

Independent Evaluation
Cambodian Communications Assistance Project

Final report
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Executive Summary

Introduction

The Cambodian Communications Assistance Project (CCAP) is a sub-national governance project, working with four provincial departments of information (PDI) – Battambang, Kampong Cham, Kampot and Siem Reap. It started in May 2012 and is due to be completed in December 2014. The project, with a budget of \$3,554,662 is funded by the Department of Foreign Affairs and Trade (DFAT) and is implemented by the Australian Broadcasting Corporation's International Development department (ABC ID) in partnership with the Cambodian Ministry of Information as well as the four provincial departments. The Department of Media and Communications (DMC) at the Royal University of Phnom Penh has also been a partner in the project.

The **goal** of CCAP is to contribute to the achievement of better governance in Cambodia. Its **purpose** is to improve the capacity of local state media services in the four provinces to facilitate engagement and access to information on issues that impact on people's daily lives. In particular, guided by communication for development (C4D) principles, it aims at encouraging more open and informed dialogue and information processes between people and government officials. Its **objectives** are:

- 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.

Purpose of review

The primary purpose of the review has been to inform DFAT on the progress of the project in meeting its goal and objectives and to inform DFAT's consideration of ongoing support for media strengthening and communications for development initiatives in Cambodia post-2014. The review has addressed the eight OECD Development Assistance Committee (DAC) evaluation criteria: relevance, effectiveness, efficiency, impact, sustainability, gender equality, monitoring and evaluation, and analysis and learning. It has also considered how the project has implemented the activity through the C4D lens.

Implementing communication for development

Media development is the principle communication for development (C4D) approach that has been taken by the CCAP. The program has focused on supporting and developing a skilled independent media as a route to improving development outcomes.

The program's purpose is 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. Dialogue and information processes have been used to build a better understanding of the aspects of governance between people and their government officials and civil society.

The CCAP C4D approach has been to nurture the ability of four provincial government radio stations to provide a bridge between citizens and authorities, non-government agencies and other actors. The focus has been comprehensive capacity building of staff and providing equipment for them to carry out their work effectively.

Analysis

CCAP has made significant progress in realising the project's objectives and outcomes. Although it has been operating for a relatively short period, its work has made important advances in supporting the

project's good governance goal. As the only media strengthening operative to be supporting provincial government radio to promote good governance, its work has been recognised by senior UNESCO and BBC Media Action representatives in Phnom Penh as an innovative development model that should be emulated.

Progress in each of the provinces has been influenced variously by the strength or otherwise of the PDI teams and the understanding and support of their superiors including at the provincial governor level, for the aims of the project. The project management has been innovative and active in its attempts to address these misunderstandings or hesitations towards the project.

The project's use of program formatting i.e. talkback radio, vox pops, feature stories and outside broadcasts appears to have been an effective method in advancing the C4D principles. The relatively recent addition of the Ending Violence Against Women (EVAW) program has also been an effective format in promoting the principles and aims underpinning EVAW although the review team believes it is timely to assess the longer term effectiveness of the EVAW program format.

Evaluation criteria summary

Criteria	Rating	Explanation
<u>Relevance</u> : is the activity contributing to the objectives of the aid program?	6	CCAP's objectives and outputs are aligned to Australian Aid's objectives for its program in Cambodia and also respond to the Cambodian Government's national development plan. In using provincial government radio to address good governance it is filling a gap at the sub-national level.
<u>Effectiveness</u> : is this activity meeting its stated objectives?	5	The project is largely meeting its objectives although at times it has been hampered by external political pressures. The strengthening of PDI radio staff skills and understanding of good governance has been a significantly positive outcome of the project.
<u>Efficiency</u> : is the activity achieving value for money?	5	CCAP is a tightly focused project, a factor that provides a solid base for implementing a resource-efficient activity. It has used a comprehensive but targeted range of activities. Greater efficiencies could have been gained from linkages with other Australian aid projects.
<u>Impact</u> : what are the positive and/or negative changes produced by the activity?	5	Review findings demonstrate the improved professional capacity and confidence of the PDI staff trained by CCAP. Audiences are growing and there is a perceived increase in PDI and listener knowledge and understanding of governance and EVAW-related issues. NGOs have seen a direct positive impact on their own work.
<u>Sustainability</u> : is the activity addressing sustainability	4+	Political, capacity and technical sustainability are all on track to support and maintain the benefits of the activity post CCAP. Financial sustainability is hampered by inadequate PDI income. However, CCAP has developed a sustainability strategy which provides sound guidance in this area.
<u>Gender equality</u> : is this activity advancing gender equality and women's empowerment	5	CCAP has made a strenuous and consistent effort to apply gender equality principles to the project across all the operations. The EVAW program has grown in popularity and impact but it is time for an assessment of its format to ensure ongoing effectiveness.
<u>Monitoring and evaluation</u>	5+	CCAP has lived up to the project design document's proposed approach to M&E and its regular reporting is comprehensive and comprehensible.
<u>Analysis and learning</u>	5+	The project's approach to analysis and learning has been informed by the products of its extensive and robust M&E framework. PDI staff exchanges and the secondment of DMC interns have provided valuable shared learning opportunities.

Summary of findings against review objectives

Overall, CCAP has been very successful in meeting the three objectives and outcomes set for the project and contributing to Australian Aid's overall objectives. There have been a number of challenges it has had to overcome including the coinciding of the project with a turbulent time in Cambodia's political environment as well as capacity limitations of counterparts and varying degrees of hesitancy and suspicion on the part of some senior provincial officials.

It should also be noted that attempting to imbed and sustain the types of outcomes and goals set for the project require a much longer time frame than envisaged for this project. However, the team's concentrated focus and expertise have created a strong base for building on the factors that will support long-term good governance outcomes.

Media development has been the principle communication for development (C4D) approach that has been taken by the CCAP. The program has focused on supporting and developing a skilled independent media as a route to improving development outcomes.

Importantly, and as noted under Recommendations, CCAP is filling an important gap in addressing good governance at the sub-national level.

Recommendations for project's remaining period

Key findings and/or recommendations for action in the project's remaining period comprise:

<i>Relevance</i>	<ul style="list-style-type: none"> - DFAT to facilitate greater engagement between CCAP/PDI EAW radio programs and the national EAW program being funded by the Australian aid program. - Assess appropriateness of disaster management inclusion in CCAP approach.
<i>Effectiveness</i>	<ul style="list-style-type: none"> - Proposed Train the Trainer activities should proceed. - Increase training to improve feature production and news program skills. - Confirm DMC's commitment or otherwise to the partnership with CCAP. - Any further study tours should involve regional organisations. - Consider extending collaboration partnerships to other agencies working in strengthening Cambodian media. - Further training to strengthen the understanding by PDI staff of the roles, responsibilities and structures of state institutions.
<i>Impact</i>	<ul style="list-style-type: none"> - Talkback and EAW have increased significantly awareness among listeners of the services available through NGOs for victims of violence. As noted under <i>Gender</i> below, an assessment should be undertaken to determine the longer-term impact of the current EAW program format.
<i>Sustainability</i>	<ul style="list-style-type: none"> - Implementation of the sustainability strategy should proceed to improve the longer-term financial base of the PDI station.
<i>Gender</i>	<ul style="list-style-type: none"> - As a first step, assess the longer term impact of the current EAW program format to ensure its ongoing effectiveness from a gender-impact perspective and to identify possible improvements and strengthen linkages to DFAT's national EAW project.

Recommendations for the future

The review team is presenting three options for CCAP's future beyond 2014, two of which it recommends. The recommended options are on the strength of the important gap CCAP is filling in the area of addressing good governance at a sub-national level as well as the effectiveness of radio as a medium in reaching the Australian aid program's priority beneficiaries and particularly women.

Option 1 – Finish CCAP as scheduled on 31 December 2014 – not recommended as there is insufficient time to implement the recommendations coming out of this report before the project's completion.

Option 2: Extend CCAP to mid 2015 – recommended. Rationale for support includes:

- enables a comprehensive assessment of the ERAW programming and builds a stronger co-operative link between PDI ERAW producers and DFAT's national ERAW program.
- provides sufficient time to implement the financial strategies outlined in CCAP Sustainability Strategy
- enables the CCAP team to undertake a series of Train the Trainer programs
- enables CCAP to dedicate more training resources to Siem Reap to compensate for the late start.
- allows for identification of opportunities for PDI stations to cooperate either in collaboration with CCAP or post-CCAP with other organisations supporting media strengthening.
- an extension can be achieved on a no-cost basis to the existing budget.

Option 3: Extend and implement phase 2 of CCAP - recommended

A new phase of CCAP would build on CCAP's success, extending the governance-focused capacity to other provinces to build an effective network of government radio stations across the country which have the reach and critical mass to support improved governance at the local/provincial level. The CCAP project is the only one of its kind in Cambodia addressing good governance through government radio at the sub-national level.

In terms of Australian Government priorities, a second phase would see the project's approach focused on the priority issues enunciated by the Australian government in its new aid paradigm launched in June 2014 and with a particular focus on:

- empowerment of women and girls through programming focusing on deepening the understanding of women's contribution to Cambodia's development;
- violence against women; and
- effective governance to strengthen accountability, transparency and the rule of law.

1. Introduction

Background

The Cambodian Communications Assistance Project (CCAP) is a sub-national governance project, working with four provincial departments of information (PDI) – Battambang, Kampong Cham, Kampot and Siem Reap. It started in May 2012 and is due to be completed in December 2014. The project, with a budget of \$3,554,662, is funded by the Department of Foreign Affairs and Trade (DFAT) and is implemented by the Australian Broadcasting Corporation’s International Development department (ABC ID) in partnership with the Cambodian Ministry of Information as well as the four provincial departments. The Department of Media and Communications (DMC) at the Royal University of Phnom Penh has also been a partner in the project.

It builds 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 Battambang provincial department of information (PDI). The current work focuses on strengthening the capacity of staff operating the provincial government radio stations that form part of the operations of each PDI.

The project is an important element of DFAT’s governance agenda which is a cross-cutting issue in Australia’s aid program in Cambodia. It also aligns 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.

The **goal** of CCAP is to contribute to the achievement of better governance in Cambodia. Its **purpose** is to improve the capacity of local state media services in the four provinces to facilitate engagement and access to information on issues that affect people’s daily lives. In particular, it aims at encouraging more open and informed dialogue and information processes between people and government officials. The **objectives and outcomes** of the project are:

Objective	Outcomes
1. To enhance the capacity of select local media outlets to deliver balanced and credible information on transparency and accountability issues.	1.1 Enhanced capacity of PDIs to adequately manage project requirements. 1.2 Improved interactive, participatory and multimedia formats. 1.3 Greater PDI knowledge on governance and cross-cutting 1.4 Innovative content addresses themes associated with governance and cross cutting issues. 1.5 Innovative promotional activities attract and retain new listeners.
2. To strengthen the voice of citizens and the transparency and accountability of authorities through meaningful flows of information.	2.1. Citizen voices are heard and recorded. 2.2. Improved access to information and greater diversity of information sources. 2.3. Improved government responsiveness and accountability to audiences.
3. To begin to professionalise media systems by strengthening links between emerging broadcasters, media research and PDIs.	3.1. Improved links and relationships between the Department of Media and Communication and participating PDIs. 3.2. Enhanced regional media linkages promote improved reporting on voice, transparency and accountability. 3.3. Quality information on media content accessed by public and media outlets.

Implementation of the project is guided by the following communication for development (C4D) principles:

- Building and enhancing the voice and participation of citizens, including marginalized groups embracing women, the disabled and ethnic groups;
- Enhancing local ownership of content and processes;
- Promoting transparency through accessible, balanced, reliable and user-friendly information;
- Nurturing an enabling decision-making environment by listening to people’s views and

- concerns and facilitating a response to these in an impartial way; and
- Fostering accountability through answerability – the obligation to provide an account for actions.

Purpose of the review

The primary purpose of the review has been to inform DFAT on the progress of the project in meeting its goal and objectives and to inform DFAT’s consideration of ongoing support for media strengthening and communications for development initiatives in Cambodia post-2014. The objectives of the review are:

- To assess the outputs and outcomes of the Cambodia Communications Assistance Project (CCAP) against project objectives and expected outcomes, including key lessons learned.
- To assess the extent to which the project objectives and expected outcomes contributed to the project goal and purpose, and to what extent the project goal and purpose were realistic.
- To assess the extent to which the project activities and outcomes have contributed to broader Australian aid program objectives.
- To provide recommendations for future assistance in this area including:
 - o A concept note/design outline for any future support should there be strong justification from the review findings;
 - o Recommendations for how media development and communications for development (C4D) may contribute in the future to Australian aid program objectives within individual sectoral programs such as agricultural development, health and infrastructure

In making these assessments, the review has addressed the eight OECD Development Assistance Committee (DAC) evaluation criteria: relevance, effectiveness, efficiency, impact, sustainability, gender equality, monitoring and evaluation, and analysis and learning. It has also considered how the project has implemented the activity through the C4D lens.

Review Methodology

The review has been conducted by an independent review team contracted by ABC ID and comprising international development specialist, Annmaree O’Keeffe as the review team leader, and Mandy Gyles, a C4D specialist. A three-step methodology was employed comprising:

- **Preparatory phase:** a pre-mobilisation desk review of key documents and literature provided by the ABC ID as well as other material relevant to the media development in Cambodia.
- **In-country visit:** from 17 August to 4 September to interview key stakeholders including the four provincial departments of information, the Ministry of Information, the DMC, NGOs and other relevant media developments operatives including UNESCO and the World Bank in addition to relevant DFAT officials. The full list of stakeholders consulted during this visit is attached (Attachment A). Interviews with provincial authorities, PDI staff, NGOs and listeners in all four provinces were facilitated through the services of an interpreter. Debriefing and presentation of an aide memoire to DFAT concluded the in-country visit on 4 September.
- **Analysis and Report drafting:** Further analysis of the information collected and feedback provided at the aide memoire discussions with DFAT guided the drafting of the full evaluation report.

2. Operating context

Although CCAP is working in just four of the country's 24 provinces, the potential coverage of the four PDI stations is over 30% of the country's total population¹. The choice of these four reflects the preference of the project's principal Cambodian Government counterpart, the Ministry of Information. But a physical practicality has also influenced the choice – only 10 of the 24 provinces have radio stations attached to their provincial departments of information. Battambang's inclusion follows earlier media development work supported by Australia and carried out by the ABC in that province.

The role of PDIs, aside from managing the government radio stations where they exist, includes the dissemination of government bulletins and publications throughout the province and the oversight of PDI staff based in each of the province's districts. They also manage the relaying of national TV broadcasting. Administrative responsibility for the PDIs rests with the Ministry of Information although the directors of PDIs are also answerable to the provincial governors who report to the Ministry of the Interior.

Radio, because of its cheapness, accessibility and portability, remains an important news and information medium in a country where a high proportion of the population lives in rural areas. (Radio's relevance is discussed further in the next chapter.) Consistent population numbers and the proportion of urban/rural inhabitants are difficult to ascertain as demonstrated by the varying numbers used by several important development partners. For example, World Bank puts the country's population at 15.14m as of 2013 while ADB puts it at 14.68m for the same year – this being close to the official government estimate of 14.7m. In terms of the urban/rural proportion, 20/80 is widely used including by ADB and UNFPA in their current public documents although World Bank uses a 10/90 ratio. According to DFAT Cambodia, recent analysis points to a reduction in rural-based populations. Internal rural/urban movement as well as movement into Thailand as migrant workers – officially, the number is around 500,000 – is difficult to estimate. However, despite the inconsistencies and the fluctuations, what remains clear is that there is still a significantly higher number of people in the rural areas than in the urban areas. Another important demographic reality increasingly relevant to CCAP is the high proportion of young people – 65% of Cambodia's population is under 30.

The four provinces account for around 31%² of the country's total population with Kampong Cham (12.5%) the largest, followed by Battambang (7.7%), Siem Reap (6.7%) and Kampot (4.4%). Kampong Cham is the country's largest province while Battambang, which has the second largest city in Cambodia after Phnom Penh, is the country's leading rice-producing province and is the main hub in the northwest region between Phnom Penh and Thailand. Siem Reap, in the country's northwest, has become a major tourist hub in just over a decade because of its proximity to Angkor Wat. Kampot, in the country's south, is the smallest and least economically dynamic of the four provinces. According to the 2011 economic census, while Kampot's population accounts for 4.4% of the national population, its economic outputs account for only 1.1% of the national economy.

Kampot's economic lag aside, Cambodia has experienced significant economic growth for more than a decade. According to the World Bank, the economy grew at more than 8% per year between 2004 and 2012 and at a still comparatively high rate of 7.3% in 2013 and is expected to reach 7.5% in 2014 driven by a sustained growth in the agricultural sector, supported by increased global rice prices. Garment goods make up the biggest export industry and generated an estimated US\$4.6 billion in 2013 largely through exports to the US and European Union markets.³

Cambodian poverty has fallen sharply and the World Bank estimates that the country had already reached the MDG poverty target by 2009. However the poverty rate is still high whether using the

¹ Total based on provincial population percentages estimated by the Economic Census of Cambodia, 2011 National Institute of Statistics, Ministry of Planning, supported by JICA, Feb 2013

² Provincial population percentages taken from the 2011 Economic Census.

³ *South East Asia Real Time*, Wall Street Journal, 5 September 2013 as cited by Khatharya Um in *Cambodia in 2013: Winds of Change*, South East Asian Affairs 2014, ed. Daljit Singh, Institute of Southeast Asian Studies, 2014.

World Bank estimate of 20.5%, the ADB's estimate of 25.9% or the official Cambodian Government estimate of 17.9% as set out in its 2014-2018 National Strategic Development Plan.

Despite its economic growth, the country is confronted by a number of development constraints. Improving governance remains a key challenge with widespread corruption and poor service delivery evidence of the failings. Cambodia ranks 160 out of 177 countries on Transparency International's 2013 corruption perception index. Addressing this challenge is at the centre of CCAP's goal and purpose.

CCAP has found itself operating during a particularly volatile period politically as the 2013 elections were marked by tensions and uncertainty resulting in a political impasse that was not resolved till mid-2014. While it has been noted that post-election contestation and impasse are nothing new in the Cambodian political environment, the 2013 elections produced results which caught the long-time ruling party, the Cambodian People's Party, by surprise with the opposition winning an impressive number of votes despite inherent and systemic factors working against them⁴.

Broadcasting reach of PDI stations in the four provinces
(Source: CCAP)



⁴ Khatharya Um, *Cambodia in 2013: Winds of Change*, South East Asian Affairs 2014, ed. Daljit Singh, Institute of Southeast Asian Studies, 2014.

3. Viewing the project through the C4D lens

Media development is the principle communication for development (C4D) approach that has been taken by the CCAP. The program has focused on supporting and developing a skilled independent media as a route to improving development outcomes.

The program's purpose is 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. Dialogue and information processes have been used to build a better understanding of the aspects of governance between people and their government officials and civil society.

The media development approach to C4D taken by CCAP is supported by a 2011 UNDP C4D report⁵. The report describes this approach as emphasising strengthened communication capacities, including professional and institutional infrastructure, to enable: (i) a free, independent and pluralist media that serves the public interest, (ii) broad public access to a variety of communication media and channels, including community media; (iii) a non-discriminating regulatory environment for the broadcasting sector, (iv) media accountability systems; and (v) freedom of expression in which all groups are able to voice and participate in development debates and decision-making processes.

Implementation of the project was guided by the following communication for development (C4D) principles as shown in the project design document:

- building and enhancing the voice and participation of citizens, including marginalized groups embracing women, the disabled and ethnic groups;
- enhancing local ownership of content and processes;
- promoting transparency through accessible, balanced, reliable and user-friendly information;
- nurturing an enabling decision-making environment by listening to people's views and concerns and facilitating a response to these in an impartial way; and
- fostering accountability through answerability – the obligation to provide an account for actions.

Improved governance is the overarching development outcome that CCAP aims to achieve. There are a number of C4D governance sub-themes including:

- roles and responsibilities of citizens;
- preparing for elections (registering, voting), participating in elections and policy platforms of political parties;
- sub-national democratic reforms, specifically the new roles and responsibilities of commune, district and provincial councils and their interaction with communities and community groups;
- anti-corruption dialogue ranging from the role of the Anti-Corruption Unit, complaints processes and resolutions;
- law and justice reforms, including alternate sentencing, community safety and crime prevention;
- youth empowerment including critical analysis, decision making and putting forward opinions and views; and
- access, effectiveness and quality of public services (transparency and accountability)

The CCAP C4D approach has been to nurture the ability of four provincial government radio stations to provide a bridge between citizens and authorities, non-government agencies and other actors. The focus has been comprehensive capacity building of staff and providing equipment for them to carry out their work effectively.

⁵ Communication for Development: Strengthening the effectiveness of the United Nations. UNDP, 2011: Page 8
http://www.unicef.org/cbse/files/Inter-agency_C4D_Book_2011.pdf

The main communication mechanisms that have been introduced have been talkback radio programs, outside broadcasts, stakeholder workshops, and a more independent approach to news reporting. Through this approach, citizens have been able to raise issues, ask questions and request action relating to governance and services, giving them a voice that they had previously not had. At the same time government and commune authorities, NGOs and the other actors now have new communication channels to keep citizens better informed. Additional initiatives include the creation of station websites and Facebook pages that enhance the ability to link to audiences, particularly youth.

By providing a bridge between citizens and government authorities, citizens in the four provinces are now more aware of aspects of national, provincial and commune governance that affect them. They are able to put questions to authorities and to push for changes on issues that affect them. For example, there are regular talkback programs in provincial stations that raise important issues of governance, such as debate during election time, empowerment of women to aspire to enter politics, and speaking out against corruption. The programs also have a regular 'open line' session seeking feedback from citizens on issues they want covered on talkback radio. There are a large range of development issues that have been and are raised by citizens through the empowerment and improved skills of PDI stations. These issues include infrastructure (roads) development, laws related to domestic violence and illegal fishing, pollution and waste management.

The creation of listeners' clubs is another way the project has built an opportunity for citizen involvement in the programs. These listener club members listen and call in regularly to the programs and facilitate the promotion of the talkback program and the opportunity it offers to citizens in their villages and communes. Battambang listener club member Kim Leab has been listening to the talkback program for five years. A blind man who is an avid radio listener and talkback caller, Mr Lab told the review team he had seen a definite improvement in the program. He said he was interested in listening to many topics, for example helping people with hearing impairments, village commune safety, town development, corruption at school, as well as agricultural market reports.

A female listener club member in Siem Reap gave the following feedback to the review team:

What do you do as a member of the club?

I listen to the radio program, I can explain to my community, I can educate the people in my community to be braver and to join in and call into the program.

What issues are important to you that you like to listen to on the radio?

The issues I like to hear is about domestic violence in the family, the solutions of the commune council, and also participating by picking up the issues that I see with my own eyes, relating to traffic, illegal parking.

Do you think this and other programs are having an impact on domestic violence in her community?

Yes it has had an impact in my community. It is a rural area and people lack the information. The radio program is extremely good as it raises the awareness of people about domestic violence and this is important for people in rural areas to be aware of. I love the way the program covers this information.

The Battambang PDI has developed a Youth Voice program to build the youth listenership and to cover key issues that affect youth in the region. They have a youth reference group that guides the program, and have built the program through a strong promotional campaign, outside broadcasts and use of Facebook.

Additional more focused C4D initiatives have been introduced to CCAP on the themes of ending violence against women (EVAW), at the request of DFAT, and on preparing for natural disasters. CCAP facilitated the running of outside broadcasts on disaster preparedness to better understand citizen needs, and workshops with PDI stations to help develop a natural disaster broadcasting plan for the provinces. Other cross-cutting themes covered and introduced by the project include disability, health, education, climate change and natural disasters. The table below from the midline survey shows some examples of the action that has been generated on issues that are important to the community through the talkback programs.

Table 1: Citizen Voice and Accountability – Examples from PDIs

Issue	Talkback program	Result
<p><i>Battambang</i></p> <p>District chief of Kos Kror Lor had sold people’s land. People were not happy with the district chief and they wanted to have justice.</p>	<p>Talkback program produced a story about it</p>	<p>District chief came into the station and promised to find a solution.</p>
<p><i>Kampot</i></p> <p>People living in Boeung Tuk commune were not happy with the damaged road in the commune - the road is considered a source of income as it’s used to transport their produce.</p>	<p>Talkback Team went out to interview people in the commune to hear their concerns and requests to authorities. During the program, the commune chief was invited to join the program and answer people’s questions, one of which was about the bad condition of the road and they requested to the commune chief to deal with it. He promised that the road will be fixed within 2 months.</p>	<p>Two months after the program, Talkback Team received a phone call from the commune chief telling the team that, “Most part of the road is fixed now. There is still some distance to be fixed but because of budget constraint, the rest of the road will be fixed next year.”</p>
<p><i>Kampong Cham</i></p> <p>People in Kror La commune used to eat their meals in a mosquito net every day because of houseflies from a nearby dump site. Their children were becoming ill because of the unhygienic conditions.</p>	<p>KC PDI decided to discuss the topic on TBP - inviting authorities and the company to take part in the program. The company promised to change the dump site to somewhere that would not affect people.</p>	<p>After follow-up about the case, the dump site was changed to another place.</p>
<p><i>Siem Reap</i></p> <p>A woman has been living with violence for 10 years.</p> <p>Her husband had raped her, and no one seemed to care about her though she had already informed authorities about this.</p>	<p>PDI staff did a story about her and the violence in her house and interviewed authorities.</p>	<p>Now her life is better because authorities have repeatedly warned her husband not to commit such violence. She has reported that her husband has stopped being violent toward her. Authorities have started to visit the family and give advice, warning the husband not to commit such a bad act.</p>

In terms of how media development and communications for development (C4D) may contribute in the future to Australian aid program objectives within individual sectoral programs such as agricultural development, health and infrastructure, the CCAP program has proven the effectiveness of media development programs in helping to achieve improved governance.

The cross-cutting themes covered and introduced by the project, as described above, were not driven by direct contact with any particular Australian aid initiatives. The development of the CCAP EVAW weekly program would have been significantly enhanced with input from people experienced in operating effective EVAW programs, in particular relating to communications for development approach.

Given the dedicated focus on CCAP during the in-country visit, the review team did not have the opportunity for any particular interaction with other Australian aid initiatives to assess the potential for C4D, apart from an opportunistic brief meeting with staff of the Australian-funded Cambodian Agricultural Value Chain Program. The program, which employs dedicated communication advisors, are planning on promotion to farmers and other rural players via targeted TV advertising involving commercial players.

With regards to other sectoral programs, C4D should be seen as a vital aspect to any initiative, whether it be government, aid agency or privately funded. Incorporating C4D provides a means to gauge the needs of stakeholders to a program prior and during development, and also improve the impact of programs by better understanding stakeholder needs, and through informing and effectively achieving behaviour change. Providing funding within an initiative for dedicated C4D advisors and programming is vital for success. C4D advisors can be given a priority to connect with other similar players, such as communicators in other programs, to encourage cross-sectoral interaction and benefits, with support from senior management and funding opportunities.

4. Analysis and findings – DAC criteria

Introduction

CCAP has made significant progress in realising the project's objectives and outcomes. Although it has been operating for a relatively short period, its work, guided by C4D principles, has made important advances in supporting the project's good governance goal. These findings are based on the evidence collected by the review team during the in-country visit as well as the comprehensive documentation and analysis undertaken by the project as part of its monitoring and evaluation work. As the only media strengthening operative to be supporting provincial government radio to promote good governance, its work has been recognised by senior UNESCO and BBC Media Action representatives interviewed in Phnom Penh as an innovative development model that should be emulated.

Not surprisingly, progress in each of the provinces has been influenced variously by the strength or otherwise of the PDI teams and most notably, the understanding and support of their superiors including at the provincial governor level, for the aims of the project. The project management, however, has been innovative and active in its attempts to address these misunderstandings or hesitations towards the project. It is clear too that a generational factor is at play with younger management more prepared to work with and embrace the good governance principles being promoted by the project.

Table 2
Summary of assessment against the DAC criteria
(Rating from 1 to 6 in ascending order)

Criteria	Rating	Explanation
<u>Relevance</u> : is the activity contributing to the objectives of the aid program?	6	CCAP's objectives and outputs are aligned to Australian Aid's objectives for its program in Cambodia. The activity also responds to the Cambodian Government's national development plan. Its approach is particularly relevant to the target audience. In using provincial government radio to address good governance it is filling a gap at the sub-national level.
<u>Effectiveness</u> : is this activity meeting its stated objectives?	5	The project is largely meeting its objectives although at times it has been hampered by external political pressures. The strengthening of PDI radio staff skills and understanding of good governance has been a significantly positive outcome of the project.
<u>Efficiency</u> : is the activity achieving value for money?	5	CCAP is a tightly focused project, a factor that provides a solid base for implementing a resources-efficient activity. It has used a comprehensive but targeted range of activities which cross-employ the project's human resources. Efficiencies could be gained from linkages with other Australian aid projects.
<u>Impact</u> : what are the positive and/or negative changes produced by the activity?	5	Review findings supported by the results of the midline survey demonstrate the improved professional capacity and confidence of the PDI staff who have been trained by CCAP. Audiences are growing and there is a perceived increase in PDI and listener knowledge and understanding of governance and EAW-related issues. NGOs have seen a direct positive impact on their own work due to the radio programs initiated and supported by CCAP.

<u>Sustainability</u> : is the activity addressing sustainability?	4+	Political, capacity and technical sustainability are all on track to support and maintain the benefits of the activity post CCAP. Financial sustainability is hampered by inadequate PDI budgets and advertising income. However, CCAP has developed a sound sustainability strategy which if implemented would address a number of the constraints hampering financial sustainability.
<u>Gender equality</u> : is this activity advancing gender equality and women's empowerment?	5	CCAP has made a strenuous and consistent effort to apply gender equality principles to the project across all the operations. It is constantly encouraging more women listeners and speakers to the talkback and ERAW programs as well as supporting women within the PDI stations and the project's own administration. While the ERAW program has been successfully implemented in accordance with DFAT's expectations, it is timely for an assessment to be undertaken of its format to ensure its ongoing effectiveness.
<u>Monitoring and evaluation</u>	5+	CCAP has lived up to the project design document's proposed approach to M&E and its regular reporting is comprehensive and comprehensible. Its ad hoc M&E products including the midline survey as well as commissioned analysis have provided valuable data and findings that have guided the ongoing implementation of the project ensuring that it is responsive to changing circumstances, learning from mistakes and taking advantage of opportunity.
<u>Analysis and learning</u>	5+	The project's approach to analysis and learning has been informed significantly by the products of its extensive and robust M&E framework. PDI staff exchanges and the secondment of DMC interns have provided valuable shared learning opportunities.

The project's use of program formatting i.e. talkback radio, vox pops, feature stories and outside broadcasts appears to have been an effective method in advancing the C4D principles. The relatively recent addition of the Ending Violence Against Women (ERAW) program has also been an effective format in promoting the principles and aims underpinning ERAW. However, the review team believes the program format should be assessed looking at its potential longer term effectiveness.

Assessment against Development Assistance Committee criteria

a) Relevance

CCAP is the bridge that exchanges the information between the authorities and the people. This program has engaged the private sector, NGOs, high-ranking officials and the community so we can get to know each other and discuss our problems. This is all done in keeping with good governance and accountability.

PDI Director, Battambang

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 program. Notably, the strategy states that Australia will support initiatives to empower civil society to provide a voice to citizens on issues such as transparency and accountability. Addressing governance remains a top priority under the aid policy launched by the Australian Government in June 2014. Similarly, the Cambodian Government's most recent National Strategic Development Plan 2014-2018 (also 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 the C4D principles relevant to strengthening and empowering civil society make it particularly relevant to the aid program's objectives.

With the project's sub-national focus, it also has particular relevance to the Cambodian government's decentralisation and de-concentration (D&D) reform program. This is further reinforced through the

D&D's three year implementation plan whose focus includes gender which is also a cross-cutting element of Australia's program.

A successful translation of this strategic relevance to operational relevance is evident in the project's activities aimed at enhancing the capacity of sub-national government radio stations in the four provinces. With an objective to enhance the stations' capacity to "deliver balanced and credible information on transparency and accountability issues", the project has implemented an extensive program of training and ongoing support to build the stations' knowledge of governance issues and capacity to produce programs that encourage listener involvement and participation focusing on outstanding governance topics affecting the local communities.

Much of this work relates to the medium of radio (talkback, vox pops, outside broadcasts) which is particularly appropriate for the large rural populations whose media access is largely limited to radio. Radio was seen as still the most appropriate means to access the rural populations. It's a cheap medium and can even be accessed on the cheapest of mobile phones. Importantly too, stakeholders noted that it's possible to do two or three things at the same time as listening to the radio. The relevance of this to women was borne out in an audience survey⁶ commissioned by ABC ID in 2012 which showed that only 31% of women do "nothing else" while listening to radio as opposed to 46% of men.

The project has also supported the PDIs to develop websites and create dedicated Facebook pages to take advantage of social media formats that can extend coverage and knowledge of the programs. This is particularly relevant for younger audiences who are increasingly embracing social media as ways to access PDI programs although the importance of social media for young people in the rural areas should not be over-estimated. As found in a recent analysis of media habits of young Cambodians⁷ access to the internet i.e. social media is predominantly by urban youth with only 34% of all youth interviewed for the study (rural and urban) reporting access. Cost is a significant limiting factor.

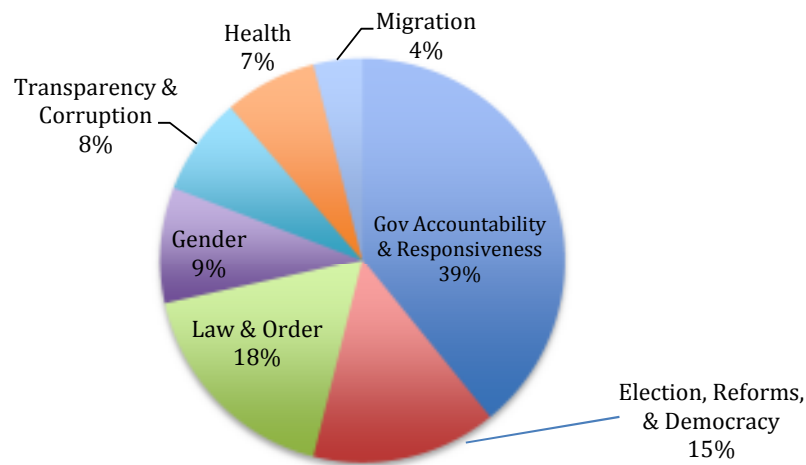
The talkback programs that now run in each of the provinces from 11am to noon Monday to Friday are highly visible manifestations of the project's work. Introduced under the project's guidance and tutelage, the talkback program, according to province-based stakeholders, has increased in popularity since its introduction last year. While initially there was limited understanding by both listener and potential guest speakers particularly representatives from local authorities, the program's growing popularity has been measured by the increasing numbers of phone-in callers each day and a reduction in refusals by local authorities to be guest speakers. Topics for each day's program are chosen through consultation within PDI and through inviting listeners via occasional open-line days to ring in with suggestions. The selection of talkback topics for the January-June 2014 period is shown in Figure 1. PDI production teams also consult very regularly with CCAP to ensure the topics are relevant to the good governance agenda. Responsibility for the final decision on the topics and relevant speakers varies among the PDI stations with absolute control over topics and speakers being held by the director of one PDI station while practices at the other stations reflect significantly more consultative approaches.

As an important mechanism for encouraging greater accountability by the local authorities, the talkback programs have instituted a "promise tracking" mechanism that has the talkback team returning to the authorities some weeks after an on-air commitment has been made to ensure that the commitment has been followed through.

⁶ Cambodia Media Index (Radio), Indochina Research, Jan 2013

⁷ *Media Habits and Information Sources of Youth in Cambodia*, BBC Media Action, February 2014

Figure 1: Talkback Topics – Jan-June 2014⁸



Base: Talkback topics – Jan-June 2014 (460).

Another CCAP product is the Ending Violence Against Women (EVAW) program which is aired on Saturday mornings with repeat broadcasts. The program was only introduced in January 2014 at the request of DFAT in line with the aid program's increased emphasis on addressing violence against women. It addresses the issue through a four-part format: 1) *My Story*, which documents a particular case of violence; 2) *Poem/Music* which provides a Cambodian-specific cultural approach to the issue; 3) *Case Study* where the program airs an interview with a victim of violence or members of her community and invite callers to ringing in; and finally, 4) *What You Know*, which gives advice on a range of issues relevant to domestic violence including where to go for help.

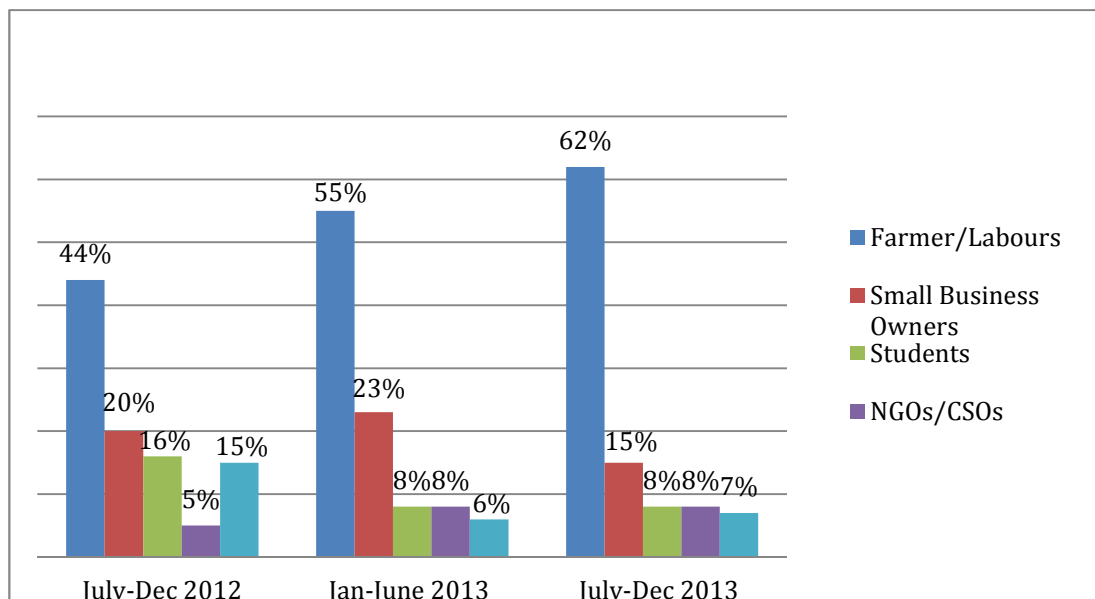
As with the talkback program, the popularity has been measured in terms of the increase in the numbers of people calling in to the program. That said, while the program is relevant to the broader strategic objectives of both the Cambodian and Australian governments, the review team does have some effectiveness and impact questions about this particular format. These are addressed later in this paper.

A particularly relevant strength of CCAP is its sub-national focus. With a high proportion of Cambodia's population living in rural areas⁹, the project 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. PDI stations have a frequency power which in some cases is up to five times greater than other stations. For example, in both Siem Reap and Battambang, PDI stations have a broadcasting frequency of 5kw compared to the average of 1kw for the commercial stations. A cross section of the talkback callers by occupation in Figure 2 show that many callers come from rural areas. It would appear that CCAP is the only project using government radio to address the good governance gap for rural populations – a point which was positively commented on by BBC World Action.

⁸ CCAP Project Progress Report January –June 2014

⁹ As noted earlier, there are inconsistencies around demographic figures and urban/rural splits but what remains evident is that there is still a very high proportion of the population living in rural areas.

Figure 2: Talkback Callers by Occupations¹⁰



In terms of the project’s integration with other Australian aid areas including agricultural development, health, disability, and law and justice, it is disappointing to see that despite efforts by the project to engage with relevant areas of other Australian aid projects, there has been very little cooperation with the exception of the law and justice project. While this is discouraging, the one project where the review team believes that a strong engagement is imperative is between CCAP and the recently announced \$24m Ending Violence Against Women program. This is discussed in more detail later in the report.

The review team has noted the introduction of disaster management as a governance topic linked to authorities’ roles at pre, during and post disasters. It acknowledges the importance of improved government coordination to prepare for and respond to natural disasters in the provinces and the core role radio plays in this coordination. It also appreciates ABC ID’s intentions of addressing the provincial broadcasters’ role in disaster management governance as a way of harmonising the CCAP work with its ASEAN disaster response activities supported through DFAT’s Public Sector Linkages Program and so enable the CCAP experience to be an ASEAN model of good practice. The constructive and often essential role of government broadcasters in supporting national and sub-national disaster response and preparedness is an internationally well documented area of practice.

However, the review team has questions about how the disaster response focus, even as just a governance topic, can satisfactorily complement national efforts without detracting from core CCAP objectives and priorities. It would appear that given the bureaucratic complexity of the Cambodian government, both CCAP and PDIs have found it hard to get collaboration and response from the national disaster response agency. Furthermore, CCAP only covers four provinces. ABC ID and DFAT would need to consider carefully whether it is an effective use of limited CCAP resources to continue any incorporation of disaster response management as a focus topic for CCAP.

b) Effectiveness

The project has largely met its objectives, despite being somewhat hampered by external influences. The project’s activities have been very strongly linked to projected outcomes.

The strengthening of PDI radio staff skills and understanding of good governance has been a significantly positive outcome of the project.

¹⁰ CCAP Progress report July- December 2013

The national CCAP team based in Phnom Penh (a central location easy to access) has been a real strength of the project. The staff members have excellent lines of communication with the PDI stations/staff and other CCAP stakeholders, and provide valuable guidance and training.

The clear benefits of the project are reinforced in midline survey and interviews during this review, including witness reports from ADHOC, Silaka, LICADHO, DMC students, women's organisations and provincial authorities.

The political operating context is a hindering factor but there have been improvements in this area with regard to greater understanding of the project's approach.

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 adequately manage project requirements. Each PDI is managing the main initiatives such as the talkback programs well, and the impact of the training provided means that the staff will have the ability to continue this approach into the future if it seen as a priority.

The strengthening of PDI radio staff skills and their understanding of good governance has been a significantly positive outcome of the project. At the start of the program many of the PDI staff had a low capacity to deliver balanced information on transparency and accountability, lacked a good understanding of governance issues and the ability to plan and develop talkback programs¹¹

During the review, PDI staff at each of the stations commented on the skills they had obtained thanks 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. The PDI staff working on the project are viewed by the CCAP team as being "more focused and professional".

Since the CCAP started I've gained a lot of experience producing the talkback and ending violence against women programs. I'm more responsible as a team leader, and I have better time management, communication, co-ordination and interview skills. Each week I work with the guest speakers on the program and deal with many challenging problems.

Program producer, Battambang

The talkback programs which each stations now produces five days a week focuses on governance related topics, with usually three speakers responding to callers' questions. The PDI staff have grown in their ability to target current issues and the most appropriate people to attend from relevant agencies to facilitate the discussion. While some staff members have the ability to produce feature stories, this has been identified as an area of potential improvement which CCAP will concentrate on during the remainder of the program.

The exchange of staff between the PDI stations has proven to be a valuable training technique, particularly with less experienced staff learning from the more experienced practitioners at the Battambang station. This would be further enhanced through proposed train the trainer courses that would enable some of the competent staff to become trainers, for example using the trainers to train less experienced staff at the Kratie Community Radio Station which has been a minor beneficiary of CCAP to-date.

Outcome 1.2 Improved interactive, participatory and multimedia formats

CCAP has improved interactive, participatory and multimedia formats through the introduction of talkback programs, use of vox pops comments, outside broadcasts, Facebook pages and PDI websites.

¹¹ CCAP Progress report May-June 2012

This is important as communication initiatives are far more likely to be effective when multimedia interactive formats are used. It also allows the initiative to reach a wider range of participants, such as young people who are using Facebook. The potential for up-to-date local news content on social media was shown by the strong interest in a story on the Battambang PDI Facebook site about a fire at a petrol station that was shared close to 25,000 times.

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

As a result of CCAP PDI station staff members now have a much greater knowledge of governance and cross-cutting themes such as ending violence against women, and this knowledge is benefitting the communities to whom they broadcast. A significant amount of training has been provided by CCAP staff and also through technical briefings with specific experts on topics such as:

- Media for good governance
- Election reporting (extensive)
- Content development
- ERAW reporting and legal awareness
- Natural disaster broadcasting plan development

A consistent message in interviews during the review was that it is a high priority for radio program producers to invite speakers who are the most appropriate representatives to answer citizen's questions. The understanding of this issue by staff has improved significantly. The project also identified the need for programs to vary the guests invited to ensure there is diversity of participants featured. Inviting spokespersons from national government authorities when appropriate was also raised as a strategy by one Listener Club member.

The project's midline survey identified issues that need ongoing attention:

- While there has been an improvement in the knowledge of good governance among PDI staff, there is still very limited knowledge of Cambodian laws which could affect the quality of coverage on these topics.
- PDI staff still need to improve their understanding of the roles, responsibilities and structures of state institutions, and staff have expressed an interest in training on this issue.

These were issues reiterated in one of the review team discussion with a CCAP stakeholder:

A journalist is like a hunter. They need to try to find out the big picture, along with the small issues. Sometimes the journalists go to people to get more information, but they might not be aware of the local management or the budget responsibility. They need to understand this. They are required to not only bring information to public, but they have to make the people understand why the issue is like this and how things can be changed.

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

PDI stations have introduced innovative content associated with governance and cross-cutting issues simply as a result of the on-going demand to select of a wide variety of topics and relevant speakers to daily talkback programs. The CCAP team also provides guidance to the teams on their approach. The review team got the impression through interviews with PDI staff and listeners that significant progress had been made on the programs' content. The 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.

There are several examples. In Kampong Cham the reviewers listened to the talkback program which focussed on protecting children during floods. This was a pertinent and timely topic as the region had experienced a flood some ten days earlier. Eight children had drowned, families were displaced, and another flood was expected within weeks. The talkback participants, the provincial director of the NGO Plan, the gender coordinator in the provincial Department of Women's Affairs and a commune chief (female), provided advice on how families and authorities could best protect children. Other innovative approaches include the extent of outside broadcasts held in the provinces, the youth voice program in Battambang, and the handling of pollution by a local factory in Kampong Cham.

Another example is the collaboration between CCAP and the Australian-funded Cambodia Community Justice Assistance Partnership to facilitate the production of a series of justice- and governance-related programs by the Battambang PDI station. These included prison management, underage detection, motherhood in prisons and treatment of prisoners.

Battambang, the PDI station that has had a longer support from ABC International, is clearly more innovative in its programming and other initiatives. This points to the benefits of a potential extension of the CCAP in those stations that have only been supported for two years, or less in the case of Siem Reap. This is discussed in more detail in the concluding Recommendations chapter.

Outcome 1.5 Innovative promotional activities attract and retain new listeners

Branding, marketing and management workshops and training have also been a feature of CCAP in an effort to assist the PDI stations improve their promotional activities and achieve financial sustainability post CCAP.

Apart from program promotion by the radio stations themselves, other promotional activities instituted by CCAP included developing websites and Facebook pages for the four PDI radio stations (see details under ‘Impact’ below); distributing leaflets promoting each station; and radio and TV advertising by the Battambang and Kampong Cham stations. Training in photography skills has also helped staff provide improved photos for these platforms. An example of innovative promotional activities to attract and retain listeners was the Battambang station’s range of activities undertaken to engage young listeners including through a youth reference group, a dedicated Facebook page and events including a talkback program at the Battambang University which attracted 500 students.

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 has also been achieved principally through the introduction of talkback programs, including open line programs and vox pops, along with outside broadcasts and stakeholder workshops.

The success of the talkback format is shown by the increasing number of citizen callers in each province raising issues of concern/interest. The listener club members interviewed in the review expressed satisfaction with the programs, and some requested the programs be extended to allow more listeners to call in. It is notable that there are regular callers from rural and remote areas of the province because of the good reach of the station frequencies in the provinces, providing these people with an opportunity to engage in discussions that they would previously not have had.

Commune Talk is an example of a weekly feature that provides citizens the opportunity to interact on-air with elected commune chiefs. PDI reporters go to the commune and pre-record questions from concerned citizens to play on air. Over time more and more commune chiefs have agreed to take part in these programs to listen and discuss community development challenges in their communes.

If people have a problem in their society that 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.

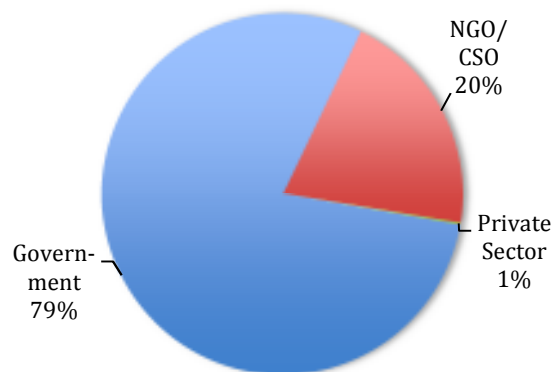
Commune chief, Battambang

The review team took the opportunity to listen to three talkback programs and one EAW program during their visit. Two stations ran ‘open line’ programs, in at least one case because a senior government official cancelled his appearance at the last minute. While the ‘open line’ program is a good initiative to regularly gauge citizen’s interest in different topics, the preferable format for the program should be to have appropriate guest speakers on defined topics. This allows authorities and others to answer queries, and also allows for a more focussed and pertinent discussion.

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

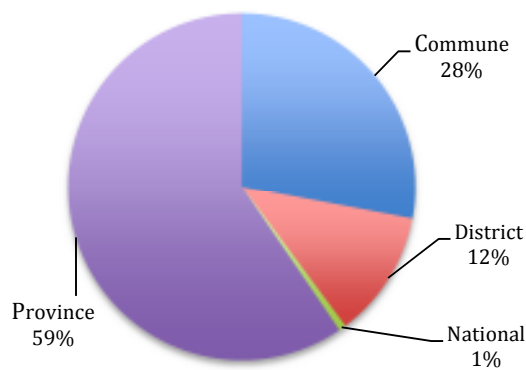
As the confidence and experience of radio station staff members increases through the input and training provided by CCAP, there has been good progress made in improving access to information, and in the diversity of information sources on the four PDI radio stations. However the program has been hampered on occasions by interference in this objective both internally from senior staff and externally from government and provincial leaders. This has been improving as the project progresses and the understanding of the benefits of open access to information and a diversity of information sources. The guest speakers by sector and by different levels of government are shown in Figures 3 and 4 below¹².

Figure 3: Guest Speakers by Sector¹³



Base: Guest speakers by Sector (563)

Figure 4: Guest Speakers by Govt. Levels



Base: Guest speakers by government levels (447)

During the uncertain post 2013 election period the Battambang PDI radio station was one of the few local outlets to address challenging political issues. In March 2014 the station held a one-hour talkback discussion with the national government’s spokesperson and a national social analyst. There was a high participation in the program with 30 callers asking questions of the guests. The balanced and inclusive talkback program involving several parties is an example of the growing confidence and skills amongst staff at the station. The program was also re-broadcast later by the Kampot station.

¹² CCAP Progress Report January-June 2014

The interest in gaining information about what the government offers citizens is growing, particularly by the younger generation, according to one CCAP stakeholder interviewed in the review:

Public awareness is a serious problem here. Most people don't understand what the government does for them from day to day. On the other side from the demand side sometimes people are reluctant to access information, although young people are more interested in what government can do for them. The difference with this program is that talkback has allowed people to select subjects.

Outcome 2.3 *Improved government responsiveness and accountability to audiences*

There has been political pressure exerted on the talkback programs in some provinces, particularly around the sensitive time of the elections. In addition, there has been a mixed response from government and other officials although understanding and acceptance have been steadily improving. The recent letter from the Minister of Interior urging provincial government staff to participate in and cooperate with the radio programs will help alleviate this constraint.

There has also been some concern of government officials that they may be unable to answer questions of the public, may not have jurisdiction to answer, or do not have to answer to the public. However the PDIs have sought to bring about balanced debate, inviting the most appropriate officials to participate, and there is a growing involvement in government officials, and support of PDI senior staff.

An effective way of encouraging engagement by authorities has been the development of a tracking system where on-air commitments are recorded, which are followed by presenters and tracking reports.

The review team regularly heard the view from senior government interviewees that the PDI talkback program offers the provincial governments the opportunity to promote the services they provide to citizens.

It is hard to mobilize people to attend public events, but through this program they can listen and also work. So it doesn't waste their time. If the program continues, we will commit to facilitate and cooperate with the program.

Provincial deputy governor.

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*

There are several aspects in the relationship between DMC, CCAP and PDIs. One of the most effective is the involvement of DMC interns at PDI radio stations. While collaboration has decreased following the departure of the previous DMC head, the placement of DMC students as interns in the PDI stations has been identified by DMC and PDI as a very useful and cost efficient way to exchange knowledge. Up to eight interns per year get the chance to have a hands-on experience in provincial radio journalism. At the same time they share their own skills with the PDI staff.

I've got a lot from the internship - how to produce a program, how to coordinate program, and I have helped the PDI staff with writing news and doing feature stories. While here I've produced stories about the working conditions of local garment factory workers.

DMC intern

CCAP also supported the development opportunity for 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.

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

The program selected senior PDI staff to undertake a study tour in Australia to give them a better understanding of public broadcasting, the operation of newsrooms and talkback radio. The aim was also to enhance regional media linkages. While this is commendable, the review team felt that possibly there could be more effective opportunities for the PDI staff, such as taking part in regional events and organisations such as the Asia Media Summit organised by the Asia Pacific Institute of Broadcasting Development.

Another visit to Australia included the acting DMC Director, the Minister of Information and his advisor. One aspect of the visit was to build a better understanding of public broadcasting in a democratic context, and the operations of a youth radio station (Triple J) in line with plans to initiate a radio station at the University. The review team understands the station has not yet been established, although the Minister for Information did express an interest in the establishment of a youth station/program by the government.

Outcome 3.3 Quality information on media content accessed by public and media outlets
CCAP has built its research relationships with a number of Cambodian agencies. The DMC's research arm has been involved in a number of the research studies.

The DMC undertook an evaluation of talkback programs of the Battambang, Kampong Cham and Kampong Speu PDIs in March/April 2013. The qualitative research was conducted through focus group discussions and in-depth interviews with program listeners and callers. They found that *"listeners welcomed the diverse range of topics covered by the program and the discussion covering issues such as food security, healthcare, education, migration, human trafficking and domestic violence. They generally complimented the presenters, and suggested further coverage on gender and election issues. However, they expressed reservations about the ability of PDI staff to report on and facilitate discussions related to elections. There were also reservations about the timing of the program, with many people commuting from school and work at that time."*

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. This final report, not completed until 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.

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

Further planned research work in partnership with DMC has not proceeded, as CCAP was not able to accept the cost of the proposed analysis. There could have perhaps been greater collaboration with other agencies working in media development, such as the Cambodian Centre for Independent Media, BBC Media Action and UNESCO.

c) Efficiency

CCAP is a tightly focused project, a factor that provides a solid base for implementing a resource-efficient activity.

While the project's longer term positive impact on good governance is difficult to assess after the relatively short period that the project has been operating, it has been particularly active in undertaking a comprehensive but targeted range of activities which cross-employ the project's human resources. Furthermore, there seems to have been a recognition from the start that an efficient (and effective) media activity in Cambodia, particularly at the sub-national level, would need to be staffed largely with Cambodian, rather than expatriate staff, to ensure the deep understanding of Cambodian culture and language, which is an essential ingredient for successful indigenous broadcasting. While external trainers have been brought in occasionally, notably for expert technical and EAW training, the project has largely drawn on its qualified Cambodian staff to provide the training. This has meant that external temporary training resources are only employed on an exceptional basis e.g. broadcasting technicians, election reporting and EAW-related training. And the only non-Cambodian in the team, the C4D

specialist, has played a critically important role not only in training and mentoring the PDI staff but also in supporting continuous learning for the broader CCAP team.

While project staffing and associated costs account for just over 54% of the project's actual costs between May 2012 and June 2014, the efficient use of the project's core team in this way has resulted in a relatively low-budget activity and provides value for money. No cost on-line facilities are also used to monitor PDI broadcasts and to share feedback with PDI staff.

A significant non-staff cost is the Outputs Based Payments provided to each of the PDIs to fund the research costs associated with the program production. Without that support, the stations would not have the money to pay the basic costs associated with sending their journalists and researchers beyond the provincial capitals – fuel, food and accommodation. While the overall cost of these payments is small compared to the overall project budget (approximately 10% of total expenses in the 26 months to June 2014), its significance lies in its unorthodox nature and one that should be covered by the PDIs. However, the reviewers accept that the operating reality of Cambodia is such that without these payments, many of the important governance programs now broadcast by the stations would not have happened. Journalists and production staff at PDI are very poorly paid – around US\$25 a month. They are not in a position to cover out-of-pocket expenses. This approach, while not encouraging for the long-term financial sustainability of the project's outcomes, has had short term efficiencies in supporting the overall goal of the project. Addressing PDIs financial inadequacies as part of a longer-term sustainable strategy is addressed further under the Sustainability discussion.

In terms of achieving efficiencies from partnerships and dialogue beyond PDI, a principal implementation partner has been until recently the DMC. While collaboration has decreased following the departure of the previous DMC head, the placement of DMC students as interns in the PDI stations has been identified by DMC and PDI has a very useful and cost efficient way to increase the knowledge of both the students who gain from the experience of working in a radio station and PDI staff who learn skills that the students bring from their DMC courses.

Efficiencies gained from linkages to other Australian aid projects have been limited as discussed earlier.

In terms of future efficiencies to be gained through cooperating with other agencies involved in media strengthening in Cambodia, e.g. BBC World Action and UNESCO, the reviewers noted an evident appetite on the part of these two organisations to engage more with CCAP. Whether actual efficiencies can be achieved will need to be explored more fully if such engagements are considered worthwhile.

d) Impact

CCAP has made significant progress in realising the project's objectives and outcomes. Although it has only been operating for a relatively short period, its work, guided by the C4D principles, has made important advances in supporting the project's good governance goal. These findings are based on the evidence collected by the review team during the in-country visit as well as the comprehensive documentation and analysis undertaken by the project as part of its monitoring and evaluation work.

Not surprisingly, progress in each of the provinces has been influenced variously by the strength or otherwise of the PDI teams and most notably, the understanding and support of their superiors including at the provincial governor level, for the aims of the project. The project management, however, has been innovative and active in its attempts to address these misunderstandings or hesitations towards the project. It is clear too that a generational factor is at play with younger management more prepared to work with and embrace the good governance principles being promoted by the project.

Impacts are considered for each project objective below.

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

The impact of capacity building of the PDI staff has been significant as identified in the recently completed midline survey and stakeholder analysis and interviews. Examples of the impact are the stronger confidence of journalists/producers in their work, the increased visibility of the PDI talkback programs through running outside broadcasts, and the involvement of a wider range of voices on the programs.

For example, ahead of the July 2013 national election staff of the four PDI stations participated in extensive electoral reporting training. There was success and challenges in the election reporting that followed. The PDIs provided fair access to key stakeholders during the election, including the opposition parties. However, self-censorship at some PDIs limited coverage of certain election topics.

The midline survey found that many staff interviewed felt they now have the skills to critically analyse news produced by other media outlets and can assess the extent to which a piece of news is trustworthy and politically biased. 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. However, this ability remains mixed and it was noted that limited knowledge on laws, legislative and legal procedures can adversely affect the capacity of the journalists to report on governance issues.

Areas of impact

The CCAP Midline Review Study undertaken in April-May 2014 identified four key areas of impact:

- Media Literacy and Awareness of Good Governance – PDI staff reported a higher level of awareness to critically analyse media outputs which has also increased their ability to deliver unbiased, balanced journalism.
- Visual Media – Using photography has enabled the PDIs to extend their reach and outputs beyond radio by using web-based platforms like social media.
- Social Media - Facebook is becoming a tool of all PDIs to connect and engage with audiences.
- Feature stories – All PDIs working with CCAP have made progress in the production of complex journalistic pieces like feature stories, and have increased skills and capacity. The producers are at different stages of developing their feature story writing and production skills depending on the level of support they have received from CCAP.

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

The Baseline Media Research Report shows that there was a low understanding of governance issues by radio audiences, and also a reluctance to ask questions of authorities. The steady growth of callers to the talkback and EAW programs shows that people are gaining in confidence and understanding of issues of governance that are affecting them. The review team heard frequently in its interviews that people were becoming 'braver' to ask questions as the result of their growing knowledge of information in relation to governance issues.

The broader government support for the program, for example the recent letter from the Minister of the Interior, the encouragement of the Minister of Information and the greater involvement of provincial authorities, shows there is growing government support for the program. The project has recorded an increase in provincial government accountability, with the progress report on January-June 2014 reporting that the PDI stations followed up on 54 government service delivery promises out of a total of 99 promises recorded. It is of interest that the government has established a new role of information officer in each province to help improve the response of provincial governments to requests for information.

An example of an impact of the program on the work of NGOs is the large increase in demand for the services of the human rights and law advocacy organisations such as ADHOC. The demand has been in relation to their services from women experiencing domestic violence, or victims of human trafficking for labour and prostitution to other countries. Many listeners are getting to know about these services through these appearances on the talkback and EAW programs. (See boxed story at the conclusion of this chapter.)

Another NGO, Banteay Srei, which provides services to women experiencing domestic violence and facilitates community development, has also experienced an increase in demand for their services following regular interview spots on the Battambang PDI station (See further discussion in Gender Equality section).

The impact of the creation of station websites and Facebook pages, and the use of photos and video on the sites, is evident through the steady increase of Facebook likes and website views. This is expected to increase audience reach, particularly among teenagers and young adults. The numbers are shown by the table below:

Table 3: PDI Online and Social Media Uptake¹⁴

Province	Period	Facebook 'likes'	Website visits
Battambang	Jul-Dec 2013	619	12535
	Jan-June 2014	628	31143
Kampot	Jul-Dec 2013	474	1342
		942	18371
Kampong Cham	Jul-Dec 2013	537	10722
	Jan-June 2014	1187	22191
Siem Reap	Jul-Dec 2013 ¹⁵	n/a	n/a
	Jan-June 2014	147	30829

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

The main impact of the activities in this aspect of CCAP is the development and mentoring of young DMC journalism students, along with those in the PDI stations and CCAP team. Their increased professionalism, knowledge and understanding of independent, newsworthy and timely reporting will contribute significantly to Cambodia's media landscape into the future.

The various research studies initiated through CCAP have contributed to improving the understanding of the media landscape in Cambodia, and of the understanding of citizens and the media of governance issues. The benefits of this work will increase if some of the learning from CCAP can be shared with other agencies who are also working to strengthen the media and governance in Cambodia and other countries facing similar challenges.

The visits to Australia by PDI staff and other senior people such as the Minister for Information has provided them with a better understanding of the operation of media in a democratic developed country. The support of the talkback programs by senior officials and a willingness and interest in continuing the program is a positive outcome of the CCAP-tested model of talkback radio. In addition, the Minister of Information has expressed an interest in the potential for a Youth Program to be established in Cambodia, using ideas from the ABC's Triple J station.

e) Sustainability

Determining if the benefits of CCAP can be sustained into the longer term needs to focus on four factors that contribute to sustainability: political support, capacity sustainability, technical

¹⁴ Midline Review Cambodia Communications Assistance Project (June 2014)

¹⁵ Data unavailable for Siem Reap website from July - December 2013

sustainability and importantly, financial sustainability. The project team has worked energetically to address these factors to support the continuation of the project's outcomes beyond CCAP.

In terms of political sustainability, the project team, and notably the team leader and members of the CCAP project coordinating group, have been instrumental in increasing the awareness and importantly support for CCAP objectives at the senior levels of national and provincial government. This has involved briefing senior level provincial and politicians and organising seminars for provincial officials and authorities. With the support of the Ministry of Information, under which the project is operating, it has also encouraged the support of the Ministry of Interior to whom the provincial governors report. This visible support has been in the form of a letter from the Ministry of Interior to the four provincial governors in early August 2014 instructing them to collaborate fully with the talkback programs. While some stakeholders in the provinces felt this letter had come late in the life of the project, it was still welcomed as it would encourage still reluctant officials to cooperate with and even participate in the talkback and EAW programs. Representation of the Ministry of Interior on the project coordinating group has also strengthened political sustainability.

Capacity sustainability stemming from the extensive training and mentoring provided by the project since it began is its particular strength in this regard. The outcome of the training will continue to reap benefits for PDI and broader media environment. Although project and PDI staff expressed concerns about the very limited opportunities for PDI contract staff to become permanent employees thus encouraging trained contract staff to go elsewhere to work, the review team still sees significant broader benefits accruing to the Cambodian media environment from the governance training even if the trainees don't stay with PDI. Also supporting capacity sustainability is the continuing popularity of the talkback programs. PDI stakeholders including PDI staff themselves were certain that the talkback programs would continue post CCAP because of anticipated popular pressure to do so.

With regard to technical sustainability, each of the PDIs has received a range of equipment including motorbikes, radio mixers, computers and recorders which has supported the program production. Training in equipment maintenance has also been provided. While the sustainability of any technical, physical support will always be limited, it is nevertheless important in the medium term while a resolution of the most significant sustainability challenge – PDI financial resources to maintain quality programming – is worked through.

As noted earlier in the report, CCAP has introduced outputs based payments to support the out-of-pocket costs incurred by the stations and their staff in producing the talk back and EAW programs. The Ministry of Information only provides a budget to cover basic operational costs and the level of wages for the radio staff is very low. Views of PDI staff across the four provinces were mixed about the way they would be able to maintain the programs at the quality they had now achieved. However, the concerns were less about not being able to maintain their skills and more about the lack of funding to pay the out-of-pocket costs for research. There was a degree of anxiety about whether the stations would be able to attract sufficient or any advertising to support the talkback.

Recognising this major hurdle to sustainability, the project has devised a sustainability strategy that looks at ways in which the PDIs can identify income generation opportunities to cover program productions costs and other associated activities. According to this strategy, the income generation sources best suited are long term sponsorships or media development grants generated through partnerships with local media, governance and human rights NGOs and state institutions. It also suggests that departments, such as Women's Affairs and Health may have budgets to work on communication. (See boxed analysis of the sustainability strategy for more detail.)

The clear need to address financial sustainability has also been recognised by the Minister for Information, Khieu Kanharith. During an interview with the review team, he was confident that the benefits of the project would continue after the project was completed but pointed to the need to improve marketing and advertising revenue skills to supplement the budgets for the PDI stations.

This is not an easy area for the PDIs to work through and the station's lack of awareness of marketing and raising advertising revenue was clear in the review team's interviews with PDI staff. CCAP's sustainability strategy which is a comprehensive approach to facilitate PDIs through this area has only been completed recently. Its successful implementation will require more time than is available if the project is completed by December 2014. One could argue that the project should have commenced

CCAP's Sustainability Strategy: will it work?

The strategy builds on the solid ground work already achieved by CCAP and identifies potential ways in which PDIs can generate income and cover program production costs and associated activities. It capitalizes on the capacity building work, technical support and program branding that is already being delivered to each PDI as part of the core CCAP activities.

The strategy is based on the marketing reality that well-produced, informative and balanced programs will attract listenership and citizen participation with the talkback programs being promoted as each PDI's flagship. As audience research data is collected identifying the popularity of the programs, there will be an increased demand among social marketing, communications and advertising stakeholders. The strategy comprises a five-step approach:

1. Provide capacity building to improve quality of programs;
2. Equip stations with technical support;
3. Create quality programs;
4. Brand and promote programs, attract listenership; and
5. Market listenership data and establish income generation opportunities.

This is a sound approach and much has been achieved in realizing the first four steps including major branding and promotion activities of the CCAP-supported programs. The challenge however is converting the program popularity into income opportunities. Feedback from one PDI station director during the review highlighted the limited capacity that the station administrators have in converting the program popularity into income because of their very limited understanding of how to administer advertising revenue. This is confirmed in the financial strategy which notes the absence of across the PDIs of marketing strategies, a lack of relationships with communications and advertising firms and skills to tap into the potential market.

Looking at the situation from a SWOT perspective, the strategy identifies a range of issues and solutions to improve the potential for financial sustainability. These solutions and projected outcomes appear to be appropriate to the PDI context i.e. basic but essential outcomes such as advertising rate cards produced and distributed to potential advertisers; targeting potential advertisers; trained marketing officers; and better scheduling and budget planning.

However, in addition to the range of inherent capacity and technical obstacles to financial sustainability, a market analysis undertaken by CCAP has shown that the commercial sector is reluctant to sponsor good governance programs. It also tends to reply on nationwide radio advertising limited to entertainment programs. For advertising agencies, the use of provincial radio isn't common due to the lack of audience data and feedback reporting.

Taking this reality into account, the strategy suggests working with a local media education NGO, Media One, to secure and manage long and short-term sponsorships identifying potential Phnom Penh-based clients.

Overall, the strategy has identified the key constraints to PDI financial sustainability. It has identified the set of basic but fundamental steps that need to be taken to overcome some of these constraints and to facilitate the growth of a commercial client-base for the PDI stations. These are all appropriate and necessary steps. An abiding challenge, however, will be the prevailing operational public sector culture of the PDI stations that are provincial government entities unfamiliar with and in at least one case, reluctant to embrace the income opportunities which the talkback programs now offer. However, that is not a reason to reject the strategy. Instead, it points to the need to incorporate change-management principles into the strategy's work plan.

work on the financial sustainability strategy earlier. However, the review team would counter that in the context of the short time, identifying the key aspects to strengthen financial sustainability, notably the low capacity of PDIs in the area of marketing and their very limited political leverage to seek and gain increases in operational budgets.

Furthermore, DFAT, during the aide-memoire discussions, recognised the limitations to financial sustainability as a reality that should not gain primacy or overshadow the progress made by CCAP in its contribution to building a broader appetite and expectation for better governance.

f) Gender equality

We are getting more women calling us as a result of the program. For example, each month, we deal with around eight to 15 victims, and of those, four to five of them know about us because of the program.

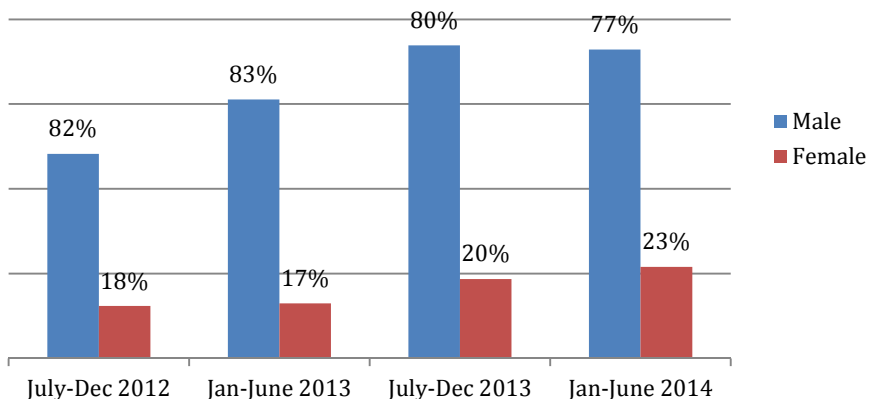
Banteay Srei NGO, Battambang

CCAP has made strenuous and consistent efforts to apply gender equality principles to the project across all the operations. It has a high priority of encouraging more women listeners and speakers to the talkback and EAW programs, as well as supporting women within the PDI stations and the project's own administration. CCAP's efforts in gender equality are very well documented in all its regular reporting. The program tracks the gender of staff members trained, the gender-related topics covered, the gender of callers and speakers on each program.

In terms of the PDI teams, there is a good balance of females and males in the teams and in those undertaking the training and capacity building initiatives. For example in the January-June 2014 progress report, women made up 58% of CCAP training attendance, and 48% of staff working on the talkback programs. Likewise the CCAP team in Phnom Penh is well represented by women who are gaining much from the mentoring and training being provided.

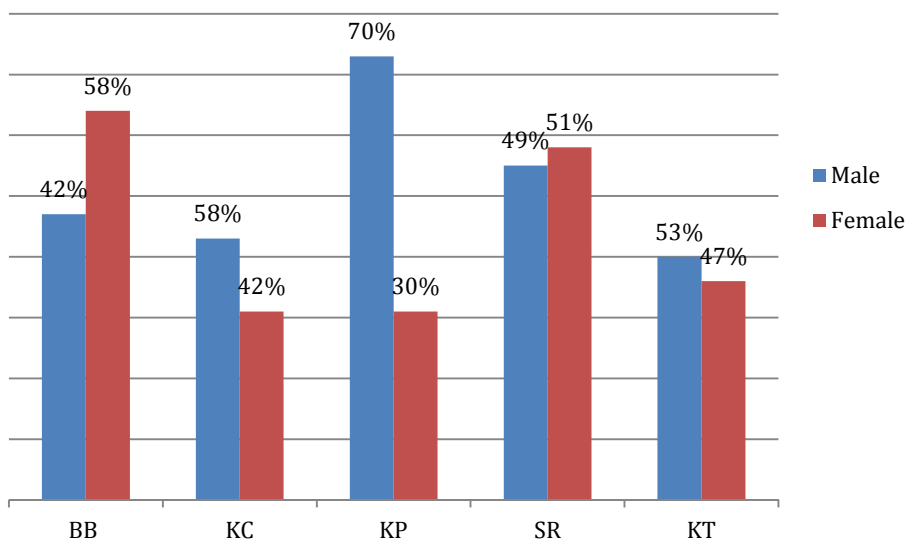
CCAP has put significant effort into the challenge of increasing female participation in talkback programs, which has grown to 23% of callers (see Table 4). There is a greater percentage (nearly 50% overall stations) of women calling into the EAW program, although this varies between stations (See Figure 6). The Battambang Youth Voice program has been successful in building the percentage female callers, growing from 30% in late 2012 to 49% in January-June 2014. CCAP has implemented other ways of building female listenership and callers, including through the Women's Ambassadors approach which although this didn't work, was useful in identifying a more effective approach, which is the Listeners Club. The majority of Listener Club members (67%) are women.

Figure 5: TBP Callers – Gender¹⁶



Base: Total TBP callers – July-Dec 2012 (1466), Jan-June 2013 (1852), July-Dec 2013 (2314), Jan-June 2014 (2362).

Figure 6: We Can Do It! Callers – Gender and Province

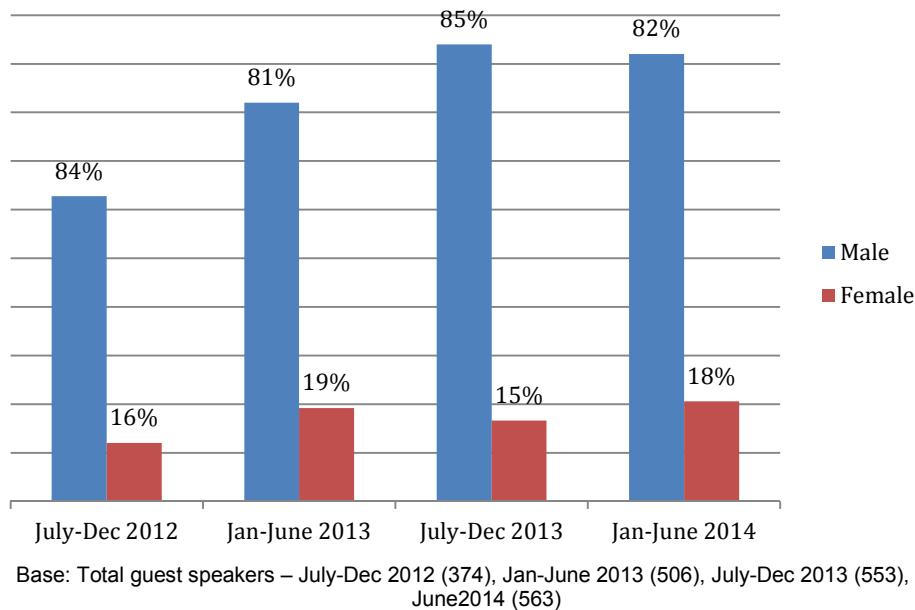


Base: Callers – BB (111), KC (74), KP (104), SR (113), KT (76)

There are challenges relating to the balance of women as guest speakers to the program, reflecting the gender imbalance of key authority figures. As shown below less than 20% of speakers are female. This is an ongoing challenge because so many senior government officials and others in senior roles are male.

¹⁶ Where caller gender was not recorded, results have been omitted from the analysis.

Figure 7: Talkback Guest Speakers by Gender and Reporting Period¹⁷



There has been a real push to attract more women listeners and speakers. Female callers are often given priority over male to boost this percentage. In addition, gender issues are now addressed through talkback once a week along with broad governance-related topics. Various topics that have been addressed in 2014 include:

- women’s economic empowerment,
- women in politics,
- domestic violence and violence against women, and cultural and community attitudes towards women.

Mrs Ung Yok Khorn, the Director of the NGO Amera, is a regular guest on the Siem Reap talkback program, promoting more women to enter politics and public affairs in Siem Reap where they have a low representation. PCG Committee member Thida Khus, Executive of Silaka, another NGO promoting women’s empowerment, provides valuable advice and training to CCAP and PDI staff, and is a regular talkback program guest.

The separate programming on ending violence against women (EVAW) developed and supported in all four provinces features speakers from the Women’s Affairs Department, NGOs working on women issues and former female victims of domestic violence have joined the program and started to address the topics.

There is clear enthusiasm on the part of the PDI staff for EVAW program and a full embrace of the suggested formatting. They’ve experienced strong listener engagement. However, the review team has concerns that the format does not incorporate sufficiently broader gender considerations which can encourage improved societal conditions for women, and by doing so, address some of the factors contributing to violence. In other words, the focus on EVAW may be too limiting, particularly in the long term.

In short, the program has been very successful and important in raising violence issues but it is timely to undertake an assessment of this approach and in cooperation with Australian aid’s national EVAW project or independent Cambodian gender specialists. Both the review team and project have concluded this independently. It is also a valuable opportunity for DFAT to involve the recently announced Ending Violence Against Women national project to support CCAP in this area. As

¹⁷ CCAP progress report January-June 2014

discussed in the Recommendations section below, leveraging the CCAP activities with the national ERAW project can provide an important communications tool for the national project through provincial government radio and associated social media.

g) Monitoring and evaluation

According to the project design document (PDD), the monitoring and evaluation framework was to include two strands of activities: project monitoring to track the implementation of the activities focusing on outputs and outcomes; and independent research to assess the outcome and impact of the CCAP activities. Gender considerations were to be integrated as part of the monitoring and evaluation process, with data to be gender disaggregated wherever possible.

The review team is satisfied that the project has lived up to the PDD's proposed approach to M&E. Its regular reporting is comprehensive (and comprehensible which is to be commended as this is not always a feature of regular aid project reporting) in the detail and data of activities carried out in the preceding six months with the project demonstrating a consistent determination to address gender considerations.

The baseline survey and subsequent midline report have been important tools for measuring the impact of the project in as far as it is possible to do so with a media activity aiming to strengthen something as amorphous as good governance. The commissioned research (as listed in reference material in Attachment B) has served to inform the impact and evaluation process. It is appreciated that attempting to measure in a quantitative way the success of CCAP in achieving its good governance tool would be costly (beyond the resources and feasibility of a project such as CCAP) and the results would be open to interpretation. But the conducting of the audience surveys, media content and audience research provides important data and analysis to inform the direction and priorities of the project.

Finally, there are two approaches falling within the detail of the project which highlight the determination of the project to implement a comprehensive and informative M&E framework. The first one is the "promise tracking" which CCAP has encouraged PDI talkbacks and ERAW programs to implement to monitor the fulfilment of commitments made by local authorities responding on air to callers. Apart from the practical benefit this can have for local communities, it provides important evidence in terms of the increasing implementation of good governance practices by local authorities. In short, it is real and tangible evidence.

The second practice is the monitoring and topic tracking of the talkback and ERAW programs by project staff. This ensures that the programs remain focused on good governance topics while at the same time, is an important monitoring and feedback tool.

h) Analysis and Learning

The project's approach to analysis and learning has been informed significantly by the products of its extensive and robust M&E framework. The latest M&E framework as set out in the January-June 2014 half yearly report points to the way in which the framework's products are used to inform the project's approach to continuous learning and adaptation in light of latest findings.

The project has learnt from its failures e.g. women ambassador approach to identify the best ways of reaching more women and has been prepared to be innovative in finding ways to increase listenership and participation e.g. through the Listener Clubs. It has encouraged the PDI stations to also apply continuous learning. A simple but effective mechanism to do this is through the occasional open line talkback programs where listeners are encouraged to call to give feedback on the program and suggest topics. The project team's continuous monitoring of the programs on-line enables them to provide immediate feedback to the PDI program producers. Across the four stations, PDI production teams expressed their appreciation for the monitoring/mentoring role which CCAP offers. This approach has also enabled the project team to provide feedback to the stations on where the topic gaps are and to ensure that the programs maintain the focus on good governance.

The cross-learning experiences made possible through the staff exchanges between PDI stations has also been viewed positively by stakeholders. Similarly, the secondment of DMC interns into the stations has provided regular opportunities for exchanges of skills.

5. Summary of findings against review objectives

Drawing on the previous chapter's analysis and findings, it is possible to make a number of observations, conclusions and recommendations responding to the four review objectives.

Overall, CCAP has been very successful in meeting the three objectives and outcomes set for the project. There has been a number of challenges it has had to overcome including the coinciding of the project with an electorally turbulent time in Cambodia's political environment as well as capacity limitations of counterparts and varying degrees of hesitancy and reluctance on the part of some senior provincial officials.

It should also be noted that attempting to imbed and sustain the types of outcomes and goals set for the project require a much longer time frame than envisaged for this project. However, the team's concentrated focus and expertise have created a strong base for building on the factors that will support long-term outcomes.

Review Objective 1

To assess the outputs and outcomes of the Cambodia Communications Assistance Project (CCAP) against project objectives and expected outcomes, including key lessons learned.

The detailed assessment of the project's outputs and outcomes against the DAC criteria and notably *Effectiveness* and *Impact* show that the project has made significant inroads in achieving its objectives and outcomes. This is despite the project's short timeframe for what is essentially an activity–improving governance – that requires a significantly longer timeframe to develop and sustain outcomes.

Despite the short timeframe, there are several lessons or strengths that are evident. A particularly relevant strength of CCAP is its sub-national focus and its ability to reach the country's rural cohort with its emphasis on addressing good governance issues via government radio. As noted earlier, 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. PDI stations have a frequency power which in some cases is up to five times greater than other stations.

Another important lesson is the value of having the CCAP team based in Phnom Penh (a central location easy to access). This has been a real strength of the project. Important too has been the use of Cambodian expertise which ensures not only appropriate technical skills but a significantly better appreciation of context and culture.

Overall, as discussed under *Analysis and Learning*, the project has been informed significantly by the products of its extensive and robust M&E framework, informing its approach to continuous learning and adaptation in light of latest findings.

Importantly, it learns from its failures. For example, an attempt to identify a select group of women who could be "ambassadors" for talkback and EVAW programs to encourage more women to participate failed. Learning from this setback, it considered a different model, the Listener Club, which has become a successful cross-gender model for community involvement and has been able to encourage women's participation.

Review Objective 2

To assess the extent to which the project objectives and expected outcomes contributed to the project goal and purpose, and to what extent the project goal and purpose were realistic.

The project's relevance, effectiveness and impact as discussed earlier all point to CCAP being in the process of achieving its purpose i.e. to improve the capacity of local state media services in the four provinces to facilitate engagement and access to information on issues that impact on people's daily live. In terms of this meeting the goal of CCAP i.e. to contribute to the achievement of better governance in Cambodia, the review's findings point to it being on track.

As the only media strengthening operative to be supporting provincial government radio to promote good governance, its work has been recognised by senior UNESCO and BBC Media Action representatives interviewed in Phnom Penh as an innovative development model that should be replicated.

However, improving governance in Cambodia is an ambitious goal, not just for CCAP, but for the broader Australian Aid program of which improved governance is a cross-cutting issue and priority. That said, there is sufficient evidence to show that within the geographical areas where it is operating, it has been able to make some advances in improving the understanding of what good governance is and to strengthen accountability and transparency – the core ingredients of good governance – through its talkback format and strengthening of PDI journalistic capacity. It would be unrealistic to expect more than that both because of the stand-alone nature of the activity and the short period it has been operating.

Review Objective 3

To assess the extent to which the project activities and outcomes have contributed to broader Australian aid program objectives.

Improving governance and tackling corruption is an overarching approach to be addressed across Australia's aid program according to the Australia-Cambodia Joint Aid Program Strategy 2010-2015. The strategy also states that Australia will support initiatives to empower civil society to provide a voice to citizens on issues such as transparency and accountability. Addressing governance remains a top priority under the aid policy launched by the Australian Government in June 2014. As such, CCAP with its good governance goal and objectives informed by the C4D principles relevant to strengthening and empowering civil society enable it to contribute to the aid program's objectives. And although CCAP is just one project within the overall Australian aid program, its contribution is significant as it attempts to strengthen governance in four provinces where close to one third of the country's population live.

Review Objective 4

To provide recommendations for future assistance in this area including a concept note/design outline for any future support should there be strong justification from the review findings and recommendations for how media development and communications for development (C4D) may contribute in the future to Australian aid program objectives within individual sectoral programs such as agricultural development, health and infrastructure

The following chapter is dedicated to addressing this review objective in terms of providing recommendations for the project's original remaining period i.e. until the end of 2014 as well as recommendations for future post-2014 activities.

The CCAP communications for development (C4D) approach to improving governance has been on media development, with a focus on comprehensive capacity building of PDI and CCAP staff and providing equipment for them to carry out their work effectively. The introduction of talkback radio programs has provided a bridge for citizens to listen, raise issues, ask questions and request action relating to governance and services. At the same time government and commune authorities, NGOs

and the other actors now have new communication channels to keep citizens better informed. The CCAP program has proven the effectiveness of media development programs in helping to achieve improved governance.

It is important to note that with its focus on EVAW, CCAP provides an important opportunity to contribute to Australian Aid's national EVAW program. This is discussed in detail in the following chapter. However, with regard to CCAP's contribution or interaction with individual sectoral programs such as agricultural development, health and infrastructure, as noted earlier, it has been disappointing to see that despite efforts by the project to engage with relevant areas of other Australian aid projects, there has been very little cooperation with the exception of the law and justice project.

In terms of the significantly broader question of how C4D may contribute in the future to Australian aid program objectives within individual sectoral programs, C4D is an approach that can help effectively promote and imbed new approaches and initiatives, whether they be government or externally funded aid programs or private enterprise initiatives. Incorporating C4D helps build community and build grass roots support, provides citizens with a way of informing and guiding initiatives to meet their needs, and can also improve the impact of programs through effectively achieving behaviour change.

In summary, C4D needs to be identified as a specific component or approach within the relevant sectoral program and resources – human and financial – must be allocated. The review team's experience of other country programs suggests that C4D is not often considered as an important element of a sectoral activity such as health or infrastructure and instead is mostly associated with media development activities. This is unfortunate as this absence can diminish the effectiveness of an activity.

Getting the message across



It was just a coincidence but for the review team, it highlighted how the PDI talkback program in Kampong Cham is getting the message across about the dangers of human trafficking. The same day this story appeared on the front page of the Phnom Penh Post, telling the story of the Kampong Cham woman illegally trafficked to China, the review team met with Neang Sovat from the Kampong Cham chapter of ADHOC.

ADHOC is a Cambodian human rights organisation which helps victims of domestic violence, human trafficking and rape. They find the lawyers to help abused and trafficked women. Neang Sovat is a frequent guest on the Kampong Cham PDI talkback program. He's a strong supporter of the program which he says has given ADHOC a lot more work to do.

“It's put a big burden on us because more and more people are getting in touch with us, phoning us at all times of the day and night.”

Neang Sovat and his team use the program to deal with the ignorance and myths surrounding abuse and trafficking. “We found women who before they heard us on the program thought the abuse they were suffering was because of what they had done in a previous life. But now they know it's against the law and something can be done about it. They know they can get help,” he said

“It also helps us to educate people about the tricks human traffickers use to trap their victims. Now we're getting calls from women asking us for advice after being approached by possible traffickers.”

6. Recommendations

Recommendations for remaining period

Whether or not the project is extended or even taken into a second phase, there is a range of recommendations coming out of this review which are suggested for implementation in the time remaining for CCAP. These are as follows:

Relevance:

- DFAT to facilitate greater engagement between CCAP/PDI ERAW radio programs and the recently announced \$24m ERAW program being funded by the Australian aid program.
- Assess appropriateness of disaster management inclusion in CCAP approach.

Effectiveness:

- Proposed Train the trainer activities should proceed to embed resident skills in the PDI stations.
- Increase training to improve feature production and news program skills.
- Further training to strengthen the understanding by PDI staff of the roles, responsibilities and structures of state institutions.
- Confirm DMC's commitment or otherwise to the partnership with CCAP.
- If further study tours are planned, consideration could be given to involvement with regional bodies.
- Consider extending collaboration partnerships to other agencies working in strengthening Cambodian media e.g. UNESCO, CCIM and BBC Media Action.

Impact:

- Talkback and ERAW have increased significantly awareness among listeners of the services available through NGOs for victims of violence. This has been demonstrated by the growth of "business" for the NGOs ADHOC, LICADHO and Banteay Srei all of which support women who have been abused or trafficked. As noted under *Gender* below, an assessment should be undertaken to determine the longer-term impact of the current ERAW program format.

Sustainability:

- Implementation of the sustainability strategy should proceed as a matter of urgency to improve the longer-term financial base of the PDI station.

Gender:

- As a first step, assess the longer-term impact of the current ERAW program format to ensure its ongoing effectiveness from a gender-impact perspective.
- DFAT to facilitate greater engagement between the PDI ERAW radio programs and the national ERAW program.

Recommendations beyond 2014

On the basis of the preceding analysis and findings, the review team is presenting three options for CCAP's future, two of which it recommends. This is on the strength of the important gap CCAP is filling in the area of addressing good governance at a sub-national level as well as the effectiveness of radio as a medium in reaching the Australian aid program's priority beneficiaries and particularly women.

Option 1 – Finish CCAP as scheduled on 31 December 2014

This is not recommended for the following reasons:

- This evaluation comes in the second half of the last scheduled year. There is insufficient time to implement the recommendations coming out of this report before the project's completion.
- There is also insufficient time to complete the implementation of the sustainability strategy that is designed to support a future stronger and more sustainable base for future, non-CCAP-supported governance-focused PDI programming.

Option 2: Extend the CCAP to mid 2015

This is supported for the following reasons:

- This provides time to undertake a comprehensive assessment of the EAW programming as recommended in this report and build a stronger co-operative link between PDI EAW producers and DFAT's national EAW program.
- It provides sufficient time to implement the financial sustainable strategies outlined in CCAP Sustainability Strategy and to encourage PDIs to work with the NGO, Media One, on sustainable marketing.
- It enables the CCAP team to undertake a series of Train the Trainer programs in the four stations to ensure that in-house PDI training resources are available post-CCAP.
- As Siem Reap was a relatively recent addition to the project, it enables CCAP to dedicate more training resources to compensate for the late start.
- Allows for identification of opportunities for PDI stations to cooperate either in collaboration with CCAP or post-CCAP with other organisations supporting media strengthening.
- While these would be the priorities to be undertaken during a six-month extension, CCAP could also focus on improved news programs and extending youth programming beyond Battambang PDI.
- An extension can be achieved on a no additional cost basis to the existing budget.

Option 3: Extend and implement phase 2 of CCAP

Consideration of this option is recommended on the basis that a new phase of CCAP would build on CCAP's success, extending the governance-focused capacity building to other provinces to build an effective network of government radio stations across the country which have the reach and critical mass to support improved governance at the local/provincial level. The CCAP project is the only one of its kind in Cambodia addressing good governance issues through government radio at the sub-national level.

In terms of Australian Government priorities, a second phase would see the project's approach focused on priority approaches enunciated by the government in its new aid paradigm launched in June 2014, namely:

- empowerment of women and girls through programming focusing on deepening the understanding of women's contribution to Cambodia's development as well as addressing violence against women;
- effective governance to strengthen accountability, transparency and the rule of law;
- engage with the private sector to address the PDI stations financial sustainability; and
- employ innovative mechanisms and formats within the programming to encourage listener engagement and participation

In particular, the project would focus on strengthening and broadening the EAW focus and continue targeting better governance as its purpose. Discussion of the rationale for this is as follows.

Strengthening and broadening the EAW focus

Our survey showed that mass media is the biggest source of information on the Domestic Violence Law in Cambodia. Journalists can be trained to better understand and report the issues, as it is they who can spotlight examples of the law's success in action.

Dr Katherine Brickell, University of London, writing in The Cambodia Daily, February 2014

The Brickell/GDC survey¹⁸ undertaken over two years in Siem Reap and Pursat showed that awareness of domestic violence law was high (92% of men and 90% of women) with only small differences between rural and urban areas in terms of awareness (89% in rural areas and 92% in urban). And the source of this awareness was predominantly the mass media for 95% of the participants. However, lurking under this basic awareness is confusion over women's rights and the translation of domestic violence law into practical outcomes. Only 32% of the women and 18% of the men surveyed knew about women's rights to equal justice and participation but more disconcerting was that only 10% of the women and 6% of the men knew about a woman's right to a life free of domestic violence.

To bridge the gap between policy, law and more effective responses to domestic violence, the survey points to five priorities, two of which suggest an important role to be played by the media namely cultivating consciousness of domestic violence law and turning the spotlight on domestic violence law successes.

These two findings point to an important ongoing role that CCAP can play in supporting provincial radio in this area. In particular, feedback from stakeholders during the evaluation review has demonstrated the way in which the talkback programs introduced by CCAP have provided an important avenue for informing victims of violence and potential victims of human traffickers of their rights, the law and ways they can pursue to deal with their situation. But focusing only on the violence, the perpetrator and the victim is a short term solution. Dealing successfully with violence against women needs to take a broader focus to address underlying contributing factors to the violence.

A UNDP report¹⁹ in 2010 identified a range of factors contributing to violence against women in Cambodia. Perception is a key factor. The report notes more than 25% of women who have been subjected to sexual and physical domestic violence do not think they have been abused. Fear of retaliation and financial costs discourages many Cambodian women from taking legal action. But "above all, cultural elements as well as widely accepted norms of conduct for women seem to be the biggest and most disturbing factors in the persistence of domestic violence. Traditional beliefs about the subservient role and status of women and social stigmatisation of those women who take legal action against their husbands contribute to a culture of impunity that allows perpetrators to believe they have the 'right' to abuse". Women also have to confront enormous social pressure to stay with abusive husbands.

The media and notably radio has an important role in addressing these range of factors to deepen the existing awareness and CCAP has laid solid foundations in contributing to a better appreciation of the issues. However, any next phase of CCAP would need to look at broadening the focus and subject matter of EVAW programs to cover the breadth of factors contributing to EVAW and it will require more substantial training of PDI's EVAW producers and journalists. The approach should also be guided by an assessment of the current EVAW program format and focus, as recommended by this review.

Leveraging the CCAP activities with the national EVAW aid project also funded by the Australian Government could provide an important communications tool for the national project through provincial government radio and associated social media. Sub-national government radio has the advantage of reaching more rural populations which UNDP maintains is where there are higher levels of violence linked to low literacy and education. It could be an integral element of the public awareness approach adopted by the EVAW national project, applying the communication for development principles which underpin the existing CCAP approach. Addressing public awareness is one of the three elements of UN Women's approach to EVAW, the other two being policy reform and capacity building.

¹⁸ *Domestic Violence Law: the gap between legislation and practice in Cambodia and what can be done about it*, Preliminary research report, 2014, Katherine Brickell, Baureka Smye Prak and Bunnak Poch, Royal Holloway University of London, Economic and Social Research Council, UK Dept for International Development, and Gender and Development for Cambodia, 2014. <http://www.katherinebrickell.com/katherinebrickell/wp-content/uploads/2014/01/DV-Law-Prelim-Report-2014.pdf>

¹⁹ *Talking about domestic violence: a handbook for village facilitators*, UNDP and VBNK in partnership with Ministry of Interior and Ministry of Justice, Cambodia, 2010

The results coming out of the current prevalence study being undertaken as part of the national ERAW program should also provide guidance on how future ERAW broadcasting should be focused.

Maintaining a focus on good governance

While any future activity of CCAP could strengthen and broaden its ERAW focus in partnership with the national ERAW program, it would be important for it to maintain a focus on supporting better governance if only as a way of reinforcing its ERAW efforts. A number of the factors contributing to domestic violence can be traced to the way good governance is or rather isn't practiced at the local level. As noted in the UNDP report, a corrupted legal system where officials often take bribes from offenders reinforces a culture of impunity.

As such, CCAP's current focus on improving provincial media services to facilitate engagement and access to information impacting on people's daily lives contributes to a better transparency and accountability of local authorities providing the services which impact on women. Encouraging better governance, even in those areas not directly contributing to domestic violence, contributes to a wearing away of the conditions which contribute to and even exacerbate an abused woman's dilemma.

Audience and reach

So far the project has only focused on four provinces (in addition to lesser support for a community radio station in Kratie). If the Australian and Cambodian governments continue to see a role for sub-national government radio in addressing the governance and violence against women issues confronting the country, any future activity should be expanded to at least some of the other six PDIs which have radio stations. This would contribute to building a network of sub-national stations which will provide an important critical mass across a substantial part of the country.

Continuing support for the existing four stations could be tapered off as capacity firms. Consideration could also be given for Battambang, which has benefitted from five years of support, graduating from beneficiary to partner to support capacity building in the other stations.

7. Acknowledgements

The review team would like to thank the Minister for Information and his officials, the deputy provincial governors and staff of the four PDI stations and notably the directors, for making themselves available to speak to the team during their visit. Not one appointment was cancelled.

We would also like to thank our interpreter, Ung Sokkim, who was tireless in his efforts to interpret for us during all the interviews across the four provinces. We would also like to thank our driver, Meak Kadeth, for without him, we wouldn't have been able to meet anyone in the provinces.

Finally, a big thank you to the CCAP team for putting together an excellent program of meetings.

Attachment A – Stakeholders interviewed

List of stakeholders interviewed

Phnom Penh

Name	Organisation	Position	Date
Mr Ta Rath	CCAP	Team Leader	Monday 18 August
Ms Tamara Abusham	CCAP	C4D adviser	Monday 18 August
Mr Shaun Ellmers	DFAT	1 st Secretary, Development Cooperation	Monday 18 August
Ms Sothea Hel	DFAT	Program manager, Development Cooperation	Monday 18 August
Ms Alison Burrows	DFAT	Ambassador	Monday 18 August
Mr Yin Malyna	Ministry of Interior	Immediate former PCG member	Monday 18 August
Ms Som Ratana	Department of Media and Communication, Cambodia Communication Institute, Royal University of Phnom Penh	Acting director	Tuesday 19 August
Ms Janelle Plummer	World Bank	Senior governance specialist	Tuesday 19 August
Ms Chea Sundaneth	Women's Media Centre	Executive director	Thursday 28 August
Ms Megan McBain	BBC Media Action	Country director	Thursday 28 August
Mr Samoeun Sothyro	BBC Media Action	Project manager	Thursday 28 August
Mr Ouk Kimseng	PCG and Ministry of Information	PCG member	Thursday 28 August
Ms Thida Khus	Silaka	PCG member and Executive Director	Thursday 28 August
Mr Dupong Sokha	CCIM	Radio manager	Friday 28 August
Mr Kaing Tongngy	CCIM	Communication and advocacy officer	Friday 28 August
Ms Anne Lemaistre	UNESCO	Country director	Friday 28 August
Ms Jamie Lee	UNESCO	Communications and Info focal point	Friday 28 August
CCAP review workshop	CCAP	All team members	Friday 28 August
Mr Khieu Kanharith	Cambodian Government	Minister of Information	Monday 1 Sept.

Kampong Cham

Name	Organisation	Position	Date
Mr Chea Kroch	PDI	Director	Wed 20 August
Mrs Sam Phalla	PDI	Talkback executive producer	Wed 20 August
Mr Ompueng Kunavath	Provincial Government	Deputy governor	Wed 20 August
Ms Seu Sokhim	PDI	EVAW senior producer	Thurs 21 August
Mr Ploak Sovan	Commune council	Commune chief	Thurs 21 August
Mr Neang Sovat	ADHOC (NGO)	Representative	Thurs 21 August
Mr Yim Bunthorn	Talkback Listener Club	Chief	Thurs 21 August
Mr Tomas Jensen	UNICEF	Chief of local governance for child rights	Thurs 21 August
Mr Katorm Sovanavan	Dept of Agriculture	Representative	Thurs 21 August
Mr Loch Kimchheang	DMC, RUPP	Intern at PDI	Thurs 21 August

Siem Reap

Name	Organisation	Position	Date
Mr Bun Tharith	Provincial government	Deputy governor	Friday 22 August
Mr Keo Pechnimul	PDI	Director	Friday 22 August
Mrs Ung Yuk Khorn	AMARA (NGO)	Representative	Friday 22 August
Mrs Doung Thavy	Provincial anti-human trafficking office	Chief	Friday 22 August
Mrs Preang Kimheang	Talkback Listener Club	Chief	Sat 23 August
Ms So Simean	PDI	EVAW senior producer	Sat 23 August
Mr Eng You	PDI	Talkback executive producer	Sat 23 August

Battambang

Name	Organisation	Position	Date
Mr Kry Chamreun	PDI	Director	Sunday 24 August
Mr Pay Sok	PDI	Talkback senior producer	Sunday 24 August
Ms Ai Trairoth	PDI	EVAW senior producer	Sunday 24 August
Mr Kim Sean	Provincial government	Deputy governor	Monday 25 August
Mr Porng Nab	O Taky Commune Council	Chief	Monday 25 August
Mr Kong Vutha	Dept of Social and Youth Rehabilitation	Representative	Monday 25 August
Mrs Sun Maly	Banthey Srei NGO	Representative	Monday 25 August
Mr Kim Leab	Listener Club	Member	Monday 25 August

Kampot

Name	Organisation	Position	Date and place
Mr Ok Somnang	PDI	Director	Tuesday 26 August
Mrs Yur Sokhun	Provincial government	Deputy governor	Wed 27 August
Mr San Sophal	PDI	Talkback senior producer	Wed 27 August
Ms San Vithy	PDI	EVAW senior producer	Wed 27 August
Mr Prak Sameurn	Steung Keo Commune council	Chief	Wed 27 August
Mr Morm Kesey	Licado NGO	Representative	Wed 27 August
Mrs Pheap	Listener Club	Member	Wed 27 August

Attachment B - References

ABC International Development/CCAP documents:

- 1) The six monthly progress reports and annexes
 May-June 2012
 July – December 2012
 Jan- Jun 2013
 July – December 2013
 January – July 2014
- 2) Financial audit of CCAP 2014
- 3) The Cambodia Communications Assistance Project Design Document, 2012
- 4) Reporting Governance: A Content Analysis of Cambodian Media Outlets, Department of Media and Communication, Royal University of Phnom Penh, 2013
- 5) CCAP Baseline Research, December 2012
- 6) CCAP Sustainability Strategy, 2014
- 7) Navigating theory, negotiating difference and beating the system: a critical how to of media assistance evaluation, Jessica Noske-Turner, PhD thesis, QUT, June 2014
- 8) CCAP Midline Research Study, July 2014

Other documents:

- 9) Australia-Cambodia Joint Aid Program Strategy 2010-2015
- 10) Systematic Review Policy Brief - Communication for Development Interventions in Fragile States: A Systematic Review (2013)
- 11) Australian Aid: promoting prosperity, reducing poverty and enhancing stability, June 2014
- 12) Effective Governance, Thematic Strategy, AusAID, 2011
- 13) National Strategic Development Plan for Growth, Employment, Equity and Efficiency 2014-2018 (Rectangular Strategy), Royal Government of Cambodia.
- 14) *Cambodia in 2013: Winds of Change*, Khatharya Um, South East Asian Affairs 2014, ed. Daljit Singh, Institute of Southeast Asian Studies, 2014.
- 15) *Communication for Development: Strengthening the effectiveness of the United Nations*. UNDP, 2011, http://www.unicef.org/cbsc/files/Inter-agency_C4D_Book_2011.pdf
- 16) *Media Habits and Information Sources of Youth in Cambodia*, BBC Media Action, February 2014
- 17) *Talking about domestic violence: a handbook for village facilitators*, UNDP and VBNK in partnership with Ministry of Interior and Ministry of Justice, Cambodia, 2010
- 18) *Domestic Violence Law: the gap between legislation and practice in Cambodia and what can be done about it*, Preliminary research report, 2014, Katherine Brickell, Baureaksmey Prak and Bunnak Poch, Royal Holloway University of London, Economic and Social Research Council, UK Dept for International Development, and Gender and Development for Cambodia, 2014. <http://www.katherinebrickell.com/katherinebrickell/wp-content/uploads/2014/01/DV-Law-Prelim-Report-2014.pdf>
- 19) Economic Census of Cambodia, 2011, National Institute of Statistics, Ministry of Planning, supported by JICA, Feb 2013