



Project Communications in Conflict Prevention



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ADB's Accountability Mechanism

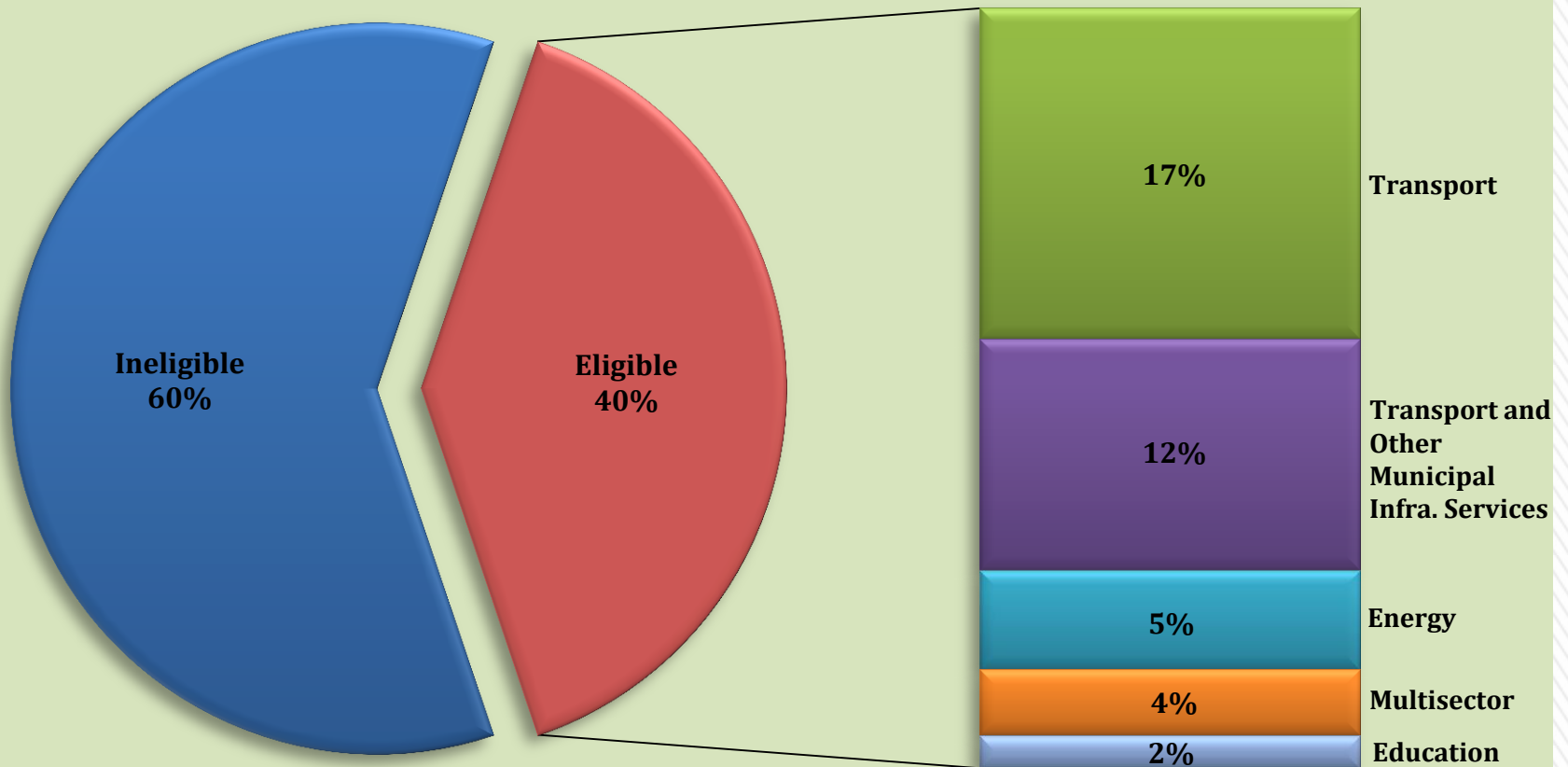
Two functions and two offices:



2004-2014 Complaints

Eligible Complaints Received and Distribution by Sector

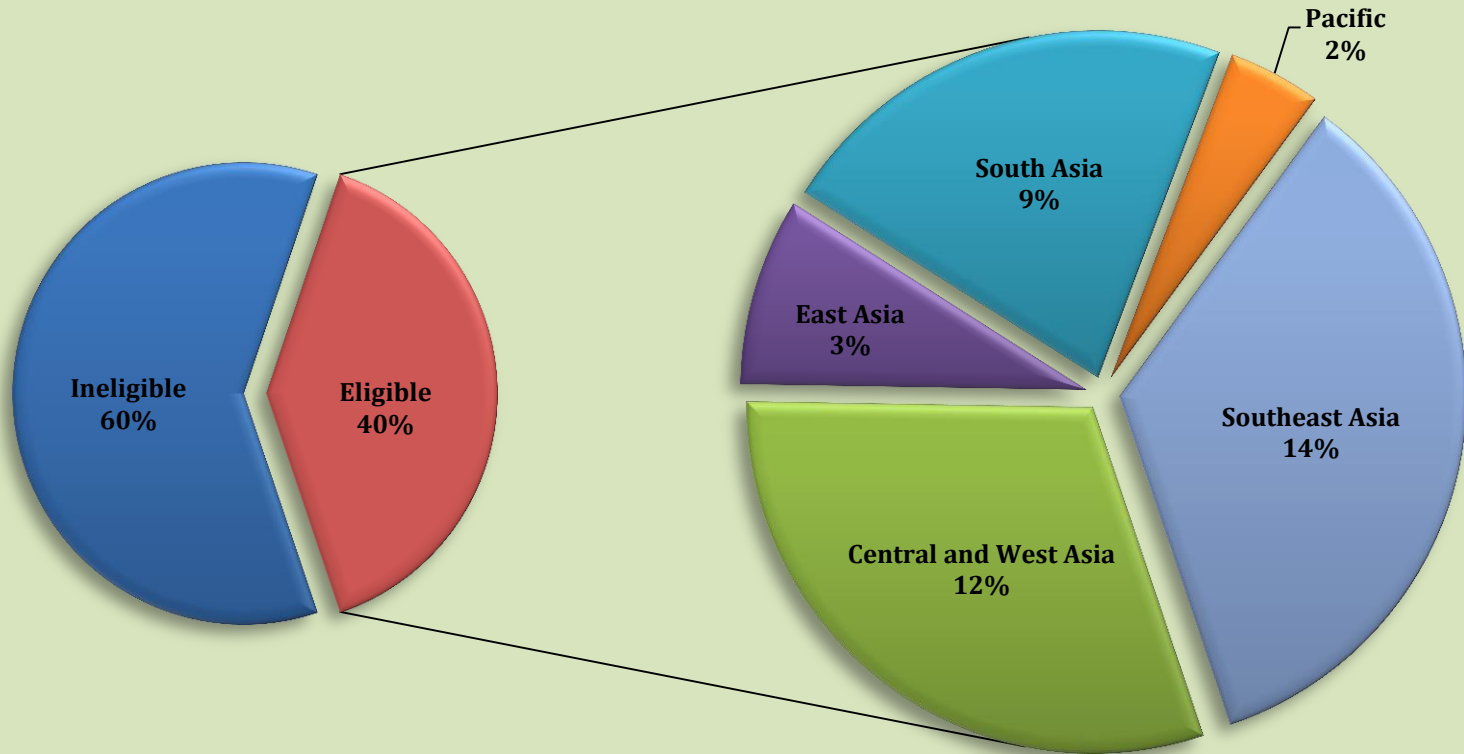
As of 28 February 2015



2004-2014 Complaints

Eligible Complaints Received and Distribution by Region

As of 28 February 2015



2004-2014 Complaints

Subject of Complaints	Number of Times Raised	Share of Total (%)
Resettlement, compensation, and land acquisition	49	32.7
Information	26	17.3
Consultation and participation	21	14.0
Agriculture, natural resources, and environment	22	14.7
Village infrastructure ¹	11	7.3
Community and social issues ²	12	8.0
Livelihood	3	2.0
Others ³	6	4.0
Total	150	100.0

¹ This includes school reconstruction, bus stops, road alignment, underpass for agricultural machinery, cattle passes, and distributary links.

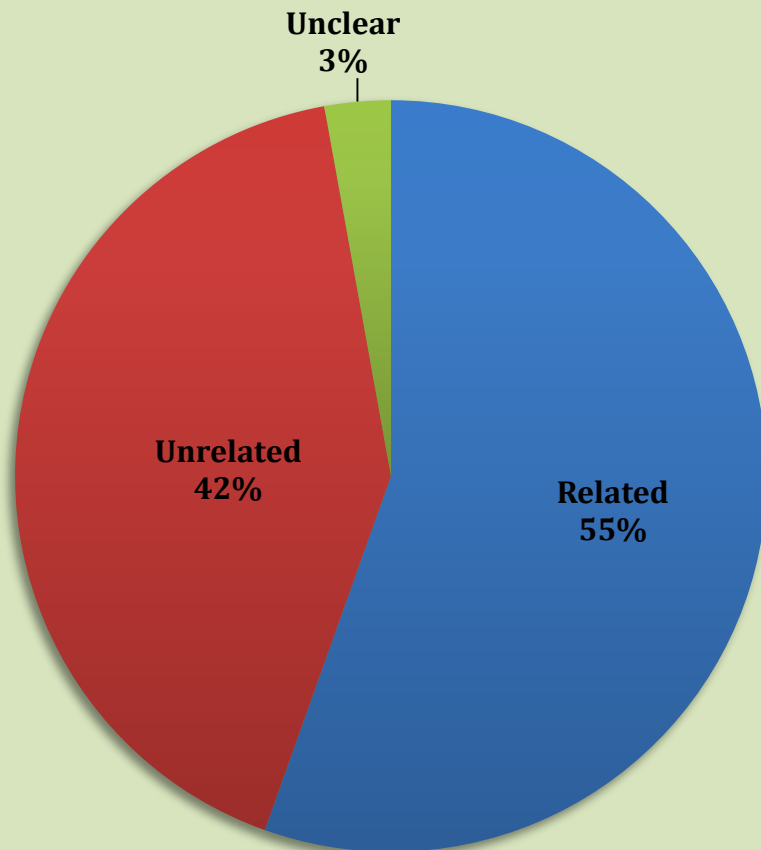
² This includes issues on gender, health, social uplift program, social impact assessment, and indigenous people.

³ This includes issues on high electricity rates, power sector reform, procurement, loans and contract matters.



Concerns related to insufficient communication and participation

2008-2011 New Concerns: Relation to Insufficient Communication and Participation



New Concerns

Sector	New Concerns	C/P Related	% Related
Transport	68	39	57%
Energy	56	30	54%
Agriculture, Natural Resources	30	19	63%
Water	22	16	73%
Multi	14	10	71%
Emergency	8	1	13%
Industry	6	0	0%
Education	6	2	33%
Health, Social Protection	3	0	0%
Total	213	117	55%



US\$135 MILLION

US\$75 MILLION



TOTAL
DOLLARS
AT RISK



**56 PERCENT IS AT RISK
DUE TO INEFFECTIVE
COMMUNICATIONS**

DOLLARS
AT RISK DUE TO
INEFFECTIVE
COMMUNICATIONS

Figure 1. The amount at risk for every US\$1 billion spent on a project.

THE HIGH COST OF LOW PERFORMANCE:
THE ESSENTIAL ROLE OF COMMUNICATIONS



<http://www.pmi.org/~media/PDF/Business-Solutions/The-High-Cost-Low-Performance-The-Essential-Role-of-Communications.ashx>



CAMBODIA

ISSUES UNCOVERED

- ❖ Incorrect compensation
- ❖ Increased debt
- ❖ Unimproved living conditions
- ❖ Loss of livelihood
- ❖ Dysfunctional grievance mechanism

CONSEQUENCES

- ❖ Increased project costs
- ❖ Rehabilitation incomplete
- ❖ ADB's reputation hit



CAMBODIA

COMMUNICATION INTERVENTIONS & RESULTS

Com. interventions undertaken but point missed

Efficient railway services and improving 4000 lives



NEPAL

ISSUES UNCOVERED

- ❖ Inadequate consultation about options for land acquisition
- ❖ Coercion
- ❖ Construction before land transfer and consent of community
- ❖ No records of grievances recorded

COMMUNICATION INTERVENTIONS

- ❖ Proper consultations:
 - Communities given options
 - Alignment changed to avoid land fragmentation
 - Compensation for destroyed structures
 - Retaining walls to protect houses
 - Budget for compensation
 - Updated project implementation procedures

RESULTS

- ❖ Less probability of compliance review



SAMOA

ISSUES UNCOVERED

- ❖ Inadequate consultation about sustainable land use – commercial agriculture and tourism
- ❖ Leasing of customary land – whose land? whose risk?
- ❖ Leasing framework - what safeguards?

POSSIBLE CONSEQUENCES

- ❖ Threat to Samoan culture
- ❖ No citizen buy-in
- ❖ Banks won't lend
- ❖ No ADB Loans
- ❖ Civil unrest



CONCLUSION

✓ Know what to look for when reviewing

Getting information to the right people at the right time in a useful format

- Identify stakeholders
- Communication Methods
- Messaging
- Frequency



CONCLUSION

- ✓ **No cost for communications but huge COSTS without**
- ✓ **Call when in doubt or need help**
- ✓ **Make that call early**



TOOLS AND REFERENCES

- Contact DER Project Communication Group for advice for high needs/high priority projects
- Templates, samples and matrices on developing communication strategies are available at DER's intranet in myadb:

The screenshot shows the DER Project Communications intranet page. The header includes the DER logo and the text 'Department of External Relations'. Below the header is a search bar for the DER site. The main content area is titled 'Project Communications' and includes a 'Last modified' date of 23 Feb 2015. The page contains several sections: a main text block about communication, a 'Contact' section with a link to the Project Communications group, a 'Related Links' section with several links to guides and templates, a 'What We Do' section with a list of activities, a 'Frequently Asked Questions' section, and a 'Quick Links' section with various resources.

DER | Department of External Relations

Project Communications
Last modified: 23 Feb 2015

Communication, when integrated throughout the project cycle, helps ADB projects enjoy wider consensus, minimize reputational risks and avoid delays due to opposition from stakeholders.

DER's [Project Communications group](#) provides project support and capacity building to ADB's operational departments and staff to help project teams:

- communicate better with project stakeholders to enrich project design and strengthen implementation
- promote new technologies and behaviors that are crucial to project success

The Public Communications Policy (PCP) 2011 requires that **every project develop a communications strategy** (paras. 47 and 48) which is also a required element in the Project Administration Manual. DER's [Project Communications group](#) can assist project teams in understanding and meeting these requirements.

What We Do

- Project support
- Capacity building for ADB staff and clients
- Templates, samples and tools for developing stakeholder communication strategies

Frequently Asked Questions

Are all projects required to develop communications strategies?
Who should develop the stakeholder communications strategy?

Search DER Site

Contact

- [Project Communications group](#)

Related Links

- [Preparing Communications Strategies for Projects \(Complete Guide\) / Quick Guide](#)
- [Communications strategy template](#)
- [Sample communications strategies](#)
- [Sample TORs for communication consultants](#)
- [ADB policies on stakeholder communications](#)
- [PCP requirement: Information to Affected People and Other Interested Stakeholders](#)

Quick Links

- [Acronyms](#)
- [ADB Avenue](#)
- [ADB Branding Tool Kit](#)
- [ADB Corporate Tool Kit](#)
- [ADB Photo Library](#)
- [ADB Today](#)
- [Annual Report](#)



thank you!



<http://www.adb.org/site/accountability-mechanism/problem-solving-function>

