	During detailed design of subprojects and throughout project implementation.	Allocations for RP. Consultations, monitoring and allocations for Gender Action Plans.
Private Tourism Businesses and Chambers of	Private sector participation and partnership for job creation.	Partnership (High)	<ul style="list-style-type: none"> <li>• <b>Consultation:</b> Meetings and individual consultations on needs and issues affecting tourism and related businesses in project areas.</li> </ul>	PCU, PIUs and Consultants.	Throughout project implementation.	Refer to Output 3 activities.

<sup>3</sup> See Institutional Analysis and Arrangements for O&M of Project Facilities (available from the list of linked documents in Appendix 2) for description of these responsibilities.

Commerce.			<ul style="list-style-type: none"> <li>• <b>Strategic Decision-Making:</b> Meetings and forums to gain public and private consensus on destination management frameworks, industry standards, and marketing and promotion.</li> </ul>			
Provincial and District Governments. <sup>4</sup>	Representatives of government are responsible for project implementation, and representing provincial and district interests.	Collaboration (High)	<ul style="list-style-type: none"> <li>• <b>Approvals:</b> Review and approve annual work plan and budgets, safeguard documents, civil works design, and site management contracts or concessions.</li> <li>• <b>Project implementation:</b> Appoint staff to PIUs and public representatives to destination management organizations.</li> <li>• <b>Monitoring:</b> Participate in provincial and national steering committee meetings, resettlement committees, and destination management organizations. Provide policy guidance and dispute remediation if necessary.</li> </ul>	PCU, PIUs and consultants.	During detailed design of subprojects and throughout project implementation.	Refer to Output 4 costs for institutional strengthening.
Government Departments on National and Subregional Steering Committees.	Setting policy and guidelines, coordinating, issuing approvals or finance.	Collaboration (Medium)	<ul style="list-style-type: none"> <li>• <b>Policy Guidance and Approvals:</b> Semiannual meetings of the national project steering committee provide direction on project implementation matters. Review periodic progress reports and safeguards reports. Sub regional project steering committee coordinates sub regional marketing program, implementation of regional tourism standards, and statistics harmonization.</li> </ul>	PCU	At least two meetings of each committee per year.	Refer to Output 4.

ADB=Asian Development Bank, CTG = community tourism group, CSO = civil society organization, DOT=Department of Tourism, DPWT=Department of Public Works and Transport, EA = executing agency, GAP=gender action plan, NGO=nongovernment organization, O&M=operations and maintenance, PCU = project coordination unit, PIU = project implementation unit, RP = resettlement plan.

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<sup>4</sup> Including DOTs, Departments of Public Work and Transport, Department of Environment, and other relevant sector departments

**Table 2: Stakeholder Communication Strategy**

Objective	Stakeholder Group	Function/Interest in Project	Messages	Means of Communication	Timeline	Responsibility
<p>Ensure a regular flow of project information and promote ownership over subproject activities and tourism development.</p>	<p>Beneficiary communities, Vendors at subproject tourist sites, village leaders, tourist site management committees and related associations.</p> <p>Public living in tourism destination centers (Kampot, Kep and Koh Kong).</p>	<p>Direct beneficiaries of project, participants in site operation and maintenance, participants in micro and small enterprise development training and tourism employment training.</p>	<p>Local collaboration and support is fundamental to project effectiveness; information is to be shared openly and transparently; inputs into design and recommendations for improvements are welcome.</p> <p>Clear information on implementation arrangements and schedule of civil works.</p> <p>Update on subproject progress and roles for operation and maintenance after completion.</p> <p>Planned mitigation measures (including compensation rates, entitlements, grievance redress mechanism, road safety and noise/pollution control measures before and after construction)</p>	<p>Detail design consultations with user- friendly poster showing site plans and notification of how to register feedback (e.g. with village leader or head of CTG).</p> <p>Community Tourism Group Meetings – regular two-way flow of information between PIU &amp; CTG about project activities, priorities and progress.</p> <p>Templates for providing project updates to CTG on a regular basis which they can use to transmit information to community.</p> <p>Public information meetings, including regular updates by Village Leader at village meetings following CTG meetings.</p> <p>Resettlement committee meetings and/or meetings with affected households.</p> <p>Printed information about subproject in local language posted in accessible public areas, including information on how to provide comments or register grievances.</p> <p>Brochures/posted information boards on upcoming training programs for tourism employment, micro-enterprise development.</p>	<p>On-going prior to implementation of activities.</p> <p>Early in each phase of subproject preparation.</p> <p>Project detailed design.</p> <p>On-going during civil works.</p>	<p>PIU through Commune Government and DWA.</p>

Objective	Stakeholder Group	Function/Interest in Project	Messages	Means of Communication	Timeline	Responsibility
Ensure a regular flow of project information.	Women, poor and vulnerable households and CSOs/NGOs working with the populations.	As above	As above plus disseminate contents of GAP and opportunities to participate in training/income generation activities.	<p>Separate meetings with women organized through DWA and/or women-focused CSOs.</p> <p>Meetings with CSOs involved in social welfare of poor and vulnerable groups.</p> <p>Printed information in accessible language (or visual depictions) posted in accessible public areas about (i) subprojects and (ii) Output 3 training programs.</p> <p>Designation and provision of materials/toolkit to Women Community Facilitators for promotion/coaching micro-small enterprise development and disseminating information about tourism opportunities from PIU/project consultants.</p>	As above	PIU through collaboration with CSO/NGOs & DWA.
Raise visibility of benefits of tourism development for inclusive growth and build ownership over on-going investment in site O&M.	<p>Public living in tourism destination centers (Kampot, Kep, and Koh Kong).</p> <p>Beneficiary communities.</p>	Direct and indirect beneficiaries of project.	Project investments and tourism promotion is beneficial to local economy and culture/heritage.	<p>Media press releases and sponsor coverage by local media using print, radio and TV features.</p> <p>Signboards promoting visibility of M/DOT, ADB and local government collaboration for tourism promotion/site improvement.</p> <p>Inaugurations of completed works with 'open' house and heritage/cultural events at sites.</p> <p>Web site about project activities, progress and documents.</p>	<p>At project launch and mid-way through as tangible results are realized.</p> <p>Signboards at appropriate locations at start of construction and through project implementation.</p>	PCU and PIUs
Raise visibility of benefits of tourism development and cross-border tourism cooperation for inclusive growth as key sector of economic development planning.	Central government, development partners, tourism operators and public-at-large.	Indirect beneficiaries and partners in tourism development.	Project investments and tourism promotion is beneficial to national economy and culture/heritage.	<p>Media press releases and sponsor coverage by national media using print, radio, and TV features at key milestones events (project launch, site inaugurations, GMS regional meetings, etc.).</p> <p>Web site about project activities, progress and documents.</p>	At project launch and mid-way through as tangible results are realized.	PCU and PIUs

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Ensure flow of project information and promote public-private partnerships for inclusive tourism growth.	Private sector tourist companies, hotel and food service businesses & local chambers of commerce.	Direct beneficiaries of project and partners in destination promotion activities.	Promote participation in destination management initiatives, employment creation and initiatives to promote responsible tourism.	Partnership Forums and surveys on destination management strategies and marketing/promotion programs.  Awareness campaigns to promote standards for responsible tourism.  Website about project activities, progress and documents.	From outset of project.	PCU and PIUs.
Ensure a regular flow of project information and promote women's ownership of subproject activities and tourism development.	Department of Women's Affairs.	Government department responsible for promoting gender equality and gender-related capacity building at all administrative levels.  Implements programs for outreach to women for vocational training, health education, water and sanitation, micro-credit access, anti-trafficking and prevention of child exploitation/labor.  Promote women's involvement and participation in micro-small enterprise development and tourism employment training; lead initiatives for awareness-raising on anti-trafficking and other negative impacts of tourism.	Key benefits, risks and mitigation measures of tourism development.  Benefits targeted to women.  Disseminate information on sanitation, hygiene and health to communities.	National Steering Committee and Provincial Steering Committee meetings.  PCU to coordinate and interact with MOT for specific roles in GAP and community mobilization and awareness programs.  PIU to coordinate with Provincial & District authorities. .	From outset of project.	PCU, PIU and DWA.



Objective	Stakeholder Group	Function/Interest in Project	Messages	Means of Communication	Timeline	Responsibility
Ensure a regular flow of project information and promote ownership over subproject activities and tourism development.	Civil society organizations.	Potential collaborators for ensuring women, poor and vulnerable households benefit from tourism opportunities.  Potential partners in community tourism initiatives.	Key benefits, risks and mitigation measures of local Subproject activities and tourism promotion.  Disseminate information on tourism micro-enterprise development, community tourism, road safety and other key project themes through network.	Public information meetings, website, holding meetings to explore and confirm areas of program collaboration and representation of relevant CSOs/NGOs on Destination Management Organization / partnership forums.	From outset of project.	PIU and Civil Society Organizations.
Raise awareness of how to prevent risk of HIV transmission, human trafficking and reducing negative impacts of tourism.	Communities in the project areas, civil works employees and sub-contractors.	Communities are responsible for operating tourism services and interacting with tourists and tourism industry stakeholders.	Key risks and mitigation measures of HIV transmission and human trafficking.	Public as well as targeted information meetings.  Community awareness materials, public media.	Prior to commencement of civil works and throughout civil works.	PCU and PIS.  Gender and Social Development Specialists  Coordinators Civil works contractor.
Ensure a regular flow of project information and promote collaboration to complete project works.	Ministry of Public Works and Transport and Departments of Public Works & Transport, Departments of Environment, Agriculture, Forestry and Fisheries.	Responsible for implementation of parts of subprojects related to roads, transport, safeguards, and related services.	Project design, key project benefits, implementation arrangements and schedule of civil works.  Positive and potential negative project impacts.  Planned road /boating safety and operation and maintenance measures for sanitary facilities.	National and Provincial Steering Committee Meetings.  Regular coordination meeting for detail design, safeguards implementation, and other project activities.  Regular flow and sharing of documentation.  Project website.	From outset of project and throughout implementation.	PCU, PIUs and MPWT, DPWT, DOE and DAFF.
		Responsible for conservation and promotion of heritage sites, responsible for environmental safeguards.	Project is working to conserve heritage value and ensure environmental safeguards.	Provincial Steering Committee Meetings.  Sharing of subproject designs, and safeguards documents.  Project web site.		PCUs, PIUs, M/DPWTs, DOE and DAFF.

Objective	Stakeholder Group	Function/Interest in Project	Messages	Means of Communication	Timeline	Responsibility
Ensure understanding of project impact, outcome and outputs and importance of theme of inclusive growth.	MOTs/PIUs	Responsible for overseeing project implementation in their locality.	<p>Effective execution of their tasks, regular follow-up, monitoring and reporting progress and constraints is important for project success.</p> <p>Community collaboration and inclusive approach is essential to effective project delivery.</p>	<p>Dissemination of National Steering Committee decisions and strategic documents.</p> <p>Provincial Steering Committee meetings and dissemination of minutes / decisions.</p> <p>Trainings in project management and other institutional strengthening activities.</p> <p>Templates and simple chart (s) showing responsibilities for implementation, flow of funds, flow of activities, monitoring and follow-up.</p> <p>Project website.</p> <p>Regular email updates on project activities and relevant developments in GMS tourism.</p> <p>Sharing of information on project allocations; transparent process for selection for study tours, GMS regional visits and other benefits/institutional strengthening activities.</p> <p>Gender implementation training.</p>	From outset of project and throughout implementation.	MOT/PCU

ADB = Asian Development Bank, DAFF = Department of Agriculture, Forestry and Fisheries, CEI = community engagement initiative, CTG = community tourism group, CSO = civil society organization, DOT = Department of Tourism, DPWT = Department of Public Works and Transport, DWA = Department of Women's Affairs, EA = executing agency, EMP = environmental management plan, GAP = gender action plan, IEE = initial environmental examination, MOT=Ministry of Tourism, MPWT = Ministry of Public Works and Transport, NGO = nongovernmental organization, O&M = operation and maintenance, PCU = project coordination unit, PIU = project implementation unit, RP = resettlement plan, RRP = report and recommendation of the President.