

COMMUNICATIONS PLAN

I. The Operational Context

A. Country Partnership Strategy

1. ADB's Country Partnership Strategy 2011–2013 for Cambodia aligns with the Government's National Strategic Development Plan Update 2009-2013 (NSDP Update), which prioritizes enhancing agriculture, developing of infrastructure, rural and urban linkages, education and finance. In response to a high-level request from the Government following the heavy floods which caused damages to the country's infrastructure and agriculture sectors¹, ADB is exploring possible support for flood response and management through an emergency flood rehabilitation project. The project proposal, for a planned \$55 million of ADB resources, is scheduled for submission to ADB's Board of Directors for consideration in late March 2012.

B. Description of Flood Damage Emergency Reconstruction Project

2. ADB will provide a loan of \$55.0 million to finance the Project. Given the limited resources available and the comprehensive range of flood damage restoration required, the project will focus on the three most critical infrastructure sectors, as well as strengthening flood management/ disaster preparedness. The proposed scope of the project will be mainly on roads (national, provincial, rural), including bridges and culverts and irrigation facilities. The proposed implementation period will be 3-years, to end in March 2015.

II. Challenges and Opportunities

3. The FDERP is a potential flagship project which could increase ADB's credibility and visibility among stakeholders and the public, and mitigate emerging negative views on ADB-financed projects.

A. Challenges

4. **Negative Perception of the Project:** The Project is classified as category B for environment, category B for involuntary resettlement and category C for indigenous peoples. Accordingly, the safeguards challenges are not expected to be great, but care must be taken to minimize any negative perceptions.

5. **Information Dissemination on the Project:** There will be the need for a comprehensive source of information on the project that the public can access, in order to provide a clear picture of ADB's involvement, and also of the broader government approach to flood rehabilitation. The project needs communication tools for disseminating information to stakeholders including the public, project affected people, development partners, NGOs/CSOs government agencies and the media.

6. **Media Perception of the Project:** Journalists from top-tier international to local media outlets find ADB's assistance in the flood reconstruction interesting. They are keen to know how

¹ 925 km of national, provincial and urban roads were affected by the flood. 4,469.7 km of rural roads have been affected to some extent in the 18 flooded provinces. 329 irrigation schemes have been damaged in 14 provinces. The total length of canals that was damaged is 53.9 km. 122.2 km of reservoir embankments were damaged. Rural water supply facilities in 18 provinces have been flooded, affecting 77,544 wells and 579 community ponds.

the progress (both positive and negative) of the project is going. Hence, the project needs a proactive communication approach to build trust with media to ensure positive coverage.

7. **Communication Assessment (with affected people including those with low-literacy):** Ways of communication with affected people/communities need to be identified in order to provide information and facilitate two-way communication with them about project benefits and impact. The ways that they receive and process information (e.g. traditional forms of information dissemination, new media or social interaction etc) will need to be taken into account. The strategy will also include support to consultation and participation components of the project.

8. **Spokesperson(s):** Project communications will be led by the external relations officer of CARM, who will coordinate the identification of suitable spokespersons from the ADB and from the Government.

B. Opportunities

9. The Communications Plan will provide opportunities to address the above challenges by:
- (i) Establishing and maintaining channels of communication with stakeholders including media, government counterpart, development partners, affected households, NGOs/CSOs and the public;
 - (ii) Communicating the project's benefits and clarify misunderstanding about the project in order to mitigate concerns on the potential negative impacts of the project and increase positive news coverage;
 - (iii) Building trust, support and participation of the project with affected communities and other stakeholders; and
 - (iv) Expanding ADB's credibility and reputation among stakeholders and the public.

III. The Communications Plan

10. The communication strategy is aimed at promoting ADB's profile, building recognition of the collaboration between the government, ADB and other development partners and improving project outcomes through a proactive communication approach and open communication channels that support stakeholder engagement. The strategy will support CARM in mitigating reputational risk by shaping public opinion about the project; enhancing information dissemination regarding the project activities and sustaining positive engagement with stakeholders. Implementation of the communication strategy will be closely coordinated with the executing and implementing agencies.

A. Objective

11. The objective of the communications plan is to significantly increase awareness and understanding of ADB's involvement in and response to the country's emergency needs, to promote trust and collaboration and to keep stakeholders engaged in the project. Indicators will include trusted relationships built with key stakeholders, positive opinions about the project, and number of positive media reports on the project.

B. Target Audiences

12. CARM will focus on the following target audience:
- (i) Affected communities/people;
 - (ii) Government counterparts/Executing Agencies;
 - (iii) Development Partners;
 - (iv) Journalists from top-tier to small media outlets both international and local;
 - (v) CSOs and advocacy NGOs; and
 - (vi) Private Sector.

C. Activities

13. The communications plan will cover media and stakeholder relations (public relations) and communication activities that promote reaching and engaging stakeholders. Proactive and responsive approach through timely disclosure of information, and outreach activities to affected people and supporting opportunities for feedback will be applied.

Communications Work Plan:

| Goal | Task | Indicators |
|----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Communication tool | <ol style="list-style-type: none">1. Establish project website2. Regular update of project website (key information in print, audio and visual materials)3. Produce communication and multimedia materials before and during the implementation of the project and publicize the materials | <ol style="list-style-type: none">1. Project website established by early April 2012. (contents for the project page need to be developed)2. Information updated on a regular and timely basis (monthly or at least quarterly updates with latest information)3. Printed communication materials such as leaflet, fast fact and FAQs produced by March 2012. Multimedia products such as audio and video production produced by quarter 2. |
| Timely disclosure of information | Regular dissemination of information/ progress reports through both media and non-media tool such as websites, news channels, Learning Resource Center, the joint ADB-World Bank Public Information Centers, social interaction and non-text based forms. | Communication materials distributed (continually) |
| Spokespersons | <p>Proposed spokesperson(s):</p> <ul style="list-style-type: none">• Mr. Peter Brimble, ADB Senior Country Economist and Deputy Country Director for Cambodia will speak for ADB on the project• Mr. Putu Kamayana, ADB Country Director for Cambodia, will speak on broader issues• Government spokesperson to be identified | Spokespersons for FDERP identified (by April 2012) |

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| Media outreach | Prepare and implement media outreach plan ² | <ol style="list-style-type: none"> 1. Loan signing (5 April). Press Release will be prepared. 2. Several exclusive interviews arranged for spokesperson with national and international media in Q1-Q2 2012 3. Media briefing on the technical aspects of the project by selected road and irrigation specialists prior to media study tour (Q2). 4. Media visit to project inauguration ceremony and site visit during the implementation of the project started. Feature stories produced. (Q2) 5. Media monitoring and outreach analysis/evaluation 6. At least 2 op-eds written by project spokesperson placed in national top-tier media in Q1-Q3 2012 |
| Awareness-raising activities | <p>Organize briefing on project for NGOs, relevant government agencies and media. to share progress information and other related issues.</p> <p>Organize briefings for affected people at priority places/communities</p> <p>Disseminate information to affected people through locally appropriate communication channels and plan communication opportunities for them to share feedback. These efforts will be coordinated with Consultation and participation processes.</p> | <p>Number of briefings held in Q2 2012</p> <p>Number of briefings held, both in Phnom Penh and in the field (Q2)</p> <p>Number of affected people reached and quality of opportunities for feedback (Q2/Q3 2012)</p> |
| Participate in project activities to get the latest updates of project implementation | Join project inspection and review missions on a selective basis | <ol style="list-style-type: none"> 1. Number of project mission 2. Feature stories |
| Communication support for project implementation team | <ol style="list-style-type: none"> 1. Provide communication advice to the project management team 2. Assist in drafting response to media queries 3. Provide advice and assistance for communication activities and consultation processes with affected people | Responses to queries |

D. Targeted Media

14. The communications plan targets two groups of media outlets: (i) top-tier international and prominent local media outlets such as The Straits Times, Channel News Asia, the

² A Communication Implementation Plan will be finalized in early April 2012, and implemented from April 2012 through March 2015.

Cambodia Daily, the Phnom Penh Post, Rasmei Kampuchea, Kampuchea Thmei, and well-known TV channels: CTN and SEA TV. The leading print and broadcast news agencies will widen ADB's visibility in the country and the region; (ii) To better reach rural people and affected communities, the plan will also selected popular local news outlets in the rural communities such as Radio FM 102, Radio FM 95, Radio Free Asia, Bayon TV and TV 5³. The two groups will be invited to press conferences, inauguration ceremonies, awareness building briefings, and project site visits. Some of them will be offered exclusive interviews.

E. Monitoring and Evaluation

15. ADB's Department of External Relations (DER) and CARM's external relations officer (ERO) will monitor and assess progress; identify issues requiring attention and produce multimedia materials (success stories) for the project website and for dissemination to relevant stakeholders. This must be carried out on a regular and a timely basis. An advance approach will help to mitigate negative views about the project.

F. Resources

16. Implementation of the communications plan requires full support from the government/line ministries, involved CARM project officers and management team, and DER staff. The plan will be implemented by the full-time ERO at CARM and a part-time communication consultant. The plan requires budget support from DER for organizing outreach activities, and for the production of multimedia materials and required information products⁴.

IV. National Communication Expert

17. The National Communication Expert will work on an intermittent basis (one month of time) in collaboration with CARM's ERO and DER, and will perform the following tasks:

- (i) Familiarize the EA/IAs with the communications plan of the project;
- (ii) Assist in the implementation of the communications plan such as organizing media briefings, exclusive interviews and press tour, and communication with affected people and other stakeholders through outreach activities and support for consultation and participation;
- (iii) Produce communication materials about the project such as leaflets, fast facts, FAQs, talking points and human interest/feature stories; and adapt this information into forms that are accessible to project affected people as needed; and
- (iv) Develop a monitoring and evaluation plan, which includes media monitoring, evaluation of outreach activities and reports on the implementation of the communications plan.

18. The consultant is expected to deliver the following priority outputs:

- (i) Communication materials;
- (ii) Monitoring and evaluation plan;
- (iii) Report on implementation of action plan; and
- (iv) Feature stories resulted from press tours.

³ The channels are selected based on communication research conducted during the fact-finding mission in Prey Veng, Kampong Cham, Siem Reap and Banteay Meanchey Provinces.

⁴ The cost of the Communication Plan will be calculated in due course.

V. GOVERNMENT COMMITMENT

19. The Government supported the introduction of a communication initiative and agreed with the general approach outlined above to maximize outreach activities using well-proven communication methodologies to raise awareness of the partnership and increase the visibility and credibility of the project. The Government specifically asked ADB to include the Government's own efforts in response to the floods of 2011 in the project communication activities, through the various communication methods as outlined in the communications plan⁵.

⁵ FDERP Fact-Finding Mission Wrap-Up Meeting on 10 February 2012.