

MIDLINE REVIEW:

Cambodian Communications Assistance Project (CCAP)

June 2014

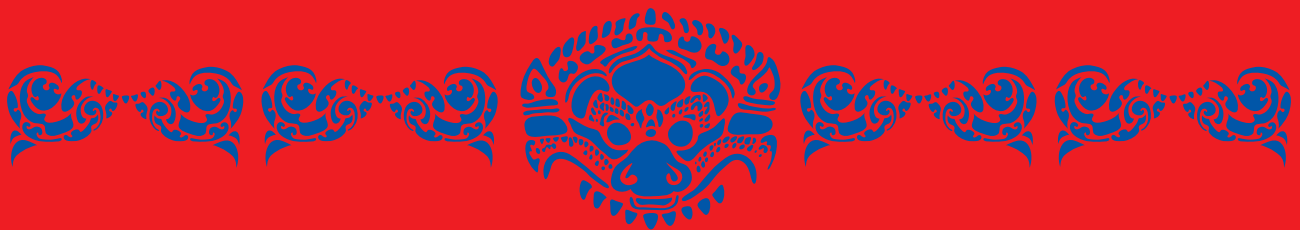


Table of Contents

Executive Summary	3
1. Introduction	7
CCAP Implementation.....	8
2. CCAP Midline Study	9
Objectives	9
Methodology	10
Limitations	10
3. Findings	12
I. Media Capacity Building	12
A) Media Literacy & Awareness of Good Governance	12
B) Visual Media	14
C) Social Media	15
D) Feature Story Writing	17
PDI Capacity Skills Assessment	19
II. Strengthening Voice and Sustainability	22
a. Strengthening Voice	22
Technical Skills and Knowledge	23
Research and Topic Selection	23
Guest Speaker Feedback	23
Eliminating Violence Against Women.....	24





Examples of Citizen Voice & Accountability 24

b. Sustainability..... 27

 Training by PDI Staff 28

 Sharing Knowledge and Skills through Staff Exchanges 28

4. CCAP Key Considerations..... 29



Executive Summary

The Cambodia Communication Assistance Project (CCAP) is a media development initiative (2012-2014) funded by Australia's aid program.

The project is implemented by the Australian Broadcasting Corporation's department ABC International Development (ABC ID), in collaboration with four Cambodian Government Provincial Departments of Information (PDIs) and the Department of Media and Communication (DMC), Royal University of Phnom Penh (RUPP).

The project targets provincial level media in Battambang, Kampong Cham, Kampot and Siem Reap. The goal of CCAP is to contribute to the achievement of better governance in Cambodia. This goal is achieved by using communication for development (C4D) tools that will contribute to 'enhancing citizens' voices in the public realm and promoting transparency and accountability of local authorities to audiences'.

CCAP Midline Study was undertaken in April-May 2014 to understand the impact of the project over the past two years with three objectives:

- Evaluate key areas of impact for CCAP training and support as part of media capacity building
- Investigate shifts in PDI capacity in comparison to the CCAP baseline 2012
- Assess links between PDI media content and talkback programs on citizen voice and accountability

The findings from the study illustrated the overall impact and challenges that the project is facing. It also identified some of the areas of support that may be worth considering going forward.

Media capacity building

Trainings delivered have varied across a wide range of skills, technologies, platforms and themes. PDI radio producers' capacity has improved across a number of technical skills and knowledge of good governance and media literacy. The following are the four key areas of impact identified as part of the Midline Study :

- A. 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.



- B. Visual Media – Using photography has enabled PDIs to extend their reach and outputs beyond radio using web based platforms like social media.
- C. Social Media - Facebook is becoming a part of all PDIs to connect and engage with audiences.
- D. Feature stories – All PDIs working with CCAP have made progress in production of complex journalistic pieces like feature stories with an increase in 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.

Shifts in PDI capacity

The purpose of the Capacity Skills Assessment (CSA) is to gauge the capacity level of PDI staff and directors from their own perspective. Using a Capacity Skills Assessment a set of 10 indicators have been tracked from baseline to midline to understand PDI staff self perception of key skills and knowledge.

Overall there is an increase in capacity across all production and editorial skills and knowledge targeted by CCAP. The highest reported increase (75%) was in the skills to develop short radio stories. The least increase was in using research data (16%).

PDI staff reported an increase in talkback skills and knowledge in interviews, but ranked themselves lower in Capacity Skills Assessment. The reasons for this are discussed as part of the study limitations and can be attributed to response bias.

Strengthening voice and sustainability

PDI staff have increased their capacity to produce different segments of TBP and have a greater sense of the complexity and utility of the talkback format to help achieve good governance. There are clear examples of CCAP impact which reflect increased government responsiveness and accountability as a result of talkback programs. The 'Promise tracking and follow-up' by PDI staff has been instrumental in achieving changes on ground.

The guest speakers on the program who participated in the study also acknowledge the role of the talkback programs in:

- Providing a platform to authorities by helping them convey key messages to relevant sections of the community.
- Increasing awareness of NGOs within the community and giving people a better understanding of the services that they provide.
- Increasing citizens' ability to access the authorities and hold them to account.



PDI's have a clear gender focus with an awareness to include voices of both men and women. They have also covered issues relating to violence against women as part of their programming.

The project activities have also ensured that its impact remains sustainable by building the capacity of the PDI staff not just to produce programs but also to train and mentor other staff within PDI.

This study also identifies some of the challenges in each of the areas and provides key considerations which may be taken into account going forward to ensure better implementation resulting in greater effectiveness of the project activities and overall sustainability of the project impact.



ACRONYMS

ABC	Australia Broadcasting Corporation
ABC ID	Australia Broadcasting Corporation - International Development
BB	Battambang
CCAP	Cambodia Communication Assistance Project
C4D	Communication for Development
CNA	Capacity Needs Assessment
CSA	Capacity Skills Assessment
CSO	Civil Society Organisation
DMC	Department of Media and Communication
IDI	In-depth Interviews
KC	Kampong Cham
KP	Kampot
NGO	Non Government Organisation
OBP	Output-Based Payment
PDI	Provincial Department of Information
RUPP	Royal University of Phnom Penh
SR	Siem Reap
TBP	Talkback Programming
YV	Youth Voice



1. Introduction

The Cambodia Communication Assistance Project (CCAP) is a media development initiative (2012-2014) funded by Australia's aid program.

The project is implemented by the Australian Broadcasting Corporation's department ABC International Development (ABC ID), in collaboration with four Cambodian Government Provincial Departments of Information (PDIs) and the Department of Media and Communication (DMC), Royal University of Phnom Penh (RUPP).

The project targets provincial level media in Battambang, Kampong Cham, Kampot and Siem Reap. The goal of CCAP is to contribute to the achievement of better governance in Cambodia. This goal is achieved by using communication for development (C4D) tools that will contribute to 'enhancing citizens' voices in the public realm and promoting transparency and accountability of local authorities to audiences'.

The key components of the program as identified in the program design document are:

Media Capacity Building:

- 1.1. Enhanced capacity of PDI to adequately manage project requirements.
- 1.2. Improved interactive, participatory and multimedia formats.
- 1.3. Greater PDI knowledge on governance and cross-cutting themes
- 1.4. Innovative content addresses themes associated with governance and cross-cutting issues.
- 1.5. Innovative promotional activities attract and retain new listeners.

Strengthening Voice and Sustainability:

- 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.

Building Professional Media Systems:

- 3.1. Improved links and relationships between DMC and participating PDIs.



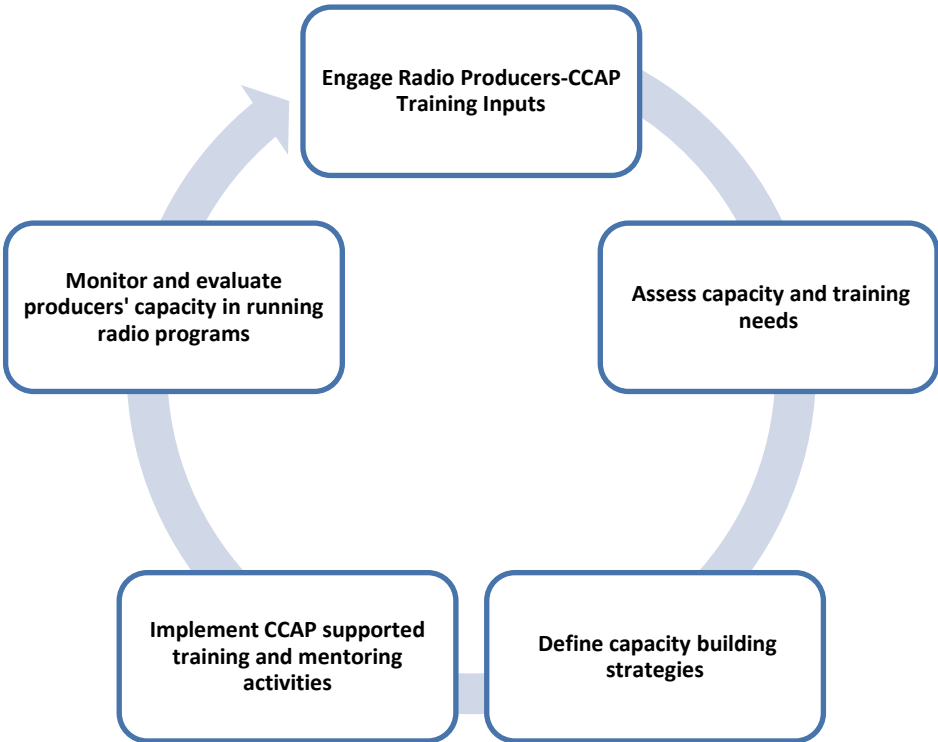
3.2. Enhanced regional media linkages promote improved reporting on voice, transparency and accountability.

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

CCAP Implementation

Building capacity of media practitioners is one of the central CCAP components aimed at enhancing the quality of radio production and increasing community voice and participation and government’s accountability and responsibility. CCAP implementation began in May 2012. So far the project has engaged with more than seventy Cambodian radio producers.

Illustration 1. CCAP Capacity Building Process



CCAP provided training and mentoring support to Provincial Department of Information (PDI) staff to run the radio talk shows on governance-related topics. These activities include technical training and content support training listed in the Table 1 below:



Table 1: CCAP Training Areas

Technical training on radio production	Content support training
<ul style="list-style-type: none"> • News Writing such as writing for radio election reporting • Knowledge on governance principles • Running radio production such as TBP, YV program segments 	<ul style="list-style-type: none"> • Photography training • Database training, IT (web-management, basic computer maintenance, Facebook, Dropbox and website strategies) • Branding training

2. CCAP Midline Study

CCAP Midline Study was undertaken in April-May 2014 to understand the impact of the project over the past two years.

In 2012, CCAP conducted a Baseline Study to assess the capacity needs of PDIs and their knowledge on governance issues. This study evaluates shifts in capacity and output that have occurred since that time and identifies the areas that will require continued support in the future. The study focuses on the first two components of CCAP:

1. Media Capacity Building
2. Strengthening Voice and Sustainability

Component three - building professional media systems - has been reported against in the project six-monthly progress reports and is not within the scope of the Midline Study. The CCAP content analysis report will also reflect the overall shifts in the prevalence of professional media systems in Cambodia. This study is due to be undertaken in August- October 2014.

Objectives

The objectives of the study include:

- Evaluate key areas of impact for CCAP training and support as part of media capacity building
- Investigate shifts in PDI capacity in comparison to the CCAP baseline 2012
- Assess links between PDI media content and talkback programs on citizen voice and accountability



Methodology

The research utilized a mixed method approach. Quantitative surveys and qualitative in-depth interviews were used to gather data.

The survey instruments replicated key variables from the baseline study to assess the overall impact of the program on PDI staff capacity as part of the Capacity Skills Assessment (CSA). These surveys were administered with thirty six PDI staff. In-depth interviews (IDI) were conducted with PDI staff radio producers/presenters in each of the province (n= 11) and CSOs/stakeholders' and provincial representatives across the provinces (n = 17).

Table 2: In-depth Interviews – Study participant profile

Guest Speakers	BB PDI	KC PDI	KP PDI	SR PDI	Total
Male	1	3	4	1	9
Female	4	1	0	3	8
Total	5	4	4	4	17
Radio Producers	BB PDI	KC PDI	KP PDI	SR PDI	
Male	2	2	1	0	5
Female	1	1	2	2	6
Total	3	3	3	2	11


Limitations

There are three limitations of this study that may be taken into account.

Firstly, the study focuses on two of the three CCAP components. This is because the third component is comprehensively covered as part of the progress reports.

Secondly, the study only focuses at an organisational and stakeholder level and does not take into account the shifts at the audience level. However, the case studies and focus groups at audience level commissioned as part of CCAP may provide more insights at the audience level.





Lastly, the use of the Capacity Skills Assessment administering pre and post self assessment has some limitations which must be taken into account. This is referred to as “pre test sensitivity and response shift bias that result from pre test overestimation or underestimation”¹. The results of the CSA comparative analysis demonstrate this bias. This can be explained further in order to understand the results:

- Before CCAP support, staff who had little knowledge of the specific skills or talkback production may *overestimate* their knowledge and skills;
- After CCAP support, when asked to rate their skills, staff are either more realistic about their own rating or *underestimate* their skills due to their increased understanding of the processes involved.

Mixed method approach was administered to ensure that CSA results can be triangulated and understood within the context of a qualitative discussion with the study participants.

¹ <http://www.uwex.edu/ces/pdande/resources/pdf/Tipsheet27.pdf> page 1 see also; Howard, 1980; Rockwell & Kohn, 1989; Pratt et al, 2000; Lam & Bengo, 2003.



3. Findings

The findings from the Midline Study focus on the first two components of CCAP. These are media capacity building and strengthening voice and sustainability.

I. Media Capacity Building

Improving the capacity of PDI staff and increasing organisational capacity is a core component of CCAP. Training, mentoring and coaching have been provided by the CCAP team and experts from different fields. CCAP's strategy recognises that for effective capacity building, training must be accompanied by mentoring and coaching, and this has been a key part of CCAP activities provided to PDI staff.

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

PDI radio producers' capacity has improved across a number of technical skills and knowledge of good governance and media literacy. The following are the four key areas of impact identified as part of the Midline Study :

- A. Media Literacy and Awareness of Good Governance
- B. Visual Media
- C. Social Media
- D. Feature stories

Each of the areas of impact is described in detail including some of the ongoing challenges that the PDI staff face.

a) Media Literacy & Awareness of Good Governance

Before working with CCAP, the interviewed PDI staff did not have media literacy to critically analyse other news sources. For example, when viewing TV news they were unlikely to analyse critically the content to understand any bias or unbalanced reporting.

Impact



1. Most of the interviewed staff now have the skills to critically analyse news produced by other media outlets. They are now able to assess for themselves the extent to which a piece of news is trustworthy and how biased the writer is for or against any political party.
2. In terms of reporting, some mentioned that they had more confidence in their own ability to report in a balanced manner rather than just relying on stories from other outlets.

“I used to believe in piece of news on TV as it consists of photo and video. It seemed to be real because it was out there for us to see. But now I don’t really believe in news pieces on TV as it is one sided-news.” Male producer, Kampong Cham PDI

“After training and working with CCAP project, I have learned that there is not so much good governance news on TV. Mostly, they write news in a way that they support only one side. Most TVs belong to the government and I am not really interested in those pieces of news.” Female producer, Siem Reap PDI

As the sentiments above from producers demonstrate, they are now able to identify what constitutes balance in relation to news and governance reporting. Moreover, producers now reflect on the context in which media is produced. For example, TV in Cambodia is government owned which may affect the manner in which they report on sensitive political issues. Critical analytical skills, balanced and fair reporting are key areas of improvement identified by PDI producers who took part in CCAP activities.

Challenges

- Although the interviewed producers and executive producers claimed to have the skills and capacity to analyse news from other media outlets and to write balanced stories for their own programs, it should be recognised that in reality various levels of capacity exist across the PDI producers.
- Limited knowledge on laws, legislative and legal procedures can adversely affect the capacity of journalists to report on governance issues.
- Some are new to their organisations and have limited experience; others may find it challenging to implement their learning at their organisations and require further assistance.



b) Visual Media

Photography is a journalistic skill central to all formats of media. Particularly for PDI media practitioners, capacity in these areas can strengthen their overall journalistic capacity and program reach through social media such as Facebook.

Impact

1. PDI staff have learned how to take professional photos, looking for angles, composition, subjects and the meaning of the photos.
2. PDIs also understand the importance of visual communications to engage with youth and wider audiences online.
3. The photography skills are being further extended as staff have begun using video content to be posted online.

“I have learned how to take photo, looking at angle for photo shooting... Comparing to the time before I was involved in photo taking class, and now, I can see that I have learned a lot how to take photograph, looking at angle.” Male producer, Battambang PDI


“I also know how to analyse photos, which one is good and which one is not so good.” Male producer, Battambang PDI

PDI Staff have begun implementing their skills in visual media on online platforms including websites and social media.

Battambang PDI took the initiative to shoot video in the studio while guests and presenters were on air and posting it on Facebook. It helps them to engage with their younger audiences, who have access to online media like Facebook and websites while the older adults continue to consume more traditional media such as listening to radio, watching TV or reading newspaper.

“I had a look at other pages and I have learned that their pages are more interesting. So, I decided to shoot video in the studio and post it on our Facebook page.... I have learned that people are more interested in those videos I posted. More Facebook users view, like and comment on the posts.” Male Producer, Battambang PDI





Kampot PDI also took the initiative and shot content outside of the studio. A house was on fire in front of Kampot Provincial Rehabilitation Center (Former Kampot Prison) around 50 meters away from Provincial Police Commissariat where firefighters and all the equipment are located. However, the house was almost burned down to the ground before the firefighters arrived. Around 25,000 Facebook users viewed that post and some of them shared the video with their Facebook friends.

Challenges

- Not all interviewed staff reported using the skills learnt from photography training.
- Some producers reported that they have not learned enough about how to set up or program cameras.
- Some producers interviewed tended to have low capacity and interest in photography. They admitted they cannot take good photos, though they are now familiar with some rules/techniques of photography.
- Some interviewed staff didn't recognise the value of photography skills to their roles. Their preference was to focus on information gathering and interviewing people and source for their short stories, interview or vox-pop. They see this information as more important for their radio program as a whole.

c) Social Media

CCAP has provided support to PDI staff in charge of Facebook and website content. These staff have been trained on how to manage the platforms and post content online including talkback content.

Impact

1. Staff responsible for Facebook/websites have been able to implement learning from the training to develop and maintain online and social media presence.
2. Each PDI has created and followed their schedule on what to post on Facebook.
3. It is expected that these new initiatives will expand audience reach, particularly among teenagers and young adults.

“Before, I don't know what to post on Facebook and website. I just did it in a careless way. Now I know how to do it. I normally post questions on PDI Facebook profile because people like viewing posts with questions like that.” Male producer/social media officer , Siem Reap PDI

The process identified by social media officers in maintaining presence includes:



- Creating schedule and topics for posting on social media
- Inviting Facebook users to Like their pages and share the posts
- Linking interesting news to their pages and share short stories, topics, and feature stories from PDI websites to PDIs Facebook pages
- Editing photos and write interesting/ attractive description before posting
- Posting videos which are shot inside and outside the studio

Table 3 below shows the number of Facebook *Likes* and website views for each of the provinces per six month period.

Table 3: PDI Online and Social Media Uptake

	Province	Period	Facebook 'Likes'	Website Visits
1	BB PDI	Jul-Dec 2013	619	12535
		Jan-Jun 2014	628	31143
2	KP PDI	Jul-Dec 2013	474	1352
		Jan-Jun 2014	942	18371
3	KC PDI	Jul-Dec 2013	537	10722
		Jan-Jun 2014	1187	22191
4	SR PDI	Jul-Dec 2013 ²	248	-
		Jan-Jun 2014	147	30829

² Data unavailable for Siem Reap website from July – December 2013.



a) Feature Stories

Feature stories are a complex piece of journalistic writing, requiring writers to gather a lot of information from various sources. Producers have to know how to link pieces of information together to create an accurate and balanced story. Specific skills and knowledge are required to develop feature stories. However, wider organisational dynamics and governance context also impact on PDI staff's ability to have story concepts approved and aired.

Impact

1. After CCAP training there was a significant increase in the self-rated capacity of producers to develop feature stories across all PDIs (Table 4)
2. Battambang PDI staff have the highest capacity (they have received the longest period of CCAP support), while Siem Reap staff (who are the most recent to receive CCAP support) are still developing their capacity.
3. Contextual issues, such as time pressure and political sensitivities remain barriers for staff to implement their learning.

Many PDI staff reported an improvement in their ability to develop and produce feature stories. The most significant shift in capacity can be seen at the Kampot PDI, with a nearly two fold increase in self-reported capacity from 1.55 in 2012 to 3.33 in 2014.

Capacity Area: Feature Stories	BB PDI	KC PDI	KP PDI	SR PDI ³	Total
Skill rating before CCAP Support	n=7	n=8	n=11	-	n=26
Baseline	2.86	1.88	1.55		2.00
Skills rating after CCAP Support	n=8	n=9	n=12	n=7	n=36

³ Siem Reap PDI was not included in the original scope of support for CCAP. Data on capacity needs was not collected at baseline.



Midline	3.12	2.56	3.33	3.14 ⁴	3.06
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Table 4: Baseline-Midline Comparative Capacity Needs Assessment (CNA)

PDI producers were also able to elaborate on the key components of a good feature story, and many felt confident to produce features with minimal support. This increased capacity to produce feature stories was discussed by producers as illustrated below:

“Before I didn’t know anything about feature story... I didn’t know who I should interview for that and what I should include in the introduction of the sensitive and less sensitive stories. Now we know how to produce it. When we cannot contact any responsible official, we just put directly in our story that the official could not be contacted for comments. We know how to make our stories balanced and do more research to get our stories a variety of sources.” Male producer, Kampot PDI

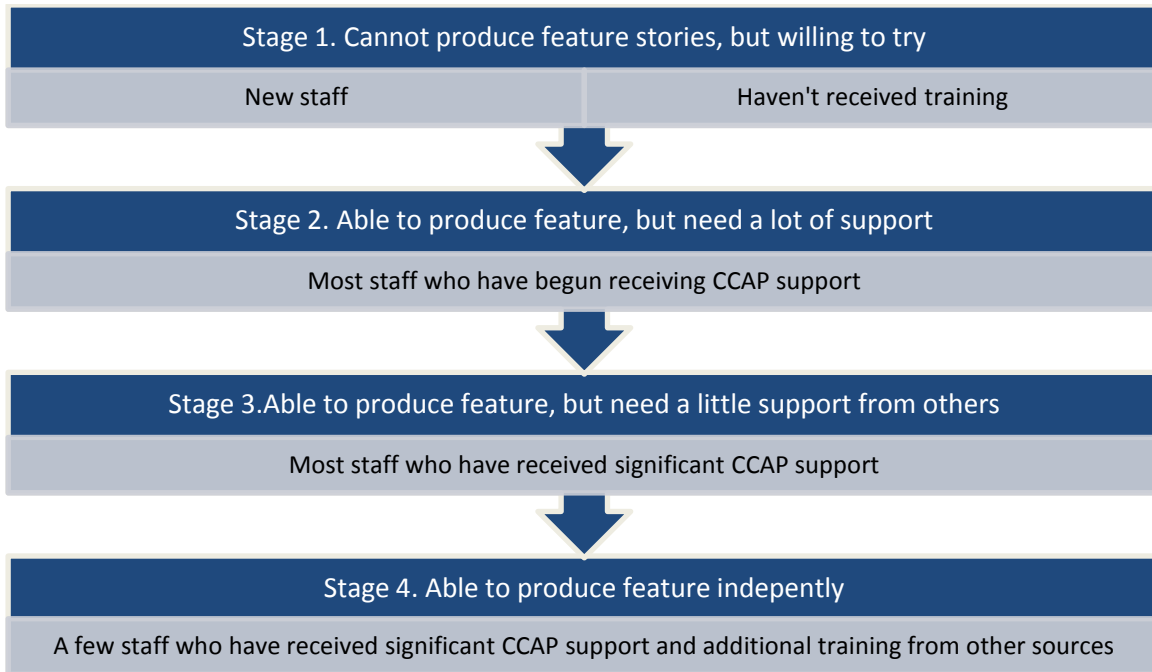
In terms of feature story writing skills, the producers fell into one of four stages of a skill development trajectory illustrated below. The majority of interviewed staff fell into stage 2 and 3 of the trajectory. While across the board there was an increased capacity to produce feature stories, it is important to acknowledge the differences that exist across and within PDIs. For example,

- All interviewed staff from Battambang PDI can produce feature stories with little or no support from CCAP Content Support Team (CST).
- Interviewed staff from Kampot and Kompong Cham PDIs can now produce feature stories with various amounts of support.
- Siem Reap PDI staff capacity is still very limited compared with other PDI staff as CCAP started working with Siem Reap PDI later than others.

Illustration 2. Skill Development Trajectory: Feature Stories

⁴ Although Siem Reap staff rated themselves highly compared to the other PDIs for capacity to produce feature stories, this was not supported in the qualitative research data. It is likely that this comparatively high rating is due to an overestimation of skills prior to training. This limitation has been discussed in the methodology section of this report.





Challenges

- PDI staff identified particular areas where they require further support relating to feature story production like editing stories.
- Time and resources required to produce feature stories remains a barrier for some PDI staff to implement feature story production.
- While some internal training of new staff is beginning to occur, staff turnover rates have resulted in some new staff having low capacity for this skill area.
- Political sensitivities have impacted on producers' ability to produce and air stories on some topics in their provinces.
- Feature stories are not compulsory: TBP consists of only some segments, excluding feature stories, and therefore PDI staff tend not to produce them. However, some have learned to produce feature stories but have yet to produce any.
- With the exception of Battambang, all PDI have requested further training on feature stories. Further, staff recommended that CCAP should set assignments for attending trainees (of any training) to share what they have learned with those who don't have a chance to attend the trainings.

PDI Capacity Skills Assessment

The purpose of the Capacity Skills Assessment (CSA) is to gauge the capacity level of PDI staff and directors from their own perspective. Using a Capacity Skills Assessment a set of 10 indicators have



been tracked from baseline to midline to understand PDI staff self perception of key skills and knowledge.

The table below includes baseline and midline CSA data tracked for each of the 4 PDIs supported by CCAP (Table 5). It demonstrates an increase in capacity across all production and editorial skills and knowledge targeted by CCAP. There is some level of response bias (discussed under Methodology – Limitations) for Talkback Skills results as reflected in the in-depth interviews. Overall PDI staff reported an increase in talkback skills and knowledge in interviews, but ranked themselves lower in CSA.

Table 5: Capacity Skills Assessment

		BB PDI ⁵	KC PDI	KP PDI	SR PDI ⁶	Total	% change
	Baseline	n=7	n=8	n=11	-	n=26	
Sample	Midline	n=8	n=9	n=12	n=7	n=36	
Production skills							
1. Skills in developing vox-pops	Baseline	3.43	2.25	1.91	-	2.42	+34%
	Midline	3.38	3.58	2.89	3.00	3.25	
2. Skills in developing feature stories	Baseline	2.86	1.88	1.55	-	2	+53%
	Midline	3.12	2.56	3.33	3.14	3.06	
3. Skills in developing short radio stories	Baseline	2.57	1.62	1.45	-	1.81	+75%

⁵ Battambang PDI was receiving CCAP support prior to baseline data being collected

⁶ Siem Reap PDI was not included in the original scope of support for CCAP. Data on capacity needs was not collected at baseline.



	Midline	3.25	2.89	3.3	3.14	3.17	
4. Interviewing skills	Baseline	3.57	2.12	1.82	-	2.38	+37%
	Midline	3.25	3.11	3.67	2.86	3.28	
Editorial skills							
5. Level of understanding about editorial policy	Baseline	2.71	1.62	1.73	-	1.96	+49%
	Midline	3.12	2.67	3.08	2.71	2.92	
6. Level of adherence to editorial policy	Baseline	3.14	1.62	1.82	-	2.12	+38%
	Midline	3.12	2.56	3.17	2.86	2.94	
7. Skills in making spots for talkback programs	Baseline	2.57	2.38	1.91	-	2.23	+31%
	Midline	3.00	2.78	3.00	2.86	2.92	
Talkback skills							
8. Developing talkback programs	Baseline	3.43	2.00	2.18	-	2.46	+24%
	Midline	3.12	2.89	3.25	2.86	3.06	
9. Skill for facilitation between callers and guest speakers	Baseline	3.43	2.62	2.36	-	2.73	+20%
	Midline	3.75	2.89	3.50	2.86	3.28	
10. Level of understanding of	Baseline	3.14	2.38	2.09	-	2.46	+16%



research data							
	Midline	3.12	2.67	2.83	2.86	2.86	

II. Strengthening Voice and Sustainability

a) Strengthening Voice

As part of this component, CCAP focused on citizen voices being heard, holding authorities to account and the authorities being responsive to concerns being raised by citizens and communities.

Talkback Programming (TBP) to increase transparency, accountability and citizen voice through Cambodian media is a core CCAP activity. TBP is a unique format which provides opportunities for people to participate in community development and for authorities to be responsive to citizen concerns through two way dialogue.

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

Impact

1. PDI staff have increased their capacity to produce different segments of TBP and have a greater sense of the complexity and utility of the talkback format to help achieve good governance
2. PDIs have improved capacity for research and topic selection
3. The guest speakers on the program acknowledge the role of the talkback programs in:
 - a. Providing a platform to authorities by helping them convey key messages to relevant sections of the community.
 - b. Increasing awareness of NGOs within the community and giving people a better understanding of the services that they provide.
 - c. Increasing citizens' ability to access the authorities and hold them to account.
4. PDIs have a clear gender focus with an awareness to include voices of both men and women. They have also covered issues relating to violence against women as part of their programming.



5. There are clear examples of CCAP impact which involves increasing government responsiveness and accountability as a result of talkback programs. The 'Promise tracking and follow-up' by PDI staff has been instrumental in achieving changes on ground.

Technical Skills and Knowledge

PDI staff interviewed indicated that they have a good level of technical knowledge and skills required to produce different talkback segments. Staff felt comfortable producing short stories, interviews, vox-pops and preparing questions for guest speakers.

"I don't have any problem in producing TBP in term of technical stuff. I know how to produce all the segment(s) as well as facilitate the discussion in the program". Male producer, Battambang PDI

Research and Topic Selection

Most PDI producers can now elaborate on the processes required to select talkback topics. At an individual and organisation level processes are in place to guide topic selection.

Producers have to make sure that their topics are on relevant governance issues. All interviewed producers access multiple sources to get ideas for topic selection: talk to people, go to the place where the event happened, read books, newspapers, watch TV and search the internet. Staff reported that the internet is increasingly becoming a primary source for topic selection and research.

"We talk to people, go to community, read newspapers and mostly search on the internet to see what is going on in Cambodia so that we can come up with topics for TBP. Internet is important for us to do more research..." Male producer, Battambang PDI


The PDI's TBP Team also has an open line program allowing people to call in the program and request for topics that concern them. Normally, the program gets a high number of callers and thus all callers cannot be featured on the program due to the high number of callers.

"We host an open line program once a month to allow people to call in and raise any topics/ issues they want to hear and to be discussed on air." Male producer, Kampot PDI

Guest Speaker Feedback

All interviewed guest speakers find TBP useful for their own work. It helps them achieve their goals by connecting them with relevant sections of the community. Guest speakers see the program as a source of information to help people get information on issues and things affecting their lives, community and their country.





Government officials identified how TBP can assist with their own accountability strategies. For example, the Government’s rectangular strategy encourages government officials to connect with citizens, understand their problems and help resolve them. Government representatives recognise that TBP provides them a means for this communication with citizens. For some government departments, TBP has provided the first step in connecting them. Some mentioned giving out the phone number of their organisations so that TBP audiences could continue contacting them to follow up.

Taking part in TBP has increased the visibility of NGOs within the community giving people a better understanding of the services that they provide. A male guest speaker from an NGO in Kampong Cham said that now people have started to get to know his organisation, they come to his NGO when they have problem. When he asked how they got to know his organisation, they said they learned about his organisation from the radio program.

Eliminating Violence Against Women

Gender has become a focus of talkback in all 4 PDIs with emphasis on covering issues relating to violence against women. The programming on violence against women was developed and supported by extensive audience and stakeholder research on eliminating violence against women across all 4 provinces. These results were shared with PDI staff to inform their program topics.

In addition to broad governance-related topics, gender issues are now addressed through talkback once a week. 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.

Speakers from the Women’s Affairs Department, NGOs working on women issues and former female victims of domestic violence have joined the program and start to address the topics.

Examples of Citizen Voice & Accountability

The following examples from across the PDIs demonstrate key impacts of the program on community development. Table 6 provides one example for each of the provinces on citizen voice and accountability. Case study analysis on voice and accountability provides many more detailed examples of the CCAP impact on citizens’ lives.

Table 6: Citizen Voice and Accountability – Examples from PDIs



Issue	TBP	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>TBP 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>TBP 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>2 months after the program, TBP 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.</p> <p>Their children were becoming ill</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</p>	<p>After follow-up about the case, the dump site was changed to another place.</p>



because of the unhygienic conditions.

that would not affect people.

Siem Reap

A woman has been living with violence for 10 years.

Her husband had raped her, and no-one seemed to care about her though she had already informed authorities about this.

SR PDI staff did a story about her and the violence in her house and interviewed authorities.

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.

Challenges

Challenges to strengthening voice and producing talkback programs are both organisational and contextual. Administrative challenges include the process delays and output based payments. Censorship continues to be a contextual barrier.

Diversity of guest speakers

PDI staff lack a clear understanding of the roles, responsibilities and structures of state institutions which limits their ability to engage with different departments and levels of government. They have also faced some challenges in inviting and engaging provincial authorities to join the program. This can limit the diversity of guest speakers that are featured on the program.

Administrative processes and delays

PDI staff face challenges in processing the letter to be sent to guest speakers.

- Approval processes can be slow, resulting in delays submitting invitations to guest speakers.
- Guest speakers made complaints about these delays - suggesting that they would like more notice and details on topics. While this would be ideal, sometimes talkback topics are topical (based on current affairs) and it is not unusual for producers to request guest speakers to address such topics at short notice.



Output based payments (OBP)

As part of the project, CCAP introduced a financial incentive scheme for PDI staff to produce talkback program segments. In addition to their salary, staff are also given output based payments. These payments are made to staff members for producing governance related program segments.. However, staff in one province were concerned that this payment is being divided across all staff, rather than being given directly to the responsible staff member. They complained that they received the same amount of money although they have to work on more programs.

This is one area that could be discussed and more clearly defined by CCAP to ensure that the process for OBP payments is fair and transparent.

Censorship

Censorship exists across all PDIs, but the level of censorship varies across provinces. The research showed that there is both self-censorship due to expected ramifications and censorship due to direct interference by external parties in some PDIs. Some of the producers articulated concerns about covering sensitive topics and censorship.

“...because we cannot work on some topics as pressure takes place at the same time.” Producer, PDI

“...big topics for instance strikes. People really want to know those issues and how far it has been up to.” Producer, PDI

In this context, there are particular issues that all the PDIs find difficult to address and cover through TBP. Guest speakers are often unavailable to discuss these topics and as a result, the issues cannot be discussed or addressed through TBP. These topics include:

- Elections
- Price of agricultural products
- Electricity
- Custom authorities, labour and Immigration

b) Sustainability

As part of CCAP’s sustainability strategy, all senior staff are encouraged to guide, train and explain to junior and new staff how to produce radio segments. Staff exchanges are also facilitated between



PDI. This is a core focus of CCAP activities, in order to ensure organisational knowledge can be sustained and shared across PDIs.

Impact

1. Producers have developed a high capacity to produce segments themselves, and some of them also have the capacity and confidence to train new media practitioners/colleagues.
2. Staff exchanges between PDIs are an effective mechanism to increase capacity and share knowledge and skills.

Training by PDI Staff

Staff members are encouraged to pass on skills and build ongoing capacity within each PDI. Senior producers can train new staff on how to produce radio segments.

“I can provide people training about good governance as people have little understanding about it. I can further look at documents talking about Good Governance.” Female producer, Kampot PDI

“...I can teach others how to produce all the segments of those program including short story, script, vox-pop. I have so far never conducted any presentation to junior staff...but I used to sit side by side with new comers and teach them how to work out those segments.” Male producer, Battambang PDI

Sharing Knowledge and Skills through Staff Exchanges

PDI staff exchanges are an effective tool to increase talkback skills and knowledge and to develop staff confidence. As PDI staff reflected, technical skills are just one part of talkback production. The process also requires that staff build up their confidence, or “courage”, when approaching some sensitive issues, so they can ensure that audiences and guests can contribute to maintaining balanced perspectives.

Exchanges exposed PDI staff to different segments, issues and processes unique to other provinces. Staff who took part reported that they used this experience to build their own skills and to share new and innovative ways of approaching tasks on their return. For example, one producer commented that the “PDI Exchange really helps improve my capacity in short story writing and facilitating the discussion in the studio”.

The experience of increased skills and confidence was observed by an executive producer whose staff member returned from exchange.



"...Now he comes back [from exchange] and I can observe that he could produce short stories with little support from us and he dares to facilitate TBP more often with more follow-up questions to guest speakers. He is better now." Male Executive Producer, Kampot PDI

PDI staff also feel confident in training others outside the TBP/PDI teams on radio production elements such as short stories, vox-pop, interviews, program promotion, script for radio, questions for guest speakers and how to facilitate the discussion in radio program. For example, one producer in Battambang PDI is reported to have been invited by an institution to provide training on how to produce radio segments and radio programs. This demonstrates the sustainable impact of the CCAP with a focus on 'training the trainers' across the media sectors and other organisations.

Challenges

- Some interviewed staff noted limited capacity to share skills and knowledge with colleagues. Many of these respondents have recently joined PDIs. It also reflects the ongoing challenge of staff turnover.
- Others reported finding it hard to put their knowledge and understanding into words to transfer their knowledge to others. However most are positive that they would be able to teach others the skills after they gained more experience from their work and further support and training.

4. CCAP Key Considerations

This Midline Study identifies the areas of impact and challenges for the first two project components of CCAP: media capacity building and strengthening voice and accountability.

There is an overall increase in the capacity of the four PDIs in both technical and content related knowledge and skills. This is clearly reflected in the capacity needs assessment comparison with the CCAP baseline measures.

The duration of CCAP support for the four PDIs varies. While Battambang was the first PDI to be provided CCAP support, Siem Reap has only recently become a part of the project. Therefore, the level of impact also varies and is clearly commensurate with the level of CCAP support provided to each of the PDIs.

These are seven key considerations for CCAP based on the findings from the Midline Study and training needs identified by PDI staff:



Knowledge of good governance: While there has been an improvement in the knowledge of good governance among PDI staff, there is still very limited knowledge on Cambodian laws in general, which could affect the quality of coverage of these topics. Knowledge on laws, legislative and legal procedures can help journalists improve their coverage and reporting on governance issues. The feedback from guest speakers on the show also identified a need for presenters to improve their knowledge of existing laws and legal processes.

Potential of social media and use of images online: Social media uptake by PDI stations has resulted in expanding their audiences, reaching out to more youth audiences and extending their reach. This provides further opportunities for PDIs to diversify their media outputs, use innovation and engage with audiences using visual media.

Engaging with state institutions: PDI staff lack a clear understanding of the roles, responsibilities and structures of state institutions. A few interviewed staff requested training on roles and organisations of state offices, departments and institutions. The PDIs can also help in clarifying and explaining the roles and responsibilities of state institutions to the citizens through talkback programs.

The study also found that CCAP is very successful in mainstreaming the project in commune and district levels. However, there are some challenges in involving provincial authorities to join the program. At national level, the representatives from the Government and NGOs have also joined the program as guest speakers. There is a need for greater engagement with authorities and institutions at the provincial level.

Diversity of participants and guests: Because of their limited knowledge of state institutions, PDIs often invite the same guests from the same departments to represent the government. Government departments invited should vary to ensure that there is a diversity of participants and guests featured on the show.

Promise tracking and accountability: Promise tracking has been instrumental in ensuring that the commitments made on the talkback program are fulfilled and accountability of authorities established. The examples of voice and accountability clearly demonstrate the need for, and impact of, the promise tracking tool. It is essential that this continues to build public trust in the program and ensure that the talkback program has impacted on the lives of its audiences.

Staff turnover and sustainability: Staff turnover is a continuing challenge which can impact the overall sustainability of the project outcomes. This needs to be taken into account as a risk and necessary mitigating strategies be devised to address this.



Sensitive topics: Political and contextual sensitivities remain a challenge for PDI staff relating to topic selection for talkback. Producers end up avoiding sensitive topics, either as a result of self-censorship and/or direct censorship by authorities. This issue needs to be tackled by consulting stakeholders and ensuring that such censorship is reduced. It also needs to be identified as a continuing contextual risk with a realistic assessment of how it can be reduced and mitigated.



