

STAKEHOLDER COMMUNICATIONS STRATEGY

Communications Strategy Matrix									
Communications Context: Flash floods from heavy rainfall caused severe flooding across Cambodia in September 2013. 20 provinces in the country experienced inundation. Economic losses amounted to \$700 million, which posed a serious challenge to development and the livelihoods of people, particularly on the poor. The restoration and rehabilitation of damaged infrastructure such as roads, bridges, and irrigation schemes in the five most affected provinces will help reduce poverty by improving physical access to markets and social services and by increasing agricultural productivity. However, care must be taken to minimize negative perceptions about the costs of the project, possible corruption during project implementation, sustainability of the rehabilitated infrastructure, and disaster management. Project-affected people are still uncertain about the impacts resulting from the reconstruction activities. Successful implementation of the communications strategy will help address the concerns and support the project to reach its objectives.									
Project Objective: Reconstruct infrastructure damaged by the floods completing 100% of the planned rehabilitation within 3 years.									
Strategic Elements							Work Plan Elements		Evaluation
Objectives	Risks	Audiences/ Stakeholders	Current and Desired Attitudes/ Behaviors	Messages/ Information	Activity/ Channels	Timing	Responsibility	Resources Needed	Expected Outcomes
Ensure stakeholders and affected communities are informed and supportive of the reconstruction project in all stages.	Protest by poorly informed stakeholders, in particular affected people, could cause project delays and ignite negative perception, which put ADB's reputation at risk.	Project-affected people; Local NGOs; Local authorities.	Stakeholders support the project.	Information on project's objectives; Scope of reconstruction works; benefits'; Resettlement policy. Include promotion of feedback and	Production of leaflets in local language; Dissemination of leaflets on the project and resettlement policy to stakeholders/ affected community;	March March – July	Project staff; IA/EA, Consultant, ERO	Design materials, \$1,000*	Leaflets produced
								Publication materials, \$2,000*	Leaflets disseminated to target audience
								Local meetings and consultations, \$3,000*	Increased level of understanding and support of local authorities

				grievance mechanisms.	Briefings for provincial, district, commune, and village officials on resettlement policy;	Starting from March and will be conducted every quarter	IA/EA, consultants		and affected communities about the project to pave way for successful implementation of the project. ¹
					Initial disclosure meeting with affected households to discuss the results of the IOL and gather suggestions on how to minimize impacts;	March – July	IA/EA, consultants		
					Meeting with IA/EAs on updated initial environmental examination (IEE) and environment management plan (EMP);	March	ADB/IA/EA		
					Disclosure of IEE and EMP;	March	ADB/IA/EA		
					Briefings for affected households on updated resettlement framework and grievance mechanisms;	March - July	IA/EA, consultants		

¹ Level of understanding and support of project affected communities and local authorities will be assessed through review missions and semi-annual external monitoring report

					<p>Setting up accessible feedback and grievance mechanism;</p> <p>Conducting review missions to collect concern, feedback and suggestion from project affect communities;</p> <p>Timely dispatch of project documents at community centers;</p> <p>Updating website.</p>	<p>March</p> <p>Continuously</p> <p>Twice per month</p>	<p>IA/EA, consultants</p> <p>Project Staff/ERO</p> <p>Project staff/ERO</p>		
	Implementing agency moving too slow creating complaints and doubts about ADB's monitoring system and quality of reconstruction infrastructure.	Implementing agency; Government; Contractor; Local authorities; Project-affected people; Media	Implementing agency is committed to keeping the project on track. However, political uncertainty could cause delays.	Delays harm the project, economy, and public support.	<p>Site visits;</p> <p>Regular meetings;</p> <p>Regular reports by email;</p> <p>Monthly updates on web;</p> <p>Briefings on implementation, progress and timeline.</p>	Starting immediately	Project staff; Government; Counterparts.		Project moving smoothly.
Risk Mitigation	Lack of transparency in bidding procedures raises questions	Private sector, NGOs; Development partners; Media	Make all bidding process transparent; follow ADB	The project is committed to transparency in all bidding processes.	<p>Advertising of bids on websites and local news outlets;</p> <p>Publishing of bid</p>	To coincide with bidding activities	Procurement Unit of each EA and/or IA	Adverting for all consulting service assignment regardless of	The time for the public bid opening shall be the same as for the deadline for

	about corruption.		policy	All bidding document and contract awards to be made publicly.	results on the project website or local newspapers.			value and for all procurement of goods and works with an estimate value of above \$25,000*	receipt of bids or promptly thereafter.
Increase awareness and understanding of ADB's involvement in and response to the country's emergency needs; thereby promoting trust and credibility.	Limited support on communication work from the government could delay communication activities; Negative article and news editorial about the project creates political opposition.	Government; Development partners; Local NGOs; Local authorities; Media; The public	Stakeholders have limited understanding about the project	Information on project's objectives, scope, reconstruction works, benefits. The project will bring economic benefits to the country.	Inform the government counterpart on the communication plan and seek cooperation on implementation. Strengthen communication capacity for EA/IA Actively release all project documents, e.g., through community centers, media channels, and website; Dispatch of news release Production of briefing sheets; Press conferences; Press tours;	Starting immediately after Board approval Q2 In parallel with reconstruction process After Board approval Q3 Q3 Q1-2015	Project staff; ERO	Feature writer and video production, \$7,000* Press conference and press tour, \$2,500** Project roadshow, \$2,000**	Balanced to positive news published are published on top-tier media outlets; ADB's involvement in emergency reconstruction project is heard and understood.

					Interviews; Op-eds; Project roadshow Production of feature, video documentary.				
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Note:

(*) From project funds
(**) From DER