

Cambodia Communication Assistance Project (CCAP)

Project Completion Report

September 2015

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ACRONYMS

Activity Completion Report

| | |
|---------|---|
| ABCID | Australian Broadcasting Corporation International Development |
| BB | Battambang |
| CCAP | Cambodia Communication Assistance Project |
| COMFREL | Committee for Free and Fair Elections in Cambodia |
| CSA | Capacity Skills Assessment |
| CSO | Civil Society Organisation |
| CST | Content Support Team |
| CWCC | Cambodian Women's Crisis Centre |
| C4D | Communication for Development |
| DFAT | Department of Foreign Affairs and Trade |
| DMC | Department of Media and Communication |
| EP | Executive Producer |
| EVAW | Ending Violence Against Women |
| FGD | Focus Group Discussion |
| GBV | Gender Based Violence |
| IDI | In-depth Interview |
| KC | Kampong Cham |
| KP | Kampot |
| KT | Kratie |
| M&E | Monitoring and Evaluation |
| MEF | Monitoring & Evaluation Framework |
| MoU | Memorandum of Understanding |
| MOI | Ministry of Interior |
| MoInf | Ministry of Information |
| MoWA | Ministry of Women's Affairs |
| NEC | National Election Committee |
| NGO | Non-Government Organisation |
| OB | Outside Broadcast |
| OBP | Output Based Payment |
| PCG | Project Consultative Group |
| PDI | Provincial Department of Information |
| RNK | Radio National Kampuchea |
| RGoC | Royal Government of Cambodia |
| SR | Siem Reap |
| TB | Talkback |
| TBP | Talkback Program |
| VAW | Violence against Women |
| WCV | Women's Community Voices |
| YV | Youth Voice |

General Information


1.1. Currency Conversion

- Currency Expenditure Unit: USD and AUD
- Financial Acquittal Converted Unit: AUD

1.2. Certification

This Activity Completion Report has been prepared in accordance with DFAT Template.

Signed



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Position: Head, International Development and Pacific & Mekong

Date: 29/09/2015

Signed



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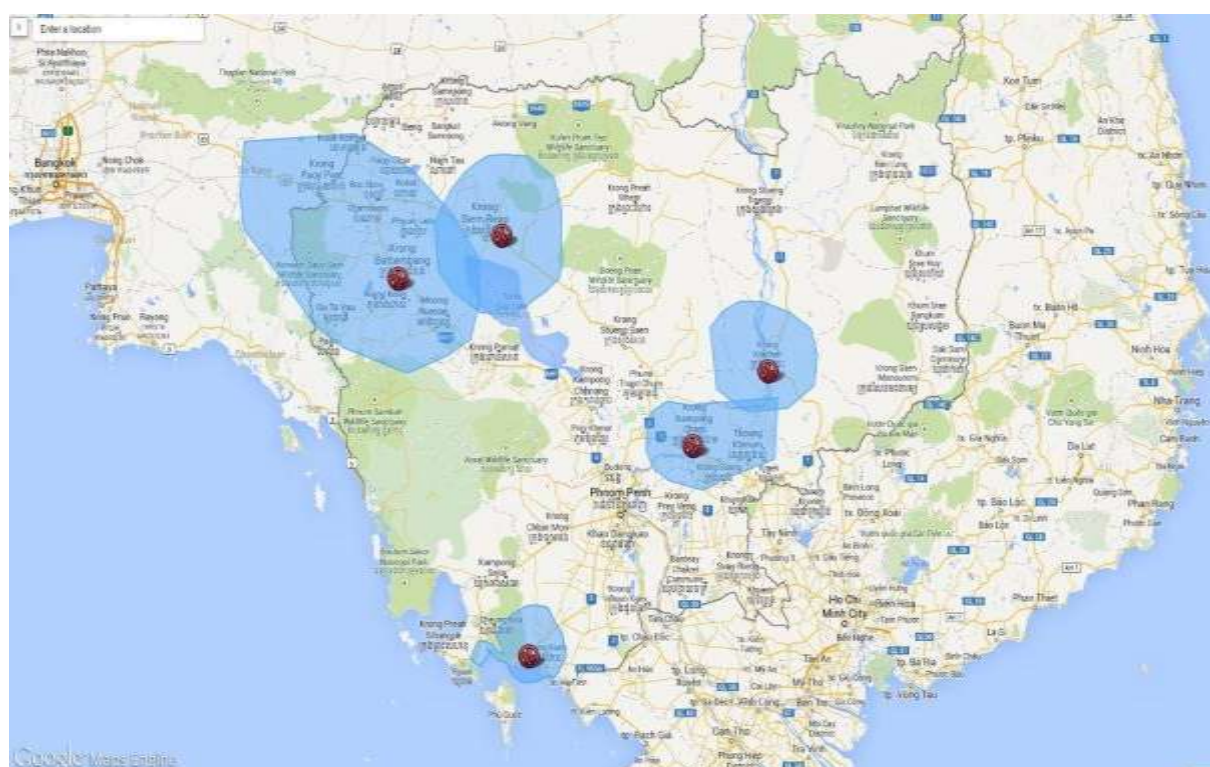
Date: 29/09/2015

Basic Activity Data

Summary: GoA/CCAP Assistance

| ROU No / date | Value |
|--|--------------------------------|
| Agreement No. 60832/01 - 24.5.2012 | \$3,025,156 |
| Agreement No. 60832/01, Amendment No. 1 - 29.10.2013 | \$529,506 (Total: \$3,554,662) |
| Agreement No. 60832/01, Amendment No. 2 - 29.12.2014 | \$nil - No Cost Extension |

Location of the Activity in Cambodia



| Aid Activity Name | Cambodia Communication Assistance Project | | |
|--------------------------|---|-----------------|--------------------|
| AidWorks initiative # | 60832/1 (Amendment 2) | | |
| Commencement date | 1 May, 2012 | Completion date | 30 September, 2015 |
| Total Australian \$ | \$3,554,662 | | |
| Delivery organisation(s) | Australian Broadcasting Corporation | | |
| Implementing Partner(s) | Australian Broadcasting Corporation | | |
| Country/Region | Cambodia | | |
| Primary Sector | Governance | | |

Approved and Actual Cost of the Project

| | Strategic Framework | Actual |
|--------------------------------------|---|--|
| Government of Australia (GoA) | AUD3,554,662 | AUD3,554,662 |
| Royal Government of Cambodia | In kind (civil works of PDI staff, facilitation of tax exemptions and customs clearance for project supplies, two Molnf Advisers) | In kind (civil works of PDI staff, facilitation of tax exemptions and customs clearance for project supplies, two Molnf Advisers) |
| Total Funding | AUD3,554,662 | AUD\$3,393,729mil *Note, estimate only for September. Formal financial acquittal to follow when September expenses finalised and audit complete. System close will be second week of October – final report to be submitted mid-October. |

Form of Aid

The ABC's relationship with DFAT is managed under a Head Grant Agreement which sets out the general terms under which DFAT may provide funding grants to the ABC. The ABC and DFAT entered into a Grant Agreement for the Cambodia Communication Assistance Project (CCAP) which commenced on 1 May 2012. The ABC and AusAID executed Grant Order – Amendment 1 on 29 October 2013.

CCAP was managed by the International Development Department of the Australian Broadcasting Corporation (ABC) and comprised three main components to achieve the Project's overarching goal to contribute to the achievement of better governance in Cambodia:

- Component 1 – Capacity Building;
- Component 2 – Strengthening voice and accountability; and
- Component 3 – Building professional media systems.

Executive Summary

1.3. Introduction

Cambodia Communication Assistance Project (CCAP) was funded by the Australian Government, from May 2012 to September 2015. The project, with a budget of AU\$3,554,662 was funded by the Department of Foreign Affairs and Trade (DFAT) and implemented by Australian Broadcasting Corporation's International Development (ABCID) in partnership with the Cambodian Ministry of Information (MoInf) in support of four Provincial Departments of Information (PDI). The Department of Media and Communications (DMC) at the Royal University of Phnom Penh was a secondary partner in the project.

The **goal** of CCAP was to contribute to the achievement of better governance in Cambodia. Its **purpose** was to improve the capacity of local state radio services in the four provinces to facilitate engagement and access to information on issues that impact on people's daily lives.

Guided by communication for development (C4D) principles, it aimed to encourage more open and informed dialogue and information processes between people and government officials.

Its **objectives** were:

- To enhance the capacity of select local media outlets to deliver balanced and credible information on transparency and accountability issues.
- To strengthen the voice of citizens and the transparency and accountability of authorities through meaningful flows of information.
- To begin to professionalise media systems by strengthening links between emerging broadcasters, media research and PDIs.

A communication for development (C4D) approach, focussing on media development, underpinned CCAP. C4D has come to be seen as a way to amplify voice, facilitate meaningful participation, and foster social change.

At the process level, communication influence mechanisms contribute to improved governance by influencing opinion, attitude, and behaviour change of leaders and policymakers (political will), mid-level bureaucrats (organizational will), and citizens (public will) toward supporting governance reform objectives.¹

Radio is a vital medium in a country where a high proportion of the population live in rural areas. Importantly, public interest media provides a vital check on power; enables informed and inclusive public debate on the quality and responsiveness of services; and gives greater recognition to citizen perspectives. This is important in a setting where there are few complaints mechanisms available to people and where Cambodia's future development will increasingly be shaped by its large youth population.

¹ "Communication for Governance", The World Bank's Communication for Governance and Accountability Program Technical Note, <http://siteresources.worldbank.org/EXTGOVACC/Resources/Governanceweb.pdf>

1.4. Highlights

CCAP played an important role in strengthening citizen voices, especially those of women and youth and improving accountability at the local level. It was the only project of its kind in Cambodia addressing governance through radio at the sub-national level and provided a bridge between citizens and their local officials.

The November 2014 Independent evaluation report acknowledged that CCAP was unique among development projects in Cambodia and found it was overwhelmingly meeting its objectives. The report noted key successes including improved professional capacity building of broadcasters; enhanced knowledge of broadcasters on production and governance topics; talkback radio as a successful platform for citizens to raise concerns and question authorities leading to increased accountability; and an increase in callers voicing governance-related issues.

The evaluation recommended a new phase of the project be approved, to build on the unique success of CCAP, extending governance-focused capacity building to other provinces to build a network of government radio stations which would have the reach and critical mass to support improved governance at the local/provincial level.²

A snapshot of key highlights that are discussed at length in this report include:

1.4.1. *A forum for participation and engagement in governance Issues*

Through CCAP, a unique, inclusive space for citizens' concerns to be heard has opened up at the sub-national level. Both PDI and listeners possess high levels of confidence in the role of talkback programming (TBP) to inform the public and allow a two-way dialogue between citizens and their elected officials.

The CCAP Talkback Programming and Good Governance: Evaluation Report (July 2014) found that TBP provides a forum for participation and engagement, allowing citizens to discuss and share views, significantly increasing two-way flows of information, allowing citizens to better understand their rights and governments to better understand their roles and responsibilities and to respond to community needs.

1.4.2. *Authorities becoming more accountable*

Due to the increase in participation from government officials, CCAP has fostered a culture of greater openness and accountability. The introduction of a tool to track the promises of officials who attended the Talkback program (known as the Promise Tracking Tool) was instrumental in this. By monitoring and following up on promises made on the program and informing the public of successful, pending and unsuccessful outcomes, the PDI staff ensured that both authorities and citizens were kept informed about community development.

Analysis of the topics recorded by the promise tracking tool (PTT) indicated a wide variety of topics and concerns were discussed in TBP including commune infrastructure development; agriculture; citizen livelihood initiatives; environment; healthcare; and education.

Interestingly PDI producers have reported and Endline report data confirms that TBP listeners have responded to the use of the PTT with better perceptions of government accountability.³

² O'Keeffe A, Gyles M, CCAP Independent Evaluation Report, 2014, unpublished, p.6

³ CCAP Endline Report, 2015, p 26

1.4.3. *Changing attitudes on Violence Against Women*

Significantly, the CCAP radio program focussed on Ending Violence Against Women (EVAW), *We Can Do It!*, led to an increased number of reports of violence to NGOs providing services for victims of domestic violence as well as community members stating violence against women (VAW) cases are more likely to be reported to police. Listeners also reported that police and local authorities are quicker to take actions against perpetrators and in support of victims.

Another important success has been the public discussion and in some cases, breaking down of persistent myths about VAW such as it being a private matter.

1.4.4. *Young people are more confident to raise their opinions*

The CCAP supported radio program Youth Voice (YV) has increased confidence in youth listeners; helped them discuss their ideas and participate in their communities; improved information and knowledge related to youth issues; and enabled them to be better able to communicate with government officials.

1.5. Conclusion

CCAP has had a positive impact on stakeholders'. In a country without a strong public interest media, CCAP programming has reached communities that would ordinarily not have access to participatory media programming and helped both them and their local officials to foster better accountability and transparency at the sub-national level.

1. Background

CCAP is a three year initiative (May 2012 to September 2015) funded by the Australian Aid program of Department of Foreign Affairs and Trade (DFAT), and implemented by the Australian Broadcasting Corporation International Development (ABCID).

The project worked in close collaboration with four Provincial Departments of Information (PDI) in Battambang (BB), Kampong Cham (KC), Kampot (KP), and Siem Reap (SR) and one community radio station, Women's Community Voices (WCV) in Kratie. CCAP also collaborated with the Department of Media and Communication (DMC) at the Royal University of Phnom Penh (RUPP). It built on the work of previous media development activities supported by Australia in Cambodia and undertaken by the ABC since 2005. This included earlier support to the BB PDI. CCAP focused on strengthening the capacity of staff operating the provincial government radio stations that form part of the operations of each PDI.

The project was an element of DFAT's governance agenda that is a priority sector for Australia's aid program in Cambodia. It also aligned with the Government of Cambodia's Rectangular Strategy that has good governance objectives at its core including the rule of law, access to justice, accountability of elected representatives and inclusion of marginalized groups.

Overarching Goal: To contribute to the achievement of better governance in Cambodia.

Purpose: To improve the capacity of local media services in select provinces to play an active role in facilitating engagement and access to information that contributes to improved voice, transparency and accountability on issues that impact on people's daily lives. Specifically, the dialogue and information processes will help build a better understanding of the aspects of governance between people and their government officials.

Good governance is at the core of the Royal Government of Cambodia's (RGoC) Rectangular Strategy. CCAP sought to contribute to achieving this goal through implementing a Communication for Development (C4D) approach throughout the project. Communication activities and processes can improve development outcomes and enhance the overall effectiveness of aid programs, contributing towards the achievement of better governance in Cambodia. Such governance encompasses free and fair elections, the rule of law, access to public services and justice, accountability of elected representatives and local authorities, and inclusion of marginalized groups.

A C4D approach encompasses a broad spectrum of perspectives and practices, including efforts to strengthen media and information delivery, improve content production processes, enhance the quality of information, and facilitate participatory communication activities. Through sharing voices, ideas and opinions, media is a mechanism to empower communities and individuals to take actions to improve their lives. A C4D approach can strengthen citizen voice, and promote the transparency and accountability of authorities through accessible information, which relates to citizens' everyday lives, benefitting both citizens and government.

1.1. Project Management

Management and Governance Arrangements and Structure

Agreements between the Australian Government and MoInf on behalf of the Royal Government of Cambodia (RGoC) were supported by:

- AusAID and ABC agreement outlining roles and responsibilities of each party
- ABC and PDI sub-agreements that will be developed with reference to each party's obligations including adherence to the Editorial Policies
- ABC, DMC and PDI agreement incorporating general principles spectre.

CCAP was managed by ABCID with an onsite team comprising of the Team Leader and core staff based in Phnom Penh, with support from the Project Director, Project Manager, Research Team and Financial Management from Melbourne Australia.

A Project Consultative Group (PCG) provided high-level strategic guidance and oversight for the project. Its membership comprised one AusAID representative, one ABC International Development representative and up to three representatives who are highly respected and experienced, with a strategic understanding of the media. An Expression of Interest or invitation list was used to identify people interested in being on the PCG.

ABC, PDI, MoInf linkages

- Two part-time MoInf Advisers were engaged to facilitate liaison between MoInf and PDI, to offer support for reforms and to prepare monthly reports for the Minister of Information. The Advisers acted as senior MoInf representatives and assisted ABCID in gathering MoInf related information critical to the project. The Adviser's participation in CCAP indicated to PDI the MoInf's support of for the DFAT funded project which was crucial to the project's success. The Advisers also attended workshops and key training sessions and supported key project activities in the provinces. The Advisers received an honorarium for their work with the Project.
- The Team Leader met with the Minister of Information twice a year to update him on CCAP progress and issues arising. The Team Leader visited the 4 PDIs regularly to discuss progress and issues related to CCAP implementation with PDI Directors and PDI staff.
- ABCID also provided technical support to enhance reporting at select PDIs to the MoInf, respecting the existing format.

Sub-contractors

Baseline research conducted in 2012 was contracted to Research firm Taylor Nelson Sofretes. Content Analysis conducted in 2014 was sub-contracted to research firm Development Research Consultancy.

These M and E and research activities were sub-contracted to ensure independent findings with technical oversight provided by ABCID's Melbourne based Research Manager. ABCID monitored and reported to DFAT on how the program activities demonstrated value for money as well as efficient and effective use of program funds.

Partnership with DMC

The project signed a MoU with DMC specifying the roles and responsibilities of each party including DMC provision of participants for PDI internships, feature production and roles in CCAP-led research activities (namely the Content Analysis study).

Procurement Arrangements

The ABC was responsible for all procurement which took place in accordance with the ABC Procurement Policy and Procedures document. ABC expenditure utilises a competitive, transparent, accountable and ethical process to derive “best value for money” in terms of quantity, quality, price and availability and best fit for the ABC having regards to social, corporate and environmental issues.

The ABC’s procurement policies are closely aligned with the Commonwealth Government Procurement Guidelines and follows Australian National Audit Office guidelines. The ABC is also subject to the Freedom of Information Act 1982, Public Service Act 1999, Privacy Act 1988 and the Crimes Act 1914.

In addition, project finances were also subject to random ABC internal audits.

Financial spending controls complied with ABC policies as follows:

- Project Director has financial delegation up to AUD50,000 (excluding entertainment) and exclusive delegation for staff recruitment
- TL’s financial delegation (excluding entertainment) up to AUD10,000

The project submits detailed monthly financial reports, including copies of receipts, to ABC head office in Melbourne for review. An external audit of CCAP was conducted by an external audit firm, Protiviti, in June 2014 covering the period of May 2013 to May 2014. The review was undertaken in consultation with ABC Group Audit, an independent division of the ABC. The purpose of the review was to confirm to the accuracy of expenses incurred by the Project in accordance with the requirements of the funding agreement with DFAT.

A complete list of expenditure for the CCAP for the period was obtained from the ABC’s SAP Finance system.

A sample of the expenditure was selected for detailed testing. For payments to external suppliers, supporting documentation was obtained from records maintained by ABCID. For salary payments, further information was obtained from ABC payroll systems. The sample of expenditure was assessed to determine whether it met the stated audit purpose.

2. Implementation Progress

Overall, project implementation progressed in accordance to Work Plans for each six month reporting period (provided to DFAT in each Six Monthly Progress Report).

The CCAP approach was one of a partnership with the PDIs and other stakeholders, built on a solid foundation of mutual trust, respect and leading by example, all of which facilitates Cambodian ownership. This institutional partnership has been built over a period of time. When faced with obstacles CCAP was able to navigate them through consultation, negotiation and open communication. In addition, CCAP used a flexible operating approach when required without losing sight of its broader objectives and requirements.

As seen below implementation of CCAPs core components progressed well with Endline results showing overall increases in most indicators from the Baseline.

Component 1 Capacity Building

2.1.Objective 1: To enhance the capacity of select media outlets to deliver balanced and credible information on transparency and accountability issues

| Performance Output | Activities/ Description Undertaken | Key Results/Achievements |
|-----------------------|--|--|
| Thematic Trainings | <ul style="list-style-type: none"> • Good Governance for Radio • Writing for Radio • Election Reporting • ERAW Reporting and Legal Awareness Training. • ERAW and Good Governance Workshop Feature Story Reporting • Youth Voice and Governance Training | <ul style="list-style-type: none"> • 16 Training sessions over CCAP1. • The 2014 Midline Study found staff have the skills to critically analyse news produced by other media outlets and are able to independently assess the extent to which a piece of news is trustworthy and how biased the writer is for or against any political party. • After CCAP training there was a significant increase in the self-rated capacity of producers to develop feature stories across all PDIs. • Presenters and reporters have improved knowledge of ERAW and how to deal with sensitive stories and information sources. Promises made by guest speakers were followed up, effectively promoting greater accountability. • Increased database of information sources developed, which contributed to the production of feature stories. |
| Operational Trainings | <ul style="list-style-type: none"> • Management and Leadership Training • OB Organizational Skills • Staff Reflection • Annual Retreats • Train the Trainer (TTT) | <ul style="list-style-type: none"> • Six Operational trainings over CCAP⁴ • Management training and coaching from the CCAP TL has seen PDI better able to manage their team, workloads and human resources. • PDI directors reported moderate to high level across all overall management, leading and other skills in the Endline study. |
| Technical Trainings | <ul style="list-style-type: none"> • Radio Technical Maintenance Training • Website and Social Media management • Using social media (Facebook, Dropbox) • OB Production • Marketing Training • Sales Training • Branding Training | <ul style="list-style-type: none"> • 29 Technical trainings over CCAP. • Producers are able to independently produce daily radio programs with less guidance needed from ABCID in technical competence. OB can proceed with no technical difficulties. • PDI staff have learned how to take professional photographs and understand the importance of visual communication. • The PDIs have made significant progress with |

⁴ CCAP M and E Database.

| | | |
|---|--|---|
| | | <p>online content production. Since the development of the websites, significant website traffic has been recorded.</p> <ul style="list-style-type: none"> • Basic Marketing concepts and strategies introduced at PDI level. • The Endline Capacity Skills Assessment found most Content Production skills have improved from Baseline. |
| Inter-PDI Study Exchange | <ul style="list-style-type: none"> • Over CCAP at least 28 staff members took part in this exchange, spending 2 weeks working at another PDI, working on CCAP programs in other provinces and sharing skills and knowledge. | <ul style="list-style-type: none"> • Content sharing was a key outcome of the activity with a total of 44 feature stories shared between the four partner PDI stations. • Interviews with participants showed that the activity resulted in increased confidence to produce and present talkback segments. Participants also gained new skills because they were exposed to different operational contexts. |
| Stakeholders meetings | <ul style="list-style-type: none"> • Good Governance and Radio Workshops • EVAW Workshop | <ul style="list-style-type: none"> • Stakeholder workshops provided an opportunity for PDI staff to engage with local authorities on the benefits of participating in Talkback. • Cambodian Minister of Information His Excellency Khieu Kanharith opened one workshop in the first half of 2013 urging officials present to participate on TBP and actively share information with citizens. • Provincial Governor and a Deputy Provincial Governors were key guest speakers. • Workshops provided a forum for increased networking and relationships between PDI and government officials to increase impact of project objectives. |
| Employee of the Month and Best Feature Awards | <ul style="list-style-type: none"> • Instigated in September 2012 to motivate producers to produce high quality and original feature stories. | <ul style="list-style-type: none"> • Over 100 Best Feature awards granted over the project's first phase. • Female PDI staff represented 52% of the winners. |
| Output Based Payments | <ul style="list-style-type: none"> • Payment to the PDI is based on their completion of tasks, making the PDI stations more accountable. | <ul style="list-style-type: none"> • This arrangement encourages PDIs in delivery of program content on transparency and accountability issues and to strengthen the voice of citizens. • The OBP maximises program quality and quantity. • The OBP proved to be very effective which is demonstrated in an increased number of live TBPs, enhanced quality topics related to governance, and improved morale of PDI staff. |

Analysis and Commentary

Improving the capacity of PDI staff and increasing organisational capacity were core component of CCAP. Training, mentoring and coaching were provided by the CCAP team and experts from different fields. CCAP's strategy recognised that for effective capacity building, training must be accompanied by mentoring and coaching, and this was a key part of CCAP activities undertaken with PDI staff.

Producing relevant and quality TBP requires a variety of skills and capacities. It also requires the facilitation of strong working relationships with relevant local authorities, NGOs and CSOs whose active participation in the program is vital to its success. CCAP supported the development of TBP at each PDI through training, mentoring and development of processes to enhance the sustainability and flexibility of programming.

The trainings delivered varied across a wide range of skills, technologies, platforms and themes. Training for technical and production skills included producing program segments, interviewing, how to produce feature stories, balanced media coverage of governance and gender issues. In the context of the quickly changing Cambodian media environment, PDI staff were also trained on internet technology and social media, including setting up and maintaining organisational websites and Facebook pages.

CCAP M & E data shows PDI radio producers' capacity improved across a number of managerial and technical skills; as well as knowledge of good governance and media literacy. The following are the key areas of impact identified as part of the Midline and Endline Studies:

- A. Media Literacy and Awareness of Good Governance
- B. Operational / Management Capacity
- C. Social and Visual Media

Media Literacy and Awareness of Good Governance

Prior to working with CCAP, the interviewed PDI staff were unable to critically analyse other news sources. For example, when viewing TV news they were unlikely to critically analyse the content to understand news worthiness and bias or unbalanced reporting.

The Midline Study undertaken in the first half of 2014 found:

- 1. Most of the interviewed staff now have the skills to critically analyse news produced by other media outlets. They are now able to assess for themselves the extent to which a piece of news is trustworthy and how biased the writer is for or against any political party.*
- 2. In terms of reporting, some mentioned that they had more confidence in their own ability to report in a balanced manner rather than just relying on stories from other outlets.*
- 3. The photography skills are being further extended as staff have begun using video content to be posted online.⁵*

There was a positive shift in PDI understandings of governance and good governance concepts between the Baseline and Endline studies. The Baseline research found "Understanding of good governance, governance, accountability, transparency and related elements is limited or non-existent among most participants, across all groups."⁶ Endline research indicated producers now

⁵ CCAP Midline Report 2014, page 11

⁶ CCAP Baseline Media Research, TNS Research and ABC International Development, December 2012, p.12

have a much better awareness of key concepts such as accountability, transparency and citizen participation. As seen below in Table 1, understanding of local governance (43%) and citizen participation and voice (30%) was the most significant increase. The smallest increase in knowledge was around the accountability of the different levels of administration.

Table 1: PDI staff – Knowledge of Governance

| | | BB PDI | KC PDI | KP PDI | SR PDI | Total | % change |
|---|----------|--------|--------|--------|--------|-------|----------|
| | | Mean | Mean | Mean | Mean | Mean | |
| | | n=7 | n=8 | n=11 | | n=26 | |
| | | n=13 | n=10 | n=10 | n=13 | n=46 | |
| Local governance | Baseline | 3.43 | 2.25 | 2.64 | - | 2.73 | - |
| | Endline | 2.69 | 3.4 | 3.5 | 2.77 | 3.9 | 43 |
| Citizen voice and participation in local governance | Baseline | 3.29 | 1.88 | 2.36 | - | 2.46 | - |
| | Endline | 2.77 | 3.4 | 3.8 | 2.85 | 3.2 | 30 |
| Transparency of commune council/ administration | Baseline | 3.29 | 2.13 | 2.36 | - | 2.54 | - |
| | Endline | 2.54 | 3.1 | 3.1 | 2.54 | 2.82 | 11 |
| Transparency of district council/ administrations | Baseline | 3 | 2.25 | 2.09 | - | 2.38 | - |
| | Endline | 2.46 | 2.9 | 2.9 | 2.46 | 2.68 | 13 |
| Transparency of provincial council/administrations | Baseline | 3.14 | 2 | 1.73 | - | 2.19 | - |
| | Endline | 2.54 | 3.1 | 3.1 | 2.54 | 2.82 | 29 |
| Level of understanding on accountability of commune council/ administration | Baseline | 3.14 | 2.38 | 2.27 | - | 2.54 | - |
| | Endline | 2.46 | 2.7 | 3 | 2.46 | 2.65 | 4 |
| Accountability of district council/ administrations | Baseline | 3 | 1.88 | 2.09 | - | 2.27 | - |
| | Endline | 2.31 | 2.6 | 2.9 | 1.92 | 2.43 | 7 |
| Accountability of provincial council/ administrations | Baseline | 3 | 1.86 | 2.18 | - | 2.32 | - |
| | Endline | 2.46 | 2.8 | 3 | 2.08 | 2.58 | 11 |

Rating scale: 1 (low) to 5 (high)

A finding identified in the baseline study was a lack of ability in the PDI staff to select relevant governance topics for TBP; however, most staff in the Endline study did not consider this a major challenge.⁷

⁷ Endline Research, 2015 p.33

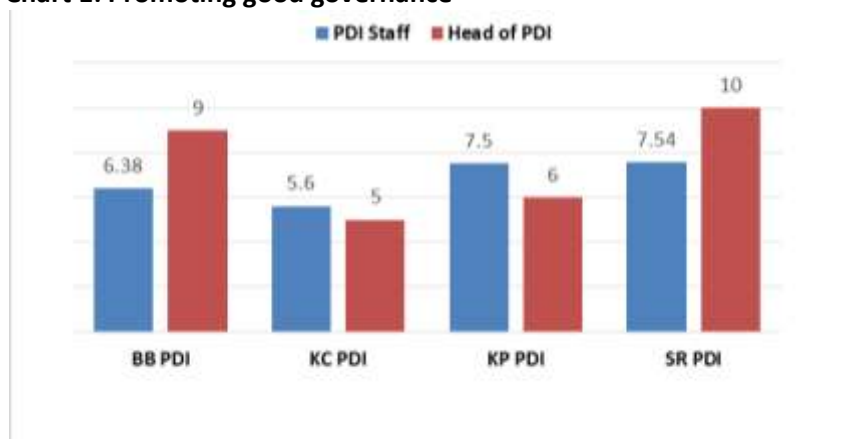
TALKBACK PRODUCER WINS NATIONAL GOVERNANCE AWARD

In 2014 Lin Na, a young female producer from the BB PDI received a national award from Voice of Democracy (VOD) and the Cambodian Center for Independent Media for governance climate change reporting. Lin Na produced a feature story about “the effectiveness of the sub-national government strategy for climate change education”.

Lin Na said, “I didn’t know much about basic journalism skills and governance reporting until I took part in CCAP work...I now know how to capture a good angle in my story; I have developed skills in conducting research and exploring relevant governance content”.

In Endline research staff reflected on the importance of the role of their radio station in promoting good governance in their province. PDI staff in Kampot and Siem Reap placed a higher level of importance on their role in promoting good governance, rating it as 7.5 and 7.54, respectively, on a scale out of 10 (highest) (Chart 1).

Chart 1: Promoting good governance



Base: BB PDI Staff (n=13); KC PDI Staff (n=10); KP PDI staff (n=10); SR PDI staff (n=13); BB PDI Head (n=1); KC PDI Head (n=1); KP PDI Head (n=1); SR PDI Head (n=1)
Rating scale: 1 (low) to 10 (high)

Operational / Management Capacity

As a result of CCAP training and coaching, PDI staff were able to independently produce TB, YV and ERAW programs multiple times per week with reduced technical support from the ABC Content Support Team. The coordination and management capacity of the PDI senior staff also improved over time.

The Endline report assessed changes in PDI management based on feedback from PDI directors and their staff. The management skills of PDI directors improved most in monitoring and evaluation (45%) followed by organising (23%) and implementing skills (25%). Planning skills (12%) have seen the least improvement.⁸

⁸ Endline Research, 2015 p.37

The ability of the PDI Director to liaise with and promote the TBP to provincial officials is crucial to ensuring the program's success. Over the course of CCAP some PDI Directors have increased their ability and willingness to coordinate with guest speakers at the provincial level and to promote TBP. In some instances information about TBP has also been disseminated at the monthly provincial meetings attended by the provincial directors.

'I usually coordinate with provincial officials when any issue is raised by the staff about their difficulties to invite those officials to participate in TBP to answer to citizens' needs or problems.'

IDI, Male, Head of PDI, 35+, Kampong Cham province

Social and Visual media

With assistance from CCAP PDI staff used increasingly relevant online platforms and social media to engage with new audiences.

The PDI staff were trained and a social media officer was assigned with responsibility for Facebook/websites. These officers implemented a CCAP designed social media strategy. They learnt from training how to develop and maintain online and social media presence, including a schedule on what to post on Facebook. The Battambang YV team were especially active and successful in writing up to date and interactive posts. It is expected that these new initiatives will expand audience reach, particularly among teenagers and young adults.

(see more detailed analysis in Effectiveness section)

PDI staff learned how to take professional photos, looking for angles, composition, subjects and meaning in their photos. The photos were used as part of online stories and collated by CCAP for case studies. The Midline review demonstrated PDI staff understood the importance of visual communications to engage with wider audiences online, especially youth.

2.2.Objective 2 - Strengthening Voice and Accountability

Objective 2: To strengthen the voice of citizens and the transparency and accountability of authorities through meaningful flows of information

| Performance Output | Activities Undertaken | Key Results/Achievements |
|--------------------|---|---|
| Talkback Program | <ul style="list-style-type: none"> 2487 TB programs over CCAP Commune Talk segment every week, focuses on cross-cutting topics including gender Thursday Gender focussed topic National Election coverage (see separate Output) | <ul style="list-style-type: none"> 12, 963⁹ callers over CCAP (Male: 11,058 and Female: 2905). Greater engagement from local authorities in the program and increased education about how radio can assist them in their roles. TBP listeners reported higher knowledge of governance and accountability concepts as well as greater likelihood/confidence to participate in local government processes.¹⁰ TBP listeners reported high level of trust in the TBP. 86% of TBP listeners compared to 50% for non-listeners believe governance should be publicly |

⁹ Callers from July-Dec 2012_Jan-Jun 2015, Retrieved from Program Database 27/7/15

¹⁰ CCAP Endline Research, 2015, pg 13.

| | | |
|-----------------------|--|---|
| | | <p>discussed.</p> <ul style="list-style-type: none"> TBP listeners believed that the government listens to people's concerns and issues. |
| EVAW Program | <ul style="list-style-type: none"> 285 EVAW programs in CCAP (program began 2014) Two Outside Broadcasts in 2014 | <ul style="list-style-type: none"> 1537 callers (Male: 823 and Female: 714) The EVAW program has led to an increased number of reports of violence to NGOs providing services for victims of IPV as well as community members stating VAW cases are more likely to be reported to police. Local Authorities are more accountable and responsive on VAW cases and issues.¹¹ Change in attitude towards gender equality and VAW. |
| Youth Voice Program | <ul style="list-style-type: none"> 159 programs during CCAP. NB: The program operates at BB and KC PDI (since early 2015) only 1 OB in 2014 | <ul style="list-style-type: none"> 789 Callers (Male: 465 and Female: 324) YV has increased listeners confidence about discussing and self-efficacy related to governance issues. Provided a platform for local authorities to connect and speak directly to youth about issues affecting their lives. The 2015 YV Evaluation found CCAP was the only source of news for rural based youth. |
| Gender | <ul style="list-style-type: none"> Throughout all programming, content development and training opportunities CCAP has endeavoured to encourage female participation at equal or greater levels than men. | <ul style="list-style-type: none"> Women made up 50% of all CCAP Training participants. According to Endline research 97% of TBP listeners compared to 55% non-listeners believe women can play a role in governance issues. 98% of TBP listeners compared to 55% non-listeners believe women have the same rights as men to ask questions of their government. Workshops and Training on EVAW and PDI Radio and Legal Awareness and Good Governance have increased trust between radio producers, CSOs and local authorities |
| Promise Tracking Tool | <ul style="list-style-type: none"> 197 Promises tracked until June 2015. | <ul style="list-style-type: none"> 19 cases were successfully resolved for communities due to producers following up on the Promise Tracking. |
| Listener Clubs | <p>Listener Clubs comprising of active listeners were developed to provide a link to CCAP audiences and feedback to PDI, and strengthen citizens' voice. ABCID and PDI met with the Listener</p> | <ul style="list-style-type: none"> Members of the listener clubs formed smaller groups comprised of people from their communities. These groups met weekly to listen to PDI TBP and We Can Do It, discuss the issues raised on the program and where |

¹¹ CCAP EVAW Impact Assessment Briefing, May 2015, pg 18, available http://www.abcinternationaldevelopment.net.au/sites/default/files/ABCID_CCAP_We_Can_Do_It_Impact_Assessment_2015_.pdf

| | | |
|------------------------------------|---|---|
| | <p>Clubs as a minimum once every three months and heard feedback and gathered new information about relevant topics and angles for reporting.</p> | <p>appropriate, call into the show. This created a larger listener base for the PDIs.</p> <ul style="list-style-type: none"> • Listener Club members have a growing awareness and knowledge of the core themes of TBP, namely, the accountability of authorities and the right of citizens to question local authorities. • A core aim of the Listener Clubs was to encourage more female engagement with PDI radio programs. Listener Club members were able to discuss sensitive issues regarding VAW with their families, friends and neighbours. |
| Youth Reference Group | <ul style="list-style-type: none"> • The YRG was set up to ensure that YV is relevant and includes voices of young people with everyday concerns and outlooks. • The Group meets quarterly. | <ul style="list-style-type: none"> • YRG members contributed significantly to the development and success of the YV program. Some volunteered as part time presenters and producers on the radio. • YV gained a following in both Battambang (where it was trialled) and Kampong Cham. |
| Social media | <ul style="list-style-type: none"> • Pages are updated daily by the PDI, with topic promotion ahead of time and vibrant audience interaction through 'comments' and private messages to the station. | <ul style="list-style-type: none"> • PDI Social media pages grew in popularity as producers became more adept in posting news and discussion topics. • The story with the highest ever engagement (over 24,000 people reached) was a local news story in BB proving the interest in local news. • During July 2013 national electoral campaign social media served as key to citizen access to diverse election information. A one minute video interview with the Kampot Provincial Election Committee (PEC) reached the (then) highest ever audience. The topic about fair campaigning recorded the highest reception among other electoral topics. • The youth-led BB YV team took its social media role very seriously and was very successful in attracting 'likes' on Facebook, using videos and sharing youth-centric topics to attract new audiences. |
| Contact and guest speaker database | <ul style="list-style-type: none"> • A guest speaker and key contact database was created to store accurate information about contacts including potential guest speakers, stakeholders and organisations. It is divided into categories based on commune, district, provincial government and key ministries. | <ul style="list-style-type: none"> • The database ensured that active listener's details were kept as well as details about government officials who come on the radio as guest speakers. |

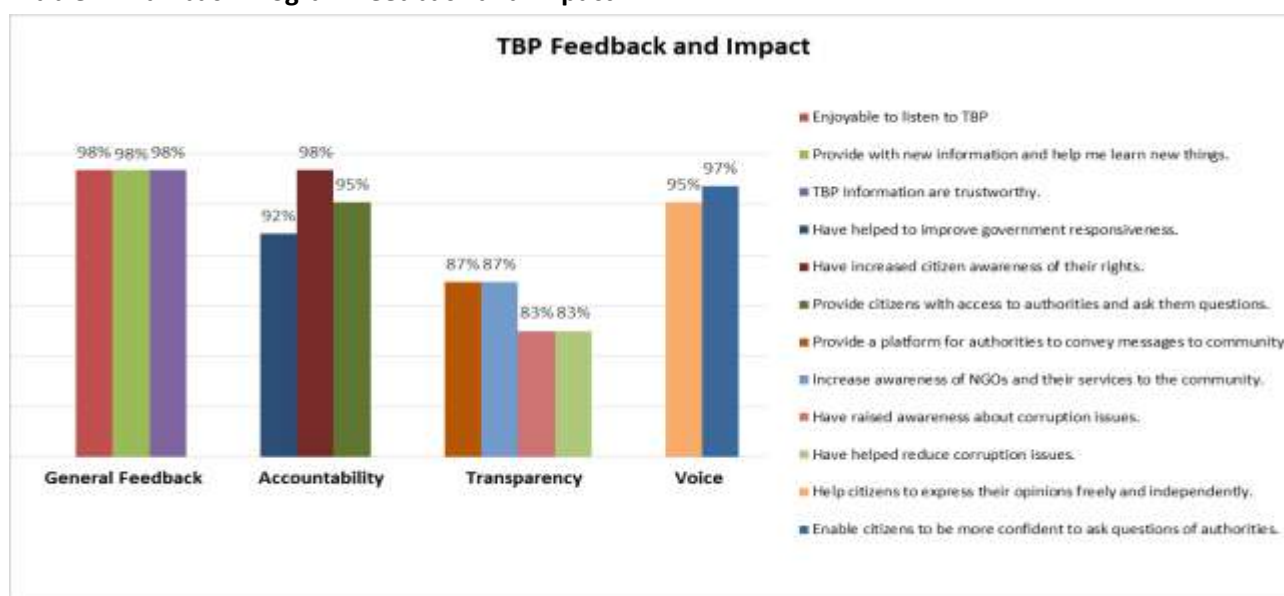
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| National and Commune Election Reporting | <ul style="list-style-type: none"> 15 TBP's on national elections took place in the 2 month lead up to the July election. Producers received election training before the poll, on the electoral law and regulations and inputs from the National Election Committee and Comfrel (Committee for Free and Fair Elections in Cambodia) | <ul style="list-style-type: none"> Prior to CCAP, PDI radio was the mouthpiece of the Government, primarily reporting in a one sided manner. This changed in 2013 and CCAP supported election coverage followed CCAP editorial policies of balance, accuracy and neutrality. Battambang PDI was the most effective in utilising the election training and attempting to produce balanced coverage. Comprehensive and unbiased topic selection (see Analysis) |
|---|--|---|

Analysis and Commentary

As part of this component, CCAP focused on citizen voices being heard, holding authorities to account and the authorities being responsive to concerns being raised by citizens and communities. Talkback Programming (TBP) to increase transparency, accountability and citizen voice through Cambodian media was a core CCAP activity. TBP provides opportunities for people to participate in community development and for authorities to be responsive to citizen concerns through two way dialogue.

With each progress report TBP increased the number of guest speakers and callers compared to previous periods, demonstrating the growing popularity and support of the program. As of December 2014, eighty percent of the guest speakers were government representatives giving listeners a unique chance to hear directly from local authorities. As illustrated below, TBP listeners are overwhelmingly positive about the content and have a variety of views about the impact of the program (table 2)¹².

Table 2: Talkback Program Feedback and Impact



Citizen Voice and Participation

¹² Endline Research, 2015, p.27

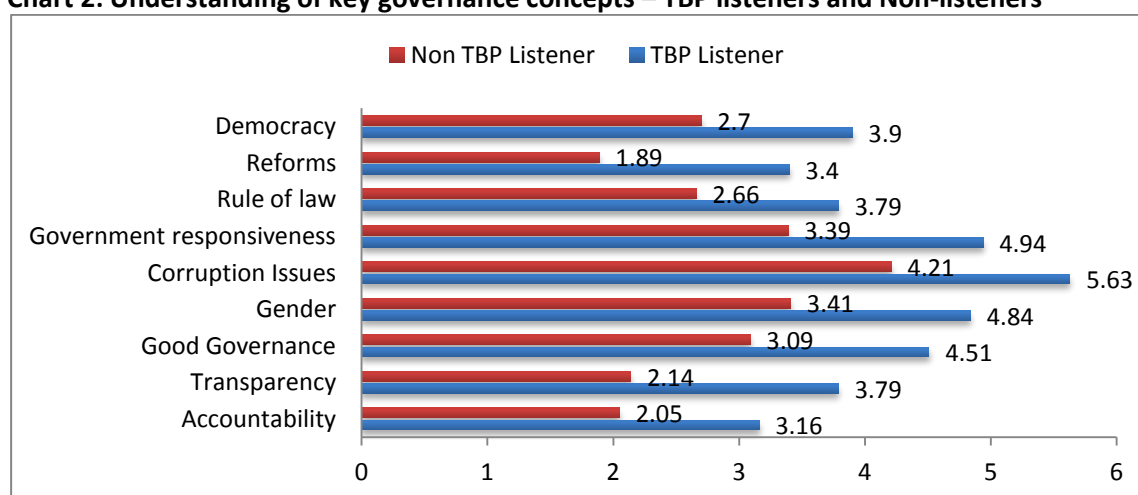
The Baseline research found that citizen participation and perceptions about participating were limited “... meetings often result in one-way communication and citizens feel their voice does not have any impact on decision-making”, however by engaging with commune, district and provincial officials on the radio throughout CCAP, participation become more popular.

The July 2014 *Talkback Programming and Good Governance* report found TBP improved citizen voice as people became more confident to directly question government officials and hold them to account. This, in turn, led to increased levels of government responsiveness as officials started to engage more in commune meetings and development plans.

“Citizens’ awareness of their rights and the governments’ responsibility is also increasing as the TBP fosters freedom of expression. Data collected for this report illustrated a number of instances of citizens mobilising to defend their interests in relation to transparency and the use of commune funding.”¹³

Endline results showed an increase in listener’s knowledge on good governance concepts. As seen below, TBP listeners had a far greater understanding of good governance, accountability, transparency and reforms compared to non TBP listeners. They also rated their understanding of democracy, rule of law, government responsiveness, and gender and corruption issues higher than the non-listeners. This illustrates that listeners of TBP were much better informed and claimed to have a better understanding of governance and related issues (Chart 2).

Chart 2: Understanding of key governance concepts – TBP listeners and Non-listeners



Base: All respondents (n=119); TBP Listeners (n=63); Non TBP Listeners (n=56)
Rating scale: 1 (low) to 10 (high)

Listener Clubs

Listener Clubs were a key part of CCAP’s efforts to build caller participation and increase grassroots engagement and citizen voice. Through regular meetings with PDI producers Club members shared their feedback and acted as conduits for their communities’ concerns.

Listener Club members developed a growing awareness and knowledge of the core themes of TBP, namely, the accountability of authorities and the right of citizens to question local authorities. During

¹³ Talkback Programming and Good Governance, July 2014, p.16

one Listener Club meeting in Siem Reap, a male member expressed his growing confidence to call in and speak frankly with local government officials:

"Why do you have to be afraid of criticizing authorities' roles and responsibilities? These are their tasks - to response to citizens' needs" a male Listener Club member, Siem Reap.

Listening to specific programs also proved helpful for citizens' daily lives in terms of improving knowledge on local issues/news stories or service delivery initiatives led by local authorities:

"I listen to the program on social services delivery cost and I learn how much we should pay for any kind of social services delivery fees. Next, I share this information to other people in my village" a male Listener Club member, Siem Reap.¹⁴

Government Responsiveness, Transparency and Accountability

Overall, the introduction of TBP increased government accountability, transparency and responsiveness in the provision of public services. This is primarily because government officials were more likely to engage directly with citizens to discuss community concerns and this communication led to improved service.

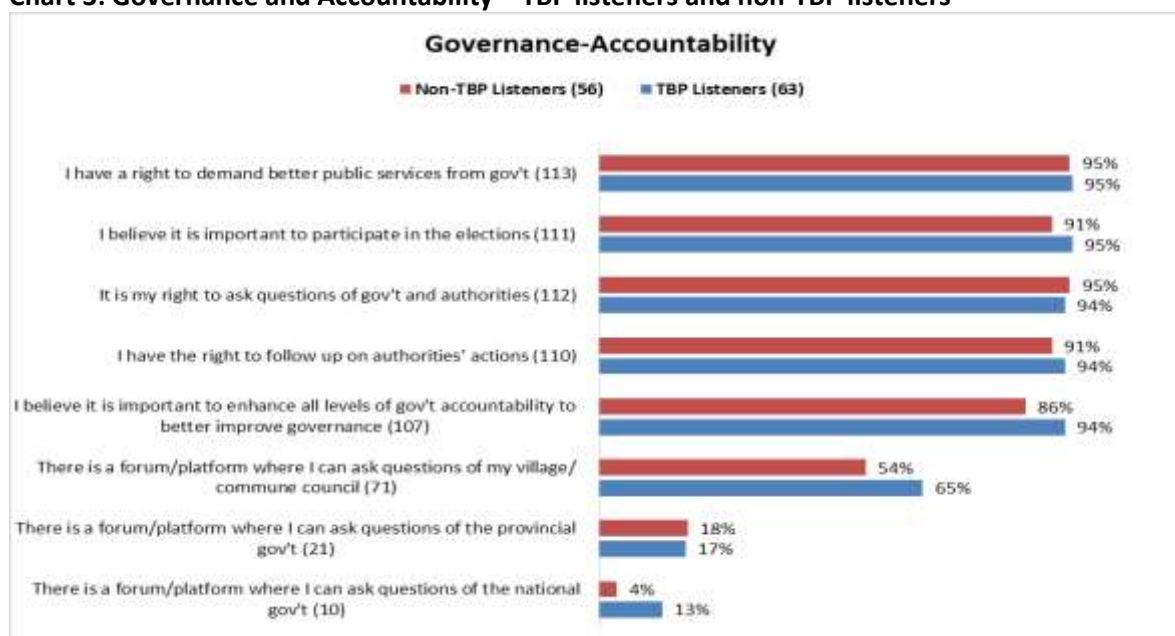
CCAP research and interviews with guest speakers illustrate guest speakers perceived TBP improved their own practices with regards to the following:

- Faster development of public services such as making identity cards; civil registration books etc.
- Establishing networking with CSOs, NGOs and stakeholders to support people's needs.
- Increasing funding support for community development initiatives.
- Reducing corruption on social service charges.
- Improving the provision of basic agricultural knowledge.
- Enhancing commune safety practices.
- Increasing the quality of social service delivery.
- Providing public servants to work at a community level. For example, in Kampot Province, having village health volunteers to assist on child and mother healthcare.

At the conclusion of CCAP, TBP listeners were much more likely than non-listeners to believe that forums exist to ask questions of the commune council. TBP listeners in agreement with this statement were almost twice that of the non-TBP listeners (65% and 30%, respectively). This illustrates the influence of TBP had on people's perceptions of the program being a platform to ask questions of their local representatives. It should be noted that TBP listeners also had a strong belief in their right to demand better public services (95%), importance of participating in elections (95%) and the right to ask authorities question (94%) (Chart 3).

¹⁴ CCAP Progress Report, July-December 2014, p. 23

Chart 3: Governance and Accountability – TBP listeners and non-TBP listeners



Base: Total (n=119); TBP listeners (n=63); Non-TBP listeners (n=56)

Strengthening Information Flows: Election Reporting

Reporting on the highly contested national assembly election of July 2013 was a highly challenging task for PDI producers. Prior to CCAP, PDI radio stations were the mouthpiece of government, primarily reporting on the government's achievements and holding a pro-government bias.

In the lead up to the election, PDI staff received one week of election-skills reporting training. This included detailed information on the electoral law and regulations, and information sessions from the NEC and COMFREL.

The training's impact was most notably demonstrated in Battambang, where radio producers engaged all election stakeholders including the Provincial Election Committee and election monitoring NGOs in impartial and balanced discussions. Topics related to the election were discussed and callers had a unique opportunity to express their views, question guest speakers, demand a fair electoral process and call for political reconciliation over the post-election violence and a more in depth reform from the government.

A Radio Producer from BB PDI commented on her election reporting experience; *"Villagers I met through my field visit thought the interviews would be about the ruling party and biased to the government. I was told by a woman that the State-run radio stations are not impartial when it comes to the election coverage. They only say good things in order to support the government."* The BB Producer said she responded to the villagers by providing them with her name card and promised impartial reporting. After the interview was aired, a female villager called the program, praising on air the fair and neutral reporting of the BB TBP.

Despite the overall success of the training, some PDIs faced considerable challenges providing fair and balanced coverage of the elections. Some continued to practise self-censorship fearing political repercussions over topics deemed to be highly sensitive. In Kampot, a feature story about PEC ensuring fair campaigning practices for all political parties was banned from being broadcast by the

former PDI Director. However this story was rebroadcast by Radio Australia Khmer language service during the election period as it met professional standards of balanced reporting.

Lessons were learned from the election reporting experiences of BB and KP PDIs. The former KP Director was so fearful of potential political repercussions that he took action to censor the KP TBP and cease ABC training activities. In contrast, the BB Director trusted his staff with editorial decisions. BB senior management had a close professional relationship with the Provincial Governor and Provincial Councillors, one of whom was a former BB PDI Director who understood CCAP objectives and the value of professional reporting.

The BB example demonstrates that PDIs were able to conduct fair and balanced reporting, strengthening information flows to citizens, despite the continuing challenges of the political and social context in which they were working.

A sample of election topics and an overview of the citizen engagement through TBP included:

- Regulations on fair campaigning practices and use of government resources.
- Access to Information and political campaigning through social media.
- Youth's role in preparing for the July election.
- NEC's accountability over applying the electoral law on all the political parties.
- Battambang police use of force against participants in post-election meetings.
- What do youth want to see in the new government mandate?
- How are post-election demonstrations having an impact on society?
- Calculation of parliamentary seats for the 5th Cambodian National Election.
- Freedom of expression during and post the electoral process.
- How do women make their decisions of voting for the political party they want?
- What should the new national assembly offer to women?

2.3.Component 3 Building Professional Media Systems

Objective 3: To begin to professionalise media systems by strengthening links between emerging broadcasters, media research and PDI

| Performance Output | Activities Undertaken | Key Results/Achievements |
|--------------------|---|---|
| DMC Internship | <ul style="list-style-type: none"> • 16 students took part in internships over CCAP, being placed at PDIs for two month periods. | <ul style="list-style-type: none"> • Students learned how to create feature stories, make linkages between youth and governance issues, conduct interviews and research, and produce features and vox pops. • The internships presented PDI staff with the opportunity to learn technical skills from the students. • Over CCAP DMC produced over 40 feature stories which were broadcast by various PDI. Topics included environment and youth, transgender rights, what young commune leaders have achieved and young women's perception in participating in political parties. • The Endline survey showed producers and |

| | | |
|---------------------------------------|---|---|
| | | PDI Directors felt the relationship with DMC was useful. |
| Field Visits/Study Tours to Australia | <ul style="list-style-type: none"> Three visits to Australia took place during CCAP. In July 2013 Kampot Radio Manager and the Acting Director of DMC travelled to Australia to meet with the teams involved in a popular talkback show, Triple J Youth radio and Radio Australia. Participants also visited ABC Ballarat Regional Radio. In March 2014 the Minister for Information Khieu Kanharith and three advisers, visited Australia to learn about public broadcasting policies for independent content making, the operation of ABC regional radio and radio for youth. In March 2015 four ABCID staff members travelled to Australia, further developing skills in content production, Information Technology and Research. | <ul style="list-style-type: none"> The visits helped the Cambodian media representatives understand how the public service broadcasting radio is run, what editorial values ABC holds, and ideas about how they might be able to transfer some of these ideas into a Cambodian context. The presence of the Minister for Information on one visit cemented political support for CCAP and led to a letter from the Minister to Provincial officials urging them to participate in the TBP. The Minister also requested CCAP be expanded to new provinces. |
| Content Analysis I and II | <ul style="list-style-type: none"> CCAP collaborated with DMC to produce a Content Analysis of the Cambodian media's coverage of governance in 2013. A second Content Analysis was completed in 2015 with data collection from an independent research firm comprised of former DMC students. The goal of the analysis was to determine current coverage of governance issues by key media outlets and to compare to a previous study <i>'Reporting Governance: A Content Analysis of Cambodian Media Outlets 2013'</i> to assess any changes in the way governance issues are covered in Cambodia. | <ul style="list-style-type: none"> The research contributed to CCAPs knowledge about the media environment in Cambodia and specifically how governance issues are covered by most media and what is needed to improve accountability and transparency reporting. CCAP found governance coverage has only improved slightly, from 10% to 11.6% between the two studies. Training in research and data collection was provided to DMC students, furthering their opportunities to take part in professional, published research. |
| DMC documentary | <ul style="list-style-type: none"> CCAP supported senior DMC media students to produce six mini-documentaries on issues related to media and women, good governance and EVAW. | <ul style="list-style-type: none"> The multimedia project incorporating TV, print and social media, 'Record 'd Silence' provided nearly thirty DMC students with the opportunity to apply the skills they learned to produce and showcase 6 mini-documentaries related to good governance, women and media, and VAW |

| | | |
|-------------------------|---|---|
| | | <ul style="list-style-type: none"> • ‘Record ‘d Silence’ was showcased at Bophana Centre in Phnom Penh with a TV screening followed by a 45-minute question and answer session with the DMC students. • The DVD has been distributed to partners and stakeholders. • CCAP’s input supported students to apply professional journalism practices when reporting governance, women and media, and EVAW. |
| Sustainability Strategy | <ul style="list-style-type: none"> • In 2014 a Sustainability Strategy was devised to provide a framework for continuity of CCAP-introduced programming at the PDIs. The strategy was informed by a market survey conducted by CCAP in 2013, which showed the radio stations lack the skills necessary to identify and address a potential market that would financially support radio production costs. | <ul style="list-style-type: none"> • 4 PDI Marketing Officers were trained at each PDI in sales and marketing for their station. • Information about each PDIs transmitter reach and their audiences was sourced. A technician was commissioned to identify and map the coverage of each PDI. The resulting online map gave the PDIs a better idea of the potential reach of each radio station and is a useful marketing tool. • Additionally, ABCID obtained audience research from Indochina Research and Cambodia Media Research for Development (CMRD). These surveys showed each PDI’s popularity with listeners, as well as data about time of day listening, audience preferences in terms of programming and demographic research. However, during examination of the methodologies used in both reports, CCAP found flaws in the quality control of the fieldwork for data collection and questionnaire. |

Analysis and Commentary

Research Partnerships

CCAP built up research relationships with a number of Cambodian agencies in order to bolster the professionalism of media research available in Cambodia. The most prominent link was with the RUPP’s DMC. The DMC’s research arm was involved in a number of CCAP studies that assisted the project to track progress and refine the strengths of TBP.

The DMC also undertook a quantitative content analysis of Cambodian media outlets to track reporting of governance issues in during a selected period in late 2012. The final report highlighted that governance related coverage is fairly low at 24% of total coverage, with radio covering the most (34%). In addition the low number of sources for stories indicated bias in coverage with an emphasis on the national government.

Other relations with research providers included baseline media research by Taylor Nelson Sofres (TNS Cambodia) with input from CCAP staff.

Further planned research work in partnership with DMC did not proceed as CCAP was unable to accept DMC's costings for the proposed analysis. CCAP's Independent Review suggested any future phases of the project look at greater collaboration with other agencies working in media development.

DMC/ PDI Internships

Internships have led to a cross-fertilisation effect and skills exchange between students and the PDI producers. During the internships, students developed their professional journalism skills through:

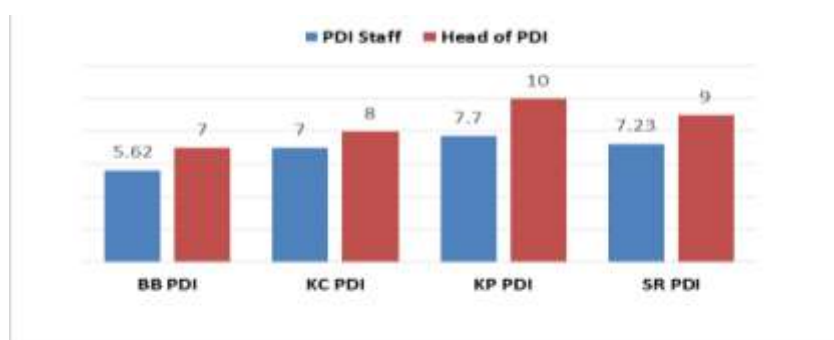
- Practical use of technical production material in the studio (e.g. mixers and audio editing)
- Teamwork, collaboration and relationship building with PDI producers
- Finding sources and conducting broadcast quality interviews
- Information on the role of public interest broadcasting
- Presenting skills and experience including co-presenting during talkback programs
- Practical knowledge and skills of feature and short story writing and editing:

As part of Endline research PDI staff, including Directors, were asked to identify the impact of the collaboration between PDI and DMC from 2012-2015. While the PDIs rated the collaboration with DMC highly, they also emphasised a need for future support and learning exchange on knowledge and skills in radio production (Chart 3).

*'I value the collaboration with DMC in terms of the supports and respect of DMC students' interns when they come to work with our staff. The students not only shared with us their knowledge and skills gained at university but they also guided the staff and went to field, showing staff how to do good interviews with people. The students are keen to learn and listen to us and they have a good relationship with us. They are willing to practice what they have learned and share with us all of related radio production.'*¹⁵

IDI, Male, head of PDI, 35+, Kampot province

Chart 3: Collaboration with DMC



Base: BB PDI Staff (n=13); KC PDI Staff (n=10); KP PDI staff (n=10); SR PDI staff (n=13); BB PDI Head (n=1); KC PDI Head (n=1); KP PDI Head (n=1); SR PDI Head (n=1)
Rating scale: 1 (low) to 10 (highest)

¹⁵ Endline Research, 2015, p.42

3. Overall Project Performance

3.1.Relevance

Relevance

According to the Australia-Cambodia Joint Aid Program Strategy 2010-2015, improving governance and tackling corruption is an overarching approach to be addressed across the aid program¹⁶. Notably, the strategy states that Australia will support initiatives to empower civil society to provide a voice for citizens on issues such as transparency and accountability. Similarly, the Cambodian Government's National Strategic Development Plan 2014-2018 (known as the Rectangular Strategy Phase III) has at its core, good governance. As such, CCAP with its good governance goal and objectives informed by C4D principles relevant to strengthening and empowering civil society, make it particularly relevant to the aid program's objectives.

Radio is an extremely equitable and pertinent medium when trying to reach a large population. In Cambodia radio serves as an important news and information medium as a high proportion of the population lives in rural areas where they would not otherwise be able to access news and information. The World Bank found that 79.8% of people rely on radio and 78.2% of people rely on TV as principal sources of information.¹⁷ The same report noted that radio is relied upon by about 85% of the very poor and TV by about 75% of the very poor. As noted in the 2014 Independent Review Report, CCAP is "filling a gap through its support to improve the quality and access to information for this rural cohort with its emphasis on addressing good governance issues via government radio. This is significant because provincial government radio is technically capable of covering a greatly higher proportion of the provincial population than provincial commercial and community radio stations".¹⁸

In a country with few effective complaints mechanisms, CCAP provided a much-needed link between local officials and citizens on issues that affected their daily lives, through call-in radio programs, feature stories, vox-pops and outside broadcasts. Content created by PDIs was primarily local or sub-national level focussed so was of particular interest to regional and rural audiences. ABCID had oversight over TBP topic choices to ensure they fell within relevant governance related areas. Additionally the public itself had the chance to nominate topics for TBP through the "Open Line" segment. When TBP covered national level topics, care was taken to invite guest speakers from the provincial level, so that the ensuing discussion remained relevant to listener's perspectives and concerns. Over time caller numbers increased and feedback from PDI producers and Listener Club members demonstrated the project's importance to and popularity with listeners.

*"Comparing to the past not many callers [called in to] TBP but nowadays the numbers of callers has increased. In the past villagers did not understand the usefulness of TBP but recently they keep listening to the TBP. They remember the TBP next topics and discuss them especially the issues happening in their village."*¹⁹

IDI, Male, head of PDI, 35+, Kampong Cham province

¹⁶ <http://dfat.gov.au/about-us/publications/Documents/australia-cambodia-joint-strategy.pdf> p.7

¹⁷ Linking Citizens with State, World Bank, at http://siteresources.worldbank.org/INTCAMBODIA/Resources/2937551245833003896/Linking_Citizens_Eng_Final_fullreport.pdf p. 18

¹⁸ O'Keefe and Gyles, CCAP Independent Evaluation, September 2014, unpublished.

¹⁹ CCAP Endline Research, 2015 p. 21

Endline research showed that listeners overwhelmingly found CCAP programs relevant and useful. They also reported high levels of trust in the programs.

As a mechanism for encouraging greater accountability by the local authorities, CCAP devised and implemented a “promise tracking” mechanism where Talkback and ERAW producers tracked and followed up with the authorities some weeks after an on-air commitment was made, to ensure that the commitment was carried out. There were many successful examples of using the PTT to increase accountability. Among the promises tracked were those relating to infrastructure, such as road and bridge construction, access to electricity and water disposal management, issues relating to primary healthcare and education, authorities’ responses to natural hazards and disasters such as flooding, resource management including illegal fishing and forest management, and authorities’ transparency in budget planning. A 2014 assessment found that the promise tracking tool was leading to improved responsiveness, in part due to the fact that citizens became more aware of their own rights to follow up on promises.

“There are frequent follow-ups by talkback active listeners on authorities promises made. Thus, the authorities could not stay quiet and do nothing; they have to be accountable and we found out that there were such improvements in authorities’ performance since people became more active.”²⁰

Female FGD Participant, Kampot Province

The project supported the PDIs to develop websites and create dedicated Facebook pages to take advantage of social media formats to extend coverage and expand audiences. This initiative capitalised on rising popularity of social media, fuelled by Cambodia’s youth bulge, which has seen an increase smartphone ownership and higher rates of internet access. According to the Open Institute, Facebook has 1.4 million users in Cambodia and is rapidly increasing²¹. Internet usage overall is also increasing, with 12% reporting weekly internet use (up from 4.9% in 2012).²² With urban based youth the majority of users.

3.2. Effectiveness

The Independent evaluation found the project had largely met its objectives and that its activities have been very strongly linked to projected outcomes.

As demonstrated through the Endline survey the strengthening of PDI staff skills and understanding of good governance and more preliminary Violence against Women knowledge, was a significantly positive outcome of the project.

The ABCID team based in Phnom Penh has been a key strength of the project. The staff members have good lines of communication with the PDI staff and other CCAP stakeholders, and provide valuable guidance and training.

²⁰ Talkback and Good Governance, ABCID, 2014, p. 17, available http://www.abcinternationaldevelopment.net.au/sites/default/files/CCAP_Talkback%20Programming%20and%20Good%20Governance%20-%20Evaluation%20Report_2014.pdf

²¹ Open Institute (2014) Mobile Phones in Cambodia 2014

²² Broadcasting Board of Governors and Gallup 2014

Objective 1: To enhance the capacity of select local media outlets to deliver balanced and credible information on transparency and accountability issues

Outcome 1.1 Enhanced capacity of PDI to adequately manage project requirements

CCAP has enhanced the capacity of PDIs to reasonably manage project requirements. Each PDI managed their main initiatives such as the TBP well, and the impact of the training provided means that the staff will have the ability to continue this approach into the future.

The strengthening of PDI radio staff skills and their understanding of good governance has been a significantly positive outcome. At the start of the program many of the PDI staff had a very low capacity to deliver balanced information on transparency and accountability, and lacked a good understanding of governance issues and the ability to plan and develop talkback programs²³

In each Project progress report PDI staff at each radio station commented on the skills they had obtained due to the CCAP training and mentoring, emphasising that before CCAP they lacked the capability to produce quality radio programs. They now have a good understanding of governance and relevant issues, how to approach balanced journalism, and how to seek accountability from authorities and other agencies.

Endline results saw a positive change in all management skills compared to the Baseline study. Planning skills have enabled some of the PDI stations to clearly define a long-term strategy with specific activities to be implemented. The monitoring and evaluation of the PDI station performance is also being implemented in some of the stations effectively.

*'We can achieve good TBP results if all PDI staff work together to support the institution. I could not do this thing alone; it requires strong team collaboration to gain success.'*²⁴

IDI, Male, PDI Director, 35+, Kampong Cham province

The PDI staff grew in their ability to target current issues and source the most appropriate people from relevant agencies to facilitate discussions.

The exchange of staff between the PDI stations proved to be a valuable training technique, particularly with less experienced staff learning from the more experienced practitioners.

Outcome 1.2 Improved interactive, participatory and multimedia formats

CCAP has improved interactive, participatory and multimedia formats through the introduction of TBP, use of vox pop commentary, interviews, OBs, Facebook pages and PDI websites.

Social media in particular allowed the initiative to reach a wider range of participants, especially young people who are active using Facebook. Due perhaps to their younger age, the Battambang YV team was the most active on updating their Facebook page and increasing audience interaction and reach.

The demand for up-to-date local news content on social media was demonstrated by the strong interest in a story on the Battambang PDI Facebook page in 2014 about a fire at a petrol station. The post was seen by 25,800 people and over 9000 clicked on the video link. This is the highest number of viewers PDI content has ever generated. It is likely that this popularity was due to the proximity of

²³ CCAP Progress report July-December 2014

²⁴ CCAP Endline Research, 2015, p.38

the PDI, which other national media outlets were unable to provide. A screen shot below shows the post.

Screen shot of Battambang PDI Facebook post in May 2014



Outcome 1.3 Greater PDI knowledge on governance and cross-cutting themes

As a result of CCAP, PDI radio staff have increased their knowledge of governance and cross-cutting themes such as elections and EAW, and this knowledge is benefitting listeners. As seen in the earlier section on [Implementation Progress](#), a significant amount of training and technical briefings were provided with experts on topics such as:

- Media for good governance
- Election reporting
- Content development
- EAW reporting and legal awareness

Table 4 reflects that there is a basic to moderate level of knowledge across all four PDIs on cross-cutting issues. The difference in the level of knowledge across all areas was marginal, with all values ranging between two and three.

All PDI staff identified a high level of understanding of youth empowerment (including critical analysis, decision making and putting forward opinions and views), except SR, where the level of understanding on gender issues was marginally higher (2.46) compared to their understanding of youth empowerment (2.38).

Table 4: PDI staff –knowledge of cross cutting issues

| Cross Cutting Issues | BB PDI | KC PDI | KP PDI | SR PDI | Total |
|---|--------|--------|--------|--------|-------|
| | n=13 | n=10 | n=10 | n=13 | n=46 |
| Level of understanding on gender and women empowerment in sub-national democratic development | 2.15 | 2.6 | 2.6 | 2.46 | 2.45 |
| Level of understanding on youth empowerment (including critical analysis, decision making and putting forward opinions and views) | 2.54 | 2.9 | 2.8 | 2.38 | 2.65 |

| | | | | | |
|---|------|-----|-----|------|------|
| Level of understanding on anti-corruption | 2.46 | 2.1 | 2.4 | 2.08 | 2.26 |
| Level of understanding on disabled persons and their participation in local development and national election | 2.15 | 2.9 | 2.8 | 2.15 | 2.5 |

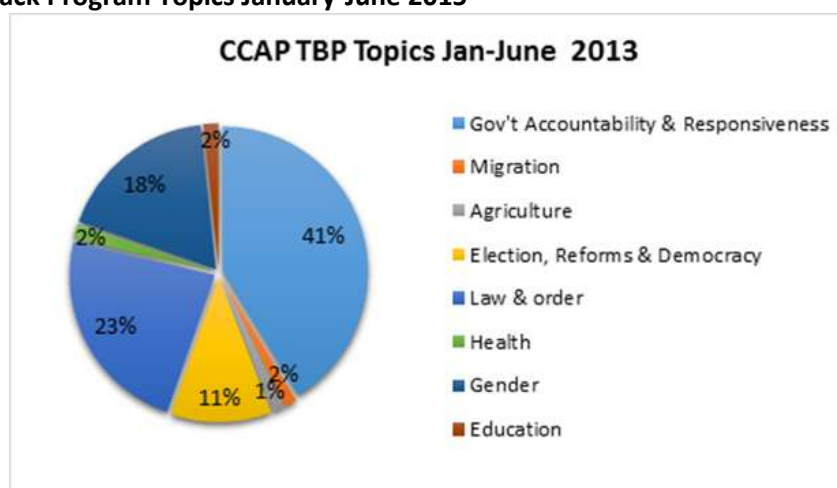
Rating scale: 1 (low) to 5 (high)

Outcome 1.4 Innovative content addresses themes associated with governance and cross-cutting issues

As their knowledge of Governance and cross cutting issues has improved, PDIs introduced innovative content associated with these topics. Over time the topics on TBP became more sophisticated. The Independent Review noted listeners regard programs as being more interesting because the issues covered are more newsworthy, relevant and timely, with a range of speakers, callers and questions.²⁵

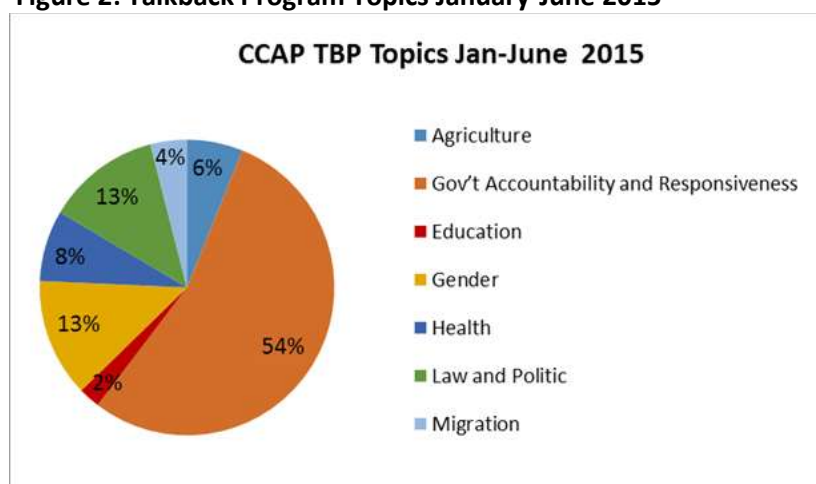
Figures 1 and 2 below illustrate how topics for TBP became more diverse over CCAP.²⁶

Figure 1: Talkback Program Topics January-June 2015



Base: Total TBP output Jan-June 2013 (356)

Figure 2: Talkback Program Topics January-June 2015



Base: Total TBP output Jan-June 2015 (424)

²⁵ O'Keeffe and Gyles, 2014, p.21

²⁶ Note topic data was not collected in 2012.

The CCAP team provided guidance to the teams on their approach and topic selection. Listener feedback suggested that talkback programs were now more interesting because the issues covered were newsworthy, relevant and timely, with a range of speakers, callers and questions. PDIs responded to local concerns and national news with ongoing and localised coverage.

The Youth Voice and EVAW programs used radio segments to highlight issues pertinent to governance and cross cutting themes such as 'My Story'. This segment allows young people with diverse experiences, to talk in first person about their challenges and share advice on how to deal with a range of issues.

"I Am Blind, but Talented"

"Being a blind person and growing up without a father, I lost many opportunities in my life. Me and my brother could not go to school. Afterwards, my mother got sick and her health deteriorated day by day. We had no proper home, we were living in a floated hut. Worst of all, I and my brother decided to go out begging for money to survive. Time passed by and two years later while I was begging, I met [a man], who was working as a teacher at Krousar Thmey (New Family) organization.

Despite our poor condition, I and my brother were fortunately brought up to Krousa Thmey organization. From that time, we could access education. I am currently studying in grade 6. As I have good talent in singing, I was invited to sing in many events. In 2011, I joined kid song contest at the Ministry of Information and I passed. Late last year, I received a medal from the TV program Cambodia Got Talent, awarding me one hundred million riels!

Despite my hardship, it inspired me to work so hard. As a result, there are various companies contacting me to sing so that I can earn some money to support myself and my family. I keep moving forward. Truthfully, through this [YV] program, I am happy to share my life experience to everyone particularly to young people to learn something through my message to convert any hardships as a strength to change their lives. No matter what happen to us, please never ever give up and we have to fight against it to find a way out to develop our lives as well as the whole society."

Other innovative approaches included a range of OBs held in different communities, targeting new audiences with diverse topics such as illegal fishing, drug abuse and youth affairs (which was central to the OB at the University of Battambang in 2014).

Relationships with development partners have also seen innovations in content. Over two weeks from late November 2014, CCAP and UN Women (UNW) collaborated for UNW's 16 Days of Activism against Gender Violence campaign. The global campaign comprised activities around the themes of ending violence against women and girls, aiming to reach all sectors of society. As part of the partnership, UNW speakers participated in Talkback, We Can Do It! and Youth Voice, bringing their expertise and knowledge of EVAW issues to the PDI audiences. KC PDI held a nationally relayed TBP with speakers including Her Excellency Khieu Serey Vuthea from the Ministry of Women's Affairs (MoWA) and Sinet Seap, Gender Equality Project Officer (Youth) at UNW. It was the first time that a MoWA representative joined the TBP. The program was streamed nationally and callers from around the five provinces had the opportunity to ask questions and have their say. During the TBP eight callers rang in to express their opinions and share ideas about the Government's EVAW strategy. Both guest speakers expressed their enthusiasm for the TBP model and its uniqueness in the sub-national media landscape. MoWA now has an awareness and understanding of CCAP

programs/format and more importantly was provided a bridge to hear citizen's voices on its strategy to combat this pressing problem.

Censorship and Discussion of Politics

TBP content progressed from simple topics to more complex cases involving governance and demonstrated producers' increased confidence to tackle more sensitive topics.

However it should be noted that according to the Midline Review good governance is still considered a politically sensitive issue by some stakeholders who were afraid of negative repercussions if they were seen to be critical of the authorities or the government in general. Other topics considered sensitive included issues related corruption, human rights, logging, accountability box, taxation and land disputes. Sub-national government officials and local authorities considered the community information board, accountability box and community meetings as the main mechanism for promoting good governance. However, the report highlighted that the effectiveness of each is limited.

The PDI producers also reported their limited knowledge of governance issues in some areas which resulted in lack of in-depth discussions on governance issues.

Outcome 1.5 Innovative promotional activities attract and retain new listeners

CCAP focussed resources on branding, marketing and management workshops and training so that PDI stations could improve their promotional activities and achieve financial sustainability post CCAP.

Other than program promotion by PDI, other promotional activities instituted by CCAP included developing websites and Facebook pages for the four PDI radio stations; distributing leaflets promoting CCAP supported programs and PDI radio stations; and radio and TV advertising by the Battambang and Kampong Cham PDI radio and TV stations. Training in photography skills helped staff improve their photos for use on these platforms.

Outside Broadcasts, promotional activities and stakeholder workshops raised awareness of the radio programs and attracted new audiences to the PDI.

Objective 2: To strengthen the voice of citizens and the transparency and accountability of authorities through meaningful flows of information

Outcome 2.1 Citizen Voices are heard and recorded

This objective was achieved through introducing equitable talkback format programs, including open line segments along with OBs and feature programs.

The success of the talkback format was demonstrated through the increase in the number of callers in each province raising issues of concern and sharing their opinions. The Endline survey demonstrated high levels of trust in the PDI Talkback programs. The CCAP database showed that most callers were from rural areas due to the large reach of the station transmitters. Rural and remote audiences are provincial information-poor as the majority of provincial radio stations relay Phnom Penh-based and national news. Due to the PDIs local focus, CCAP has provided these citizens with an opportunity hear and to engage in discussions that they would previously not have had.

The weekly edition of TBP Commune Talk was an example of a platform for citizens to interact on-air with elected officials. PDI reporters went to select communes and pre-recorded questions from concerned citizens to play on air. As the Independent evaluators noted, over time more commune

chiefs and other officials agreed to take part in these programs to listen and answer audiences' requests and comments, and discuss challenges in their communes.

If people have a problem in their society they can communicate it on the program to inform the authorities and also get knowledge from the program about issues e.g. regarding domestic violence. The commune tries to deal with things promptly, but sometimes we don't have the authority. (The talkback program) improves the work of the local authority, prevents corruption and provides information in a timely way.

Commune chief, Battambang²⁷

More than 90% of TBP listeners identified that the program helped to improve governance responsiveness, increased citizens' awareness of their rights, provided citizens with access to authorities and enabled them to ask questions of authorities. The majority of listeners believed the program helped citizens to be more confident to ask questions of authorities and to express their opinions freely. Enhancing citizen voice is one of the core objectives of CCAP and the Endline study clearly established that listeners believe the program has succeeded in this objective.

Outcome 2.2 Improved access to information and greater diversity of information sources

As the confidence, knowledge and experience of PDI staff members increased through inputs and training provided by CCAP, good progress was made in improving access to information, and in the diversity of information sources on the partner PDI radio stations.

During the political deadlock post 2013 election period the Battambang (BB) PDI radio station was the only one local outlet to discuss those political issues. In March 2014 the BB station held a one-hour talkback discussion with the national government's spokesperson and a well-known national social and political analyst. The program had high participation with 30 callers calling in to comment and ask questions. The balanced and inclusive talkback program was an example of the growing confidence and skills amongst staff at the station. Both speakers praised the BB PDI station in holding such discussion at the end of the program which was also re-broadcast by the Kampot PDI station.

Producers are now skilled in inviting government representatives onto the programs and the majority of guest speakers were government officials from the commune, district and provincial levels, followed by NGO representatives and businesses. However due to low knowledge of the functions of different roles, responsibilities and structures of state institutions combined with reluctance of some provincial department officials, there was a tendency to invite the same guests on. The PDI producers also reported their low capability in understanding research data.²⁸ With low English comprehension skills, it was a challenge to access a large swathe of online information.

Outcome 2.3 Improved government responsiveness and accountability to audiences

TBP increased lines of communication and receptivity between the PDI and local government officials as well as improved the responsiveness of local authorities to the issues raised on the programs. There was a consensus among CCAP FGD participants that since the introduction of TBP, government performance and responsiveness has improved, with service delivery at commune level becoming faster.²⁹

A key part of this improvement in accountability was the PTT. Among the promises successfully tracked and implemented are those relating to infrastructure, such as road, sewerage and bridge

²⁷ O'Keeffe and Gyles, CCAP Independent Review, 2014 p.42

²⁸ Endline Research, 2015, p.33

²⁹ Talkback and Good Governance, 2014, p.17

construction, access to electricity and water management, issues relating to primary healthcare and education, authorities' responses to natural hazards and disasters such as flooding, resource management including illegal fishing and forest management, and authorities' transparency in budget planning. To communicate the progress of promises made on TBP, PDI staff produced feature stories and vox- pops to inform citizens of successful service delivery initiatives and provide updates on the progress and challenges facing promises that were not yet fulfilled. PDI staff reported that through the introduction of TBP and the implementation of the PTT, people's perceptions of government accountability, transparency and effectiveness improved.³⁰

The EVAW program also increased responsiveness and accountability through the presence of a dedicated radio program on VAW and in particular 'The Case' segment, which tracked the progress of specific VAW cases, involving guest speakers from the police, local government or courts.

*"This has resulted in a more coordinated approach for the LA's to work with NGOs and increase their understanding of different processes and methods to deal with VAW. There is a concerted effort to increase collaboration with local NGOs to increase awareness on genders roles and engage men in gender related discussions."*³¹

Objective 3: To begin to professionalise media systems by strengthening links between emerging broadcasters, media research and PDI

Outcome 3.1 Improved links and relationships between DMC and participating PDI

The relationship with DMC was beneficial for both PDI and DMC students. One of the most fruitful aspects was the involvement of DMC interns at PDI radio stations. While collaboration decreased following the departure of the previous DMC head, the placement of DMC students as interns in the PDI stations was identified by DMC and PDI as a useful and cost efficient way to exchange knowledge. Up to eight interns per year received the chance to have a hands-on experience in provincial radio journalism.

Interns consistently remarked on the usefulness of the skills learned during their internship:

*"I now understand more about how media work in radio studio both in how the news is reported and the organisation of the studio, which I would not have learned without doing this internship."*³²
DMC Intern, 2012

CCAP also supported a group of DMC students in the development of a series of mini documentaries. The students produced programs on good governance, women and the media, and violence against women under the multi-media *Record 'd Silence* project.

The relationship with DMC suffered a setback when a new Acting Director was appointed to the Department who had less interest in collaboration on promoting better governance and partnership.

Outcome 3.2 Enhanced regional media linkages promote improved reporting on voice, transparency and accountability

Senior CCAP and PDI staff undertook study tours in Australia in 2013, 2014 and 2015 which gave them a better understanding of public broadcasting, the operation of ABC newsrooms and talkback

³⁰ ibid p.11

³¹ CCAP We Can Do It Program Impact Assessment, 2015, p.15

³² CCAP Progress Report, July-December 2012, p.14

radio with the aim of enhancing regional media linkages, and how community radio operates. During a visit in 2013 the delegation visited ABC Regional Radio in Ballarat, Victoria, a regional radio station of similar reach, size and staff numbers to that of BB and SR PDIs. Discussions with Radio Australia Khmer Service resulted in PDI features being made available to Radio Australia Khmer Service for rebroadcast. The delegates also met with members of the ABC marketing team and sought advice on branding and marketing strategy.

Another visit to Australia included the Minister of Information and his 3 advisors. One aspect of the visit was to build a better understanding of public broadcasting and community radio in a democratic context, and the operations of a youth radio station (Triple J). The Minister for Information expressed an interest in the establishment of a youth station similar to Triple J by the government. He sought assistance from the Australian Embassy to support this youth oriented radio station.

Outcome 3.3 Quality information on media content accessed by public and media outlets

The CCAP Research team and DMC undertook a quantitative content analysis of Cambodian media outlets to track reporting of governance issues during a selected period in late 2012. This final report, completed in November 2013, highlighted that governance related coverage is fairly low at 24% of total coverage, with radio covering the most (34%). In addition the low number of sources for stories indicated bias in coverage with an emphasis on the national government.

A second Content Analysis was conducted with the consultancy DRC (Development Research Consultancy), as CCAP could not accept the proposed costings from DMC.

The goal of the content analysis was to assess any changes in the way governance issues were covered in Cambodia. The Media Content Analysis Report was recently completed and the findings will be disseminated on the ABCID website.

3.3.Efficiency

CCAP is managed by ABC International Development (ABCID). The ABC and DFAT entered into a Grant Agreement for the Cambodia Communication Assistance Project (CCAP) which commenced on 1 May 2012.

CCAP received a total of \$3,554,662 and expended \$3,525,543.33. Efficiencies were made in areas of training costs associated with local trainings, mainly due to efficiencies in expenditure; communication materials; and operational costs. Much of the savings were due to conservative estimations, savings in expenditure in most areas and a fluctuating Australian dollar.

ABCID manages project procurement in line with ABC policies and procedures which are closely aligned with the Commonwealth Government Procurement Guidelines and follows Australian National Audit Office guidelines. The ABC is also subject to the *Freedom of Information Act 1982*, *Public Service Act 1999*, *Privacy Act 1988* and the *Crimes Act 1914*. ABC expenditure utilises a competitive, transparent, accountable and ethical process to derive “best value for money” in terms of quantity, quality, price and availability and best fit for the ABC having regards to social, corporate and environmental issues.

In addition, project finances were also subject to random ABC internal audits. An external audit of CCAP was conducted by external audit firm, Protiviti, in June 2014 covering the period of May 2013 to May 2014. The review was undertaken in consultation with ABC Group Audit, an independent

division of the ABC. The purpose of the review was to confirm to the accuracy of expenses incurred by the Project in accordance with the requirements of the funding agreement with DFAT.

The project submits detailed monthly financial reports, including copies of receipts, to ABC head office in Melbourne for review and lodging through the ABC's SAP Finance System and approved via the ABC's separate financial division.

Almost all of the staff engaged in CCAP in Cambodia are locally engaged. This has the dual benefit of ensuring the project is locally owned, is managed locally with local context and provides locally engaged staff with secure employment and ongoing training and mentoring and opportunities for advancement within the project.

Risk was managed effectively locally and at ABCID head office and the ABC takes risks, such as fraud very seriously. Fraud is not tolerated and any reported or detected cases are investigated immediately as per the ABC Fraud Control Plan and the ABC Fraud Case Management Handbook. There were not instances of detected or reported fraud during the life of CCAP.

Partners and stakeholders met annually to openly identify and assess risks and develop and implement solutions where possible. The risk register will be updated every six months by the CCAP2 project team following communication and assessment with PDIs and six monthly discussions with the project advisers and PCG members.

3.4. Monitoring and Evaluation

The Monitoring and Evaluation for CCAP included two main strands of activities that were implemented through the life of the project. These include project monitoring (through databases and field studies) and impact evaluations (implemented towards the end of the project). The research also included an overall assessment of the coverage of governance issues in selected media outlets through content analysis. The research also measured key performance indicators through the baseline study which were then tracked as part of the CCAP midline and endline study. These indicators included:

- PDI capacity improvement across multiple areas including content production skills, specialist reporting skills, organisational capacity, understanding good governance, and management and leadership ability
- Understanding of governance and related elements such as accountability, voice and transparency among listeners
- Listener feedback on Talk Back Program.

The details of each of the research activities implemented as part of the M&E are listed below. These are followed by synopsis of each of the reports delivered as part of the CCAP M&E.

Program monitoring database: The program monitoring databases have been used to report across a range of variables. These variables provide indicators and means of verification for program outputs and outcomes specifically around citizen participation in TBP and other radio programs supported by CCAP. The indicators monitored as part of databases include: TBP programs produced by each province, TBP program feature stories delivered, governance topics and themes covered, TBP callers and guest speakers profile (with gender disaggregated data), youth voice and EVAW program callers (with gender disaggregated data). These indicators were updated regularly as part of the six monthly progress reports for CCAP.

Field studies: Field studies were implemented at regular intervals to track and assess program performance. These included interviews and focus group discussions with stakeholders as well as audiences. A baseline study was commissioned at the launch of the CCAP program. It was followed by a midline study to track progress and also to inform program activities going forward. Research was undertaken to also pretest and seek feedback on program segments to understand audience engagement with the programs. The details of the field studies implemented through the project are listed below.

- CCAP Baseline Media Research, 2013
- CCAP Midline Review 2014
- CCAP 'We Can Do It!' Empowering Communities to Report Violence Against Women 2014

Impact studies: The impact assessment for CCAP included multi-method approaches that assessed the program impact across a range of radio programs supported by CCAP and broadcast by the PDIs across the four provinces. The impact assessment includes responses from a range of stakeholders who have been involved as part of the project delivery and seeks to establish the achievements of the projects and also the gaps that need to be addressed in future.

- CCAP Talkback Programming and Good Governance: Evaluation Report 2014
- Youth Voice - Impact Assessment Briefing 2015
- We Can Do It - Impact Assessment Briefing 2015
- CCAP Endline Research 2015

Content analysis: This is a qualitative study designed to assess governance coverage in local media and involving local media researchers. The proposed study methodology included selection of relevant media outlets to assess the quality of outputs against key predefined governance criteria. The objective of the study is to gain an objective expert analysis on governance sub-themes and enable a comparison point across different radio stations and other platforms.

- Reporting Governance: A Content Analysis of Cambodian Media Outlets, 2013
- Reporting Governance: A Content Analysis of Cambodian Media Outlets II, 2015

A brief synopsis of each of the Research and M&E reports is listed in Annex A.

3.5.Sustainability

CCAP achieved mixed results in the area of project sustainability. Whilst the projects' technical and capacity sustainability as well as political support fared well, achieving financial sustainability was an ongoing issue. This section gives an overview of achievements, discusses the challenges and suggests recommendations for sustainability of future projects.

Technical and Capacity Sustainability

After three years receiving assistance from ABCID in technical capacity (training and support) the four PDIs are competent producing Talkback, We Can Do It and in the case of Battambang and Kampong Cham PDI, Youth Voice.

The growing skills of radio producers led to an increase in callers across all programs and as such the CCAP programs built a committed audience, buttressed by Listener Club members. Audience research suggests the stations are within the Top Ten in their province (though as noted below, some reservations are held about the quality control of the fieldwork for the data collection). Listener Club members also expressed their wishes for Talkback program to continue after DFAT support finishes and have even promised to collect a petition from listeners if MoInf discontinues the program after

CCAP. There is clear community support for the program to continue and a pool of active listeners suggesting ongoing topics and themes.

Political sustainability

As noted in CCAP's Independent Review the project team, and notably the Team Leader and members of the CCAP Project Consultative Group, were instrumental in increasing the awareness and support for CCAP objectives at the senior levels of national and provincial government. At the end of the project further support was being sought from the Ministry of Interior (MOI) to gauge if the provision of an advisor from the Ministry would be possible if a second phase of the project arose. A MOI Advisor would assist CCAP in the engagement of new PDIs and in securing political sustainability from provincial councillors and Governors.

Financial Sustainability- Sustainability Strategy Overview and Implementation

Due to the very basic financial contributions from the Ministry of Information and the operational culture of the public service, financial sustainability has been recognised since project inception as a key challenge. With radio producers receiving minimal wages and the majority being employed on temporary contracts, their commitment and retention as employees is hampered.

To help combat this, in August 2014, a Sustainability Strategy was devised to provide a framework for continuity of CCAP-introduced programming at the PDIs. Its focus was on establishing income generation opportunities for the PDIs to cover program-production costs and associated activities, building on the successes already achieved in PDI professional and technical capacity. The strategy was informed by a market survey conducted by CCAP in 2013 which showed the PDIs lacked the skills necessary to identify and address a potential market that would financially support radio production costs. The implementation of the strategy included establishing a marketing officer position at each PDI, designing new advertising rates, acquiring more accurate information for marketing purposes i.e. audience research and reach; establishing a partnership with social communication NGO Media One and networking to attract sponsors or partnerships with non-government organisations and international development agencies who may be supportive of CCAP's aims and objectives.

Implementation and Challenges

The following section gives more detail about the implementation and challenges:

Media One:

During the strategy's formulation the Phnom Penh based media development agency Media One was selected as a partner for the PDIs to assist them to find clients interested in sponsoring CCAP radio programs. The rationale for partnering with an external media agency was twofold: firstly to provide long-term, sustainable marketing expertise and to enhance collaboration with media development agencies in Cambodia.

ABCID and the partner radio stations signed a Memorandum of Understanding with Media One and CCAP provided Media One with marketing tools such as presentations, proposal templates, rate card and invoices. Unfortunately the relationship with Media One did not yield any sponsors, ABCID and the PDIs received only sporadic communication from Media One, which led to a weak relationship.

PDI Marketing Officers

One CCAP supported PDI Marketing Officer was trained at each PDI to implement the strategy at the grassroots level. The PDI Marketing Officers were in charge of provincial marketing for their station, liaison and reporting on project's progress, audience feedback to Media One and liaison with the PDI management team. In 2014 three Marketing training sessions took place including covering introduction to radio sales and marketing, persuasion skills, developing advertising campaigns,

contract negotiation scenarios, media placement plans and client reporting. The Marketing Officers were also provided with individualised presentations for their PDI and new rate cards for advertisers.

The growing popularity of the TBP saw all four of the PDIs approached by different NGOs in their province, to sponsor new TBP-style programming. This is a promising sign for future sustainability and has led to medium-term advertising revenue. It is not clear whether CCAP supported PDI Marketing officers played key roles in negotiating the terms of these sponsorships. At project completion the Marketing Officer's function remained poorly understood by their managers and colleagues. This role was clearly new to PDIs whose marketing operation had always lacked an official strategy. Furthermore, the PDIs are used to selling airtime cheaply to advertisers who are often given carte blanche over how it is used. Such practices reduce the stations' popularity and marketability which result in difficulties in funding allocation for program sustainability.

The issues outlined above hindered sustainability in two ways. Firstly, the CCAP supported PDI Marketing Officers were often ignored and kept out of decision-making processes when considering new station advertisers. And secondly, the rate card was ignored, leading to unsustainable and financially opaque practices including a low rate being negotiated with potential advertisers.

A further challenge is that thus far there is no monitoring management of how funds from advertising will be distributed into program assurance after the project ends. The management at the PDI have expressed anxiety about any perceived interference in their internal/financial affairs, making it difficult to have frank discussion about transparency.

Promotional Tools

CCAP has undertaken major branding and promotion activities of its supported programs since 2013. A branding strategy was designed and implemented. Audiovisual and print materials have helped promote the PDIs' ownership of governance programs and listeners have reported recognition of radio promos and jingles in encouraging a more active audience. The Talkback program was branded as the flagship of each partner station. The branding strategy was designed to enhance program listenership and create demand for program continuation. 'Listen, trust, participate' was adopted as TBP slogan.

With social media usage continuing to grow in Cambodia, PDI Facebook pages are the focal point for audience outreach and promotional stories.

Rate Cards

After researching program production costs and holding discussions with PDIs, advertising Rate Cards were devised under the Sustainability Strategy to give Marketing Officers clear and replicable guide to advertising rates and to provide for equitable distribution of funds. The Rate Cards have been printed and distributed to all PDIs, however their feedback indicates that the set rates are too expensive for local businesses and NGO branches. As a result the Rate Card has not been implemented in any of the current sponsorship deals with local NGOs. Phnom Penh based international NGOs have been more receptive to the current Rate Card, though no long term sponsorships were secured by project completion.

Audience Research

In order to attract sponsors and potential partners more accurate information about each PDIs transmitter reach and their audiences was sourced. A technician was commissioned to identify and map the coverage signal of each PDI radio transmitter. The resulting online map gave CCAP and the PDIs a better idea of the potential reach of each radio station.

Additionally, ABCID obtained audience research from Indochina Research and Cambodia Media Research for Development (CMRD). These surveys showed each PDI's ranking in terms of popularity with listeners, as well as data about time of day listening, audience preferences in terms of programming and demographic research.

During examination of the methodologies used in both reports, the CCAP research team found flaws in the quality control of the fieldwork for data collection and questionnaire. Management, monitoring and supervising tools were not used in the data collection. As such there is still a need for reliable information about the PDIs audience shares.

Recommendations:

In any potential new phase of the project it is recommended that some elements of the Sustainability Strategy be altered, to build on successes while adapting to the challenges that remain towards encouraging the PDIs towards financial sustainability. Much of this should be focused on the Management side of the PDIs due to their top-down operational culture.

- **National Marketing:** Procuring a Marketing Officer or Agency to represent the PDIs: Unfortunately the partnership with Media One was unsuccessful in terms of finding sponsors and advertisers. At present PDI's do not have the ability to look for national income generation opportunities or go out to actively seek sponsors. Partnering with or procuring a Phnom Penh based marketing officer makes sense for long term sustainability. A dedicated Khmer speaking Marketing Officer could work with the PDIs to improve their marketing strategies, communicate constantly with PDI staff and ensure marketing and advertising strategies were being carried out professionally in the PDIs broadcast schedules.
- **Improve Management Support for Sustainability:** In order to make project sustainability a priority for PDI management it is suggested that it should be stated explicitly in any new MOU between DFAT and the PDIs. ABCID believes PDIs ownership of technical equipment should be made conditional on the longer-term sustainability or continuation of CCAP programs after DFAT withdraws funds. In this way it is hoped PDI Directors and managers will be encouraged to take a long term view of CCAP programs and take more of a role in creating an environment of financial sustainability.
- **Financial Transparency:** A financial distribution mechanism should be established to ensure transparency and equal distribution of advertising revenue.
- **Rate Card:** The Rate Card should be altered for provincial context. While the current rates may be appropriate for national businesses they have proved too high for PDIs.
- **ABCID to conduct research into audience share:** Finding accurate data about the PDIs audience share has proved to be a challenge due to a shortage of media research professionals and limited quality control among media research companies in Cambodia. There are no reliable audience share sources for use by the project to assess the PDI popularity. If a new phase were to be undertaken, and with fund availability, CCAP should identify and work with an independent research company to conduct the audience share research with joint monitoring and supervision in order to ensure the accuracy and reliability of the findings. In such a scenario, CCAP will provide on-going support and monitoring on the data collection and fieldwork supervision to ensure research quality control, for the accuracy and reliability of the findings.
- **Partnerships:** To secure longer term sustainability and maximize impact, CCAP should continue to work with other DFAT funded programs, organisation's or partners such as the Cambodia

EVAW Partners, to capitalize on Australian Aid projects and relationships and further strengthen governance initiatives in Cambodia. The form these partnerships would take is dependent on project objectives and context.

- **Networking with other media:** Any second phase of CCAP should see more attempts to network with wider media including the private sector in Cambodia. Cross promotion or program-swaps with other radio stations could see the CCAP programs broadcast to wider audiences as well as improving the current Broadcast Schedules at the PDIs by adding more professional programs to their rundowns. While the community radio network of Sarika/ Voice of Democracy is an obvious fit, higher rating private stations should not be discounted.
- **Ministry to commit to more permanent staff:** The lack of merit based promotion and the inability to join the public service poses a threat to the PDIs' ability to maintain and sustain its qualified staff and perform its duties as a media tool for strengthening sub-national governance. CCAP recommends that the Minister of Information commit to an annual pre-determined allocation of public service positions to qualified young members of the PDIs. The overall merit based recruitment and promotion remain key challenges to be addressed through genuine media reforms.

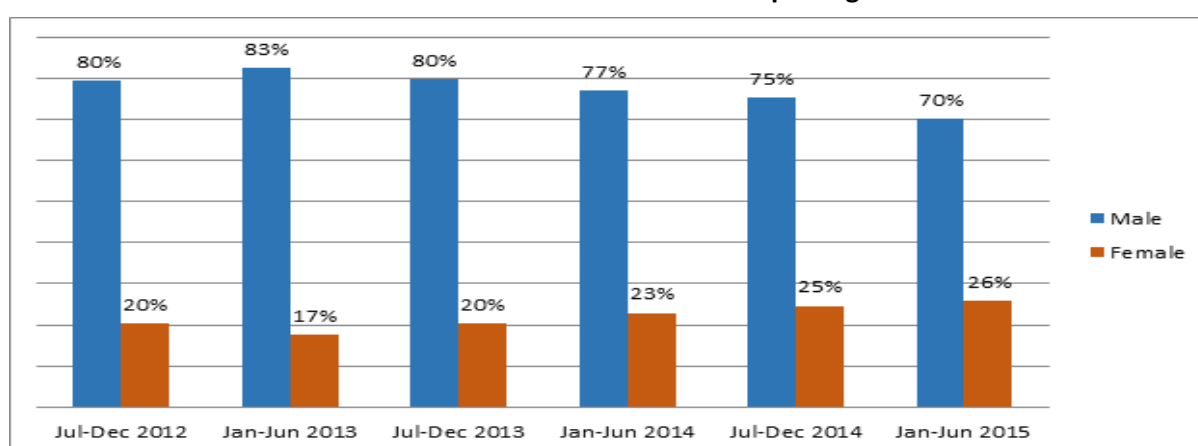
3.6. Gender Equality

CCAP focussed on mainstreaming gender equity as a core part of the project and has achieved positive results within the environmental and political parameters present at the PDI/provincial level. The CCAP database indicates that 50% of all training and workshop participants were female and efforts were made to promote and enhance women's leadership at the PDI, leading to a situation where over half of all Executive Producers are women.

Callers:

A key strategy was to try and increase women's participation in TBP through encouraging women to call in on-air, listener club facilitation (including a majority of club members being women) and the creation of the EVAW radio program, callers to which are 45%³³ are female.

Table 4: TBP Callers – Gender Breakdown & Reporting Period



Base: Total callers – Jul-Dec 2012 (1516), Jan-Jun 2013 (1852), Jul-Dec 2013 (2314), Jan-Jun 2014 (2362), Jul-Dec 2014 (2634), Jan-June 2015 (2285)

³³ We Can Do It, Impact Assessment Briefing, May 2015, p. 1

Table 4 shows female callers to the TBP increased over time but remained around 20-25%, trailing their male counterparts. While many attempts were made, encouraging more women to call-in to the program proved challenging, likely due to gender roles faced by women in provincial Cambodia. Female callers who called the program reported being satisfied with their experience. Qualitative interviews with callers showed that calling into the program increased feelings of empowerment. For example, one female participant discussed her experience of voicing her concerns about land demarcation with her commune chief.

"I became stronger from listening and calling talkback programs. I also told other villagers to [be] brave and advocate for their rights."

Female FGD Participant, Siem Reap Province

"I never listened to this program before; once I listened I was thinking that the discussion is very good because it allows people to talk and especially [that] the presenters encourage women to call in the show. Then I dare to call in the show and express my issue of land encroachment by a company and since that time I became a bit stronger, especially, to follow up with the authorities on any issues that happened at my village."

Female FGD Participant, Battambang Province

The Assessment of the *We Can Do It!* program found it was having a positive impact towards diminishing VAW. Specifically, findings indicated that there was an increase in women reporting VAW; men sharing their experiences; higher level of self-efficacy among women, and an increase in family, neighbours and community reporting instances of VAW.

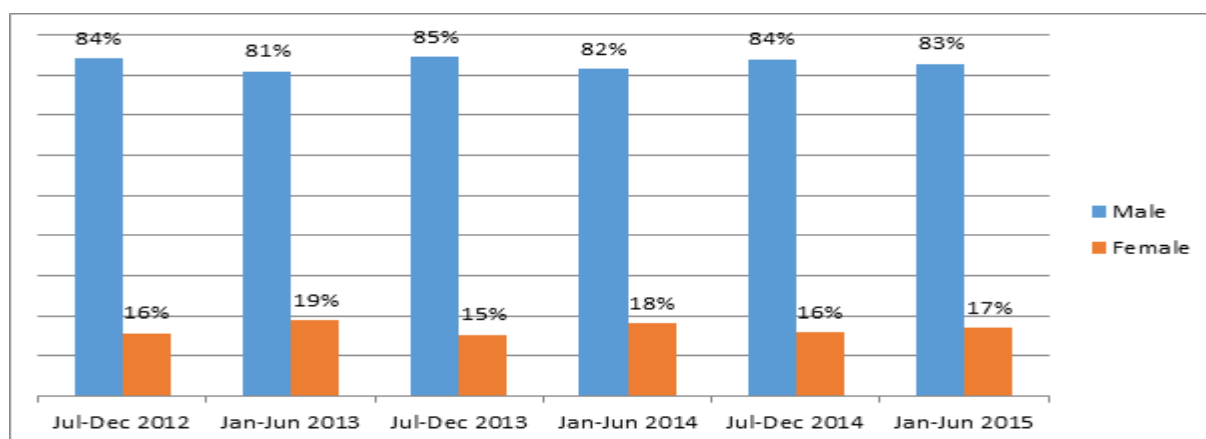
"There are many women who are willing to speak out and share their problems on radio openly and fearlessly. Women, who are active We Can Do It listeners, gather together during the programs broadcast and sometimes call-in and report on instances of violence against women from their communities, acting as catalysts for change within their communities. One of the most important reasons that they call-in the program is that they trust the program. All the personal information shared by callers is kept confidential. This has motivated many women to share their experiences on VAW reporting and their dealings with LAs. They have also learned about the advantages of reporting such issues to authorities and relevant stakeholders (NGOs/CSOs) to reduce risks of violence in their communities and understand means of resolving such issues if they arise."³⁴

Guest Speakers:

As shown in Table 5, achieving parity of guest speakers by gender proved difficult during CCAP because of high levels of men in government positions especially at the sub-national level.

³⁴ We Can Do It, Impact Assessment Briefing, May 2015, p. 14

Table 5: TBP Guest Speakers – Reporting Period & Gender



Base: Guest speakers Jul-Dec 2012 (374), Jan-Jun 2013 (506), Jul-Dec 2013 (553), Jan-Jun 2014 (563), Jul-Dec 2014 (601), Jan-Jun 2015 (583)

3.7. Risk Management

During the implementation of CCAP activities, many challenges surfaced that called for considered responses. As discussed in the next section “Issues, Challenges and Lessons Learned” one area considered ‘high risk’ was the external interference in project activities at the provincial level by a senior member of Molnf, a provincial counsellor and provincial officials. A measured approach was taken to respond to this risk. It involved the CCAP Team Leader working closely with PDI Directors to identify early signs and key issues of interference and then relay these concerns to and consult with the Minister of Information and the Provincial Governors to help reduce the amount of interference. The Team Leader and the PDI Directors also took measures at the operational level to ensure less confrontation and interference. It should be noted that the interference greatly subsided by the end of the project.

Other risk management areas included choosing between less confrontational issues or politically sensitive topics; internal disagreement within PDI stations (e.g. between the PDI management and the production team) and dealing with different forms of censorship.

A further risk was the need to consolidate support to the PDIs so the cumulative benefits and capacity that the PDIs developed does not dissipate in the short term. Lessons learned from these risks present a model that can be used to support other PDIs in Cambodia and help develop a strong network of provincial stations that can operate independently and serve the interests of rural Cambodian audiences in terms of governance, EAW issues of concern to citizens.

Partners and stakeholders met annually to openly identify and assess risks and developed solutions where possible. A risk register was updated every six months by the CCAP team following communication and assessment with PDIs and six monthly discussions with project advisers and PCG members. Refer to Annex 2 for a sample Risk Management Plan.

4. Issues, Challenges and Lessons Learned

Over the course of CCAP’s lifecycle the project navigated many challenges with a flexible approach involving strategic planning and secure relationships developed over time with stakeholders.

Lessons learned at the strategic level shall be considered in any future media assistance projects.

Censorship and lack of political commitment among the PDI Directors:

The PDI Directors sporadically applied self-censorship and restricted TB topics that may have attracted callers' criticism of policies and activities undertaken by local authorities and the national government officials. Many government officials are still fearful about participating in CCAP supported programming - a mindset that has proved difficult to alter. Disappointingly, if there is any backlash from provincial officials resulting from the PDIs coverage of sensitive topics, the Directors do not make genuine attempts to explain CCAP objectives to concerned officials as is their responsibility under the MoU. Rather, as explained below, this causes a chilling effect with the Directors further restricting topic selection out of fear of losing their position or status in provincial politics. At its worst this has led to CCAP withdrawing support from TBP in some provinces for short periods. In the lead up to the national election of 2013 Kampot was suspended for several months with the former Director being fearful of the ruling party's political repercussions after the CCAP C4D Advisor took photographs of the opposition party's campaign event in the province. Similarly Kampong Cham TBP was suspended in 2013 for several months after the Director was informed the program would be closely monitored by the former Provincial Governor who is a brother of the Prime Minister's.

Lesson learned

The MoU with the PDIs needs to be buttressed by genuine commitments and understanding of project risks by PDI Directors. Thorough assessment of the PDI Director's political will is required before they are selected to participate in any governance projects. A network of support to the Directors and an effective reminder/encouragement mechanism should be set up during project implementation. On a more positive note, the Director of Kampong Cham has made unexpected progress from an exponent of censorship to a strong supporter of the project and its objectives. This change can largely be attributed to a change in the provincial political environment over the years with a new Provincial Governor being appointed.

External interference:

Over the course of the project implementation a handful of senior officials from the provincial government and MoInf interfered with project activities at the PDIs. These interventions took the form of verbal complaints to PDI Directors and passing on incorrect information to other local politicians and administrators.

For example, during 2014 one BB provincial councillor repeatedly questioned the objectives of TBP and asked the PDI Director to censor the program. The BB Director initially complied with the councillor's request and censored the TBP, with which CCAP strongly disagreed. The Director also reported interference by the councillor to the Provincial Governor. The Director had several direct communications with the aforementioned councillor to explain the project's objectives, but the matter was only resolved after a meeting was held between the Team Leader, CCAP MoInf Advisers and the councillor. The persistence to CCAP objectives and maintaining the TBP's balance helped halt interference and complaints from the Councillor. It has been reported that the interference by the Councillor at BB has been resolved for the time being.

Similar cases of interference occurred at other PDI, with strategic advocacy by the Team Leader and coaching of the PDI Directors being employed to resolve these matters.

Lessons learned

It is crucial that PDI Directors have strong relationships with Provincial Governors and Councillors, support from MOI, and that the aims and objectives of CCAP programs be promulgated by PDI. Workshops should be conducted regularly with local government and provincial authorities, to inform them about project objectives and foster better relationships. The PDI Directors also need support from the Ministry of Interior and a permanent project Adviser from MOI should be sought for media projects to provide ongoing advice and support.

PDI internal management:

Despite the provision of leadership and management training to Directors and EPs, some PDI management still face difficulties in effectively managing their teams. The staff's opinions are suppressed and performance feedback and acknowledgement are rarely given.

On a positive note the KC PDI has had an outstanding performance in team management and motivation which has resulted in much quality improvement of their CCAP supported radio programs.

Lessons learned

Management training should be incorporated in project implementation and regularly conducted if activities involve teamwork. The selection of the manager looking after the team working with the project should be jointly agreed between PDI and CCAP to ensure effective and cohesive management.

PDI lack of understanding about implementation of the Sustainability Strategy

Due to their status as state broadcasters PDIs don't have clear marketing or sustainability strategies and their marketing operation is on an ad-hoc basis. Furthermore, the PDIs are used to selling their airtime cheaply to advertisers who are often given carte blanche over how airtime is used. Such practices reduce the stations' popularity and marketability which result in difficulties in funding allocation for program sustainability.

The issues outlined above hinder sustainability in two ways. Firstly, the CCAP marketing officer is sometimes ignored and kept out of decision-making processes when considering new station advertisers. And secondly, the rate card is ignored, leading to unsustainable and financially opaque practices including a low rate being negotiated with potential advertisers. There is no monitoring of how funds from advertising will be distributed into program assurance after the project ends.

Lessons learned

The wider PDI staff and crucially the PDI management should be consulted and sought approval from the inception of project implementation about the sustainability strategy which involves appointment of a PDI Marketing Officer for the whole PDI to understand and respect the role of the project trained Officer. A financial distribution mechanism should be established to ensure transparency and equal distribution.

Limited knowledge of VAW

All producers attended training sessions at the start of *We Can Do It!* with the aid of experts in the field, but their understanding of VAW issues is still limited. Developing good understanding of the root causes and consequences of VAW is fundamental for all producers of *We Can Do It!* Producers

need to have a relatively deep knowledge of cross-cutting factors that can lead to VAW in order to think critically about VAW issues, identify topics and conduct professional and ethical interviews.

Lessons learned

Provision of regular and intensive VAW training is necessary in order to ensure producers have the skills to deal with complex content. Collaboration with MoWA and organisations working on VAW is crucial to provide producers with more expertise in VAW issues and strategies in Cambodia. If CCAP is to continue and broaden its focus in VAW programming, engagement of a gender adviser is necessary to ensure the continued development of pertinent content.

Difficulty obtaining accurate audience share research:

CCAP expected to be able to purchase of reliable audience share survey from a media research company. However, finding accurate data about the PDI audience share has proved to be a challenge due to a shortage number of media research professionalism and limited focus on quality control among media research companies in Cambodia.

CCAP has explored using data from two separate research companies and has found that the quality control of the fieldwork for data collection and questionnaire may not be reliable. There were no management, monitoring and supervising tools used in data collection, with the collectors conducting the interviews with no monitoring or oversight.

Lessons learned

There are no reliable audience share sources for use by the project to assess and inform the partner PDI radio stations' popularity. In future depending on funding availability, CCAP should identify and work with an independent research company to conduct the audience share research with joint monitoring and supervision in order to ensure the accuracy and reliability of the findings. In such a scenario, CCAP will provide on-going support and monitoring on the data collection and fieldwork supervision to ensure research quality control, for the accuracy and reliability of the findings.

Partnership diversity:

The relationship with DMC experienced challenges in 2014 related to its own and financial interest rather than commitment. CCAP requested DMC to provide a quote for conducting the second Content Analysis Study in 2014. The financial proposal did not represent the work actually involved in the survey. Therefore, DMC was asked to reconsider the budget to reflect an amount based on its contribution. DMC made the decision not to participate. As a result, CCAP issued a call for proposals that led to establishing new partnerships with Development Research Consultancy research firm who have had excellent experience in media research.

Lesson Learned:

Future projects should expand collaboration beyond university partners and initiate discussions with various media groups, research firms and academic institutions to increase its scope and support of media.

PDI staff retention:

It is estimated that 70% of staff trained by CCAP are on temporary contract. This means lack of job security and uncertainty, which leads to contract staff leaving the PDI. Contract staff have expressed that, if given the opportunity by the MoInf, they prefer becoming a permanent public servant so they can continue their work with PDI. In April 2014, the MoInf conducted an annual recruitment test for

applicants to join the public service. According to many applicants, the process was not merit based. The lack of merit based promotion and the inability to join the public service have threatened the PDI's ability to maintain qualified staff. As a consequence it affects future sustainability of PDI's quality radio programming.

Lesson Learned:

Merit based recruitment and promotion remains a key challenge to implementing media reforms in Cambodia. For future projects the MoU should call for a pre-determined number of contract staff working on the project to be gradually granted permanent status.

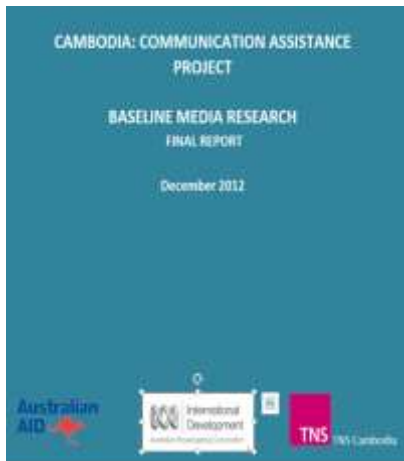
5. Conclusion

As evidenced by findings of the independent review and the project's reporting, CCAP has added considerable value to the media landscape in Cambodia and has had a positive impact on the lives of listeners and communities. As identified by callers and PDI staff themselves, Talkback programming is empowering communities to speak out about issues and enhancing accountability and good governance processes.

Lessons learned from CCAP can be used for further media strengthening projects in Cambodia.

6. Annex A: Research and M&E Report Synopsis

1. CCAP Baseline Media Research, February 2013



The Cambodia Communication Assistance Project contracted TNS to conduct the Baseline Media Assessment with the objective of assessing audience and PDI understanding of governance, the Cambodian media environment, and the capacity needs of PDI staff and directors. The research findings were used to enhance the provision of support for PDI in Battambang, Kampong Cham and Kampot province. The research design was a mixed methods approach that included focus group discussions with citizens, in-depth interviews and a survey questionnaire targeting PDI staff and directors. Twenty-two focus group discussions were conducted with citizens (18) and PDI staff (4); 42 in-depth interviews with national and provincial stakeholders; nine in-depth interviews and questionnaires with

PDI directors; and 26 questionnaires with PDI staff.

The findings illustrated an overall lack of understanding of governance indicators such as good governance, accountability, and transparency. However, citizens and PDI staff were aware of the overarching processes involved in the exercise of governance but were not all able to define them. The study also found that good governance was still considered a politically sensitive issue by some participants, especially topics like corruption, human rights violations, the Accountability Box, taxation issues, and land rights. Most participants believed that media, particularly radio and television, play an important role in providing news and information on social issues affecting the community due to their wide reach. However, local government officials have limited knowledge of how to utilise media to improve the living conditions of ordinary people and making them aware of government services.

PDI staff from all of the targeted provinces had moderate levels of capacity over a range of different skills and abilities, especially related to radio production. Thus, PDI staff and directors identified the skill areas needing further improvement. These included content production skills, specialist reporting skills, organisational capacity, understanding good governance, and management and leadership ability.

2. CCAP Midline Review, August 2014



The CCAP Midline Study was undertaken in April-May 2014 to understand the impact of the Project over the previous two-years. The objectives of the study included: evaluating the key areas of impact for CCAP training and support as part of media capacity building; investigating the shifts in PDI capacity in comparison to the CCAP 2012 Baseline Media Research review; and assessing the links between PDI media content and talkback programs on citizen voice and accountability.

The research used a mixed method approach including a quantitative survey and qualitative in-depth interviews. The survey instruments replicated key variables from the Baseline Media Research to assess the impact of the Project on PDI staff capacity. The survey was administered to 36 PDI staff, 11 in-depth interviews were conducted with PDI staff radio producers/presenters across the partner provinces, and 17 interviews were conducted with CSOs and provincial representatives.

The findings illustrated that PDI producers' capacity had improved across a number of technical skills and their knowledge of good governance and media literacy had improved. The four key areas of impact identified in the Midline Study included: improved media literacy and awareness of good governance –a higher level of awareness to critically analyse media output; the effectiveness and ability in utilising visual media to support social media (Facebook); and an increase in the skills and knowledge of feature productions. Overall, there was an increase in capacity across all production skills, editorial skills, and knowledge targeted by CCAP.

The study showed that PDI staff gained a greater sense of the complexity and utility of the talkback program format to help achieve good governance. In addition to this, guest speakers who participated in the study also acknowledge the role of talkback in increasing citizens' ability to access authorities and hold them to account.

3. CCAP Talkback Programming and Good Governance Impact Study, August 2014



In July 2012, CCAP and four Provincial Departments of Information (Battambang, Kampong Cham, Siem Reap and Kampot), launched a talkback program to improve good governance processes. The program aimed to provide

a forum for citizens to connect with authorities and make authorities accountable to the public. To help in this process, CCAP developed a Promise Tracking Tool to track the promises made by commune government officials with the aim of encouraging better responsiveness and transparency in governance practices. An evaluation of the program was conducted to assess its effectiveness and its impact on public service delivery. Four data collection methods were employed to do this:

- Review of PDI Promise Tracking Tool
- Questionnaire with PDI radio producers
- In-depth interviews with PDI staff, TBP government officials and guest speakers
- Focus group discussions with PDI talkback program audience

Eight audience focus group discussions (FGD) and 16 in-depth interviews with producers and TBP guest speakers were held across the four provinces.

The findings revealed that the implementation of a Promise Tracking Tool, to follow-up on promises made during TBP, had increased the levels of citizen trust in authorities, as well as improving government transparency and accountability; particularly relating to public service delivery. In addition to this, the findings also indicated that talkback programs provided a platform for people to participate and engage with government officials on governance issues, and promoted greater access to public services. It also found that the program increased discussion and the sharing of diverse views, which lead to greater understanding of community development issues and the roles and responsibilities of authority figures.

Also, talkback programming was reported as improving citizen voice – with citizens becoming more confident to directly question government officials, hold them accountable for their actions, and creating an environment of two-way discussion between citizens and government.

4. Title: We Can Do It! Empowering Communities to Report Violence against Women, October 2014



Past research has shown that inadequate investigation techniques, bribery, and male police dominance remain barriers to addressing violence against women across Cambodian communities. In order to effectively produce program content about EVAW issues, the research aimed to provide insights into audience knowledge, awareness, and practice around these topics.

The study employed three research methodologies. It included a review of current literature to inform the design of the key areas of interest for the study, FGDs on audience knowledge, attitude and practices, and in-depth interviews with key stakeholders including PDI staff, government officials and representatives from local CSOs. Six FGDs were conducted with radio listeners, 4 interviews with PDI staff; and 12 interviews with representatives from local government and CSOs. The study was conducted to contribute to the development of the EVAW program by assessing the current level of citizen and stakeholder knowledge and attitudes towards VAW; to gain an understanding of citizen reporting practices relating to VAW and local authorities' experience in dealing with VAW.

The key findings found that listeners gained basic understanding on different types of violence, while their reporting practices were limited. In addition, local authorities at provincial and commune level also identified their limited capacity and awareness about the legality and authority to intervene on VAW related issues.

5. Youth Voice - Impact Assessment Briefing, April 2015



Youth Voice is a weekly youth-oriented program launched in July 2012 by Battambang PDI. It provides information that aims to give young people the confidence to participate in and understand governance processes. The program delivers information through a mix of entertainment, personal storytelling, current affairs, discussion, and news.

In November 2014, a program impact assessment was conducted with its audience. The impact assessment is based on qualitative research and analysis of the Youth Voice database to determine the profile of Youth Voice callers. Two FGDs were conducted with Youth Voice listeners and six in-depth interviews with the program's producers and members of the Youth Reference Group. The impact study assessed the quality and impact of Youth Voice to provide recommendations on content for young audiences and to help inform the design of future youth-focused programming.

In the assessment, participants highlighted their increased confidence to attend local meetings to discuss community and youth issues with local representatives. In addition to this, they expressed that the information they had gained from the program helped them to communicate more effectively with commune chiefs and local authorities on community development issues. Overall,

participants found that the most significant shifts in attitude included an increased sense that youth have a voice within Cambodian society, young people can contribute positively to the political process, and how they are independent and able to make decisions affecting their own lives.

6. We Can Do It - Impact Assessment Briefing, June 2015



We Can Do It is an hour-long weekly Cambodian radio program discussing violence against women (VAW). The program aims to influence local authorities to be legally responsible for taking action on VAW. In February 2015, a We Can Do It program impact assessment study was conducted among its audience, the PDI

production staff working on the program, and representatives from local government and Civil Society Organisations (CSOs) who participated in the program. The research was conducted in four PDI provinces - (BB, KC, SR and KP) and WCV Community Radio in Kratie.

The impact study highlights the feedback from audiences and We Can Do It program staff, and looks at the overall relevance and impact of the program. The Impact Assessment is based on qualitative research. Ten FGDs were conducted with We Can Do It callers and listeners; 10 in-depth interviews with We Can Do It producers; and 16 interviews with representatives from local government and CSOs.

We Can Do It has increased the coverage of women's issues on partner provincial radio stations, specifically related to VAW. Most PDI staff involved in the production of We Can Do It reported an improvement in their thematic knowledge and skills to produce relevant content on VAW. In addition to this, the program callers/listeners learn from each other and have started transforming their perceptions of gender roles and VAW. Women and men's participation in We Can Do It has led to broader shifts in attitudes and behaviour towards VAW in the communities. The program has raised awareness about domestic violence and listeners have gained information on women's personal problems.

We Can Do It was identified as a tool to promote women's voices and enhance local authorities' responsiveness at a grassroots level. In addition to this, the radio program can play a critical role to hold authorities to account. We Can Do It has become one of the most popular PDI programs.

7. Cambodian Media Coverage of Governance, July 2015

The CCAP Content Analysis, Cambodian Media Coverage of Governance 2015, was conducted in August 2014. The purpose of the study was to provide insight into how the Cambodian media is covering governance issues. Specifically, the analysis looked at:

1. The extent, type, and proportion of governance-related coverage by media outlets
2. The prominence of governance reporting
3. The thematic scope of governance reporting
4. Bias in governance reporting

A content analysis was seen as an effective tool to assess the way governance issues are covered across the Cambodian media. Focussing on journalism and news, the content evaluation was not an extensive, randomized sample but a selective quantitative study used to provide as much insight as possible over a certain period. News items were collected over two weeks, between August 18 and 31 2014. Twenty media outlets were selected from across newspaper, online, TV, and radio – from both local and international broadcasters operating in Cambodia. The two-week period provided a substantial amount of content for analysis, with 6229 news items coded.

The study showed that across the media, governance coverage was consistent low across all media types. Only a small percentage (11.6%) of the Cambodian media's reporting focused on stories with a governance angle. Most (66.9%) media covered issues not related to governance or government. While stories that focused on government issues (21.5%) were almost twice as frequent as those reporting on governance (11.6%).

8. CCAP Endline Review, September 2015



In May 2015, the CCAP Endline study was conducted, which tracked the Project's outcomes and impact since inception. The objective of the Endline Study was to assess the overall impact of the Project at the audience and PDI level to gauge their understanding and engagement with governance issues. More specifically, it explored the knowledge and perceptions of audience understanding of governance, transparency, and accountability issues; particularly drawing comparisons between TBP listeners and non-listeners. The research was a mixed methods approach that included focus group discussions and in-depth interviews with PDI staff and directors, and questionnaires with citizens. Four FGDs were conducted and 119 survey questionnaires across the four PDI provinces.

In terms of governance knowledge and understanding, TBP listeners (87%) were more likely to be well versed with the functions of commune and village council and less likely to consider governance as a political issue in comparison to non-listeners (57%). Listeners (60%) were also more likely to voice their concerns with the provincial government compared to 41% of non-listeners and were more likely to access media for knowledge of governance issues (78% compared to 41% of non-listeners). In addition to this, the listener feedback on TBP was positive with a clear impact on promoting accountability, transparency and voice and TBP is considered a trusted source of information that provides audiences with governance related information/issues.

Overall, PDI staff reported an increased understanding of the role that media can play in promoting good governance. They reported that the knowledge of governance and production skills have improved as a result of the CCAP support. PDI Heads also improved their roles and responsibility to promote TBP and, in particular, facilitating participation from government officials at provincial levels. However, they reported their skills as high to moderate in all areas (financial management, human resource management and marketing).

7. Annex B: Risk Management Plan

Risk assessment and mitigation strategies to ensure achievement of the outcomes will be monitored and updated every six months as part of the regular reporting regime. The Risk Analysis Matrix below summarises the most significant risks and identifies how these risks will be mitigated.

Risk Analysis Matrix

| Source | Key Risk Areas | L | I | R | Response |
|----------------|---|---|---|---|---|
| PDI Leadership | Poor PDI leadership and management may lead to staff dis-satisfaction and poor performance. Internal disagreement within PDI, particularly between the PDI Director and TBP EP and producers | 4 | 4 | H | <ul style="list-style-type: none"> Mentoring and coaching from TL and external manager Staff satisfaction surveys and feedback mechanism to be introduced and conveyed to PDI management Quarterly leadership meetings to be instigated to nurture management skills |
| PDI | PDI commitment | 3 | 4 | M | <ul style="list-style-type: none"> ABCID to increase staff motivation by continuing to build staff capacity through skills training and mentoring TL to continue to motivate and encourage PDI commitment to the project OBP to be refined to provide greater transparency and focussed outputs |
| PDI | Dilemma in choosing between less confrontational issues (acceptable to speakers from the government side but not very attractive to the public) and hot issues (more interesting for listeners but less for provincial officials) | 4 | 4 | H | <ul style="list-style-type: none"> Semi-hot or hot issues should be presented diplomatically but clearly, highlighting the issues and possible solutions, rather than allocating blame to individuals Presenters to be further trained to handle questions from callers on sensitive issues |
| PDI | Editorial policies not followed | 3 | 3 | M | <ul style="list-style-type: none"> Content Team (CT) to provide feedback on editorial content and conduct regular reflections with each PDI on editorial cases and report on censored topics by PDI TL to raise the issue with the PDI Directors to find a common solution to the issue OBP to be deducted where topics are not relevant to project objectives |
| PDI | Frequent censorship of public services and local governance topics | 3 | 3 | M | <ul style="list-style-type: none"> TL to meet with PDI Directors on regular basis to keep communication channel open in order to discourage censorship and minimise editorial interference Enhanced engagement with Provincial Governors OBP serves as one of the key pillars to support adherence to CCAP objectives, i.e. no payments for programs that are outside CCAP scope of content. |
| PDI | Staff permanency ³⁵ | 4 | 3 | M | <ul style="list-style-type: none"> ABC to raise with Minister of Information - will sign certificates of training and participation and seek |

³⁵ Numbers are determined by the Ministry of Information. Criteria for 2015 includes a journalism degree which is only provided by Department of Media and Communication (DMC), Royal University of Phnom Penh (RUPP). To date, no DMC graduates have been employed by MOIn.

| Source | Key Risk Areas | L | I | R | Response |
|------------------------|---|---|---|---|--|
| | | | | | <p>recognition by MOIn as part of entrance criteria</p> <ul style="list-style-type: none"> PDI Director to keep requesting Minister of Information to provide permanent positions to PDI |
| PDI | Lack of human resources committed to work long term with PDI as their pay is very low, resulting in high turnover. | 2 | 2 | M | <ul style="list-style-type: none"> PDI to commit financial support to retain staff CT to continue to provide training and mentoring to PDI staff to ensure PDI has a pool of capable staff members to run TBP CCAP to provide key PDI staff Train the Trainer course for them to be able to train their new and existing colleagues |
| PDI (Human Resources) | Delay to implementation of activities due to competing work interests and lack of motivation | 2 | 2 | M | <ul style="list-style-type: none"> CT to monitor and report to TL who will discuss the issue and possible measures with PDI Directors Inter-provincial study tours are provided to PDI staff as part of motivation |
| MOIn | Continued interference of project activities at the provincial level by a few senior members of Ministry of Information | 3 | 4 | H | <ul style="list-style-type: none"> TL to work with PDI Directors to identify early signs of interference so proper actions can be taken against such interference TL to relay concerns to Minister of Information. The MOIn Adviser and PCG member to report key monthly activities to and liaise closely with Minister for him to have full and correct information |
| MOIn | Trained PDI staff may leave due to lack of permanent civil service status | 4 | 3 | M | <ul style="list-style-type: none"> ABCID to negotiate permanent status or proportion of staff as part of bilateral MoU between the two governments ABC to raise with Minister of Information - will sign certificates of training and participating and seek recognition by MOIn as part of entrance criteria PDI Director to request Minister to provide a certain number of permanent positions to PDI |
| Provincial authorities | Challenges in convincing provincial government officials to come on air as guest speakers | 3 | 3 | M | <ul style="list-style-type: none"> PDI Directors to expand utilisation of the 2014 letter from the Ministry of Interior, which requested the provincial governors to get authorities to attend TBPs Produce monthly success stories report to be shared with PDI Directors to include in their report to Provincial Governor and Minister of Information PDI Directors to work closely with the Provincial Governor to encourage provincial officials to come on air The Ministry of Interior Adviser and PCG member to discuss the issue with the Provincial Governor/s |
| Provincial authorities | Political support from the Provincial Governors' Offices may be selective depending on the issue | 4 | 3 | M | <ul style="list-style-type: none"> Provincial authorities to be invited to MoU launch and to regular M and E findings to assist with better understanding of the project PDI Directors to be supported to lobby and provide explanations during the provincial weekly meetings chaired by the Governors TL to seek meetings with Governors to highlight project objectives, which support governance policies of the RGC The Ministry of Interior Advisor (new position) and PCG member will play a key role garnering cooperation from provincial authorities |
| Political parties | Various opposition parties may criticise the programs as too soft and pro-government if they are not invited on air | 4 | 3 | M | <ul style="list-style-type: none"> PDI to be supported to make greater efforts to air various opinions, have different speakers and enhance balance to better represent the daily concerns of ordinary people |
| PCG | PCG is unable to deliver high level | 2 | 3 | M | <ul style="list-style-type: none"> TL to monitor quality of advice |

| Source | Key Risk Areas | L | I | R | Response |
|-----------|--|---|---|---|--|
| | strategic advice | | | | <ul style="list-style-type: none"> PCG to include a senior member of Ministry of Interior, a Senior Official from Ministry of Information, 4 Deputy Provincial Governors from partner PDIs, TL from ABCID and DFAT representative. The Ministry of Interior membership and provincial administration will play a key role for cooperation from provincial authorities |
| ABC | Failure to consider and implement M&E findings | 2 | 2 | M | <ul style="list-style-type: none"> Research Coordinator responsible for feeding back findings in an understandable format, facilitating development of action plans in response to findings, and regularly monitoring follow up |
| ABC | Unequal distribution of support to each PDI resulting in loss of credibility and impact on program | 1 | 1 | L | <ul style="list-style-type: none"> Project staff to develop monthly work plans including provision of training by PDI and submit to TL for approval TL to ensure communicating regularly and equally with participating PDI Directors Lessons learned shared and discussed between PDIs |
| Community | Project outcomes may take considerable period of time to eventuate | 1 | 2 | L | <ul style="list-style-type: none"> Realistic objectives and outcomes Citizen feedback mechanism in place |
| Callers | Callers may not focus on the topic of the day | 4 | 1 | L | <p>All presenters/facilitators will receive training on balanced and neutral coverage and how to manage questions not related to the topic.</p> <p>Teams such as Battambang, having considerable experience, will share their experience on managing callers with other provinces.</p> |

L = Likelihood of occurring (1 Low to 5 High)

I = Impact on the achievement of the objective (1 to 5)

R = Mean score (Low, Medium, High)