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Mozambique Media Strengthening Program Agreement No. AID-656-A-12-00001

FY2013

1st Quarter Report: 1 Oct – 31 Dec 2012



The MSP team with colleagues from Rhodes University, the School of Communication and Arts (ECA) and USAID at a joint meeting on 2 November 2012, the first joint meeting of this type.

Submitted 4 February 2013

1. **Project Duration:** 5 years
2. **Starting Date:** 11 June 2012
3. **Life of project funding:** \$9,978,124
4. **Geographic Focus:** Mozambique (all provinces) with a focus on Maputo
5. **Program/Project Objectives** (over the life of the project)

Overall program objective:

A free, open, diverse and self-sustaining Mozambican media sector providing high quality information to citizens that promote debate, accountability and development.

Objectives by result areas:

Professional Capacity of Journalists

Result 1: Increased Professional Capacity of Mozambican Media Sector

IR 1.1 *Media professionals have expanded skills*

IR 1.2 *Media professionals produce more and better quality content*

Business Operations and Sustainability of Media Outlets

Result 2: Strengthened Business Management / Organizational Capacity of Media Organizations to Improve Long-Term Financial Viability.

IR 2.1 *Media organizations improve organizational capacity*

IR 2.2 *Media organizations strengthen financial viability*

Journalism Education

Result 3: Improved Journalism Education at UEM's School of Communications and Arts

IR 3.1 *ECA offers students strengthened journalism education curriculum*

IR 3.2 *ECA expands role in advancing Mozambican media*

Community Radio

Result 4: Increased Ability of Community Radio Stations to Provide More and Better Information to Listeners

IR 4.1 *Community radios offer more and better information to listeners*

IR 4.2 *Community radios improve sustainability*

Advocacy

Result 5: Increased Ability of Mozambican Organizations to Advocate for Press Freedom and an Improved Legal Enabling Environment for Media

IR 5.1 *Advocacy is effective*

IR 5.2 *Media freedom and access to information gain broad citizen support*

1. Summary of the reporting period

Selected highlights from the reporting period include:

- First groups of journalism fellows (6) and interns (6) selected and started work.
- Elections consortium formed between IREX, DAI, CIP, EISA, @Verdade and Prof. Hanlon.
- First visit by Rhodes (RU) faculty and start of academic collaboration between RU and ECA.

- Official launch of the program with US Supreme Court Justice Stephen Breyer present.

Professional Capacity Building: A group of six **journalism fellows** were selected through a competitive process and will start a small group mentoring program in Q2 based on a curriculum developed and implemented by the program. The curriculum focuses on and provides an opportunity for the development and use of practical skills, for example through multimedia projects. A total of six **program interns** were recruited from among a large group of journalism students and are receiving weekly mentoring and training. The student interns are working on a range of projects and are documenting their work on a digital wall (see success story below). An **investigative journalism specialist** from Brazil, Ricardo Mendes, was identified after an international selection process and will join the team in February for a 5-6 month stay in Mozambique, which involves small group mentoring, workshops at media outlets and courses at ECA. An **'elections consortium'** was formed consisting of IREX, Dialogo (DAI), CIP, EISA, @Verdade and Prof. Joseph Hanlon to (a) update, expand and publish an elections manual for journalists, (b) organize trainings for citizen reporters and journalists in all 11 provinces and (c) organize an elections newsroom to monitor and document election processes and irregularities and to provide rapid follow up where needed. This is the first collaboration of this nature in Mozambique and a good example of coordination of efforts and leveraging of resources, as each party brings something to the table and benefit from each other's expertise. The trainings will be implemented in Q2 and Q3 in preparation for the elections in November. A **multimedia lab**, as well as a small media incubator, has been established in an annex to the MSP office, and these facilities will be used for training and administrative support for the remainder of the program.

Business Operations and Journalism Education: The program hosted a one-week visit by four faculty members from Rhodes University, a key program partner. Some 10 media outlets were visited to prepare a strategy for **customized assistance** projects for targeted media outlets. These interventions will follow a six-step process that goes from assessment to agreement on actions to implementation of changes to evaluation. An experienced media specialist for business operations has been hired to support the process and to replicate it in media outlets in the provinces. At the same time, preliminary steps were taken to select high-potential candidates for the **Emerging Media Leaders** certificate course. The Rhodes faculty also had several meetings with ECA faculty and management, paving the way for the implementation of multiple activities during the remainder of FY 2013. These activities focus on experimental learning opportunities for students and an effective implementation of the ECA journalism curriculum.

Community Radio: Limited progress was registered, due to personnel changes, but all activities are expected to be fully on track by the end of Q2.

Advocacy and Alliances: Significant progress was made in this area, as 23 media associations were met, assessed, categorized and informed of MSP activities. Of these, six signed MOUs and started collaboration with the program. The program also hosted six **association meetings**, provided incubation support (for registration) for the Association of Judicial Reporters and hosted the founding meeting of the Network of Parliamentary Reporters. These associations form a natural extension of the MSP network and serve as a feeder mechanism for a range of program activities, including specialized training courses, mentored groups and debates. The TOR for a **legal support fund** was completed and a lawyer identified to support the fund and provide legal services for abused / persecuted journalists. MSP is facilitating the formation of **Rapid Response Committee**, whose primary objectives is to filter complaints, assess appropriate responses and provide financial and legal support to relevant

journalists. Two public debates took place on IREX premises during the reporting period, one on gender and media and one about community radio. The first debate was reported on national radio.

2. Project Performance Indicators

Because of the relatively high number of indicators and the extent of the monitoring tracing table, this section has been covered as an annex (see Annex 1: Project Performance Indicators). In summary, however, Q1 was characterized by the completion of the program's Performance Management Plan (PMP), including the definition of indicators and determination of baselines, and extensive planning and preparation for future activities.

3. Major Implementation Issues

No major implementation issues were identified in the reporting period, but some initial delays were experienced in the community radio area due to personnel changes (the media specialist for community radio left the program and joined the Prime Minister's office). We do expect, however, that this area will be back on track by the end of Q2.

4. Collaboration with Other Donor Projects

The program has established a key strategic partnership with DAI through the **Dialogo project**, a DFID-funded project focused on civil society and strengthening of municipalities. IREX is a sub-recipient of this project and meets regularly with the project management to coordinate and collaborate on joint efforts. Several meetings took place in Q1, where IREX supported the development of Dialogo's media strategy and the TOR for a media support fund, thus helping to align IREX/MSP strategies with DAI/Dialogo ones. IREX and DAI will coordinate and collaborate on funding and sub-granting processes, so as to avoid overlap and maximize the effectiveness of available resources. Additionally, the program met with **IBIS, MASC and OSISA**, other programs that are active in the funding and development of civil society and media programs. The main objective of these meetings was to coordinate efforts, avoid overlap and inform about planned activities. These organizations participated in each other's meetings where relevant.

Finally, coordination meetings were held with **JHUCCP**, an USAID implementing partner and PEPFAR recipient in the area of HIV prevention, whose program also contains a media component focused on developing capacity in health journalism. Initial conversations were also held with SCIP Zambezia (WVI) and SCIP Nampula (Pathfinder) about possible collaboration on community radio activities within the districts where they operate. These conversations will be continued into Q2 and beyond, as the community radio efforts gather momentum.

5. Key Activities Planned for Next Quarter

Professional Capacity Building: Both the Fellowship (Media Laboratory) and internship programs will be implemented and gather momentum in Q2. All Fellows and interns have been selected and have already met. These groups will engage in a weekly training program focused on multidimensional journalism, enabling them to structure and report on complex stories. Among the digital tools to be taught are digital walls, but a range of other multimedia skills will also be developed, thus helping the trainees to be better suited to current media market needs. A key effort in Q2 will be the continuation of the work with the elections consortium, including the finalization of the elections media training manual (*Por eleicoes justos, livres e transparentes*) and other materials for the provincial trainings, which MSP staff are preparing in collaboration with Prof. Joe Hanlon. While the exact dates have not yet been determined, the provincial trainings will commence either at the end of Q2 or at the beginning of Q3. Some 250

individuals are expected to participate in these trainings, including an estimated 200 citizen reporters and 50 traditional journalists, all of whom will feed their work into an elections newsroom which will be set up for the November elections. The elections consortium consists of IREX, DAI, CIP, EISA, @Verdade and Prof. Hanlon (in an individual capacity).

A major initiative for Q2 and Q3 is the deployment of Ricardo Mendes, a temporary (5 to 6 months) investigative journalism expert from Brazil. Mendes will teach two weekly sessions at ECA, facilitate mentored small groups on IREX premises twice weekly and support other objectives in both business operations and community radio. He will also mentor Media Specialist Milton Machel. Another effort in the Q2 will be the completion of the first investigative journalism status report, which will cover 2012. This report will show the current status and trends of investigative journalism in the country and will be printed for external distribution.

A program web site ('the clearinghouse') is scheduled for completion in early February and will serve as both a repository, reference source and media outlet, for example for course work produced by students and interns. The web site will be linked up to social media, once these have been approved by USAID.

Business Operations and Journalism Education: A key first activity in Q2 is a three-day working visit by Dr. Ngomane and Dr. Miguel, director and deputy director of ECA, to Rhodes University (RU) in SA. The visit will focus on a general introduction to the university and its resources, including faculty, as well as on planning and preparation for the inter-university collaboration, which is intended to last through the entire program. The work of planning and preparing for customized assistance projects for local media outlets will also continue, and the selection of candidates for the emerging market leaders program will be concluded. These interventions will be followed by three intensive courses to be taught at ECA in the beginning of Q3. The investigative journalism expert will also be teaching at ECA and support other faculty development initiatives, for example through co-teaching. RU faculty will also form a curriculum peer review committee that will support the ongoing improvement of the ECA journalism curriculum.

Community Radio: This area is expected to pick up significant momentum in Q2, with a strategy already being in place and dialogues with implementing partners (CAICC and FORCOM) already in motion. The main near time focus will be on (a) the selection of target stations and (b) the implementation of a diagnostic process that will assess both the current level of operations at the stations and guide the next steps in bringing the stations to a higher level. This diagnostic process will be carried out in parallel with a community radio survey that will assess aspects such as people's trust in the station etc. This survey in turn represents the final piece of the PMP for the program. In terms of CR strategy, it will focus on four main lines of action: develop model stations, improve technology (equipment and usage), facilitate exchanges and establishing a content exchange.

Advocacy: The Media Observatory, a mechanism created to monitor ethical issues in reporting will be implemented as of January, with different NGOs focused on specific issues being involved in the analysis of what may be considered breaches of ethical and/or professional standards. The first area to be analyzed is the treatment of gender in the media. The media association building will continue with focus on a limited number 4-6 promising associations or networks that MSP can help develop to play stronger advocacy roles. The monthly debates will continue on the last Tuesday of each month, and for the time being they will be held on IREX premises. The legal support fund will be officially launched, a human rights lawyer retained as an advisor and a Rapid Response Committee (RRC) formed to triage cases of suspected abuse

or infringement on press freedoms. Additionally, IREX and USAID will collaborate to prepare for the visit of a USAID security expert, who will be engaged to provide practical security trainings to journalists and other media professionals.

M&E and outreach efforts will continue to receive attention during the quarter.

6. Evaluation/ Assessment Update

Evaluations, Assessments, Studies and Audits	
Include any and all types of evaluations, financial or programmatic, internal or external.	
<u>Completed:</u> List evaluations, assessments, studies and/or audits held last year	Major Findings/Recommendations
N/A for this quarter	
<u>Planned:</u> List evaluations, assessments, studies and/or audits planned for next year	
Unknown at this time	

7. Administrative Update

Almost all start-up activities related to registration, facilities, recruitment etc. were completed in the previous reporting period and reported on separately. The program implemented and pioneered QuickBooks as its accounting system from the outset, as this was a new system for IREX. Two staff members were replaced during the quarter. Administrative Assistant Isabel Cossa was let go during the probation period and replaced by Esther Chimalanga, whereas Celina Henriques, Media Specialist for Community Radio left the program to join the Prime Minister's office. She was replaced by Sergio Chusane, Media Specialist for Business Operations. All major procurement activities were completed in the previous reporting period, but a small media lab in an annex to the office building is still being finalized (space and equipment are in place, but the space is not yet being used). At the end of Q1, no local sub grants had yet been awarded.

8. Success Stories and Photos:

***Debates na Redacção* - where the voice of journalists counts**



Journalists and activists listening to each other on issues that matter at Debates na Redacção

For more than 30 years, Mozambican journalists have fought relentlessly for press freedom, access to information, and freedom of expression.

Amid countless threats, violence, and a confusing legal framework, Mozambican journalists were one of the only prominent professional groups that stood for these basic citizen rights. And despite the untimely and unresolved death of investigative journalist Carlos Cardoso, Mozambican journalists have

remained ever-vigilant and unwavering in realizing their dream of press freedom and extending access to reliable information to all citizens.

Journalists have seldom been afforded the opportunity to formally gather with other journalists in an environment conducive to peer learning, collaboration, or to engage in candid discussion about the state of journalism in a rapidly changing Mozambique. That has changed. IREX's Media Strengthening Program, funded by USAID, is now supporting journalists as they strive to uphold freedom of expression and information and extend Mozambican citizens a voice through *Debates na Redacção*.

Since its founding in October 2012, *Debates na Redacção* has hosted five events that encourage media professionals to discuss and debate important topics ranging from the political influence of community radio, to the working conditions of journalists in Mozambique, to women in media, and the relationship between the media and the judiciary.

"This is the space that has been missing for ages", commented Armando Nenane, Executive Secretary of AMJJ-Mozambican Association of Judiciary Journalism, an association that IREX has helped to grow and strengthen. Several participants explained that *Debates na Redacção* comes at a time when the Mozambican media needs a dedicated space to convene and speak in one voice especially with regard to the future of journalism. It is truly a place, they say, where media professionals can talk and interact with those who matter the most: civil society and decision-makers.



Armando Nenane of AMJJ speaking during a debate

"Coming to *Debates na Redacção* has been in fact an opportunity to drink from the fountain of the real concerns of journalists and learn from them on ways to improve our work," commented Ernestina Chirindja, labor inspector of the Government of Mozambique during a labor relations debate held in January 2013. IREX hopes that continued discussion and interaction between journalists, civil society, and policy makers through this activity will support a legal and political environment that not only recognizes but champions citizen rights.

9. Financial Information:

In FY2013 Q1, the program spent \$586,348 and plans to spend \$605,148 in the next quarter, establishing a burn rate that corresponds to the obligated amount for the year. A separate SF 425 has been submitted and regular quarterly pipelines are submitted to USAID for planning and monitoring purposes.

ANNEX 1: Project Performance Indicators

For the first quarter of the project (from 1 October 2012 to 31 December 2012), baseline data were collected for the indicators of the Media Strengthening Program.

The table below illustrates the results and targets for these indicators.

Table 7.1: Performance Monitoring Indicators

Performance indicator	Definition	Method of collection	Baseline Results	Targets
USAID Media Strengthening Objective 1: To Strengthen the Ability of Mozambican Media Sector to Provide High Quality Information to Citizens so as to Further Development Objectives in the Country				
U1. Useful news and information provided to citizens disaggregated by age, gender and region	A survey of how citizens perceive media and how they have used information from the media will be deployed.	A survey of residents in Maputo city	76% Agree that they find the news from the media useful to make decisions Females: 76% Youth: 78%	20% Increase in citizen's perception of news usefulness and information to engage in public life by the end of the program.
U2. Citizens use news and information to engage with government and policy decisions through the media disaggregated by gender, age and region.	A survey will be deployed to measure how citizens perceive the media and how they have used information from the media to engage government and policy makers.	A survey of residents in the communities where the project works	50% reported to have used media to engage with government and policy makers. Female: 45% Youth: 51%	40% increase in citizens' use of news to engage with government and policymakers.
U3. Professional content on key Mozambican development issues disaggregated by type of content (health, education, agriculture, etc.)	The content analysis deployed in the program will include basic percentages of time- space devoted to defined development issues.	Content Analysis	Youth: 14% Women: 4% Health: 16% Agriculture: 11% HIV: 4% Politics: 13%	Quality of coverage of Mozambique development objectives improves by 50%

USAID Media Strengthening Program Objective 2: To Promote a Free, Open, Diverse, and Self-Sustaining Media Operating Environment				
Performance indicator	Definition	Method of collection	Baseline Results	Targets
U4.Sustainability and professionalism of Mozambican media sector disaggregated by MSI objectives	IREX will use the Media Sustainability Index (MSI) which measures five aspects of a media sector, as scored with standard methodology by a Mozambican panel. Control groups will be neighboring/similar countries with no USAID media project.	IREX performs annual MSI independently of MSP.	Overall average country score: 2.36 Free speech: 2.73 Professional journalism: 2.07 Plurality of news sources: 2.63 Supporting institutions: 2.28 Business management: 2.11	25% Increase

Indicators U1 and U2 were measured through the use of a survey conducted in Maputo city by 10 enumerators who underwent an intense 8-hour training plus pilot session. Data were collected during 4 days in 5 districts in Maputo. A total of 638 out of 880 questionnaires were deemed usable after a data quality check was done on 25% of randomly selected questionnaires. A Booster survey was then conducted to bring the total number of questionnaires to 880. A total 316 women and 564 men participated in the survey.

The MSI was used for data pertaining to U4. The MSI interprets its scores follows:

- 0-1 Unsustainable, anti-free press
- 1-2 Unsustainable, mixed system
- 2-3 Near sustainability
- 3-4 Sustainable

Performance indicator	Definition	Method of collection	Baseline Results	Targets
Result 1: Mozambican media sector demonstrates increased professional capacity				
1.1 Mozambican media meets professional standards	IREX will use the Media Sustainability Index (MSI), Objective 2, which measures professional quality of media content. Control groups will be neighboring/similar countries with no USAID media project.	MSI index	2.07	25% Increase
1.2 Targeted media outlets meet professional standards.	IREX will use the Media Content Analysis Tool (MCAT) it has successfully deployed to other USAID projects. The MCAT is a composite index measuring professionalism in journalism including sourcing, relevance, and impartiality and production quality.	Randomly assess sample of news stories produced by targeted outlets and by trainees.	2.88	4.32
1.3 Professional coverage of public health issues informing citizens disaggregated by media sector (TV, radio, print, online).	IREX will cooperate with the local NGO, RECAC to conduct an annual quantitative and qualitative review of health and HIV news and information	RECAC will capture all of the media stories about Health, HIV and analyze them. An expert panel will also participate.	Pending	“Acceptable” level of health and HIV issues.
1.4 Media sector conducts investigative journalism disaggregated by media sector (TV, radio, print, online).	Expert analysis of investigative journalism across the media sector.	Expert review of investigative news stories	Pending	“Acceptable”

Performance indicator	Definition	Method of collection	Baseline Results	Targets
Result 1: USAID Common Indicator under Governing Justly and Democratically 2.4.2				
1.5 Number of journalists trained with USG assistance disaggregated by gender, region, outlet	Number of person-days and number of professionals, citizens, and aspiring journalists receiving training, consulting, or grants from the program	IREX staff will report number of journalists receiving assistance in quarterly reports	Zero Persons trained and 0 person days.	535 persons trained and 6,092 person days
1.6 Number of non-state news outlets assisted by USG disaggregated by region, outlet type (including rural or urban)	Number of existent or developing on-line, broadcast, or print outlets receiving training, consulting, or grants from the project	Sign –in sheets and financial records	Zero	30

Indicators 1.3 and 1.4 will be collected during the 2nd quarter of the first project year. These indicators have been outsourced but are in the process of being collected and evaluated.

The Media Content Analysis Tool (MCAT) was used to analyze indicator 1.2: *Targeted media outlets meet professional standards*. Three MSP content analysts who underwent an intense 4 day content analysis training analyzed the baseline content from print, and TV content. The MCAT interprets its scores as follows:

5: Excellent, 4: Good, 3: Acceptable, 2: Bad, 1: Missing

Performance indicator	Definition	Method of collection	Baseline Results	Targets
Result 2: Strengthened business management/organization capacity of media organizations to improve long-term financial viability				
2.1 Number of media outlets using strategic business plans disaggregated by region	Outlets receiving assistance under this objective will be assessed for the existence of and use of a strategic business plan.	Use the Periodic Outlet Review (POR) tool to enquire about the use of strategic business plans.	8 (of which only 4 use it regularly for decision making).	12 outlets
2.2 Targeted outlets use market and audience research disaggregated by region	Number of outlets that use audience or market research – own or commissioned – on a regular basis to inform their programming and/or advertising.	Use the POR to acquire information on Market and audience research	6 Outlets	12 Outlets

Performance indicator	Definition	Method of collection	Baseline Results	Targets
2.3 Revenue of targeted outlets. disaggregated by region and outlet	Amount of annual revenue of targeted media	Use the POR to acquire data on revenue.	This information has not been shared with IREX)	50% Increase in revenue
2.4 Progress towards creation of a Joint Industry Committee (JIC) for media research and advertising	Measure progress on steps undertaken towards the creation of a JIC by the AEJ (media Business Association)	Interviews with key stakeholders, meeting minutes	Stage one: zero points, reflecting 'non-existent JIC))	Stage 5:100 points reflecting 'a fully functional JIC'.
2.5 Number of media outlets that receive USG-supported training to promote financial sustainability	Number of existent or developing on-line, broadcast, or print outlets receiving training, consulting, or grants from the project in support of sustainability	IREX staff will report number of outlets receiving assistance in quarterly reports	Zero	20 media outlets receive assistance via program on business issues.

Data on indicator 2.3 have not been availed to MSP. These data will be recollected during the 2nd quarter of the first project year. The reason for a delayed baseline on this indicator is the weak understanding and trust in MSP objectives and intended use for the revenue data which resulted in various outlets refusing to share these data.

Performance indicator	Definition	Method of collection	Baseline Results	Targets
Result 3: Improved journalism education at UEM's School of Communications and Arts				
3.1 Implementation of an effective curriculum at ECA	IREX will use the ECA milestone index to measure 1) the progress in implementing an effective curriculum across ECA courses, 2) progress toward revised courses, practical course content and 3) acceptance and satisfaction by staff and students of the new curriculum.	Site visits and interviews with key informants, Focus groups	Stage one: Zero points, reflecting 'frustration and confusion on the current curricular by both male and female students'	Curriculum implemented by year 3 Stage 5: 100 points, reflecting 'clarity and satisfaction with new curriculum, revised courses and practical course content in place'.

Performance indicator	Definition	Method of collection	Baseline Results	Targets
3.2 Professionalism of journalism produced by students disaggregated by gender.	IREX will use the Media Content Analysis Tool (MCAT) it has successfully deployed to other USAID projects. The MCAT is a composite index measuring sourcing, impartiality, relevance, and production quality. It will be specifically applied to measuring the quality of student media at ECA	IREX will randomly assess stories produced by student media at ECA	3.01	40% Increase

The MCAT was used to analyze student content by ECA students. The data used were print stories by students and 2009 TV content produced by students. A more recent baseline for student TV content was not available and hence, 2009 TV content was used as a baseline.

Performance indicator	Definition	Method of collection	Baseline Results	Targets
Result 4: Increased ability of community radio stations to provide more and better information to listeners				
4.1 # of community radio stations implementing strategic plans	Stations must have a strategic or business plan and use it to guide operations as analyzed by staff knowledge of plan and examples of its implementation	Activity Managers will observe stations and interview staff to determine use of strategic plan.	Zero , no community radio stations use strategic business plans.	30 community radio stations implement strategic plans.
4.2 Community radios operate soundly and prudently disaggregated by outlet, region	IREX will field a survey of how citizens perceive the community radio station, how relevant/useful the content is to them and how accountable the station is to the community's needs.	Survey	Baseline pending	20 Stations meet standards of professional community radio operations.

Performance indicator	Definition	Method of collection	Baseline Results	Targets
4.3 Revenue of targeted community media show improvements disaggregated by region	Improvement in revenue of targeted media	Activity managers will interview key informants and complete evaluations on each station.	Pending baseline	40% Increase in revenue
4.4 Community stations gain the trust of the communities disaggregated by gender, age, region	A simple survey will be developed and deployed in community for each station assisted to ascertain trust in the reliability and usefulness of news.	Interviews or possible deployment of SMS polling technology	Pending baseline	75% Trust in community trust in stations
Result 4: USAID Common Indicator under Governing Justly and Democratically 2.4.2				
4.5 Number of non-state news outlets assisted by USG (community radio stations) disaggregated by region	Number of community radio stations receiving training, consulting, or grants from the project	Activity managers will use the CSO assessment tool to collect information on outlets receiving grants from the project.	Zero	30 Community radios receive assistance (6 per year)

A Baseline for result 4 indicators has not been collected. The reason for this delay is that the selection of the community radio stations that MSP will be working with was not finalized during the first quarter of the project years (October to December 2012). Hence, a baseline will be collected in the 2nd quarter of the financial year 2013.

Additionally, prior to January 2013, MSP did not have a community radio program manager for result 4. As of January 2013, MSP has been joined by a program manager for result 4 who will manage community radio activities and oversee the project implementation under result 4.

Performance indicator	Definition	Method of collection	Baseline Results	Targets
Result 5: Increased ability of Mozambican organizations to advocate for press freedom and an improved legal enabling environment for media				
5.1 Media CSOs advocate for press freedoms disaggregated by CSO	The <i>Media advocacy milestone</i> measures the advocacy effort of Mozambican media associations	Interviews with key staff, analysis of organizational activities, surveys of constituents	Stage one: 4 points reflecting 'CSO sat their initial stage of their creation	Stage 5: 100 points reflecting 'sustainable CSOs running in an independent manner.
5.2a Media community holds debates to discuss media issues	Media advocacy organizations hold debates for public discussions of media issues	Sign-in sheets	Zero	10 in Year one
5.2b Journalists in public attend debates disaggregated by gender, region and outlet.	Number of people who attend the debates	Sign-in sheets	Zero	300 in year one
5.3 Media law and regulation show improvements	A Media Law and Regulation Milestone will be used to gauge the milestones towards achieving the advocacy goals noting intermediate steps to be achieved.	Review press, laws, organizations' activities	Stage one: Zero points, reflecting "Everything has become stagnant (various laws are facing multiple impediments for them to roll)"	Stage 5: 100 points reflecting 'Five revised laws are passed'

Result 5: USAID Common Indicator under Governing Justly and Democratically 2.4.2				
5.4 GJD 2.4.2 Number of media civil society organizations and/or support institutions assisted by USG disaggregated by region.	Number of media CSOs or associations receiving training, consulting, and/or grants from project	IREX staff will track number of organizations assisted in quarterly program reports	Zero	15 Media civil society organizations assisted by project
5.5 GJD 4.2 Number of positive modifications to enabling legislation/regulations for media drafted with USG assistance	Positive modifications are new or amended laws or regulations that are considered to protect and promote independent media development and freedom of the press.	Review of legislation	Zero	5 Positive modifications to laws

Result 5 indicators have been analyzed through the analysis of advocacy organizational activities (indicator 5.1 and 5.3), sign-in sheets (indicators 5.2 a and 5.2 b), review of press laws (indicator 5.3), the use of the Periodic Outlet Review tool (indicator 5.4) and a review of the legislation (indicator 5.5).

Between October and December 2012, 3 debates were hosted by IREX. A total of 48 guests participated, 13 of these were women. The target is set for 10 debates in the first year of the projects attended by 300 people.

Data collection has been ongoing. All baselines missing will be collected between January and March 2013.