



STAKEHOLDERS' ROLE & RESPONSIBILITY IN CONSTRUCTION INDUSTRY

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The construction industry involves a wide range of stakeholders who influence, manage, finance, design, build, regulate, and use construction projects.

Understanding the interests, responsibilities, and interactions of these stakeholders is essential for successful project delivery, effective risk management, and achieving project objectives in terms of cost, time, quality, safety, and sustainability.

- ALIGNED WITH MNBC 2025, PART 7

Topics

- ❖ MNBC 2027 (Part 7, 7.1.1.2) & Project Life Cycle
- ❖ Who are the stakeholders?
- ❖ Stakeholders' role & responsibility in construction industry (in general)
- ❖ Stakeholders in Myanmar Construction

THE REPUBLIC OF THE UNION OF MYANMAR
MINISTRY OF CONSTRUCTION



MYANMAR
NATIONAL
BUILDING
CODE
2025

PART 6 - BUILDING MATERIALS
PART 7 - CONSTRUCTION MANAGEMENT AND
PLANNING, CONSTRUCTION PRACTICES,
SAFETY AND BUILDING MAINTENANCE

PART 7

CONSTRUCTION MANAGEMENT
AND PLANNING,
CONSTRUCTION PRACTICES,
SAFETY
AND BUILDING MAINTENANCE

အဆောက်အအုံဆောက်လုပ်ခြင်းဆိုင်ရာ
လုပ်ထုံးလုပ်နည်းများ၊
လုပ်ငန်းခွင်အန္တရာယ်ကင်းရှင်းရေးနှင့်
အဆောက်အအုံပြုပြင်ထိန်းသိမ်းခြင်း

7.1.1.2

STAKEHOLDER



၇.၁.၁.၂။ စီမံကိန်းတွင် ပါဝင် သူများ၊ ဆက်စပ်ပတ်သက်သူများ (Stakeholder)

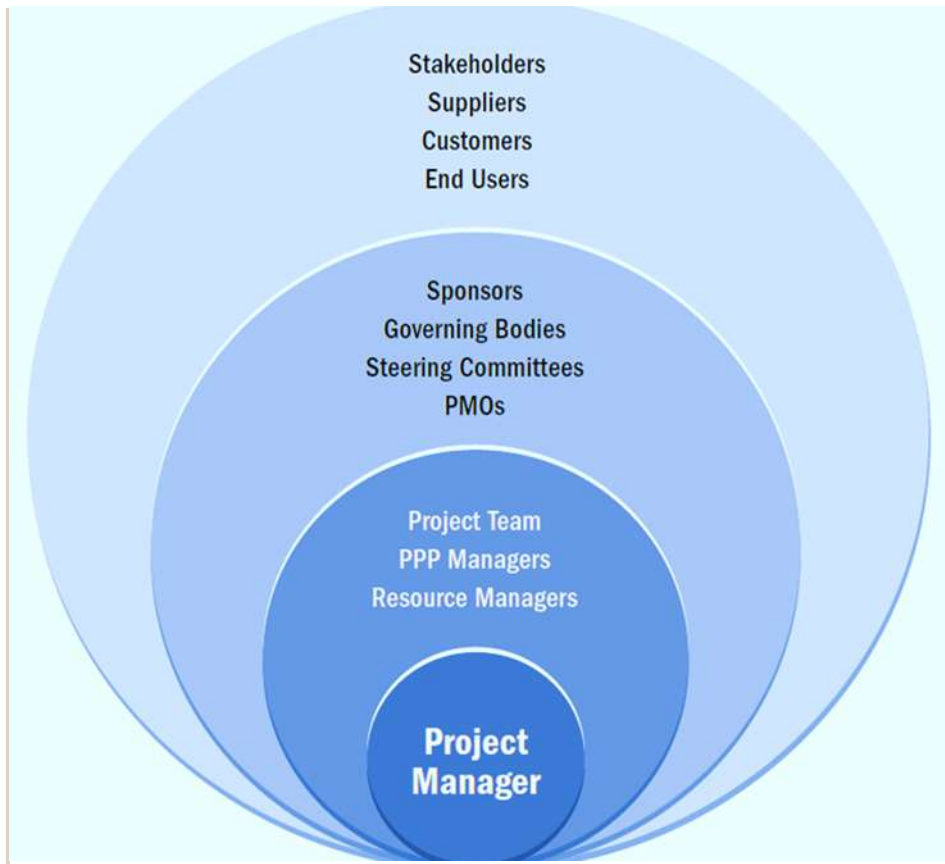
စီမံကိန်းတွင် ပါဝင်သူများ ၊ ဆက်စပ်ပတ်သက်သူများ (Stakeholder) ဆိုသည်မှာ ပတ်ဝန်းကျင်ကောင်းတစ်ခုကို အကောင်အထည်ဖော်ရာတွင် စီမံကိန်း၏ အောင်မြင်တိုးတက်မှုအတွက် လူတစ်ဦးချင်းစီသော်လည်းကောင်း၊ လူအစုအဖွဲ့ (သို့) စီမံကိန်းတစ်ခုတွင် ပါဝင်ဆောင်ရွက်နေသော အဖွဲ့အစည်း များကို ဆိုလိုသည်။

ပုံမှန်အားဖြင့် ဆောက်လုပ်ရေးစီမံကိန်းတစ်ခုတွင် လုပ်ငန်း မတည်၊ တည်ထောင်သူ၊ လုပ်ငန်းရှင်များအပြင် စီမံကိန်းမန်နေဂျာ၊ အတိုင်ပင်ခံ များ၊ ဆောက်လုပ်ရေးအကောင်အထည်ဖော်တည်ဆောက်မည့် အဖွဲ့အစည်း များနှင့် အဆောက်အအုံကို အသုံးပြုမည့်သူအားလုံးသည် စီမံကိန်းတွင် ပါဝင်သူများ ၊ ဆက်စပ်ပတ်သက်သူများ ဖြစ်ကြသည်။ ထို့အပြင် စီမံကိန်း၏ သဘောသဘာဝပေါ်မူတည်၍ ငွေကြေးအရင်းအနှီး ထည့်ဝင်သူများ ၊ အစိုးရနှင့် အများပြည်သူများမှ ပါဝင်ပတ်သက်သူများလည်း ပါဝင်သည်။

7.1.1.2 Stakeholder

Stakeholder is a person, group of persons or organizations who are actively involved in the project or those who have an interest in the success of a project and its environment. Generally, in a construction project, besides the owner/client, the project manager, consultants, construction agencies and the users are the stakeholders. In addition, depending on the nature of the project, there may be other stakeholders such as financier, government and public at large.

Project Life Cycle & Stakeholder Engagement Plan



Stakeholder	Unaware	Resistant	Neutral	Supportive	Leading
Stakeholder 1	C			D	
Stakeholder 2			C	D	
Stakeholder 3				D C	

1. WHO ARE THE STAKEHOLDERS?

Client / Project Owner

Project Manager / Construction Manager

Architects, Engineers & Consultants

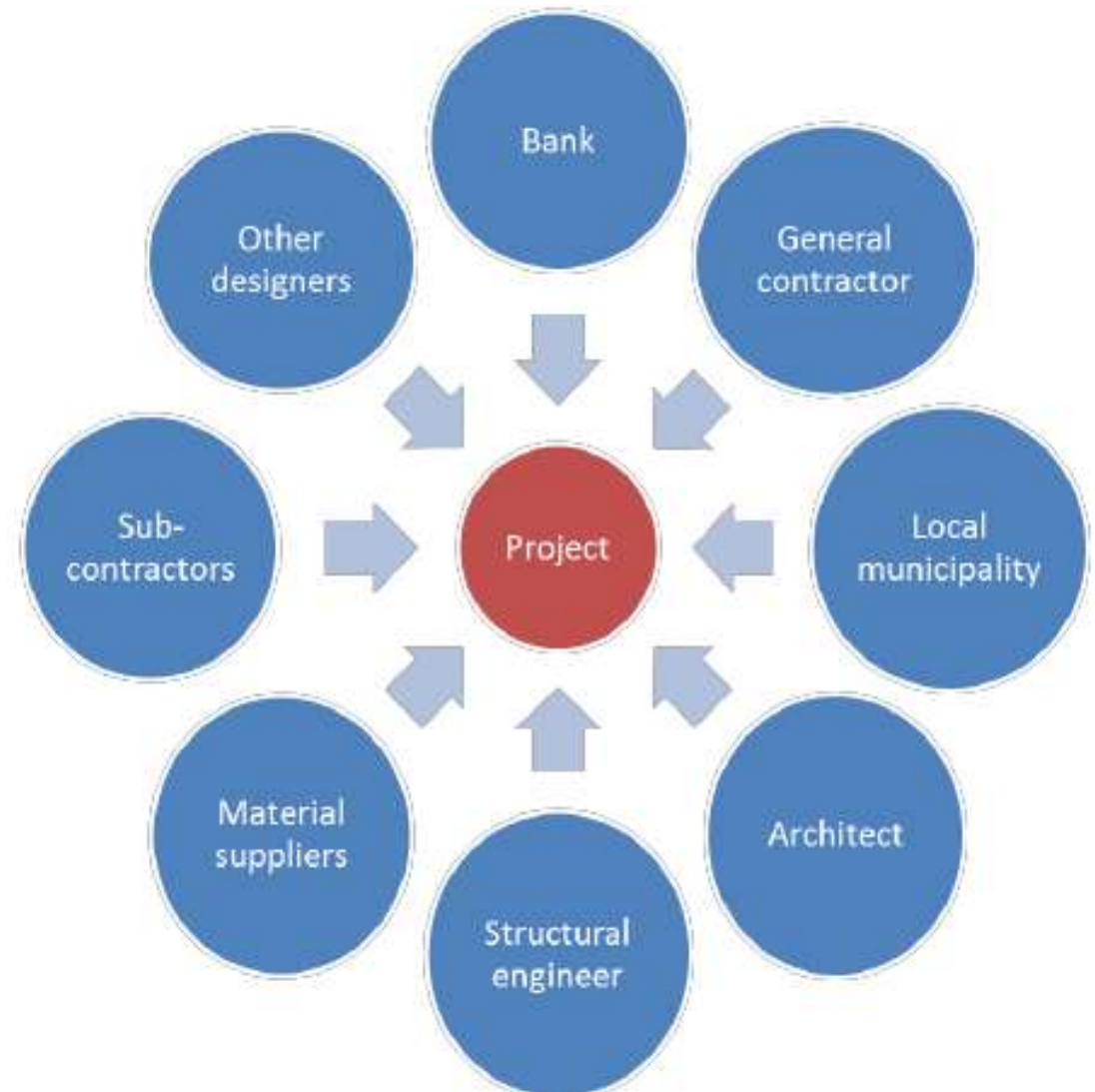
Main Contractor & Subcontractors

Suppliers & Manufacturers

Authorities / Regulators

Financiers, Insurers & Legal Advisers

End Users, Neighbours & Community



Stakeholders by Project Phase

- ✓ **Project Initiation:** Client, investors, planners, local authorities.
- ✓ **Design:** Architects, engineers, quantity surveyors, specialist consultants.
- ✓ **Procurement:** Contractors, suppliers, manufacturers, financiers.
- ✓ **Construction:** Contractors, subcontractors, workers, QA/QC, safety officers, regulators.
- ✓ **Commissioning and Handover:** Testing agencies, certification bodies, facility managers, owner.
- ✓ **Operation and Maintenance:** Facility managers, maintenance teams, occupants, utility providers

Primary Stakeholders

- Client/Owner
- Project manager
- Designers (architects and engineers)
- Contractors and subcontractors
- Workers
- Suppliers
- **End users**



Secondary Stakeholders

- Government and regulatory agencies
- Financial institutions
- Insurance companies
- Local communities
- NGOs
- Professional associations
- Research institutions
- Media (for major public projects)



2. CLIENT / PROJECT OWNER

Define project objectives, scope, quality and performance requirements

Approve budget, programme and major decisions

Appoint competent consultants and contractors

Provide timely decisions, information and funding

Ensure contractual and statutory obligations are addressed

Accept completed works and manage operation / maintenance



3. PROJECT MANAGER / CONSTRUCTION MANAGER

Coordinate stakeholders, scope, programme, cost and quality
Establish project controls, reporting and communication
Manage risks, changes, interfaces and claims
Monitor contractor performance and progress
Coordinate inspections, testing, commissioning and handover
Escalate critical issues and support timely decisions



4. ARCHITECTS, ENGINEERS & CONSULTANTS



- Develop coordinated, buildable and code-compliant designs
- Specify materials, workmanship and performance requirements
- Review shop drawings, method statements and technical submissions
- Provide site inspections and technical clarification
- Monitor quality and design compliance within their scope
- Support testing, commissioning, defects correction and handover

5. MAIN CONTRACTOR

- Plan and execute construction safely and efficiently
- Provide competent manpower, plant, materials and supervision
- Follow approved drawings, specifications, method statements and codes
- Control workmanship, quality, programme and productivity
- Manage subcontractors and suppliers
- Maintain records, testing, as-built information and handover documents

Understanding the Difference Between CONTRACTORS AND SUBCONTRACTORS



CONTRACTOR

HIRED BY:

Customers

MAIN GOAL:

To maintain a good customer relationship by keeping a project organized and on schedule

BENEFITS:

Prioritize customers' wants and needs throughout the project



SUBCONTRACTOR

HIRED BY:

Contractors

MAIN GOAL:

To complete their aspect of the work safely and accurately so the project can stay on schedule

BENEFITS:

Provide specialized expertise and skills to increase project efficiency

6. SUBCONTRACTORS & SUPPLIERS

- Deliver specialist works and materials to required standards
- Follow approved drawings, specifications and installation procedures
- Provide qualified personnel and appropriate equipment
- Meet agreed delivery, quality and warranty requirements
- Coordinate interfaces with other trades
- Submit certificates, test reports, manuals and product information

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7. AUTHORITIES & REGULATORS



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- Review / approve submissions where required
- Monitor compliance with applicable laws, codes and permits
- Carry out statutory inspections and approvals
- Enforce health, safety, environmental and building requirements
- Support lawful occupation / use of completed facilities
- Coordinate with other government agencies where necessary

8. FINANCIERS, INSURERS & LEGAL ADVISERS

Financiers: monitor funding, cost and financial conditions

Insurers: assess project risks and required insurance coverage

Legal advisers: support contracts, compliance and dispute management

All: protect project and organizational interests within their scope

Provide timely advice to avoid financial or contractual delays



9. END USERS, NEIGHBOURS & COMMUNITY

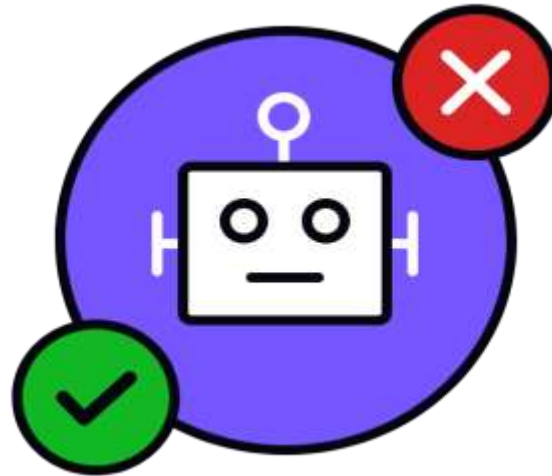
Provide user requirements and operational feedback

Identify concerns affecting safety, access, traffic, noise and environment

Participate in consultation where appropriate

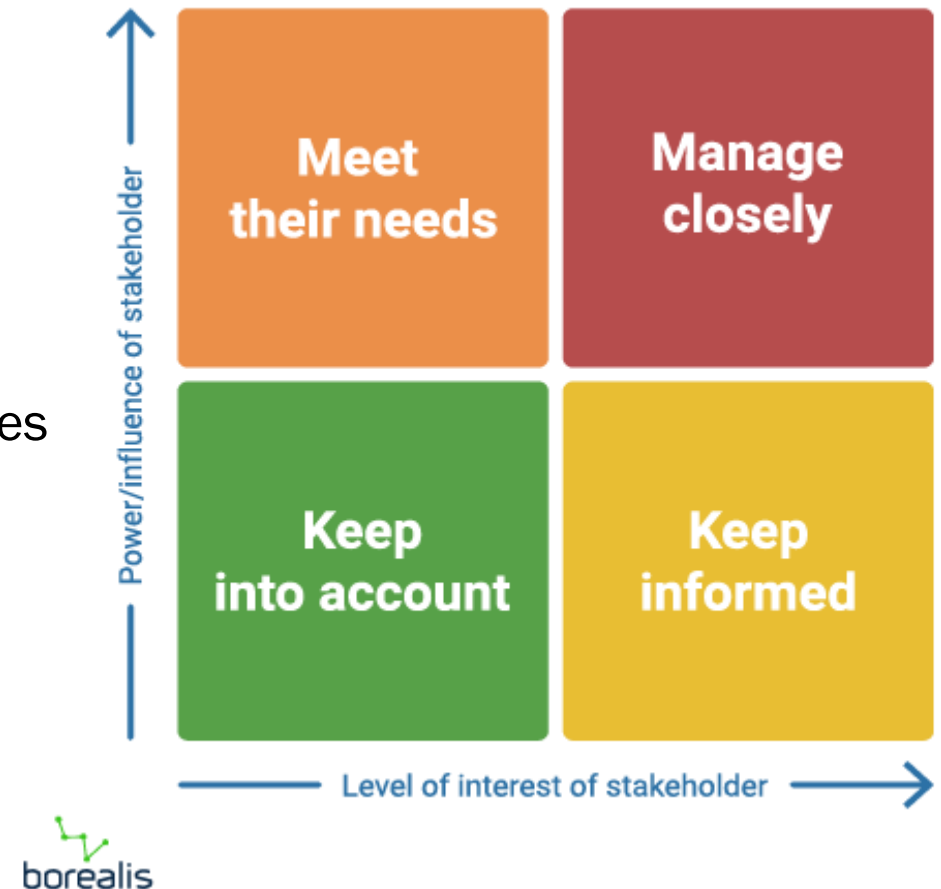
Respect site safety controls and project procedures

Support responsible construction and community relations



10. STAKEHOLDER INTERFACES

- Clear scope and authority for every party
- Single source of current drawings and information
- Defined communication and reporting channels
- Regular coordination and progress meetings
- Formal RFI, submittal, inspection and approval processes
- Early escalation of risks, changes and conflicts
- Document decisions and responsibilities



11. PRINCIPLES FOR EFFECTIVE STAKEHOLDER MANAGEMENT

RIGHT PERSON • RIGHT RESPONSIBILITY • RIGHT TIME

- Transparency and professional communication
 - Competence and accountability
 - Early involvement of key stakeholders
 - Collaborative problem solving
 - Decisions based on facts, risk and project objectives
 - Documented commitments and follow-up
- **Stakeholder Identification & Analysis:**
 - Who are the critical internal and external stakeholders (e.g., regulators, local community, subcontractors) ?
 - What are the primary sources of conflict between these groups (e.g., design changes, payment delays, noise complaints)?

12. Summary

A construction project is a team effort — not the responsibility of one party.

Every stakeholder must understand:

- What they are responsible for
- What authority they have
- What information they must provide
- What they must deliver
- When they must act

Clear responsibility + effective coordination = Better project outcomes

STAKEHOLDER ANALYSIS FOR CONSTRUCTION PROJECT



SN	Stakeholder	Role / Responsibility
1	Client/ Owner/ Developer	Initiates the project, provides funding, defines project objectives and requirements.
2	Investors/ Financiers	Provide capital through loans, equity, or other financing mechanisms.
3	Project Manager	Coordinates planning, execution, monitoring, and completion of the project.
4	Architects	Prepare architectural designs, drawings and specifications.
5	Engineers (Structural, Civil, Mechanical, Electrical, Geotechnical, Environmental)	Design technical systems and ensure safety, functionality, and compliance.
6	Quantity Surveyors/ Cost Consultants	Estimate costs, prepare bill of quantities, manage budgets, and administer contracts.
7	Construction Managers	Manage construction activities on site, including scheduling and resource allocation.
8	Main Contractors	Execute construction works according to contract requirements.
9	Subcontractors	Perform specialized construction works such as electrical, plumbing, HVAC, roofing, or finishing.
10	Suppliers/ Vendors	Supply construction material, products and equipment.

SN	Stakeholder	Role / Responsibility
11	Equipment Rental Companies	Provide construction machinery specialized equipment.
12	Manufacturers	Produce building materials, components, and systems.
13	Skilled Workers/ Tradespeople	Carry out specialized construction tasks (e.g, carpenters, electricians, welders, masons).
14	General Laborers	Perform general site work and support construction activities.
15	Health and Safety Officers	Ensure compliance with occupational health and safety regulations.
16	Quality Assurance/ Quality Control (QA/QC) Personnel	Monitor workmanship and material quality to meet project specifications.
17	Regulatory Authorities	Issue permits, inspect works, and enforce building codes and regulations.
18	Environmental Authorities	Monitor environmental compliance and approve environmental impact requirements.
19	Utility Companies	Provide electricity, water, gas, telecommunications, and sewer connections.
20	Local Government / Municipal Authorities	Approve planning permissions, zoning, and local infrastructure requirements.

SN	Stakeholder	Role / Responsibility
21	Insurance Companies	Provide project, liability, workers' compensation, and property insurance.
22	Legal Advisors	Prepare and review contracts, resolve disputes, and ensure legal compliance.
23	Professional Consultants	Include environmental, sustainability, heritage, acoustics, fire safety, traffic, and risk consultants.
24	Testing and Inspection Agencies	Conduct material testing, structural inspections, and certification.
25	Third-Party Certification Bodies	Certify quality, sustainability, safety or management systems.
26	Community/ Local Residents	Affected by construction activities and provide social input or feedback.
27	Non-Governmental Organizations (NGOs)	Advocate for environmental, social, or cultural interests where relevant.
28	Facility Managers	Plan for operation and maintenance after project completion.
29	End Users / Occupants	Ultimately use and operate the completed facility.
30	Operation and Maintenance Teams	Maintain and manage the facility throughout its lifecycle.
31	Academic and Research Institutions	Develop new technologies, materials, and best practices for the industry.
32	Industry Associations	Promote professional standards, training, and industry development.

In Myanmar's construction industry,

Roles and responsibilities are generally divided among key stakeholders following a standard structure (often based on adapted FIDIC contract principles and local professional body guidelines like the Myanmar Engineering Council and Myanmar Institute of Architects).

1. **The Client / Project Owner** The individual, developer, or government entity funding and initiating the project.

Roles & Responsibilities: Defines the vision, scope, budget, and project requirements. Secures project financing and handles land acquisition/title deeds.

Hires primary consultants (architects, engineers) and the main contractor. Obtains land-use approvals from national authorities or local municipal bodies (e.g., YCDC in Yangon, MCDC in Mandalay). Approves design revisions, contract variations, and progress payments

Architectural & Engineering Consultants (Design Team)

2. **Qualified design professionals** registered under local professional bodies (such as the Myanmar Institute of Architects [MIA] or Myanmar Engineering Council [MEng C]).

Architects: Lead conceptual and detailed architectural designs, spatial planning, and aesthetic vision. Ensure designs comply with local building codes (e.g., Myanmar National Building Code - MNBC). Assist the client in evaluating contractor bids.

Structural Engineer: Design foundation and structural systems tailored to local conditions (such as seismic zones, soil types, and monsoon factors).

MEP (Mechanical, Electrical, Plumbing) Engineer: Design utility infrastructure, including power backups, water supply, drainage, and HVAC systems

Main Contractor (General Contractor)

The firm awarded the construction contract, responsible for day-to-day execution on-site.

▣ Roles & Responsibilities:

- Executes physical construction work according to approved drawings and technical specifications.
- Procures building materials, heavy machinery, and construction equipment.
- Manages daily labor, site supervisors, and specialized trade subcontractors.
- Implements site safety protocols and Occupational Health & Safety (OHS) practices.
- Submits progress claims and shop drawings for consultant review.

Subcontractors & Specialized Trades

4. Specialized firms or trade crews hired by the main contractor to execute specific parts of the project.

Roles & Responsibilities:

- Perform niche tasks such as piling, electrical wiring, plumbing, HVAC installation, glazing, or interior fit-outs.
- Supply skilled trade labor and specialized tools required for specific trades.
- Report directly to the main contractor to coordinate project schedules and quality compliance.

Project Management Consultant (PMC) / Quantity Surveyor (QS)

5. Third-party independent professionals representing the client's interest on-site.

PMC / Site Supervision Engineer: Monitors daily site progress, material quality, and adherence to structural designs. Acts as a communication bridge between the client, design team, and main contractor.

Quantity Surveyor (QS): Prepares Bills of Quantities (BOQ), manages project cost estimations, and evaluates variation orders. Verifies site completion stages before recommending progress payments to the client

Regulatory Authorities

6. **Local Municipalities Government** bodies that oversee urban planning, safety, and regulatory compliance.

Key Entities: **City Development Committees:** YCDC (Yangon), MCDC (Mandalay), NCDC (Naypyidaw) for building permits, height restrictions, and final completion certificates (BCC).

Department of Urban and Housing Development (**DUHD**): Ministry-level oversight for national urban housing projects and structural approvals.

Fire Services Department: Inspects and certifies fire safety, emergency exits, and suppression systems.

Roles & Responsibilities: Review structural/architectural drawings and issue construction permits. Conduct site inspections during critical phases. Grant the final Building Completion Certificate (BCC) allowing building occupancy.

HPBC

High-Rise & Public Building Projects Committee

Key Roles and Responsibilities

❖ **Design and Calculation Review:**

Assess architectural, structural, geotechnical, mechanical, electrical (M&E), and sanitation design calculations to ensure they meet the HPBC guidelines and the Myanmar National Building Code (MNBC).

❖ **Site Inspections and Quality Control** : Conduct field visits to active construction sites to check if work matches approved design specs, safety protocols, and quality standard.

❖ **Cooperation with Authorities:**

Work alongside city development committees like the Yangon City Development Committee (YCDC) to review final plans and issue compliance checks for construction permits AS WELL AS Fire Safety Department.

Safety and OSH Enforcement: Implement workplace safety and health guidelines covering risk management, deep excavation safety, and emergency preparedness.

❖ **Industry Development:** Establish codes of practice, run technical development programs, and oversee professional standards such as the national counterpart system for foreign architects and engineers.

Key Notes from Workshop @ HPBC

5,6,12&13_DEC'2025

"Building Together and Better for the Future with
Integrated Project Management System"

Project Management Sector- Wide Action Plan for Myanmar Construction Industry

1. Launch “**MNBC Compliance Awareness Program**”.
2. Establish **Myanmar Project Management Engineering Association** (MPMEA)
3. Establish **National Regulatory & Standardization Roadmap**
4. Introduce **Digital QC/HSE Pilot Projects**.
5. Standardize **PEP/PQP Templates** for all major developments.
6. Strengthen **Testing Laboratories Accreditation**.
7. Improve **contractor pre-qualification** based on **QC, HSE, ESG (Environmental, Social& Governance)**.
8. **Annual inspection** of **existing buildings** >8 years.
9. Implement a comprehensive, systematic **Fire Safety Plan**.
10. Allocate a dedicated, non-negotiable **Budget for safety**.
11. Publish **MNBC-Compliant Best Practice Guidelines** for developers.

Key Discussion Questions (Panel)

Focus: Strategic Alignment, Stakeholder Management, and Risk Management

I. Stakeholder & Conflict Resolution:

- 1. What are the primary sources of conflict (e.g., **design changes**, payment delays) between critical internal and external stakeholders?
- 2. How can project **organization structures** be designed to promote clarity and accountability, supported by standardized Communication Frameworks?
- 3. What are the best practices for fair risk allocation and ensuring "**contract clarity**" within the context of scope, quality, and change management?

Action Plan for Myanmar Construction Sector

(Strategic Pillars: Standardization, Digital Adoption, and Capacity Building)

3.Management and Personnel Enhancement

➤ Stakeholder Frameworks

Mandate the establishment of a project-specific Stakeholder Engagement Plan and a Standard Communication Protocol to proactively mitigate primary conflict risks.

➤ Expert Consultation

Secure experienced **Project Management Consultancy for high-rise building projects**, specifically in the areas of advanced project management, international construction practice, and safety standards.
Establish **Myanmar Project Management Engineering Association**. (MPMEA)

Action Plan for Myanmar Construction Sector

Health, Safety, and Environment (Ensuring Compliance and Culture)

➤ Fire Prevention Mandates

Enforce strict adherence to fire safety in temporary works, including mandatory use of **metal scaffolding** (or permitted bamboo), use of non-flammable materials for exterior works, and permitted mesh netting.

➤ Systematic Safety Planning

Develop and implement a comprehensive, systematic **Fire Safety Plan** for all sites (e.g., scheduled fire drills, designated smoking areas, segregated working zones).

➤ Safety Budgeting

Allocate a dedicated, non-negotiable budget for safety (e.g., **1-5% for small/medium projects, 1-3% for medium/large**) to cover regulatory requirements, equipment testing, training, and skilled personnel.

➤ Risk /Hazard Management

Ensure proactive and documented management of the *common construction hazards* identified in **MNBC-2025 Part 7**, including Working at Height, Electrical, Fire, and Falsework/Formwork risks.

ပြည်ထောင်စုသမ္မတမြန်မာနိုင်ငံတော်အစိုးရ

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“ဆောက်လုပ်မှုကဏ္ဍ ဖွံ့ဖြိုးတိုးတက်ရေးဥပဒေ”

မာတိကာ

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| ၁၃။ | အခန်း (၁၃) | တည်ဆောက်ရေးလုပ်ငန်းများစစ်ဆေးခြင်းနှင့် ကြီးကြပ်ခြင်း |
| ၁၄။ | အခန်း (၁၄) | စီမံခန့်ခွဲရေးဆိုင်ရာ နည်းလမ်းအရ အရေးယူခြင်း |
| ၁၅။ | အခန်း (၁၅) | အယူခံခြင်း |
| ၁၆။ | အခန်း (၁၆) | တာဝန်ဖြစ်ချက်များ |
| ၁၇။ | အခန်း (၁၇) | ပြစ်ဒဏ်များ |
| ၁၈။ | အခန်း (၁၈) | အထွေထွေ |

Discussion Points



- **AI and Automation Adoption:**
 - Which high-risk construction management tasks can be effectively *automated* right now ?
 - What are the foundational data management skills needs to utilize **AI and predictive analytics** tools?
- **Upskilling Requirements:**
 - what '**soft skills**' are becoming most critical for future-ready project management?
- **Continuous Learning & Adaptability:**
 - How can organizations foster a culture of **Continuous Learning** to keep pace with the rapid evolution of technology?
 - What is the project management consultancy's role in driving the adoption of new, *adaptive* project delivery methodologies?

THANK YOU