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CAMBODIA MSME 2/BEE INTEGRATED COMMUNICATIONS AND MEDIA PLAN

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I. INTRODUCTION

The MSME Project Project is pleased to present this draft of the Integrated Communications and Media Plan for the USAID Micro, Small and Medium Enterprise (MSME) Project, implemented by DAI and partners. This plan is based on the proposed comprehensive communications strategy designed in consultation with the DAI Cambodia MSME team over the past several months and presented in the project proposal. The draft outlines the strategic approach proposed for the start up of integrated strategic communication activities; creates a framework for the process of drafting, reviewing finalizing, and approving broadcast and print media and managing brand and other ongoing communication approaches.

Supported by Equal Access International, the MSME Project Communications Team, will utilize a variety of mediums and outreach approaches to support project goals and objectives for all three project components. The strategy emphasizes the role of generating high awareness, dialogue and change among targeted audiences, project clients and stakeholders, and the general public. The strategy is also designed to provide a consistent and integrated platform for the attribution of project outcomes, results and impact to USAID, the Royal Government of Cambodia and project partners guided by the Branding and Marketing Strategy.

II. GENERAL APPROACH

The overall approach of the Integrated Communication and Media Plan is to design and implement communications activities as an integrated part of all MSME Project project activities, rather than a support component of the project. Many of the communication approaches described in this plan are designed to directly achieve MSME Project project objectives – particularly related to public-private dialogue, strengthening private sector voice and advocacy, and strengthening public sector voice and responsiveness. An integrated approach also means that project component teams will be an important part of the design and implementation processes.

The Integrated Communications and Media Plan and the Communications Management Matrix that will be based on the final version of the plan, will be working documents throughout the project period and be updated as different components are fully planned and implemented.

1. The key components of the MSME Project Integrated Communications and Media Plan

- *A branded approach to all communications materials.* A branded approach to the MSME Project will strengthen project themes and messages, improve recognition of those messages among audiences and help attribute project outputs, results, and impact to USAID, the Royal Government of Cambodia and key project stakeholders. The project will create two brands:
 - A Project brand – based on the tentative USAID/MSME brand currently used by the project, and incorporating the identity of USAID and the MSME Project.
 - A Communications Campaign brand – including visual and audio elements for use among print, radio, television and video, and online communications materials. The brand *Success Starts with You* is proposed in the detailed approach section below.

- *Nationwide and local information and dialogue strategy.* The project will use pre-recorded and live radio programming to provide information and generate dialogue about business and value chains, and key project activities, themes and messages among local and nationwide business membership organizations (BMO), government officials and the private sector and public sector institutions.
 - 30-minute nationwide radio business magazine.
 - 104 episodes in the first two project years, broadcast nationwide via 12 FM radio stations, reaching all project target areas and beyond.
 - Produced and hosted by Equal Access production team in Phnom Penh.
 - Focus: the radio show will include news features, profiles, skills building trainings, interviews, dramas, interactive segments and present perspective from private sector actors, local and national level government officials, the MSME team and partners and other key stakeholders – integrating issues from all three project components.
 - 60-minute radio roundtable discussion and call-in radio shows.
 - 52 episodes in the first two project years.
 - Produced and broadcast in partnership with 9 FM radio stations reaching all MSME project provinces and beyond.
 - Focus: these programs will localize information and topics from the weekly nationwide business radio program, and provide a platform for dialogue between BMOs, local and national government officials, the private sector and the general public - integrating all three project components.
- *Project outreach and public relations strategy* to disseminate information of project activities, key issues and project messages and support specific policy and advocacy issues and events. This strategy will be the main vehicle for attribution of project activities, outputs, results and impact to USAID, the Royal Government of Cambodia and project stakeholders, guided by the Branding and Marketing Plan.
 - A quarterly newsletter and project website to communicate project and beneficiary success stories, promote project activities, themes and messages and increase awareness of project results, outcomes and impact.
 - Enhanced press strategy to publicize key events such as the Government-Private Sector Forum (G-PSF), trainings, study tours, and other activities, as well as key project successes and collaborations – including:
 - A press relations matrix to manage publicity of project activities and issues, including policy and advocacy efforts
 - Templates for press releases and media fact sheets for use by the project team
 - News and feature story placement among targeted Cambodian newspapers and broadcasters
 - Strategic use of key personnel and officials of the United States Government in press conferences, project launch activities and other appropriate events;

including the Ambassador, the USAID Mission Director, the USAID CTO for the MSME project and the USAID Office of General Development.

- Public service announcements on television and radio to support policy and advocacy efforts of the project and key stakeholders.
 - Documentation, distribution and publicity of study tours, the Government-Private Sector Forum (G-PSF) and other key project activities through video documentaries and radio programs.
- *Communications and media capacity building* for public and private sector to provide BMOs and key government officials and agencies with skills to better communicate with one another and the general public on key business and value chain issues.
- Trainings for BMOs and other key private sector partners to build strategic communications and marketing skills through utilization of the local media
 - Training workshops for key government officials and agencies to improve their ability to communicate with the press, the private sector and with other public sector institutions.

2. MSME Communications Team and Management

The MSME Communications team will lead the development, management, implementation and measurement of the strategy in collaboration and consultation with DAI, USAID and project partners and stakeholders. Leadership and support roles proposed in the Management subsections of this draft will be confirmed by the MSME management team and clearly communicated in the Communications Management Matrix that will be based on the final approved draft of this Plan. The MSME Communications team is comprised of the following DAI and Equal Access staff:

- Communications and Media Coordinator, Mr. Tath Bunheng – DAI
- Communications Specialist - Mr. Sok Sothea, Equal Access, based at the project office
- Equal Access International dedicated project staff:
 - Producer/scriptwriter, Ms. Norng Panhovastei
 - Producer/scriptwriter, Mr. Sy Parinha
 - Other scriptwriter/assistant to be determined
- Equal Access short term technical assistance
 - Led by the Country Director and Southeast Asia Regional Coordinator
 - Mr. Seng Sopheap, Programs Director
 - Mr. Graham Gardner, Program Coordinator
 - Mr. Noun Sao, Outreach and Assessment Manager

3. Finalizing the Integrated Communications and Media Plan

Further detailed planning is required to finalize decisions around some of the areas contained in this plan. Both the branding strategy and public relations media strategy will be discussed in more detail in the finalization of this plan. Detailed planning for video documentaries will be

done as the program progresses and key activity topics for documentation and distribution are identified.

Equal Access and the MSME Communications team will take all comments on this draft from MSME Management team and project component team leaders and create a revision for review and approval by MSME Management team and USAID.

The implementation of the overall integrated communications approach will be guided by a working plan document - the Communications Management Matrix, which when finalized will be distributed to all MSME Project Management, Finance and component teams, USAID and other key stakeholders as appropriate.

III. DETAILED APPROACH – By Key Activity

1. BRANDING STRATEGY

As part of an integrated communications strategy, two separate but related brands, a Project brand and a Communications Campaign brand, will be created to establish recognition of the project activities, strengthen recall of themes and messages, and attribute project outputs, results and impact to USAID, the Royal Government of Cambodia and project stakeholders.

Target Audience: The target audience of the Project brand are the general public and all exposed to project materials and activities, including government and private sector actors, the general public, the press, and other donors and development projects working in similar, related and cross cutting sectors.

Target audiences of the Communications Campaign brand include the target audience of the Project brand, and those closer to and more often exposed to project activities – especially BMO’s and project clients, participating government agencies and officials and private sector actors.

Strategic Approach: The Project brand will be the defining identity of the MSME Project, and will be designed in discussion with USAID and strategic input from the MSME Project Communications Team and Equal Access. This brand will be applied in accordance with the Branding and Marking Plan.

The *Communications Campaign* brand will represent the themes, messages and spirit of the MSME Project and will unify of all communications materials with a common recognizable identity. This brand will provide a platform for “buy-in and participation” of project participants, stakeholders and audiences.

In discussions with the MSME Project team, and in the project proposal, Equal Access proposed a thematic brand - *Success Starts With You*, and proposes this now as the *Communication Campaign* brand. This brand builds on the title of the existing radio program that is being leveraged for the MSME Project (see next section) and carries name recognition with a large

nationwide listening audience. It also communicates both the individual and collective spirit of change and participation that is key to the success of the MSME Project.

The primary output of the Project brand will be a visual project logo to be applied in accordance with the Branding and Marking Plan.

The primary output of the *Communications Campaign* brand will be comprised of visual, audio and verbal brand elements –

- A high quality logo (visual) to be used in electronic media and print materials
- A musical theme (audio) to be used in all radio and video outputs
- Tag lines or sub-brands (verbal) will also be developed and updated, that can connect the brand to different aspects and phases of the project throughout the project period. For example – *Success Starts With You* (brand) – *Kampong Cham Business Edition* (sub-brand/tagline); or *Success Starts With You – Your Source for G-PSF Information* - for events related to the GPSF; or *Success Starts With You – Enhancing Business Communication* – for training activities and documentaries.

Management: The MSME Project Management team will lead the process of finalizing a Project Brand, with input and guidance from Equal Access.

The Communications Campaign brand will be created and proposed by the MSME Project Communications team, with leadership from Equal Access STTA. Design support will be sought from a graphic designer.

Reviews and Approvals:

All brand elements and the brand management matrix will be reviewed and approved by the MSME Project Management team, and USAID.

The Communications Campaign brand will be designed through a consultative process involving MSME Project Management and key project team members, USAID, and any other key stakeholders identified by the project team as appropriate contributors. Equal Access and the MSME Project Communications team will lead this process.

Distribution/Brand Management: Management of the Project brand will be defined by the Project Branding and Marking Plan.

Management of the Communication Campaign brand will be defined by a brand management matrix. This matrix will determine which materials will include the Communications Campaign brand and how it will be applied. It may at times be strategic for communications materials to appear to be credited to project partners, clients or beneficiaries.

A more detailed discussion regarding brand strategy will be required beyond this draft, to be scheduled as part of continued work planning with MSME Project Management team and USAID.

2. WEEKLY BUSINESS RADIO MAGAZINE

The cornerstone of the Integrated Communications Strategy will be a nationwide business radio magazine program. This program will deliver business and value chain news and information to project participants and the public and private sector. Building on a successful radio format, brand name and established listener base, Equal Access will develop 104 episodes of *Success Starts with You - Business Radio Magazine*, over the first two years of the project. The program format will primarily use news features, profiles of and interviews with select project participants, skills building sessions from MSME Project activities, and community and individual perspective captured by community reporters. It will also incorporate other formats including short dramas, quizzes and contests, and other interactive segments.

The program will be the primary vehicle for collaboration with IDE and other key project partners, and for integration of water and biodiversity issues. The program will also provide a platform for sponsorship and visibility for MSME Project clients and participants. BMO's and other organizations can be named in each episode as sponsors of the nationwide or locally broadcast live call-in editions (described in the next section), creating visibility and promotion of these associations or activities.

Target Audience: The primary audience of the program will be MSME Project participants in the public and private sector. This includes BMOs and project clients, key private sector actors and participating government agencies and officials. The reach of this program will be nationwide, including all MSME Project target provinces – making the general public, especially in rural areas, a key audience as well.

Strategic Approach: The weekly radio program will tie together other communication plan activities and outputs, engage project participants across all project components, and integrate water and biodiversity issues into value chain and private sector development issues and themes. The program will raise the profile of public sector reformers, promote dialogue between the government and private businesses, champion business leaders and successful business associations, strengthen private sector voice, highlight the project activities.

A Content Advisory Group (CAG) will be established to provide expert input to each episode of the radio magazine and other communications content. This group will be comprised of the participants from the MSME Project Communications team, USAID, and key project stakeholders to be determined. Meetings of the CAG will be held as often as monthly and members will comment via email and phone to ensure input is received as consistently as possible.

Contests and SMS quizzes and polls will result in valuable feedback and data. Equal Access STTA will collect feedback through calls, letters, and SMS messages and present it for CAG and MSME Project team review. This feedback will be incorporated into program production planning to keep the content responsive to listener's interests while still meeting project objectives.

During the second year of the program, Equal Access and the MSME Project Communications team will transition the program to a local media entity – ideally a commercial radio network or the national broadcaster, to continue as a viable business news source for the Cambodian business community. Through detailed planning with the MSME Project Communications team and Management team, Equal Access will lead a process of designing and managing this transition to a sustainable local business radio program that will continue to serve private sector development and dialogue in Cambodia. A sustainability plan will be developed within the first six months of the Equal Access sub-contract.

Key Content: The radio program will include information related to all project components. The development of an episode plan and radio program storyboard or outline (described in the next subsection) will determine topics and themes of all 104 episodes of the radio program. Program content will include:

- Information about selected value chains and how they are supported and strengthened by MSME Project
- Coverage of events supported by the private sector, public institutions or other NGOs, such as government-private sector forums, roundtable meetings, trade fairs, public-private dialogues, press events, and business association meetings
- Short educational or skills building features of relevance to private sector partners and selected value chains, such as:
 - Access to credit
 - Acquiring permits and licenses
 - Improving productivity and new production techniques
 - Accessing new markets or improving market access
 - New laws, regulations and guidelines
 - Natural resource management, environment and biodiversity issues
 - Government services
 - Other topics to be determined as the project progresses
- Profiles of public sector reformers, BMOs, NGOs, select business leaders, and experts to raise awareness of private sector development issues and to promote public-private dialogue.
- Regular updates about MSME Project activities
- Skills building sessions from MSME Project and partner trainings and other activities – book keeping, marketing, financial literacy and other topics

Management: Communications Specialist Sok Sothea will oversee production of the radio program. The program will be produced by Equal Access’ experienced team of radio producers and studio technicians that have been producing the *Success Starts with You* radio program for the past year. Media Coordinator, Tath Bunheng will provide coordination support. The Equal Access production team will coordinate inputs and reporting from an established network of community reporters and local FM station partners including interviews, news features and coverage of province based project activities.

Equal Access STTA will manage the contract negotiation and relationship with FM stations, monitor broadcasts for contract compliance and collect feedback from all FM stations for review

by MSME Project team, the CAG. All data and feedback from contests and SMS polling will be collected by Equal Access STTA through open source SMS campaign management software already in use by Equal Access. This will be combined with feedback from letters and phone calls and compiled in a program interaction update to be included in quarterly project reports, or more often as necessary.

Reviews and Approvals: The key planning document for the radio program is a *storyboard*, a detailed outline for content producers to follow during the course of the radio series. Storyboards are produced in blocks covering 13 episodes at a time. For each individual episode, the storyboard will detail intended themes and messages, list interview subjects, and angles and summaries of news features.

Storyboards will be reviewed first by the CAG, then revised based on their input and presented to the MSME Project DCOP, COP and USAID for approval.

Final scripts for each episode will be produced from the storyboard and presented to the CAG for final review and input before production begins on any episode.

Production will be on a weekly basis, and will aim to be on a well planned but short production cycle to be able to incorporate news and developments of issues that occur throughout the project period, rather than tied to a thematic plan that is set once at the beginning of the project. To maintain this flexibility, it is currently planned that only one episode will be produced in advance. For example, the episode produced the first week of the month is broadcast the third week of the month. This type of production process requires close adherence to review and approval schedules that will be developed and communicated as part of detailed production planning.

Distribution: Equal Access and the MSME Project Communications team will design a broadcast strategy, including a strategic set of FM stations, time slots and availability, negotiated broadcast rates and in-kind broadcast time. Equal Access will establish a reasonable rate range through research and negotiation with FM stations, and all stations selected to participate in the project will agree to rates within that range.

All radio content will be delivered to partner FM radio stations for broadcast either on a CD via courier or through broadcast via DTV satellite radio channel in collaboration with FM 95 Radio Bayon. For those stations within a day's delivery time of Phnom Penh, a CD copy of every episode will be delivered each week. For others, FM 95 Radio Bayon will broadcast the program early in the week, and other stations will record that broadcast and play it later in the week according to broadcast contracts.

Equal Access and its outreach partners will monitor broadcasts for contract compliance and to collect feedback from listeners. A broadcast monitoring report will be included in all reports to DAI and USAID.

The radio program, and other audio and video material, will also be distributed through commercial bus lines, most of which generally play radio or DVDs for passengers. Equal Access

has used this alternative distribution to captive audiences to good effect in the past and has existing relationships with two bus companies, using 90 buses traveling 10 national routes through the project target provinces.

3. LOCAL RADIO ROUNDTABLE AND CALL-IN SHOWS

Twice monthly, hour-long round table and call-in radio shows will be produced in collaboration with trained FM station partners. These programs will be a direct platform for public-private sector dialogue, broadcast to thousands of people. Round tables will provide a live dialogue between public and private sector actors, while guest speaker call-in shows will provide access for public sector officials or key private sector actors to respond to target audience questions and concerns.

Target Audience: The primary target audience of the local interactive radio strategy are local and national level private sector actors, BMOs and project clients, local and national government officials and law makers. The general public will also be key participants in these radio dialogues.

Strategic Approach: The roundtable and call-in shows will compliment the weekly radio program by localizing issues covered during the business radio magazine in a longer, interactive format. Engaging local and national officials from participating government agencies, BMOs and other key private sector actors, the roundtable shows will integrate issues from all there project components.

Equal Access and the MSME Project Communications team will work with a network of select FM station partners, both independent commercial broadcasters and affiliates of national radio, to produce these shows as local editions of *Success Starts With You*. FM station staff from stations reaching all project target provinces and beyond will be trained in program themes, messages and issues and oriented to all key project activities across the project work plan.

The MSME Project Communications team and Equal Access will coordinate with local FM partners, community reporters and MSME Project component teams to arrange for guest speakers and round table participants addressing a planned schedule of topics and issues.

Programs will be hosted by local FM on-air staff using a set of talking points and other MSME Project materials made available to them. In the case of round table discussions, a discussion guide will be provided to keep participants on topic in their conversation. In guest speaker call-in programs, guest speakers will be hosted by the on-air staff as the primary respondents to questions and discussion from callers. No prior experience with radio presentation is generally required for guest speakers, only the willingness to speak to audiences.

All participating FM stations will complete feedback forms with information on the total number of calls received, the number of calls taken, the number and gender of each caller and the question or issues raised in each call. All of this data will be compiled by Equal Access STTA and presented to MSME Project Communications team and component teams for insights into

attitudes and discussions held in these shows. This data will also be regularly reported in quarterly reports, or more often as necessary.

Key Content: The roundtable and call-in shows will cover many of the same topics covered during the radio program. Topics will be based on the main project themes and issues surrounding activities across the project work plan. These may include:

- Access to credit
- Acquiring permits and licenses
- Improving productivity and new production techniques
- Accessing new markets or improving market access
- New laws, regulations and guidelines
- Natural resource management, environment and biodiversity issues
- Government services
- Other topics to be determined as the project progresses

Management: Communications Specialist Sok Sothea will manage the coordination and production relationship with FM radio station partners with support from EA STTA . He and Media Coordinator, Tath Bunheng will lead content and topic planning.

Equal Access STTA will manage the contract negotiation and relationship with FM stations, monitor broadcasts for contract compliance and collect and report feedback from FM stations.

Trainings for FM station staff on MSME Project topics and themes will be designed and led by the MSME Project Communications team and Equal Access STTA.

Reviews and Approvals: A production plan with proposed participants and themes will be created on a quarterly basis and reviewed and approved by the MSME Project DCOP/COP and USAID. Programs will be broadcast live, so prior approval is possible only for the list of episode topics and participants in round tables and call-in shows.

Distribution: The hour-long call-in shows will be broadcast live on 8 provincial stations and 1 Phnom Penh based FM radio station. Equal Access has worked with many of these stations in the past to create local issue-driven call-in programs and local news features and the MSME Project will benefit from many hours of training with these stations.

All broadcasting for the local programs will be included in the radio broadcast strategy created as part of contracting for FM broadcasting and will fall within a reasonable rate range established and approved by the MSME Project.

4. PRESS RELATIONS STRATEGY

As part of the comprehensive project communications strategy, the MSME Project Communications team will develop a sophisticated press relations strategy to publicize key project activities and events such as the Government-Private Sector Forum (G-PSF), trainings, study tours, and key project successes.

Target Audience: The media outreach materials will be developed specifically for members of the Cambodian press, including foreign language press when appropriate.

Strategic Approach:

A press strategy kit will be developed for use by both the MSME Project Communications team and other project teams. Equal Access will develop a press relations matrix to act as a guideline for project staff to determine what type of press relations materials should be created, whether a press conference is warranted and what type of media should attend project events. The key components of the press relations strategy are:

- A press relations matrix to manage publicity of project activities and issues, including policy and advocacy efforts.
- The planned presence of the US Ambassador and key USAID officials to highlight particularly important project activities and events.
- A template for press releases to facilitate quick and accurate creation of releases.
- A separate fact sheet with additional details and approved quotes from project stakeholders in both public and private sector for use by the press in developing complete stories – designed to increase the likelihood and accuracy of press coverage.
- Story placement among targeted Cambodian newspapers and broadcasters about larger more complex issues of which the MSME Project wishes to have news coverage.

Key Content: The templates and press kit will include basic information necessary to write an accurate and well informed report about any project event. This includes, but is not limited to:

- Quotes pre-approved for publication from project beneficiaries, key government partners and private sector actors, the MSME Project team, the U.S. Ambassador, and other key public figures
- Basic fact sheets with statistics, information and anecdotes about that can be directly incorporated into news stories
- Suggested pre-approved interview subjects and contact information for follow up by the press
- Appropriate donor logos and attribution statements in compliance with USAID Branding and Marking Regulations

Management: The press kit, press relations matrix and press release templates will be developed by Media Coordinator Tath Bunheng and Communications Specialist Sok Sothea with input from Equal Access STTA. Project component teams will review drafts of press releases and will participate in drafting fact sheets to ensure the accuracy of all information.

Reviews and Approvals: MSME Project communications team will draft a press relations matrix, taking input from project component teams about different press attention for their project activities. The matrix will be reviewed and approved by the MSME Project Management team.

The press release and fact sheet templates will be reviewed and approved by MSME Project Management team.

Actual press releases and fact sheets will be drafted by the MSME Project Communications team with extensive input from project component teams. Each will be reviewed and approved on a case by case basis by the MSME Project Management team.

Distribution: Media Coordinator Tath Bunheng and Communications Specialist Sok Sothea will be responsible for distributing the press materials to appropriate media organizations and key project press contacts that have been developed through the previous project period. That process will be guided by the press relations matrix, which will indicate what media organizations should be invited for particular events, which events warrant launch activities, and what types of media coverage is appropriate.

5. SHORT FORMAT MEDIA - PUBLIC SERVICE ANNOUNCEMENTS AND ISSUE PROMOTION

A general strategy has been planned for the use of short format media to support messaging and promotion of specific project activities, events, themes and reform efforts. The Equal Access subcontract includes funding for five short radio and five short television/video spots and relatively extensive broadcast time.

Target Audience: The radio and video spots will target a specific private sector and public sector audiences – depending on their planned topics and messages. Spots in support of specific policy reform efforts would target public sector officials and agencies in ministries most relevant to the reform effort, targeted private sector actors who are affected by the reform effort, and the general public to help build informed demand for the reform.

Strategic Approach: The MSME Project Communications team, with support from Equal Access STTA will plan the topics and formats of each spot. Equal Access will produce both the radio and video spots and provide related media planning services as part of the existing project budget, including media planning, contracting and monitoring.

Key Content: Further discussion and planning will be required as the project progresses into full activity. The detailed planning process (see Management section below) will determine the key content.

Management: The MSME Project Communications team in consultation with the Management and project component teams will plan the use and themes of these pieces. Media Coordinator Tath Bunheng and Communications Specialist Sok Sothea will lead the design of both the radio and TV spots. Working with MSME Project Management team and component team leaders they will identify the most effective project topics and issues to be addressed in these spots, as well as the best broadcast strategy.

Equal Access scriptwriters and producers will have creative responsibility for writing and producing the radio and TV spots and will identify and manage necessary partners and consultants for technical production. Working with the MSME Project Communications team, Equal Access will manage media planning, buying and monitoring.

Reviews and Approvals: As with the radio program, these pieces will start with a storyboard for review by the CAG and approval by MSME Project Management team and USAID. The PSA storyboards will include information about the topic of the spot, key messaging and format (i.e. drama, expert interview, short dialogue), including visual aspects showing the action of video spots. The production team will prepare scripts for each spot which will be reviewed and approved by the CAG and the MSME Project Management team. As often as possible, video and audio spots will be pre-tested with MSME Project component teams for comment. Final video and radio spots will be presented to MSME Project DCOP/COP for final approval.

Any productions that become time sensitive relative to a project activity deadline or date will combine some of these processes as necessary to meet deadlines agreed to by the MSME Project Communications and Management team. A detailed approval process will be described as part of all production planning.

Distribution: Specific broadcast strategies will be developed for each spot or set of spots. Spots promoting specific events or time sensitive issues, for instance a specific law or prakas coming up for vote in the National Assembly or the G-PSF, will be broadcast in a targeted way to achieve the greatest reach and impact of the intended audience. Equal Access has extensive experience negotiating and contracting for radio and television time with all major broadcasters in Cambodia. All video spots will also be posted to the *Youtube* and *Cambotube* video hosting websites where they can be promoted and viewed by a wider audience.

6. SELECT VIDEO DOCUMENTARIES OF KEY PROJECT ACTIVITIES

The MSME Project Communications team will plan the capture of select project activities through video documentaries including study tours, trade fairs, the G-PSF, or the communication and other trainings planned for public and private sector. Capturing these documentaries for distribution extends the reach and impact of the event beyond the initial participants.

Target Audience: The target audience of the video documentaries will be determined by their focus. For example, a video capturing a study tour for pig farmers will target pig farmers, associations, cooperatives and other related actors in that value chain. The general public and general private sector will also be an important audience for any of the videos.

Strategic Approach: The MSME Project Communications team will work with component team leaders and the Management team to identify the most strategic project activities for documentary coverage. Documentaries will either be produced by Equal Access, in addition to the existing subcontract, or by a professional production company through a competed procurement process. Productions will be planned and designed according to the type of event being covered and a full strategic approach developed as part of production planning on a project by project basis.

Management: Media Coordinator, Tath Bunheng will lead the planning process with Communications Specialist, Sok Sothea. On a project by process basis, Equal Access will either manage the production of these video projects through separate contracts or purchase orders, or

provide full support to a competitive procurement process among local production companies or NGOs.

Reviews and Approvals: Review and approval processes will be put in place on a project by project basis. The MSME Project Management team and USAID will review all materials prior to distribution.

Distribution: Distribution strategies will be determined on a project by project basis. Documentaries on the G-PSF or study tours may be good topics for broadcast, while training videos would be distributed in a more targeted way through project component teams and partners. Those topics with a general audience appeal would also benefit from distribution on commercial buses, most of which are equipped with well used audio and video units. Equal Access reaches thousands of passengers each month in partnership with two nationwide companies. All videos will also be posted to the *Youtube* and *Cambotube* video hosting websites where they can be promoted and viewed by a wider audience.

7. COMMUNICATION CAPACITY BUILDING FOR PUBLIC AND PRIVATE SECTOR

The project will design and implement two different but related trainings. A training to build the communications, advocacy and marketing skills of BMOs and other key private sector actors; and another to build dialogue, media and press skills among of key government officials.

Target Participants: The trainings will target key MSME Project participants – especially BMO and association participants and select government agencies and officials to be determined by the project work plan.

Strategic Approach: Private sector communication and advocacy trainings for private sector partners will focus on strengthening private sector voice by building coordination and planning skills for participation in public private dialogue forums, including the G-PSF, round table radio programs and other activities. Participants will also build their understanding and ability to utilize the local and national media to advocate their perspective on key private sector issues and promote their organizations and associations.

Public sector communication trainings will focus on building the responsiveness of the government to the private sector, and the government's ability to communicate laws, changes in fee schedules, registration and licensing processes and other important information. This will include planning, creating and disseminating materials, effective participation in public-private dialogue and use of the local and national media and press.

Management: Equal Access STTA will lead the design of both trainings, with input from the MSME Project Communications team, project component leaders and Management team. Trainings will be lead by Equal Access STTA with significant participation from component teams. Coordination and logistics for the training events will be managed by Equal Access STTA.

Reviews and Approvals: Training agendas and materials will be drafted for review and approval by component team leaders, and the MSME Project Management team.

8. PROJECT NEWSLETTER, SUCCESS STORIES AND ACTIVITY UPDATES

The MSME Project will expand upon the successful MSME project approach of producing project Activity Updates to inform project participants, partners and the general public of key project activities and successes. A special focus will be placed on success stories of specific project activities and select project clients to perpetuate participation in the project. Beyond a key project information source, the newsletter will be a direct vehicle for attribution of project outcomes, results and impact to USAID, the Royal Government of Cambodia and project partners.

Target Audience: The target audience for the quarterly newsletter are those most directly involved in the project activities – project clients, BMOs and associations, key public sector ministries and agencies and project partner organizations and companies.

Strategic Approach: Produced quarterly, the newsletter will cover all project activities of the previous project quarter and look forward to key activities for the coming quarter. The primary format will be success story profiles of project clients and partners, review and advanced promotion of project training events, trade fairs and public-private dialogue forums, and cross-promotion of other communication plan components like the weekly radio program and the live local round table radio programs.

Activity Updates will be produced on a rolling basis. When a component team, the Management team or the Communications team identifies a topic that they would like to address, an Activity Update will be produced drafted for review, approval and distribution. Some Activity Updates will also become topics in the newsletter. The Communication team expects to produce at least three activity updates per quarter.

Management: The newsletter will be drafted by the Communications Specialist, Sok Sothea and Media Coordinator, Tath Bunheng with writing support from Equal Access STTA. The newsletter will receive a high level of input from MSME Project component teams, to ensure that all information related to their components or clients is correct and properly written.

Reviews and Approvals: An initial draft will be reviewed by project component leaders and the MSME Project Management team for input and suggestions. A final draft will be reviewed and approved by the MSME Project Management team and USAID before printing, email distribution or web posting.

Distribution: The newsletter will be produced in two formats – print and electronic. The print version will be distributed to regular and consistent project partners directly, by MSME Project component teams during work in the province, in meetings and other interactions with partners, beneficiaries and other appropriate audiences. The electronic version will be distributed to project partners, clients and other stakeholders via email and will be made available on the MSME Project website.

9. PROJECT WEBSITE

The MSME Project will continue the successful project website for dissemination of information on project activities and successes to key partners and project participants. The website is a key part of a comprehensive communications strategy and provides an effective dissemination of project reports, documents, newsletters and other key information.

Target Audience: The primary target audiences of the website are MSME Project partners, value chain and MSME professionals, other donors and projects of a similar nature interested in accessing information about the MSME Project and USAID. While the site will also be very useful for project clients and participating or related government agencies, their access to the website may be limited by internet accessibility outside of Phnom Penh.

Strategic Approach: The website has been designed and was regularly updated as part of MSME project activities. The existing site will receive some strategic enhancements and regular content updates from the MSME Project Communications team. Project newsletters, success stories, quarterly reports, and other important documents will be made available for both viewing and full download by visitors, as is appropriate based on bandwidth limitations and the nature of the content. Whereas currently, much of the content can be downloaded as a PDF, the enhanced website will place more summary information in the body of the website, to make it more immediately available for those with limited bandwidth or not able to download a PDF.

Other possible enhancements include links to streaming episodes of the *Success Starts With You* - Business Radio Magazine, and links to *Youtube* or *Cambotube* video hosting websites, where videos spots and documentaries produced by the MSME Project will be uploaded.

Updates will be made to the website at least quarterly, and more often as different material appropriate for posting is made available through the progress of the MSME Project.

Management: The website will be managed by Media Coordinator, Tath Bunheng with support from Communications Specialist Sok Sothea and Equal Access STTA. Maintenance and technical management of the website will be provided by the project vendor currently providing this service. Equal Access STTA will provide ongoing design and content suggestions.

Reviews and Approvals: All content intended for the website will be drafted by the MSME Project Communications team with support from Equal Access STTA. All drafts will be reviewed and approved by MSME Project Management team prior to posting to the website.

Distribution: The website will be available on the internet and web-capable hand held devices. Close attention will be paid to potential bandwidth limitations when designing and updating the website. The website will be promoted through the radio programs, newsletter and other communication materials.

10. PUBLIC OUTREACH AND MARKETING

A strategic set of public outreach materials will be designed to provide information on and promotion of project activities and successes. Project and topical brochures, billboards, branded t-shirts, banners and fliers, participation certificates and other materials will be produced and distributed to raise the public visibility and profile of the project. These materials will promote and highlight success stories, lessons learned, project results and ultimately the impact of MSME Project.

Target Audience: The primary audience of public outreach and marketing materials will be project participants, particularly those attending project trainings, meetings, trade fairs and other events. The general public will also be an important audience as many of these materials will be publicly visible.

Strategic Approach: Each of the different items will be produced according to their specific use and intention. For example, project brochures will carry general information about the project that does not need to be regularly updated. Training participation certificates will be designed to be displayed on the walls of participant's offices or shops, to provide visibility of the project and that person's participation and support. All materials will apply the Project brand, the Communications Campaign brand, or both, guided by the approved Branding and Marking Plan.

Management: Media Coordinator, Tath Bunheng will be responsible for this component, with support from Communications Specialist Sok Sothea. The team will ensure input from project partners and component teams to inform accurate information and the integration of water and environmental issues cross cutting the projects value chains and reform efforts.

Reviews and Approvals: All materials will be reviewed and approved on a case by case basis by the MSME Project Management team and USAID as appropriate.

Distribution: These materials will be distributed multiple ways, depending on the item. Project component teams will be a great way to distribute brochures, t-shirts, hats and other items to project clients and beneficiaries during project activities in the provinces. Brochures, fliers, fact-sheets and other materials can also be distributed in bulk to participating government and project partner offices for dissemination. T-shirts hats and other materials will also be distributed as prizes for contests and polls conducted through the radio program.

11. MONITORING AND EVALUATION

Equal Access will work with MSME Project team to integrate monitoring and evaluation of the communications strategy into all appropriate overall project monitoring and evaluation.

Monitoring: The ongoing radio programs – both the weekly series and local round table programs - will have established feedback mechanisms to take input from listeners through

phone calls, SMS interaction and feedback forms distributed to key target audiences across BMOs, associations and other project participants. This information will be collected and presented for review by the program producers, MSME Project Communications team, content advisory group of the radio program, and project component teams. This data will be reported in quarterly reports and serve to make ongoing adjustment to the radio program and other communication materials based on listener and participant feedback. Data will include:

- The number of interactions with the program through calls to local programs, calls to listener feedback line, SMS, letters, and feedback forms – disaggregated by type of interaction, sex, and location when available
- Qualitative information about the topics or main point of calls to call-in programs
- Listener reactions and feelings through feedback forms

Equal Access will manage a system of broadcast monitoring for contract compliance of all video and radio broadcasts.

- Video broadcasts will be monitored and recorded in the context of the broadcast with a time and date stamp.
- Distribution through commercial bus lines and other captive channels will be monitored on a quarterly basis through quick surveys of passengers or other viewers.
- Nationwide radio broadcasts will be monitored on a rolling selection basis, so that each month each FM stations broadcast schedule is checked once.

Equal Access maintains excellent working relationships with all proposed FM broadcast partners and will ensure contract values, conditions and plans are complied with.

Evaluation: Equal Access will work with the MSME Project team to integrate questions and mechanisms into the MSME Project M&E strategy. These will be designed to measure exposure to and recall of key messages, and results of key activities of the Integrated Communications and Media Plan. While no communications specific research is currently planned with-in Equal Access scope of work or project budget, the planned MSME Project evaluation should provide sufficient platform to gain a basic impression of the campaign's and other material's effectiveness. It is recommended that additional effort and budget be dedicated to a more in-depth measurement of the communications strategy.

IV. MEDIA OUTPUT SUMMARY – By Type for the First Two Project Years

Radio

- 104 weekly episodes, pre-recorded nationwide business radio magazine; 30-minute; proposed to begin March 2009
- 52 episodes, twice monthly, live radio dialogues; 60 minutes; proposed to begin March 2009
- 5 short format spots; 60-second; timing to be determined through additional detailed planning

Television

- 5 short format spots; 60-second; timing to be determined through additional detailed planning
- Select video documentaries – number to be determined; timing to be determined through additional detailed planning

Press and media outreach:

- Project press management matrix – draft for review by January 15th, 2009
- Press release template; completed by January 1, 2008
- Press fact/quote sheet; completed January 1, 2008

Video documentaries

- To be determined through additional detailed planning

Print, Web and Email

- Newsletter; first draft for review by January 30, 2009
- Website revisions – consultation ongoing, revisions to be completed by March 2009

Marketing and other materials

- Training and participation certificates; ongoing, to be determined through additional detailed planning
- Branded shirts, hats, banners, stickers, fliers, and/or other materials; ongoing

V. FINALIZING THE INTEGRATED COMMUNICATIONS AND MEDIA PLAN

The MSME Project Communications team will lead discussions to finalize the Integrated Communications Plan and planned matrix and management tools, with support from Equal Access STTA.

After taking comments from MSME Project Management and Component teams, Equal Access will make additional revisions and present a final draft for review and approval by MSME Project USAID.

Communications Specialist, Sok Sothea will revise the Communications Management Matrix based on the approved draft, which will be distributed to all MSME Project teams, USAID and other key project partners.

The Integrated Communications Plan, and especially the Communications Management Matrix, will be working documents throughout the project period and be updated as different components are fully planned and implemented. The matrix, media and broadcast plans for each project component will be annexed to this plan as they are developed throughout the project period.