

Instructions

- A. **User of Documents:** Session participants
- B. **Purpose:** This document will be distributed to workshop participants on gender mainstreaming and/or behavior change communications. Depending on the facilitator's plans, the document can be shared as a whole or in segments ahead of the session for participants to read. Additional segments can be shared during the session when needed.
- C. **Time Allotted:** 2 - 3 hrs depending on the facilitator.
- D. **Included Materials:** This document is part of the package titled, "Women are Ready for Roads", a case study based on the Technical Assistance for Promoting Gender Equality and Women's Empowerment in Cambodia or the "Ready for Roads" project. The package contains Part A (Long), Part A (Concise), Part B, and Teaching Notes intended for the application of the Case Method in fostering discussions in gender mainstreaming and behavior change communications. Part A (Long) contains all the details of the case to be shared with participants ahead of the session. PART A (Concise) has the same information as PART A (Long) presented in bullets and intended for shorter sessions. Part B has the actions taken by the actual ADB project team, distributed during the session. The Teaching Notes document was developed to support facilitators in designing their plans for the session.
- E. **Learning Points to Emphasize:**
 - Communication research is necessary to identify audiences, their key behaviors, attitudes, and motivations — the results of which will be used in the development of the communication strategy.
 - Project teams' Initial observations about possible stakeholders and their behaviors during missions and ocular visits need to be independently verified from the stakeholders' perspectives.
 - Pretesting of communication concepts, materials and approaches are critical to ensure that they are all relevant and useful for audiences, and to avoid costly mistakes in production and implementation.
 - Based on pretesting results, it could be necessary for concepts and materials to undergo many changes before they are finalized.

- It is often more cost-effective to hire development communication professionals to lead the communication planning and implementation process.

Overview

As Cambodia emerged from the civil war of the early 90's, the country has been experiencing an economic boom. Yet investments in its road network, especially in unpaved rural roads, have not kept up. This makes it difficult for rural communities to access much needed social services and opportunities in economic centers. ADB has agreed to finance a loan, which included paving of 500 km. of rural roads in 7 provinces.

The ADB team has been asked to integrate two policy drivers into the project's design. First was the Cambodian government's decision to leverage public works, such as road building projects, as part of its social protection strategy in rural areas. This meant prioritizing the hiring of local residents to build the projects as a job creation measure. Second was ADB's commitment to gender equality and women's empowerment. The project needed to ensure that any economic benefits arising from employment opportunities could also benefit women. This meant hiring women for road construction and maintenance work, roles traditionally filled by men. Creating these opportunities for women required the project team to contend with ingrained local attitudes about women's jobs. They need to craft a culturally sensitive communication campaign that could effectively shift these attitudes.

Keywords: Gender mainstreaming, employment-intensive infrastructure, behavior change communications, Cambodia, transport

Current Situation

After years of civil war, Cambodia was transforming into a vibrant market economy. The last few years saw incredible GDP growth of over 7%. Foreign investment expanded the industrial base by focusing on traditional growth areas such as tourism and garment production. They attracted people from the countryside, driving the country's urbanization. Yet, Cambodia still remained predominantly rural where almost 80% of the population still lives. The poverty incidence was unfortunately, also the highest in rural areas. More than half of the work force still engaged in

agricultural activities. Incomes levels were highly unstable, dependent on good weather conditions.

Exacerbating the issue was the under-investment in secondary, national, provincial, and rural roads. These roads provided access to markets, employment centers, and social services from rural areas. Reliable all-year road access was essential to much of the population. Cambodia though, had the lowest percentage of paved roads among its neighbors in Southeast Asia. In 2010, the government approached ADB to finance the rehabilitation of more than 500 km. of rural roads. As a transport specialist, you have been assigned as the team lead to analyze the situation on the ground. Other members of your team include a procurement specialist, an economist, a social sector specialist, a social development specialist and a financial control specialist.

Road Network Conditions

On your arrival, your primary objective was to assess the conditions of the road network, especially in the rural area. You were impressed by how far Cambodia has gotten in rehabilitating their national roads. You learned that after the civil war ended in the early 1990s, the government focused on repairing the core national infrastructure in and around the capital of Phnom Penh and provincial capitals. Rural roads on the other hand, did not receive the same amount of attention. You saw unpaved rural roads get dusty during the dry season, a problem that can lead to respiratory problems. Staff from the Cambodia Resident Mission (CARM) said that these roads were also highly susceptible to flooding during the rainy season, making them inaccessible for periods at a time. Large parts of the country become isolated due to this loose interconnection between primary and rural roads. Children had to walk barefoot through mud just to get schools since their shoes would just get stuck. Vehicles had a difficult time just passing by as their tires sink in the middle of the road. Economic analysis showed that paving the road would significantly reduce vehicle operating costs and reduce travel times by more than 50%. It could lead to year-round access to the local communities regardless of the weather.

In general, your research showed the high levels of economic growth have been a positive development in Cambodia. Rising incomes enabled many citizens to buy motor vehicles such as motorcycles and cars. During a visit to the Ministry of Public Works and Transport (MPWT), your local counterparts shared that they expected vehicular traffic to increase from 7.2% - 12% per year. You saw statistics on the increasing truck traffic, which brought out a sigh from MPWT. They said that companies overloaded their trucks just so they could meet the demand for transporting cargo across the country. This caused severe, sometimes irreparable, damage on primary roads. The situation was direr on rural roads as they brought agricultural products from the villages to the city.

As you return to your hotel after today's meeting, you peered outside your car window and saw motorcycles whiz past you. Some of them were carrying produce to the nearest market. Others carried whole families on one vehicle. The sky started to darken as the rumbling thunder becomes more frequent. In a few minutes, the rain started pouring and the potholes quickly collected water. You started wondering how it was in rural areas as the splashing sounds became more frequent when other vehicles passed you by.

A Social Protection Strategy

You and your team then paid a visit at the Ministry of Rural Development (MRD), the project's implementing agency. Your counterparts there immediately handed you a new document. It was the newly released *National Social Protection Strategy for the Poor and Vulnerable*. You browsed through the document and one of its five objectives caught you by surprise. It stated: *"The working-age poor and vulnerable benefit from work opportunities to secure income, food and livelihoods, while contributing to the creation of sustainable physical and social infrastructure assets."*

You quickly understood what it meant and how it's going to affect the project. It sought to align public works with reducing unemployment and underemployment. Local projects such as road building and maintenance would provide employment opportunities to local unskilled labor. The aim was to diversify the income sources of rural residents where 91% of poor households were

located. It would reduce the risk in the seasonal variations of farm-based work. MRD staff then confirmed your initial thoughts: the government placed the rural roads rehabilitation project under this new strategy.

Privately though, the procurement specialist on the team voiced some concerns about this new mandate. Completing the roads would be much faster if construction relied on heavy machinery to do much of the work. The prevalence of informal enterprises would also lead to difficulties when it came to managing contracts. At the same time, construction standards were challenging to monitor and maintain due to heavily reliance on people without prior experience or skills in this type of work. This could lead to costly delays and repaving of previously completed roads. Similarly, contractors simply preferred to work with people they previously hired. Paving the roads as soon as possible would help local residents more than providing jobs for a few weeks or months.

You thanked your colleague for being forthcoming with these concerns. It weighed on you quite heavily as you understand both sides of the argument. It was just easier, faster, and cheaper to work based on your previous experience. For Cambodia though, the rehabilitation of rural roads was not just an infrastructure project. It was an opportunity to build communities by employing local residents in the construction process. Your economist colleague has estimated that the project could create 1 million workdays for local residents. If the average wage was somewhere between \$4 - \$5 USD, it would add another \$5 million USD to the local economy.

From Homes to Roads

Back at headquarters, your team's social sector specialist suggested that the project should be categorized as Effective Gender Mainstreaming (EGM). The project's objectives did not directly address gender disparities but the outcomes can lead to positive impacts on women's lives. She said women headed almost 29% of rural households. Women also performed more than half of the agricultural work. Improving the local road conditions would make markets more accessible for selling produce. She continued to show research from the country gender analysis that said many women were also engaged in small businesses to supplement their incomes. Better roads

could bring new customers to their villages. You started to get excited about the project's wider effects. Travel to schools and health centers would be more convenient with paved roads being passable even during monsoon season. You agreed with your colleague about the EGM categorization, which will be the first one for rural road projects in Cambodia.

After a few days, you reviewed the gender analysis from the Country Partnership Strategy. ADB's strategy was to fund rural roads construction and maintenance as a way to ensure women's access to jobs in economic centers. You started to wonder if there was a connection with the government's social protection strategy. If the project focused on hiring local labor for road building work, it would provide jobs to local residents. You expected most people who would seek these opportunities to men but what if women also performed road building work? Was this something they are interested in? These were the questions running around in your mind.

You looked for potential answers during a mission. You and your team separately surveyed groups of women during consultations in the project areas. Some said they were interested but had no idea who to contact or where to look for road building jobs. Others on the other hand, they were also surprised by your question. They did not think they were capable of doing such jobs. Many of them said they were just farmers or housewives, who only knew how to work in their fields and homes. You also brought it up during a meeting with your colleagues at MRD. They thought it was a great idea but highly doubted women would want to do road construction work. It just was not something women usually do. They said women tended to seek out jobs in the garment industry that employed around 45% of the female labor market. Lastly, you also spoke with contractors who revealed a different perspective. For them, it was a terrible idea. Women cannot and were unable to do that kind of work. They envisioned instances were women needed to go home early to take care of their children. Others were scared that women might bring children to dangerous work sites. This idea would just cause accidents, increase costs, and delay the project.

On your way back to the hotel, you felt great that at least some women were interested in participating in the project. Some just did not know they could do road construction and maintenance work. It was not something they usually saw other women do. MRD officials

seemed supportive too. The contractors on the other hand, strongly resisted the idea. You wondered what you could do to change everyone's minds and at the same time connect them with each other to fill in the upcoming work opportunities. A question lingered at the back of your mind. How were you going to budget this in? How could you verify your initial findings on women's and contractors' attitudes and behaviors? Would you need to hire communication professionals? Most projects you knew with EGM categorization merely mentioned what the impacts were to women. They did not have any additional actions attached. You hesitated since you do not have prior experience on the matter but excited by what your team could come up with.

Changing Behaviors and Attitudes

During your team's project design meeting, the social development specialist argued that the barriers to participating in road construction and maintenance work were based on social and cultural norms. The social sector specialist agreed since ADB's Country Gender Analysis showed that Khmer women acted quite independently from their male counterparts. They had strong influence on household decision making, and able to own and manage their own assets. Yet, gender roles were still strong with women seen as household managers and men should act as providers.

You asked the team, how could you change people's perceptions of women's employability? How could you let women know that they can do road construction and maintenance work? How could you reach out and inform women that these jobs were available to them? More importantly, what could you do to make the changes last? You hoped that if any positive changes occurred, they continued beyond the current project.

The social development specialist suggested they could use an approach she has seen from other projects called behavior change communication (BCC). From what she described, it was an evidence-based and systematic communication planning and implementation process that promoted new behaviors and shifted social attitudes. Messages needed to be culturally relevant and crafted specifically to the target audience. You thought the approach held a lot of promise,

especially if the strategy can also be used to engage women in future projects. If the any changes were to be effective, the messages needed to resonate with local residents. The social development specialist mentioned that this approach required extensive research and testing for the strategy to be successful and as such, may require the services of communication professionals.

Her last comment lingered in your mind and triggered many questions. If research and testing were important for this approach to work, how would you know if the barriers you learned from your earlier consultations were true? What kinds of expertise would you need to identify the key audiences and craft the most effective messages? Who would do this research?

Choosing a Campaign Concept

After months of negotiation and planning, the project was approved with specific targets in the Gender Action Plan (GAP). You have set yourself the targets of women hired at 40% for construction work and 50% for road maintenance work. The social development specialist hired two consultants to develop the BCC strategy. One was a local civil society organization (CSO) with extensive experience in community building and empowering women. They were responsible for developing and facilitating capacity building activities for government agencies and contractors in hiring women. A local social marketing firm was chosen to craft the communication materials to be distributed and shown to local residents. Social marketing professional with the understanding and expertise in social and development issues staffed the firm. They had expertise in conducting social research, identifying behavior barriers, connecting with key audiences, and designing effective messages.

The social marketing firm and the CSO conducted baseline research by meeting with project stakeholders to clarify the project's objectives and each one's key roles and responsibilities. They also immersed themselves in the field by visiting project areas and conducting one-on-one interviews with key informants. They even met with MRD to seek their approval and support in moving the project forward. MRD obliged their request and asked MRD staff to accompany the firm during their site visits. Their initial research showed that there were three primary obstacles

to achieving the project's targets. First was that women were unaware of what kinds of road construction and maintenance jobs they could do. Second was that women did not know when and where to find these work opportunities. They had no idea who to talk to or where to go to learn about the kinds of available jobs. Some households were also quite remote and dispersed, making information sharing difficult. Third was that contractors strongly believed in the "traditional" roles women performed such as seamstresses or home keepers.

Using the research findings, the firm presented two concepts during a meeting with your team and local government officials. The first one emphasized that women are "ready for roads". It used shadows to signify the potential road building and maintenance jobs they could do based on the skills they already had. The second concept was more straightforward. It used images of women in overalls and hardhats celebrating that "women can work". You thought the first concept was creative, eye-catching and edgy. The second concept was okay but it was too simple for your tastes. Your government counterparts said that the first concept was too abstract. Local residents might not understand the message. After much deliberation however, the first concept was chosen because it directly addressed the roles and obstacles drawn out from the research.

You kept on staring at the first concept and started wondering, would the idea work with the women in the local communities? What about the contractors? Would they respond to it the same way your team did? Would the message get across the way you intend it to? How would you even find out?

Test to Confirm

The firm told you that the only way to find out if the concept would work was to test it in the field. The firm conducted formative research, which involved extensive testing of the assumptions, messages, and materials used. They tried different tools to get the message out in the rural areas where communication channels were often limited. They ranged from stencilling the campaign logo and information on cows, to putting up large tarpaulin banners on select houses,

to posters distributed in test villages. The firm tested their effectiveness through the site observations, focus groups and one-on-one interviews.

They returned to you with the results of their test. Some methods such as awarding certificate to contractors, a simple leaflet for village chiefs and contractors, and a personalized sign-up board for residents performed really well. Others such as wall shadow tarpaulins, sign-up posters, and cow stencilling were not as effective. What was most surprising for you was the shadow imagery did not work at all. Respondents never understood what the shadows were supposed to represent in the posters. They did not notice the connection between the two images. For those that did, they thought it was a ghost, which had very negative connotations in Cambodian culture. The core concept the project chose for the campaign did not work at all with the target audience. You started to get the feeling that this project might be too much outside your own experience and expertise. You thought about what other options you have to achieve the targets you set for yourself. You looked around the table and it looked like your team was having similar feelings.

Try Again

Members of the firm saw the concerned look you and your team had. They assured you that this was a routine process for developing an effective, culturally appropriate BCC strategy. Field testing, pilot studies and feedback were necessary to draw out what resonated with the local residents and contractors before a full-scale campaign was launched. Even high-profile corporate brands underwent a series of pre-testing and piloting before they finalized their concepts, messages, and approaches for their globally successful campaigns. The results confirmed what your local government colleagues said during the previous concept presentation meeting. Cambodian marketing and media tended to be literal and straightforward, something residents in rural areas were more accustomed to. The firm said they would come back in a couple of weeks with a new design that incorporated what came out of the field tests. After the meeting, you felt a sigh of relief. You realized the firm was right. You were lucky to discover that the first concept did not resonate with local residents before money was spent on producing materials.

The firm came back to the project team with a new concept. It still showed photos of women doing household or farm work. Instead of a shadow behind them, the women had thought bubbles containing the road construction and maintenance work they could be doing. You smiled since it still addressed the obstacle of traditional gender roles but in a much more straightforward way. You realized that any observations, assumptions, and findings you made about stakeholders and their behaviors needed to be verified from their own perspective. What you saw firsthand may not show you the whole picture. You still had to approach and converse with the audiences themselves to discover what would work and what would not. It was agreed that the concept would go into production for the needed information, education, and communication (IEC) materials.

When initial production was completed, the firm worked with the CSO to integrate the materials into the training sessions for contractors, village chiefs, and local government officials. The CSO used a train-the-trainer model on gender and diversity, and how to use the campaign materials. Later on, in the firm's report, they said that working together with the CSO during the training sessions proved to be another valuable venue for getting feedback. They received comments from the CSO, local government officials, and participants, which led to further refinements down the road.

As a result of these combined efforts, more than 750 women signed-up for the labor registry. They represented almost 70% of total registrants of the 22 villages covered by the project. At the time when the final reports were written, approximately 25,000 work days have been created, which is equivalent to at least \$100,000 USD in wages. 6 contractors from three different companies and 17 local officials participated in training sessions. More than 100 officials from the national government have also participated in training sessions.

Instructions

- A. **User of Documents:** Session participants
- B. **Purpose:** This document will be shared with participants during the session after a discussion of the case details from PART A. Participants will compare and discuss the actions taken by the actual ADB project team with what they thought as courses of action during the session. Depending on the facilitator's plan, PART B could be discussed as a whole or broken into sections.
- C. **Time Allotted:** 1 - 2 hrs depending on the facilitator.
- D. **Included Materials:** This document is part of the package titled, "Women are Ready for Roads", a case study based on the Technical Assistance for Promoting Gender Equality and Women's Empowerment in Cambodia or the "Ready for Roads" project. The package contains Part A (Long), Part A (Concise), Part B, and Teaching Notes intended for the application of the Case Method in fostering discussions in gender mainstreaming and behavior change communications. Part A (Long) contains all the details of the case to be shared with participants ahead of the session. PART A (Concise) has the same information as PART A (Long) presented in bullets and intended for shorter sessions. Part B has the actions taken by the actual ADB project team, distributed during the session. The Teaching Notes document was developed to support facilitators in designing their plans for the session.
- E. **Learning Points to Emphasize:**
 - Strong planning and coordination processes need to be developed to ensure that communication professionals and other consultants have clearly delineated roles and deliverables.
 - Monitoring and evaluation need to be incorporated early on in the project cycle.

Overview

After years of civil war, Cambodia was transforming into a vibrant market economy. ADB approved funding to rehabilitate 500 kms of rural roads in seven provinces. It was one of the key pieces of infrastructure for Cambodia's mostly rural population to access much needed social services and opportunities in economic centers.

There were two key policy drivers that the ADB project team had to consider. One was public works and road building have being identified by the Cambodian government as key strategies for poverty reduction in rural areas. As much as possible, local residents would be used for the project's labor needs. Two was ADB's commitment to gender equality in all its projects. A behavior change communication (BCC) campaign was developed to encourage local women in taking road building and construction jobs, and to shift contractors' attitudes on what jobs women can do.

Seeking out the Gender and Development Cooperation Fund in addition to regular project financing funded the campaign. The campaign also included specific training and communication strategies for local women, contractors, and government officials. A local social marketing firm was hired to develop the campaign. A local civil society organization was chosen to develop and facilitate gender and diversity training. As part of routine BCC practice, field testing the original campaign concept showed it was not effective for local residents. This process showed that value of early testing, helping to further refine and modify the concept before a full rollout.

Action Issues

Integrated Labor and Gender Mainstreaming

The ADB project team had to contend with two policy directives from two different sources. First was the Cambodian government saw public works and road building as a priority strategy for social protection. Second was ADB's commitment to gender equality and women's empowerment. They decided to integrate these two concerns into a single labor and gender mainstreaming plan, focusing on labor-based road construction. Yet, they faced several challenges during the project's planning and implementation.

One of their first issues the team encountered was how to fund a gender mainstreaming plan. Most ADB projects merely cited how a project impacts women's lives; specific allocations within a project's budget were uncommon. Instead of lengthy negotiations on how to integrate this within the existing budget, separate funding was sought out through the Gender and Development Cooperation Fund. It fostered cooperation between team members, as more funding was available. ADB does administer specialized funds and co-financing resources for specific project themes, countries and regions.

Targeted Communication Strategies

A behavior change communication (BCC) strategy was needed since the primary obstacle for stakeholders was the assumption that men would naturally take road building and construction jobs. Women on the other hand would not be capable or be interested in those kinds of work. BCC involves the production of communication materials and the development of interpersonal engagement activities, consistently employing the same message and concept. CARE International Cambodia, a local NGO with extensive experience in gender issues within Khmer communities, was hired to do the later and develop and facilitate gender and diversity training sessions. 17Triggers, a local social marketing firm, was hired to do the former develop campaign materials and other educational materials. Marketing and advertising professionals who have worked with development experts to craft development related social campaigns staffed them. Both have distinct and highly complementary roles as both should be ideally working together.

17Triggers was given the following roles:

- Develop, field-test, and produce information, education, and communication tools that would be under a common concept/brand.
- Produce a promotional short film on the value and benefit of women's work on rural road projects.

CARE International Cambodia focused on the following:

- Deliver skills and capacity building sessions for local, provincial, and national government officials.
- Deliver jointly facilitated sessions with government officials to train private contractors and rural residents in areas where the roads would be rehabilitated.
- Monitor and evaluate the learning process.

Although both 17Triggers and CARE had distinct responsibilities, they collaborated in project planning and conducting baseline research. They jointly identified government officials, contractors, and the rural women themselves as the campaign's target audience. They also worked on developing materials for the train-the-trainer sessions for contractors and local government officials. Some activities were scheduled to coincide with each other's output. For example, 17Triggers filmed and interviewed contractors and women, while CARE collected case studies and tested the monitoring forms.

Specific strategies were employed for each stakeholder:

- *Government Officials*
 - CARE focused on capacity building on gender policy enforcement, implementation, and monitoring.
 - Using a train the trainer model, a set of training manuals and a training video were developed with 17Triggers.
 - Several training sessions were co-facilitated by CARE and government officials who have already undergone training.
 - Particular emphasis was given on longer term responsibilities, such as monitoring and evaluation, beyond the loan program.
- *Contractors*

- CARE facilitated on-the-job training, focusing on how women's skills in agricultural and domestic work are similar and applicable to construction.
- 17 Triggers produced a manual and card decks to help recruit and match women applicants to the appropriate job.
- Certificates were awarded to contractors who have successfully recruited women and provided them with safe working environments.
- *Rural Women*
 - Cards, posters, and stickers containing information on where women could ask and apply for job opportunities were produced.
 - Village authorities were recruited as focal persons for distributing and sharing information. They were seen as the most trusted source in a rural area.
 - Women (and men) were asked to add their names on a registry for contractors to match with their labor needs.
 - Government officials, discussing the benefits of improved roads, attitudes towards gender, and participation in road construction/maintenance work, facilitated outreach and demand-creation sessions in rural communities.
 - A training manual was developed for these outreach and demand-creation sessions.

Testing for Success

The initial concept for the campaign materials featured women doing agricultural/house work, while behind them was their shadow doing road construction work. It emphasized how women can use the skills they already have. 17 Triggers developed campaign materials around this idea.

As part of BCC best practice, extensive field research and testing were conducted to find out if the concept would be effective. Field tests showed that the target audience did not respond well to both the concept and some of the strategies employed. Rural residents preferred a more literal and direct approach, which was the common approach in the Cambodian media landscape. 17 Triggers abandoned the shadow imagery and modified them into thought bubbles. Tarpaulin banners, sign-up posters and cow stencilling strategies were abandoned due to a low

response rate. Posters, leaflets, and personalized village sign-up boards proved to be more effective.

As a result of these combined efforts, more than 750 women signed-up for the labor registry. They represented almost 70% of total registrants of the 22 villages covered by the project. At the time when the final reports were written, approximately 25,000 work days have been created, which is equivalent to at least \$100,000 USD in wages. 6 contractors from three different companies and 17 local officials participated in training sessions. More than 100 officials from the national government have also participated in training sessions.

Lessons learned from the project were:

- other funding sources are available and can be used to complement project plans
- spending time in the field for research and community consultations draws out relevant cultural, political, and social contexts;
- choosing local consultants with extensive experience can lead to more tailored and specific programs for the local communities;
- BCC involves the use of formative research to leverage information about the key behavior and attitudes of target audiences, education, and communication materials with interpersonal engagement activities such as workshops and training sessions;
- testing can draw out feedback from target audiences and provide opportunities for refinement before a project's full implementation.

User Guide for Preparing Communications Strategies for Projects

Communication Strategy Matrix									
Communications Context									
Project objectives									
Comms Objectives	Strategic Elements					Work Plan Elements			Evaluation
	Key Risks	Audience	Current and Desired Behavior	Messages/ Information Needs	Channels /Activity	Timing	Responsibility	Resource Needs	Expected Outcomes

1. Communications Context

A brief narrative description of the broad key contextual factors, such as project risks, and social, cultural, and political factors that will influence the communications activities.

2. Project Objective

Describes the desired outcome of the project. This is set by the operational team and should relate to the project outcomes identified in the design and monitoring framework (DMF) and other documents. The project outcomes stated in the project documents are usually summarized as one overall “project objective” for the Communication StrategyMatrix.

3. Communication objective

Describes the desired outcomes of the communications strategy. The communications objectives should contribute to reaching the project objective. The communications strategy should be tightly focused around a few (typically between one and three) communications objectives.

4. Risks

Identifies the key risks, challenges, or issues that may stand in the way of reaching the project objective and communications objectives.

5. Audiences/Stakeholders

Describes the stakeholders who are the main audiences for the strategy. Stakeholder groups usually need to be identified and segmented by categories such as demographic group, interest relative to the project, and their relative support or opposition to both the project objective and communications objectives.

6. Current and Desired Attitudes/Behaviors

Identifies the desired attitudes and/or behaviors one would like the intended audiences to take to help the program achieve its objectives and to address the key risks. In order to do this, it is first necessary to identify the audiences' current behaviors and attitudes.

7. Messages/Information

Details what messages and information are needed to move the audiences toward the desired attitude or behavior and the information stakeholders will need in order to understand the project activities and provide informed feedback.

8. Activity/Channels

Describes the activities needed to ensure the right message and information reaches the right audiences. This section also specifies the channels this activity will use. The choice of activity and channel should take into account the audiences' level of literacy, media preferences, and preferred language. The language used for each activity and/or channel should be specified.

9. Timing

Describes when each activity will be carried out, how often, and over what time frame.

10. Responsibility

Identifies who will be responsible for leading and implementing each activity.

11. Resources Needed

Details the human and financial resources needed and how these needs will be filled.

12. Expected Outcomes

Identifies the indicators and outcomes related to the communications activities.

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