Supplementary Document to Rural Infrastructure and Sustainable Investment for Growth Project (RISING)

Stakeholder Engagement Plan

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FINAL

Rural Infrastructure and Sustainable Investment for Growth Project

Prepared by CADTIS Ltd for the NCDDS

CURRENCY EQUIVALENTS

(as of 5 October 2026)

Currency unit	–	Cambodia Riel (KHR)
KHR 1.00	=	$ 0.00025
$ 1.00	=	KHR 4,008

ABBREVIATIONS

AC	-	Agricultural Cooperative
ADB	-	Asian Development Bank
AIIB	-	Asian Infrastructure Investment Bank
EIA	-	Environmental Impact Assessment
ESF	-	Environmental and Social Framework
ESMP	-	Environmental and Social Management Plan
ESS	-	Environment and Social Standard
FLIA	-	Farmers Livelihood Improvement Association
GDICDM	-	General Department of International Cooperation and Debt Management
GDR	-	General Department of Resettlement
GOKC	-	Government of Kingdom of Cambodia
GRM	-	Grievance Redress Mechanism
IFAD	-	International Find for Agricultural Development
LAR	-	Land Acquisition and Resettlement
MOE	-	Ministry of Environment
MOI	-	Ministry of Interior
NCDDS	-	National Committee for Sub-national Democratic Development Secretariat
NPDIP	-	National Policy on the Development of Indigenous Peoples
NGO	-	Non-Government Organization
PG	-	Producer Group
PMU	-	Project Management Unit
PSC	-	Project Steering Committee
RISING	-	Rural Infrastructure and Sustainable Investment for Growth
RPF	-	Resettlement Planning Framework
SEP	-	Stakeholder Engagement Plan

ABBREVIATIONS

SOP	-	Standard Operating Procedure
TA	-	Technical Assistance

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EXECUTIVE SUMMARY

Purpose and scope. The Rural Infrastructure and Sustainable Investment for Growth (RISING) Project will improve rural livelihoods and community resilience in seven provinces through climate-resilient rural roads, irrigation and commune-managed facilities, combined with stronger commune and district capacity for local economic development. The project is estimated to cost US$165 million, financed by an AIIB loan of US$150 million and US$15 million in government counterpart funds. The National Committee for Sub-National Democratic Development Secretariat (NCDDS) is the Executing Agency. This Stakeholder Engagement Plan (SEP) sets out how NCDDS will inform, consult and engage stakeholders in compliance with the AIIB Environmental and Social Framework (2024) and Cambodian requirements for public consultation, land acquisition (SOP-LAR 2018) and Indigenous Peoples, and in coordination with the ESMPF, RPF and IPPF.

Engagement anchored in commune planning. Under the sector loan modality, subprojects are not pre-identified. They will be drawn from the road, irrigation and commune-facility priorities recorded in the Commune Investment Plans of the 117 target communes, produced each year through village meetings, open commune council sessions and District Integration Workshops. Inclusion in a CIP does not guarantee financing: each proposal is screened by the Provincial Working Groups against eligibility, technical, climate-resilience and environmental and social criteria and confirmed with the communes concerned before detailed design. The CIP cycle thus gives every village a standing channel to influence what the project finances.

Consultations to date. Preparation included commune- and district-level meetings with councils, line offices, agricultural cooperatives and women's groups, and a national Inception Workshop on 15 May 2026. Stakeholders asked for road safety measures near schools and markets, control of construction dust and noise, access to project employment, clearer inter-agency coordination and regular report-back. Each is reflected in the design: road safety features and awareness campaigns, subproject ESMPs with contractor obligations, local hiring with a 30% target for women and vulnerable groups, Provincial Working Groups with district focal points, and Khmer summaries posted after every consultation.

Stakeholders and engagement program. Stakeholders are classified as project-affected and other interested parties, with vulnerable groups and Indigenous Peoples (where present) receiving tailored, culturally appropriate engagement, including Free, Prior and Informed Consent where significant impacts may arise. The program defines what will be disclosed and through which channels (commune notice boards, loudspeakers, websites, social media and local radio), a phased consultation matrix from design through construction, handover and post-completion, and a report-back process that closes the feedback loop.

Grievance redress. A two-track Grievance Redress Mechanism is established: a GDR-administered process under SOP-LAR for any land acquisition or compensation matter, and a four-step project-level GRM running from commune focal points and contractor liaison officers, through the provincial PIU and the PMU/Project Steering Committee, to closure or referral to the courts or AIIB's Project-affected People's Mechanism. All grievances are logged in a central register, with sensitive cases handled confidentially.

Implementation and monitoring. The PMU's Environmental and Social Management Unit leads SEP implementation, supported by provincial and district PIUs, contractors' Community Liaison Officers, commune councils and GRM focal points, and GDR for any resettlement-related consultation. SEP and GRM performance, including participation of women and vulnerable groups, is reported quarterly and in semi-annual safeguard monitoring reports to AIIB. The SEP is a living document, to be updated as subprojects are identified.

EXECUTIVE SUMMARY (Khmer)

សេចក្តីសង្ខេបប្រតិបត្តិ

គោលបំណង និងវិសាលភាព។ គម្រោងហេដ្ឋារចនាសម្ព័ន្ធជនបទ និងការវិនិយោគប្រកបដោយចីរភាពសម្រាប់កំណើន (RISING) នឹងលើកកម្ពស់ជីវភាពរស់នៅជនបទ និងភាពធន់របស់សហគមន៍នៅក្នុងខេត្តចំនួនប្រាំពីរ តាមរយៈផ្លូវជនបទ ប្រព័ន្ធធារាសាស្ត្រ និងសម្ភារៈបរិក្ខារដែលគ្រប់គ្រងដោយឃុំ ដែលមានភាពធន់នឹងអាកាសធាតុ រួមផ្សំជាមួយ នឹងការពង្រឹងសមត្ថភាពឃុំ និងស្រុកសម្រាប់ការអភិវឌ្ឍសេដ្ឋកិច្ចមូលដ្ឋាន។ គម្រោងនេះមានតម្លៃប៉ាន់ស្មានចំនួន ១៦៥ លានដុល្លារអាមេរិក ដែលផ្តល់ហិរញ្ញប្បទានដោយកម្ចីពីធនាគារវិនិយោគហេដ្ឋារចនាសម្ព័ន្ធអាស៊ី (AIIB) ចំនួន១៥០លានដុល្លារអាមេរិក និងមូលនិធិបដិភាគរបស់រាជរដ្ឋាភិបាលចំនួន១៥លានដុល្លារអាមេរិក។លេខាធិការដ្ឋានគណៈកម្មាធិការជាតិសម្រាប់ការអភិវឌ្ឍតាមបែបប្រជាធិបតេយ្យនៅថ្នាក់ក្រោមជាតិ(គ.ជ.អ.ប.) គឺជាទីភ្នាក់ងារប្រតិបត្តិ។ ផែនការចូលរួមរបស់ភាគីពាក់ព័ន្ធ(SEP)នេះកំណត់អំពីរបៀបដែលលេខាធិការដ្ឋាន គ.ជ.អ.ប. នឹងផ្តល់ព័ត៌មានពិគ្រោះយោបល់និងធានាការចូលរួមរបស់ភាគីពាក់ព័ន្ធ ដោយអនុលោមតាមក្របខណ្ឌបរិស្ថាន និងសង្គមរបស់ AIIB (២០២៤) និង តម្រូវការរបស់កម្ពុជាស្តីពីការពិគ្រោះយោបល់សាធារណៈការទិញយកដី (SOP-LAR ឆ្នាំ២០១៨) និងជនជាតិដើមភាគតិចព្រមទាំងដោយសម្របសម្រួលជាមួយ ESMPF, RPF និង IPPF។

ការចូលរួមដែលផ្អែកលើការរៀបចំផែនការឃុំ។ ក្រោមលក្ខណៈកម្ចីតាមវិស័យ អនុគម្រោងមិនត្រូវបានកំណត់ជាមុនឡើយ។ អនុគម្រោងទាំងនោះនឹងត្រូវជ្រើសរើសចេញពីអាទិភាព ផ្លូវធារាសាស្ត្រ និងសម្ភារៈបរិក្ខារឃុំ ដែលបានកត់ត្រានៅក្នុងផែនការវិនិយោគឃុំ (CIP) របស់ឃុំគោលដៅចំនួន១១៧ ដែលរៀបចំឡើងជារៀងរាល់ឆ្នាំតាមរយៈកិច្ចប្រជុំភូមិ សម័យប្រជុំចំហរបស់ក្រុមប្រឹក្សាឃុំ និងសិក្ខាសាលាសមាហរណកម្មស្រុក។ ការដាក់បញ្ចូលក្នុង CIP មិនធានាថានឹងទទួលបានហិរញ្ញប្បទានឡើយ៖ សំណើនីមួយៗត្រូវបានពិនិត្យដោយក្រុមការងារខេត្ត ផ្អែកលើលក្ខណៈវិនិច្ឆ័យសិទ្ធិទទួលបាន បច្ចេកទេស ភាពធន់នឹងអាកាសធាតុ និងបរិស្ថាន និងសង្គម ហើយត្រូវបានបញ្ជាក់ជាមួយឃុំពាក់ព័ន្ធ មុនពេលរៀបចំការចនាលម្អិត។ ដូច្នេះ វគ្គ CIP ផ្តល់ឱ្យភូមិនីមួយៗនូវបណ្តាញអចិន្ត្រៃយ៍ក្នុងការដៈឥទ្ធិពលលើអ្វីដែលគម្រោងផ្តល់ហិរញ្ញប្បទាន។

ការពិគ្រោះយោបល់រហូតមកដល់បច្ចុប្បន្ន។ ការរៀបចំគម្រោងបានរួមបញ្ចូលកិច្ចប្រជុំនៅថ្នាក់ឃុំ និងស្រុកជាមួយក្រុមប្រឹក្សា ការិយា ល័យ ជំនាញ សហគមន៍កសិកម្ម និងក្រុមស្ត្រីព្រមទាំងសិក្ខាសាលាចាប់ផ្តើមគម្រោង ថ្នាក់ជាតិនៅថ្ងៃទី ១៥ ខែឧសភា ឆ្នាំ ២០២៦។ ភាគីពាក់ព័ន្ធបានស្នើសុំវិធានការសុវត្ថិភាព ផ្លូវនៅជិតសាលារៀន និងផ្សារ ការគ្រប់គ្រងធូលី និង សំឡេងរំខានពីការសាងសង់ លទ្ធ ភាពទទួលបានការងារពីគម្រោង ការសម្របសម្រួលអន្តរស្ថាប័នកាន់តែច្បាស់លាស់ និង ការរាយការណ៍ត្រឡប់ជាប្រចាំ។ សំណើនីមួយៗ ត្រូវបានឆ្លុះបញ្ចាំងនៅក្នុងការចនា គម្រោងៈ លក្ខណៈសុវត្ថិភាពផ្លូវ និងយុទ្ធនាការផ្សព្វផ្សាយផែនការគ្រប់គ្រងបរិស្ថាន និង សង្គម (ESMP) របស់អនុគម្រោងដែលមានកាតព្វកិច្ចរបស់អ្នកម៉ៅការ ការជ្រើសរើស ពលករក្នុងមូលដ្ឋានដោយមានគោលដៅ ៣០% សម្រាប់ស្ត្រី និងក្រុមងាយរងគ្រោះក្រុម ការងារខេត្តដែលមានមន្ត្រីទំនាក់ទំនងស្រុក និងសេចក្តីសង្ខេបជាភាសាខ្មែរ ដែលបិទ ផ្សាយបន្ទាប់ពីការពិគ្រោះយោបល់នីមួយៗ។

ភាគីពាក់ព័ន្ធ និងកម្មវិធីចូលរួម។ ភាគីពាក់ព័ន្ធត្រូវបានចាត់ថ្នាក់ជាភាគីរងផលប៉ះពាល់ដោយគម្រោង និងភាគីដែលមាន ចំណាប់អារម្មណ៍ផ្សេងទៀត ដោយក្រុមងាយរងគ្រោះ និងជនជាតិដើមភាគតិច (ប្រសិន បើមាន) ទទួលបានការចូលរួមដែលសមស្របតាមវប្បធម៌និងតម្រូវការជាក់លាក់ រួមទាំង ការយល់ព្រមដោយសេរី ជាមុន និងដោយបានទទួលព័ត៌មាន (FPIC) ក្នុងករណីដែល អាចមានផលប៉ះពាល់ធ្ងន់ធ្ងរ។ កម្មវិធីនេះកំណត់អំពីព័ត៌មាន

ដែលនឹងត្រូវផ្សព្វផ្សាយ និង តាមបណ្តាញណាខ្លះ (ការព័ត៌មានឃុំ ឧបករណ៍បំពងសំឡេង គេហទំព័រ បណ្តាញសង្គម និងវិទ្យុមូលដ្ឋាន) តារាងការពិគ្រោះយោបល់តាមដំណាក់កាល ចាប់ពីការចនារហូតដល់ការសាងសង់ការប្រគល់ និងក្រោយពេលបញ្ចប់ព្រមទាំងដំណើរការរាយការណ៍ត្រឡប់ដែលបិទវដ្តនៃមតិយោបល់។

ការដោះស្រាយបណ្តឹងសារទុក្ខ។ យន្តការដោះស្រាយបណ្តឹងសារទុក្ខពីរដ្ឋរត្រូវបានបង្កើត ឡើងៈ ដំណើរការដែលគ្រប់គ្រង ដោយអគ្គនាយកដ្ឋានការតាំងទីលំនៅថ្មី (GDR) ក្រោម SOP-LAR សម្រាប់បញ្ហាទិញយកដី ឬសំណងណាមួយ និងយន្តការដោះស្រាយបណ្តឹង សារទុក្ខ កម្រិតគម្រោងដែល មានបួនជំហាន ចាប់ពីមន្ត្រីទំនាក់ទំនងឃុំ និងមន្ត្រីទំនាក់ទំនងរបស់អ្នកម៉ៅការឆ្លងកាត់អង្គភាពអនុវត្តគម្រោងខេត្ត (PIU) និងអង្គភាពគ្រប់គ្រងគម្រោង (PMU)/គណៈកម្មាធិការ ដឹកនាំគម្រោង រហូតដល់ការបិទករណី ឬការបញ្ជូនទៅតុលាការ ឬយន្តការសម្រាប់ប្រជាជនរងផលប៉ះពាល់ដោយគម្រោងរបស់ AIIB។ បណ្តឹងសារទុក្ខទាំងអស់ត្រូវបានកត់ត្រាក្នុង បញ្ជីកណ្តាលដោយការណីរសើបត្រូវបានដោះស្រាយដោយរក្សាការសម្ងាត់។

ការអនុវត្ត និងការត្រួតពិនិត្យ។ អង្គភាពគ្រប់គ្រងបរិស្ថាន និងសង្គមរបស់ PMU ដឹកនាំការអនុវត្ត SEP ដោយមានការគាំទ្រពី PIU ខេត្ត និងស្រុក មន្ត្រីទំនាក់ទំនងសហគមន៍ របស់អ្នកម៉ៅការ ក្រុមប្រឹក្សាឃុំ និងមន្ត្រីទំនាក់ទំនង GRM ព្រមទាំង GDR សម្រាប់ការពិគ្រោះយោបល់ពាក់ព័ន្ធនឹងការតាំងទីលំនៅថ្មីណាមួយ។ លទ្ធផលនៃការអនុវត្ត SEP និង GRM រួមទាំងការចូលរួមរបស់ស្ត្រី និងក្រុមងាយរងគ្រោះ ត្រូវបានរាយការណ៍ជារៀងរាល់ ត្រីមាស និងនៅក្នុងរបាយការណ៍ត្រួតពិនិត្យសុវត្ថិភាពប្រចាំឆមាសជូន AIIB។ SEP គឺជាឯកសាររស់ដែលនឹងត្រូវធ្វើបច្ចុប្បន្នភាពនៅពេលអនុគម្រោងត្រូវបានកំណត់។

I. PROJECT DESCRIPTION

A. OVERVIEW OF THE PROJECT

1. Rural communities across Cambodia continue to face deep-rooted challenges that constrain both productivity and well-being. Many farmers, particularly smallholders, struggle with low agricultural yields, environmental degradation, and limited access to infrastructure and services. For poorer households and women, these constraints often translate into persistent food insecurity and reduced income opportunities. Traditional farming systems, combined with restricted access to improved inputs, markets, and technical knowledge, limit the potential of farmers to diversify production and build sustainable livelihoods.

2. The Government of the Kingdom of Cambodia (GOKC) decentralization and deconcentration reform program, which has been implemented for over 20 years, has also been strengthening sub- national administrations, especially district, and commune administrations, to become leading local administrations that are strong, resilient, clean, and capable for delivering public services and promoting of local economic development in accordance with the principles of democratic development to improve the lives of citizens with transparency, accountability, efficiency, inclusiveness and social equity, contributing to the Royal Government's goal of developing Cambodia into a middle- and upper-middle-income country by 2030.

3. To address these interrelated challenges, the Rural Infrastructure and Sustainable Investment for Growth (RISING) Project will deliver targeted investments to strengthen Cambodia’s rural economy and improve the resilience of its communities. The project will focus on upgrading and climate-proofing rural infrastructure within their mandated, which includes roads to enhance connectivity and access to markets and public services, irrigation to increase opportunities for dry season cropping, and commune managed facilities to strengthen the delivery of services at commune level. At the institutional level, the project will strengthen commune and district capacities for planning, implementing, and monitoring of local economic development initiatives, enhancement of local governance systems through digitization whilst enduring they are inclusive, transparent, and responsive to community priorities. By combining infrastructure development with institutional strengthening, RISING aims to generate sustained improvements in rural productivity, and climate resilience, directly benefiting the poorest households and empowering women to play a greater role in local economic transformation.

4. The overall project development objective is Rural livelihoods and resilience of communities are improved through sustainable local economic growth and resilient infrastructure. This overarching objective reflects the contribution to national development priorities by linking infrastructure, livelihood diversification, and institutional empowerment. The expected beneficiaries are the rural communities residing with seven provinces, namely Pailin, Battambang, Banteay Meanchey, Oddar Meanchey, Siem Reap, Preah Vihear and Kandal Province.

5. The project is estimated to cost US$165 million and will be financed by a loan from the Asian Infrastructure Investment Bank (AIIB) amounting to US$150 million and government counterpart funding of US$15 million. The Executing Agency (EA) will be the National Committee for Sub-National Democratic Development Secretariat (NCDDS) and the Implementing Agencies (IAs) will be the provincial government offices in the targeted provinces. The project will use a sector loan modality, financing small subprojects in the sector that are identified during implementation.

6. A critical aspect of the stakeholder engagement process relates to the selection of the rural infrastructure subprojects. Under the GOKC decentralization and deconcentration reforms, every Commune Council prepares a five-year Commune Development Plan (CDP) and, each

year, a rolling three-year Commune Investment Plan (CIP) that translates the CDP into prioritized investments for the coming budget cycle. The CIP is produced through a well-established and highly participatory process led by the Commune Council and its Planning and Budgeting Committee. Needs are first identified in village-level meetings open to all residents, in which village chiefs, women and village representatives and community groups put forward and rank their priorities. The Commune Council then consolidates and prioritizes the village proposals in open commune meetings, and confirms them at the District Integration Workshop, where provincial line departments, development partners and other funding sources align their support with commune priorities. The approved CIP is displayed at the commune office. Because this cycle is repeated every year in every commune, it provides a standing, legitimate and community-owned statement of local infrastructure priorities rather than a one-off consultation exercise.

B. PURPOSE AND OBJECTIVES OF THE STAKEHOLDER ENGAGEMENT PLAN

7. The Stakeholder Engagement Plan (SEP) has been prepared to ensure that stakeholders of the NCDDS are informed, consulted and engaged in all stages of project design and implementation. It outlines the strategy for open, inclusive, and culturally appropriate engagement with all project stakeholders. The primary purpose of the SEP is to facilitate meaningful two-way communication: to inform stakeholders about the project (its activities, timelines, and potential impacts) and to gather stakeholder feedback for improving project outcomes. In particular, the SEP seeks to establish the role of women, vulnerable groups, and Indigenous Peoples firmly within the consultation process, ensuring their voices are heard and their concerns integrated into project decision-making. By proactively engaging communities, the project also ensures affected people participate in identifying mitigation measures (for example, on road safety, environmental impacts, or livelihood restoration) and in monitoring the project's impacts.

8. The objectives of this SEP are to: (i) identify all relevant stakeholders of NCDDS, including project-affected people and other interested parties; (ii) outline an inclusive plan for information disclosure and consultation that will enable stakeholders to understand the project's risks, impacts, and opportunities; (iii) define mechanisms for stakeholders to provide input, raise concerns, and receive responses throughout the project life-cycle; and (iv) ensure that a functional grievance redress mechanism is in place for timely resolution of issues. Ultimately, effective stakeholder engagement will support better project design, strengthen social acceptance, and enhance development outcomes. This SEP is considered a living document and will be updated as needed to remain responsive to the evolving context and stakeholder feedback.

9. In line with these objectives, this SEP describes the key stakeholder groups and how they will be engaged, the methods and timing of engagement, the type of project information to be disclosed, and how stakeholder inputs will be incorporated into project decisions. It also details the grievance redress process that stakeholders can access to lodge any complaints or issues. By implementing the activities in this plan, the project will maintain transparency and cultivate a relationship of trust and cooperation with stakeholders from preparation through implementation and operation.

1. Stakeholder Engagement in subproject identification, prioritization and initiation

10. The RISING Project will use the rolling three-year Commune Development Plans (CDPs) and annual CIPs as key references for identifying and prioritizing potential subprojects. This approach aims to ensure that proposed investments respond to local development priorities, address the needs of rural communities, and contribute to improved rural livelihoods, climate resilience, and access to essential infrastructure.

11. The subproject identification and selection process will involve consultations with commune councils, Provincial Working Groups (PWGs), relevant line departments, community representatives, and other affected and interested stakeholders. Consultations will provide opportunities for community members, including women, Indigenous Peoples, vulnerable households, persons with disabilities, and other disadvantaged groups, to express their priorities, concerns, and preferences regarding proposed investments

12. During the identification stage, commune councils and PWGs will review the CIPs, assess local infrastructure needs, and identify potential subprojects such as rural roads, irrigation structures and commune facilities. Community consultations will be conducted to validate identified needs, assess the relevance and feasibility of proposed investments, and determine whether the proposed subprojects reflect the priorities of different community groups. However, the inclusion of a subproject in CIP does not automatically qualify a subproject for financing. Each proposal must undergo the required technical, environmental, and social screening, and meaningful consultation must inform its prioritization and design. Where Indigenous Peoples are affected, the project should follow the applicable IPPF and AIIB requirements, including any specific consultation or consent requirements that apply.

13. The environmental and social screening will be conducted in accordance with the project's Environmental and Social Management Planning Framework (ESMPF), Resettlement Policy Framework (RPF), Indigenous Peoples Planning Framework (IPPF), and applicable AIIB Environmental and Social Standards. Following consultation and preliminary screening, the PWGs will consolidate community feedback and document the proposed subprojects and their prioritization. The Project Management Unit (PMU), supported by the project implementation consultant (PIC) team and environmental and social specialists, will review the proposed subprojects against the project's eligibility criteria, technical feasibility, environmental and social risks, climate resilience considerations, and available budget.

14. Feedback received during consultations, the reasons for selecting or not selecting proposed subprojects, and the measures taken to address stakeholder concerns will be documented. Stakeholders will be informed of the final selection decisions and subsequent implementation arrangements through appropriate disclosure channels. Stakeholder engagement will continue throughout subproject preparation, design, implementation, and monitoring to ensure that communities remain informed and have opportunities to provide feedback and raise grievances through the project's Grievance Redress Mechanism (GRM).

C. REGULATORY FRAMEWORK

15. Stakeholder engagement under NCDDS will be carried out in compliance with the laws and policies of Cambodia and the Environmental and Social Framework (ESF) of AIIB (2024), as well as in line with international best practices. This ensures that the SEP not only meets AIIB requirements but is also aligned with the country's legal framework for public consultation, land acquisition, and Indigenous Peoples. Key applicable frameworks include:

16. **AIIB Environmental and Social Framework (2024)**: The project adheres to AIIB ESF, which defines the requirements for managing environmental and social risks in Bank-financed projects. In particular, the SEP reflects the principles of meaningful consultation and stakeholder engagement, all stakeholders, especially project-affected people, must be consulted and provided opportunities to participate in project decisions in a manner consistent with AIIB's policies. This SEP has been developed in alignment with AIIB ESF and its Environmental and Social Standards (ESS), and it also adheres to the legal and policy requirements of the RGC. In practice, this means the engagement processes will uphold transparency, inclusivity, and cultural appropriateness as mandated by the Bank.

- **National Requirements for Environmental Assessment and Consultation:** Cambodian law emphasizes public participation in development projects. The Law on Environmental Protection and Natural Resource Management (1996) and the associated Sub-Decree No. 72 on EIA Process (1999) require that project owners conduct consultations with potentially affected communities during the Environmental Impact Assessment (EIA) process. Consistent with these laws, NCDDS will disclose information about project impacts and mitigation measures and hold public meetings in project areas as needed, even if specific subproject EIAs may be abbreviated due to project scope. The project will ensure that local authorities and community representatives are involved in discussions of environmental and social assessment findings, thereby satisfying national EIA consultation requirements.
- **Land Acquisition and Resettlement Framework (SOP-LAR):** In Cambodia, land acquisition for development projects is governed by the 2010 Expropriation Law and, for externally financed projects, by the Standard Operating Procedures for Land Acquisition and Involuntary Resettlement (SOP-LAR, 2018). SOP-LAR (established via Sub-Decree 22 ANK/BK of Feb 2018) is the RGC's guiding framework for ensuring fair and uniform land acquisition practices in donor-funded projects. Under SOP-LAR, the General Department of Resettlement (GDR) of the Ministry of Economy and Finance is responsible for overseeing all land acquisition and resettlement activities. The RISING Resettlement Planning Framework (RPF) has been prepared in line with SOP-LAR and AIIB's standards, ensuring any land acquisition will follow transparent procedures, meaningful consultation with affected persons, prompt compensation at replacement cost, and proper grievance redress. In practical terms, this SEP coordinates with the RPF: should road works require any private land or affect assets, affected households will be consulted by GDR and NCDD teams at each stage (from initial notification and survey through compensation agreement and delivery) as per the SOP-LAR process. Voluntary land donation - if any - will strictly follow the protocols in the RPF to ensure donations are truly voluntary, well-documented, and do not severely affect donors' livelihoods.
- **Indigenous Peoples Policy:** Cambodia's National Policy on the Development of Indigenous Peoples (NPDIP, 2009) underpins engagement with Indigenous communities. This policy aims to promote the livelihoods and quality of life of Indigenous Peoples and emphasizes their rights to participate in development processes and decisions affecting their lands and cultures. It covers ten key sectors (including culture, education, healthcare, environment, land, agriculture, infrastructure, justice, tourism, and industry), reflecting the government's commitment to inclusive development for Indigenous Peoples (often referred to as Khmer Loeu). In line with this, if project activities extend into areas with recognized Indigenous communities, the project will respect provisions of the Land Law (Article 23–28) on Indigenous communal land rights and other relevant regulations (e.g., Sub-Decree No.83 on registration of Indigenous community lands). Moreover, AIIB's Environmental and Social Standard 3 (ESS3) on Indigenous Peoples is applicable. The project's Indigenous Peoples Planning Framework (IPPF) ensures that Indigenous communities, if present in project areas, are meaningfully consulted, able to participate in project decision-making, and provided equitable benefits, consistent with both AIIB ESS3 and RGC policy. The IPPF sets forth specific measures for culturally appropriate engagement and benefit-sharing, and commits to obtaining Free, Prior, and Informed Consent (FPIC) in cases where project activities may significantly impact Indigenous Peoples' lands, resources, or cultural heritage. This SEP is closely coordinated with the IPPF – any required Indigenous Peoples Plan (IPP) will include its own consultation strategy, and the project will ensure that Indigenous stakeholders are engaged in their preferred languages and formats, with due respect for their customs.

II. PREVIOUS STAKEHOLDER ENGAGEMENT

A. SUMMARY OF CONSULTATIONS CONDUCTED

17. Stakeholder engagement for the RISING project has included a range of consultations at sub-national level within the target provinces during the project formulation that can be summarized as follows:

- Meeting at selected commune offices attended by Commune Council (CC) members, Commune Agricultural Offices (CAO), Commune Woken and Child Committees (CCWC) and Agricultural Cooperative/Producer Group (AC/PG) leaders and members, other groups (i.e. Women Group) in the commune to discuss agricultural production constraints within the commune.
- Meetings with selected ACs/Gs within the commune to discuss a broader group of farmers, key/priority commodities, production constraints, knowledge of climate resilient practices, impacts of rising fertilizer prices, access to finance, etc.,
- Conducting additional visits/discussions with key actors within key value chain for identified priority commodities to determine production constraints and potential areas of support (e.g., collectors, traders, input suppliers, processors).
- Meetings with (a) at commune level with commune teams (commune chief and deputies, clerk, assistants, CWCC, OWS staff, and (b) at district level with deputy governor, OWS, Admin/Finance, C/S support, DoANRE, District Office of Social Affairs and Welfare (DoSAW).

18. An Inception Workshop was conducted on 15 May 2026 involving key stakeholders such as: MEF General Department of International Cooperation and Debt Management (GDICDM), GDR, NCDDS Project Management Unit (PMU) team, RISING TA Consultant team, Farmers Livelihood Improvement Association (FLIA), Asian Development Bank (ADB), International Fund for Agricultural Development (IFAD), and Ministry of Interior (MOI).The key objectives of the workshop were as follows: :

- Official launching of the project Feasibility Study and raising stakeholder awareness and understanding of the project key features.
- Presentation of key findings, proposed study approach and the study workplan.
- Presentation of rationale and criteria for commune selection and discuss/confirm proposed target communes.
- Discussion of next steps - confirm planned field visits to selected sites and seek cooperation and support/arrangement

19. The participants were briefed on the planned project activities and implementation strategies under each Output. There was also a presentation on the methodology for the selection of the target communes in the seven provinces and the provincial representatives from each province were able to provide feedback and comment in order to reach a consensus on the final list of target communes. During the workshop the stakeholders present emphasized the importance of ensuring road safety near public facilities, controlling construction-related disturbances such as dust and noise, and enhancing inter-agency coordination. Feedback gathered during the session was documented for incorporation into the final design of the project, helping to improve the safeguard instruments and implementation approach.

B. KEY ISSUES RAISED AND RESPONSES PROVIDED

20. During the consultations conducted at national, provincial, and commune levels, the stakeholders raised a variety of suggestions, concerns, and queries related to project design, implementation, and benefit sharing. These consultations have played a vital role in shaping the project safeguard frameworks and community engagement strategy. The project team provided comprehensive explanations to clarify technical decisions and safeguard commitments, many of which were reflected in the updated project plans and instruments. Importantly, the team emphasized that the project is designed to avoid land acquisition and resettlement altogether. All concrete road improvements will be confined within existing alignments, and no new land will be acquired - ensuring that local people’s land, assets, and structures remain unaffected. With regard to the process of selection and prioritization of the subprojects, it was explained that the procedure followed that of the commune planning process (i) conducting public consultation with villagers of

the rural infrastructure investment project; (ii) explanations by the commune chief on the available budget compared with highest priority needs in the commune, and (iii) conducting a commune council meeting with all chief of villages attended to decide and vote on the priority. The Commune Investment Plans (CIPs), that are prepared on an annual basis by each commune, identify the priority rural infrastructure investments for the commune. These are prioritized during the District Integration Workshops, that are conducted in each district, to finalize the selected rural infrastructure subprojects in each commune in that district and to identify the courses of financing. The rural infrastructure subprojects financed under the project will not be pre-identified. They will be drawn from the road, irrigation and commune-facility priorities recorded in the CIPs of the 117 target communes, screened by the PWGs against the eligibility, technical and safeguard criteria set out in the project's frameworks, and returned to the communes concerned for confirmation before detailed design begins. Anchoring subproject identification in the CIP cycle ensures that the investments respond to priorities the communities themselves have expressed, strengthens the planning function that Component 2 is designed to build, and gives every village in each target commune a recognized channel through which to influence what the project finances. The roles of the CCs, community members, PWGs and relevant technical line departments and PMU will also be explained to the community during the consultation process.

21. In relation to the rural roads, one of the recurring issues raised during consultations was road safety, particularly around public facilities such as schools and markets. Local authorities, including school representatives, expressed concerns about increased vehicle speeds once the roads are improved. They urged the project to incorporate safety features such as speed bumps, signage, and marked crossings. In response, the NCDDS confirmed that the engineering designs would include road safety enhancements near high-risk areas. Furthermore, a road safety awareness campaign will be launched in affected communes to promote responsible driving and pedestrian behavior. Stakeholders also raised health-related concerns regarding construction-phase impacts for all rural infrastructure investments - such as dust, noise, and hygiene risks. These will be addressed by sharing the Environmental and Social Management Plan (ESMP) that is prepared for each subproject, which will mandate measures like dust suppression, noise control near sensitive sites, and contractor obligations on workforce health and safety.

22. Community members across several provinces also asked how they could access employment opportunities created by the project, particularly in rural areas where jobs are scarce. In response, It was explained that the project aims to maximize local hiring, especially for unskilled labor. Contractors will be encouraged to employ local residents, with targets of 30% for participation by women and vulnerable groups. specifically as unskilled labor for tasks such as grass planting as well as for working within the workers' camp. . The project will also establish a system to announce job openings at the commune level and coordinate with village authorities to identify eligible individuals, including poor households, unemployed youth, and returning migrants. These efforts were appreciated by stakeholders, who stressed that the poorest should benefit from temporary employment opportunities.

23. Stakeholders also highlighted the importance of clear coordination and communication between NCDDS and subnational authorities. Provincial and district officials requested regular updates and clarification of agency responsibilities. In response, it was explained that the implementation structure - where Provincial Working Groups (PWGs) will be established in each province and will coordinate closely with district offices. Each district will have a focal point to ensure information dissemination to the village level. Coordination meetings at the provincial level and a Project Steering Committee at the national level will further support cross-sectoral alignment. Finally, many stakeholders called for ongoing transparency and communication with communities and NCDDS committed to a structured "report-back" mechanism: after each consultation, summary flyers will be posted in Khmer at commune offices, and project updates

will be shared through commune office and social media to reach those who could not attend meetings.

C. LESSONS LEARNED FOR ONGOIGN ENGAGEMENT

24. Experience gained from previous project implementation has highlighted several key lessons that can strengthen ongoing stakeholder engagement and improve overall outcomes for the RISING project:

(i) **Early and continuous engagement:** Engaging stakeholders from the initial planning stage - and maintaining communication throughout the project lifecycle—builds trust, reduces misunderstandings, and allows concerns to be addressed proactively rather than reactively.

(ii) **Inclusive and culturally appropriate approaches**: Engagement strategies must be tailored to local contexts, ensuring participation of vulnerable groups, including women, poor households, and Indigenous Peoples. Using local languages and culturally sensitive methods significantly improves understanding and participation.

(iii) **Clear and accessible information sharing**: Providing timely, simple, and transparent information helps stakeholders make informed decisions. Visual aids, community meetings, and local dissemination channels are often more effective than technical documents alone.

(iv) **Strengthening local authority involvement**: Active involvement of provincial, district, and commune/sangkat authorities enhances coordination, legitimacy, and community trust. Their role is crucial in mobilization, validation, and conflict resolution.

(v) **Effective feedback and grievance mechanisms**: Well-functioning grievance redress mechanisms (GRM) and feedback systems enable two-way communication. Prompt response to concerns demonstrates accountability and prevents escalation of issues.

(vi) **Flexibility and Adaptive Management**: Projects should remain flexible to adjust engagement approaches based on feedback and evolving local conditions. Continuous learning and adaptation improve effectiveness over time.

(vii) **Capacity Building and Resource Allocation**: Providing adequate training and resources to implementing agencies and local stakeholders ensures that engagement activities are conducted effectively and consistently.

(viii) **Documentation and Reporting**: Systematic documentation of consultations, feedback, and actions taken supports transparency, accountability, and learning for future project phases.

25. These lessons learned have been incorporated into this SEP and will guide the project's stakeholder engagement going forward. By learning from past experience, the project aims to continuously improve its consultation approach, building stronger relationships with stakeholders and better outcomes for all parties involved.

III. STAKEHOLDER IDENTIRFICATION AND ANALYSIS

A. METHODLOGY FOR STAKEHOLDER MAPPING

26. Stakeholder mapping is a fundamental component of effective project planning and implementation, and particularly in the context of environmental and social safeguards. It provides a structured approach to identifying, analyzing, and engaging individuals, groups, and institutions that may influence or be affected by a project. A well-designed stakeholder mapping methodology ensures that all relevant stakeholders, including vulnerable and marginalized groups, are recognized and appropriately considered throughout the project lifecycle.

27. The methodology involved: (i) reviewing the project components and potential impact areas; (ii) brainstorming with the project team (NCDDS, PMU and consultants) to list parties involved in RISING Project; and (iii) consulting local authorities in the target provinces to identify specific community groups, vulnerable populations, and influencers in the community. Stakeholders were broadly categorized into “Project-Affected Parties” and “Other Interested Parties,” consistent with international good practice (e.g., World Bank ESS10 terminology). Within these broad categories, further sub-groups were identified (such as directly affected households, local authorities, civil society, etc.), and their interests and influence assessed.

28. A Stakeholder Register has been developed, which lists stakeholders along with key information (their interests in the project, how they might be impacted, and the appropriate engagement strategy for each). Additionally, a preliminary stakeholder influence and interest matrix was prepared to visualize the relative influence and interest levels of different stakeholders. This helps prioritize engagement efforts - for example, those with high interest but lower influence (such as vulnerable community members) will need empowerment to ensure their voices are heard, while those with high influence (like government regulators) will be closely consulted to secure support and approvals.

29. The mapping also considered geographical scale: stakeholders were identified at the national level (ministries, NGOs), provincial level (provincial departments, governors, etc.), district/commune level (local authorities and community organizations), and village level (the directly affected people and beneficiaries). Special attention was given to identifying vulnerable or disadvantaged groups and any Indigenous communities in or near the project areas. The identification process leveraged existing data from the project’s Environmental and Social assessments – for instance, the IPPF’s screening of Indigenous groups in provinces and the RPF’s analysis of affected households helped pinpoint key stakeholders that require targeted engagement. This stakeholder mapping is dynamic, and it will be updated throughout the project. As subprojects (are selected and go through detailed design, more stakeholders (e.g., specific communities, landowners, contractors) will come into focus. The SEP will be revised accordingly to include new stakeholders or changed dynamics. For example, once contractors are mobilized, they become stakeholders as well (with responsibilities in engagement). The methodology thus is iterative - continuing to gather information on stakeholders via baseline studies, ongoing consultations, and inputs from local facilitators. By following this mapping process, the project ensures that no significantly affected group is overlooked and that engagement activities can be tailored to the characteristics and needs of each stakeholder group identified.

B. AFFECTED AND INTERESTED STAKEHOLDERS

30. Affected and interested stakeholders are central to the successful planning and implementation of any development project. These stakeholders include individuals, groups, and institutions that are either directly impacted by project activities or have an interest in the project’s outcomes. Identifying and understanding these stakeholders is essential to ensure that their views, concerns, and expectations are adequately considered throughout the project lifecycle.

31. Affected stakeholders typically comprise project-affected persons (PAPs), including households, communities, and businesses that may experience direct social, economic, or environmental impacts such as land acquisition, loss of assets, or changes in livelihoods. This group also includes vulnerable populations who may be disproportionately affected, such as poor households, Indigenous Peoples, women, the elderly, and persons with disabilities.

32. Interested stakeholders, on the other hand, are those who may not be directly affected but have a stake in the project. These include government agencies at national and sub-national levels, local authorities, civil society organizations (CSOs), non-governmental organizations

(NGOs), community-based organizations, and development partners. Their involvement is important for ensuring coordination, transparency, and effective project delivery.

33. In line with the requirements of the AIIB, this project adopts an inclusive and systematic approach to identifying and engaging affected and interested stakeholders. This ensures meaningful consultation, promotes participation, and supports the development of responsive mitigation measures and sustainable project outcomes.

- Other interested parties refer to individuals, groups, or institutions that are not directly affected by the project but have an interest in its design, implementation, or outcomes. These stakeholders may influence project performance, contribute to decision-making processes, or play a role in supporting transparency, accountability, and sustainability.
- This category typically includes government agencies at national, provincial, and local levels; development partners; NGOs; CSOs; academic and research institutions; and private sector entities. Media organizations and the general public may also be considered as other interested parties due to their role in information dissemination and public awareness.
- Engagement with other interested parties is essential to ensure coordination across institutions, alignment with national and local development priorities, and the incorporation of technical expertise and external perspectives. Their participation can enhance project design, strengthen implementation capacity, and support effective monitoring and evaluation.
- The project will adopt appropriate engagement strategies tailored to these stakeholders, including information sharing, coordination meetings, workshops, and formal consultations, as relevant. Continuous communication with other interested parties will be maintained throughout the project lifecycle to promote transparency and foster collaborative partnerships.

C. VULNERABLE GROUPS AND INDIGENOUS PEOPLES

34. Vulnerable groups and Indigenous Peoples are key stakeholders requiring special consideration in the project planning and implementation due to their potential exposure to disproportionate adverse impacts and limited capacity to cope with such impacts. Ensuring their inclusion is essential for achieving equitable and sustainable development outcomes.

35. Vulnerable groups typically include individuals or households who, by virtue of their socio-economic status, gender, age, disability, or other factors, may be more adversely affected by project activities. These groups often face barriers in accessing information, participating in consultations, and benefiting from project interventions. Common vulnerable groups include poor households, female-headed households, the elderly, persons with disabilities, and landless or marginalized populations.

36. Indigenous Peoples are distinct social and cultural groups with collective attachment to ancestral territories, unique languages, and traditional institutions. In Cambodia, Indigenous Peoples are primarily located in upland and rural areas and maintain livelihoods closely linked to natural resources. They may be particularly vulnerable to project impacts affecting land, natural resources, and cultural heritage. In line with the requirements of the AIIB, this project adopts a culturally appropriate, gender-sensitive, and inclusive approach to engagement with vulnerable groups and Indigenous Peoples. This includes ensuring meaningful consultation, facilitating their participation in decision-making processes, and implementing targeted measures to avoid, minimize, or mitigate adverse impacts while enhancing project benefits. Where Indigenous Peoples are present, specific planning instruments, such as an IPP, will be prepared in accordance with applicable safeguards frameworks.

37. In engaging all these vulnerable groups, the underlying principle is to remove barriers to their participation and to address their specific concerns so that the project does not inadvertently leave them worse off or excluded from benefits. This means adjusting the who, how, when, and

where of engagement for these groups. For instance, for vulnerable people who cannot travel, the project will travel to them. For those who cannot speak up in large forums, smaller focus groups or individual interviews will be used. The dimensions of vulnerability (economic, physical, social) have been considered in the SEP design - ensuring that information is accessible (through multiple channels and formats), meetings are inclusive (with facilitation that encourages input from shy or disadvantaged persons), and feedback from vulnerable groups is taken seriously in project decision-making. The project monitoring will include indicators on participation of vulnerable groups (e.g., percentage of consultation participants who are women, number of Indigenous community meetings held, etc.) to track how well the engagement is reaching them.

D. STAKEHOLDER INFLUENCE AND INTEREST MATRIX

38. The Stakeholder Influence and Interest Matrix is an essential tool used to systematically analyze and prioritize stakeholders based on their relative ability to influence the project and their level of interest in its outcomes. This analytical framework supports the development of a structured and strategic approach to stakeholder engagement, ensuring that project resources are effectively allocated to address stakeholder needs and expectations. Influence is defined as the degree to which a stakeholder can affect project decisions, implementation processes, or outcomes, whether through formal authority, institutional roles, or informal social and political leverage. Interest refers to the extent to which stakeholders are affected by the project or perceive themselves to be affected, including potential social, economic, and environmental impacts. By mapping stakeholders across these two dimensions, the matrix classifies them into four key categories: (i) stakeholders with high influence and high interest who require close engagement and active participation; (ii) stakeholders with high influence but lower interest who should be kept satisfied; (iii) stakeholders with high interest but limited influence who should be kept informed and consulted; and (iv) stakeholders with low influence and low interest who require periodic monitoring.

39. In accordance with the requirements of the AIIB, the application of this matrix promotes inclusive, transparent, and responsive stakeholder engagement. It enables the project to anticipate potential risks, strengthen collaboration, and ensure that all relevant stakeholders are appropriately engaged throughout the project lifecycle.

Table 1: Stakeholder Influence-Interest Matrix

Stakeholder Group	Influence Level	Interest Level	Quadrant Category	Engagement Strategy
National Committee for Sub-National Democratic Development (NCDD)	High	High	Manage Closely	As the executing agency, NCDD holds significant decision-making authority, budgetary control, and implementation responsibility. It must be engaged continuously through planning meetings, progress reports, and interdepartmental coordination to ensure smooth execution.
General Department of Resettlement, MEF	High	High	Manage Closely	GDR has legal authority over land acquisition and resettlement matters. Though land acquisition is avoided in this project, GDR's oversight role remains crucial for any safeguard compliance. Regular coordination and updates are essential.
Provincial Governors, Provincial Departments	High	High	Manage Closely	These actors influence project success at the provincial level, enabling or delaying activities based on their cooperation. Their local authority and interest in development make them essential allies requiring consistent updates and joint monitoring visits.
District and Commune Authorities, Village Chiefs	Medium to High	High	Manage Closely	They serve as intermediaries between the project and local communities. Their involvement in dissemination, feedback collection, and local conflict resolution necessitates their early and continued engagement throughout project cycles.
Ministry of Environment (MoE)	High	Low to medium	Keep Satisfied	MoE holds regulatory power over environmental approvals. Though their day-to-day interest in this project is low, their influence is high. Keeping MoE satisfied with regular submission of environmental compliance reports avoids bureaucratic delays.
Ministry of Interior, Local Politicians	High	Low	Keep Satisfied	MoI influences local governance, and politicians can shape public opinion. Periodic briefings and involving them in major milestones ensure continued support.
Local Communities (Men, Women, Farmers, Shopkeepers)	Low	High	Keep Informed and Empower	These are the most affected by the project. Their interest is high as they benefit from access and job opportunities but may suffer construction impacts. Engage them through community consultations, accessible information, and grievance mechanisms to enhance transparency and support.
Vulnerable Groups (Poor Households, Women, Youth, Elderly, Returnees)	Low	High	Keep Informed and Empower	These groups face barriers to participation. Tailored outreach, targeted employment strategies, and inclusive consultation methods are critical to ensure equitable benefits.
Indigenous Peoples (if present)	Low to Medium	High	Keep Informed and Empower	Indigenous communities require culturally appropriate engagement and Free Prior Informed Consent (FPIC) if significant impacts occur. Use local facilitators, translation, and consultations respecting traditional leadership.

Stakeholder Group	Influence Level	Interest Level	Quadrant Category	Engagement Strategy
Civil Society Organizations and NGOs	Low to Medium	High	Keep Informed and Empower	NGOs concerned with road safety, Indigenous rights, or environmental protection may not control decisions but can mobilize opinion. Transparent sharing of information and invitation to observe key processes help maintain trust.
Contractors and Subcontractors and workers	High (during construction)	High	Manage Closely	Once mobilized, contractors hold operational control. They must comply with safeguards and manage on-ground risks. Frequent meetings, orientation sessions, and performance monitoring are required.
Local Businesses, Transport Operators	Low to Medium	Medium	Keep Informed	Their services and operations benefit from improved roads. Inform them of timelines and access issues and invite input when relevant.
General Public (Non-project areas), Unrelated Ministries	Low	Low	Monitor (Minimal Effort)	These groups are not directly impacted. Maintain transparency through websites, public notices, and media. Monitor their sentiment in case interest increases.

This matrix will be regularly reviewed and updated during project implementation to reflect any changes in stakeholder roles, influence, or interest—particularly as the project transitions from design to construction and monitoring. By aligning engagement strategies with stakeholder mapping, the project can foster trust, minimize risks, and enhance the effectiveness of consultation and participation efforts. Special attention will continue to be given to vulnerable groups and local communities to ensure their voices are not only heard but also meaningfully considered in decision-making.

IV. STAKEHOLDER ENGAGEMENT PROGRAM

A. INFORMATION DISCLOSURE

40. Timely and transparent information disclosure is the cornerstone of this Stakeholder Engagement Program. The project will ensure that all stakeholders, especially project-affected communities, have access to relevant information about the project in a language and format they can understand. Key principles for information disclosure under RISING Project include accuracy, timeliness, cultural appropriateness, and accessibility. The project will disclose a wide range of information throughout its lifecycle, including:

- **Project scope and rationale**: Plain-language descriptions of the project objectives, components, locations (roads to be improved), and timelines. This was first disclosed during initial consultations and will be updated if there are changes or as subproject details are determined.
- **Environmental and Social information**: Summaries of the ESMPF, RPF, IPPF, and this SEP will be publicly disclosed. The full documents have been made available on NCDDS website and AIIB website in English, and executive summaries are provided in Khmer. Communities will receive key points from these documents in leaflet form or oral presentations (e.g., what the project will do to mitigate dust, how land issues will be handled, how they can raise grievances, etc.). As site-specific instruments (e.g., ESMPs or IPPs or Resettlement Plans) are prepared for particular road segments, those too will be disclosed locally in the communities concerned and on the NCDDS website.
- **Land acquisition and compensation information**: In case any land acquisition is required for certain subprojects, the affected people will receive clear information about their entitlements. This includes the cut-off date for eligibility, the compensation rates for different assets, options for compensation, and the process and schedule for compensation payments. Per SOP-LAR and project RPF, this information will be given via official letters, public meetings, and posted announcements well in advance of any land taking. For voluntary land donations, the conditions and procedures (including the right to refuse and the grievance process) will be explained to all potential donors individually and in group meetings.
- **Construction plans and schedule**: Prior to the start of civil works in any locality, the project will inform the local communities about when and where construction will happen, and what to expect. This will be done through commune council meetings and by posting notices at the village level (for example, on community information boards or at pagodas/markets). These notices will include contact information for the contractor site manager and the project's local liaison, so people know whom to approach for questions or issues. If the schedule changes significantly, updated notices will be issued.
- **Employment opportunities and training**: As part of the information campaign, details on how locals can seek employment on the project (e.g. where to register or whom to contact, what types of jobs, what the basic pay and conditions are) will be made public. This might be done via community labor orienting sessions, collaboration with village chiefs to announce at village meetings, and possibly local radio broadcasts. In addition, any planned training programs (such as Occupational Health and Safety training for local laborers or contractors) will be advertised so that interested individuals can participate.
- **Grievance Redress Mechanism (GRM):** The existence and procedures of the project's GRM will be widely disseminated. Signboards at construction sites and commune offices will display GRM contact points (name or position and phone number) in Khmer. Pamphlets describing how to submit a grievance (and the assurance that no retribution will occur) will be distributed. In Indigenous areas, the information about the GRM will also be conveyed verbally in the local language by trusted intermediaries.
- **Progress updates and results**: During implementation, the project will keep stakeholders informed of progress and any important developments. For communities, this could mean quarterly

or biannual meetings to share what has been done (kilometers completed, number of local people employed, any adjustments to plans) and what is upcoming. For the broader public, NCDD may issue press releases or update the project webpage with milestone achievements (e.g., “5 km of roads completed”). At the end of the project, a project completion and results briefing will be disclosed to highlight benefits achieved (like number of beneficiaries, jobs created, etc.). This feeds into accountability and showing stakeholders the outcomes of the project, they engaged in.

41. A variety of channels will be used to ensure wide reach:

- **Community and Local Channels**: For villagers, face-to-face communication remains most effective. This includes village meetings, announcements via loudspeakers (common in Cambodian villages via pagodas or commune offices), and engaging community representatives (village chiefs, elders, teachers) to spread messages. Notices and posters in Khmer will be placed in high-visibility local spots: commune council notice boards, health centers, schools, market centers, and at project site camps. For Indigenous villages, notices will be supplemented by pictorial materials if literacy in Khmer is low, and verbal communications via indigenous facilitators.
- **NCDDS Website and AIIB Website**: Project documents (ESMF, RPF, IPPF, SEP, etc.) are published online on the NCDDS official site and AIIB’s project portal. These are mainly for wider stakeholders like NGOs, researchers, or interested public who seek details. The SEP and other documents were uploaded in 2025 when finalized, fulfilling access-to-information requirements. The websites will also post summaries in Khmer of key documents.
- **Social Media**: NCDDS will utilize its Facebook page (as Facebook is widely used in Cambodia) to share major updates and also to provide a platform for community members to ask questions. Indeed, in previous projects, social media has been used to gather comments (e.g., a project Facebook page was used to receive community feedback in the Road Connectivity project). For RISING Project, the communication team will post construction updates, before-and-after photos of road improvements, safety tips, and GRM information on social media.
- **Traditional Media**: If needed, radio broadcasts in local languages may be used, especially to reach remote areas or for public service announcements about road safety campaigns. Local radio can broadcast short segments about the project’s job opportunities or GRM contacts. For broader outreach, national or provincial radio/TV could be considered for important announcements (though given the project’s local scale, community-level media is the focus).
- **Meetings and Workshops**: Periodic stakeholder workshops (at national or provincial levels) will also serve as disclosure fora. For example, annual workshops where NCDDS presents the project’s progress to stakeholders including NGOs and other government agencies will allow dissemination of information and feedback gathering at the same time.
- **Information disclosure will be done in a timely manner**. For example, draft safeguard documents were disclosed before finalization and approval, to allow stakeholder input. Going forward, any significant new information (like identification of a significant impact or change in project scope) will be communicated as soon as possible to those affected. The project is committed to ongoing disclosure, not a one-time event. This means communities will not just be informed at project start and end, but continuously, especially whenever there’s something that concerns them (like schedule delays, or new subproject selection).

B. CONSULTATION ACTIVITIES

42. To ensure inclusive and responsive project implementation, the RISING will follow a structured and phased consultation program that spans the entire project lifecycle - from planning and design, through construction, to completion and post-operation. Each stage of the project involves distinct objectives and stakeholder needs, requiring tailored engagement methods that respect cultural norms, local dynamics, and stakeholder diversity. The consultations will be designed as two-way processes, not only to disseminate information but also to solicit meaningful feedback, identify risks early, and promote local ownership. Particular emphasis will be placed on engaging vulnerable groups, such as women, Indigenous communities, youth, and the elderly,

through focused methods like small group discussions and home visits. For every consultation, the principle of free, prior, and informed participation will be upheld to ensure that stakeholders are fully informed and voluntarily involved in shaping decisions that affect them.

43. The matrix below provides a detailed overview of planned consultation activities across project phases, the stakeholders involved, the specific objectives of these engagements, the methods/tools to be used, and the expected frequency or timing of each activity. Where deemed to be necessary, separation consultation sessions will be arranged for vulnerable groups and women in addition to the consultation process with the broader community to ensure that their opinions and suggestions are noted. However, separate sessions will not be mandatory in every case, the approach should depend on the local conditions, cultural norms and the needs of the participants.

44. The consultation matrix serves as a dynamic framework that will be updated periodically throughout the project as implementation progresses and as new stakeholders emerge or stakeholder roles evolve. For instance, contractors and subcontractors will become more central during construction, while local authorities will play a larger role in maintenance and sustainability planning post-handover. To ensure follow-up and accountability, the PMU's ESMU will regularly review consultation reports and track how stakeholder feedback is incorporated into decision-making. Where feasible, consultation summaries, attendance, and resulting actions will be disclosed to the public, further reinforcing the transparency of the process.

Table 2: Consultation schedule

Project phase	Stakeholder group	Consultation objective	Methods/Tools	Frequency/Timing
Design & Planning	Local Communities (general)	Gather community- specific feedback on road and irrigation canal alignments, design alternatives, and risk areas; ensure local ownership of final designs.	Village-level public meetings; use of printed maps and posters; visual aids; breakout sessions by ge0nder and age	Two per subproject before and at the DED stage; revisits if alignment changes
Design & Planning	Affected Persons (land/assets)	Inform about DMS results, cut-off dates, and compensation options; ensure agreement or documented voluntary donation	One-on-one DMS visits, group consultations with GDR, distribution of draft RP/LARP, use of translators if needed	Minimum two meetings per affected household; more if disputes arise
Design & Planning	Indigenous Peoples (if present)	Ensure cultural appropriateness in design; gather consent and feedback on social risks; inform IPP preparation	Introductory community meetings, FGDs (gender/age- separated), storytelling/mapping tools, household interviews, IP facilitators, FPIC process if needed	Multiple meetings per Indigenous community as needed through screening, SIA, and IPP development
Design & Planning	Local Authorities & Technical Departments	Coordinate responsibilities, confirm administrative support, review road network connections, discuss construction detours	District-level planning meetings, joint environmental field assessments, site visits with engineers	Once during DED; follow-ups as necessary during pre-construction preparation
Construction	Local Communities	Keep community informed on construction progress; identify and respond to daily disruptions or grievances	Monthly ‘tool-box’ meetings led by contractor & PIU; open Q&A format; grievance intake incorporated	At least monthly at each active site; more frequently if needed
Construction	Households newly impacted during construction	Address emerging issues like fence damage or drainage realignment not covered in DED	Ad-hoc consultations, photographic documentation, rapid compensation coordination	Immediately after issue arises; responsive mode
Construction	Indigenous Peoples (ongoing)	Monitor IPP implementation; verify satisfaction with mitigation measures and participation in employment opportunities	Community monitoring meetings, follow-up FGDs, home visits with Indigenous facilitators	Every 2–3 months or more frequently depending on community feedback
Construction	Contractor Workforce & Host Communities	Prevent social friction; agree on behavior norms; encourage positive interaction	Community-worker interface meetings, distribution of conduct guidelines, local leader briefings	Once at worker mobilization; follow-ups if incidents or complaints occur

Project phase	Stakeholder group	Consultation objective	Methods/Tools	Frequency/Timing
Construction	All Stakeholders (mid-term)	Review engagement progress, gather feedback, identify course corrections for second half of project	Provincial/national- level consultation workshop, roundtable discussions with key reps	Once, mid-way through construction implementation
Completion & Handover	Local Communities	Inform community of project close- out, review any remaining issues, promote safety and care of assets	Village closure meetings, road use demonstrations (e.g. on crossings or culverts), grievance resolution review	Once after works completion per community
Completion & Handover	Commune Authorities & Maintenance Stakeholders	Discuss long-term road maintenance roles; promote local ownership; plan integration into commune budgets	Stakeholder planning meetings, maintenance training workshops, integration into Commune Investment Plans	Once per subproject handover; follow-up during post-project monitoring
Post-Completion	Community Members	Evaluate satisfaction, perceived benefits, and effectiveness of consultations; identify lessons for future.	Household satisfaction surveys, community FGDs, semi-structured interviews with diverse groups.	3–6 months post-construction; part of project M&E activities
All Phases	Vulnerable Groups (Women, Elderly, Youth, Disabled, Migrants)	Ensure representation, address specific concerns, and improve access to project benefits	Targeted FGDs, home visits, informal discussions, translated materials, timing accommodation	Embedded into each phase and consultation activity

C. REPORTING BACK TO STAKEHOLDERS

45. **Closing the feedback loop**. Reporting back, by informing stakeholders how their input was considered and what was decided in response, is how the RISING Project builds trust and demonstrates accountability. It operates at three levels: with communities, with government and institutional stakeholders, and with the wider public.

46. **Reporting back to communities**. At the close of every village consultation, facilitators recap the main points raised and state which suggestions will be implemented, which require further study and which are not feasible, with reasons. Where an issue needs technical input (for example, a change of road or canal alignment or additional drainage), the community is told when to expect an answer and a follow-up meeting is scheduled for that purpose; the PWG social/environment officer tracks each issue to closure. After key milestones such as final road or irrigation design or a compensation agreement, a one-page Khmer summary ("What we heard / How it was addressed") is distributed and posted at the commune office and delivered orally where literacy is limited. Requests from women's groups are answered explicitly at the following consultation, and Indigenous communities receive the updated IPP, translated as needed, showing how their input was incorporated.

47. **Reporting back through the GRM**. Every complainant receives a response explaining the decision or action taken. Periodic community meetings also report aggregate grievance trends and their resolution, without identifying complainants, so that communities see that raising issues leads to action.

48. **Reporting back to government and institutional stakeholders**. NCDDS circulates minutes and agreed actions of Project Steering Committee (PSC) meetings and national workshops to all invitees within two weeks. Formal inputs from agencies such as MoE and GDR receive a written response explaining how they have been taken up (for example, through an updated RPF). PWGs provide provincial authorities with quarterly progress updates that address earlier requests on coordination, site security and similar matters.

49. **Public disclosure of engagement outcomes**. The Semi-Annual Safeguard Monitoring Reports submitted to AIIB include a section on SEP implementation, covering activities conducted, issues raised and their status, that are disclosed on the NCDDS website and the AIIB project page. A project FAQ on the NCDDS website, built from recurring stakeholder questions (for example, on road maintenance or job allocation), is updated periodically. Final IPPs and their consultation summaries are disclosed to the communities concerned.

50. **Responsive and transparent communication.** The PMU and PWG staff respond promptly to direct enquiries from commune chiefs and residents, and contractors confirm with complainants that minor site issues have been resolved to their satisfaction. Where a request cannot be met, such as for a road section that is beyond project scope, or removal of speed bumps that protect schoolchildren, the project explains the funding, scope or safety rationale and records the request for future planning.

V. GRIEVANCE REDRESS MECHANISM

A. GRM STRUCTURE AND PROCESS

51. The project will maintain a comprehensive grievance redress structure to ensure that all individuals or groups affected by the project can raise concerns and have them addressed in a fair, timely, and transparent manner. To uphold accountability and foster trust, the grievance redress system includes two distinct mechanisms: (i) a formal GRM aligned with the Royal Government of Cambodia's Standard Operating Procedures for Land Acquisition and

Resettlement (SOP-LAR 2018), administered by the General Department of Resettlement (GDR) under the Ministry of Economy and Finance; and (ii) a project-level GRM to manage grievances specifically related to construction activities, environmental nuisances, social concerns, and day-to-day implementation issues.

1. GDR managed GRM (Land Acquisition and Compensation, if any)

52. For any grievances arising from land acquisition or IR impacts - such as those related to the Detailed Measurement Survey (DMS), compensation amounts, payment delays, or cases of contested voluntary donations- affected households have the right to file complaints through the formal process stipulated in the SOP-LAR 2018. The GDR, through the Inter- Ministerial Resettlement Committee (IRC) and its Working Groups at provincial level, will lead grievance management related to involuntary resettlement. Affected persons may raise grievances during disclosure of survey results or compensation offers. If not resolved locally, complaints can be escalated to the IRC-GDR at the national level. This mechanism ensures strict adherence to AIIB's safeguards and Cambodian legal frameworks, with a structured process of investigation, resolution, and documentation. Complainants are provided with information on their rights, and resolutions are formalized. If they remain dissatisfied, stakeholders may seek redress through administrative or judicial channels, or via AIIB's Project-Affected People's Mechanism (PPM).

2. Project level GRM

53. The project-level GRM is designed to address non-resettlement grievances related to civil works, environmental concerns, labor practices, or social and community impacts. It operates in a tiered fashion through a simple Step 1 to Step 4 process:

Step 1: Grievance Submission and Initial Resolution at commune level

54. The first entry point for grievances is typically at the local or commune level and can encompass non-safeguard related issues and general feedback and comments on the progresss of subproject implementation. Each project commune appoints a GRM Focal Point, often a Commune Council member or respected village leader, trained to receive and document complaints. In parallel, the contractor's site office maintains a complaints box and designates a Community Liaison Officer or Site Manager to handle concerns specific to construction activities. Grievances may be submitted orally or in writing, and can relate to issues such as dust, noise, blocked access, improper behavior by workers, or damage to community assets. At this stage, many minor concerns can be resolved directly and informally between the complainant, local authorities, and the contractor—typically within 5 - 10 working days.

Step 2: Escalation to District and Provincial level

55. If a grievance remains unresolved or requires more formal investigation, it will be escalated to the Project Implementation Unit (PIU) housed in the provincial government department. The PIU's Environmental and Social (E&S) Officer, together with a small GRM committee (comprising technical officer, focal persons, and district officials), will review the complaint. A site visit may be organized if necessary. At this level, resolutions are expected within 15–30 working days, depending on the issue's complexity. Examples include structural design concerns, delays in response from the contractor, or community disputes over temporary access routes. All actions and decisions are formally recorded, and the complainant is notified in writing of the resolution.

Step 3: Review by PMU and Project Steering Committee

56. Should the PIU-level process fail to satisfy the complainant, the case can be further escalated to the Project Management Unit (PMU) in Phnom Penh. The PMU's Environmental and Social Management Unit will re-evaluate the grievance and consult with relevant departments. If

the issue involves high-level coordination (e.g., disputes involving multiple jurisdictions or violations of national policy), the matter may be forwarded to the Project Steering Committee (PSC) for resolution. The PSC, composed of senior officials from NCDD, MEF, and other key agencies, provides high-level oversight. In this step, remedies may include re-designing project elements, commission of independent experts, or offering supplementary support measures.

Step 4: Closure or referral to external mechanisms

57. Once the proposed resolution has been implemented and verified with the complainant, the grievance is marked as closed in the GRM logbook, and the outcome is documented for monitoring purposes. If the complainant is not satisfied with the final outcome, they are informed of their right to pursue external redress through the Cambodian judiciary or via AIIB's accountability mechanisms (such as the Project-Affected People's Mechanism). While the project seeks to resolve issues internally where possible, access to external and independent recourse remains protected.

58. The PPM serves as a vital platform for individuals and communities directly or indirectly affected by such projects, including residents, workers, and indigenous communities. It offers a clear avenue for addressing grievances arising from any perceived or potential non- compliance with the AIIB's Environmental and Social Policy (ESP). This includes situations where individuals have been denied access to information or meaningful consultation regarding a project, or where they are dissatisfied with the outcomes of project-level grievance redress mechanisms.

59. By providing a transparent and accessible platform for addressing concerns, the AIIB PPM demonstrates the Bank's commitment to accountability and its dedication to ensuring that its projects contribute positively to the lives of affected communities while adhering to the highest environmental and social standards. This commitment fosters trust and collaboration between the AIIB, project stakeholders, and impacted communities, ultimately contributing to the successful implementation of sustainable infrastructure projects across Asia and beyond.

60. The AIIB PPM can be accessed through the AIIB website where there are instructions provided on how to lodge a complaint including an on-line application form.[1]

61. Eligibility – AIIB Project-affected People's Mechanism (PPM) The Project-affected People's Mechanism (PPM) of the Asian Infrastructure Investment Bank is designed to receive complaints from people who believe they have been adversely affected by an AIIB-financed project. The eligibility criteria are shown below:

[1] Project- Affected People's Mechanism (www.aiib.org)

Table 3: AIIM PPM submission and review process

Eligibility	• Individual or group who believe they are project affect people can submit a request to the PPM. • Project affect people include those who are directly or indirectly affected by AIIB final project such as resident of the project area workers and community.
Submission process	1. Requested mission • Individual can submit a request directly to the PPM online or through the paper form. • The request should clearly outline the alleged harm, how the ESP was not implemented ed and desired outcome.
	2. Eligibility review • The PPM secret tire rates review the request to determine if it is eligible for consideration. • Eligible requests will be sent to AIIB management for the response.
	3. Management response • AIIB management will have the opportunity to respond to the request and propose any action to address the concerns.
	4. Independent review • If the questor is not certified with AIIB management respond they can request an independent review.
	5. Review panel report • The review panel report will prepare a report with finding a recommendation for AIIB management.
	6. Management action • AIIB management is responsible for taking action to address the review panel recommendations. • The PPM real monitor the implementation of the recommendation and report to the request and the public.

B. RECORDOIMG AND REPORTING

62. A robust system for recording and reporting grievances is a critical component of the GRM under the RISING Project. This ensures transparency, traceability, and accountability in the management of complaints, while also serving as a feedback mechanism to identify systemic issues and improve project implementation.

- **Grievance Register and Case Tracking**: All grievances received at any level—whether at the commune, PIU, or PMU—will be recorded in a centralized Grievance Register maintained by the ESMU of the PMU. This register may take the form of a structured Excel database or a printed record book. Each complaint will be assigned a unique identifier and will include the date of submission, details of the complainant (if not anonymous), a clear description of the issue (including its location and relevant parties), the entry point (commune, PIU, or contractor), and all actions taken to date. It will also record the final resolution or outcome, date of closure, and any outstanding follow-up actions. The register will be updated in real-time as cases move through the resolution process.
- **To facilitate effective case tracking and analysis**, the register may include separate tabs or categories—for example, by province, type of grievance (e.g., construction-related, land, environmental), or severity. GRM focal persons at the commune and PIU levels will be trained and responsible for ensuring timely and complete documentation of all grievances submitted orally or in writing.

- **Standardized Forms and Documentation**: To support systematic recording, grievance intake forms will be used to capture all relevant details when complaints are submitted verbally. These forms will ensure that no information is lost during the initial interaction and will be signed by the recipient and, where appropriate, the complainant. Similarly, when a resolution is reached, a grievance resolution form will be completed to document the agreed actions. These may be co-signed by both the project and complainant, particularly for sensitive cases involving compensation or voluntary donation. These paper or digital records will be filed and linked to the master grievance register for accountability and audit purposes.
- **Confidential Case Management**: For grievances involving sensitive matters—such as allegations of gender-based violence, labor exploitation, or corruption—a separate confidential log may be maintained. Access to these records will be restricted to authorized personnel only. While the sensitive nature of such grievances will limit the level of detail shared publicly, they will still be counted in grievance statistics for reporting purposes, ensuring that such cases are not overlooked while respecting the complainant's right to privacy.
- **Internal Monitoring and Reporting**: The ESMU of the PMU will compile internal GRM reports on a monthly basis, summarizing key trends and statistics for project management. These reports will detail the number of new grievances received, resolved, or pending; the nature of complaints received; duration of unresolved cases; and any emerging patterns or severe issues. Such reports will inform the Project Director and technical teams of potential risks and allow for timely corrective actions. For instance, if multiple grievances originate from a specific contractor's area of work or commune, targeted engagement or remedial measures can be undertaken.
- **External Reporting and Stakeholder Transparency**: The project is committed to sharing grievance-related information with its stakeholders to build trust and demonstrate the responsiveness of the GRM.
- **Quarterly Progress Reports to AIIB** will include a dedicated section on GRM status, with disaggregated data on grievances received and resolved, types of issues encountered, and significant resolution outcomes. Government reporting will include communication with relevant agencies, particularly the Ministry of Rural Development and the General Department of Resettlement, to update them on grievances related to land acquisition or resettlement that fall within their remit. Serious unresolved issues may be escalated to the Project Steering Committee.
- **Community-level feedback** will be provided during consultation meetings. Summaries of local grievances (e.g., "three grievances received in the last quarter related to dust and blocked access, all resolved") will be shared to illustrate the functioning of the GRM. Where community input led to design modifications or additional mitigation measures, this will also be communicated back to the affected groups, reinforcing the consultative and responsive nature of the project.
- **Documentation of Complex Cases**: Where grievances remain unresolved for an extended period or escalate to higher levels (e.g., the PMU or external accountability mechanisms), all correspondence, meeting records, technical assessments, and decisions will be comprehensively documented. This not only protects the integrity of the project but also provides an evidentiary trail if cases are referred to the judiciary or AIIB's Project-Affected People's Mechanism (PPM). Such documentation includes signed meeting minutes, technical review notes, written resolutions or settlement proposals, and complainant feedback.
- **Learning from Grievance Trends**: In addition to serving as an accountability tool, the grievance records will be regularly analyzed to identify underlying implementation issues. If recurring themes emerge-such as excessive dust in multiple sites or dissatisfaction with compensation processes-these will be flagged to the relevant implementation teams for review and improvement. The ESU will include such trend analysis in the semi-annual safeguards monitoring reports submitted to AIIB, and key lessons will be discussed during internal management reviews.

VI. IMPLEMENTATION, MONITORING AND REPORTING

A. ROLES AND RESPONSIBILITIES

63. Effective and inclusive stakeholder engagement under the RISING Project requires coordinated efforts across multiple actors, each playing a defined role in ensuring that stakeholders are meaningfully informed, consulted, and empowered throughout the project lifecycle. These responsibilities are distributed across NCDD at the national level, Provincial and District-level Project Implementation Units, site contractors, local authorities, and community representatives. Ensuring clarity on these roles is essential to support smooth implementation, promote transparency, and uphold social safeguard commitments. The ESMU within the PMU will act as the lead agency overseeing and coordinating SEP execution, while PIUs and contractors will lead on-the-ground activities in their respective jurisdictions.

64. The table below presents a detailed delineation of roles and responsibilities of all key stakeholders involved in implementing the SEP. This structure enables the project to institutionalize stakeholder engagement functions at each level of decision-making and field operations, supporting early risk identification, culturally appropriate consultation, and effective grievance redress throughout planning, construction, and operation phases.

Table 4: Roles and responsibilities for SEP implementation

Actor/Stakeholder/ Responsible Entity	Responsibilities
PMU Environmental and Social Management Unit (ESMU)	- Lead planning, oversight, and implementation of the SEP across all project phases. - Coordinate stakeholder engagement activities at national level and provide technical guidance to PIUs. - Monitor SEP and GRM implementation, ensure records are maintained, and integrate feedback into decision-making. - Submit quarterly and semi-annual SEP progress reports to AIIB and other stakeholders. - Develop and maintain stakeholder database, consultation logs, and grievance register. - Provide technical backstopping and capacity building to PIUs and contractors on SEP and grievance resolution.
Provincial/District PIUs (hosted in PDRDs)	- Implement day-to-day SEP activities in their respective provinces/districts. - Conduct local-level consultations, manage grievance handling at field level, and monitor contractor performance on community engagement. - Maintain records of consultations, feedback received and resolved grievances. - Report monthly to PMU on stakeholder engagement and GRM updates. - Coordinate with Commune Councils and local stakeholders to ensure culturally appropriate and inclusive engagement.
Contractors and Subcontractors	- Engage with communities before and during construction regarding schedule, activities, and potential impacts. - Designate Community Liaison Officers (CLOs) to receive and record construction-related grievances. - Address construction-level complaints promptly (dust, noise, access disruptions) and inform PIU of actions taken. - Disclose and implement Code of Conduct and site-specific Environmental and Social Management Plans (CESMPs). - Participate in monthly GRM/consultation meetings at site level. - Submit regular reports to PIUs on SEP compliance, community feedback, and GRM outcomes.

Actor/Stakeholder/ Responsible Entity	Responsibilities
Commune Councils / Village Chiefs / Local GRM Focal Points	- Act as first-line liaison with affected communities for consultations and grievance intake. - Organize community meetings and help facilitate inclusive participation, especially among women and vulnerable groups. - Maintain GRM record books or complaint boxes and refer unresolved cases to PIUs. - Support information dissemination and local-level monitoring.
GDR and Resettlement Working Groups	- Lead all consultations related to land acquisition, DMS, and compensation. - Ensure affected persons are consulted in accordance with the RPF and SOP-LAR. - Oversee grievance handling related to compensation claims and land disputes. - Collaborate with PMU and PIUs to ensure smooth implementation of resettlement measures.
Indigenous Community Representatives / Elders (where applicable)	- Where present in the locality of a subproject, participate in IP screening, consultations, and incorporate any needed elements of an IPP into the ESCOP and ESMP. Any subprojects that are found to have adverse impacts on IP communities will not be eligible for funding. - Facilitate culturally appropriate engagement methods and FPIC processes where triggered. - Help monitor the implementation of the elements of the IPP and provide feedback to the project team.

65. By clearly assigning duties across all levels of implementation, the RISING Project ensures that stakeholder engagement remains a continuous and shared responsibility. This clarity of roles also supports early identification of issues, timely resolution of grievances, and effective community participation - particularly of vulnerable and Indigenous groups. Moving forward, periodic reviews of these responsibilities will be conducted to ensure they remain relevant and aligned with evolving project realities. Adjustments, if needed, will be integrated into updated versions of the SEP and communicated to all implementing partners.