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

FY2015

1st Quarter Report: 1 Oct – 31 Dec 2014



Members of TV Surdo (Deaf TV) interviewing Minister of Women and Social Action Iolanda Cintura during the December 3 commemoration of the International Day of People with Disability. Fifteen members of TV Surdo were trained by IREX in TV news reporting and production in December.

Submitted 31 January 2015

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*

Gender/Gender Based Violence

Result 6: Increased Ability of Mozambican Media to Address Gender / Gender-Based Violence (GBV)

1. Summary of the reporting period – 1st Quarter FY 2015

Selected highlights from the reporting period include:

- Ten interns and twenty Media Lab TV trainees graduated from their respective programs and are being sought after by prospective employers.
- A one-week international training on financial transparency and reporting took place, reinforcing the knowledge and skills base of journalists in a core area.
- MSP trained fifteen members of TV Surdo (Deaf TV) in TV production and helped establish a solid platform for continued expansion of TV for the deaf.
- The program sponsored the participation of Mozambican journalists in the Power Reporting conference, providing international exposure, networking and learning.
- A long-distance online learning portal with web based courses was launched. The portal aims at providing flexible learning modalities that will facilitate remote studies.

- MSP co-sponsored the 2nd annual Best Media Design awards. The awards stimulate creativity in media design and recognize the best practitioners.
- IREX and the Brazilian association of investigative journalists (ABAJI) signed an MOU with the aim of sharing materials, experiences and other resources.
- Monitoring visits to ten community radio stations took place in December, reinforcing an ongoing process of station development.
- MSP received ten international journalists from the International Reporting Project, a visit that also provided a useful international networking opportunity for journalists.
- A Media Specialist for gender was hired and started working on Gender / GBV issues. She will be supported by a part time gender advisor.

General

MSP briefed the Commonwealth Observer Group (COG) on elections

At a meeting in October, MSP briefed the Commonwealth Observer Group (COG) for Mozambique's national and provincial elections on October 15, 2014, on the media environment in the country. The COG consisted of 15 high-level officials from the Commonwealth nations. It was chaired by Mr. Hubert Ingraham, former Prime Minister of the Bahamas. The group's objective was to observe and evaluate the pre-election period, polling day activities and the post-election period, through meetings with stakeholders and visits throughout the country. The briefing focused on the operating environment and parameters of the media, as well as on typical challenges faced by media outlets and individual journalists. During the briefing, issues related to elections reporting, journalist security and social media were also addressed.

IREX convened panel to score the Media Sustainability Index

Ten experienced media professionals gathered in Maputo to discuss journalism trends and developments in Mozambique over the past year and score the Media Sustainability Index (MSI) for 2014. The panelists, who came from across the country and who represented both public and non-public media organizations, observed that while there were fewer legal proceedings against journalists in the past year, the number of cases of physical violence increased. Some such incidents were fuelled by issues related to political reporting and the national elections, which dominated the media picture for much of the year.

USAID Mission Director launched Media Incubator

During a visit to IREX, USAID Mission Director Dr. Alex Dickie officially launched the Media Incubator, a multipurpose training facility designed to provide basic infrastructure and practical support to emerging media businesses and journalists who wish to develop and apply online tools and technologies in their work. Dr. Dickie emphasized the importance of broadening the spectrum of coverage to include issues of biodiversity, illegal poaching and other topics of public interest. He also stressed the social role of the press and its need to both educate and inform. The visit involved other members of the USAID team, as well as several MSP partners representing different areas of the media sector, and included the showing of a ten-minute video summarizing MSP activities in 2014.



USAID Mission Director, Dr. Alex Dickie, second from left, with USAID colleagues, IREX staff and MSP partners outside the new media incubator.

MSP hosted delegation of international reporters

Ten journalists participating in the International Reporting Project (IRP) visited Mozambique in October to learn about important health issues facing the country. The IRP, which is funded by the Gates Foundation and organized by the Johns Hopkins School of Advanced International Studies (SAIS) in Washington DC, has provided field visit opportunities to more than 400 experienced journalists in recent years. The visitors met at IREX for a networking event with Mozambican journalists and representatives from various organizations. The IRP journalists came from such well-known outlets as The New York Times, The Economist, Huffington Post, BBC and Al Jazeera, to mention some.



Visitors from the International Reporting Project and other participants.

MSP regional sub-office in Nampula moved to enhanced facility

Due to a continued growth in staff and project plans focused on the Northern provinces, as well as an expansion in the number of community radio stations covered by the program, IREX moved to a larger and more suitable facility in Nampula. The new office has more working space, as well as training rooms and secure parking space for program vehicles. The office is scheduled to be fully operational by January 2015, but is already being used for trainings by the MSP team in Nampula.

RESULT 1 – PROFESSIONAL CAPACITY BUILDING

The big picture: Over the quarter, the strategy of focusing activities in four main areas - (a) coaching and mentoring, (b) professional development, (c) foundational skills and (d) digital media - continued, supported and supplemented by targeted trainings aimed at strengthening capacity in core areas, such as television production skills. 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 individual journalists, providing them with professional guidance and feedback on application of their work on the one hand and practical skills on the other. These two processes go hand in hand, thus it is IREX's intention to strengthen all aspects of the individual journalist's work and through this strengthen democracy, promote accountability and provide information to citizens. The program continues to overshoot its numerical goals, so increased attention will be given to deepening engagement with select journalists, for example by strengthening the coaching and mentoring component.

(A) COACHING AND MENTORING

New cohort of MSP interns graduated

In December, ten interns graduated from the MSP internship program, a six-month comprehensive and intensive employment skills building program for final year journalism students sponsored by IREX. Over the course of the program, MSP interns work 20 hours per week, including time spent in structured weekly training sessions, English classes and field trips. During the training, interns rotate through three different program areas, for example capacity building, education or advocacy, and learn both theoretical and practical aspects of media work. The objective of the internship program is both to prepare and motivate young talent for a career as journalists or media professionals. By working with experienced media specialists, the interns get an opportunity to interact with, network with, learn from and be mentored by senior professionals. In one of the field activities, the interns sat in on a live broadcast of Jornal Nacional at Televisão Independente de Moçambique (TIM). Observing proceedings at the heart of the news studio, the students followed the planning, production and presentation of the news from concept to broadcast. Staff members at the TV station explained each step of the process to the students, helping to build a better understanding of the work flow in a high-octane TV newsroom.

Media Lab TV participants graduated and presented their work

Twenty Media Lab TV trainees, half of whom were women, formally graduated from a six-month intensive training program in TV reporting and production skills aimed at preparing them for employment in the media sector. The graduation involved the award of certificates of participation and the airing of an annual report in video format and a documentary produced by the Media Lab TV trainees. A director of one of the media companies present received applause when he stood up and spontaneously recruited one of the trainees based on what he had seen. The objective of the Media Lab TV is to train journalism students, recent graduates and/or young journalists in TV reporting and production skills to enable them to engage in quality television journalism, thereby bolstering their employability by national television outlets. In the quarter, Media Lab TV participants started using a minivan purchased for this type of program purpose, allowing them to extend their coverage of topics and place within Maputo to report from and increasing their overall output. Participants started the production of four 30-minute news features on topics including, for example, alcohol consumption and drug use in public schools. These features will be broadcast by TIM (TV) and possibly by other stations in 2015. The features are produced for educational purposes and will be include in each participant's portfolio. One Media Lab TV participant, who co-produced a documentary on alcohol and drug use in public schools, was hired by Eco TV based on the quality of the news feature.



MSP interns and Media Lab TV trainees graduating from their respective training programs.



Paula Ilda Samuel and Orlando Maceda were among the graduates receiving their certificates.



Media Specialist Selma Inocencia instructing Media Lab TV presenters for a green screen recording.

(B) PROFESSIONAL DEVELOPMENT

One-week workshop on financial transparency gathered reporters from the region

In the last week of November, more than two dozen African journalists from six countries in East and Southern Africa, half of whom were from Mozambique, participated in a one-week workshop on financial transparency held at the IREX office in Maputo. The workshop was a collaborative effort between MSP, the African Media Institute (AMI) and the African Network of Centers for Investigative Reporting (ANCIR) and brought in eight highly experienced international trainers. The workshop participants agreed that increased collaboration across borders was an important factor in developing investigative journalism in the region. The journalists noted that greater collaboration among reporters would strengthen and reinforce the work that each one was doing in his or her own country and create important support networks. The week started with a full day session on how to use cross-examination and data matching as investigative approaches. South African lawyer Heinrich Bohmke, who facilitated this part of the workshop, spoke of the eight principles journalists (and prosecutors as well) can use to establish how likely an accusation is to be true.

During the workshop, reporters also listened to Alexander Yearsley, a former campaigner for the organization Global Witness, share the story of how rough diamonds were used by rebel groups, terrorists, drug dealers, money launderers, government ministers and corrupt multinational firms as a means to hide, move, make and launder money. As a direct result of the workshop, the Mozambican journalists gathered afterwards and consulted on how they may join forces to gain access to and report on more information from government sources, while most participants started refining existing and new story ideas and topics for further investigation.



Alexander Yearsley (far left) narrating his work on the rough diamond trade to reporters attending the financial transparency workshop.

MSP organized participation of journalists in Power Reporting 2014

Ten Mozambican journalists sponsored by the Mozambique Media Strengthening Program (MSP) attended the Power Reporting 2014 conference on African investigative journalism, which took place between November 3 and 5 in Johannesburg, South Africa. The varied and multifaceted program of the three-day conference provided an opportunity for participants to learn new investigative techniques and network with other journalists in the region. Sessions on the role of social media, data analysis, digital security and legal protections were among those attended by the Mozambican participants, who stated an intent to replicate many of the lessons learnt at the conference within their own newsrooms. Specialized sessions on topics such as sports investigations, also took place.



MSP sponsored Mozambican journalists at the annual Carlos Cardoso memorial lecture at the Power Reporting conference in Johannesburg in November 2014.

IREX published annual report on Health in the Media

The annual report on media coverage of health issues for 2013, which was published by MSP in October, showed that there had been a strong and growing focus on legal issues and on challenges within the medical profession itself. An analysis of more than 800 stories across a dozen media outlets revealed that issues related to the general operating environment in the health sector, health care legislation and other aspects of public health policy 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.

Best Media Design awards held

The winners of the 2nd annual Best Media Design awards, which aim to encourage creativity and innovation in the design of newspapers and magazines, were announced at a gala at Radio Moçambique. The O País daily won the category for best graphic design, whereas O País Económico received an honorable mention for its use of infographics. Canal de Moçambique won the category for best design of a front page. The weekly Savana and the magazines Exame and Mais Mz also distinguished themselves with several prizes and honorable mentions. SAPO was recognized as the best internet portal. The competition and the event were organized by Zoom Marketing, which represents the Society for News Design (SND), and co-sponsored by the Media Strengthening Program (MSP).



Minister Gabriel Mutisse speaking at the Best Media Design 2014 award ceremony in November.

(C) FOUNDATIONAL SKILLS

First training of TV Surdo (Deaf TV) took place

During the first week of December, IREX trained members of TV Surdo (Deaf TV) in TV production skills. This was the first time that TV Surdo members learned to produce TV programs since their project first started in 2009. TV Surdo is an online TV platform that aims at producing content for the deaf. The group of fifteen deaf trainees were part of an online television platform management team that has as its goal to provide news to people with hearing loss, producing content aided by sign language. The objective of the TV Surdo training was to identify innovative methods to communicate key information to deaf viewers through TV programming, to ensure that the Mozambican deaf population remains informed and has access to participate in key topics being discussed in the media.

As of the present moment, TV Surdo only distributes content online, and therefore has a relatively limited reach. As part of the training, participants conducted an analysis of current TV production techniques used by local television stations, in order to identify ways to produce more interactive and accessible TV programming for deaf viewers. Minister of Women and Social Action Iolanda Cintura gave an interview to the TV Surdo trainees during the commemoration of the International Day of Persons with Disabilities on December 3. As part of their practical exercises, the fifteen deaf members of TV Surdo being trained by IREX produced a news report from the commemoration, which included an interview with the minister. An estimated 1.5 million people with disabilities live in Mozambique and are often disadvantaged in terms of access to news and information.



Sonita and Raul, two deaf trainees, learning to operate a video camera for the first time.

The first Basic Journalism Workshop held in Nampula took place

A group of fifteen journalists participated in the first MSP Journalism Workshop in Nampula. The training consisted of sessions in photojournalism, writing, editing, web design and journalism ethics. As part of the training, the participants decided to focus their research and practical work on the topic of violence against children. The participants who completed the training immediately started applying what they had learnt in their work places and professions. For example, two of the participants started an online blog, where they wrote features on premature marriages. These two participants also obtained contributions from other colleagues who participated in the workshop.

(D)DIGITAL MEDIA

MSP Distance Learning Portal was launched

In order to accommodate the specific needs of program beneficiaries living outside the main population centers, as well as others facing challenges in accessing program activities, for example women who cannot work certain hours due to their family situation, IREX officially launched a web based long-distance learning portal for journalists, media managers and students, featuring courses of various topics, lengths and levels. Due to structural and systemic factors, most media activity, and thus of MSP activities, tends to be focused on Maputo and the main population centers, but there is a strong information need outside these locations as well. By developing a mechanism that meets the needs of these program beneficiaries, the overall reach of MSP is extended, while more people are able to tap into the learning opportunities provided by the program. IREX is assessing options to strengthen the long-term sustainability of the portal by partnering with a local organization.

The online courses are available for free to anyone with internet access. All the courses are facilitated or moderated by experienced specialists, and many are complementary and parallel to classroom workshops and trainings. The portal allows for the use of text, images, audio and video, as well as the possibility of real-time interaction with teachers. Most of the courses have been developed by MSP and include topics such as Ethics, Editing, Interviewing, Data Journalism and Investigative Journalism. In January 2015, courses such as Media Management, Digital Tools for Journalists and Advanced Mentorship Programs will be added. In partnership with the Brazilian Association of Investigative Journalism (ABRAJI), IREX will also implement specialized courses on Health Journalism and Advocacy that will help prepare media professionals to benefit from the recently passed Right to Access to Information Act.

IREX and ABRAJI joined forces

IREX and the Brazilian Association of Investigative Journalism (ABRAJI) entered into a partnership that includes collaboration on capacity building activities for media professionals in Mozambique and technical support in the area of media advocacy and press freedom. In particular, ABRAJI will contribute practical advocacy tools and share its training materials, tools and experiences from Brazil. The collaboration will also cover the joint development and implementation of online training courses for Mozambican journalists, and these courses will be reinforced with offline trainings carried out by MSP.

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 phasing 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. These efforts are all aimed at strengthening the long-term financial sustainability of Mozambican media businesses by increasing their revenue potential (top line) and improving their operational efficiency and cost effectiveness.

The targeted consultancies continued

In this quarter, MSP continued its targeted consultancies with the FY 2015 cohort consisting of Magazine Independente, Sol do Indico and TIM (TV), as well as Catembe.com, an online publication that was added during the quarter. Catembe.com is female owned and run, one of two newspapers in the country to have a female director. In these consultancies, MSP Media Specialists engage with outlet staff and facilitate a process of gradual improvements that span across a wide spectrum of activities. One key area is cost analysis. At Sol do Indico, for example, the newspaper management renegotiated the compensation structure for its board of directors, which absorbed half of the remuneration bill, but without adding value commensurate with the remuneration. All board members agreed to sharp cuts in their remuneration in order to strengthen the overall cash flow and bottom line result of the newspaper, thus strengthening its financial position and sustainability. In another example, the Debate journal decided to shift its printing to South Africa after having reviewed its cost structure with MSP staff, thus reducing printing costs by two thirds. Other areas of consulting relate to distribution optimization, layout changes and development, diversifying revenue streams and implementing online product extensions. Importantly, IREX's approach has evolved to increase ownership among partner staff and shift responsibility for implementation to in-house project managers who take charge of the processes, follow up on the decisions and ensure that timetables are kept. In the past, IREX would often do a greater part of the actual work, sometimes reaching a point where the partner would implement, not implement or delay agreed actions. With the new approach, this dynamic has changed.

These targeted consultancies follow the yearly and half-yearly implementation cycles used by MSP and thus typically last for six to twelve months. In some cases, where the relationship evolves and the partners remain motivated, such as with TIM (TV), the collaborations expands to include other aspects, such as for example interns, trainings, etc. In other cases, such as with Canal, the collaboration reaches a natural end point when the agreed activities have been completed. Having signed an MOU with Catembe.com, MSP staff and Catembe.com staff started a collaborative process aimed at analyzing operations and ultimately sharpening the publication's editorial focus and strengthening its business strategies. The near term goal of Catembe.com is to expand readership and improve distribution to population centers outside the capital.

In another MSP strategic partnership, where media specialists advised on business operations, DDZ has migrated its website to a new online platform and has revamped its layout to integrate the magazine with its social media networks for increased readership and visibility. All DDZ staff also received hands-on instruction on writing and publishing on the new website platform. The revamped website increased advertising revenue and diversified income streams away from a reliance on subscriptions.

Advanced level Emerging Media Leaders (EML) course held

Over a period of 15 months, some 27 women out a group of 119 mid-level managers from the Mozambican media sector have been trained in business management practices, techniques and tools that have helped them meet the daily challenges of the market. The Emerging Media Leaders (EML) courses, which are offered by MSP through a partnership with the Sol Plaatje Institute (SPI), are implemented at two levels, introductory and advanced, and focus on operational and strategic planning, personnel management, financial management and the development of effective business plans. The EML courses will be phased out in the next courses and will be replaced by courses more directly focused on marketing, sales and commercial operations, which have been identified as areas where media outlets often have big gaps. "The skills we have gained here will help us increase our operating revenue," said sister Justina Camillus of the Nova Radio Paz community radio station in Quelimane. Other participants in the most recent course, which was an advanced level course that took place at IREX in Maputo between November 12 and 16, commented on how the lessons learnt from the courses had helped them improve internal communications and participative management, including in the setting of individual and collective goals. Participants in the trainings come from all parts of the country and represent print, radio, TV, community radio and online media.



Sister Justina Camilo, coordinator at Nova Rádio Paz in Quelimane, taking charge of one of the EML practice sessions.

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. IREX has designed the scholarship program to 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.

Rhodes ECA scholarship program finalized and final candidates selected

Through IREX and MSP, USAID is sponsoring six academic scholarships for ECA journalism faculty to obtain master’s degrees or doctorates from the Rhodes University School of Journalism and Media Studies in South Africa over the next two years. The signing of the scholarship commitment documents took place at IREX on December 15. The graduate level courses start at Rhodes in January 2015 and will continue through a modular program of instruction, which involves the ECA faculty members traveling to Rhodes for two-week intensive learning sessions three times a year over the next two years.

In November, ECA professors sat for the IELTS exam, a Rhodes University admission requirement, to assess their English language skills for entrance into the post-graduate program, but none of the professors were able to obtain satisfactory scores. Subsequently, Rhodes lowered the minimum passing score and granted admission to some of the professors who were close to meeting the requirement, on the condition that they participate in intensive English training prior to and during the program. Such language training was subsequently arranged by IREX and Rhodes. A pre-departure orientation was organized on December 9 for the ECA professors to discuss program policies and goals. Some ten professors participated and signed the relevant commitment documents, but only six of these were subsequently accepted to the program by Rhodes. The remaining six were required to deposit a commitment amount of MZN 30,000, roughly equivalent to \$1,000, with IREX. This amount will be returned to the participants if they meet academic targets and graduate from the program.



Members of the ECA journalism faculty, ECA Management and IREX staff at the signing of the commitment documents for the USAID-sponsored Rhodes ECA journalism scholarships.



ECA journalism faculty (left) and Prof. Ngomane (right) signing the scholarship documents.

RESULT 4 – COMMUNITY RADIO (CR)

The big picture: Over the quarter, the strategy of focusing on a limited and geographically clustered group of 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. The overall objective of this program component is to provide more and better information to people living outside the main population centers, through good community radio operations and programming. All program activities are aimed at increasing the ability community radio stations to provide such information, while at the same time ensuring their long-term sustainability through improved operations and financial management.

IREX and CAICC expanded the local assistance fund for community radios

As part of the collaboration between IREX and CAICC in the context of MSP, a local assistance fund for community radios has been launched on an experimental basis. The funds, which are disbursed in small amounts between \$100 and \$200, help meet urgent needs that arise at the stations, thus encouraging quick solutions to local problems and improvement in radio station management. So far, radio stations have been able to use such funds to improve the functioning and quality of their broadcast operations. At Radio Thumbine in Milange, for example, the station staff crossed the border to Malawi to buy equipment accessories that had been damaged in a power surge. In the past, a relatively common occurrence like this could potentially keep a radio off air for days and even weeks.

Emerging young community radio reporters were trained in Nacala

In an ongoing collaborative effort between Radio Watana in Nacala Porto, Nampula, and the Media Strengthening Program (MSP), a group of local youth was trained in introductory radio journalism skills. For most of the participants it was the first encounter with reporting and community radio journalism. Course participants are expected to take part in a follow on training focused on developing stories from and about the community. The partnership between Radio Watana and MSP aims at equipping reporters with the skills they need to serve their communities as community radio volunteers.

Mocuba Community Radio took steps towards improved sustainability

Having been trained in marketing and business development by MSP over the last year, the Mocuba CR 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.

Joint monitoring visit to ten stations took place in December

IREX, CAICC and FORCOM made a joint visit to ten community radio stations in the Northern provinces. The working visit focused on production capacity assessment, equipment maintenance and professional development, as well as on issues of improved financial viability for long-term sustainability. Most community radio stations face capacity, equipment and financial challenges. The monitoring visits included Radio Nova Paz (Quelimane), RC de Cuamba (Cuamba), RC do Ile (Ile), Radio Thumbine (Milange), RC de Gurue (Gurue), Radio Erive (Manganja da Costa), RC de Monapo and RC de Alto Molocue (Alto Molocue). The objectives of the monitoring trips were to assess continued CR volunteer training needs, follow up on progress made since previous visits, and to discuss how radios have leveraged new skills, knowledge and resources obtained from MSP training activities. For instance, this quarter, based on advice received during MSP's marketing and business development trainings, Radio Thumbine (Milange) completed its business plan for 2015 and with increases in advertising revenues due to advertising partnerships made with local businesses, was able to purchase three motorcycles for use by radio station journalists to cover stories in their community. The advertising partnerships were created by systematically approaching local retailers.

MSP strengthened its support structure in Nampula

MSP changed sub-office in Nampula, moving operations to a location with expanded meeting space to accommodate the growing number of group trainings and beneficiaries from community radios, media outlets and advocacy associations in the northern and central provinces of Mozambique. The program welcomed two Nampula-based field coordinators, who will work to support project activities around basic journalism and gender/gender based violence, respectively. In partnership with CAICC, MSP completed the process of defining radio station equipment and IT needs for all 21 Phase I, II, and III community radio stations. Equipment and IT needs for 9 new radio stations tentatively scheduled to be assessed in FY15Q2 and added to the program were also defined in collaboration with CAICC's Helpdesk Manager.

Memoranda of understanding were signed

In the quarter, MSP signed memoranda of understanding with a further four community radio stations that have been incorporated into MSP's Model Station portfolio. The objective of the memorandum of understanding is to formalize and outline the terms of the continued partnership between MSP, which include radio station equipment support as well as targeted trainings to bolster the community radio station's internal management, enhance basic journalism skills, improve capacity to produce quality radio programs, and engage their communities on topics of interest. In December, memoranda of understanding were signed with Radio Nova Paz (Quelimane), RC de Cuamba (Cuamba), RC do Ile (Ile), and Radio Thumbine (Milange).

MSP will sign memoranda of understanding with 8 other stations in its portfolio in the second quarter, including RC Parapato (Angoche), RC de Monapo (Monapo), Radio On'hipiti (Ilha de Mocambique), Radio Haq (Nampula), Radio Watana (Nacala Porto), Radio Sem Fronteiras (Pemba), RC de Nangade (Nangade), and RC de Mocimboa da Praia (Mocimboa da Praia). MSP is also in the process of reviewing a memorandum of understanding with ICS Maputo, to formalize the working relationship with state controlled community radios participating in the MSP Model Station Program including RTVC de Namialo (Namialo), RC de Mossuril (Mossuril), RC de Chiure (Chiure), RC Girimba (Montepuez), RC de Nacedje (Macomia), RC de Gurue (Gurue), RC de Alto Molocue (Alto Molocue), RTVC de Mocuba (Mocuba), and RC Erive (Manganja da Costa).

By the end of the second quarter, MSP will have established partnerships with 31 community radio stations (including one that is technically not defined as a CR station) and 3 associate community radio stations, bring the total number of MSP CR beneficiaries to 34.

RESULT 5 – ADVOCACY & 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, as shown in the increased capacity of several associations to better formulate their objectives and preparing concrete, actionable advocacy plans. A series of resource mobilization and project management workshops has reinforced this overall movement. The collective mechanisms are the Rapid Response Committee (RRC) and the Network of Mozambican Media Associations (RAMPA). The strengthening of the media associations is focused on two main lines of action: (a) strengthening their internal organizational and operational capacity and (b) coordinating efforts between different associations, so as to improve their ability to advocate for press freedom and related legislation.

Journalists discussed the Right to Information Act

Journalists participating in the monthly IREX debate on media issues in October concluded that the state must mobilize sufficient resources for the Right to Information Act to be effectively implemented and enforced. The Act was making its way through the legislative process and was signed into law by the end of the quarter. The debate on the topic was facilitated by Polly Gaster, Coordinator of the Centre for Information and Community Communication Support (CAICC), and focused on the practical benefits to journalists of having a law like this in place.

Journalists agreed that social media provides business opportunities

In November's public debate on media issues, journalists agreed that social media is an under-utilized business opportunity. The topic of the debate was the role of social media in journalism and associated opportunities and challenges. There was broad consensus among the participants that monetization of social media traffic depends first and foremost on timely, regular and high-quality information, which in turn will help attract a steadily growing number of readers, viewers or users.

Work with the strengthening and coordination of advocacy efforts continued

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. This quarter, RAMPA organized two public debates in partnership with Gender Links and WLSA around the participation of women journalists in elections coverage and around GBV and access to justice. Furthermore, MSP implemented strategic management and development trainings for media associations in the cities of Maputo, Beira, and Nampula, for 45 individuals from ten different media associations. The objective of the training was to increase journalists' awareness of their rights and about press crimes. As a result of the training, participants are able to develop advocacy and communications strategies to better support the mission of their organizations.

RESULT 6 – GENDER

The big picture: A key aspect of the MSP approach to gender/gender-based violence issues is to look for program synergies and integration by sharing or coordinating resources, beneficiaries and activities. One example of this is the inclusion of gender issues in the basic journalism workshops and the selection of gender/GBV issues as topics for the application and practice component of the workshop. Similar coordination takes place between the Gender and Advocacy program components. Another aspect of the MSP approach has to do with the extension of activities to parts of the country outside the capital, for example through the establishment of a network of gender focal points at the partner CR stations.

The strategy has a double objective: improving gender awareness, knowledge, techniques and approaches of journalists and increasing the space and attention paid to gender/GBV in the media.

New Media Specialist for gender started

In November, a Media Specialist for Gender was recruited and brought onboard. Her focus during the second half of the quarter was on (a) preparing gender conferences for journalists in April 2015 and on (b) developing the community radio gender focal point network in the Northern part of the country. These processes are ongoing. Under the auspices of the gender program component, and in the context of implementing the SADC Protocol on Gender and Development, MSP convened some twenty journalists for a roundtable discussion at Gender Links to discuss the role of women in covering the elections. It was agreed that women journalists provide something extra by offering a different perspective on core issues as well as by bringing up and addressing a broader array of issues. While men view certain issues through certain socially and culturally determined prisms, women may address the same issues within a different set of references that provide added insight into key issues. For example, how a labor policy that affects issues such as overtime, family leave etc., is perceived and experienced quite differently by men, who often take less responsibility with regard to work and tasks in the home, and by women, who usually take on more responsibility. How the consequences and implications of said policy are experienced, and thus reported, will differ based on the gender of the person reporting.

2. Examples of program impact

With skills he acquired during the financial transparency training at IREX in Maputo in November, @Verdade journalist Helder Xavier was able to cross-check financial data and expose a corruption scheme at the Nacala Porto Hospital in an article published by the newspaper. Hospital officials had developed a scheme to seek illicit payments in the amount of MZN 15,000 to authorize and clear them to work for companies such as Vale and others. In effect, a private clinic had been established within the public hospital itself. The reporter pretended to be someone looking for such medical clearance and uncovered the scheme. As a result, the Ministry of Health sent an inspection team to investigate, resulting in two doctors being suspended and the practice ended. Subsequently, the anti-corruption office also sent a team. According to the reporter, the illicit medical examinations and authorizations no longer take place. In a further development, the local neighborhood association started door-to-door information and awareness campaigns to combat illicit, under the table payments at hospitals. In Mozambique, such medical services provided at public facilities are almost free (with a co-payment of \$0.15).

After receiving a quarterly reporting stipend related to climate change and environmental impact, a reporter researched and published a newspaper article exposing pollution and unsanitary practices happening under the auspices of municipal authorities in several localities. As a result of the article, areas were cleaned up and the dumping of waste ceased.

After graduating from the last cycle of trainings for Media Lab TV and interns, some four interns had already been hired by the media sector before the end of the year. At the same time, the demand for these trainees among media companies has increased significantly, and several more trainees are scheduled to join Miramar, SOICO, SAPO and Exame.

This quarter, based on advice received during MSP's marketing and business development trainings in the Northern provinces, Radio Thumbine (Milange) completed its business plan for 2015, and with increases in advertising revenues generated through advertising partnerships made with local businesses, was able to purchase three motorcycles for use by radio station journalists to cover stories in their community. Other radio stations, for example in Nacala (Nampula) and Mocuba (Zambezia), also took a more deliberate and systematic approach to revenue generation as a result of the MSP marketing trainings. These trainings will continue in future quarters.

In December, Associação Mavoko and IDEAL Magazine mobilized support, gifts and food to almost hundred children Namaacha District Hospital. The point to note is that this initiative represents a joint effort between two entities, a civil society organization and a magazine, resulting from their participation in the MSP organizational development training program for media associations. Furthermore, after participating in strategic planning trainings organized by MSP in Beira (November) and Nampula (December), local journalists created informal advocacy groups focused on creating a collective and coordinated advocacy effort in their respective localities.

3. Project Performance Indicators

Project Performance Indicators can be found in Annex I. At the end of the quarter, a new M&E Coordinator was hired, while the previous M&E Coordinator was given an advisory role within the M&E team. The M&E function is working according to a plan to tighten up procedures, processes and systems.

4. Major Implementation Issues

The most worrying concern continues to be uncertainties and complexities related to the current situation of persistent delay in the processing of work permits and residence permits. The MSP Chief of Party successfully obtained a two-year work permit in the quarter, but other work permits, notably those of Ricardo Mendes, Director of Capacity Building, and Ryan Morris, Program Manager Community Radio, are still being processed.

5. 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 focused mainly on a joint effort to provide reporting stipends, where Dialogo provides the funding for the stipends and IREX provides the technical input, assessment and mentorship that go with the stipends. The selection of the stipend recipients was also a joint effort between the two organizations. Furthermore, Dialogo continued to sponsor and finance the participation of training participants in the Emerging Media Leader courses.

6. Key Activities Planned for Next Quarter

Result 1- Capacity Building

- Resident Expert Patrick Brock, formerly of the Wall Street Journal, will spend three months with MSP mentoring journalists on reporting on the economy and the extractive industries. Some twenty journalists will be mentored.
- In parallel, Director of Capacity Building will mentor up to ten senior level journalists in reporting techniques, presentation and research.
- Seven journalists from various media organizations will be selected as Health Fellows and will be mentored in reporting on health issues.
- The next round of Basic Journalism Workshops will be held in Zambezia province and will include participants from several result areas.
- Ten interns and twenty Media Lab TV participants will be recruited for the next program implementation cycle.
- Efforts to help current and previous interns and trainees to obtain relevant employment within the media sector will continue.
- MSP will run a quarterly reporting stipend cycle focused on one of the core advocacy themes and will support and mentor Dialogo-sponsored stipend recipients.

- A series of planned courses covering foundational skills, such as writing and photography, as well as more specialized courses, will take place.
- Efforts will continue to identify a local partner to co-implement the MSP long distance learning portal.
- Overall, IREX intends to make an assessment of its current structure and resources in order to position itself better to meet increased demand from media companies.

Result 2-Business Operations

- In the second quarter, MSP will continue its partnership with Sol do Índico newspaper to support the redesign of its website and to restructure sales and marketing operations.
- In collaboration with Rhodes University SPI, MSP will launch the pilot version of a Marketing, Sales, and Distribution training course for journalists and media managers in Maputo and Nampula. The course is aimed at improving business and commercial skills.

Result 3- Journalism Education

- MSP staff will accompany ECA professors to Rhodes University for the start of their graduate study program. MSP will use this visit to assess participant's level of engagement and ensure that the study program is off to a good and productive start.
- In order to monitor the effectiveness over time of the study visits to Rhodes University, MSP will conduct focus groups sessions with the lecturers to gauge participant progress and identify needed support structures.
- MSP Resident Expert Patrick Brock will lead up to three workshops with ECA faculty focused on the importance of and concrete strategies to engage in media research and peer review. Other ad hoc lecturers may also be held depending on interest.

Result 4 – Community Radio (CR)

- Results of community radio diagnostic assessments will be used to launch an equipment program for MSP partner community radio stations.
- MSP will implement a targeted Training of Trainers on basic journalism for approximately 20 community radio journalists in January 2015.
- Assistant trainers who have been identified from the training of trainers in basic journalism will help MSP support a basic journalism course for 30 community radio journalists in March.
- Three-day marketing trainings will be implemented in Pemba and Nampula. Trainings in Gurue for MSP model stations located in Zambezia province have been tentatively postponed due to flooding and inaccessibility.
- MSP will update its Model Station matrix to integrate relevant aspects around gender/GBV programming in community radio stations.
- MSP will administer a new subgrant to CAICC to continue HelpDesk and Call Center services for community radio stations. The subgrant will also prioritize experience exchanges between community radio journalists and the MSP Community Radio Local Assistance fund.
- In collaboration with CAICC and FORCOM, MSP will conduct an assessment trip of approximately 9 new community radio stations for potential addition into the MSP community radio portfolio.

Result 5 – Advocacy and Alliances

- In Q4, MSP will organize three trainings for a total of 45 participants in Quelimane, Maputo and Nampula focused on the development of training materials around advocacy.
- The strengthening and operationalization of RAMPA, the MSP-supported media association network will continue through targeted advice and support.
- The annual election of the Rapid Response Committee (RRC) will take place in February, and the committee's efforts to increase its visibility and effectiveness will continue.
- The monthly public debates on key media issues will continue as before.

Result 6 – Gender and Media

- Next quarter, the MSP Media Specialist for Gender will travel to Nampula to meet potential partners that may co-implement and/or support G/GBV media-related interventions in the northern and central provinces of the country.
- Related to this effort, MSP will take steps to establish the network of focal points on gender issues from the partner community radio stations.
- A field coordinator based in Nampula will support the network of gender focal points.
- MSP will continue the planning of joint conference and training events to be organized in Quelimane, Nampula and Maputo. These events are planned for April.

7. 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 being followed up on by MSP. • A final report from the financial review has not yet been shared with MSP.
<u>Planned:</u> List evaluations, assessments, studies and/or audits planned for next year	
<ul style="list-style-type: none"> • Mid-term Evaluation by USAID contractor tentatively scheduled for Jan-Jun 2015. The terms of reference for this will be prepared separately by USAID. Dates and other details have not been finalized at this time. 	

8. Administrative Update

In November, Mariza Dias joined MSP as a Media Specialist for Gender, thus filling a vacancy that has been hard to fill. It has proven practically impossible to find candidates that have experience both from gender work and from the media sector, so Mariza was hired on the premise that she would be trained and grow into the role. In order to facilitate this, the program also hired Silvia Aquino as a part time advisor on gender issues. Dr. Aquino has a PhD in gender studies and will support the overall gender work.

Two community radio field coordinators were hired for the Nampula sub office. One of these field coordinators is supporting gender/gender based violence programming.

An Administrative Assistant who was hired in November to support the IREX 2 training facility in Maputo fell on the floor, while simply standing on her legs, and subsequently went on indefinite sick leave. The fall happened in the middle of a room without any external trigger. The assistant had a pre-existing weakness in her leg, which caused her to have a permanent limp, from an earlier car accident. The assistant only worked for two weeks and remains on sick leave, but is being transferred to the social security system. Due to labor law and relevant regulations, IREX may not dismiss this assistant even though the sick leave started during her employment probation period.

A new M&E Coordinator was hired, and the previous Coordinator was given an advisory role without management responsibility. The advisory role will gradually be phased out over a three to six month period.

As mentioned elsewhere in the report, the new IREX 2 training facility in Maputo, and a new sub-office location in Nampula was identified and a new lease signed.

9. Success stories and photos

When there is no sound – deaf learn TV production skills



TV Surdo team interviewing Minister of Women and Social Action on the UN's International Day of Persons with Disabilities.

During the week from December 1 through 5, the Media Strengthening Program trained members of TV Surdo (Deaf TV) in TV production skills. This is the first time that TV Surdo members learned to produce TV programs in a structured and professional manner since their project first started in 2009. The group of fifteen deaf trainees is part of an online television platform management team that has as its goal to provide news to people with hearing loss, producing content aided by sign language. “We are interested in learning how to produce our own news content,” said Sousa Camanguira, President of TV Surdo and one of the participants in the training. “We hope that, after this course, we will be able to manage our platform better, producing content for the deaf and not deaf alike.” TV Surdo exists primarily as a concept at this stage, but has an existing outlet of short videos through Facebook and You Tube. The group has ambitions to increase its reach and its footprint, however, and sees the collaboration with MSP as a key step in this strategy. The group of fifteen deaf trainees, which included eight women, was aided by two sign language interpreters. The course focused on practical skill building in the areas of online journalism, film, photography and management of social networks.

African journalists highlight importance of international collaboration



Journalists from Kenya, Malawi, Zimbabwe, Botswana, South Africa and Mozambique attended the ANCIR-IREX training on financial transparency in Maputo.

The more than two dozen African journalists who participated in a one-week training on financial transparency in Maputo in November, agreed that increased collaboration across borders was an important factor in developing investigative journalism in the region. The journalists, who came from six countries in East and Southern Africa, noted that greater collaboration among reporters would strengthen and reinforce the work that each one was doing in his or her own country and create important support networks. “International collaboration allows us put pressure where and when needed, seek protection and be efficient in obtaining information,” said Helder Xavier, a Mozambican journalist attending the training. “There is a steady flow of capital and business across borders, but there is little exchange among members of civil society or the press,” commented Tawanda Majoni from Zimbabwe. “There is a clear link between journalism and a healthy democracy and also between journalism and development,” said Foel Iconopo from Botswana, pointing out that the obstacles to investigative journalism often also hinder economic growth. The training, which was co-organized by ANCIR and IREX, was provided by seven experienced professionals and focused on how to better understand financial information, extract relevant data and develop methods to uncover processes that are often illegal or hidden.

Women journalists discuss their role in elections coverage



Participants in the roundtable discussion on women and election reporting.

In the context of implementing the SADC Protocol on Gender and Development, some twenty journalists met for a roundtable discussion at Gender Links yesterday to discuss the role of women in covering the elections. It was agreed that women journalists provide something extra by offering a different perspective on core issues as well as by bringing up and addressing a broader array of issues. “It was a challenge for me to follow and cover a presidential candidate for the entire campaign,” said Emilia Moiane of TVM. “It was a good experience, however, and it is important that women also follow and cover the candidates, that we are there.” Other journalists expressed that they had seen an evolution in the involvement of female reporters, even from last year to this year. “It is good to have the opportunity to participate more actively,” said Aida Matsinhe of Magazine Independente. The roundtable event was organized by Gender Links in partnership with RAMPA, a network of media associations that are supported by the Mozambique Media Strengthening Program.

MSP M&E Quarterly Report (October-December 2014)

This report outlays the progress made between October and December 2014 on the MSP objectives. The report summarizes the progress made in achieving MSP objectives in the 4th quarter (1 October to 31 December 2014) of the program year, a brief review of progress made in previous quarters, end of year and end of program targets, a comparison of planned versus actual progress and challenges.

Ind#	Indicator Definition	Freq	Q1Y3 Result	Annual Target	Results/Annual Target (%)
IR1.1	# of targeted media professionals that demonstrate improvements in the professional quality of content produced	Qtr (MCAT)	2.5	3.5	40% (diff)
IR1.2a	# of training days	Month	764	1218	63%
IR1.2b	# of journalists trained	Month	41	107	40%
IR3.1	% of MSP trained students interns that obtain employment in the media sector	Semi-Ann	30%	100%	15%
IR2.1	# of Mozambican media outlets that meet professional standards	Qtr (MCAT)	TBD	TBD	TBD
IR2.2	# of news outlets assisted by USG	Annual	3	20	15%
IR3.2	% of participating ECA faculty members that obtain higher academic qualifications	Annual	100%	100%	100%
IR4.1	# of community radios receiving assistance from MSP	Qtr	14	80	18%
IR4.2	# of targeted community radios that progress one or more stages towards model station status	Qtr	0	8	0%
IR5.1	# of media sector CSO and/or institutions assisted by USG support	Month	10	15	67%