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

FY2015

3rd Quarter Report: 1 Apr – 30 Jun 2015



IREX Resident Expert, cameraman, filmmaker and photo-journalist Fábio Marconi with the camera team at STV during one of several technical trainings carried out within the resident expert program.

Submitted 31 July 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 – 3rd Quarter FY 2015

Selected highlights from the reporting period include:

- An evaluation team from NORC visited with the MSP team and relevant stakeholders.
- Resident experts Marcos Losekann (foreign correspondent) and Fabio Marconi (cameraman & filmmaker) taught professionals at STV, TIM and Miramar TV.
- A university lecture by Losekann on foreign correspondents drew more than 200 people.
- The Media Lab TV cohort completed its first newsreels for public broadcast.
- Dialogo (DAI) and IREX collaborated on the mentoring of journalists on municipal issues.
- The course on Marketing, Sales and Distribution was well received by media outlets.
- The process of operationalizing the Right to Information Act started to take shape.
- A roundtable on women in the media brought together female journalists of note.

General

Midterm evaluation

During the quarter, an evaluation team from University of Chicago's NORC worked with the MSP team in Maputo and Nampula on the mid-term evaluation of the project. The NORC team visited and met with a series of stakeholders in these localities, interviewing journalists, editors and others. In addition to meeting with stakeholders, the NORC team is also conducting an analysis of the MCAT methodology and results. The Media Content Analysis Tool (MCAT) is a key tool used by MSP to measure improvements in the quality of media content resulting from MSP interventions, such as the resident expert and mentorship programs. The NORC team will continue to work on completing an evaluation document that is expected to be ready in the next quarter.

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, 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:

- In collaboration between Dialogo (DAI) and IREX, MSP staff mentored a group of five journalists, who were supported by Dialogo stipends, but guided by IREX. Most of the resulting articles were published in April and May.
- In April, IREX resident expert Patrick Brock spent the last month of his three-month work in Mozambique wrapping up individual mentorships with a dozen journalists, who had been participating in the mentorship program on extractive industries.
- The subsequent two resident experts, Marcos Losekann (foreign correspondent) and Fabio Marconi (cameraman), worked at STV, TIM and Miramar TV throughout the quarter, teaching entire professional teams at these outlets.
- As part of the resident expert program, Losekann gave a lecture at A Politecnica University on the challenges of being a foreign correspondent. More than 200 people attended the lecture, including some of Mozambique's most famous news anchors.
- The Media Lab journalism manual was completed, with support from MSP staff member and linguist Julieta Langa. This manual will serve as a standardized style guide, establishing the correct usage of a range of Portuguese terms.
- In a re-orientation of the programmatic approach, in which efforts and resources will be invested in the Media Lab program for young journalists, a 10-month in-depth course aimed at providing a solid foundation for the participants' long term success.
- A course in the series on photojournalism took place in Maputo in April (10 participants), and a journalism workshop took place in Nampula in May (13 participants). In both cases, participants produced material, some of which was subsequently published.

(A) COACHING AND MENTORING

(i) Internship program

- The internship program continued with 19 interns engaged in or by the program during the quarter. By the end of the quarter, only some 3 of these were MSP interns whereas the additional 16 were so-called “funded interns” placed with various MSP program partners. Of the 19 interns, 4 had obtained relevant employment in the media sector or were contracted to obtain employment in the following quarter.
- With the evolution of the Media Lab program into an in-depth, long-term program, the MSP internship program will also evolve. IREX will continue to sponsor “funded interns” to facilitate the transition of young professionals into the market, but the MSP interns will be replaced by MSP trainees, who will be attached to an MSP team member and will be engaged in one specific area only. Until now, MSP interns have received a broad exposure and introduction to several relevant media areas, but the new MSP trainees will be trained in a narrower set of areas.

(ii) Media Lab TV

Aspiring TV journalists get a glimpse of their future

Through the Media Lab TV training program, aspiring young TV journalists prepare to one day work as TV reporters and presenters. As part of the training, and in order to establish the beginning of a professional portfolio, the participants recorded short personal marketing video statements of 1:15 minutes' duration, in which they summarized their skills, career goals and how they wished to add value to future employers. “The values I bring to the sector are dynamism, proactivity and responsibility,” said Leonel Albuquerque in his video statement. “I want to work hard and learn from experienced journalists, and I want to provide ethical journalism and information that makes a difference in the lives of citizens.” The desire to make a difference was a stand-out characteristic of the Media Lab participants. The six-month, highly competitive program, which combines theory and practice in TV journalism, has already graduated more than forty young journalists and prepared them for the job market. The Media Lab TV concept will be evolved further into an intensive and in-depth long-term program that will start in August 2015.



Media Lab TV participants and members of the IREX MSP program team.



A screenshot from Leonel Albuquerque's personal marketing video.



Media Lab TV participants learn how to present the TV news.

Media Lab trainees follow the tracks: report overcrowding on trains

As part of their training in TV news reporting, a team of Media Lab TV trainees made the 5 AM trip on the passenger service rail line between Ressano Garcia and Maputo to observe commuting conditions and interview travelers. Although the train has some drawbacks as a means of transport, many commuters prefer it because it is cheaper than other public transport. This in turn often leads to overcrowding of the trains and issues of security, such as when passengers hang out of doors and windows to avoid paying for tickets. This has already caused fatal accidents. "I am taking my baby to the hospital [for a checkup]," said Arsénia Ester, a passenger who previously has walked the distance on foot and tried other forms of public transport. The local transport theme was researched and reported on by the Media Lab TV trainees, who attempted to present some of the many challenges faced by commuting workers as they travel from where they live outside Maputo to where they are going to work within the city, a commute that for many is time consuming and inconvenient.



Media Lab TV Trainee Nélio Machiane interviewing Arsénia Ester with her baby.



The Media Lab TV team interviewing a senior person during the train ride.



Some passengers attempt to enter the train via the windows.



The overcrowding starts at the point of departure.

Media Lab students join Carlos Serra on visit to the “sea of plastic” in Mafalala

Marking World Environment Day on June 5, Media Lab students worked on reporting scenarios concerning environmental health and putting public safety under the microscope. The students visited the Mafalala neighborhood of Maputo with environmentalist Carlos Serra, who introduced them to the “sea of plastic”, the aggregation of plastic waste that accumulates in some of the city’s neighborhoods. “I am calling it a sea of plastic, because there is no way to measure the amount of plastic waste that is here,” said Dr. Serra, adding that good drainage doesn’t help if the drains are clogged up by plastic. “This plastic is a risk to people’s health,” commented Dr. Serra. Although all residents of Maputo, the journalism students were surprised by the amount of plastic and by the sanitation problems they encountered. “The environmental problems are certainly very visible,” said Cornélio Mwito and emphasized the need to search for solutions. Carlos Serra encouraged the students and pointed out the role of journalists in engaging the relevant authorities in responding to the problems and solving the issues. Waste management, lack of access, poor lighting and crime in the neighborhood were other issues looked into by the students.



Media Lab students surveying the scale of the “plastic problem”.



Dr. Carlos Serra explaining the risks of plastic bottles and other plastic items.



Commercial activity takes place in narrow quarters.



The students looked at how the aggregation of waste clogs up the drainage system.



The group of students navigating the waters of the Mafalala



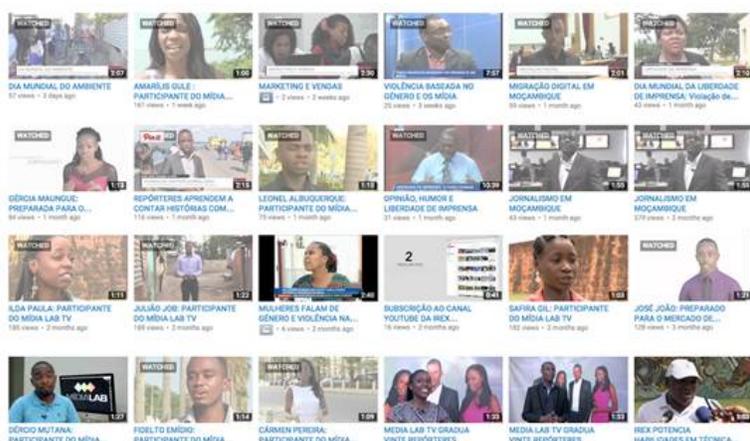
Serra also lectured the students on the impact of climate

neighborhood.

change.

More than 80 videos made available on the IREX Mozambique You Tube channel

The IREX Mozambique You Tube channel passed more than 80 published videos related to journalism in Mozambique. A large part of the videos contain media analysis provided by experts on topics such as economic and financial journalism, investigative journalism and reporting on health, gender and sustainability issues – all produced under the auspices of MSP. Other videos address media coverage on topics such as elections, conflicts and access to information. The You Tube channel averages a little more than 8,000 views per month. Recently, participants in the Media Lab TV program, who have produced most of the videos, filmed brief profiles about program participants, their work and their professional ambitions, in a format that can be shared with prospective employers, peers and others. Furthermore, most training activities and debates training place at IREX are documented, including filmed statements of participant experiences. MSP also uses Facebook, Twitter and a web page for information sharing purposes, as well as an online portal for long-distance learning.



A selection of videos from the IREX Mozambique You Tube channel.

(B) PROFESSIONAL DEVELOPMENT

(i) Health Fellowship program

During the quarter, a group of five health fellows were mentored by MSP Media Specialists. The health fellows produced 35 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 and other medical products. 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.

(ii) Resident Expert program

For two months in the second quarter and one month of the third quarter, resident expert Patrick Brock, formerly of the Wall Street Journal, mentored senior journalists in economic journalism, with a special focus on the extractive industries. The mentorship involved 11 journalists, who produced a total of 25 news reports and articles. In collaboration with IBIS, a reporting trip to Pemba with Brock and four journalists took place.

Journalism mentee researches the Mocuba Special Economic Zone

In April, reporter Cristóvão Bolacha, a participant in the MSP mentorship program in economic journalism, investigated the consequences that this year's floods had on the life of the population of Mocuba, Zambezia. "I had a lot of data, but I did not know what to do with them, but now I know how to read, cross-check and interpret the facts," said Bolacha, adding that the way in which the information is made available to the public is as important to him as the relevance of the content itself. "The language of business reporting can be difficult to understand for the general public, so one must take care not to misinform the reader." In producing his material, Bolacha interviewed multiple sources, such as resettled families, district representatives and the director of Mocotex, a cotton production company, and worked closely with IREX resident expert Patrick Brock. The MSP mentorship program is an approach that consists of individualized training offered to experienced reporters.



IREX Resident Expert Patrick Brock and journalist Cristóvão Bolacha reviewing.



Mocuba district is a hub in the northern part of Zambezia province.

In the third quarter, journalists Marcos Losekann and Fabio Marconi joined MSP as resident experts. Losekann is a well-known Brazilian TV correspondent working for O Globo, Brazil's largest TV and media network, whereas Fabio is an experienced photo journalist and camera man. They have 30 and 20 years professional experience respectively. The two resident experts focused their mentoring efforts on some of the leading TV stations, primarily STV, TIM and Miramar. Marconi also worked with TV Surdo, an MSP partner.

Some 200 people hear Marcos Losekann speak on journalism and the human angle

"Journalism is about giving a voice to the people, not only to the authorities," said Globo reporter Marcos Losekann at an MSP-sponsored lecture at A Politécnica university on June 4, 2015. "It is this that makes the stories interesting, real and close to home." The lecture, which attracted more than 200 journalism students, teachers and practitioners, was entitled Journalism Challenges, New Media and Correspondents. "A story must touch the heart as much as the mind," said TVM presenter Gabriel Junior in response to points raised by Losekann, agreeing that the lack of a human angle was an imperfection of much of current journalism in Mozambique. Other participants commented on the need for simplicity, spontaneity and a link to daily life events in reporting, elements that make the material relevant to readers, listeners and viewers. "If we look at Mozambican media, we see a form of standardization, with very similar news and similar stories," commented Fernando Matico of Eco TV, adding that issues often are addressed as concepts discussed by specialists, that are removed from people's everyday experiences. Losekann also spoke about news coverage in military conflicts, digital journalism and international career opportunities in journalism. The lecture was a collaborative effort between IREX and A Politécnica University.



Upper left: Losekann said that many problems that arise in terms of quality and creativity of reporting arise from the lack of chemistry between journalist and cameraman. The audience watched one of Losekann's reports, demonstrating the need for daily life relevance, personality and creativity.

Lower left: ECA student Abu Choe commented that new media open space for journalists to challenge traditional media.



Above left: Alexandre Rosa, Director of Information at TIM.

Above right: Gabriel Júnior, TVM presenter, with Ricardo Mendes of IREX.

IREX resident expert Marcos Losekann engages TIM news reporters on TV journalism

In June 2015, a team of media professionals at Televisão Independente de Moçambique (TIM) were trained in TV journalism by IREX resident expert Marcos Losekann, a long-term foreign correspondent at Rede Globo in Brazil. Losekann accompanied reporting teams in the field, participated in the closing of news programs and helped guide editing of texts. "We need to capture the audience's attention, but sometimes the reporting is quite predictable," said Ana Mária Albino, host of the TIM television news, after the first training sessions. "We have already seen improvement in content, reviewed our planning and removed constraints that relate to internal communication," said Alexandre Rosa, the TV station's director of information, while acknowledging that there was room for more creativity in Mozambican journalism. Losekann himself stressed that creativity, innovation and doing the unusual is free of charge. "I often say that always making the same predictable television is comfortable, but it is certainly also lazy," commented Losekann.



IREX Resident Expert Marcos Losekann and TIM news anchor Ana Mária Albino, relaxing after an assignment.



Live reporting presents its own practical and technical challenges – spurring improvisation.



IREX Resident Expert Marcos Losekann working on a storyline with TIM news journalists.

(C) FOUNDATIONAL SKILLS

SPEED program seeks best practices in communication

During a two-day focused seminar at IREX in the end of April 2015, a group of professionals from SPEED worked with MSP media specialists to develop online communication capacity through websites, blogs and social media. The SPEED program is funded by USAID and aims to enhance the business environment through improved trade and investment policies. “We sometimes tend to provide information with a technical focus, forgetting that we also need to communicate the content well,” said Honorata Sulila, a SPEED project manager. The participants all agreed that communication on economic issues benefit from reducing jargon; simplifying certain terms; and avoiding unnecessary academic references, long sentences, abstractions or imprecisions. Put simply – every sentence and paragraph needs clarity and a direct message. “I will ask my son to check my writing [from now on], as a person who doesn’t have a background in what we are writing about,” said Benjamin Nandja.



The SPEED team rewriting texts for the web after going through 'writing for the web' techniques.



Participants worked in pairs and small groups to make economic topics easier to understand.



A key focus of the work was on improving online communications.



Members of the SPEED team visiting the IREX facilities after the training.

Preparing for a career in photojournalism

In an MSP training for twenty emerging photojournalists that took place in early April 2015, participants learnt to look beyond photography to also assess employment options and market opportunities for their work. The one-week course focused on mastering digital tools, establishing distribution channels for images and exploring ways of building a sustainable career in photojournalism. "Apart from learning how to take pictures, I also learnt how to make my work available on the Internet and look for companies that want to buy my photos," said journalist Ana Macuacua. "For me, this was an opportunity to think strategically about my work, understand the logic of the market and focus on distribution through image banks," said Ernesto Siteo, a member of the Mozambican News Photographers Association.



Photojournalism course participants learning about light, balance and perspective.

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.

Some summary points – Business Operations:

- A key activity of the quarter was the training in Marketing, Sales and Distribution (MSD) for media professionals and managers (see next section). This training was developed and implemented in collaboration with Rhodes University and built on the preceding Emerging Media Leaders (EML).
- Following the course, Savana decided to establish and develop a web site for the paper, thus making use of online income earning opportunities. Sojornal, co-owned by one of the MSD course participants, Refinaldo Chilengue, decided to develop a marketing plan incorporating lessons learnt in the course.
- Onsite consultancies continued at Catembe.com and Debate, two female owned or led media outlets, while long-term consultancy support to Magazine Independente and TIM also continued. These consultancies are in-depth customized assistance interventions designed to overcome challenges or weaknesses faced by the outlets.
- One example of the customized assistance involved the change in production from Maputo to Nelspruit for Debate, dramatically reducing printing costs for that paper. Another example involves the moving of Catembe to a more practical and cost-effective location.

Media learning new ways to grow profits

In May 2015, some twenty-two media managers, administrative staff and journalists from sixteen media outlets recently completed a one-week intensive training on Marketing, Sales and Distribution at IREX. Participants studied ways to grow their profits through improved business practices and better management. Topics addressed included the use of social media, customer engagement, positioning and targeting, marketing, distribution strategies and various forms of income generation. A broad consensus existed on the role of sound business management in securing the long term sustainability of media companies. “I have worked in this field for 15 years, and I thought knew the ins and outs of the business, but through this training I found new tools that will enhance efficiency, productivity and profitability,” commented Miguel Bila of Mediacoop. Others, such as Regionaldo Chilengue of SOJORNAL, gained insights and ideas that increased their determination to improve their processes and take advantage of new market opportunities.



Rhodes University / SPI course facilitator Carlos Henrique directing the group.



Participants in the Marketing, Sales and Distribution course for media businesses.

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 University ECA scholarship initiative

In response to an expressed demand at the School of Communication and Arts (ECA) at Eduardo Mondlane University (UEM), IREX and USAID helped develop and facilitate a scholarship program for ECA lecturers at the Rhodes University School of Journalism and Media Studies. This program took shape and was approved in the end of 2014, and the first module took place in January 2015. Initially, all lecturers who qualified for the program was offered a scholarship, but only six lecturers met the entry requirements set by Rhodes University, with English language skills being the greatest barrier to entry.

While the establishment of the scholarship initiative initially was met with enthusiasm, the attitude of the recipients turned somewhat negative during the early implementation of the first module, with extensive discussions and complaints about the terms of the scholarships. In particular, the lecturers were not satisfied with the accommodation and the financial terms of the scholarships. This dissatisfaction was expressed in a series of verbal and written complaints, including in a joint meeting between USAID, IREX and ECA, and the level and form (e.g., longwinded emails) of the complaints created a concern as to whether the program itself would be effective. As a result of this process, an ultimatum was presented by USAID and IREX in which the lecturers were required to accept the terms of the scholarship program or exit it. In the end, all lecturers decided to accept the terms. The process and interaction summarized herein have been documented and shared with USAID separately.

One of the two lecturers with the greatest language problems, Aida Mangué, transferred from the part time, modular program to the full-time program. While this change represented a moderate cost increase over the original budget, IREX decided to support and finance the change, since the initiative came from the participant herself and was based on a desire to better meet the requirements of the program. It may be noted here that all lecturers arrive early for the academic modules in order to receive intensive tutoring in English and in the language of the materials to be studied in the main academic sessions.

As to the academic process itself, the lecturers continued to work on the tasks assigned to them from the first module, which took place in January 2015. This module focused on media and society and new media. The module also brought in the knowledge of participants and digital tools to enhance collaborative classroom teaching, and some of these were tested by the ECA lecturers upon their return (e.g., class our course based Facebook pages). The lecturers are registered for the next module, which takes place over four weeks in the July-August period, when the school is on hiatus. A monitoring and evaluation tool was developed in the quarter to assess whether any progress was being made in terms of improving the learning environment at ECA. The 20-point questionnaire will first be administered to ECA students in August, and the results from that survey will serve as the baseline reference for future assessments and progress. The assessment tool covers areas such as pedagogic effectiveness, classroom involvement (by students), and course content.

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, reinforced the steady progress towards MSP targeting a total of 32 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.

Revision of MSP Model Community Radio Station Performance Matrix

During this period, Result 4 concluded its revision of the MSP Model Community Radio Performance Matrix, an M&E tool used to measure the progress of MSP Partner community radio stations toward Model Station Status. The goal of the final revision was to identify key elements upon which the radios would be evaluated to progress across the levels of the Performance Matrix to achieve Model Station Status, and to more visibly highlight the importance of community participation and accountability in the Performance Matrix criterion. Using the updated tool, all MSP Partner Community Radio Stations have been ranked in their operational capacity, programmatic capacity, and technological capacity. MSP will use this data to design mentorship experiences to address the identified areas of growth for MSP Partner community radio stations. Scores and concrete recommendations for future interventions in each radio have been compiled.

Monitoring Visits - Niassa, Nampula, and Zambezia Provinces

In order to evaluate how community radio volunteers are applying and sharing knowledge learned during MSP training activities, eight monitoring visits were conducted in the following radios: RC de Cuamba, Radio Vida, Radio Haq, Radio Ehale, RC de Monapo, RC do Ile and RC de Mocuba and RC de Alto Molocue. These are some of the highlights:

- Teotónio Moita and Isaias Zacarias, two volunteers of Radio Vida (Nampula), conducted a professional development training for eight colleagues in their radio on the topics of last quarter's MSP basic journalism and radio production skills trainings. Based on feedback from MSP, the radio is now conducting professional development trainings on a regular basis and strengthening the skills of its volunteer base.
- RC de Cuamba Coordinator Stiven Mapira and colleagues completed their business plan that they had learned to do at the Marketing Strategies training. The radio's business plan was approved by the radio association and is now being implemented.
- After participation in the Basic Journalism training, volunteers at RC de Ile adopted the use of scripts for radio programs and the "pauta" tool for organizing story ideas.

Diagnostic Visits - Nampula Province

During the quarter, MSP entered into partnership with the Nampula Delegation of the Mozambican Ministry of Science and Technology (DPCT) to help support trainings in journalism, radio production skills, and digital tools in its nine radios with multimedia centers throughout the province of Nampula. MSP conducted initial diagnostic trips to RC Lalaua, Iuluti, Mecuburi, and Moma to evaluate the programmatic, operational, and technological capacity of the radio stations, and to identify concrete future training interventions. These diagnostic trips were planned for March but were postponed to do road conditions.

MSP and DPCT will carry out a second round assessment of these radio stations by conducting focus groups and interviews with radio staff and their associations to follow up on recommendations left by MSP during the first visit, to more effectively assess radio operational capacity and training needs, and to clarify goals and objectives of the partnership with MSP.

M&E Consultation Calls

This quarter, monitoring calls were conducted with the following stations: RC Morrumbala (Zambezia); Radio Ehale (Nampula); and, RC Nacedje (Cabo Delgado), RC Mueda, and Radio Sao Francisco de Assis. The purpose of the calls was to follow up on recommendations made during past visits, create dialogue around continued training needs for radio station staff, and to evaluate how best practices presented during past training activities are being actively implemented in the radio. These are some of the highlights:

- In RC Morrumbala, after having participated in the Training of Trainers in Radio Production Skills, Coordinator Jose Picardo now requires all radio volunteers to use scripts and the “pauta” tool for planning and production of radio programs. As modeled in MSP training activities, he has also instituted a peer feedback system in which volunteers listen to programs before they air, and trade tips and advice on how to address weaknesses in program production.
- RC Nacedje has continued to conduct internal trainings as per MSP recommendations and now all volunteers and salaried radio staff have basic notions of Adobe Audition software for digital editing and basic internet/IT skills.

Programmatic Capacity

Good Governance & Radio Production Skills Trainings

In April, two introductory radio production skills courses with a focus on good governance were implemented in Nampula and Quelimane, in partnership with Diálogo. A total of 25 participants engaged in debate about the principles of good governance; were engaged in the planning and production of radio programs using story ideas and scripts; and, in small groups, created four magazine-format radio programs to bring awareness and promote community debate around topics such as automobile accidents and waste disposal.

According to evaluations administered at the conclusion of both Nampula and Quelimane trainings:

- 74% of participants were able to articulate the definition of a “pauta”- a planning tool for organizing radio program story ideas;
- 78% of participants were able to explain the importance of Frontline SMS for audience research and community engagement around topics of good governance for radio programs;
- 85% of participants were able to articulate the various uses of Facebook for community engagement and debate around relevant topics of good governance in the community;
- 56% were able to correctly identify and debate the four principal factors that affect the development and quality of a news story;
- 81% of participants were able to correctly articulate the first four steps of conducting an interview for a radio program.

IREX and Dialogo (DAI) will be implementing a second level of this course, to expand on topics of good governance presented in the first iteration of the training, and to further highlight the use of alternative formats (i.e. Magazine format, live radio shows) for more interactive and participatory good governance radio programming.

Operational Capacity

Training in Marketing Strategies

In April, a 3-day training in marketing strategies was conducted for MSP Partner Community Radio Stations of Zambezia province. During the training, 24 participants (one coordinator and two administrative staff from each radio station) were engaged in discussions around marketing, advertisements, the use of Frontline SMS to conduct market studies, the use of social media to market radio programs, partnership building, and worked to complete draft business plans for their radio stations.

According to evaluation results at the end of the training:

- 63% of participants were capable of articulating the definition of a market study;
- 42% of participants were able to identify and discuss the key elements of a business plan;
- 50% of participants were able to correctly identify the key characteristics of a competitive and well-structured advertisement;
- 96% of participants are able to discuss the elements of a price list.

Since the first Marketing Strategies training in January, MSP has followed up with radio stations via email to provide comments and recommendations on draft business plans. Based on feedback from training participants and on observations made during monitoring visits, MSP will be providing a more targeted in-station mentorship approach around marketing, market studies, listener surveys, partnership building, and implementation of business plans. This will allow MSP to more specifically and effectively address the myriad challenges that MSP community radio stations face in the area of marketing and use of digital tools.

Technological Capacity

Piloting Use of WhatsApp

This quarter, MSP and CAICC piloted the use of WhatsApp, a digital tool that allows its users to communicate using SMS, audio, video, and pictures via a smartphone or a computer.

- CAICC is using the digital tool to facilitate community radio remote technical support. A radio station technician can now send photos or pictures instantaneously to a WhatsApp group that includes other community radio station technicians, CAICC staff, MSP staff, and all 14 CAICC Focal Point Technicians in order to receive technical assistance. This purpose of this tool is to provide alternative remote support to supplement the CAICC HelpDesk and Free Call Center support.
- In order to ensure that training participants are sharing new knowledge and resources with their radio station colleagues, MSP will require that all participants conduct a small training/de-brief in their radios upon return from an MSP training activity. The attendance list, training materials, photos, and brief report of the internal radio trainings are sent to a joint MSP/CAICC WhatsApp group.
- This WhatsApp group allows CAICC and MSP to know that knowledge and resources from past trainings are being shared within the radio, provides CAICC and MSP further information about on-going training and skills gaps in radio stations staff, and allows CAICC and MSP to more effectively join efforts to monitor radio station progress and coordinate training activities.

Subaward Activities

This quarter, two experience exchanges for 20 women community radio station journalists of Zambezia, Cuamba, and Cabo Delgado were held in RC Gurue (Zambezia) and RC Nacedje (Cabo Delgado) through MSP's partnership with CAICC. Workshop participants discussed challenges that women journalists face in community radio, debated the Mozambican legislation affecting the media environment, reviewed interview techniques and structure of news stories through practical exercises, and conducted broadcasts including a radio drama around the Mozambican access to information law.

Training of trainers: A new cadre of instructors in the fundamentals of journalism

In a second round of training of trainers in the fundamentals of journalism, which took place in Nampula in April 2015, seven journalists were qualified as trainers of community radio volunteers in the northern provinces. The newly minted assistant trainers, who hail from Chiúre, Mocimboa da Praia, Monapo, Nacala, Cuamba, Alto Molocue and Milange, studied in depth a series of course modules that will be taught at community radio stations in their districts. "At my radio station, we will have a new dynamic in the collection, processing and dissemination of news content as a consequence of this training," said Dias Francisco, course participant and journalist from RC Alto Molocue. Francisco feels confident that the community radio will evolve as a result. In the training, the participants learnt how to develop and follow journalism guidelines, work with sources, use digital tools, apply research approaches and implement effective teaching methodologies. "There is no doubt that increasing the reporting skills of the [community radio] volunteers will contribute to the development of the station," commented Cecilio Bernardo of RC Girimba.



Assistant trainer Xadrique Paulino (right) in discussion with his working group of new trainers.

Marketing courses strengthen operations and build confidence in media outlets

Twenty-four journalists and community radio coordinators from Zambezia concluded a training course on media marketing strategies that took place in Quelimane. The course covered issues such as pricing, segmentation, positioning, business plans and strategies. "This training will definitely help us increase our listenership," said José Picardo, coordinator of Morrumbala community radio. "We will be using shorter and more direct advertising messages and focus them on what the listener is interested in," continued Picardo. "I think I will get a better deal when I negotiate [with advertisers], and I also know what the strengths and weaknesses of my competition are," said Alice Abrão, coordinator of the community radio in Milange district. These approaches are all part of the efforts of MSP and its partners to strengthen the long term success and sustainability of community radios and other local media outlets. The IREX facilitators followed up with the course participants as they worked on finalizing and implementing their business plans.



IREX course facilitator João Movuta in one of the sessions in Quelimane.

Community radios realign programming to meet the needs of listeners

MSP concluded a training of trainers (TOT) in radio journalism for community radios in the northern provinces. The focus of the TOT was on producing programming guidelines, scripts and editorial plans. “It is my task to manage the air time more creatively, so that our programs reach more listeners and are more interesting to them,” said Rosalina Caetano, one of the CR coordinators attending the training. “This training has taught me to prepare better scripts, as well as using sounds and other effects to make my reports more interesting to the listener,” added Hetar Amisse of Radio Watana in Nacala. One of the CR coordinators commented that much of her station’s programming came about without having a specific plan, but that the training had helped her make an agenda and a plan. As part of the training, the participants produced two programs in “magazine” format.



Rosalina Caetano, coordinator of Rádio Comunitária de Mocuba, Zambézia, outlining a practice programming schedule.

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 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 media legislation.

Some summary points – Advocacy:

- In April, MSP trained media associations in Beira in information gathering, advocacy and networking. The training was followed by a debate organized by the associations.
- In May, in connection with World Press Freedom Day, MSP supported several activities at the Photojournalism Center.
- The monthly public debates on media issues were held as usual. The topics of the quarter were: the Media Sustainability Index, Xenophobia and Reporting on Sexual Abuse. Each debate was linked to current topics, such as the persecution of Mozambican workers in South Africa and the Anaconda incest case.
- In May, MSP also co-organized a civil society conference on the quality of information and journalism. A government minister attended, and MSP staff member Arsenio Manhice presented on the legal barriers to accessing information.
- An information leaflet with a Q&A on the Right to Access to Information law was produced and will be printed and circulated in the next quarter.

Journalists: Mobile journalism comes with need for accountability

Mobile journalism (or live reporting using cell phones) should be done by qualified professionals, who can be held accountable for their actions, concluded participants in the monthly media debate at IREX. “Mobile journalism is undoubtedly on the rise in Mozambique,” said Borges Nhamirre, an investigative journalist working at the Center for Public Integrity (CIP) and the main speaker at the debate. “The press should organize itself to take advantage of this growing form of communication,” suggested Nhamirre. The benefits of mobile journalism are many, especially as access to the digital space is growing, but until now this type of journalism has only been developed to a very limited extent in Mozambique. “We are at a stage where the media should produce editorial policies and procedures for mobile journalism,” commented Thomas Queface, a representative of Sekelekani and the Txeka online platform.



Participants in the monthly media debate at IREX.



Eva Trindade (right), TVM presenter and journalist.

World Press Freedom Day: Media Sustainability Index shows improvements

In connection with World Press Freedom Day on May 3, IREX launched the Media Sustainability Index (MSI) for Mozambique, an annual report that assesses the media environment in the country and that has been published since 2006. Despite several challenging incidents for journalists in 2014, and despite uncertainties surrounding the national elections and the RENAMO insurgency, the MSI indicator for freedom of expression improved from 2.11 in 2013 to 2.63 in 2014. The improvement reflects an increased willingness of the media to act as a platform for development and citizen engagement. On the other hand, journalists often hold back in their reporting out of fear of repercussions or threats to their safety. “One goal of the Media Strengthening Program is to help promote a safe working environment for journalists,” said Arsenio Manhice, IREX Media Specialist, emphasizing that transparency, legal safeguards and collective responses to anyone who challenges freedom of expression are key measures in this regard.



Journalists discuss effective implementation and operationalization strategies for the Freedom of Information Act (FOIA)

In the monthly debate on media issues in May, Francisco Carmona, executive editor of Savana, commented that his newspaper always makes a point of referencing the law when requesting information from the authorities, in order to reinforce knowledge of the law and determine to what extent it is being complied with. Suggestions from the journalists included preparing a brochure with a simplified explanation of the key tenets of the law and holding short courses on the law to stimulate a deeper understanding of both the legal requirements and the broader democratic benefits of the law. “Journalists should carry a copy of the law with them and use it when they need it,” said Leandro Paul, a journalist and student of law. “The law must be operationalized with clearly defined sanctions for those who withhold information,” said César Langa, a journalist of the Desafio sports weekly. The Freedom of Information Act entered into force on 31 December 2015 and should have rules and regulations by June 2015. A large seminar on Freedom of Information, organized by the Nordic embassies will take place at Indy Village this afternoon.

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.

Some summary points – Gender & Media:

- From May 25 through 28, IREX implemented a course on the production of radio content and related programming on the issues of GBV. Some 25 journalists from the Northern provinces were trained. As part of the course, the participants learnt about GBV, tools and techniques to address GBV issues and how to approach sensitive issues. As a result of the training, most of the participants said they would change their reporting.

- In the beginning of June, a press briefing was held in Maputo focused on the sexual abuse of girls in school settings. Both journalists and civil society members participated and learnt about progress and challenges in the topic area. The briefing aimed at increasing journalists' exposure to this type of topic and material as well as to encourage an improvement in quality of reports on the topic.
- In a collaborative effort with Gender Links, MSP sponsored three awards at the SADC protocol summit, awarding the best reports in print, radio and TV on gender issues during the previous year. More than 100 people attended, including the US Ambassador. IREX participated on the jury that selected all award recipients and funded the awards that were linked to reporting on gender issues. As a condition of the award, the award recipients also agreed to be mentored further in journalism by MSP.
- The 2014 report on Gender and Media was completed, published and circulated to more than 200 journalists. The report included statistics computed based on analysis made by the IREX M&E team, including content analysis. In general, it was noted that there had been an increased attention to gender issues in the media, but that there still is a way to go to address gender issues in a systematic manner and to improve the quality of reporting.

Women journalists discuss their participation and decision-making in the media

Over several days in May, in the city of Gurué in the northern part of Zambezia, a meeting between women journalists took place to facilitate an exchange of practical experiences around their participation and decision-making in the media. The meeting also addressed the challenges of addressing and reporting on gender issues at the district level. In addition to sharing best practices and discussing constraints, the women studied ways to assist the increasing number of activists working with issues related to media, access to information and civic engagement. "It is important that community radio journalists know what is in the laws, so that they can both know their rights and exercise their responsibilities," said Carolina Viano, a journalist with Radio FM Quelimane. The use of digital tools and access to IT resources were other topics discussed in the meeting, which was organized by CAICC and IREX.

Community radios mobilize to raise profile of women's rights

Engaging with the community, empowering women, promoting more programs for women, redefining power relations – these were some of the strategies for the effective integration of women in community radio activities that were discussed in a five-day MSP training seminar held at IREX in Nampula last week. Some 25 community radio reporters from three provinces participated in the training, which had as an objective to help reduce the number of cases of gender-based violence (GBV) and promote a network of gender activists within community radio stations. "I am not respected, but I have good ideas, and people will have to listen to me from now on," said one of the female participants at the end of the training. "The opportunity to exchange experiences was very good," commented Jumito Zeferino, a journalist with Radio Ehale, emphasizing the need to create wider social change in the communities. The women, who are already working at various community radios, agreed that it was urgent to develop effective communication for social change and that they themselves are important in bringing about gender equality in the communities. The training also promoted the production of programs on gender issues and the strengthening of the skills and abilities needed to do so.

Women in media conclude they need to be agents of change

"Laws alone do not help unless girls themselves take full responsibility for their own education, without which they cannot really expect to become successful students," commented Nacima Figia, senior manager at Save the Children, at a press briefing on sexual abuse in schools, which was held at IREX recently.

The press briefing brought together journalists and members of civil society organizations, with the objective of addressing the issue of sexual abuse in school settings and advocating for change. A recurrent theme throughout the press briefing was the need for women to stand up for themselves and be agents of change in the media and in their communities. "Women do not need men to speak for them or on their behalf," said Mangia Macuacua, radio presenter and member of the Clube de Rapariga (Girls' Club), an initiative arising from a partnership between Save the Children and the National Organization of Teachers aimed at empowering girls to defend their own rights. Sexual abuse in school settings is illegal, with a zero tolerance policy put in place by the authorities, but it is nevertheless relatively common and generally goes unpunished, with both victims and their parents often not being fully aware of their rights and what recourse they may have.



Teresinha da Silva, Coordinator of WLSA, talked about the inefficient implementation of MINED guidelines to prevent sexual abuse in schools and deal with victims and perpetrators.

Journalists awarded reporting stipends at Gender Summit

On June 10 and 11, the National Summit on Implementation of the SADC Protocol on Gender and Development was organized by Gender Links in Maputo. Some 100 participants representing civil society, media and government, attended the summit. Journalists Aida Matsinhe (Magazine Independente), Bernardo Selemane (RM) and Yolanda Mussá (TVM) were awarded reporting stipends funded by the Media Strengthening Program (MSP). Participants stressed the importance of the media in informing decision-makers and drawing attention to issues that often get ignored or marginalized. "Media should help women speak out about the problems they face and contribute to the solution of those problems," said Bernardo Selemane, the winner in the radio category, who had submitted a report on early marriage in Mozambique. The three reporting stipend recipients received a \$1,000 stipend each and will participate in an MSP mentorship program facilitated by IREX media and gender experts over the next three months. The mentorship program will focus on the production of media content from a gender perspective.

2. Examples of program impact

- **Resident expert Marcos Losekann.** The work at all daily news program at STV and TIM were greatly influenced by Losekann, a 30-year veteran of O Globo TV, who worked intensively around the clock with the TV teams to improve their reporting and presentation. In both media houses, all news journalists, including the executive teams, were trained, reaching daily participation of 18-26 journalists and executives. According to STV and TIM, the impact of Losekann's approach led to a direct and noticeable improvement in the news reporting.
- **Resident expert Fabio Marconi.** Over a three-month period, camera operators and photo-journalists at STV, TIM and Rede Miramar were trained in technical aspects of camera operation and filming. Similar to the feedback received from Losekann's work, the participating networks indicated that Marconi's trainings led to noticeable improvements in filming and image composition, use of backgrounds etc.

- **IREX-Dialogo mentorships.** As a result of this collaborative effort, in which Dialogo provided financial support and IREX provided technical input, a series of articles were produced on municipal issues ranging from electricity supply to use of public funds. Informal feedback from the journalists and others indicate that all the articles were considered by the municipal authorities in the different localities, either resolving issues or putting them on the public agenda.
- **Mentorship in economic journalism.** This mentoring effort started in Q2 and continued into Q3, leading to a total of 25 published news reports on issues related to the extractive industries.
- **Media Lab TV.** Some 20 students graduated from the Media Lab TV program. In reviewing the materials produced by the Media Lab TV participants, both STV and TIM expressed a strong interest in broadcasting the newsreels produced by the participants. It should be noted that all the 6-8 five-minute segments that make up a typical newsreel focus on social issues that are of concern to “people on the street”.
- **Catembe.** As part of the overall process of strengthening operations at Catembe, the paper’s headquarters was moved to a more suitable location, thus facilitating operations and coming closer to the target audience and locality (Catembe).
- **Sojornal.** As a result of his participation in the Marketing, Sales and Distribution training, Refinaldo Chilenge, director and owner of Sojornal, decided to develop a strategic marketing plan to expand the publication’s footprint. He intends to develop a similar plan for his other publication, a magazine called Prestigio.
- **Savana.** As a result of his participation in the Marketing, Sales and Distribution training, Miguel Bila, responsible for distribution at Savana, suggested to management to establish a web site to extend the paper’s reach. This was approved and led to the paper’s first steps towards establishing an online presence.
- **ECA lecturers apply collaborative techniques in the classroom.** After participating in the first training modules at Rhodes University, the ECA lecturers started applying, and later continued to develop, collaborative techniques in their classrooms. One key feature was the introduction of Facebook as a class communication tool.
- **MSI suggests improvement in freedom of expression.** The annual Media Sustainability Index (MSI) showed improvement in the score for freedom of expression, with the willingness of the media to provide a platform for civil engagement to take place. The report also identified remaining challenges, such as poor business skills and a need for enhanced media legislation.
- **Increased GBV media content.** As a result of the focus on training and briefing journalists on Gender and GBV issues, the overall quantity of such topics increased over the quarter, and this is a trend that is likely to continue as the same activities are reinforced by further initiatives.

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 full charge of M&E efforts and started a process of systematization of processes, outputs and reports. Significant management input was invested into the M&E processes, and these remained a key priority in the quarter. The role of the M&E advisor was gradually scaled back, and her role was phased out and concluded in May.

4. Major Implementation Issues

There were no significant implementation issues during the quarter. All non-Mozambican staff, expatriates as well as consultants, have managed to secure work and residence permits for the current implementation period.

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 similar objectives. IBIS works with several focal areas, two of which are investigative journalism and the extractive industries. Within this framework, IREX and IBIS continue to explore areas of collaboration and co-funding of activities.

6. Key Activities Planned for Next Quarter

Result 1 – Capacity Building

- Overall, the program will change its approach and methodology to focus more on fewer beneficiaries and more in-depth activities over a longer period of time, primarily to better address the foundational skills deficits that exist among emerging journalists.
- In Q4, the main capacity building initiative will be the new version of the Media Lab, which will involve 30-40 full time participants over a 10-month period. The Media Lab will provide opportunities for on-the-job, intensive practical training.
- Concretely, the Media Lab will involve the recruitment and selection of participants, an intensive boot camp to develop foundational skills and start the training process, and this will be followed by “phase 1”, a 17-week training program, where the participants are given daily training and gradually more difficult tasks and responsibilities.
- The mentorship program will continue as before, incorporating mentorship of journalists financed by Dialogo (DAI) and mentored by IREX. The group of health fellows will be integrated into the larger group of people receiving mentorship.
- Given that the Media Lab and the mentorship program are expected to absorb much of the existing program capacity, the number of other trainings will be reduced or such trainings will be integrated into the Media Lab program where relevant.

Result 2 – Business Operations

- Customized assistance and management consultancy will continue at Catembe and Magazine Independente, focusing on specific operational issues. In the case of Catembe, this will involve, for example, a general improvement in work flow and organization, and in the case of Magazine Independente, an extension and improvement in distribution.
- Individuals in both outlets, as well as in other relevant outlets, will be trained in marketing, sales and distribution.
- As the previous internship program is phased out and replaced by a new set of trainees, the remaining interns will be placed with partner news outlets.

Result 3 – Journalism Education

- Two modules of the Rhodes University-ECA higher qualification program, in which six ECA lecturers study towards master's and PhD degrees at Rhodes, will take place in the last quarter (July-August and September-October). The second of these two modules also concludes the first year of the master's degree program and will be followed by a final module in the next fiscal year and a thesis-writing phase.

Result 4 – Community Radio (CR)

- In collaboration with CAICC, MSP will implement two experience exchange events for community radio journalists.
- In collaboration with Dialogo, MSP will implement radio production skills trainings on good governance.
- MSP will procure and distribute radio and IT equipment, and train volunteers of partner community radio stations in basic equipment care and maintenance.
- Targeted in-station mentorship around marketing (business plans) and radio production skills (Adobe Audition) will take place.
- A professional development workshop for MSP Assistant Trainers will take place.
- A Level 1 Marketing Strategies Training for Phase IV radio stations and Associate Radio Stations will be implemented.

Result 5 – Advocacy and Alliances

- The focus of this program component in the next quarter will be on the operationalization and implementation of the Freedom of Information Act (FOIA). IREX will play a key role in convening relevant media and civil society partners in commenting on the operating guidelines for the law, which are being developed under the auspices of the Ministry of Justice.

Result 6 – Gender and Media

- Gender and GBV related activities will continue to gather momentum in the next quarter, building on the groundwork that has been made in previous quarters.
- In the beginning of the quarter, there will be a debate on the sexual abuse of young girls, as part of an awareness-building process.
- The three award-winners from the Gender Links summit will be mentored over the quarter, with MSP mentors helping develop the journalists further in their approach to the issues.
- The main part of the launch and distribution of the 2014 Gender and Media report will take place in the beginning of the quarter.
- In July, a roundtable of media professionals will be convened to review the development of a guide to best practice for reporting on GBV issues.
- In August, MSP will take part in the national forum against premature marriage in Mozambique, and MSP staff will help publicize and report from the event.

- An additional training and conference session, similar to the one that took place in Nampula in the third quarter, will be organized in Maputo.

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 NORC was scheduled for May-Jul 2015, with field work undertaken by the evaluation team in May. The evaluation team's report is being prepared. 	

8. Administrative Update

MSP is currently in a steady implementation phase in the project life cycle, with relatively few and limited administrative challenges. Operating processes, procedures and policies are in place and are being followed. A stable team with limited turnover also contributes to operating stability, allowing the team to focus its efforts on program implementation. Some relatively small practical and logistical measures are being taken to accommodate an expected influx of 30-40 full time Medial Lab (ML) participants in the coming quarter.

9. Success stories and photos

Story 1: Roundtable on gender recommends greater balance in reporting on violence

On 11 April 2015, the Day of the Mozambican Journalist, IREX celebrated the work of Mozambican media professionals. Journalists represent the Fourth Estate and bring important information to citizens, hold people in positions of authority accountable and strengthen the foundation of democracy by raising issues of wider importance, researching them and putting them in front of readers, listeners and viewers. To mark this important date, IREX/MSP produced a video featuring some of the leading figures of Mozambican media, who comment on the role of journalists, the values that are important and the special characteristics of the profession.



Paul Fauvet (AIM)

"More than anything else, to be a journalist is to be driven, determined and focused on getting to the bottom of issues. It is to be in love with the building of new values in society."



Tomás Vieira Mário (CSCS)

"A journalist is never complete, fully trained or prepared – he or she educates himself or herself throughout life. A journalist should give the public what it needs to find the answers by itself."



Emília Mioane (GABINFO)

"If the journalist does not have time to prepare, to read, he or she will not succeed in providing the public with a quality product."



Jeremias Langa (O Pais)

"A journalist is a person who informs others with truth, precision and objectivity; someone who after leaving school starts a new phase of learning; someone who produces quality information that allows us to have an informed society."



Fernando Veloso (Canal)

"Journalists rest when others work, because they work when others are resting."



Delfina Mugabe (Notícias)

"A journalist is always concerned with opposite views as a guiding principle."



Fernando Lima (Media Coop)

"All types of journalism involve investigation. Carlos Cardoso is an excellent reference for other journalists."

Story 2:

Journalists investigate access to safe water in Nampula

An investigative report on access to safe water in Nampula, which was produced at an MSP journalism training seminar held in May, concluded that the 8,420 bottles of Certeza (water purification solution) recently distributed by the authorities in Nampula City and surrounding areas were insufficient to meet the needs of the local population. Estimates made by the journalists indicated that less than half the population had access to safe drinking water. Furthermore, the report found that the five additional boreholes the authorities plan to drill this year will only meet the needs of some 7,500 people. The journalists concluded and reported that the unplanned urban expansion in the Nampula area had contributed significantly to the difficulty of constructing a functional water system. “The practical exercises of this journalism training helped us improve data collection and correct errors, thus strengthening our potential impact,” commented Lucília Xavier, one of the training participants.



Participants in the journalism training collecting data in the Natikiri bairro in the outskirts of Nampula.

Story 3:

Camera training helps develop effective audio-visual narratives at STV

For a period of three months, IREX resident expert and professional photojournalist, documentarist and cameraman Fabio Marconi was working with camera operators at Mozambican TV stations to share experiences and work on technical issues and training. “It requires attention and hard work to stay up-to-date with developments,” said Chrinda Gaspar, who worked with Marconi at STV, along with other SOICO personnel. Marconi’s training at SOICO focused on effective audio-visual narratives and on capturing the interest of the viewing public. “In television, the image is obviously a key element, one that supports the chronology and development of the narrative,” said Marconi, who provided technical input and guidance on cinematography to the SOICO camera teams. Fabio Marconi was taking part in the IREX resident expert program, in which journalists with significant international experience spend up to three months in Mozambique working with their peers on exploring new avenues for mentorship, training and professional development.



STV reporting teams with Fabio Marconi (third from right).

ANNEX 1: M&E Quarterly Report (April-June 2015)

This report summarizes the progress made in FY 2015 Quarter 3 (April through June 2015) on MSP program objectives. Over the course of the quarter, significant effort continued to be invested into improving and quality assuring the M&E processes. Part of this work has been to work through all the underlying data processes and systems that support the top level reporting on program indicators. While great progress has been made, some work still remains to ensure that the quality of the data is good and free of errors. The MSP M&E team, which consists of one M&E coordinator and two M&E assistants, has been able to dedicate an increasing amount of time to data analysis, and we expect this trend to continue as the underlying data processes improve. Remaining data errors or bugs in the system may be considered anomalies due to data entry errors, but they are not due to systemic problems in the data processing. For this reason, we feel confident that the data quality will continue to improve. For example, when it comes to tracking certain program beneficiaries, cell phone numbers are now also included directly in the monitoring spreadsheets, so that the M&E assistants, if needed, may call the program beneficiaries to verify information. The same functionality is naturally available to auditors or other stakeholders.

The updated (as of Jun. 30, 2015, the end of quarter 3) MSP indicator tracking sheet (ITS) is included on the following page. The ITS is the monitoring tool used by MSP to assess progress on a monthly basis. While not all indicators are updated monthly, some being updated quarterly, twice-yearly or yearly, the ITS is shared with staff monthly for program management purposes. The data is also discussed in quarterly review meetings (QRM) that take place after the conclusion of each quarter and in quarterly donor reports. While keeping its basic structure, the ITS has evolved over the last quarter to reflect a refinement of how the indicators are presented and to reflect adjusted targets. Furthermore, to facilitate the use of the ITS, a set of annotations to the ITS has been prepared and are attached at the end of this document (see Annex 2).

MSP Indicator Tracking Sheet

Reference: FY15-Q3

UPDATED: 15/08/2015

#	INDICATOR	Previous			Current FY15-Q3	YTD	FY15 Target	FY15 Variance	PTD	LOP Target	LOP Variance
		FY14-Q4	FY15-Q1	FY15-Q2							
Result 1: Capacity Building											
1.1	Number (#) of targeted journalists .	10	0	20	20	19	10	9	51	50	1
	<i>Men</i>	10	0	20	20	19	8	11	46	40	6
	<i>Women</i>	0	0	0	0	0	2	-2	5	10	-5
1.2	Number (#) of targeted journalists that demonstrate improvements in the prof. quality of media content they produce.						8	-8		40	-40
1.3	Percentage (%) of targeted journalists that demonstrate improvements in the prof. quality of media content they produce.						80%	-80%		80%	-80%
2	Number (#) of training days provided to journalists with USG assistance, measured by Person-Days of Training.	552	420	279	903	1,366	1,000	366	2,612	5,000	-2,388
	<i>Men</i>	390	309	211	702	1,035	700	335	1,890	3,500	-1,610
	<i>Women</i>	162	111	69	201	331	300	31	722	1,500	-778
3	Number (#) of journalists trained with USG assistance.	164	191	210	213	529	200	329	1,075	1,000	75
	<i>Men</i>	115	137	158	169	396	140	256	768	700	68
	<i>Women</i>	49	54	52	44	133	60	73	307	300	7
4.1	Number (#) of MSP trained student interns, fellows and trainees.	35				58	30	28	107	150	-43
	<i>Men</i>					28	15	13	52	75	-23
	<i>Women</i>	35	0	0	0	30	15	15	55	75	-20
4.2	Number (#) of MSP trained student interns, fellows and trainees that obtain relevant employment in the media sector.						18	-18		90	-90
4.3	Percentage (%) of MSP trained student interns, fellows and trainees that obtain relevant employment in the media sector.						60%	-60%		60%	-60%
Result 2: Business Sustainability											
5.1	Number (#) of targeted media outlets .	3	4	4	2	4	5	-1	6	15	-9
5.2	Number (#) of targeted media outlets that meet professional standards.				0	0	3	-3	0	12	-12
5.3	Percentage (%) of targeted media outlets that meet professional standards.				0%	0%	60%	-60%	0%	80%	-80%
6.1	Number (#) of non-state news outlets assisted by USG support.	83	40	56	71	143	20	123	181	100	81
6.2	Number (#) of state news outlets assisted by USG support.	5	6	4	3	6	4	2	9	20	-11
Result 3: Education											
7	Percentage (%) of participating ECA faculty members that continue to pursue higher academic qualifications.				100%	100%	100%	0%	100%	100%	0%
	<i>Men</i>				5	5	5	0	5	5	0
	<i>Women</i>				1	1	1	0	1	1	0
8.1	Absolute score (#) in survey scores on perceptions of quality of curriculum and curriculum implementation at ECA.				0	6	-6			8	-8
8.2	Percentage change (%) in survey scores on perceptions of quality of curriculum and curriculum implementation at ECA.				0%	0%	0%			25%	-25%
Result 4: Community Radio											
9.1	Number (#) of non-state community radios receiving assistance from MSP.	15	5	23	20	29		29	30	20	10
9.2	Number (#) of state community radios receiving assistance from MSP.	2	1	8	9	9		9	9	10	-1
10.1	Number (#) of targeted community radio stations .						10	-10	30	30	0
10.2	Number (#) of targeted community radio stations that progress one or more stages towards model station status.					0	18	-18	0	24	-24
10.3	Percentage (%) of targeted community radio stations that progress one or more stages towards model station status.					0%	60%	-60%	0%	80%	-80%
Result 5: Advocacy											
11.1	Number (#) of media sector CSO and/or institutions assisted by USG support.	10	8	8	2	13	4	9	19	20	-1
11.2	Number (#) of targeted media sector CSO and/or institutions assisted by USG support.	1	0	2	0	2	10	-8	5	10	-5
Result 6: Gender & Media											
12.1	Number (#) of media professionals or media sector professionals who complete an activity pertaining to gender norms that meets criteria.	0	0	0	25	25	60	-35	25	120	-95
	<i>Men</i>	0	0	0	15	15	30	-15	15	60	-45
	<i>Women</i>	0	0	0	10	10	30	-20	10	60	-50
12.2	Number (#) of training days provided to journalists with USG assistance, pertaining to gender norms that meets criteria, measured by Person-Days of Training.	0	0	0	150	150	100	50	150	300	-150
	<i>Men</i>	0	0	0	90	90	50	40	90	150	-60
	<i>Women</i>	0	0	0	60	60	50	10	60	150	-90
13	Percentage (%) of participants reporting increased agreement with the concept that males and females should have equal access to social, economic and political opportunities.	0%	0%	0%	0%	0%	80%	-80%	0%	80%	-80%
	<i>Men</i>	0%	0%	0%	0%	0%	40%	-40%	0%	40%	-40%
	<i>Women</i>	0%	0%	0%	0%	0%	40%	-40%	0%	40%	-40%
Result 7: PWD											
14	Number (#) of training days provided to PWD journalists with USG assistance.	0	0	0	0	0	40	-40	0	300	-300
15	Number (#) of PWD journalists trained with USG assistance.	0	0	0	0	0	15	-15	0	45	-45
	<i>Men</i>	0	0	0	0	0	3	-3	0	25	-25
	<i>Women</i>	0	0	0	0	0	5	-5	0	20	-20

ANNEX 2: Annotations to MSP indicator Tracking Sheet

Result 1: Capacity building

1.1. Number (#) of *targeted journalists*.

This indicator refers only to journalists that receive coaching or mentorship from MSP program staff through one of the mentorship activities (e.g., health fellows, mentorship and resident expert mentorship). These are referred to as targeted journalists. This indicator measures the total number of such journalists.

Target: The LOP target is 50 journalists, and the annual target is 10 unique journalists per year. The quarterly numbers are provided on a cumulative basis.

1.2. Number (#) of *targeted journalists* that demonstrate improvement in the professional quality of media content they produce.

This indicator measures the improvement in content produced by targeted journalists. The improvement or change in quality of content produced is measured by the MCAT tool by comparing (a) an average of scores of five articles produced before the mentorship activity started with (b) an average of scores of five or more articles produced after the mentorship started and up to six months after the conclusion of the mentorship activity. For a journalist to count as having demonstrated improvement, he/she needs to improve at least 10 per cent and attain a minimum MCAT score of 3.5 or 70 per cent on the post mentorship measure.

Target: The LOP target is 40 journalists, and the annual target is 8 unique journalists per year. The quarterly numbers are provided on a cumulative basis.

1.3. Percentage (%) of *targeted journalists* that demonstrate improvement in the professional quality of media content they produce.

This indicator calculates the percentage of the total number of journalists that receive coaching or mentorship from MSP program staff through one of the mentorship activities who see an improvement in the quality of content (as per indicator 1.1). This measure is thus calculated in relation to actual numbers of targeted journalists and not in relation to target numbers.

Target: The LOP target is 80 per cent of journalists demonstrating an improvement.

2.0. Number (#) of training days provided to *journalists* with USG assistance, measured by person-days of training (PDT). [USAID 2.4.2-8]

This indicator measures training activities for all journalists that participate in any MSP training activity that meets the PDT criteria, i.e., (a) a consecutive training of six hours or more or (b) training on consecutive days with no single training segment being less than 3 hours. This measure is thus counted based on all journalists trained and not based only on mentored journalists. The PDT measure is computed by registering the overall duration of the consecutive training activity in hours and dividing this number by six.

Mozambique does not have a clear and unequivocal definition or accreditation of journalists, so for MSP M&E purposes, community radio reporters, journalism students and others who produce journalistic material are counted as journalists. See additional comments in text below. This indicator measures some training activities that are also counted separately under other indicators, namely Result 6: Gender and Result 7: PWD. For Gender, indicator 12 serves as a threshold indicator that measures the number of people that complete a relevant activity that meet the established criteria (i.e., minimum 10 hours duration and gender norm focus). Therefore, if a person participates in a relevant gender activity of 18 hours, for example, he/she will be counted as one person under indicator 12 and as three PDT under indicator 2. For PWD, indicator 14.1 counts the number of training days for participating PWD and this number is also included under indicator 2. Indicator 14 may thus be considered a subset of indicator 2, but is listed separately in order to monitor the PWD program component separately.

Target: The LOP target is 5,000 person-days of training (PDT), and the annual targets are 1,000 PDT per year. The quarterly numbers are provided on an absolute basis and PTD/LOP numbers on a cumulative basis.

*3.0. Number (#) of **journalists** trained with USG assistance.*

This indicator measures the number of **unique or individual** journalists participating in any MSP training activity. For the purposes of indicators 2 and 3, final year journalism students and recent journalism graduates are also considered journalists even though they may not have obtained permanent employment as journalists. Individuals identifying themselves as journalists are also counted even though they may not have a steady income or journalistic output. The MSP M&E team is using a Master Reference List (MRL) in order to ensure that all journalists counted are unique individuals. The MRL is updated and maintained independently and reflects the known universe of Mozambican journalists, whether they participate in MSP activities or not.

Target: The LOP target is 1,000 journalists, and the annual target is 200 journalists per year on average. The quarterly numbers are provided on an absolute basis and PTD/LOP numbers on a cumulative basis.

4.1 Number (#) of MSP trained student interns, fellows and trainees.

This indicator refers only to interns, fellow and trainees that receive direct training from MSP program staff through an established program activity. These participants are generally young and either final year journalism students or recent graduates. This indicator measures the total number of such participants.

Target: The LOP target is 150 MSP-trained student interns.

4.2 Number (#) of MSP trained student interns, fellows and trainees that obtain relevant employment in the media sector.

This indicator measures the number of MSP-trained student interns (including MSP interns and funded external interns), fellows and trainees that either obtain or retain relevant employment as journalists or other media relevant functions.

Target: The LOP target is 90 MSP-trained student interns.

4.3 Percentage (%) of MSP trained student interns, fellows and trainees that obtain relevant employment in the media sector.

This indicator measures the percentage of MSP-trained student interns (including MSP interns and funded external interns), fellows and trainees that either obtain or retain relevant employment as journalists or other media relevant functions. All MSP trainee programs have as their objective to place participants in permanent relevant employment. A separate tracking sheet is used in order to monitor the current employment status of trainees.

See separate intern tracking sheet and graphic representation of the MSP trainee programs.

Target: The LOP target is 60 per cent of all MSP trainees obtaining or retaining relevant employment. The quarterly and PTD/LOP numbers are provided on a cumulative basis.

Result 2: Business sustainability

5.1. Number (#) of targeted media outlets.

This indicator measures the total number of targeted media outlets, i.e., the ones that MSP engages to a substantial degree, for example through consultancies, funding or other relevant interventions.

Target: The LOP target is 15 targeted media outlets.

*5.2. Number (#) of targeted **media outlets** that meet professional standards.*

The degree to which professional standards are being met is measured through the MPAT (Media Partnership Assessment Tool) tool, a proprietary measurement tool developed by IREX in Georgia and adapted to Mozambique. In order to be considered as having met professional standards, the media outlet needs to score an average of 7 points or 70 per cent on the MPAT tool. The measured and reported score is an average of the MSP score and the media outlet's own score.

Target: The LOP target is 12 media outlets, and the annual target is 2.4 outlets per year on average. The quarterly numbers are provided on an absolute basis and PTD/LOP numbers on a cumulative basis.

*5.3. Percentage (%) of targeted **media outlets** that meet professional standards.*

This indicator calculates the percentage of the actual number of media outlets that MSP engages to a substantial degree, for example through consultancies, funding or other relevant interventions (as per indicator 5.1). This measure is thus calculated in relation to actual numbers and not in relation to target numbers.

Target: The LOP target is 80 per cent of media outlets meeting professional standards.

*6.1. Number (#) of **non-state news outlets** assisted by USG support. [USAID 2.4.2-5]*

This indicator counts the number of non-state outlets supported by MSP, while state outlets are counted separately under indicator 6.2. A separate report / table is used for reporting these numbers on a quarterly basis. The indicator includes the number of independent (non-state) community radio stations, and the number of stations is also reported under indicator 9.1, which may thus be considered a subset of indicator 6.1. It is listed separately under 9.1 in order to monitor the community radio program component separately.

Target: The LOP target is 100 media outlets, and the annual targets is 20 outlets per year. The quarterly numbers are provided on an absolute basis and PTD/LOP numbers on a cumulative basis.

6.2. Number (#) of state news outlets assisted by USG support.

See previous indicator.

Target: The LOP target is 20 media outlets, and the annual targets is 4 outlets per year. The quarterly numbers are provided on an absolute basis and PTD/LOP numbers on a cumulative basis.

Result 3: Journalism education

7.0. Percentage (%) of participating ECA faculty members who continue to pursue higher academic qualifications.

This indicator measures the percentage of the six participants in the Rhodes ECA higher academic qualifications program that remain in the program until its successful completion. The first course module started in Quarter 2 FY 2015 and goes through Quarter 2 FY 2017.

Target: The LOP target is 100 per cent participation and successful completion.

8.1. Absolute score (#) in survey on perceptions of quality of curriculum and curriculum implementation at ECA.

This indicator is measured through a separate survey consisting of 20 questions scored on a scale from 1 to 10, which will be administered to a ECA students on a semi-annual basis until the completion of the Rhodes ECA program.

Target: The LOP target is 8 points or 80 per cent average score on the perception survey by the end of the program.

8.2. Percentage (%) in survey on perceptions of quality of curriculum and curriculum implementation at ECA.

This indicator measures the percentage change in perceptions between the first (baseline) and last (final) surveys. The first survey will be administered in August 2015, which is after the completion of the second course module.

Target: The LOP target is a 25 per cent improvement in perceptions between the first and last surveys.

Result 4: Community radio

*9.1. Number (#) of **non-state** community radio stations receiving assistance from MSP.*

Target: The LOP target is 20 non-state stations.

*9.2. Number (#) of **state** community radio stations receiving assistance from MSP.*

Target: The LOP target is 10 state stations.

Contextual note: A key MSP objective is to support independent, non-state community radio stations (as well as other independent, non-state outlets), but due to the geographic distribution of community radio stations, a district usually has one station, which is either non-state or state. The state stations belong to the ICS system, a government agency working with communication at the community level, which includes community radio, but also other components, such as community theatre and mobile video units. It has been considered unfair and impractical to exclude a district due to the affiliation of its community radio station alone.

10.1. Number (#) of targeted community radio stations that progress one or more stages toward model station status.

10.2. Percentage (%) of targeted community radio stations that progress one or more stages toward model station status.

MSP is working with 30 community radio stations in the Central and Northern provinces of Zambezia, Nampula, Niassa and Cabo Delgado. These have been assessed according to a community radio model station performance matrix developed by IREX and will be monitored and assessed according to the same matrix until the end of the program. The matrix, which is a milestone tool with defined stages and criteria for progression from one stage to the next, has four stages.

Indicator 10.1 measures the number of stations that progress at least one stage during the implementation of the program, and indicator 10.2 measures the percentage.

Target: The LOP targets are 24 stations and 80 per cent for indicator 10.1 and 10.2 respectively.

Result 5: Advocacy

11.1. Number (#) of media sector CSOs and/or institutions assisted by USAID support. [USAID 2.4.2-11]

This indicator measures the number of media sector CSOs and/or institutions receiving any form of training, funding or other support from MSP.

Target: The LOP target is 20 media sector CSOs and/or institutions.

*11.2. Number (#) of **targeted** media sector CSOs and/or institutions assisted by USAID support.*

This indicator measures the number of targeted media sector CSOs and/or institutions, i.e., the ones that MSP engages to a substantial degree, for example through consultancies, funding or other relevant interventions. The targeted CSOs and/or institutions are supported for the duration of the MSP program, with the objective of building a civil sector platform for media advocacy and of coordinating and focusing advocacy efforts across organizations. Some supplementary tools developed by IREX are used to diagnose and monitor the progress of the advocacy partners over time.

Target: The LOP target is 10 targeted media sector CSOs and/or institutions.

Result 6: Gender and media

12.0. Number (#) of media professionals or media sector professionals who complete an activity pertaining to gender norms that meets minimum criteria.

This indicator serves as a threshold indicator that measures the number of people that complete a relevant activity that meet the established criteria (i.e., minimum 10 hours duration and gender norm focus). Therefore, if a person participates in a relevant gender activity of 18 hours, for example, he/she will be counted as one person under this indicator and as three PDT under indicator 2 (see corresponding explanation under indicator 2). Thus, this indicators measures only the number of unique individuals participating in a training, not the length (beyond the required 10 hours) or any other characteristic of the training.

Target: The LOP target is 120 media / media sector professionals trained.

13.0. Percentage (%) of participants reporting increased agreement with the concept that males and females should have equal access to social, economic and political opportunities.

This indicator measures the proportion of individuals receiving gender-related training who self-report a positive change in gender norms and attitudes, as recorded and measured through pre- and post-tests. The indicator calculates the percentage of the **actual** number of training participants who self-report a positive change, and the indicator is thus calculated in relation to **actual** numbers and not in relation to target numbers.

Target: The LOP targets is 80 per cent of participants reporting an improvement.

Result 7: Persons With Disability (PWD)

14.0. Number (#) of training days provided to PWD journalists with USG assistance, measured by person-days of training (PDT).

This indicator measures training activities for journalists that participate in an MSP training activity under the PWD program component. This measure is a subset of, and therefore included in, indicator 2. The PDT measure is computed by registering the overall duration of consecutive training activities in hours and dividing this number by six.

Target: The LOP target is 300 person-days of training (PDT) under this program component.

15.0. Number (#) of PWD journalists trained with USG assistance.

This indicator measures the number of unique journalists that participate in an MSP training activity under the PWD program component.

Target: The LOP target is 45 journalists trained under this program component. The quarterly numbers are provided on an absolute basis and PTD/LOP numbers on a cumulative basis.

Contextual note: Participants under the program component on PWD often come from disadvantaged backgrounds, and in some cases with limited formal schooling and/or vocational training. Most of these participants may therefore not be considered journalists in the traditional sense, but are nevertheless counted as journalists for M&E purposes, as their work under this program component is journalistic in nature and purpose.