

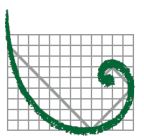
## **IRPC Eco Industrial Zone Development Project Stakeholder Engagement & Communication Plan**

IRPC Public Company Limited

0151659

31 October 2012

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IRPC Public Company Limited

## Stakeholder Engagement & Communication Plan – Eco Industrial Zone Project

October 2012

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## CONTENTS

1	<b>INTRODUCTION</b>	2
1.1	<b>BACKGROUND</b>	2
1.2	<b>BRIEF DESCRIPTION OF ECO INDUSTRIAL ZONE PREMISE</b>	2
1.3	<b>OBJECTIVES AND STRUCTURE OF STAKEHOLDER ENGAGEMENT PLAN</b>	4
2	<b>STAKEHOLDERS ANALYSIS</b>	5
2.1	<b>STAKEHOLDERS IDENTIFICATION</b>	5
2.2	<b>STAKEHOLDERS PROFILE</b>	7
2.3	<b>STAKEHOLDERS MAPPING</b>	8
3	<b>STAKEHOLDER ENGAGEMENT AND COMMUNICATION PLAN</b>	11
3.1	<b>STAKEHOLDER ENGAGEMENT PLAN</b>	11
4	<b>IMPLEMENTATION, MONITORING AND EVALUATION</b>	22
4.1	<b>IMPLEMENTATION</b>	22
4.2	<b>MONITORING AND EVALUATION OF STAKEHOLDER ENGAGEMENT AND COMMUNICATION PLAN</b>	24
4.3	<b>STAKEHOLDER ENGAGEMENT AND COMMUNICATION PLAN REVIEW</b>	25

## **INTRODUCTION**

### **1.1 BACKGROUND**

The Stakeholder Engagement and Communication Plan is developed by ERM, in association with representatives from several parties of IRPC Public Company Limited (IRPC) who have participated in a Stakeholder Engagement Plan Workshops during June, 2012.

This Stakeholder Engagement and Communication Plan includes a brief description of IRPC's external stakeholders as identified during the Stakeholder Engagement Plan Workshops. In addition to being applicable for the development phase of the Project, the Stakeholders Engagement and Communication Plan outlines all the general engagement principles that will be applicable for the rest of the implementation Phases.

### **1.2 Brief Description of Eco Industrial Zone Premise**

The IRPC Industrial Zone is a fully integrated refinery and petrochemical cluster consists of an upstream, an oil refinery unit and a downstream petrochemical production. The industrial estate infrastructure includes public utilities that fully support all industrial operations including a deep sea port, tank farm, and power plant. The industrial zone locates in the south region of Rayong province (Figure The asset premise spans 9.78 square kilometres (6,111.76 Rais); with boundaries adjacent to :

North : National Highway 3139 /Ban Lang subdistrict, Moo 1, 2, and 3  
West : Cheng Nern subdistrict, Moo 1 and 5  
East : Ta Pong subdistrict, Moo 1, 4 and 6  
South : Gulf of Thailand

The industrial estate is divided into 4 operational zones , of which 3,092.94 rai has been developed as utilities and centralized support infrastructure. Out of the 35 manufacturing plants currently operating in the industrial zone, 23 plants are operated by IRPC. Majority of the 12 other manufacturing plants are petrochemical and related supporting operations.



Figure 1 Layout of Key Project Area during 2011-2012

The challenge for IRPC is to plan and implement the Eco Industrial Zone development project in a manner that meets as many needs and concerns of the external stakeholders as possible while being sustainable solution to project vitality. To accomplish this, there is a need of understanding the influence of external stakeholders in order to sufficiently conduct an external stakeholder management process.

In order to perform an external stakeholder management and to increase the effectiveness of IRPC's relationships with all external stakeholders, the objective of this Stakeholder Engagement and Communication Plan is following;

- Identification of the key external stakeholders to be engaged during construction phase and approaches for interrelations with them.
- Setting up programmes for engagement with identified stakeholders, with clear expectation.
- Communication with stakeholders about the IRPC EIZ Project.

Stakeholder Engagement and Communication Plan is structured in three chapters. After the introduction, the second chapter includes a brief description of the stakeholder identification and analysis, and a summary Table with the stakeholders identified during Stakeholder Engagement workshops. The Third includes the stakeholder engagement plan. The last chapter presents the implementation, monitoring and evaluation procedures, as well as recommended responsible functions for implementing the Stakeholder Engagement and Communication Plan.

## 2.1 STAKEHOLDERS IDENTIFICATION

For the purposes of this stakeholder engagement and communication plan, a stakeholder is defined as individuals and/or organizations and/or communities which:

- Are directly and/or indirectly affected by the execution of the EIZ Project.
- Gain or loss “interests” in the project that determine them as stakeholders.
- Have the potential to influence project outcomes or IRPC operations.

The objective of stakeholder identification is therefore to establish which organisations and individuals may be directly or indirectly affected (positively and negatively) by the project; and who may have an impact or influence on the project. It also is important to be kept in mind that stakeholder identification is an on-going process requiring regular review and updates.

The stakeholder identification includes a simple and straightforward approach. First, the project is reviewing and updating a list of all the stakeholders with whom is interrelating base on the initial list at the project development phase. Second step in stakeholder identification is to brainstorm who the stakeholders are. As part of this, think of all communities and organizations that are affected by the IRPC Eco Industrial Zone project development, who have influence or power over it, or have an interest in the project. In order to develop an effective stakeholder engagement and communication plan it is necessary to determine exactly who the stakeholders are and understand their priorities and objectives in relation to the project.

These stakeholders have been divided into the following groups:

### 1. *Governmental Agencies at National, Provincial and District levels*

This group includes legislators and executive authorities of local and regional levels, and supervisory agencies in charge of approvals, review of the documentation and endorse for the Eco industrial zone status. List of stakeholders in this group are following.

- Ministry of Industry, Federation of Thai Industries.
- Department of Industrial Works, Industrial Waste Management Bureau.
- Pollution Control Department.
- Office of Natural Resources and Environmental Policy and Planning (ONEP).
- Rayong Industrial Office.
- Rayong Provincial Administrative Organization.
- Rayong Public Health Office, Rayong Hospital, Tambon Health Promotion Hospital.
- The Board of Investment of Thailand (BOI).
- Department of Public Work and Town & Country Plan - Rayong Province.

- The Office of Natural Resources and Environment Rayong Province.
- Rayong Energy Office.
- Provincial Water Resources and Environmental Office.
- Rayong Royal Irrigation Department /Rayong Provincial Waterworks Authority.
- Rayong City Municipality.
- Subdistrict Administrative Office : Choengnoen, Banlang, Tapong, Natakhwan ,Ta Khan.
- Sub district municipality office : Namkhok, Tabma.

2. *Communities affected by the execution of the Project*

Some components in the EIZ project such as waste exchange infrastructure construction, protection strip expansion, community land and land use development may require construction and potential relocation of community. As a result, this group represents surrounding communities potentially being impacted and benefitted due to Eco Industrial Zone initiatives and activities. This group includes:

- Communities within the 5 Districts, 2 Subdistricts.
- Artisanal Fisheries group, Laem Roongreung group, Klong Cher group.
- Employees' families.
- Rayong communities outside of neighbouring districts.
- Influential community groups : Religious institutes, School.

3. *Employees, Contractors and Suppliers*

Supply chain workforce is identified for companies and organizations operating within the IRPC Eco Industrial zone premises. This group includes:

- Employees.
- Contractors and subcontractors.
- Suppliers.

4. *NGO, Media and Academic Community*

This group includes:

- The Eastern People's Network.
- Academics.
- Media : local and national level.
- Power plant multilateral committee.
- Tri-party committee /safety committee/ citizens dialogue.
- Other NGOs.

5. *Other groups of stakeholders*

This group represents all other residents, business community or organizations that have interest in the IRPC Project, It includes:

- Bank.
- Investor.
- Business partners and Competitors.
- Tourist Agencies.



Note that although identified stakeholders as presented above are mostly communities and organizations, ultimately the people are the one to be communicated with.

## 2.2 *STAKEHOLDERS PROFILE*

Once the stakeholders have been identified, stakeholder profile is consequently determined, again by associating with IRPC representatives during Stakeholder Engagement Plan Workshop. The objective is to brainstorm how they are likely to feel and react towards the Project.

The result of stakeholder profile is presented in **Table 1**.

Having an understanding of the interests and the potential impact of a stakeholder group to the Eco Industrial Zone project helps identifying the key objectives of engagement, interests of stakeholders and the potential impacts hence would be assessed so that IRPC representatives can easily observe the stakeholders relation towards its activities, In IRPC's particular case, it is highly important to acknowledge each stakeholder's influence and interests over the project they are about to implement.

**Table 1 Detail of Stakeholder Profiles**

No.	Categories/Stakeholder	Possible impacts on the Project	Stakeholder's Roles on the Project	Concerns from Stakeholders	IRPC's Relation with Stakeholders (+,0,-)
<b>1</b>	<b>National Government Agencies</b>				
1.1	Department of Industrial Works, Industrial Waste Management Bureau	Authority over waste and pollution works	<ul style="list-style-type: none"> <li>- Grant waste management and treatment special permits for potential new waste management infrastructure</li> <li>- Support in terms of policy, incentives, operational management and knowledge sharing for DIW</li> </ul>		0
1.2	Ministry of Industry, Federation of Thai Industries	Potential endorser for Eco Industrial	<ul style="list-style-type: none"> <li>- Recognize the success of EIZ program</li> </ul>	Expectation for IRPC to take the lead in Eco Industrial town plan	+
1.3	Office of Natural Resources and Environmental Policy and Planning (ONEP)	Authority over the new construction projects in EIZ area including rehabilitation program	<ul style="list-style-type: none"> <li>- Approves, reviews all IRPC's environmental documentations and grant permits for ESIA and related requirements under Thai regulation</li> </ul>	New infrastructure follows EIA approval process	0
			<ul style="list-style-type: none"> <li>- Approves and issues permits for construction of material exchange infrastructure</li> </ul>		
			<ul style="list-style-type: none"> <li>- Inspects and follow up on biodiversity rehabilitation program,</li> <li>- Approves on biodiversity conservation program, green stripe program involving native revegetation and biodiversity corridor.</li> </ul>		
1.4	Pollution Control Department	Authority over environmental performance	<ul style="list-style-type: none"> <li>- Support in terms of policy, technical knowledge in pollution control techniques ,recommend best practices</li> </ul>	IRPC has proposed mitigation measures and budget for SHE management and implementation	0
			<ul style="list-style-type: none"> <li>- Inspects , enforces and penalizes according to applicable laws and regulations</li> </ul>		
1.5	Marine Department	Authority over port activity, water discharge and its impact to quality	<ul style="list-style-type: none"> <li>- Inspects , enforces and penalizes according to applicable laws and regulations</li> </ul>	Quality of waste treatment effluent discharge to the sea	+

No.	Categories/Stakeholder	Possible impacts on the Project	Stakeholder's Roles on the Project	Concerns from Stakeholders	IRPC's Relation with Stakeholders (+,0,-)
		of marine environment	- Grant permit on port and marine related activities		
1.6	The Board of Investment of Thailand (BOI)	Authority over tax and investment incentives for import and export business	- Grant import /export tax exemption and/or approve of income tax incentives - Provide public support and promotion of EIZ's success in communicating with peers	None	0
<b>2</b>	<b>Provincial and District Agency</b>				
2.1	Rayong Industrial Office	Authority over all manufacturing activities in IRPC	- Approves, reviews all IRPC's industrial activities and related requirements under industrial zone regulation Support DIW's Eco Industrial Town policy and manage Clean Technology implementation in Rayong province - Inspects, enforces, penalizes according to applicable laws and regulations	IRPC to proposed mitigation measures for SHE management and implementation for new industrial processes	0
2.2	Provincial Water Resources and Environmental Office	Authority over watershed	- Advise and/or participate in developing sustainable water management initiatives: flood management, footprint.	None	+
2.3	Rayong Royal Irrigation Department /Rayong Provincial Waterworks Authority	Authority over local labor protection and welfare	-Provide technical advices on water risk management initiatives such as flood management plan,water management during drought	None	0
2.4	Rayong Public Health Office, Rayong Hospital, Tambon Health Promotion Hospital	Influence public on health assessment result, Endorse program performance	- Support in terms of baseline data i.e. health issues, health care service access.	None	+
		Potential partnership	- Collaborative support in developing and execution of public health promotion activities.		

No.	Categories/Stakeholder	Possible impacts on the Project	Stakeholder's Roles on the Project	Concerns from Stakeholders	IRPC's Relation with Stakeholders (+,0,-)
2.5	Department of Public Work and Town & Country Plan - Rayong Province	Authority over land use planning and construction	- Grants permit for a construction projects outside of industrial zone - Advise and approve on land use development, green space, public amenity development activities	- Master plan on land use and green space	0/+
			- Provide baseline data, consultation and potential partnership in green space development activities	- Increase in green space/reforestation area according to plan	
2.6	The Office of Natural Resources and Environment Rayong Province.	Endorsement on program success	- Advise and/or collaborate on biodiversity rehabilitation and conservation programs.	None	0
2.7	Rayong governor	Authority over the overall provincial government offices	- Finalize matters between the EIZ Project and Rayong officials - Support in terms of policies and public endorsement in strategic communication plan		0
2.8	Rayong Energy Office	Authority over the Concession Agreement and driving the Project	- Advise IRPC to develop renewable energy option and conservation program according to national strategy	None	+
			- Promote collaborative support and networking with สบจ. พลังงาน in terms of technical advices		
2.9	Rayong Provincial Administrative Organization		- Encourage participatory ecology symbiosis network set up according to Rayong PAO's master plan, i.e. 3R programs, community enterprise	None	+
			- Corresponds with officials and community on concerns and impact		
2.1	Choengnoen Subdistrict Administrative Organization	Complaints and recommendations to Provincial Authority	- Promote community participation and mutual agreement in social program implementation	- Potential health impacts and increased health risk from industrial operation - Inadequate health and safety assurance from business	-
2.11	Banlang Subdistrict Administrative Organization		- Acts as representatives of the communities to correspond with the Project		-

No.	Categories/Stakeholder	Possible impacts on the Project	Stakeholder's Roles on the Project	Concerns from Stakeholders	IRPC's Relation with Stakeholders (+,0,-)
2.12	Tapong Subdistrict Administrative Organization				-
2.13	Natakhwan Subdistrict Administrative Organization				-
2.14	Ta Khan Subdistrict Administrative Organization				-
2.15	Namkhok Subdistrict municipality office				-
2.16	Tabma Subdistrict municipality office				-
2.17	Rayong City Municipality				0
<b>3</b>	<b>Local communities affected by the construction of the Project</b>				
3.1	Choengnoen Subdistrict	Grievance	Focus area for environmental monitoring, social investment, and land use development program	<ul style="list-style-type: none"> <li>- Local people concern about the petrochemical industry regarding their health risk, degraded farmland , degraded watershed and occupation in the future</li> <li>- But labors, particularly in certain age prefer increases in employment and in commercial values</li> <li>- People worry about social impacts e.g. dust, noise and visual pollution, tradition and culture loss, increasing of non local labors, etc.</li> <li>- Concern over degradation in quality and quantity of biodiversity and ecological system</li> <li>- Additional health service infrastructures</li> </ul>	-
3.2	Banlang Subdistrict	Grievance			-
3.3	Tapong Subdistrict	Grievance			-
3.4	Natakhwan Subdistrict	Grievance			-
3.5	Ta Khan Subdistrict	Grievance			-
3.6	Namkhok Subdistrict municipality	Grievance			-
3.7	Tabma Subdistrict municipality	Grievance			-

No.	Categories/Stakeholder	Possible impacts on the Project	Stakeholder's Roles on the Project	Concerns from Stakeholders	IRPC's Relation with Stakeholders (+,0,-)
				and occupational training programs are required	
3.8	Rayong city municipality	Grievance	<ul style="list-style-type: none"> <li>- Build communication network</li> <li>- Create economic opportunities for local communities</li> <li>- Incrementally expand eco concept to local municipality's management capability</li> </ul>	People slightly worry about their farmland and occupation in the future	0
3.9	Artisanal Fisheries group, Laem Roongreung group, Klong Cher group	Grievance	<ul style="list-style-type: none"> <li>- Participate in social programs : community enterprise, culture and heritage program</li> <li>- Implement Green fuel for sustainable fisheries initiative with IRPC CSR.</li> </ul>	People worry that port activities and discharge may affect amount and quality of fisheries in the future	-
3.10	Employees' families	Grievance	<ul style="list-style-type: none"> <li>- Potential supports in promoting correct understanding of EIZ program and performance</li> </ul>	<ul style="list-style-type: none"> <li>- Increases in employment and in commercial opportunities</li> <li>- People might worry about health impacts and their quality of lives</li> </ul>	+
3.11	Influential community groups : Religious institutes, School	Grievance	<ul style="list-style-type: none"> <li>- potential supports in promoting good understanding of EIZ program and performance</li> <li>- Act as academic center of communities</li> </ul>		0
3.12	Rayong communities outside of neighboring districts	Grievance	There is no direct impacts from operational excellence activities but might possibly be benefited from social value added activities.	Increases in employment and in commercial opportunities	+
<b>4</b>	<b>Participatory Workforce / Academic Community</b>				
4.1	Power plant multilateral committee	Implement the Operation Excellence program	<ul style="list-style-type: none"> <li>- Promote and advise on power plant's environmental friendly operation</li> <li>- Oversee power plant social funding</li> </ul>	<ul style="list-style-type: none"> <li>- Misunderstanding from community</li> </ul>	
4.2	Tri-party committee /safety committee/ citizens dialogue	Drive the healthy community program	<ul style="list-style-type: none"> <li>- Follow up, inspect and assure action plans to resolve environmental and social complaints</li> <li>- Communicate performances and and correspond between EIZ and Rayong community.</li> </ul>	<ul style="list-style-type: none"> <li>- Limited resources to provide hospital building, medical equipment to Muang Rayong Hospital and Na Pong Hospital</li> </ul>	

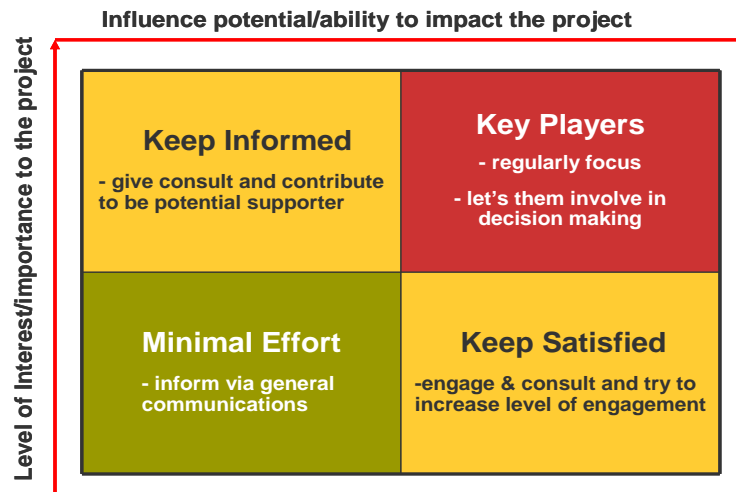
No.	Categories/Stakeholder	Possible impacts on the Project	Stakeholder's Roles on the Project	Concerns from Stakeholders	IRPC's Relation with Stakeholders (+,0,-)
<b>5</b>	<b>NGO</b>				
5.1	The Eastern People's Network	Oppose any industrial major projects	- Increase participation and involvement in project critical review and public consultation - Communicate positively and negatively about the projects	Credibility of industry's program (Negative attitudes towards all of Petrochemical Project)	-
5.2	Independent experts and Academics	Endorsement /Critical review on program credibility and performance	Associates with the initiative development plan	None	0
5.3	NGOs - Supportive	Endorsement on program credibility	Interested in the Project	None	+
5.4	NGOs - Opposing	Oppose any power plant/energy projects	Communicates positively and negatively about the Project	None	-
		Communicates false information			
<b>6</b>	<b>Mass Media</b>				
6.1	Radio	Communicates false information	Communicates positively and negatively about the Project	None	0
6.2	Newspaper				
6.3	Broadcasting				
6.5	Journalist Association				
6.6	Local media	Oppose any governmental projects	Communicates positively and negatively about the Project via internet	Negative attitudes towards all of heavy industry project	-

No.	Categories/Stakeholder	Possible impacts on the Project	Stakeholder's Roles on the Project	Concerns from Stakeholders	IRPC's Relation with Stakeholders (+,0,-)
		Communicates false information			
<b>7</b>	<b>Business Community</b>				
7.1	Tourism Company	None	Opportunity in relation to eco tourism	Impacts caused by the Project will decrease opportunity for ecological tourist group, but road improvement is beneficial for any transportation purposes.	-
7.2	Local Supplier/Contractor	None	Opportunity to become supplier/contractor	None	+
7.3	Bank	None	Provides financial and accounting support	None	+
7.4	Business partners and Competitors	None	Support the program by executing the initiatives and achieving mutual targets Provide supporting structures and dedicated human resources to ensure program completion Disclose performance	Resource required Disclosure	+

Remark: + implies that stakeholder currently has positive attitudes towards the Project  
- implies that stakeholder currently has negative attitudes towards the Project  
0 implies neutral, perhaps + or - attitudes in the future



Stakeholder mapping is undertaken to identify the ‘interest’ and ‘influence’ of each stakeholder. Interest and influence are combined using a matrix diagram. Positioning stakeholders in relative terms according to the two broad criteria allows stakeholders to be positioned into the four quartiles of the matrix, as **Figure 2** below.



**Figure 2 Stakeholder Mapping Matrix**

The mapping exercises are undertaken once the list of stakeholders has been drawn up during Stakeholder Engagement Plan Workshop. Stakeholders positioned within quartile number one (top, right) have both the highest interest and ability to influence the project and will require more intense consultation, and will therefore be the focus of the Development Phase engagement strategy. **Table 2** presents the list of stakeholders in each quartile.

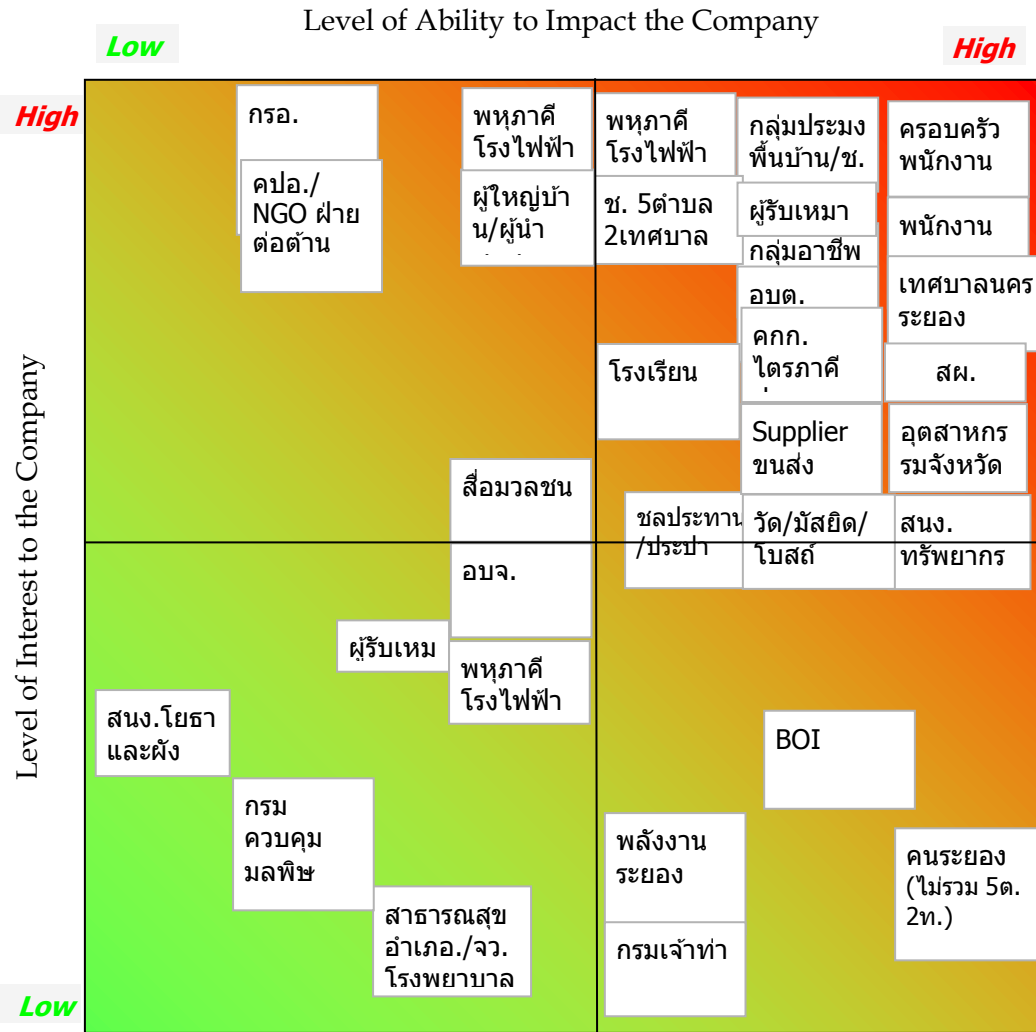


Figure 3 Stakeholder Mapping Matrix

**Table 2 Results of Stakeholder Mapping**

Results	List of Stakeholder
<b>Quartile 1</b> Key Player	<ul style="list-style-type: none"> <li>• Communities in 5 Neighbouring districts and 2 subdistricts.</li> <li>• Communities leaders, Religious leaders.</li> <li>• The Eastern People’s Network.</li> <li>• Employees and Employees’ families (Rayong residents).</li> <li>• Rayong City Municipality, Subdistrict Administration Offices.</li> <li>• Department of Industrial Work; Federation of Thai Industries.</li> <li>• Office of Natural Resources and Environmental Policy and Planning (ONEP).</li> <li>• Rayong Industrial Office.</li> <li>• Media.</li> <li>• Tri-party Committee; Power plant Multi-lateral Committee.</li> <li>• Waste treatment and management contractors.</li> <li>• Logistic Service Providers.</li> </ul>
<b>Quartile 2</b> Keep Satisfied	<ul style="list-style-type: none"> <li>• Pollution Control Department.</li> <li>• Marine Department.</li> <li>• Irrigation Department/Rayong Provincial Waterworks Authority.</li> <li>• The Office of Natural Resources and Environment - Rayong.</li> <li>• Department of Public Work and Town &amp; Country Plan - Rayong.</li> <li>• Rayong Governor.</li> <li>• Ministry of Labour and Social Welfare.</li> <li>• Rayong PAO.</li> <li>• Rayong Public Health Office /Rayong Hospital.</li> <li>• Investors.</li> <li>• Local Suppliers and Contractors.</li> </ul>
<b>Quartile 3</b> Keep Informed	<ul style="list-style-type: none"> <li>• Indirect affected subdistricts and villages in Rayong.</li> <li>• Artisanal Fisheries group, Laem Roongreung, Klong cher.</li> <li>• Community Enterprises, OTOP associations.</li> <li>• Board of Investment, SME Bank, EXIM Bank.</li> <li>• Suppliers and Contractors.</li> <li>• Supportive NGOs.</li> </ul>
<b>Quartile 4</b> Minimal Effort	<ul style="list-style-type: none"> <li>• Rayong Energy Office.</li> <li>• Rayong wider communities.</li> <li>• Tourist Agencies.</li> <li>• Academic and Independent experts.</li> </ul>

**Table 1** and **Table 2** can summarize the understanding which stakeholders are expected to be blockers or critics, and which stakeholders are likely to be advocates and supporters. Also, it would be kept in mind that stakeholder mapping matrix is a dynamic tool to be periodically updated since the interest and influence of each stakeholder might change over the EIZ project development and implementation period.

### 3.1 STAKEHOLDER ENGAGEMENT PLAN

Stakeholders Engagement is about building and maintaining constructive relationships over time with external stakeholders who are affected by or interested in the Eco Industrial Zone initiatives and activities. It is process between IRPC Eco Industrial Zone and its stakeholders that extends throughout the development phase of the project and encompasses a range of activities and approaches, from information sharing and consultation, to participation, negotiation, formation of partnerships and permit application, in case of new infrastructure construction is deemed necessary. The purpose of a Stakeholder Engagement & Communication Plan is to describe the programs for engaging with stakeholders in an appropriate manner.

Key principles of effective engagement include:

- Providing meaningful information in a format and language that is readily understandable and tailored to the needs of the stakeholder group(s).
- Providing information in advance of consultation activities and decision-making.
- Providing information in ways and locations that make it easy for stakeholders to access it and that are culturally appropriate.
- Respect for local traditions, languages, timeframes, and decision-making processes.
- Two-way dialogue that gives both sides the opportunity to exchange views and information, to listen, and to have their issues heard and addressed.
- Inclusiveness in representation of views, including ages, women and men, vulnerable and/or minority groups.
- Processes with no coercion.
- Clear mechanisms for responding to people's concerns, suggestions, and grievances.
- Incorporating, where appropriate and feasible, feedback into project or program design, and reporting back to stakeholders.

Basic measures will be utilized by IRPC to provide information to the relevant stakeholders throughout the programmes. These will include (but not limited to):

- Site visits.
- Briefing and meetings.
- Newsletters, leaflets.
- Progress report.
- Telephone interaction.
- Local billboards, exhibition, kiosk.
- Workshop and training.
- IRPC Eco Industrial Zone website (to be developed).
- Activities by CSR, Community Relation/Governmental Relation Divisions.

The preferable use of different types of engagement in the process of relations with the stakeholders at different levels is presented in **Table 3** with communication techniques recommended in **Table 4**.

**Table 3 Stakeholder Engagement Program**

Stakeholder	Engagement Programme			
	Quartile 1: Key Players	Quartile 2: Keep Satisfied	Quartile 3: Keep Informed	Quartile 4: Minimal Effort
Governmental agencies (including legislators and authorities of local and national levels) and supervisory agencies in charge of approvals, review of the documentation and issue of relevant permits for new infrastructure construction and operation	<p>Presentation of information</p> <p>Meeting and consultation with Officers</p> <p>Field Communication Center</p> <p>SHE Progressively report on a monthly</p>	<p>Presentation of information</p> <p>Central place or staff for correspondence and communication</p>	<p>Presentation of information</p> <p>Field Communication Center</p>	<p>Presentation of information</p>
Other Provincial and District Agencies	<p>Presentation of information</p> <p>Meeting and consultation with Officers</p> <p>Field Communication Center</p>	n/a	<p>Presentation of information</p> <p>Field Communication Center</p>	<p>Presentation of information</p>
Local communities affected by the project NGOs - Opposing	<p>Presentation of information</p> <p>House visit</p> <p>Meeting and consultation</p>	n/a	<p>Presentation of information</p> <p>Open house and IRPC site visit</p> <p>Comment Box</p>	n/a

Stakeholder	Engagement Programme			
	Quartile 1: Key Players	Quartile 2: Keep Satisfied	Quartile 3: Keep Informed	Quartile 4: Minimal Effort
	Open house and IRPC site visit  Training and Workshop  Field Communication Center Comment Box			
Academic Community	n/a	n/a	Presentation of information  Comment box  Training and Workshop	Presentation of information
Business community, Employees, Contractors, Suppliers	n/a	n/a	Presentation of information	Presentation of information
Mass Media	Presentation of information  Field Communication Center	n/a	n/a	n/a
NGOs - Supportive	n/a	n/a	Presentation of information	n/a

**Table 4 Stakeholder Communication Techniques**

Stakeholder		Engagement and communication Technique				
		(1) Public Consultation	(2) Focused Group	(3) In depth Interview	(4) Inform through media	(5) Survey
<b>EXTERNAL STAKEHOLDER</b>						
1.	Rayong Governor	•		•	•	•
2.	The Board of Investment of Thailand (BOI)	•	•		•	•
3.	Department of industrial works : Industrial Waste Management Bureau	•	•		•	•
4.	Pollution Control Department	•	•		•	•
5.	Rayong Industrial Office	•	•		•	•
6.	Rayong Provincial Administrative Organization	•	•		•	•
7.	Rayong Public Health Office /Rayong Hospital	•	•		•	•
8.	Tambon Health Promotion Hospital	•	•		•	•
9.	The Office of Natural Resources and Environment Rayong Province.	•	•		•	•
10.	Rayong Energy Office	•	•		•	•
11.	Department of Public Work and Town & Country Plan Rayong Province	•	•		•	•
12.	Power plant multilateral committee	•	• Ad Hoc meeting		•	•
13.	Tri-party committee /safety committee/ citizens dialogue	•	• Ad Hoc meeting		•	•



Stakeholder		Engagement and communication Technique				
		(1) Public Consultation	(2) Focused Group	(3) In depth Interview	(4) Inform through media	(5) Survey
<b>EXTERNAL STAKEHOLDER</b>						
14.	Rayong City Municipality	•	•		•	•
15.	Rayong Royal Irrigation Department /Rayong Provincial Waterworks Authority	•	•		•	•
16.	Subdistrict Administrative Office : <i>hoengnoen, Banlang, Tapong, Natakhwan, Ta Khan and</i> Subdistrict municipality office : <i>Namkhok, Tabma</i>	•	•	• (Only CEOs of the SAOs/ Mayor)	•	•
17.	The Eastern People's Network	•		•	•	•
18.	Artisanal Fisheries group/Laem Roongruang group/Klong Cher group	•	•	• (Only group leaders)	•	•
19.	Community leaders and local communities of the 5 surrounding subdistricts	•	•	•	•	•
20.	IRPC EIZ Business partners	•	•		•	•

Stakeholder		Engagement and communication Technique				
		(1) Public Consultation	(2) Focused Group	(3) In depth Interview	(4) Inform through media	(5) Survey
<b>INTERNAL STAKEHOLDER</b>						
1.	Corporate IRPC Industrial Zone Management Office (CI)	•	••••••••		Intranet, Communication through existing internal channels	•
2.	Corporate Social Responsibility (CSR)	•	••••••••			•
3.	Human Resources Department	•	•			•
4.	QSHE Department	•	••••••••			•
5.	4 Operation Divisions	•	•			•

The description of each programme is following.

a) *Meeting and Consultation with local communities*

Objectives:

- To minimize the public concerns relevant to the development of the EIZ project.
- To introduce social investment program's benefits, training programs and open opportunities available.
- To communicate the progress of the project implementation.
- Project management would fully address the needs and concerns of local people in Health, Safety and Environmental quality and provide solutions/mitigation measures as well as promoting quality of life improvement.

Activities:

- To meet leaders of communities and discuss for establishment of public meeting, and to coordinate with them for invitation of local people to attend in that meeting.
- To conduct meeting(s) with local people, concentrating in close participation and sharing. Agenda of the meeting should be established depending on: (1) SHE impacts and concerns of each community, (2) social investment initiative development and program designs, (3) participatory model for ecology conversation, public amenity and community land use development and maintenance.
- To provide essential information and documentation for meeting.
- To provide training and coaching support on capacity building programs.
- To conduct community satisfaction survey.

Frequency

- Quarterly meeting for Q1 Communities.
- Bi-Annually meeting for Q3 Communities.

Expectation:

- Public comments to be adopted in SHE management plan during construction period in order to minimize communicable disturbance.
- Positive attitude in term of prompt responses of the project.
- Sense of belonging and ownership in public amenity and social investment infrastructure co-created with IRPC representatives.

b) *Meeting with Officers*

Objectives:

- To ensure EIZ and community developmental plans support government's national and provincial development strategy.
- To initiate partnership in social investment programs on capacity building and public health promoting.
- To obtain permits relevant to project execution such as EIA approvals, waste treatment permits.
- To directly communicate and present schedule and progress of the project, as well as to clarify any Health & Environment problems/concerns might be happened during execution period.

Activities:

- To meet and coordinate with Governmental/Provincial/District Officers and present the progress of project as well as concerns and status of complaints.

- To consult and co-host the information session, public consultation in developing public service initiative.
- To periodically provide the progress report/summary notes in relevant to their concerns.

Frequency

As requested

Expectation:

- Approval and Permit in a timely manner.
- Comments/concerns in governmental level to be applied in SHE management plan during construction period.
- Positive attitude in term of prompt responses of the project.
- Partnership in major public service program.

c) *Training and Workshop*

Objectives:

- To provide additional commercial skills and other occupational skills in relation to e.g. local products and services to local people for SME local supply chain program and for increasing of occupational opportunity and performance.
- To provide coaching and consultation services to improve product quality and marketing skills and professionalism in order to enhance competitiveness for community enterprises.

Activities:

- To discuss with local people and assess them with regards to their capabilities and competencies.
- To provide professional training support to meet with their capabilities, competencies, and requirement.
- To organize workshops and training programs.
- To provide business opportunity with IRPC EIZ to support the start up phase for local products (i.e. food, toiletry, wood products, etc), and services (i.e. catering, land administrative housekeeping, etc).

Frequency

As requested

Expectation:

- Increasing of local employment and occupational opportunities with a policy to prioritise on hiring the local community if recruitment or procurement criteria are met.
- Supporting and promoting local products.
- Improved quality and professionalism of local product champions.
- Positive attitudes.

d) *Open House*

Objectives:

- To promote public reliability and trustworthy in IRPC by open house investigating of the EIZ projects : Zero landfill-Zero Emission-Zero Discharge, Zero LTIR activities, along with SHE mitigation and implementation.

Activities:

- Organize the workshop in relation to Cleaner Production management plans and monitoring programs once before open house.
- Provide on-site visit program (collaboration between Project and public parties).

### Frequency

Annually ( Frequency to be increased if well received by peers developing industrial ecology program)

### Expectation:

- Public trustworthy and reliability on project management in relation to Safety and Environment program implementation.
- People are being able to influence the planning and implementation of the Eco Industrial Zone project.

## e) *Presentation of Information*

### Objectives:

- To progressively and directly distribute and communicate all relevant information of the project to stakeholders.
- To provide various points of access and channels for stakeholders.

### Activities:

- Various communication channels e.g. newsletters, hot line, exhibitions and kiosk interaction, and local information center as key tools would be defined as the methodology that integrates/facilitates change requirements and the ability to adapt.
- To provide and communicate progress of the project execution and improvement in quality of environment, health, safety via channels.
- To promote use of open spaces and public amenity for frequent informal communication channel and educational access point.

### Frequency

- Bi-monthly for newsletters.
- Annually for exhibition and kiosk interaction.

### Expectation

- Information given to stakeholders is correct, timely and appropriate.
- People understand and acknowledge in new infrastructure construction schedule and zero landfill, zero emission, zero discharge programs, including (if appropriate) zero unplanned shutdown program to prevent and mitigate impacts to community and ecology.
- External party's acknowledge in EIZ's social investment, capacity building and land use development program.
- Public positive attitude.

## f) *Progress Report*

### Objectives:

- To progressively present the status of Eco Industrial Zone implementation and performance to relevant agencies.

### Activities:

- To provide Eco Industrial Zone implementation and performance report the project development and execution.

### Frequency

- Monthly.

### Expectation

- Information given to relevant agencies is timely and appropriate.
- Relevant agencies acknowledge and enable to follow up the execution schedule and EIZ management programs.

h) *Field Communication Center for Monitoring and Correspondence*

Objectives:

- To assign and clarify focal point for correspondence and communication with different level of stakeholders within community.

Activities:

- To provide real time, hotline and short message service to enhance communication.
- To provide a correspondent process and focal point staff for each level of stakeholders.

Expectation:

- Information to be corresponded and communicated to the right person(s).
- Information given to stakeholders is correct, timely and appropriate.
- Information format given in a culturally appropriate to ensure its understanding and usefulness.

i) *Comment Box*

Objectives:

- To establish a simple channel to let people share their recommendations/complaints/messages in relevant to EIZ activities including construction (if established), social program design, social initiative implementation.

Activities:

- Provide comment boxes at key locations around the area.
- Inform and communicate this channel to communities.
- All comments would be summarized via channel e.g. newsletters as well as project responses/solutions.

Frequency

Collection of all comments on a weekly basis

Expectation

- People rely on project management, implementation and solution.

A few general commitments also should be included:

- Meeting are to be announced in advance properly and be held at time and venue that are easily accessible by the public affected.
- Information is to be sent out in advance of any meetings so that people can come with questions and comments.
- Direct invitations should go to people who are materially affected, such as people who are being relocated because of the project construction or increase in access of amenity; however for key groups like this, special meetings on specific topics may be advisable so that the public meeting does not become focused on just one topic.
- Ensure participation of material groups using site visit, on-site meeting. Channels and media are to be selected considering the best appropriate method to get the information across.
- Informal networks are another way of reaching people, such as through school teachers, organizations, residential associations, unions, temples/ or other religious organizations.

- The IRPC Eco Industrial Zone webpage, if applicable, should contain relevant and updated information about the project, its implementation status and other announcements. Also, the webpage should be designed as interactive as possible, thus giving the possibility of effective feedback from stakeholders.

## 4.1

*IMPLEMENTATION*

The conceptual implementation of Stakeholders Engagement and Communication plan can be summarized in **Table 4**. It presents the programs to be implemented for each stakeholders, frequency, and responsible officials.

Also note that the basic of public relation is to maintain constructive relations with all stakeholders in order to ensure efficient implementation. Due to the public engagement and consultation is a periodic programme to be implemented and related to several parties, it is recommended to particularly establish outstanding organizer in order to integrate all requirements from stakeholders and IRPC Eco Industrial Zone's Departments with effective designate consultation process.

**Table 4 Schedule of Stakeholder Engagement and Communication Plan Implementation during Development Phase**

Programme	Stakeholder		Frequency	Tentative Responsible Officials			
	Quartile	Categorized		QSHE	CEC	GR/PR	CSR
Meeting and Consultation with local communities	Quartile 1	5 Key Districts ( EPN if involved)	Quarterly		x		x
	Quartile 3	Wider Rayong communities	Bi-Annually	x	x		x
Meeting with Officers	Quartile 1,	National Government	As requested	x		X	x
	2, 3 and 4	Provincial and District Agencies					
Emergency Response Training and Workshop	Quartile 1	5 Key Districts	As requested		x		
Open house	Quartile 1	5 Key Districts	Annually	x			
	Quartile 3	Wider community, Academic Community, and peers as requested	Annually	x			
Presentation of Information	Quartile 1, 2, 3 and 4	All stakeholders	Bi-monthly for newsletters	x	x	x	x
			Annually for exhibition and kiosk	x	x	x	x
Progress Report	Quartile 1	IRPC EIZ committees, Regulatory governmental agencies as scheduled	Monthly	x			x
Field Coordination Center	Quartile 1, 2, 3 and 4	All stakeholders	24-hr	x			x
Comment Box	Quartile 1 and 3	Local communities, School	Weekly	x			x

Remark :

QSHE - Quality, Safety, Health and Environment Department

CSR - Corporate Social Responsibility Division

CEC - Community Educational Center team ( CI to assign team to execute Capacity Building component)

GR - Government Relation Division

PR - Public Relation Section



It is important to monitor the implementation and report on the status of the plan's implementation, along with explanations for delays or changes. The Stakeholder Engagement and Communication Plan should articulate how the public will be informed of the implementation of the plan. This may be as a section in an annual report on SHE, CSR or other topics.

IRPC EIZ will constantly monitor the engagement level of their stakeholders by developing a set of indicators which will include at least the following items (but not limited to):

- Number of communications.
- Type of communications.
- Frequency of communications.
- Number of responses or complaints.
- Type of responses.
- Sources of complaints.
- Number of resolved complaints.
- Average time for resolution of complaints.
- Number of presentations on Healthy community, Green City.
- Number of presentations on SME Local Supply Chain.
- Number of mass media articles and/or announcements.
- Number of stakeholders involved per action/program.
- Number of trainings and workshops provided.
- Number of visitors on the websites.
- Number of visitors in open house.
- Number of requested site visit.
- Number of requested Eco Industrial Zone program presentations.
- Number of requests for information via websites.

A clear record of all these indicators will be kept at EIZ correspondent database. A report on response to those programs is to be submitted on a regular basis to the IRPC EIZ committee and /or management team with description of the implementations. This is to ensure review and revision of stakeholder engagement plan at an appropriate interval.

Due to the different departments of IRPC EIZ to be involved in engagement programs, it is recommended to establish either Stakeholder Engagement Correspondent Committee or Stakeholder Engagement Commission with combination of relevant parties in order to integrate all process, programmes and responsible officials and to drive the effective programs.

This Stakeholder Engagement and Communication Plan should be reviewed regularly and updated as required. Any additional stakeholders identified during the period of the project execution will be added to the database and communicated with through the appropriate methods.