



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

FY2015

2<sup>nd</sup> Quarter Report: 1 Jan – 31 Mar 2015



*IREX Gender & Media Program Coordinator Dercia Materula being interviewed  
in connection with the roundtable on gender.  
Some twelve media houses and organizations were represented at the meeting.*

Submitted 30 April 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 – 2<sup>nd</sup> Quarter FY 2015**

*Selected highlights from the reporting period include:*

- A new and expanded sub-office with onsite training space was opened in Nampula.
- IREX/MSP assisted USAID in preparing a project to work with TV Surdo (Deaf TV).
- Resident expert Patrick Brock, formerly of the WSJ, mentored 15 journalists.
- Under the resident expert program, a series of reports were produced from the field.
- Some 76 articles were produced as part of the health fellow program.
- The first course on Marketing, Sales and Commerce for media was held in Maputo.
- The first module of the Rhodes ECA scholarship program was completed at Rhodes.
- Marketing trainings for community radio volunteers were held in Nampula and Pemba.
- A roundtable on gender in the media generated substantial interest and many reports.
- Strategic and organizational development training for media associations continued.

## General

### ***IREX sub-office in Nampula was officially opened***

In the beginning of the quarter, the IREX sub-office in Nampula was officially opened. The new office facility provides training and office space for activities primarily focused on the community radio component (Result 4). IREX took over Care's old office and undertook minor renovations to adapt it for MSP purposes.

### ***IREX won funding to support activities with the deaf***

Through a USAID funding mechanism to support projects for People With Disability (PWD), USAID Mozambique was allocated \$300,000 for IREX to work with TV Surdo (Deaf TV). The program extension will aim at developing TV Surdo into an autonomous and freestanding entity that will produce quality TV content for deaf persons.

## **RESULT 1 – PROFESSIONAL CAPACITY BUILDING**

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**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, with more structured and in-depth feedback, 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.

### **Some summary points – Capacity Building:**

- The weekly orientation and deepening sessions for MSP interns and funded interns (those placed in other organizations) continued through the quarter. The sessions included presentations on the other MSP aspects, such as investigative journalism and gender, as well as knowledge deepening and skill building activities.
- Funded interns were placed with several media entities, including TIM (Independent TV), ECO TV and Gungu TV. These interns are often drawn from the Media Lab TV program and other MSP activities, thus providing a continuum of practice that enables more students to enter the media sector.
- News segments recorded by Media Lab TV participants continued to be produced by them and broadcast by TIM. These news segments are part of a news program (telejournal) that will report on social and cultural issues, following an established model.
- In addition, the participants recorded individual self-marketing videos they will use as part of their professional portfolios and job search efforts.
- A total of 49 journalists and community radio volunteers participated in basic journalism training. One output of one workshop was a web site produced by participants that addressed the issues of premature marriage.
- In the health fellow program, where MSP sponsors a group of journalists focused on health reporting, 76 articles were produced, including some that investigated in depth important issues like the supply and misappropriation of prescription drugs.
- The mentorship and resident expert programs continued with a focus on experienced journalists.

## **(A) COACHING AND MENTORING**

### **(i) *Internship program***

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#### ***Personal marketing opens doors to careers in journalism***

Every week MSP gathers all its interns, sponsored interns and trainees for a two-hour intensive learning session aimed at improving foundational skills, core knowledge and professional direction. MSP has at least ten interns at any given time (final year students or recent university graduates); sponsors a similar number of interns at other media organizations; and works with some twenty trainees receiving focused vocational training in print and TV media. “The internship and vocational training programs seek to build a bridge between what students learn in school and what they need to know in order to succeed in a competitive marketplace,” said an IREX staff member, who also stressed that instilling a sense of ambition and professionalism was a key objective of the learning process. During one weekly session, the focus of the learning session was on personal marketing, i.e., how to approach, develop and succeed in seeking employment in the media sector. “Knowing how to apply for a job is sometimes as important as having strong knowledge of the subject matter,” commented IREX and mentioned as an example that ninety per cent of CVs received by IREX contain basic errors of spelling, grammar and formatting. A well-written and well-structured CV therefore stands out immediately.



*Interns, sponsored interns and vocational trainees learning how to market themselves better to secure employment as journalists.*

### **(ii) *Media Lab TV***

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#### ***Media Lab TV training program focuses on news production***

In February, twenty journalism students and young journalists joined the third iteration of the Media Lab TV training program, which will operate over six months and focus on the production of TV news. During the training, the trainees learn news reporting, research, filming, editing and presentation techniques, and by the end of the program, they will produce and present a news journal. “I wish to master TV news production,” said Daiana Nhatave, a journalism student at the School of Communication and Arts (ECA). “For me, this is an opportunity to use what I have learnt at school and put it into practice,” commented Gabriel Saete, a master’s degree student in journalism at the Pedagogical University, who hopes to work in TV news and make a meaningful contribution to the media sector after graduating. The twenty participants in the program recently started producing a series of public interest news features focusing on the concerns of ordinary people. For many of the trainees, filming on the street was a new experience. The recorded reports will be compiled, produced, presented and broadcast in a newscast program.



*The new cohort of Media Lab TV trainees attending their first training session with IREX Media Specialist Selma Inocencia.*

***The media sector is looking for students with appropriate skills***

The Mozambican media sector is in need of young professionals who enter the market with appropriate skills and the ability to adopt new technology. Over a period of time, the Media Strengthening Program (MSP) has been helping journalism students adapt to the needs of the market by providing relevant training, skills development and practice opportunities. The MSP internship and Media Lab programs are mechanisms that have been implemented with this goal in mind. “The candidates who came to us before had no relevant training or experience,” says João Ribeiro, Managing Director of TIM, a TV station. “The quality of the people we get now, and the motivation they come with, is a novelty to us,” says Ribeiro, referring to aspiring reporters who have been through the MSP internship program. “Through the Media Lab TV program, I have learnt to collect data, analyze issues and structure the news on my own,” says Julião Job, a journalism student at ECA and Media Lab TV trainee.



*João Ribeiro, Managing Director of TIM, addressing the Media Lab TV program participants.*



*Media Lab TV participant interviewing a seller of snacks on Avenida Marginal (left). Media Lab TV participants interviewing market vendors (right).*



*Media Lab TV participants interviewing market vendors (left). Media Lab TV participants learning camera techniques (right).*

**(iii) Health Fellowship program**

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During the quarter, a group of five health fellows were mentored by MSP Media Specialists. The health fellows produced 76 news reports. One health fellow, Heremenegildo Langa, analyzed cholera cases over the last decade and concluded that official government numbers differ from those reported at the district level. He is looking into whether this is a widespread phenomenon. Helder Massinga researched the continuous problems in the supply of medicaments. He tracked the prescriptions of 30 patients and found several prescribed drugs available in private sector pharmacies with the MOH prescription tags still attached. This case too is being followed up.

## **(B) PROFESSIONAL DEVELOPMENT**

### **(i) Resident Expert program**

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#### ***New York journalist Patrick Brock: mentor in Economic Journalism***

In February, MSP launched the second round of mentorship in Economic Journalism for Mozambican journalists. The mentorship program, which goes over three months, is facilitated by Brazilian journalist Patrick Brock and focuses on reporting on economics and the extractive industries. Patrick has lived in New York City for the last ten years, where he worked for The Wall Street Journal and currently manages the online news service Valor Económico. “Doing this work is an old dream of mine,” says Patrick, referring to the mentoring of journalists. “I have always believed in the potential of Africa and Mozambique and been interested in the issues they face.” The mentorship program is an advanced, individualized and targeted training opportunity for experienced reporters. “We want to look beyond the micro-level impact on local communities and focus on the macro-level implications of the oil and gas sector,” says Patrick, who emphasized that Mozambique’s oil and gas sector is in an early stage of development and that things easily can take a different direction from what we envision today. Patrick is part of the MSP Resident Expert initiative, where experienced journalists spend three months in Mozambique to work with their counterparts.



*Patrick Brock, a former WSJ editor, will share his experience in economic journalism with Mozambican journalists.*

#### **Some highlights from the resident expert program:**

- 31 news reports published
- 13 journalists completing the program

Three TV reporters and one print journalist participating in the MSP mentorship program in economic journalism visited Cabo Delgado last week to report on developments in that province. The team was accompanied by IREX resident expert Patrick Brock. More than ten news reports were produced from the visit. In an article in *O País*, journalist Orlando Macuácuá addressed the uncertainties around the time frame, investment and construction plans for Anadarko’s gas liquefaction plant in the north of the province. Herminio José of TV Miramar reported on investments made by local and foreign businessmen and also addressed the living conditions of residents of some neighborhoods who are coming under increased pressure of higher living costs and real estate speculation. Other issues reported included poor water and sanitation challenges, electricity shortages and infrastructure needs. Reginaldo Mangue, a freelancer, investigated the health problems in Pemba and the macroeconomic consequences of investments in the region, such as the impact on inflation and employment. “The result of the field work was excellent,” said Patrick Brock. “We were able to produce balanced reporting, showing different sides of all issues, and discovered a certain cooling of the optimism around future investments in oil and gas.” The MSP mentorship programs are advanced training opportunities for experienced reporters.



*Hermínio José of TV Miramar on the job in Pemba.*



*Reginaldo Mangué (left) in conversation with employees at Aga Khan, an NGO, about the health situation in Pemba.*

*Orlando Macuácuá interviewing Tagir Carimo, President of the Municipal Council of Pemba.*

***Iracema Bila of SEKELEKANI builds on coursework to research article***

After attending MSP training programs on Project Management, Resource Mobilization and Community Empowerment, Iracema Bila of SEKELEKANI, a Mozambican media and communication NGO, decided to research and write a feature article on mining and its impact on local communities. The article was published on the center pages of *Savana* earlier in the month. In the piece, Bila looked at the circumstances of residents of areas in Tete mined by Vale and Jindal, many of whom live in very poor conditions. “Using what we had learnt in the courses [at IREX], we carried out the research and developed the material for the article,” says Bila. “For me, the training came at an opportune time and helped me analyze the information I gathered in the field,” continues Bila, who traveled to Tete understand the situation there better. Once there, she used the experience from MSP course exercises to reach the local population and research her article. Bila plans to develop her journalism skills further.



*Iracema Bila explains her experience in preparing an article on mining and local communities published in Savana.*

## **(C) FOUNDATIONAL SKILLS**

### ***Introductory journalism workshop produces online material on early marriages***

As a deliverable of a journalism workshop in Nampula, workshop participants researched the issue of early marriage and created an online story about the issue. The story recounts the drama of two young women who have had their lives changed by forced marriages. The work was developed by the participants, who researched the issue in general, while seeking to look behind the statistics to understand the physical and psychological scars that accompany forced marriages. “The challenge in publishing the material was to follow a realistic production cycle, similar to that of an actual newsroom,” said Virgílio Dêngua, who developed the website. As part of the practice sessions, the journalists had to produce text and images on a tight deadline.



The full report may be read here:  
<http://oficinadejornalismo.com/>

#### **Casamentos prematuros: cruel destino para raparigas?**

Moçambique é o 11º país do mundo no que diz respeito aos casamentos prematuros. Os números indicam que 14 por cento das raparigas casam antes dos 15 anos. O que os números não mostram e nem quantificam são as cicatrizes físicas e psicológicas que permeiam o dia-a-dia das vítimas desses matrimónios forçados.

## **(D) DIGITAL MEDIA**

### ***Organizations may use social media more strategically***

At the Social Media Forum at the American Cultural Center in February, participants expressed satisfaction with the use of social media in organizations, but suggested that most organizations were still lacking clear social media strategies. There was a consensus that relevant content is a key success factor in developing social media, but that organizations also need to allocate funds and human resources to the management of their social media. “We know that social media can be used to promote an organization, but we don’t always allocate the necessary resources,” explained Eliana Nzualo, one of the forum participants. According to Manuel Ngovone, who manages social media at the U.S. Embassy, online engagement requires constant updates and a drive to create interesting content for the target audiences. The forum covered three broad topics: Social Media as tools for NGOs; Electronic entrepreneurship; and Social Media for social change. Three MSP staff members also presented at the forum.

### ***Journalists in Zambézia join the blogosphere***

Journalists in Zambézia recently joined the blogosphere ([www.rizambezia.wordpress.com](http://www.rizambezia.wordpress.com)) and established a Facebook presence after attending an strategic management and communication course organized by MSP Media Specialist Arsénio Manhice. These online platforms were set up by the journalists in order to facilitate and improve the communication between themselves, discuss press freedom issues and share information pertaining to their province. “We use an online platform and social media to strengthen our network,” said Gil Namelo, one of the new bloggers and network initiators. The Network of Zambézia Journalists (RJZ) has started regular meetings to pursue its agenda. One such meeting recently addressed the need for changes in the Press Law. “We wish to follow up on the implementation of the Right to Information Act, advocate for new or improved press laws and ensure good dissemination of information,” said Namelo, outlining the objectives of the journalist network.

### ***Journalist's Facebook entries help individuals***

On his Facebook page, journalist Regionaldo Manguê wrote about the many families displaced by the rains that hit Maputo earlier this year. It is, however, not the first time Manguê's Facebook entries influence and change people's lives. In an entry called "Hope for Podina", Manguê describes the delivery of a wheelchair to a child with physical disability, whom he wrote about a few months earlier. An elderly couple was also able to obtain medical treatment after their story was featured on Facebook by Manguê. "I see journalism as something that can change people's lives," says journalist Regionaldo Manguê, who has participated in MSP training programs on journalism and photojournalism. "The photos are essential in illustrating my stories," says Manguê, whose next step is to create a web site to compile and present all his texts.

## **RESULT 2 – BUSINESS OPERATIONS**

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**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.

### **Some summary points – Business Operations:**

- The first course on Marketing, Sales and Commerce (MSC) for media businesses was held in February, with 17 media professionals from 13 organizations participating.
- The course is facilitated by IREX/MSP consultant Carlos Henriques and is accredited by Rhodes University (i.e., a credit certificate is provided to each participant at the successful completion of the course).
- During the quarter, strategic business plans were developed for Catembe.com (an online newspaper), Ikweli (an online & pdf newspaper) and Magazine Independente (a paper newspaper).
- These three-year plans were developed in the context of targeted consultancies for media businesses, which follow a structured methodology of assessment, planning and execution.
- In the case of Catembe.com, which incidentally is one of two woman-led newspapers supported by MSP, the team helped the newspaper develop a new pricing structure, review operational costs and analyze profit margins. This review of the financials of media partners is becoming a core aspect of the consultancy approach.
- In the case of Catembe.com, for example, it was identified that the prices for advertising were too high in relation to the perceived value of the advertising space, which in turn led to little take-up by advertisers. A new pricing structure showed signs of more advertisers buying space or consider buying space.
- In parallel to other activities, the team helped strategic partners Catembe.com and Magazine Independente to prepare for subgrants applications, for example by understanding the application process and obtaining DUNS numbers.

***SAPO and IREX joined forces to professionalize online journalism***

The SAPO Mozambique web portal and the Media Strengthening Program (MSP) have signed a memorandum of understanding to promote the development of online journalism in Mozambique. SAPO is a news aggregator looking for journalists to generate more local content. “We have an audience of more than 450,000 unique visitors and 5 million page views per month, but we need more local information,” said Ramimo Mayet, Director General of SAPO Mozambique. Francisco Costa Pereira, director of Portugal Telecom, the company that owns the SAPO brand internationally, said he was excited about the possibilities of the partnership. “In this partnership, our main role will be to train personnel interested in digital journalism,” said Marques Malua, Director of Administration and Finance at IREX. After signing the memorandum, the SAPO directors met MSP interns, trainees and journalism students that are being trained to enter the job market.



*Marques Malua of IREX (right) and Francisco Costa Pereira: with a shared focus on training digital journalists.*

**RESULT 3 – JOURNALISM EDUCATION**

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**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.

**Some summary points – Journalism Education:**

- During the first study visit to Rhodes in January, the ECA bursars completed the New Media module, which was taught by Prof. Lorenzo Dalvit, and the Media and Society module, which was taught by Prof. Lynette Steenveld. The classes were interactive and analyzed the application and adaptation of various theoretical concepts to fit the Mozambican context.
- The product of the New Media module will be the conception and implementation of intervention plans that will be implemented at ECA to improve the quality and diversity of teaching techniques currently in use.
- In general, the students managed to complete the work assignments satisfactorily, but with considerable difficulty, which points towards the need for further investments in English training to improve the level of fluency.

- During the quarter, the bursars completed homework assignments, which were all regarded as satisfactory (two scored above average, two average and two below average). At the same time, the teachers started implementing some interactive tools (mostly Facebook) to facilitate their courses.
- After returning from the first module at Rhodes, the bursars continued taking measures to improve and practice their English, such as taking English classes that they financed themselves. It is clear that language remains the biggest challenge, and the biggest risk, to the completion of the program.
- One of the bursars, Aida Mangue, has opted to return to Grahamstown in mid-April in an attempt to accelerating the learning process, though not necessarily the time needed to complete the program. Mangue was one of the two weakest students, so her extra effort was welcome and will be supported by MSP to the extent possible.
- Furthermore, the longer time she can spend at Rhodes also allows her to take on an informal internship at the university radio station, radio being her area of specialization.

### ***ECA journalism lecturers begin Master's and PhD studies at Rhodes University***

In January, six ECA journalism lecturers started the first module of a graduate program in media studies at Rhodes University in South Africa. Of the six lecturers, four are pursuing Master's degrees and two doctoral degrees. The introductory module was taught in English, went over thirty days and took place in Grahamstown, where Rhodes University is located. This initiative, which is fully funded by USAID through the Media Strengthening Program (MSP), aims to raise the academic qualifications of ECA faculty and provide an immersive learning experience at an established and internationally recognized journalism school. "We want to be able to graduate students with strong skills and competencies," said Julio Manjate, lecturer in print journalism. "This training will benefit both the individual participants and the institution as such," commented Aida Mangue, lecturer in radio journalism. All program participants agreed that the training would help them in preparing students to meet the challenges of an evolving labor market. The program lasts two years for the Master's level and four years for the doctoral level.

### ***Lecturers express concern about logistics and related issues***

The general feedback from the lecturers was that the first module met expectations from an academic perspective. Significant dissatisfaction was expressed by the group, however, about issues related to logistics, especially about the quality of accommodation, and the way the process had been managed from IREX's side. Some of this was expressed in aggressive email language that IREX considered to be inappropriate and disproportionate to the issues at hand. In terms of accommodation, the group had been offered single occupancy in Rhodes' graduate student dorm rooms (each room designed for two students), but the scholarship recipients felt that the quality of accommodation was not adequate in view of their status as university lecturers. Other complaints and concerns related to the Rhodes food plan, restrictions on health insurance, inadequate funds for books and materials, and a perceived heavy handedness by IREX in handling the various requests presented by the group. These issues were subsequently addressed in a separate meeting between USAID, IREX and ECA.

## **RESULT 4 – COMMUNITY RADIO (CR)**

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**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.

### **Some summary points – Community Radio:**

- In February, 38 community radio volunteers were trained in Marketing Strategies in Nampula (city) and Pemba. By the end of the training, participants were able to demonstrate how to successfully: develop a market study; draft a business plan; identify elements of a competitive ad; identify best practices for using FRONTLINE SMS as a marketing tool; articulate the difference and the relationships between Product, Place, Price and Promotion; best practices in adjusting price lists of radios according to the needs of the target audience; and, demonstrate strategies for improving advertisements to make them more attractive to target audiences.
- IREX participated in the Annual CAICC Focal Point Meeting to discuss lessons learned from the 2013-2014 program implementation and to discuss best practices to be applied in the implementation of 2015 activities. (CAICC = the Center for Support in Community Communication, an MSP partner).
- Based on lessons learned, MSP will prioritize more trainings on management, including management of radio and ICT equipment. CAICC Focal Points will be working with MSP staff to develop strategies to conduct more targeted, in depth trainings for community radio stations, as well as develop equipment maintenance trainings and a resource manual. CAICC and MSP will also prioritize experience exchanges for women community radio journalists.
- In the period March 2-16, MSP conducted its fourth diagnostic trip, in collaboration with CAICC. The objective of the trip was to evaluate the training and equipment needs of six community radios prior to establishing a formal partnership. The radios visited were Radio Ehale (Nacala-a-Velha), Radio Mpharama (Balama), RC Mueda (Mueda), Radio Sao Francisco de Assis (Nangololo), RC Morrumbala (Morrumbala), and Quelimane FM (Quelimane). Three radios (RC Moma, RC Lalaua, and RC Iuluti) were not visited due to adverse road conditions.
- Seven community radio journalists successfully completed a training series to become MSP Assistant Trainers. From March 20 to 22, this group of trainers participated in a second round of workshops on basic journalism, treatment and protection of sources; use of digital tools and advanced search functionalities on Google; and in interactive, learner-centered training techniques.
- These trainers will support future MSP trainings, as well as trainings in their own radio stations. They had the opportunity to practice their new skills and knowledge by co-facilitating practical exercises and instruction in recording and digital editing of radio programs during MSP's Basic Journalism Course for 22 participants from 20 different radios, which took place March 23-27.

### ***Community radios focus on sustainability through marketing***

At a three-day marketing training for more than twenty community radio coordinators and other key radio station personnel, which took place in Cabo Delgado in February 2015, participants engaged in interactive learning exercises focused on marketing. The training followed a model that defines the key to a community radio station's long term success in terms of quality and sustainability, where quality depends on the ability to produce relevant radio content and sustainability depends on effective marketing. "We have never thought about ourselves as businessmen, but I understand that I need to think more about the commercial aspects of my radio station to thrive in the long term," commented one of the coordinators present. During the training, the participants explored different ways to increase advertising in their local districts by mapping possible advertisers and looking at other innovative ways to diversify revenue.



*João Movuta, IREX Field Coordinator for Community Radios, facilitated the marketing training course that took place in Pemba in February 2015.*

**Pre-test and Post-test Comparison for Nampula Marketing Training:** In the Nampula Marketing Training, 12 out of 17 participants improved their knowledge of foundational concepts of Marketing based on pre- and post-test evaluations. The average score increase between pre- and post-evaluations was 28%. **Pre-test and Post-test Comparison for Pemba Marketing Training:** In the Pemba training, 19 out of 21 participants improved their understanding of the foundational concepts of marketing. The average score increase between pre- and post-evaluations was 38%. These differences may in part be due to (a) the general starting level in Pemba being lower or (b) there being a learning effect for IREX staff, as the Pemba training followed the Nampula training.

### ***Community Radio Thumbine in Milange on the road to sustainability***

Community Radio Thumbine, which is located in Milange district in Zambezia province, on the border with Malawi, has seen an increase in its revenues, thus taking another step on the road towards sustainability. Station coordinator Ismael Noronha credits the various MSP trainings for emerging media leaders, marketing and strategy as the main reason for this success. "When we applied what we learnt, we were able both to purchase motorcycles to be used by station volunteers in the reporting work and to increase the allowances we pay to our volunteers," said Noronha. The station coordinator also highlighted the benefits derived from using the Frontline SMS audience interaction software, increasing the station's visibility through Facebook and editing radio reports in Adobe Audition, all provided through the MSP partnership, as hands-on, practical improvements in station operations.

During the quarter, IREX recently signed memoranda of understanding with five community radio stations in the north of the country, bringing the total number of MSP community radio partnerships to thirty. The collaboration enshrined in the agreements is a joint effort to strengthen services, improve quality and create model stations in the local communities. "I am very pleased that our station is an MSP partner station," said Sister Maria Anselmina Cesario, coordinator of Radio Sem Fronteiras in Pemba, adding that she felt confident the partnership would help the station achieve its goals and objectives. Similar sentiments were expressed by Fernando Vaz de Almeida, coordinator of the Community Radio of Ile, and the other community radios.

## **RESULT 5 – ADVOCACY & ALLIANCES**

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**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.

### **Some summary points – Advocacy:**

- In February and March, IREX continued the implementation of strategic management development sessions for media associations in the South (Maputo), the Center (Quelimane) and the North (Nampula). A total of 42 journalists and/or media professionals participated (13 Maputo, 15 Quelimane e 14 Nampula), representing ten different media associations.
- During the quarter, RAMPA organized a series of debates for member associations and others aimed at informing and promoting the Freedom of Information Act (FOIA).
- At the end of each month in the quarter, a public debate on media issues was held at the IREX facility. One of the debates focused on the Charlie Hedbo situation. A total of 82 people participated in the debates.
- In addition, IREX also organized a separate roundtable on the issue of the digital migration, a process that has met with many obstacles and delays, and whose timeline and trajectory are still not fully clear. Luis Loforte, a MSP collaborator in the community radio area, presented on the issue of digital migration and led a discussion on the topic.

### ***Society must back journalists in the search for transparency***

In the monthly debate on media issues held at IREX in February, participants concluded that journalists need the support of society at large to encourage government entities and companies to publish information about public contracts and procurement processes. With sufficient public demand for transparency, the job of journalists will become easier and more effective. "Bearing this in mind, the media outlets should develop their capacity to research and publish articles," opined Raimundo Moiane, journalist at Canal de Moçambique. The topic of the debate was the falling oil and gas prices and the implications for Mozambique, a country with proven resources that have not yet been developed or extracted, and the main presenter was Patrick Brock, a resident expert in economic journalism at the Media Strengthening Program. Brock encouraged journalists to report more in the area of economics and finance, which would also influence their ability to report on the oil and gas sector.



*Journalists need to research topics well and facilitate understanding of complex issues, recommends MSP Resident Expert Patrick Brock.*

### ***Journalists prepared to report on digital migration***

20 journalists met in Maputo to discuss the process of digital migration in Mozambique, i.e., the change from analogue to digital broadcasting, so as to report better on the issue to the general public. As part of a series of discussions held under the auspices of the Network of Mozambican Media Associations (RAMPA), an initiative started and supported by the MSP, the Association of Women in the Media (AMCS) hosted the discussion, while Engineer Luis Loforte, a leading expert on radio and television systems, led the discussion. “The migration process will be gradual, starting with television,” commented Eng. Loforte, stressing that both the media and the general public should be informed about the digital migration process and its relevant implications. The deadline for the process to be completed is June this year, but there might be delays in adopting the new technology due to financial constraints. After the meeting, Palmira Velasco, journalist and director of AMCS, commented that the discussion had helped in providing a solid platform for journalists to report on the process.

## **RESULT 6 – GENDER**

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**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.

### **Some summary points – Gender & Media:**

- IREX obtained permission to adapt a GBV best practices handbook for reporters. The original handbook was developed for Cape Verde, but was selected as the most suitable to be adapted for Mozambique. The handbook will be used in various trainings on Gender and GBV for journalists.
- During the quarter, LAMBDA and IREX had a meeting to discuss the state of LGBT reporting in Mozambique and explore points of collaboration. A strategy for the integration of LGBT issues into the gender and media program component was conceived. This strategy is supported by three pillars: capacity-building for LAMBDA to better interact with the media community; analysis of LGBT coverage to be integrated into the annual gender in the media reports; and capacity-building activities targeting journalists that are aimed at improving their LGBT reporting skills.
- In March, MSP staff met with Maria Supinha, the coordinator of the national office against domestic violence, and agreed to collaborate in trainings, sharing resources etc.
- A roundtable for female journalists, editors and civil society representatives of organizations with a gender focus was held on March 12, with the objective of identifying and analyzing activities through which the quality, diversity and quantity of gender and gender-based violence aspects reported by the media could be improved.
- The roundtable, which was entitled “The gender in the media agenda” was covered by Televisão Independente de Moçambique (TIM), which reported from the roundtable and had IREX’s media specialist for gender on a news and actuality program for a 15-minute interview.
- On March 24, the gender team met with a representative of the National Council for Female Advancement (CNAM), which is part of the Ministry of Women, Children and Social Action, with the objective of exchanging information and establishing an aligned agenda. CNAM is expected to become an important source of information for content generation to be included in publications as well as training materials on gender.
- Furthermore, IREX also met with WLSA to identify areas and activities for continued collaboration in the gender and media sphere. IREX and WLSA has worked together on an ad hoc basis since MSP was established in 2012.

### ***CSOs discuss strategies to promote gender issues in the media***

Civil Society Organizations (CSOs) in Nampula met with the Media Strengthening Program to discuss strategies to promote gender content in the media. One of the topics discussed was the role of community radios in increasing awareness of gender issues in their districts, in particular in relation to establishing sound social norms that discourage gender-based violence. “The small number of women working in media, especially in community radios, means that there often is not enough interest among media professionals to address issues of violence and discrimination,” said Virginia Alfaro, coordinator of Radio Watana in Nacala, an MSP partner.



*CSO representatives in Nampula meet to discuss strategies to promote gender issues in the media.*

Other participants also emphasized radio as a critical tool in informing about rights, laws and services in the gender field. Early marriage and initiation rites were other issues considered particularly relevant in the context of Nampula province.

## **2. Examples of program impact**

Four participants in the internship program were hired by media organizations, including Japone Arijuan, who was hired by SOICO as their third MSP intern hired for full time work as journalists. Within a short time of starting at SOICO, Japone produced and published an article in the O Pais newspaper on the topic of human trafficking, one of the MSP priority thematic areas. Thus far, MSP strategic partner TIM has hired four MSP interns.

In the health fellow program, journalists provoked authorities to respond in the case of misappropriated medicines. The fellows also played a role in alerting the public to cholera outbreaks and urging swift action by the health authorities. In one case, the district health authorities were pushed on the statement that ‘people were getting sick because of drinking unclean water’, forcing the authorities to admit that it was responsible for safe water supply.

Through the resident expert program focused on the extractive industries, one mentee addressed the situation of the local population in Inhassoro, where a Sasol refinery and oil production facility is located. After ten years, the local population has not benefitted from the investments. This was used as a prospective case study of the potential impact on the local population of investment in the extractive industries in Cabo Delgado.

After having worked with MSP for some time, several media partners were showing encouraging signs of improved sustainability. Canal had increased its circulation substantially, whereas Catembe and Magazine improved their operations, generating cost savings and increases on the bottom line. Debate was advised and aided step by step by MSP to move its printing to South Africa, generating significant cost savings.

Community radios in Mocuba and Milange, among others, took important steps towards sustainability by increasing income from local advertisement initiatives developed as a result of MSP marketing trainings. In both cases, the community radios were able to purchase motor cycles that station volunteers could use for reporting trips in the communities, thus increasing their reach and the range of topics they can cover.

The RAMPA network in Zambezia, one of several emerging media advocacy networks at the provincial level, created a blog to promote press freedom issues and initiatives. At the same time, MSP enabled and supported two associations to apply for donor funding. Enabling the media associations to seek alternative funding is a core element in the development of their organizational capacities.

As part of the MSP internship program, interns are being sensitized to gender issues through presentations and materials – and attitudes – prepared and promoted by the gender team. This has increased the understanding within the trainee group (interns, subsidized interns, trainees and media lab participants) that gender issues are relevant for all of them, not only for women. There is a growing appreciation of the need for gender balance and diversity.

### **3. Project Performance Indicators**

Project Performance Indicators can be found in Annex I. During the quarter, the new M&E Coordinator and team leader took over M&E efforts and started a process of systematization of processes and outputs. Significant management input was invested into the M&E processes, and these were a key priority in the quarter. The role of the M&E advisor was gradually scaled back, and her role will be phased out during May. In February, two IREX HQ staff, including the IREX M&E Specialist, spent a week in Maputo working with the program and M&E teams on general M&E issues and on the adaptation and refinement of the MCAT content analysis tool. This week saw close collaboration and interaction between the program and M&E teams and produced almost immediate results in terms of the compilation, presentation and analysis of data.

### **4. Major Implementation Issues**

In past quarters, the most pressing concern was related to work and resident permits for non-Mozambican staff, but the barriers that seemed to prevent or delay the issuance of such permits in the past seem to have been reduced or removed by the new government. At this time, all MSP staff have the required work and residence authorizations, with no processes pending. IREX Mozambique also has an operating license that is valid for another 15 months, so there are no challenges of this type at the moment.

Other implementation issues include the cost and difficulty in working effectively with program beneficiaries in the provinces, and the IREX team is reflecting on how it may reach and support journalists in the provinces better. One consideration in this regard is the “quality” of participants, as the general level of preparation, education and experience of journalists living and working further from the largest population centers tends to be lower. For this reason, it is necessary to make a cost-benefit type assessment as to how and how much to invest in the provinces, as the expected costs are higher and the expected outcomes lower. This is an analysis that has not yet been concluded.

Finally, the floods in the northern part of the country, which took place at the beginning of the year, disrupted electricity supply at the Nampula office for near a month, while some field visits had to be cancelled due to inadequate and/or dangerous road conditions.

### **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 various training activities. It may be noted that the partnership between Dialogo and IREX has deepened quarter by quarter, with the two organizations collaborating on new activities. In the next quarter, Dialogo will co-sponsor one of the community radio training seminars.

During the quarter, IREX also established a working relationship with IBIS, a Danish NGO, with partly overlapping objectives. IBIS works with several focal areas, two of which are investigative journalism and the extractive industries. Within this framework, IREX and IBIS co-finance a trip by a group of investigative reporters to Pemba in March to work on topics related to the extractive industries. IREX/MSP also had meetings with the USAID CCAP program and the USAID SPEED program.

## **6. Key Activities Planned for Next Quarter**

### **Result 1 – Capacity Building**

- The next batch of Media Lab TV news programs to be broadcast by TIM will be completed and presented on air. These news programs will be reformatted into a crisper newsreels format during the quarter.
- Some pending TV news reports from the previous quarter will be completed.
- New resident experts **Fabio Marconi** and **Mario Losekann**, two experienced Brazilian news reporters will start a new cycle of the resident expert program.
- Their work will focus on on-the-job training with STV and TIM, training sessions with Media Lab TV and work with TV Surdo.
- Part of the training will be focused on multidisciplinary correspondent courses for STV & TIM, i.e., news reporters who master all parts of the news production chain.
- Established and/or ongoing activities, such as journalism workshops, mentorship program, health fellowship program, internship program, will continue as before.
- In addition, a web design course for online media for 10 media professionals will be organized.
- An advance course in photo journalism will also be implemented in Maputo.

### **Result 2 – Business Operations**

- During the coming quarter, MSP will work on finalizing several in-kind grants for partners to invest in core equipment and capacities.
- One such effort involves the procurement of a car for Magazine Independente to be used for news reporting operations and newspaper distribution.
- The work with Magazine Independente will continue to focus on operations, but will also include the development of its online presence, whereas the work with Catembe.com will be focused on financial management and quality of journalistic content.
- The work with Debate is also focused on the quality of journalistic content.
- Courses in Marketing, Sales and Commerce (MSC) for media will be implemented in Nampula and Maputo.

### **Result 3 – Journalism Education**

- The work with the Rhodes ECA scholarship program will continue.
- During the quarter, one of the students, Aida Mangué, may transfer from a part time to a full time status.

### **Result 4 – Community Radio (CR)**

- By the beginning of the quarter, MSP will have established partnerships and started collaboration with the full cohort of planned partners stations (31 partner stations and 3 associated stations).
- In April, MSP will train 30 community radio volunteers for two weeks on radio production skills. This training will also include the CAICC radio production trainer, as well as the seven already identified and trained assistant trainers.
- Two additional regional radio production skills trainings will be carried out in Quelimane and Nampula in collaboration with Dialogo.
- In April, the first cycle of training-of-trainers for radio and ICT equipment operation and maintenance will take place.
- During the quarter, a small equipment support program will be finalized with the completion of an extensive procurement process.

### **Result 5 – Advocacy and Alliances**

- MSP will produce a brief on the implementation of the Freedom of Information Act (FOIA), which will serve as a tool for the media associations.
- The team will also produce a press information pack.

- As part of the organizational, operational and strategic development of the media associations, some IT equipment packages will be provided.
- The associations will focus on four policy objectives: the broadcast law, the revision of the press law, the implementation of the Freedom of Information Act, and the digital migration process.
- An assessment will be made of the viability of the Rapid Response Committee, which does not seem to develop as intended. Part of the assessment will be to determine whether there is a continued need for the Committee's services.

### Result 6 – Gender and Media

- A manual of good journalism practice in relation to reporting on GBV will be adapted and launched within the quarter. This manual will be used for trainings and as a reference.
- The annual report on gender in the media for 2014 will be published in June. The report will include more detailed statistical analysis than in previous reports.
- Focus will remain on the continued development of the community radio focal point network for Gender and GBV. The members of the network will have their first joint meeting in May.

## 7. Evaluation/ Assessment Update

<b>Evaluations, Assessments, Studies and Audits</b>	
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"> <li>• Data Quality Assurance Audit. USAID. April 2014.</li> <li>• Administrative and Financial review. USAID. May 2014</li> </ul>	<ul style="list-style-type: none"> <li>• The results from the DQA were shared with MSP and are being followed up on by MSP.</li> <li>• A final report from the financial review has not yet been shared with MSP.</li> </ul>
<u>Planned:</u> List evaluations, assessments, studies and/or audits planned for next year	
<ul style="list-style-type: none"> <li>• Mid-term Evaluation by USAID contractor tentatively scheduled for May-Jul 2015. The terms of reference for this will be prepared separately by USAID. Dates and other details have not been finalized at this time.</li> </ul>	

## 8. Administrative Update

In the beginning of the quarter, IREX moved into a new sub-office in Nampula, which offered better conditions for administration and training activities, most of which can be done onsite at this time. Some effort was made to put the facility in good order.

Throughout the quarter, the team worked on the preparation of an equipment procurement process for MSP partner community radio stations. The procurement will aim to equip or re-equip all the 31 community radio partners with modern equipment.

One new field coordinator was hired to strengthen the work with community radios, and two junior staff members were promoted to higher levels of responsibility. Dercia Materula became Program Coordinator and Sergio Albuquerque Senior Program Assistant.

Overall, the staffing of the team is considered to be stable and complete at this time. Some positions may be replaced due to organic turnover, and some positions may be added as a result of new activities, but the MSP team is formed and performing.

Importantly, during the quarter the lingering problems and delays related to the immigration status of non-Mozambican staff were resolved. One long-term resident with a Spanish passport had to move to a consultant position, whereas IREX successfully obtained a second expat work permit for Ryan Morris, Program Manager, in Nampula.

## 9. Success stories and photos

### Story 1

#### Roundtable on gender recommends greater balance in reporting on violence



*Left: Olivia Massango (SOICO) and Eva Trindade (TVM) participated in the roundtable on gender. Right: Some twelve media houses and organizations were represented at the meeting.*

Journalists and CSO representatives participating in a roundtable on gender in the media held at IREX last week discussed the treatment of gender-based violence by news organizations. After reviewing texts and sharing experiences, the roundtable concluded that media reports often neglect presenting the victim's perspective and excuses the perpetrator. "What is reported is often seen through a cultural lens of what is acceptable," said one participant. There was consensus on the need for more knowledge on the subject, and the participants recommended, among other measures, to understand better the linkages between institutions dealing with violence, the legal framework and cultural and social aspects of the problem. Journalists were recommended to focus on the impact of violence on the lives of the victims, follow up on cases they cover and inform about rights and procedures that victims should know.

## Story 2

### A new frontier: improving media marketing, sales and distribution



*Media professionals from the commercial departments of their companies participated in the training on marketing, sales and distribution.*

Over a period of five days, seventeen media professionals mainly working within the commercial departments of some thirteen media companies participated in an intensive training in Marketing, Sales and Distribution for media businesses. The training, which was provided by the Media Strengthening Program (MSP), provided the participants models and practical approaches to improving the visibility and bottom line of their companies. “Media companies have often neglected marketing, and this is reflected in their sales,” said Farida Ustá, Commercial Director of TIM. “In this training, we have learned that the distribution of content using digital tools and social networks, for example, gives the company increased reach and visibility, attracts new audiences and advertisers,” commented Farida. “I feel I now know how to increase the sales of my channel, create marketing strategies and plan distribution of content based on market evidence,” said Fernando Matico, Director of Information at ECO TV. Increasing and improving distribution was a key focus of the training. “We must diversify our distribution channels to attract more readers and more advertising,” commented Gabriel Chihale of the Canal de Moçambique newspaper. The training was facilitated by Carlos Henriques and is accredited by Rhodes University in South Africa.

### Story 3

#### Using technology in journalism education key to success



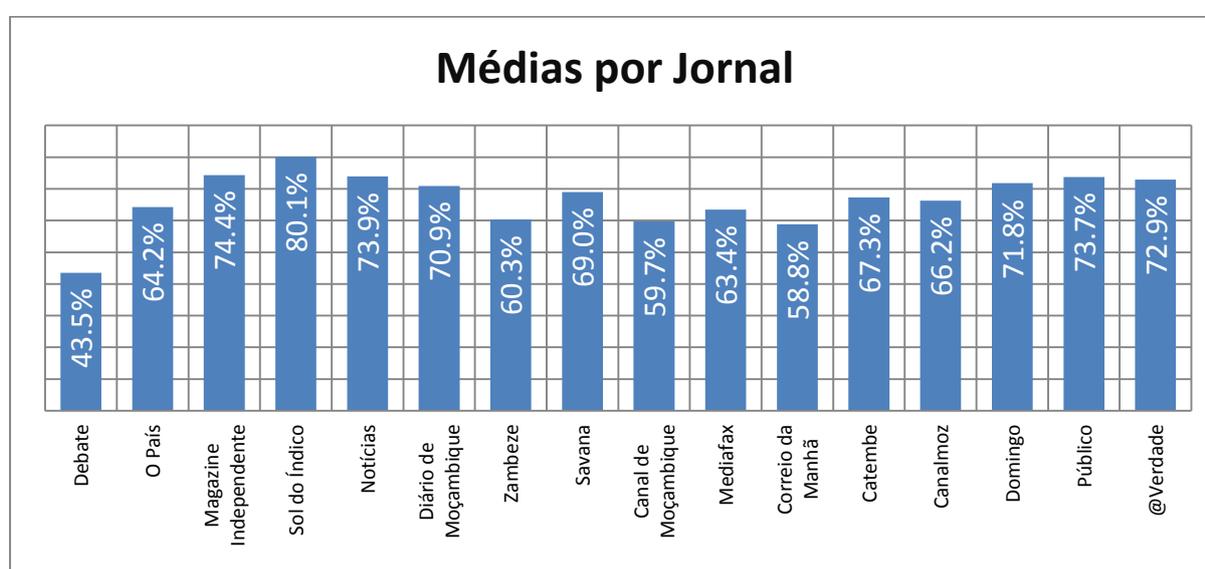
*ECA journalism lecturers (from left to right) Aida Manngue, Ismael Mussá, Alvo Ofumane, Ernesto Nhatsumbo, Júlio Manjate and Mário Fonseca at Rhodes University.*

“We would like to develop a single online platform where our journalism students may apply their skills and enhance their learning outcomes,” says Mário Fonseca, lecturer in journalism at ECA. Fonseca is one of six ECA lecturers enrolled in a graduate program in media studies at Rhodes University in South Africa, sponsored by USAID through the Media Strengthening Program (MSP). Of these, four are pursuing master’s degrees, whereas Mário Fonseca and Ismael Mussá are pursuing a doctorate degree. The six lecturers recently returned to Maputo after a month of studies at Rhodes University for the first module of the program. “If we want to train journalists for a digital and interactive working environment, we must create an interactive and connected classroom,” says Lorenzo Dalvit, professor at Rhodes University and the MTN Chair for Media and Mobile Communications. Dalvit stresses the importance of using technology in journalism education to address the market demand for digitally literate journalists. “Using social media can bridge the gap between theoretical discussions and real life experiences, thus creating a connection that is often missing in journalism education,” commented one of the ECA lecturers.

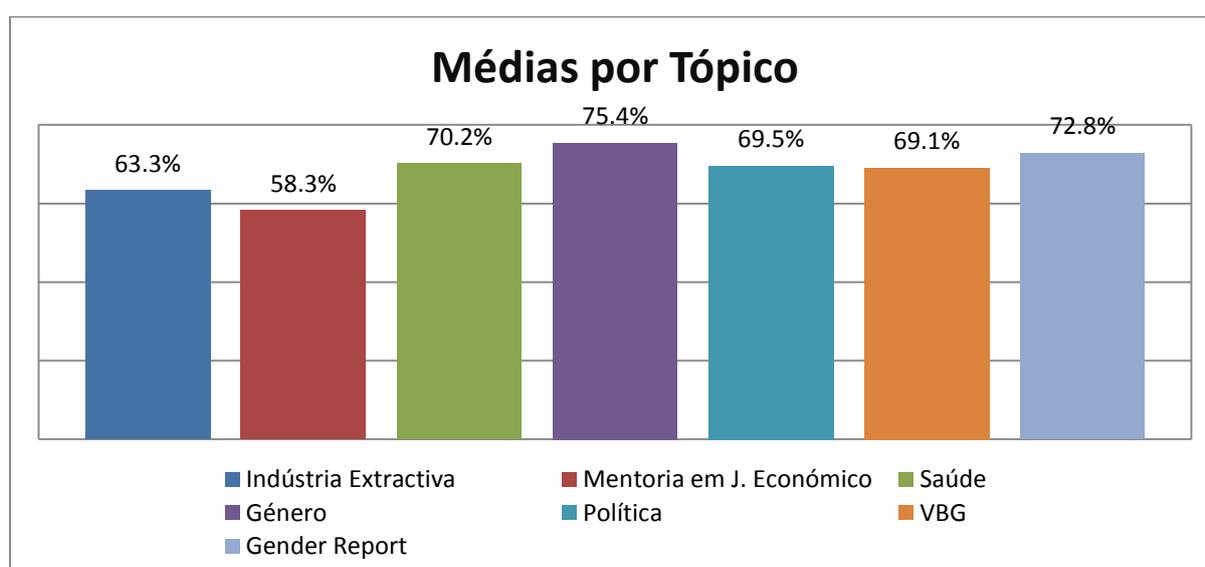
### **MSP M&E Quarterly Report (January-March 2015)**

This report summarized the progress made in FY 2015 Quarter 2 (January through March 2015) on MSP program objectives.

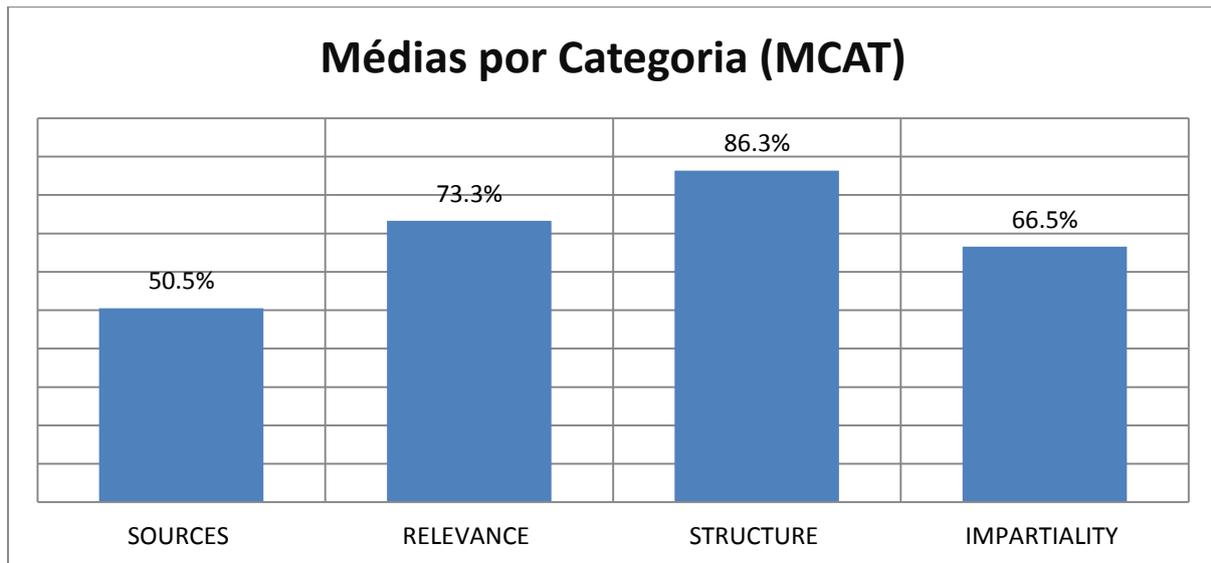
During the quarter, the team undertook a great effort to define, refine and improve the use of the MCAT (Media Content Analysis Tool). This included a full week of reworking the methodology to make scoring less subjective, clarify definitions and improve data visualization and presentation. Importantly, MSP program staff members were trained in how to use the slicer function in Excel, a way of drilling down and analyzing information contained in the various data sets. The M&E team is currently working at full speed on scoring and re-scoring articles from previous periods, thus building a reference data set and providing the source material for analyzing content quality of individual journalists. The following are just some of several examples of how the data is now being presented and used. For all the averages presented, staff members are able to open the data sets and go to the most detailed level of information (the individual level).



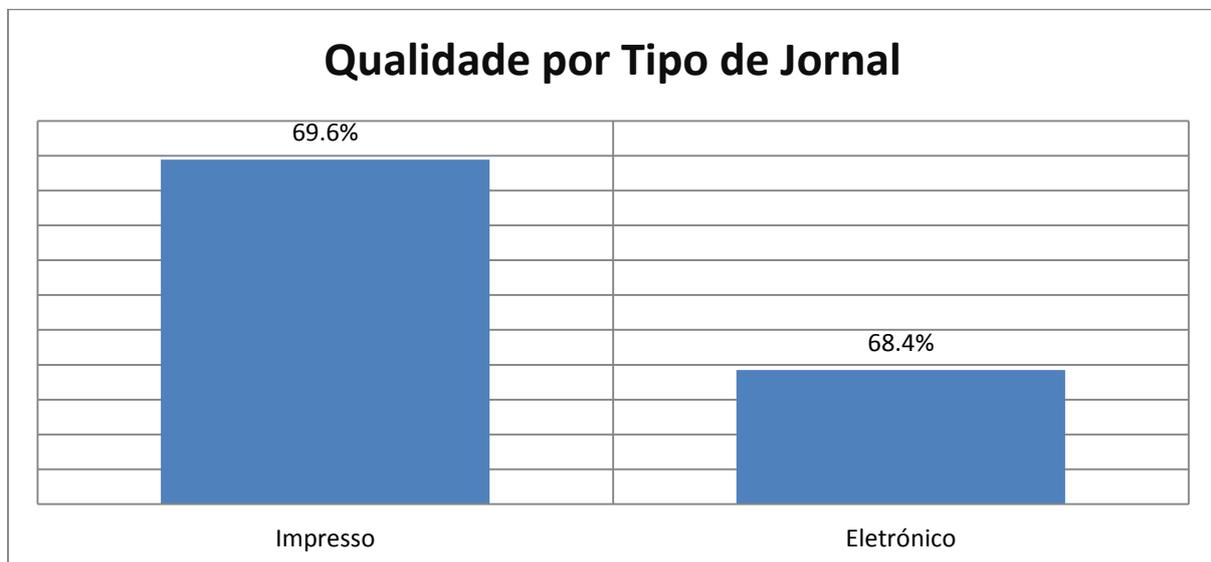
*Average MCAT scores by media outlet.*



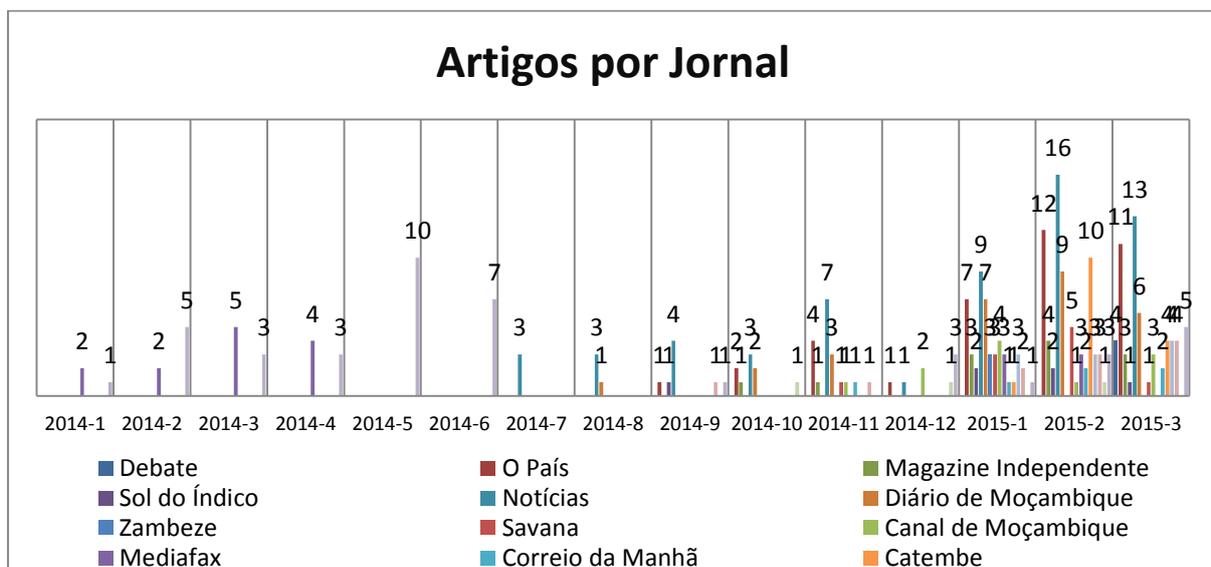
*Average MCAT scores by area and/or activity.*



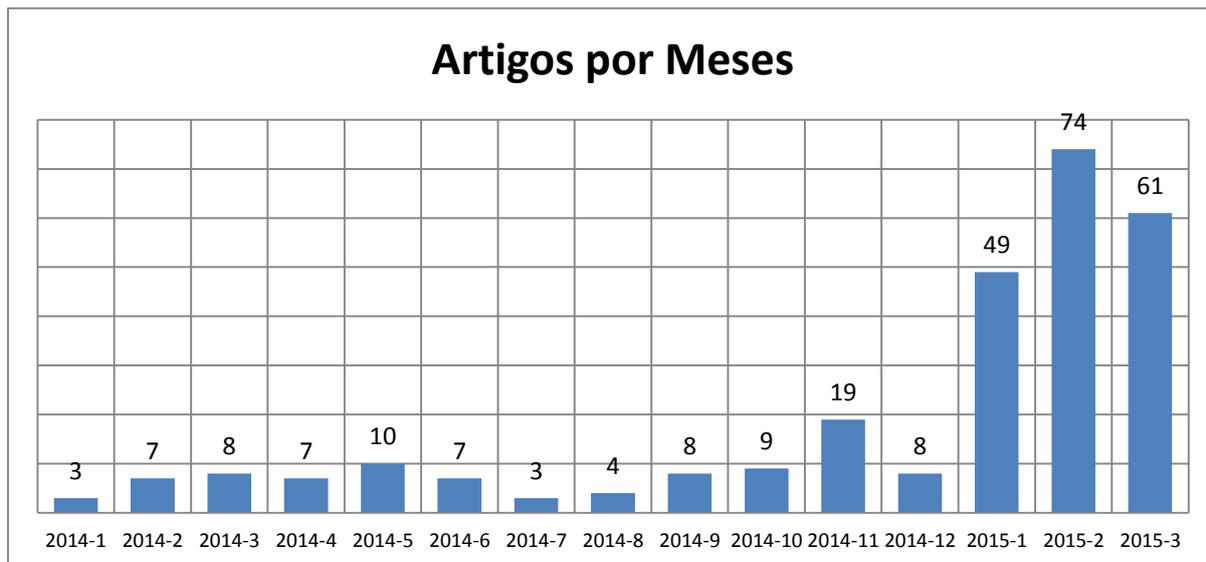
Averages by MCAT sub-score area.



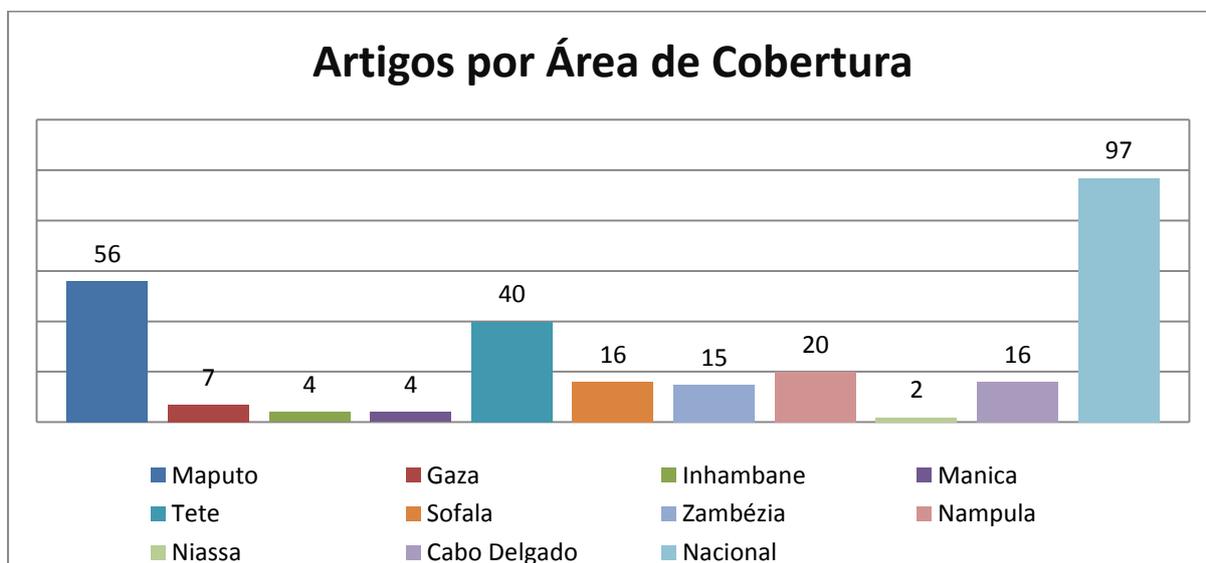
Differences by media type.



Number of articles analyzed per media outlet.



Number of articles per time period.



Number of articles per geographical region.

Result 4: Summary data / results

**10** new community radios were included in the program . Currently, MSP has 31 partner stations and 3 associate stations (of which 23 are independent and 11 fall under ICS).

**4 Memoranda of Understanding** were signed: RC Mpharama, Watana, Monapo, and Radio Sem Fronteiras

**19** community radio journalists participated in the **Training of Trainers seminar in Basic Journalism** which took place between 12 and 17 of January in Nampula. Of these, 7 were selected as Assistant Trainers.

**17** community radio coordinators and collaborators from Nampula participated in the training on **marketing strategies** which took place 11 to 13 February in Nampula City.

**21** community radio coordinators and collaborators from Cabo Delgado participated in the training on **marketing strategies** which took place 18 to 20 February in Pemba.

**7** community radio journalists participated in the 2nd **Training of Trainers seminar in Basic Journalism** which took place 20 to 22 of March in Nampula.

**27** people (6 Assistant Trainers e 21 community radio journalists) participated in the course on **Basic Journalism** which took place 23 to 27 of March in Nampula.

**24** ommunity radio coordinators and collaborators from Cabo Delgado participated in the training on **marketing strategies** which took place 31 March to 2 April in Quelimane.

**6 monitoring calls** were made with RC Erive, RC Nangade, RC Cuamba, RC Mocimboa da Praia, RC Alto Molocue, and Nova Radio Paz to follow up on internal management development and to continue the development of management programs.