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

FY2014

4th Quarter Report: 1 Jul – 30 Sept 2014



Photographer and photography teacher Pedro Joaquim Bufalo engaging a student in the course on photo journalism.

Submitted 31 October 2014

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 & 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 – 4th Quarter FY 2014

Selected highlights from the reporting period include:

- The MSP program welcomed new program and administrative assistants to the team.
- Annual workplans were prepared and staff performance evaluations completed.
- MSP launched a multi-purpose space to enhance Media Lab TV participant trainings.
- A new round of mentorship began, with a cohort of five journalists and one MSP intern.
- 110 journalists in 3 provinces were trained on elections and conflict sensitive reporting.
- MOUs were signed with MIRAMAR, Sol de Indico and Magazine Independente.
- 14 ECA lecturers were accepted to participate in MA/PhD program at Rhodes University.
- MSP conducted capacity and diagnostic assessments in 10 community radio stations.
- Two participants of the Mandela Washington Fellowship Program visited MSP.
- Digital and Online Tools for Journalists Manual was finalized and launched.

General

Launching of MSP Website & Distance Learning Portal

MSP launched a revamped website featuring a content portal with learning and professional development materials for journalists. A distance learning website was also developed this quarter, which will allow MSP to design and deliver a diverse series of asynchronous trainings and courses leveraging a blended learning methodology in partnership with the Knight Center and ABRAJI.

MSP Organizational Development

During this reporting period, part time resident advisors Julieta Langa (Result 1) and Custodio Duma (Result 5) became fully operational. Candidates for the Administrative Assistant and Custodian positions at the IREX/Nampula office were filled. Also, new administrative staff and new program assistants were hired to support activities in the Maputo office, thus creating a more balanced structure.

Strategic review and adjustment process

Over the course of the quarter, several administrative and financial processes were completed including the proposed budget realignment, revision of the M&E plan, and the annual workplan for project year 3. Also, a program description, budget, and workplan for the GBVI component were submitted and reviewed by and with USAID.

USAID administrative and financial reviews

USAID undertook a regular financial review and update that focused on budget projections, burn rates, and the link between budgets and project performance indicators.

Visit from Maputo City Representatives

In July, MSP hosted four representatives from Maputo city, as part of the city's review of IREX's registration application.

Result 1 – Professional Capacity Building

The big picture: Over the quarter, the strategy of focusing activities in three main areas: (a) coaching and mentoring, (b) foundational skills and (c) digital media continued, supported and supplemented by targeted trainings aimed at strengthening capacity in core areas, such as elections reporting. The coaching and mentoring component continues to develop, and the number of mentees is expected to continue to grow, whereas the foundational skills trainings are relatively new and the digital media trainings have not yet scaled up to the intended scale. All three components have been designed to strengthen the individual journalist, providing him or her with professional guidance and feedback on application of his or her work on the one hand and practical skills on the other. In a development perspective, these two processes go hand in hand, and it is IREX's intention to strengthen all aspects of the individual journalist's work. The program continues to overshoot its numerical goals, so increased attention will be given to working more and better with fewer journalists, for example by strengthening the coaching and mentoring component.

ELECTIONS/PEACE JOURNALISM/CONFLICT SENSITIVE REPORTING TRAININGS

- In partnership with the U.S. Embassy, MSP trained 110 radio and TV journalists in the cities of Beira, Quelimane, and Nampula in elections, peace journalism, and conflict sensitive reporting.
- The initiative to the training came from the U.S. Embassy, but was supported by and largely paid for through MSP. The trainers were Mariane Perez, Tomas Vieira Mario and Rui Lamarques, IREX Media Specialist, each covering different parts of the training.
- Some 2/3 of the training followed the Elections manual that was developed last year.

- The purpose of the trainings was to promote good and responsible coverage of elections issues during the national elections in October.
- Preliminary feedback indicates that the lessons learnt by the participants were applied in their own elections reporting on the national elections on October 15.

FOUNDATIONAL SKILLS TRAININGS

- A series of photography courses was piloted this quarter targeting journalists from electronic magazines. There was strong demand and interest for this course.
- Additionally, two introductory courses on journalistic writing were piloted during this reporting period, equipping 43 journalists and ECA students and 14 media organizations with basic techniques for drafting concise and effective journalistic texts.
- The course was facilitated by Julieta Langa, IREX Advisor for linguistics and publications and supported by other team members.

INTERNS & INTERNAL CAPACITY BUILDING

- In July, a new cycle of the internship program started, with 10 new interns joining the MSP team and entering into a structured learning program that will last for six months.
- Over 120 applications were received for the internships and the TV fellowship.
- The internship program is managed by Media Specialist Selma Innocencia and follows a structured weekly training program, on-the-job-practice and rotation of interns through different programmatic areas.

MEDIA LAB TV

- Twenty Media Lab TV participants engaged in the practical component of their training and recorded mock news reports as well as documentaries. All reports and documentaries were topics that were selected by the participants and address issues of public interest, including public health, access to potable water, drugs, and sexuality.
- The Media Lab TV experience involves a creative process of mutually reinforcing theoretical and practical sessions, where techniques are explained in a classroom context before being implemented, analyzed and deconstructed.
- Participants learn and get to practice all steps involved in TV production.
- As part of the Media TV Lab effort, two Mozambican participants of the Mandela Washington Fellowship Program visited MSP to participate in interviews and have their experiences and observations recorded by the Media TV lab participants.
- Thirty-five participants from the internship program (10) and the Media Lab TV (20) participated in a series of general skills development lectures, including on aspects of self-marketing, resume writing and job interview techniques, in order to bolster their employability for the Mozambican media market.
- Miramar, STV and TIM, three of the four largest TV stations in the country, have all expressed great interest in hiring graduates of the program.

Result 2 – Business Operations

The big picture: Over the quarter, the strategy of customizing assistance through targeted consultancies, specialized trainings and grants funding continued, with the adoption of new partners and the scaling back and/or out of some previous partners, whose processes had come to a natural conclusion. The customized assistance approach builds on the principle that every media business faces a slightly different set of circumstances and challenges. The targeted consultancies, in particular, contributed to develop a sense of trust required for the successful implementation of operational changes, whereas the business management trainings continued to build skills and knowledge throughout the ranks of media outlets. This was reflected in, for example, greater participation in the courses by representatives of MSP partners, such as MIRAMAR, SOICO and Magazine Independente.

CUSTOMIZED ASSISTANCE

- MOUs were signed with MIRAMAR, Sol, and Magazine Independente. Each MOU was accompanied by visits to IREX by the leadership of those organizations, which provided an opportunity to strengthen institutional partnerships and for IREX to promote MSP and the various activities offered under it.
- These MOUs represent a first phase, and a less committal one, in a continuum of strategic collaboration that leads to direct support, including subgrants and consultancies.
- Computers and digital recorders were provided to Magazine Independente to enhance the paper's workflow and ability to use electronic / email workflow.
- Twelve *Giro de Noticias* national news bulletins were broadcast by TIM as a part of their sub-agreement with MSP.
- MSP began work with online newspaper Catembe, as part of its emerging business mentorship initiatives.
- Furthermore, twelve young entrepreneurs were trained in business and digital tools to support emerging businesses.

MEDIA MANAGEMENT – EMERGING MEDIA LEADERS (EML)

- In August, 42 participants from 16 different media outlets participated in the fifth, sixth, and seventh iterations of the EML level 1 and level 2 trainings.
- The interest and demand for the course continues to be high.
- IREX has nevertheless concluded, based on an analysis of the progress and participant feedback received thus far, that it is time to move to greater specialization in these courses, starting with a specialized course on marketing, sales and commercial strategies, which is intended to strengthen business practices.
- IREX is also currently evaluating a more detailed review and assessment of how and the extent to which the courses have led to tangible results in the market.

Result 3 – Journalism Education

The big picture: Over the quarter, the new strategy of shifting more efforts and resources towards the Rhodes ECA scholarship initiative was developed further. This initiative will allow qualifying ECA faculty members to pursue master's and doctorate degrees at Rhodes University in South Africa. It is hypothesized that this will have primary (e.g., through enhanced knowledge and ability among the teachers) and secondary (e.g., through the adaptation of new practices, approaches and attitudes gleaned from Rhodes) effects on the academic environment at ECA, including how the journalism curriculum is being implemented and how students are experiencing their learning situation.

SCHOLARSHIP INITIATIVE

- A finalized program description and budget was developed for integration into a proposed cooperative agreement modification and budget realignment, which was submitted to USAID.
- A total of 14 ECA lecturers submitted their applications to attend the master's (10) and doctorate (2) program at Rhodes. MSP is pleased to report that all preliminary applications were accepted.
- A group of six ECA lecturers attended the Highway Africa media conference at Rhodes University, and three of these attendees were directly sponsored by Rhodes University.
- An English-speaking program assistant was recruited to support logistics and necessary programmatic coordination related to the ECA scholarship program.
- Much effort was put into preparing the English language skills of the applicants, and IREX hired a part time English teacher to support this effort.
- Early indications are, however, that several of the ECA teachers may not reach the minimum language requirements.

Result 4 – Community Radio (CR)

The big picture: Over the quarter, the strategy of focusing on a limited and geographically clustered community radio stations in the Northern provinces continued. The gradual roll-out of support to a growing number of stations, and the close coordination and collaboration with CAICC and FORCOM, reinforced the steady progress towards MSP targeting a total of 30 stations to be developed into model stations and/or achieve a significantly improved ability to operate effectively and sustainably.

CR PROGRAM IMPLEMENTATION

- MSP COP visited the Nampula sub office to meet with the CR Program Manager to continue to develop and implement CR program strategy. Strategic priorities were clarified and next steps for program implementation were defined.
- This includes the decision to expand the number of staff members and vehicles based in Nampula in order to cover the Northern region better.
- MSP and its strategic partners CAICC and FORCOM assessed and incorporated nine new community radio stations into the MSP program this quarter in the provinces of Nampula, Zambezia, Cabo Delgado, and Niassa.
- New radios incorporated include: Radio Haq (Nampula), RC de Girimba (Cabo Delgado), RC de Nangade (Cabo Delgado), RC de Mocimboa da Praia (Cabo Delgado), RC de Cuamba (Niassa), RC de Gurue (Zambezia), RC do Ile (Zambezia), RC de Alto Molocue (Zambezia), and RC de Manganja da Costa (Zambezia).
- To facilitate the assessment of community radio stations, MSP developed a pre-evaluation tool to provide MSP and its strategic partners baseline information about radio station management, production skills, IT capacity, and equipment before assessment visits are made.
- To support the development of community radio stations toward model station status, MSP developed a rubric defining criterion for model station status in the areas of operation capacity, technological capacity, and radio programming capacity. This tool will be used to track and monitor community radio progress in identified areas of growth and improvement.
- 37 new community radio volunteers from Radio Watana in Nacala Porto received training from MSP in developing radio scripts, radio voiceover, and in social media tools for journalism.

Result 5 – Advocacy and Alliances

The big picture: Over the quarter, the strategy of focusing on the organizational development and strengthening of media associations, as well as developing mechanisms for collective advocacy action by media associations, has progressed. A series of resource mobilization and project management workshops has reinforced this. The collective mechanisms are the Rapid Response Committee (RRC) and the Network of Mozambican Media Associations (RAMPA).

ADVOCACY

- In August, advocacy training was held for 17 journalists and 12 organizations on press crimes, the rights of journalists, and the development of communication and advocacy strategies.
- Public debates continued this quarter, and special attention was paid to the working conditions of Mozambican journalists and discussions around the right to information act which was passed in the Mozambican parliament.
- Currently, MSP is supporting two informal collective networks for advocacy in Maputo and Nampula composed of media associations, and these fall or will fall under the MSP-created umbrella network of media associations known as RAMPA.

ASSOCIATION BUILDING

- In September, MSP led two trainings in collaboration with Kenyan NGO Regional Partnership for Resource Development. 12 participants from 9 media associations participated to enhance their knowledge of fund raising and proposal writing.
- MSP collaborated with AMCS, RECAC, and the Rapid Response Committee to open social network accounts on Facebook, Twitter, Flickr, and YouTube.

SECURITY

- Carlos Coelho, a journalist and lawyer from Nampula, was elected as the Rapid Response Committee (RRC) representative for the northern provinces.
- The RRC contracted a lawyer to provide legal support to a journalist in Beira whose rights were violated.
- For the first time, a press release created by the RRC was cited by the media. This is a positive step forward in terms of credibility and visibility for this support mechanism for journalists.

Result 6 – Gender and Media

While gender has been an important crosscutting objective since the start of MSP, it is only recently that gender and gender-based violence has evolved into a fully fledged program component. In order to give direction and strength to the work, IREX has hired a full-time Media Specialist for gender and media and a part time gender specialist, both based in Maputo, and will be hiring a Field Coordinator based in Nampula, who will be focused on the gender component as it related to MSP's work with community radios. Given that the gender and media work is only starting with dedicated staff members, more will be reported on this component in the next quarter.

GENDER & GENDER-BASED VIOLENCE

- A joint meeting with USAID to discuss various aspects of the GBVI component took place. All pending issues and questions were addressed.
- By the end of the quarter, the program description for the GBVI component had not been formally approved [note: this did happen in the beginning of the subsequent quarter].
- The focus of the G/GBVI component in Q4 was on finding and onboarding an experienced media specialist for gender and additional support staff.

New Media

- The New Media Initiative (NMI) will focus on human resource development in the area of digital skills, as well as in the creation of new online media businesses. A new incubator/training space was procured by MSP to support NMI activities.
- A book launch of Digital and Online tools for journalists was launched this period.
- Recruitment for resident experts began this quarter and talks have been initiated with Dialogo, Agecap, ABRAJI, and the Knight Center for Journalism regarding potential collaboration.

2. Project Performance Indicators

Because of the relatively high number of indicators, Project Performance Indicators are not listed here, but can be found in Annex I. In consultation with USAID and IREX HQ, a focus of Q4 was to engage in and finalize an M&E indicator review in order to further streamline the MSP M&E plan by eliminating uninformative and/or duplicative indicators.

3. Major Implementation Issues

The most worrying concern related to the current situation is a persistent delay in the processing of work permits, residence permits and all other media-related licenses. For example, in the last twelve-month cycle, only one new newspaper has been granted a license to operate. At the same time, numerous reports are steadily appearing of work and residence permit processes being delayed, declined or cancelled. Many business people and even tourists have been turned away upon arrival at the airport, which is a new development. It has been largely assumed that this restrictiveness has been linked to the national elections in October 2014, but it is yet to be seen if the policy and procedures and their interpretation by officials change or not. With a total of five non-Mozambican staff, MSP is above average exposed and vulnerable to work and residence permit processes. As of the present moment, one work permit has been declined, a decision which is being appealed. USAID and the US Embassy, via USAID, have been informed about the situation and the associated risks on a running basis. Other entities, such as the USAID SPEED program, which focuses on improving the operating environment for businesses, is also following up with relevant authorities and influencers. It may be noted here that many of the problems that occur in the processing of permissions and licenses arise from an arbitrary application of the rules, often with new and/or unknown requirements being added on to processes and often being applied to one applicant and not to another. Apart from the lack of predictability that arises from the situation, there are practical and psychological implications. Long delays affect how staff can plan their time and their personal situation.

4. Collaboration with Other Donor Projects

- MSP's key strategic partnership with DAI through the Dialogo project, a DFID-funded project focused on civil society and strengthening of municipalities, continued this quarter.
- The collaboration is focused on joint trainings, i.e., Dialogo selects and funds participants from its geographic and thematic focus areas to participate in MSP trainings. This is a model that continues to work well for both parties.
- Furthermore, IREX / MSP provides technical input to an investigative journalism stipend program sponsored by Dialogo and provides consultancy services and technical advice to some of Dialogo's partners in Maputo, Beira, Tete, Quelimane and Nampula.
- MSP continues to be open to other programs that are directly and indirectly linked to its own activities, and is, for example, assisting USAID SPEED with information, input and coordination.
- IREX / MSP is also in regular contact with MASC, IBIS and other funders that operate within the same sector. The program has deliberately not taken on a leadership role in this, however, but is rather focused on supporting the donor coordination processes behind the scene and keeping a low to moderate profile.

5. Key Activities Planned for Next Quarter

Result 1- Capacity Building

- MSP plans to conduct a series of trainings called the Office of Investigative Journalism in collaboration with ANCIR. This modular training will be led by foreign journalists with the intent of training 18 Mozambican journalists.
- In collaboration with John Hopkins University, MSP will be helping to support the visit of 10 international journalists who focus on health in order to create working partnerships between CIP and ECA.
- MSP will pilot a course on TV journalism for approximately 15 deaf journalists focusing on technical skills around reporting, filming, and editing.
- A new course to enhance the journalistic skills of TV correspondents will be initiated next reporting period.

Result 2-Business Operations

- During Q4, MSP will implement EML level 2 trainings for approximately 18 participants.
- A new Marketing, Sales, and Distribution training will be piloted in Maputo.
- MSP will work with Catembe to help the outlet enhance its website, improve its newspaper layout, and develop business, sales, and marketing plans.
- MSP will continue its collaboration with Magazine Independente and Sol do Indico to develop a new distribution system for their materials.

Result 3- Journalism Education

- In the next reporting period, MSP will prioritize coordinating IELTS English language testing for ECA lecturers that will participate in the master's and PhD program. The teachers will have two opportunities to sit for the test before the scholarship program's launch tentatively planned for early January 2015.
- MSP will support ECA's journalism teaching seminars.

Result 4 – Community Radio (CR)

- Results of community radio diagnostic assessments will be used to launch an equipment program for MSP community radio stations.
- MSP will implement targeted trainings on basic journalism, photo journalism, and social media for 30 community radio journalists.
- There will be continued efforts toward the procurement of radio station equipment for community radio station partners.
- Marketing trainings for Phase II community radio stations will be implemented.

Result 5 – Advocacy and Alliances

- Next quarter, MSP will focus its efforts on promoting informal advocacy roundtable discussions at Gender Links, WLSA, and @Verdade (Nampula).
- Advocacy trainings for media associations will continue and will be implemented in Maputo, Beira, and Nampula in order to link journalists around the country for advocacy efforts around press freedom.
- MSP will implement subsequent trainings with REPARED for media associations.
- For the first time, an MSP debate will be broadcasted live by TIM.

Result 6 – Gender and Media

- Next quarter, MSP will focus on the onboarding of gender staff and continued development of the gender and media component.

Result X – New Media Initiative

- 10 massive open online courses (MOOCs) will be piloted by MSP next quarter. This learning model will allow MSP to implement blended (face to face/online) courses for a diverse audience of journalists with multiple skill levels and experience.
- Journalists will receive software and receive training on video and audio editing, photography, and graphic design. All software that will be free and open source.
- MSP will prioritize its consulting work with Sol do Indico, Magazine Independente, and Jornal Ikwelli.

Cross Cutting

- In Q4, MSP will continue to support its Health Fellows and will finalize and launch its annual Health Report.
- MSP will continue to collaborate with other media related NGOs with the objective of coordinating efforts within the sector.

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 |
| <ul style="list-style-type: none"> • Data Quality Assurance Audit. USAID. April 2014. • Administrative and Financial review. USAID. May 2014 | <ul style="list-style-type: none"> • The results from the DQA were shared with MSP and are under review for follow up and appropriate adjustments. • A final report from the financial review has not yet been shared with MSP, but a follow up meeting took place in September. |
| <u>Planned:</u> List evaluations, assessments, studies and/or audits planned for next year | |
| <ul style="list-style-type: none"> • Mid-term Evaluation. USAID contractor. Jan-Jun 2015. The terms of reference for this have been prepared separately by USAID. Dates and other details are yet to be determined. | |

7. Administrative Update

- In September, a new Administrative Assistant and Custodian were welcomed to the Nampula sub office.
- Three field coordinators will be hired for the Nampula sub office. One of these field coordinators will be supporting gender/gender based violence programming.

8. Success Stories and Photos

A new dynamism takes root at Mocuba Community Radio

“Now we are thriving,” says Rosalina Caetano, coordinator of the Mocuba Community Radio and TV station (RTVC Mocuba). “Our operations are more dynamic, and we are more



João José, a journalist at RTVC Mocuba, interviewing an elderly woman who has travelled many kilometers to get to the local health post. The community radio volunteers address issues of interest and importance to the local community. The journalist is using a TASCAM digital recorder provided by MSP to facilitate and simplify recordings in the field.

sustainable than we were before.”

Having been trained in marketing and business development by the Media Strengthening Program (MSP) over the last year, the station has increased revenue from advertising, which is generated primarily through partnerships with local merchants and organizations. With the new funds, the station has been able to buy three motorcycles, which are now being used by community radio volunteers and reporters to extend their reach within the district. As a partner in the MSP effort to develop stronger

community radios, the station has received computers, digital recorders, internet access and training in the use of digital tools ranging from Facebook to Frontline SMS, a software that enables the station to engage more closely with its listeners. “Frontline SMS has given us a better way to interact with people, for example on topics like sanitation and other issues of interest to our community,” says Caetano. The Mozambique Media Strengthening Program is funded by the United States Government, through its Agency for International Development (USAID) and implemented by IREX.

Journalists improve writing techniques

16 journalists and four graduate students of ECA (School of Communication and the Arts at Eduardo Mondlane University) attended a two-day course to improve their technical writing skills. The topics covered included spelling, sentence construction, textual coherence and cohesion. Participants analyzed texts from



Chabane Falume, no meio, na elaboração de exercícios práticos

newspapers, redefined the angles of approach and produced a series of informational texts.

"I have decided to pay my own hotel and travel expenses in order to participate in this course because this type of training is rarely offered in Beira. With this new knowledge, my duty is to pass on this new information and skills to my colleagues who have not had the opportunity to be in this course," said Chabane Falume, editor of "The Autarch", an electronic newspaper published in the city of Beira. Sonézia Saúte said she, "could not miss this opportunity to further my skills," in technical writing. Course participants identified unnecessary words, confusing constructions and learned to use proper grammar, dictionaries and other reference materials to hone their writing skills. The course was instructed by Julieta Langa, trainer and part time advisor to MSP. The Program for Strengthening Media is funded by the United States Government, through its Agency for International Development (USAID) and implemented by IREX.

Emerging photojournalists learn to tell stories through striking images

In its current cycle of capacity building activities, the Media Strengthening Program (MSP) has sharpened the focus on photojournalism due to a variety of factors, including an underlying demand for photography training and the realization that there is room for development in photographic skills among journalists and in the use of images in reporting. The great demand for these trainings has led to the planning of similar courses in Beira, Quelimane and Nampula. “In my first job in journalism, I shared a photo on Facebook of the



In search of the perfect angle.

lynching of a thief in Benfica,” says Reginaldo Mangue, journalist at the *Integral* weekly. “The editor wanted more information, and my subsequent description of the event took me to the heart of the newsroom.” Other course participants also recognized that their articles

would become more powerful through the use of striking images. The MSP photography courses are mentored by professional photographers Jasper Milner Henriksen and Basil Muchate from the Center for Photography Training Center in Maputo. The Mozambique Media Strengthening Program is funded by the United States Government, through its Agency for International Development (USAID) and implemented by IREX.

MSP M&E Quarterly Report (July-September 2014)

In Q4 FY 2014, IREX submitted a revised set of indicators for MSP, and these will be implemented and reported on as of Q1 FY 2015. The table which shows the indicators which were deleted, changed or updated between the old set and the new set of indicators is located at the end of this M&E section.

From Year 1 to Year 2, the MSP activity level grew quite significantly, in line with growth in staff and an increased level of demand for capacity building activities among program beneficiaries. At the same time, the scale and scope of the M&E function have also grown, putting pressure on systems, processes and operating procedures. A Data Quality Audit (DQA) carried out by USAID in Q2 FY 2014 showed shortcomings on the systems side and stipulated the need for more and better documented procedures. This is work that is receiving management attention and follow up, as well as HQ support.

Going forward, the set of program indicators will be accompanied by several qualitative studies aimed at providing deeper insights into the outcomes and results of the various capacity building activities that have been implemented. These studies may include focus groups, interviews and open ended surveys. At the same time, more attention will be paid to involving program staff in M&E quality control and active use of M&E data for program review and planning.

Table one below summarizes quarterly/annual progress, while the subsequent section provides additional detail and analysis.

Table One: Indicator Summary Sheet: Q4Y2

| | Indicators | Baseline | Data source | Frequency | Q1Y2 Oct- Dec | Q2Y2 Jan- Mar | Q3Y2 Apr- Jun | Q4Y2 Jul- Sep | Y2 | Target Y2 | Q4Y2 % Prog (Res/Tar) | | |
|------|--|-----------|---------------------|----------------------------|---------------------|---------------------|---------------------|---------------------|------|--------------|-----------------------------|--------------|-------|
| U1 | Useful news and information provided to citizens (Age, gender and region) | 77% | Survey | Baseline, Mid-program, EOP | NA | NA | NA | NA | NA | NA | NA | 20% increase | NA |
| U2 | Citizens use news and information to engage with government and policy decisions through the media (gender, age and region). | 44% | Survey | Baseline, Mid-program, EOP | NA | NA | NA | NA | NA | NA | NA | 40% increase | NA |
| U3 | Professional content on key Mozambican development issues disaggregated by type of content | Ave: 2.92 | MCAT | Quarterly | 2.42 | 2.45 | 2.51 | no data | 2.46 | 2.96 | (20%) diff | 50% increase | (95%) |
| U4 | Sustainability and professionalism of Mozambican media sector | Ave: 2.36 | MSI | Annually | NA | NA | NA | 2.38 | 2.38 | 2.38 | <1% | NA | NA |
| 1.1 | Mozambican media meets professional standards | 2.07 | MSI | Annually | NA | NA | NA | 1.87 | 1.87 | 2.59 | (39%) diff | 25% increase | (39%) |
| 1.2 | Targeted media outlets meet professional standards | 2.77 | MCAT | Quarterly | 2.58 | 2.52 | 2.53 | no data | 2.54 | NA | (25%) diff | 4.20 | (65%) |
| 1.3 | Professional coverage of public health issues | 2.69 | Annual reports/MCAT | Annually | NA | NA | NA | 2.58 | 2.58 | 3.0 | (16%) diff | 3.0 | (16%) |
| 1.4 | Media sector conducts investigative journalism | 1.93 | Annual reports/MCAT | Annually | NA | NA | NA | 2.53 | 2.53 | 3.0 | (25%) diff | 3.0 | (19%) |
| 1.5a | Number of journalists trained with USG assistance (unique) | 0 | Sign-in sheets | Quarterly | 85 | 260 | 242 | 302 | 886 | 107 | 831% | 535 | 166% |
| 1.5b | Number of person days of training | 0 | Sign-in sheets | Quarterly | 353.5 | 648 | 1019 | 1079 | 3100 | 1218 | 254% | 6092 | 51% |
| 1.6 | Number of non-state news outlets assisted with USG | 0 | Project records | Quarterly | 7 | 7 | 7 | 7 | 7 | 6 | 117% | 30 | 23% |

MSP Jul-Sept 2014 Quarterly Report

| | Indicators | Baseline | Data source | Frequency | Q1Y2 Oct- Dec | Q2Y2 Jan- Mar | Q3Y2 Apr- Jun | Q4Y2 Jul- Sep | Y2 Target Ach'd | Target Y2 | Q4Y2 % Prog (Res/Tar) | LOP Target | Prog % LOP |
|------|--|-----------|-----------------------|---------------|---------------------|---------------------|---------------------|---------------------|-----------------------|--------------|--------------------------|----------------|---------------|
| 2.1 | Number of media outlets using strategic business plans | 10 | POR | Semi-annually | 0 | 0 | NA | NA | NA | 3 | 0% | 12 | 0% |
| 2.2 | Targeted outlets use market and audience research | 6 | POR | Semi-annually | 0 | 0 | NA | NA | NA | 3 | 0% | 12 | 0% |
| 2.3 | Revenue of targeted outlets | TBD | POR | Annually | NA | NA | NA | NA | NA | 10% | NA | 50% increase | 0% |
| 2.4 | Progress towards creation of a JIC | 0 | Milestones tool | Annually | NA | NA | NA | NA | NA | 20 | NA | 100 mile stone | 0 |
| 2.5a | Number of media outlets that receive USG supported training to promote financial sustainability | 0 | POR | Quarterly | 3 | 0 | 0 | 0 | 3 | 4 | 75% | 20 | 15% |
| 2.5b | Number of consultations to promote financial sustainability | 0 | consult sheets | Quarterly | 6 | 10 | 11 | 19 | 46 | no target | NA | NA | NA |
| 3.1 | Implementation of an effective curriculum at ECA | 0 | Milestones tool | Semi-annually | 20 | 30 | NA | NA | 30 | 20 | 150% | 100 mile stone | 30% |
| 3.2 | Professionalism of journalism produced by students | 3.08 | MCAT | Quarterly | 2.5 | 0 | no data | no data | 2.5 | 3.25 | -30% | 40% increase | (72%) |
| 4.1 | Number of community radio stations implementing strategic business plans | 0 | MCSO tool | Annually | 0 | 0 | NA | NA | NA | 6 | NA | 30 | 0 |
| 4.2 | Community radios operate soundly and prudently | 92% | Survey | Annually | NA | NA | NA | NA | NA | 4 | NA | 20 | 0 |
| 4.3 | Revenue of targeted community media show improvements | 350,000.0 | MCSO tool | Annually | NA | NA | NA | NA | NA | NA | NA | 40% | |
| 4.4 | Community stations gain the trust of the communities | 94% | Survey | Annually | NA | NA | NA | NA | NA | NA | NA | NA | NA |
| 4.5 | Number of non-state news outlets assisted by USG | 0 | MSP records | Quarterly | 0 | 0 | 7 | 7 | 7 | 5 | 140% | 24 | 50% |
| 5.1 | Media CSOs advocate for Press freedoms | 4 | Milestones tool | Annually | 0 | 0 | NA | NA | NA | 20 | 0% | 100 mile stone | 0 |
| 5.2a | Media community holds debates to discuss media issues | 0 | Sign | Semi-annually | 3 | 5 | 2 | 3 | 13 | 2 | 650% | 10 | 130% |
| 5.2b | Journalists in public attend debates | 0 | Sign | Semi-annually | 69 | 56 | 173 | 124 | 422 | 300 | 140% | 300 | 140% |
| 5.3 | Media law and regulation show improvements | 0 | Milestones tool | Semi-annually | 0 | 0 | NA | NA | NA | 20 | 0% | 100 | 0% |
| 5.4 | Number of media civil society organizations and / or supported institutions assisted by USG | 0 | Project records | Quarterly | 0 | 0 | 1 | 0 | 1 | 3 | 33% | 15 | |
| 5.5 | Number of positive modifications to enabling legislation/regulations for media drafted with USG assistance | 0 | Review of legislation | Quarterly | 0 | 0 | 0 | 0 | 0 | 1 | 0% | 5 mod's | |

Section B: Q4Y2 progress (July-September 2014):

U3. Professional content on key Mozambican development issues disaggregated by type of content

In Q4Y2, IREX Mozambique did not score any articles for this indicator using the MCAT content analysis tool. Going forward, MCAT will be used to track the progress of targeted individual journalists and media outlets, and to the extent feasible, the work of these targeted individuals and entities will also be assessed for previous periods.

U4. Sustainability and professionalism of Mozambican media sector

This indicator has been assessed using the overall score on the Media Sustainability index (MSI), which is an index used internationally to assess progress in key media sustainability areas, such as freedom of expression, financial sustainability and supporting organizations. The MSI has been implemented by IREX in Mozambique since 2009.

1.3 Professional coverage of public health issues

The baseline for this indicator is 2.69. In Y2, all health articles scored using MCAT equaled an average score of 2.58, a 4% decrease from the baseline score.

In the annual report on health in the media, IREX analyzed more than 800 stories across a dozen media outlets, which revealed that issues related to the general operating environment in the health sector, such as health care legislation and other aspects of public health policy, were featured heavily in the media last year. This represents a change from previous years, which have been more strongly dominated by reporting on specific diseases or health challenges, such as HIV or malaria, thus suggesting a growing interest in health systems issues.

1.4 Media sector conducts investigative journalism

In Q4, IREX/M did not score MCAT for this indicator. The baseline for this indicator was 1.93, and MCAT scores of investigative journalism articles during Q1-Q3 averaged 2.53, a 31% increase over baseline, across any and all topics where investigative journalism articles were found.

1.5 Number of journalists trained with USG assistance disaggregated by gender, region, and outlet

1.5a During Q4Y2, 302 unique journalists (82 (27%) women; 220 (73%) men) were trained with USG assistance, up from 242 in the previous quarter, where 72 were women and 170 were men.

| Journalists trained | | | | | | | | | | | | |
|---------------------|------------|-----------|------------|-----------|----------|----------|-----------|-----------|-----------|----------|-----------|-------------|
| | Journalism | | | | | | | | | | | Grand Total |
| | CR | CSO | Electronic | School | NGO | Online | Other | Print | Radio | School | TV | |
| F | 15 | 8 | 3 | 13 | | | 15 | 8 | 9 | 1 | 10 | 82 |
| Sofala | | | | | | | | | 4 | | 1 | 5 |
| Cabo Delgado | 3 | | | | | | | | | | | 3 |
| Maputo City | 6 | 8 | 3 | 13 | | | 14 | 4 | 3 | 1 | 9 | 61 |
| Nampula | 2 | | | | | | 1 | 4 | 1 | | | 8 |
| Niassa | 1 | | | | | | | | | | | 1 |
| Zambezia | 3 | | | | | | | | 1 | | | 4 |
| M | 87 | 6 | 2 | 17 | 1 | 1 | 21 | 31 | 26 | 2 | 26 | 220 |
| Sofala | | | | | | | | 1 | 15 | | 1 | 17 |
| Cabo Delgado | 22 | | | | | | | | | | | 22 |
| Maputo City | 9 | 5 | 2 | 17 | 1 | 1 | 18 | 23 | 6 | 2 | 25 | 109 |
| Nampula | 19 | 1 | | | | | 3 | 5 | 2 | | | 30 |
| Niassa | 9 | | | | | | | | | | | 9 |
| Zambezia | 28 | | | | | | | 2 | 3 | | | 33 |
| Grand Total | 102 | 14 | 5 | 30 | 1 | 1 | 36 | 39 | 35 | 3 | 36 | 302 |

As of Q1 FY 2015, the new set of indicators will be based on a clear set of definitions, including who qualifies as a journalist for classification purposes. According to the IREX/M database, IREX trained 889 unique individuals. Overall, 29% of the individuals trained were female and 71% were male. 62% of unique individuals were trained in Maputo, followed by 21% of all unique individuals trained in Nampula.

| Total # journalists trained annually Y2 | | | | | | | | | | | | | |
|---|------------|-----------|------------|-----------|-----------|----------|----------|------------|-----------|-----------|----------|-------------|------------|
| | Journalism | | | | | | | | | | | Grand Total | |
| | CR | CSO | Electronic | Freelance | School | NGO | Online | Other | Print | Radio | School | | TV |
| F | 62 | 28 | 3 | | 23 | 2 | 1 | 78 | 23 | 15 | 1 | 23 | 259 |
| Sofala | | | | | | | | | | 4 | | 1 | 5 |
| Cabo Del Gado | 6 | | | | | | | | | | | | 6 |
| Maputo | 13 | 28 | | | 23 | 2 | | 77 | 17 | 9 | 1 | 22 | 193 |
| Nampula | 27 | | | | | | | 1 | 6 | 1 | | | 35 |
| Niassa | 1 | | | | | | | | | | | | 1 |
| Zambezia | 15 | | | | | | | | | 1 | | | 16 |
| M | 244 | 42 | 3 | 1 | 29 | 1 | 1 | 138 | 67 | 42 | 2 | 60 | 630 |
| Sofala | | | | | | | | | 1 | 15 | | 1 | 17 |
| Cabo Del Gado | 34 | | | | | | | 1 | | | | | 35 |
| Maputo | 17 | 36 | 3 | 1 | 29 | 1 | 1 | 134 | 54 | 20 | 2 | 59 | 357 |
| Nampula | 130 | 5 | | | | | | 3 | 10 | 4 | | | 152 |
| Niassa | 9 | | | | | | | | | | | | 9 |
| Zambezia | 54 | 1 | | | | | | | 2 | 3 | | | 60 |
| Grand Total | 306 | 70 | 6 | 1 | 52 | 3 | 2 | 216 | 90 | 57 | 3 | 83 | 889 |

1.5b Number of person days of training

The total number of training days in Q4Y2 was 1272. 32% of training days are attributed to women and 68% are attributed to men.

For year 2, the total number of person training days accomplished is 3056.

| Sum of Total Person Training Days | |
|-----------------------------------|-------------|
| F | 402.9 |
| M | 869.4 |
| Grand Total | 1272 |

|  Sum of Total Person Training Days | |
|---|-------------|
| F | 944.1 |
| M | 2111.7 |
| Grand Total | 3056 |

According to its annual target of 1218 person training days, IREX has exceeded its annual target by 251%.

1.6 Number of non-state news outlets assisted by USG

During Q4 FY 2014, IREX worked with 66 non-state outlets. The below list includes all participants in IREX programming and training in the capacity building category. Please note, although community radios are listed here, some of these organizations participated in trainings that were not CR specific, for example, some of them attended elections trainings.

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| Organizations which received capacity building by type of organization | | | | | | | | |
|--|--------------------------|-----------------|---------------------|----------|--|---------------|--------------------|---------------|
| Period: | FY 2014 Q4 | Media outlets: | 81 | Other: | 26 | Total: | 107 | |
| | Non-State Media Outlets: | 66 | State Media Outlet: | 15 | Outlets in red are owned by state or parastatal bodies | | | |
| Media outlets | | | | | | Other | | |
| Print | Electronic | Online | Radio | TV | Community radio | Media CSO/NGO | Non-media CSO/NGO | Education |
| 17 | 9 | 3 | 7 | 6 | 39 | 0 | 12 | 4 |
| A Verdade | Catembe | MMO | Chiveve FM | Gungu TV | RC Arco | AJ | AEMO | A Politecnica |
| Canal de Moc | Diario de Zambezia | Olho do Citacao | Radio Encontro | Miramar | RC Cascatas | AMCS | CEMO | ECA |
| Debate Moz | Ikwele | Tal e Qual | Radio Maria | STV | RC Catandica | AMJJ | Cinegroup | ESJ |
| Diario do Pais | Nova Era | | Radio SF de Assis | TIM | RC Chemba | APMUV | GenderLinks | ISARC |
| Expresso | O Autarca | | Radio SIRT (Tete) | Top TV | RC Chicualacuala | CAICC | Imagem Grafico | |
| J Magazine | O Remate | | Quelimane FM | TVM | RC Chimoio | CEC | Jovens de Nacala | |
| Jornal Faisca | Txopela | | RM | | RC Cuamba | FORCOM | Parlamento Juvenil | |
| Magazine Indep | Wamphula Fax | | | | RC Dondo | Mavoko | Sislog | |
| Prestigio | AIM | | | | RC Esperanca | MISA | WaterAid | |
| Publico | | | | | RC Gesom | RECAC | WLSA | |
| Revista Capital | | | | | RC Gorongosa | REJOPAM | | |
| Savana | | | | | RC Gwevane | Sekelekani | | |
| Sol do Indico | | | | | RC Komati | | | |
| Visao Aberta | | | | | RC Lhuvuko | | | |
| Zambeze | | | | | RC Luluti | | | |
| Noticias | | | | | RC Macequece | | | |
| Domingo | | | | | RC Manica | | | |
| | | | | | RC Milange | | | |
| | | | | | RC Monapo | | | |
| | | | | | RC Muthiyana | | | |
| | | | | | RC Nhamatanda | | | |
| | | | | | RC On'hipiti | | | |
| | | | | | RC Parapato | | | |
| | | | | | RC Pax | | | |
| | | | | | RC Paz | | | |
| | | | | | RC Sem Fronteiras | | | |
| | | | | | RC Voz Coop | | | |
| | | | | | RC Watana | | | |
| | | | | | RC Xinavane | | | |
| | | | | | RC Alto Molucue | | | |
| | | | | | RC Chiure | | | |
| | | | | | RC Erive | | | |
| | | | | | RC Gurue | | | |
| | | | | | RC Licungo Mocuba | | | |
| | | | | | RC Macomia | | | |
| | | | | | RC Mossuril | | | |
| | | | | | RC Nacala | | | |
| | | | | | RC Namialo | | | |
| | | | | | RC Ribaua | | | |

2.1 Number of media outlets using strategic business plans

In Q4Y2, IREX did not collect any data on this indicator. Earlier in FY 2014, ten community radio stations received support in developing business plans.

2.2 Targeted outlets use market and audience research

In Q4Y2, IREX/M did not collect any data on this indicator.

2.3 Revenue of targeted outlets

In Q4Y2, IREX/M did not collect any data on this indicator.

2.5.a Number of media outlets that receive USG-supported training to promote financial sustainability, disaggregated by media outlet

During Q4Y2, IREX worked with 17 media outlets on various subjects that promote business financial sustainability, such topics include: Social media strategies, business management strategies to increase revenue streams/how to create new revenue streams, Facebook, production and editorial design, newsroom presentation and process, and e-marketing. This number may include state and non-state entities.

IREX continues to work with DDZ, TIM and Canal in focused business sustainability trainings, mentorships and they also receive financial assistance in the form of sub grants from IREX.

2.5.b. Number of consultations to promote financial sustainability.

During Q4Y2, IREX conducted 19 consultations for business sustainability as follows:

| | # Consultations |
|-----------------------|-----------------|
| Diário da Zambézia | 1 |
| Jornal Catembe | 1 |
| Jornal Ikweli | 2 |
| Jornal Nova Era | 1 |
| Magazine Independente | 3 |
| Miramar | 4 |
| Sol do Indico | 7 |
| Grand Total | 19 |

Annually, IREX/M achieved a total of 46 consultations. Forty-one percent of the consultations in Y2 happened in Q4.

3.1 Implementation of an effective curriculum at ECA

After consultations on strategic direction that took place in the beginning of the year and involved ECA, IREX and USAID, it was decided to pursue a modified journalism strategy focused on providing graduate training for ECA professors. For this reason, this indicator became moot and was no longer tracked.

3.2 Professionalism of journalism produced by students.

There has been no data collected in this area during Q4Y2.

4.1 Number of community radio stations implementing strategic business plans

IREX continues to work with some 10 community radio stations on their strategic business plans.

4.2 Community radios operate soundly and prudently

In Q4Y2, no data was collected on this indicator.

4.3 Revenue of targeted community radios show improvements

In Q4Y2, no data was collected on this indicator.

4.4 Community stations gain the trust of the communities

In Q4Y2, no data was collected for this indicator.

4.5 Number of non-state community radio outlets assisted by USG (community radio stations) disaggregated by region

| | # of consultations |
|--------------------|---------------------------|
| RC Encontro | 1 |
| RC Monapo | 1 |
| RC Mossuril | 2 |
| RC Watana | 3 |
| Wamphula Fax | 1 |
| Grand Total | 8 |

IREX assisted 17 Community Radios during Q4Y2. These contacts included potential new radio stations as well as current radio stations. Twelve of those assists occurred in September. The goal thus far is to incorporate 30 community radio stations into the IREX/M portfolio.

The table above represents the number of new consultations IREX had with CR's during the quarter and the table below represents discussions, interviews and consultations with CR's that IREX/M would like to bring into its portfolio.

5.1 Media CSOs advocate for Press freedoms

A total of 12 media CSOs were trained in the quarter. The advocacy team is focused on creating a network of civil society organizations (CSO's), however, to create an atmosphere of collaboration and teamwork between them all. It is important to have them focused on a mutual agenda in order to create positive change.

5.2a Media community holds debates to discuss media issues

In Q4Y2, IREX held 3 public debates on media issues. Currently the advocacy team is on schedule to hold one debate per month, which occurs on the last Tuesday of every month.

5.2b Journalists attend public debates

During Q4Y2, 76 people were present for debates. Twenty one percent of attendees were women. The target is 300 journalists over the course of the year.

5.3 Media law and regulation show improvements

IREX is working with CSO's to create alliances to make it possible to move forward in a positive manner with legislation changes. No law or regulation was registered as showing improvement, but a first reading of the Access to Information Bill took place in Parliament, which represents forward movement and a precursor to a final bill to be passed.

5.4 Number of media civil society organizations and/or supported institutions assisted by USG

IREX worked with 22 unique CSO's during Q4Y2, 12 of which were media CSOs which participated in organizational development and capacity building activities.

5.5 Number of positive modifications to enabling legislation/regulations for media drafted with USG assistance

There is no data to report at present on this indicator.

Cross-cutting: Gender:GBV awareness

IREX is in the process of scaling up its gender and media component. During the year, IREX facilitated 3 external trainings on Gender/GBV.

| # GBV Training Attendees | Jan | May | Jun | Grand Total |
|--------------------------|----------|-----------|-----------|-------------|
| F | 5 | 15 | 6 | 26 |
| M | 4 | 15 | 4 | 23 |
| Grand Total | 9 | 30 | 10 | 49 |

Gender activities consisted of the launch of the Gender in the media 2012 and 2013 joint launch and a session hosted by HOPEM for community radio and focused on gender sensitivity in the radio arena. In addition, IREX hosted a session hosted by HPP on gender sensitivity in the media with a focus toward media organizations.

| # MSP Interns who rec'd GBV training by sex | Jul | Grand Total |
|---|-----------|-------------|
| F | 10 | 10 |
| M | 6 | 6 |
| Grand Total | 16 | 16 |

MSP also trained 16 interns in GBV awareness (see table above).

ADDENDUM

This annex contains the proposed new indicators for IREX/M. The indicators have been reduced from 30 to 16. These indicators are all either outcome or output. IREX/M is working on an evaluation component to these indicators to tell a balanced IREX/M story.

Table 1:

| Indicator Code | Indicators | Baseline | Frequency |
|-----------------------|---|-----------------|------------------|
| IR 1.1 | # of targeted media professionals that demonstrate improvements in the professional quality of media content they produce | 2.62 | Quarterly |
| IR 1.2a | # of unique person training days provided to journalists with USG assistance | 0 | Quarterly |
| IR1.2b | # of unique journalists trained with USG assistance | 0 | Quarterly |
| IR 2.1 | Targeted Mozambican media outlets meet professional standards (MCAT) | | Quarterly |
| IR 2.2 | # of news outlets assisted by USG support (state, non-state) | 0 | Quarterly |
| IR 3.1 | % of MSP trained student interns obtain employment in the media sector | 0 | Semi Annual |
| IR 3.2 | % of participating ECA faculty members obtaining higher academic qualifications | 0 | Annual |
| IR 4.1 | # of community radios covered by the MSP program (state, non-state) | 0 | Quarterly |
| IR 4.2 | # of targeted community radio stations that progress one or more stages towards model station status | 0 | Quarterly |
| IR 5.1 | # of media sector CSO and/or institutions assisted by USG support(state, non state) | 0 | Quarterly |
| GBVI-1 | # of people reached by an individual, small group, or community level intervention or service that explicitly addresses gender-based violence or coercion (GBV) | 0 | Quarterly |

Table 2:**Analysis and proposed changes and justifications:**

| | Indicator | Proposed change | Justification |
|------|---|--|---|
| U1 | Useful news and information provided to citizens (by age, gender and region). | Remove. | Covered in part by MSI indicators. All MSI indicators are kept as context indicators. |
| U2 | Citizens use news and information to engage with government and policy decisions through the media (by age, gender and region). | Remove. | Covered in part by MSI indicators. All MSI indicators are kept as context indicators. |
| U3 | Professional content on key Mozambican development issues (by type of content, health, gender etc.). | Remove. | Not tracked separately by topic. |
| U4 | Sustainability and professionalism of Mozambican media sector (by MSI objectives). | Remove. | Covered in part by MSI indicators. All MSI indicators are kept as context indicators. |
| 1.1 | Mozambican media meets professional standards. | Remove. <i>Modified, revised indicator 1.1.</i> | Duplication U4, 1.1, 1.2. |
| 1.2 | Targeted media outlets meet professional standards. | Remove. <i>Modified, revised indicator 2.1.</i> | Duplication U4, 1.1, 1.2. |
| 1.3 | Professional coverage of public health issues. | Remove. | Not tracked separately by topic. An annual report is produced. |
| 1.4 | Media sector conducts investigative journalism. | Remove. | Not tracked separately by topic. An annual report is produced. |
| 1.5a | Number of journalists trained with USG assistance. | KEEP. | New indicator 1.1. |
| 1.5b | Number of person days of training. | KEEP. | New indicator 1.2. |
| 1.6 | Number of non-state news outlets assisted with USG assistance. | KEEP. | Becomes subset of new indicator 2.2. |
| 2.1 | Number of media outlets using strategic business plans. | Remove. | Superfluous. Covered by 2.1. |
| 2.2 | Targeted outlets use market and audience research. | Remove. | Information not reliable. Covered by 2.1. |
| 2.3 | Revenue of targeted outlets. | Remove. | Information not readily available. Covered by 2.1. |
| 2.4 | Progress towards creation of a JIC. | Remove. | Superfluous. Covered by 2.1. |
| 2.5a | Number of media outlets that receive USG supported training to promote financial sustainability. | KEEP. | Integrated in new indicator 2.2. |
| 2.5b | Number of consultations to promote financial sustainability. | KEEP. | Integrated in new indicator 2.2. |
| 3.1 | Implementation of an effective curriculum at ECA. | Remove. | Programmatic change. |
| 3.2 | Professionalism of journalism produced by students. | Remove. | Programmatic change. |
| 4.1 | Number of community radio stations implementing strategic business plans. | Remove. | Integrated in new indicator 4.2. |

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| | | | |
|------|---|---------|--|
| 4.2 | Community radios provide useful content. | Remove. | Integrated in new indicator 4.2. |
| 4.3 | Revenue of targeted community media shows improvements. | Remove. | Integrated in new indicator 4.2. |
| 4.4 | Community stations gain the trust of the communities. | Remove. | Integrated in new indicator 4.2. |
| 4.5 | Number of non-state news outlets assisted by USG. | KEEP. | Integrated in new indicator 4.1. |
| 5.1 | Media CSOs advocate for press freedoms. | Remove. | Integrated in new indicator 5.1. |
| 5.2a | Media community holds debates to discuss media issues. | Remove. | Tracked, but not reported as an indicator. |
| 5.2b | Journalists attend public debates. | Remove. | Tracked, but not reported as an indicator. |
| 5.3 | Media law and regulation show improvements. | Remove. | Monitored, but not reported as an indicator. |
| 5.4 | Number of media civil society organizations and / or supported institutions assisted by USG. | KEEP. | Integrated in new indicator 5.1. |
| 5.5 | Number of positive modifications to enabling legislation/regulations for media drafted with USG assistance. | Remove. | Duplicates 5.3. |