

## P-3 Stakeholder Engagement and Communications Plan

Aim and Objective				
<p>The <b>P-3 Stakeholder Engagement and Communications Plan</b> (SECP) identifies the Project stakeholders and describes how they will be engaged during Project construction. The purpose of the SECP is to guide what types of information need to be provided to and obtained from stakeholders, when and how such information is communicated, and how the information is to be fed back to and influence the Project. It provides an overall mechanism for guiding communications about the project for THL, HEC, PO, other relevant government agency staff, consultants, and the primary beneficiaries and other stakeholders (such as civil society organizations). Importantly, the SECP is based on local custom and tradition to ensure it facilitates meaningful consultation.</p> <p>A key objective of the SECP is to link with, and be implemented with, the following plans to manage social impacts that could potentially arise as a result of the Project:</p> <ul style="list-style-type: none"> <li>• P-4 Human Resources and Labour Management Plan</li> <li>• P-5 Influx Management Plan</li> <li>• P-6 Grievance Redress Mechanism</li> <li>• P-8 Worker's Health and Safety Plan</li> <li>• P-9 Workers' Code of Conduct</li> <li>• P-10 Community Health and Disease Vector Management Plan</li> <li>• M-4 Social Impact Monitoring Plan.</li> </ul> <p>Collectively, these plans provide management approaches to avoid, reduce or mitigate social impacts associated with the Project to. They set out to:</p> <ul style="list-style-type: none"> <li>• Establish a systematic approach to stakeholder engagement that will help THL build and maintain a constructive relationship with stakeholders, especially Project affected parties.</li> <li>• Maintain broad community support for the Project and enable stakeholders' views to be considered in Project design, environmental and social performance.</li> <li>• Provide a means for effective and inclusive engagement with project affected peoples (PAPs) throughout the Project life cycle on issues that affect them.</li> <li>• Allow for stakeholders to be part of the process of identifying social and environmental impacts, contributing to mitigation strategies and responses, and evaluating responses through project management.</li> <li>• Ensure that appropriate Project information on environmental and social risks and impacts is disclosed to stakeholders in a timely, accessible and appropriate manner and format.</li> <li>• Provide PAPs with accessible and inclusive ways to raise issues and grievances, and for HEC to respond to and manage such grievances.</li> </ul>				
Summary of Impacts and Risks				
<p>The potential positive and negative impacts of the Project are discussed in the Environmental and Social Impact Assessment (2019) and summarised in <b>Annex P-3-I</b>. The people and communities most likely to be adversely affected are those living nearby or utilising the Project areas for their livelihoods, and/or those that are located immediately downstream. A full list of stakeholders, including PAPs and others, is provided in <b>Annex P-3-II</b>.</p>				
Mitigation and Management Actions				
#	Issue or Risk	Action	Timing / Frequency	Responsibility
P-3-1.	Project engagement and communication is clear and consistent with the Project's and its partners' policies and procedures.	<ul style="list-style-type: none"> <li>• All engagement and communication will be undertaken in accordance with the Tina River Hydropower Development Project Media protocols (<b>Annex P-3-III</b>).</li> <li>• This protocol not only applies to conventional and social media communications, but also to project presentations, letters to residents/landowners, impacted external parties, construction notification flyers, operational impact advice (letters and advertisements), technical fact sheets, construction visuals / animations, site tour materials, schools' and general public information and media releases.</li> </ul>	Throughout construction	THL E&S Manager HEC HSE Manager PO
P-3-2.	Inadequate, inconsistent or incomplete Project engagement.	<ul style="list-style-type: none"> <li>• Engagement activities for each phase of the project (Pre-construction, Construction and Operation) will be undertaken in accordance with the activities detailed in <b>Annex P-3-IV</b> Engagement Strategies for Project Phases and other ESMPs. This includes the need for: <ul style="list-style-type: none"> <li>- At least <b>monthly</b> engagement with PAPs throughout construction to provide regular updates on the Project led by HEC e.g. via village meetings and/or newsletters.</li> <li>- At least <b>monthly</b> updates of the Project website and/or social media for wider community engagement led by PO.</li> <li>- At least <b>quarterly</b> engagement for other stakeholders such as SIG led by PO with THL e.g. formal letters and/or meetings with ministerial and provincial government.</li> <li>- At least <b>annual</b> engagement with conventional media led by PO with THL e.g. open day, press conference or site visit.</li> <li>- Notification periods of at least <b>one week</b> (7 days) to PAPs for all activities that may impact them, such as road closures, blasting, vegetation clearance etc. For avoidance of doubt, this can be part of and does not need to be additional to the monthly engagement activities outlined above.</li> </ul> </li> <li>• <b>Frequently asked Questions (FAQs)</b> will be prepared and updated regularly on the Project website to reflect progress and any changes. The FAQs will include responses to key issues that have been identified through information disclosure and consultation activities.</li> </ul>	Throughout construction	THL E&S Manager HEC HSE Manager PO
P-3-3.	Maintenance of Stakeholder Engagement Management Database	<ul style="list-style-type: none"> <li>• All engagement activities, stakeholder comments and feedback will be recorded in a single <b>Stakeholder Engagement Management Database</b> accessible to PO, THL and HEC. The database will be used to track the following information (refer template in <b>Annex P-3-V</b>), unless respondents wish to remain anonymous: <ul style="list-style-type: none"> <li>- Name</li> <li>- Organisation, position or stakeholder group represented (if applicable)</li> <li>- Age and gender (to allow for views from differing ages and women to be recorded)</li> <li>- Contact details</li> <li>- Details of engagement activities – i.e. type of engagement, date, location, other attendees (if applicable)</li> <li>- Stakeholder Feedback – issues, suggestions and grievances* raised by the stakeholder</li> <li>- Project Response – how the Project has responded including corrective actions, responsibilities, final decisions, communication on proposed resolution and agreements, due dates and close out dates.</li> </ul> </li> <li>• Data and personal information collected from or about individuals will be stored and used in a secure manner.</li> </ul> <p>*Grievances or concerns received from stakeholders and the general public will be recorded and actioned in accordance with <b>P-6 Grievance Redress Mechanism</b>.</p>	Throughout construction	HEC HSE Manager THL E&S Manager PO

P-3-4.	Disclosure of key information during construction	<p>Consistent with the objective of engaging stakeholders throughout the lifecycle of the Project and the ongoing monitoring of project impacts, stakeholder engagement activities within the construction stage will focus on:</p> <ul style="list-style-type: none"> <li>• Disclose the final ESIA and ESMPs on the Project website, with a summary of the ESIA translated into Pidgin by PO.</li> <li>• Communicate the range of mitigation measures and management approaches which will be implemented to safeguard the environment and local communities from potential impacts identified for the Project.</li> <li>• Provide updates on construction activities, in particular for any new activities that may cause disruptions to local people and communities (e.g. truck movements, blasting, in-river works), as well as any changes to construction schedules, design or mitigation measures.</li> <li>• Communicate any changes in the key personnel to stakeholders.</li> <li>• Provide updates on safeguards compliance (including making Quarterly E&amp;S Safeguards Reports publicly available on the Project website and print sources); i.e. examine how successful implementation of mitigation measures has been, and seek feedback from stakeholders on any improvements that need to be made to improve the Project's reputation and increase levels of trust in the community.</li> <li>• Engage with government departments regarding construction permits and licenses and provide regular Project progress and updates.</li> <li>• Conduct ongoing consultation related to mitigation of asset compensation and livelihood restoration.</li> <li>• Identify new issues, concerns, impacts, risks or needs of the Project affected communities related to construction, and address them promptly.</li> <li>• Provide information on the resolution of community complaints in accordance with <b>P-6 Grievance Redress Mechanism (GRM)</b>.</li> <li>• Implement community training programs on issues of relevance including environmental protection; safety; gender sensitisation; work opportunities, financial and business development skills; productive use of electricity (including household budgeting); supporting the development of women and young people; and community health initiatives. These programs will be jointly developed between THL and PO, and implemented by THL with support from PO as required.</li> <li>• Assess the effectiveness of environmental and social mitigation measures by participatory monitoring, and social monitoring in communities and direct feedback, including on mitigation measures. Particular attention will be paid to compensation and resettlement and access to resources (such as crops, and safe drinking water) as these have previously been identified as major issues of concern for the key stakeholder groups. The monitoring combines participatory, expert-based assessment and uses qualitative and quantitative methods.</li> <li>• Identify opportunities for the Project to make a sustainable contribution to local communities and their environment within the Project site and the region.</li> </ul>	Throughout construction	THL E&S Manager HEC HSE Manager PO
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**Monitoring Requirements**

#	Title	Description	Target / Performance Indicator	Timing / Frequency	Responsibility				
P-3-A.	Quarterly reporting of stakeholder engagement activities by HEC	<p>HEC will review and summarise the stakeholder engagement activities undertaken to determine the effectiveness of the SECP, using information from the Stakeholder Engagement Management Database.</p> <table border="1" data-bbox="587 1020 1852 1713"> <thead> <tr> <th data-bbox="587 1020 982 1062">Objectives</th> <th data-bbox="982 1020 1852 1062">Performance Indicators</th> </tr> </thead> <tbody> <tr> <td data-bbox="587 1062 982 1713">Engagement is transparent, inclusive and appropriate throughout the Project lifecycle.</td> <td data-bbox="982 1062 1852 1713"> <p>Recording and reporting on a quarterly basis:</p> <ul style="list-style-type: none"> <li>• Activities undertaken regarding potential Project impacts (and associated mitigation measures/management approaches) disclosed to stakeholders, including follow-up regarding compliance and non-compliance.</li> <li>• Number of reports of consultations, awareness programmes, meetings and discussions with stakeholders.</li> <li>• Number of times communities are visited by a female CLO (must be at least once a month).</li> <li>• All engagement is captured in the Stakeholder Engagement Management Database.</li> <li>• Adherence to the schedule of stakeholder engagement activities.</li> <li>• Number of ongoing (prolonged) grievances.</li> <li>• Number of affected people attending meetings over time (sex-disaggregated; at least 30% of attendees at engagement activities must be female).</li> <li>• Attendance of HH heads at meetings held by HEC, THL or PO.</li> <li>• Occurrence of parallel female consultation providing a space for women to articulate their views.</li> <li>• Number of elderly stakeholders attending vulnerable consultation groups.</li> <li>• Community experience of developer's communications/outreach and information provision.</li> <li>• Awareness of project materials by PAP communities.</li> <li>• All changes in the number of tribal and community meetings.</li> </ul> </td> </tr> </tbody> </table>	Objectives	Performance Indicators	Engagement is transparent, inclusive and appropriate throughout the Project lifecycle.	<p>Recording and reporting on a quarterly basis:</p> <ul style="list-style-type: none"> <li>• Activities undertaken regarding potential Project impacts (and associated mitigation measures/management approaches) disclosed to stakeholders, including follow-up regarding compliance and non-compliance.</li> <li>• Number of reports of consultations, awareness programmes, meetings and discussions with stakeholders.</li> <li>• Number of times communities are visited by a female CLO (must be at least once a month).</li> <li>• All engagement is captured in the Stakeholder Engagement Management Database.</li> <li>• Adherence to the schedule of stakeholder engagement activities.</li> <li>• Number of ongoing (prolonged) grievances.</li> <li>• Number of affected people attending meetings over time (sex-disaggregated; at least 30% of attendees at engagement activities must be female).</li> <li>• Attendance of HH heads at meetings held by HEC, THL or PO.</li> <li>• Occurrence of parallel female consultation providing a space for women to articulate their views.</li> <li>• Number of elderly stakeholders attending vulnerable consultation groups.</li> <li>• Community experience of developer's communications/outreach and information provision.</li> <li>• Awareness of project materials by PAP communities.</li> <li>• All changes in the number of tribal and community meetings.</li> </ul>	<p>Quarterly reporting on stakeholder engagement completed</p> <p>Performance indicators in the table are reported on and met</p>	To be included in HEC Quarterly E&S Reports	HEC HSE Manager
Objectives	Performance Indicators								
Engagement is transparent, inclusive and appropriate throughout the Project lifecycle.	<p>Recording and reporting on a quarterly basis:</p> <ul style="list-style-type: none"> <li>• Activities undertaken regarding potential Project impacts (and associated mitigation measures/management approaches) disclosed to stakeholders, including follow-up regarding compliance and non-compliance.</li> <li>• Number of reports of consultations, awareness programmes, meetings and discussions with stakeholders.</li> <li>• Number of times communities are visited by a female CLO (must be at least once a month).</li> <li>• All engagement is captured in the Stakeholder Engagement Management Database.</li> <li>• Adherence to the schedule of stakeholder engagement activities.</li> <li>• Number of ongoing (prolonged) grievances.</li> <li>• Number of affected people attending meetings over time (sex-disaggregated; at least 30% of attendees at engagement activities must be female).</li> <li>• Attendance of HH heads at meetings held by HEC, THL or PO.</li> <li>• Occurrence of parallel female consultation providing a space for women to articulate their views.</li> <li>• Number of elderly stakeholders attending vulnerable consultation groups.</li> <li>• Community experience of developer's communications/outreach and information provision.</li> <li>• Awareness of project materials by PAP communities.</li> <li>• All changes in the number of tribal and community meetings.</li> </ul>								
P-3-B.	Annual evaluation of stakeholder engagement activities by THL	This evaluation will use the performance indicators set out in the following table to determine the extent to which the objectives of the SECP have been met. Information from the Stakeholder Engagement Management Database, formal interviews and informal feedback from stakeholders will be used to assess the performance indicators.	<p>Annual review completed</p> <p>Performance indicators in the table are reported on and met</p>	Annually	THL E&S Manager				

		Objectives	Performance Indicators			
		Appropriate Project information is disclosed in a timely, accessible and appropriate manner and format.	<ul style="list-style-type: none"> <li>All CESMPs and quarterly monitoring reports are disclosed on the Project website.</li> <li>Socialisation of the documents completed with local landowners.</li> </ul>			
		Women experience increased sense of agency and confidence that the Project is taking their concerns seriously.	<ul style="list-style-type: none"> <li>All stakeholders interviewed have provided an assessment score of between 1 and 10 to represent their perception of engagement with the project with 0 = completely disagree and 10 = completely agree; (sex disaggregated).</li> <li>Men and women rank the project 6 and above, meaning that concerns are considered to be being taken seriously.</li> </ul>			
		Maintain broad community support and enable stakeholders' views to be considered in environmental and social performance.	<p>The following is recorded for all engagement activities</p> <ul style="list-style-type: none"> <li>Number and type of engagement</li> <li>Topics of engagement activities</li> <li>Attendance disaggregated by gender, age and community (i.e. home village) or organisation</li> <li>Details of grievances</li> <li>Number and type of issues raised through engagement activities</li> <li>Details and numbers of issues that are satisfactorily resolved/not resolved/closed out</li> <li>Community attitudes and perceptions through stakeholder interview assessments</li> </ul> <p>Review and collation of social media insights (number of followers; number of shares and likes on posts by the Project; number of article/post views).</p>			
		Informed participation by vulnerable groups.	<ul style="list-style-type: none"> <li>The number and type of engagement opportunities provided to vulnerable groups will be recorded.</li> <li>Recording details of : <ul style="list-style-type: none"> <li>Proportion of overall participants in engagement activities who are female and whether this increases over time.</li> <li>Numbers of women attending female-only events (meetings, conferences, workshops etc).</li> <li>Numbers of project area households with women who participate in pre-employment or business opportunity training (e.g. for food sales, sewing, administration); monitor throughout project implementation.</li> <li>Numbers of young people taking part in youth activities.</li> <li>Numbers of people with special needs who are visited and engaged with.</li> <li>Numbers of squatters or settlers taking part in activities, including targeted activities.</li> </ul> </li> <li>Recording the number and type of issues raised by vulnerable groups that are satisfactorily resolved.</li> <li>Youth sense of inclusion in community development through stakeholder interview assessments.</li> </ul>			
		Training delivered to Project workers is effective and inclusive.	<p>Recording and reporting on:</p> <ul style="list-style-type: none"> <li>Number of project staff and stakeholders trained to recognize and avoid gender bias.</li> <li>Identification of training outcomes and further actions from the training that will benefit women.</li> <li>Gender bias awareness training delivered at least three times per year.</li> <li>Number of male and female participants in training events (at least 30% of participants will be female).</li> <li>Number of participants (% of women) who can successfully carry out the skills taught by the Financial Management/Budgeting training programme (assessed by training providers, before and after delivery).</li> <li>Estimated average income before the Project (sex disaggregated), and following Project construction.</li> </ul>			

		Gender mainstreaming efforts are implemented	<ul style="list-style-type: none"> <li>Report on successful and unsuccessful approaches applied as part of gender mainstreaming initiatives.</li> <li>Analyze unsuccessful approaches and use the lessons learned to revise approach to future engagement.</li> <li>Percentage of women and men who agree they feel able to participate in decision making at household and community level. Respondents provide a score on a scale of 1 to 10 (with 0 = completely disagree and 10 = completely agree; sex disaggregated). Measure in communities before and after delivery of gender bias awareness training to THL and HEC staff.</li> </ul>			
P-3-C.	Project Phase Evaluation	Evaluation undertaken at the end of each Project phase (i.e. pre-construction, construction and operation) to assess compliance of stakeholder engagement activities with applicable standards, including the requirements of IFC PS1: Assessment and Management of Environmental and Social Risks.		Compliance with ESS10 requirements	End of pre-construction End of construction	THL E&S Manager

Supporting Documents		
Annex	Name	Description
P-3-I.	Identified social risks and impacts associated with the Project	Provides a summary of identified social, cultural, political and economic risks and impacts related to each of the key components of the Project.
P-3-II.	Project Stakeholders	List of project stakeholders
P-3-III.	Tina River Hydropower Development Project Media Protocols	Outlines the approvals process for all THDP public facing communications. It also outlines the proposed protocols to help ensure timely communications support the project delivery.
P-3-IV.	Engagement strategies for each Project phase	Lists the planned stakeholder engagement strategies for all phases and describes stakeholder topics, frequency, roles and responsibilities for implementing the engagement activities during each of the project phases.
P-3-V.	Stakeholder Engagement Management Database Template	Template for recording stakeholder engagement activities in the Stakeholder Engagement Management Database