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

**FY2015**

**4<sup>th</sup> Quarter Report: 1 Jul – 30 Sep 2015**



*MSP Media Lab participants gather for a group photo after the successful completion of the one-month “boot camp” phase of their training.*

**Submitted 31 October 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 (GBV)**

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

**People With Disability (PWD)**

Result 7: Strengthened Capacity and Ability of Deaf Persons to Produce and Sustain Media Operations through TV Surdo

## **1. Summary of the reporting period – 4<sup>th</sup> Quarter FY 2015**

*Selected highlights from the reporting period include:*

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

- The main focus of the capacity building activities in the quarter was on the establishment and implementation of the refined ten-month Media Lab training activity.
- Some 33 participants were selected for the training, which started off with a one month boot camp focused on the strengthening of foundational skills.
- The program seeks to develop sound media professionals with high integrity and a sound grounding in technical areas, especially digital areas.
- The training is divided into two main parts: instruction during the morning sessions and guided practice opportunities during the afternoon sessions.
- The instruction focuses on digital knowledge, analytical skills, ethics and journalism theory, supplemented by presentations by external speakers.
- Many IREX staff members contributed and continue to contribute to the implementation of the technical program, and all program staff serve as mentors to the trainees.
- The ML mentorship program is aimed at developing professionalism and life skills that may help the trainees navigate systems and structures more effectively.
- The mentorship also aims at providing more direction, more focus, more result orientation and more clearly defined steps that the trainees need to take to develop.
- At the end of the quarter, the IREX team had identified weak language skills, resulting from a poor education system, as the biggest challenge that needed to be overcome.
- Other challenges include the limited ability to think in abstract terms, to think in specific rather than general terms and to identify concrete action points or steps.

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

- The work with media business partners in the quarter continued to focus on Magazine Independente (print) and Catembe.com (electronic/online).
- Web sites, online presence and online engagement were developed or improved for both partners, but the rate of implementation was slower for Catembe.com.
- For the first time, IREX decided to focus group newspaper sellers about their understanding and opinions about the market and obtained very valuable and insightful information as a result. Similar focus groups were held for readers.
- All media partners, past and present, continue to have issues of limited, and to some extent very limited, management capabilities. A relatively large investment of time and resources is required to address these weaknesses.

### **Some summary points – Education:**

- During the quarter, the participating ECA teachers took part in two four-week modules at Rhodes University. The first visit module took place in July-August and the second visit took place in September-October.
- The academic module on New Media, taught by Prof. Lorenzo Dalvit, and the module on Media and Society, which began in January, also continued during this quarter, through various reviews and follow up activities.
- Some of the content of the new media module has already been integrated into the teaching and learning process at ECA by the participating teachers.
- The integration of such new media content and approaches has led to increased use of digital tools in the journalism education at ECA.
- This has also led to ECA students being more participatory in class and has fostered greater classroom debate about changes in journalism in Mozambique and the impact, implications and consequences of such changes in a digital environment.

- As a result of new media module, the ECA teachers have increased the use of audiovisual aids in their teaching.
- During the most recent September-October module, the long-running ECA curriculum development exercise continued with two days set aside for this purpose.
- In parallel with the scholarship program, USAID continued the process of transferring more and better media equipment to ECA that will be used in journalism teaching.

**Some summary points – Community Radio:**

- The implementation of a comprehensive training program for MSP partner stations continued through the quarter.
- The training program focused on marketing strategies and the use of Adobe Audition program editing software.
- Mentorship visits (Cabo Delgado stations) and follow up contact by telephone (all provinces) with partner stations reinforced the ongoing processes.
- A key focus of the quarter was in moving the small equipment program for partner stations forward by finalizing the procurement processes.
- The small equipment program involves more than \$120,000 worth of station equipment that will be used to expand and consolidate existing station production capabilities.
- The small equipment program is expected to be fully implemented by the end of 2015.

**Some summary points – Advocacy:**

- MSP media advocacy activities were largely dominated and driven by two factors in the quarter: (a) the freedom of expression court case and (b) the FOIA implementation.
- IREX played an active role in helping to shape the response to both these processes.
- Several public debates, meetings and materials were produced, often directly or indirectly supported by IREX staff members.
- One of the materials produced was a FAQ flier for the CSO community and the general public outlining and explaining the key aspects of the FOIA.
- The most notable meeting or debate during the quarter was a public debate with more than 100 participants at Hotel Atlantis that focused on the court case.
- In connection with the court case, a Facebook page was also established (entitled Vozes nao silenciadas), which quickly attracted a large following.
- For issues related to the FOIA and the implementation of the law, another web page was created with IREX support, and this web page is still under development.
- The process of strengthening the organizational capacity of media associations to carry out their own media advocacy activities continued.
- In July, some seventeen organizations gathered for a two-day intensive training in how to develop effective advocacy and communication strategies.

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

- In the quarter, Gender / GBV activities focused on three main lines of action: (a) courses on human trafficking, (b) production of a best practices guide for journalists and (c) mentorship of selected journalists on gender issues.
- Two one-week courses on human trafficking took place in August and September, one in Maputo and one in Nampula, both at IREX facilities.
- In total, some 39 journalists and community radio reporters were trained on human trafficking and related issues.
- During the quarter, the process of preparing a best practices guide for reporters on gender and GBV issues continued, and the guide is scheduled for printing and publication before the end of the current calendar year.
- Through a joint effort with Gender Links, IREX mentored three gender reporting award winners during the quarter, and this process is ongoing.

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

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**The big picture:** In the final quarter of FY 2015, the MSP capacity building strategy was refined to focus more strongly on direct training of some 33 Media Lab participants, more intensely and over a longer period of time. This change represented a strategic shift from a broader approach to a more focused approach. All the four core interventions that make up the pillars of the capacity building strategy remain the same, but are now primarily centered on two groups of beneficiaries: (a) Media Lab participants and (b) coached and mentored journalists. The former group consists of young and emerging journalists, mostly recently graduated, and the latter consists of seasoned journalists with several years of experience. The four core interventions are: (a) coaching and mentoring, (b) professional development, (c) foundational skills and (d) digital media. As a result of this increased focus, on fewer activities and beneficiaries, the number of broader trainings and training beneficiaries has been reduced and will from now on be limited to specific efforts aimed at increasing abilities, skills and knowledge in selected thematic areas.

There is also a greater confluence of interventions. For example, the group of Media Lab participants is also being mentored directly by IREX staff members and receives intensive training in foundational skills and digital media. The coaching and mentoring give direction and act as a catalyst on the work with the beneficiaries. On the structural side, the digital media training sub-component has been moved to Result 2 to align it more closely with other media business sustainability activities. At the same time, significant human resources are being put into the Result 1 capacity building efforts. All the four core interventions 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 – developing journalistic skills and providing practical learning – go hand in hand. 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 further.

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

- The main focus of the capacity building activities in the quarter was on the establishment and implementation of the refined ten-month Media Lab training activity.
- Some 33 participants were selected for the training, which started off with a one month boot camp focused on the strengthening of foundational skills.
- The program seeks to develop sound media professionals with high integrity and a sound grounding in technical areas, especially digital areas.
- The training is divided into two main parts: instruction during the morning sessions and guided practice opportunities during the afternoon sessions.
- The instruction focuses on digital knowledge, analytical skills, ethics and journalism theory, supplemented by presentations by external speakers.
- Many IREX staff members contributed and continue to contribute to the implementation of the technical program, and all program staff serve as mentors to the trainees.
- The ML mentorship program is aimed at developing professionalism and life skills that may help the trainees navigate systems and structures more effectively.
- The mentorship also aims at providing more direction, more focus, more result orientation and more clearly defined steps that the trainees need to take to develop.
- At the end of the quarter, the IREX team had identified weak language skills, resulting from a poor education system, as the biggest challenge that needed to be overcome.
- Other challenges include the limited ability to think in abstract terms, to think in specific rather than general terms and to identify concrete action points or steps.

## **(A) MEDIA LAB PROGRAM**

**Background and summary:** The redefined, revamped and refined Media Lab (ML) program for young and emerging journalists, most of whom have limited practical experience and many of whom are recent university graduates, started in August 2015. During July, some 240 applications were received for the program and 33 candidates were selected through a rigorous selection process that involved tests, interviews and practical exercises. Of these 33 candidates, who started the ten-month program with a one-month intensive training in foundational skills (boot camp), all remained with the program at the end of the quarter. In total, the group received 432 hours of instruction and training during the quarter, structured around a weekly schedule with instruction in the mornings and practical training in the afternoons. The instruction starts every morning at 8 AM, and the group typically spends a minimum of eight hours per day engaged in activities on or off the premises. A total of 15 themes have been taught in the period. The instruction follows a fixed pattern, with a specific focus each day (e.g., Mondays are for digital media, Tuesdays for journalistic theory, Wednesdays for analytical thinking, Thursdays for ethics and Fridays for external speakers).

In the quarter, the group produced 27 pages of newspaper content, compiled in two PDF journals, and 40 minutes of TV news content spread across four newsreels. In the newspapers, some 95 articles of original content were produced, including interviews, reports, features and analyses. A total of 22 hours of filmed material was prepared, from which the final product of 40 minutes news content was produced. Some nine IREX staff have been involved in the training, with the activity being coordinated and led by Director of Capacity Building Ricardo Mendes and supervised by Media Specialist Rui Lamarques. The trainees are receiving focused language training by IREX part time staff member Dr. Julieta Langa, who works in the linguistics department at the university. Many of the sessions are instructed or facilitated by IREX staff members, according to their areas of expertise or specialization. The journalism and ethics course sequence, for example, is facilitated by COP Arild Drivdal.

During the initial one-month boot camp period, which took place in August and the first part of September, a series of topics were taught in intensive full-day working sessions. These included: (a) fundamentals of journalism, (b) digital tools, (c) technology and journalism, (d) media entrepreneurship, (e) content analysis and (f) press conferences, with practical exercises in print and broadcast journalism and classes in Portuguese and English. Because of the generally low level of Portuguese in the group, which reflects the general educational level, it was later decided to not teach English in the first phases of the program, but rather intensify the focus on improving the Portuguese skills of the participants. The ML is a ten-month program planned over four phases, the first of which is the boot camp phase, followed by Phase 1, which started in September. During this phase, the group continues to receive intensive training in foundational skills, focused on language, writing, digital tools and technical skills (e.g., reporting and presenting the news). The approach builds on a convergence concept, where the group produces content that may be applied across media platforms (e.g., online, print and broadcast). In particular, the training builds on MSP's team and capacity in the development of TV content, and the intent is to see several ML news reports broadcast in the next quarter.

Phase 2 and 3 represent progressively complicated applications of acquired learning, through the production of increasingly professional journalistic content. During all phases, there is a strong focus on developing professionalism or what is commonly referred to within the ML context as "professional posture", which seeks to establish personal and professional integrity, ethical principles, sound practices and efficient working routines. Over the course of the program, the material produced will increasingly be presented to an external audience.

The ML process includes the following competencies and/or training objectives:

- Learn concepts and processes
- Establish minimum quality standards of work
- Produce own content (print and TV)
- Master digital tools (and other relevant tools)
- Consolidate and build on lessons learnt
- Establish professional working routines
- Produce own content (print and TV) that can be used for external consumption
- Place produced content in the market.

In developing the desired set of competencies, the current focus is on foundational skills (mostly language and digital media) and on learning basic professional behavior, such as adhering to routines, deadlines, responsibilities, structure and team work. Practically all participants come from an educational background that reflects the inherent weaknesses of the Mozambican educational system, so that a relatively large proportion of available time needs to be allocated to overcoming low level errors and issues. For example, in language, participants often do not know when to use capital or lower case, where to put commas, how to use punctuation or how to format basic documents. While it is time and labor intensive for IREX staff to work with the group on such issues, it is considered a necessary investment, as it forms a foundation for long term success.

**Weaknesses or challenges:** In addition to the language challenges described in the preceding paragraph, there are several other challenges. During the initial work with the ML group, IREX staff has identified the difficulty in thinking in abstract terms, and in converting abstract concepts into practical steps, as a key challenge. Even basic concepts must often be explained many times, and the group often has problems seeing the applications and implications of such concepts. As a result, the IREX team continues to seek to develop the group's higher cognitive skills through sessions on analysis and problem solving, which includes how to deconstruct problem and deal with complex issues.

Furthermore, there is an all-pervasive tendency in the group to think in vague and non-specific terms, and for many it is a significant challenge to move from generalities to specific actions. The IREX team is helping the group, through mentorship and other means, to be able to concretize and specify the actionable steps that are needed to convert a general objective idea into a concrete result. For example, a participant may state as his or her 90-day objective "to become a journalists of reference" and as his or her steps to achieve this as "study more". There is no habit of goal setting or result orientation, and when goals are formulated, they are always vague and often not realistic in relation to the applicable timeframe, available resources and starting point that the participant has. IREX staff, through the sessions on analytical thinking, are investing in developing structured thinking in the group, but this is demanding and time consuming work. In essence, the team is working with brains that during earlier education have been largely passive recipients of information to become active agents. These limitations have implications for the speed with which the training can progress, but also specifically in overcoming challenges in, for example, meeting deadlines, following templates, following instructions and retaining information.

The relative lack of training in the development of higher cognitive skills is also reflected in other areas, such as design, spatial orientation and organization. Many tasks, such as ensuring systematic formatting or layout in a product, that need to be intuitive in someone working with published materials, require much training and repetition. The same challenge is reflected in, for example, how to take and compose a photo. There is, generally speaking, no intuitive understanding of what a good and a bad photo is, and this therefore needs to be learned in a step by step process in order to strengthen the foundation.

**Strengths or opportunities:** Despite recognizing several big challenges, which are being systematically addressed, the IREX team is optimistic and satisfied with the overall progress of the group. In the IREX team's overall assessment, the ML group has exceeded expectations and continue to progress at a faster rate than expected. At the end of the quarter, the full group of 33 participants is still with the program. The motivation level is very high, and participants often show up around 7:30 AM (the daily program starts at 8 AM) and stay late, working on their tasks and assignments. A social space and dedicated workspace contribute to bonding and the creation of team spirit and identity, and the identity is reinforced through the use of branded reporter vests and other common items.

Furthermore, the commitment level is high. People are not dropping out and there is no truancy. The group has also fully integrated a wheelchair-bound and a pregnant participant, and the gender balance is good, with a light overweight of female participants. Further integration and social inclusion have been seen by the involvement of the TV Surdo (Deaf TV) group in some ML activities, a process that also included a joint 3-hour session with the two teams, ML and TV Surdo, in which they presented each other's objectives, challenges etc. Members of both the IREX and ML teams are learning some sign language, and some TV Surdo products will be fully integrated in some ML products (e.g., the newspaper and the newsreel). Even after a relatively short time, there is a noticeable evolution in attitudes, skills and approaches, with a growing proportion of the group approaching a point where they are increasingly self-going and self-driven. This is also reflected in the evolution of personal ambition and other psychological factors, such as self-discipline, and these evolving ambitions are becoming increasingly concrete, specific and realistic.

**Next steps in Phase 1:** The reinforcement of small group mentoring of the ML participants is a key aspect of the work with the group in the remainder of Phase 1 (which goes until the end of the calendar year). IREX staff members work with groups of 3 or 4 ML participants to help them define and structure their professional development. While the instruction and practice sessions help develop professional and technical capabilities, the mentoring helps the group develop and improve their life skills, i.e., how to navigate the world, how to build networks, how to identify concrete goals and practical steps to achieve them etc. The coaching and mentoring, and more direct and individual follow up, are essential in terms of maximizing the impact of the rest of the training, but also in overcoming behavioral barriers and challenges. The ML participants will continue to work in small groups in other areas as well. This is because it is more time efficient than working with individuals, but also because the participants learn from each other when they work in small groups, thus reinforcing the overall pedagogic process.

In terms of technical skills, IREX is doubling down in two key areas: (a) digital tools and (b) Portuguese language skills. The first area concerns the mastering digital tools and multimedia, in an effort to build fully trained professionals who can deal with the challenges of a rapidly developing media sector, which will increasingly (a) be focused on multimedia and (b) require a broader and more technological skillset than previously. In terms of Portuguese language skills, English language training has been stopped until further notice, allowing more time to be spent on Portuguese, and more time has been allocated to language training. In parallel, the group will continue to exercise its other practical skills, not least through an increased exposure to and use of recording equipment and more frequent submission of journalistic texts for review and feedback.

As part of the training, the ML group is also introduced to and trained in aspects and tools of monitoring and evaluation (M&E), with a special focus on content analysis, trends and interviews, and on understanding the outcomes resulting from such analysis. One objective of this is to instill a systematic approach to improving journalistic outputs.

### **Thirty-three ML trainees successfully conclude first month of intensive training**

Thirty-three participants in the ten-month MSP Media Lab vocational training program for emerging journalists successfully concluded the introductory “boot camp” phase of the program. During this phase, the trainees received intensive training in journalism and a range of foundational skills, which together create an educational platform for further professional development. The trainees were exposed to a realistic work environment and had to produce a TV news program and a practice newspaper based on their own research and reporting, a process which was overseen and coached by experienced media specialists. “What I liked most was the challenge,” said Sheila Mafuiane, one of the trainees. “I now understand better, and believe, that journalism can influence and change what is not working in society,” she continued. “The main challenge I experienced was to get access to sources,” commented Patricio Manjate. On this, an IREX staff member responded that building a network of sources is an ongoing, long-term process, which ensures that the journalist can get the information he needs when he needs it. The TV news program and the practice newspaper were presented at an event at IREX that marked the completion of the first training cycle and saw the participants receive certificates for their work. The participants in the Media Lab come from a variety of backgrounds, but are all committed to pursuing a career in journalism.



*Emily Wann of USAID with Media Lab trainee Magda Albertina Mendonça at the certificate ceremony marking the conclusion of the boot camp phase of the MSP Media Lab.*

## **(B) COACHING AND MENTORING OF SEASONED JOURNALISTS**

Due to the relatively intensive focus on the preparation and launch of the refined Media Lab initiative during the period, no new journalists were added to the roster of mentored journalists. However, IREX program staff remained in regular contact with a large proportion of previously mentored journalists and provided informal advice and input to these journalists throughout the quarter. This continued contact and interaction is representative of the professional relationships that develop through the coaching and mentoring. IREX plans and expects to continue the mentorship program in the next quarter and is on track to achieving all relevant numerical targets related to coaching and mentoring.

### **(C) PROFESSIONAL DEVELOPMENT**

#### **Journalist Fillipe Abreu explains the secrets to success of an international freelancer**

As part of a program of external speakers sharing their experiences with MSP journalism trainees, Brazilian freelance journalist and former TV Globo reporter, Fillipe Abreu, explained the life of an international freelance journalist and how to make such a career financially sustainable. Abreu is working his way up through the African continent, producing stories for print and TV as he moves from South Africa to Sudan. "I do not advise anyone to start out as freelance journalists, without having worked as a regular reporter first," said Abreu, "...both to learn the craft and establish the network of contacts needed to succeed." Abreu explained the details of production and travel planning, budgeting and approaching issues from new and interesting angles. "The key to success and sustainability is to work in more than one market, establish a strong network and produce quality content," commented Abreu, who stressed that a freelancer needs to be able to cover the full range of stories, from run-of-the-mill material to the exclusive, and to master all aspects of journalistic production. The freelancer also needs to be very persistent in order to establish himself or herself in the market. The journalism trainees were inspired by the sense of adventure, freedom and courage characteristic of an international freelance career embodied by Fillipe Abreu.



*Fillipe Abreu explaining his means and methods to the MSP Media Lab journalism trainees.*



*Fillipe Abreu makes three to four international travels a year in pursuit of freelance material.*

## **RESULT 2 – BUSINESS OPERATIONS**

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**The big picture:** Over the quarter, the strategy of customizing assistance through targeted consultancies, specialized trainings and grants funding continued, with the adoption of new partners and the scaling back and/or phasing out of some previous partners, whose processes had come to a natural conclusion. The customized assistance approach builds on the principle that every media business faces a slightly different set of circumstances and challenges. The targeted consultancies, in particular, contributed to develop a sense of trust required for the successful implementation of operational changes. 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.

**Strategic adjustments:** At the beginning of the quarter, IREX analyzed its work with media business partners and generally concluded that most partnerships do not yield the maximum potential improvement or output, often due to resistance, hesitation or other psychological factors in ownership and management. For example, in one case IREX worked extensively and collaboratively with one partner for more than a year, actively ensuring the participation and buy in of the owner at every step, only to experience at the end of the process that the owner did not implement any of the many extensive product changes and strategies that had been jointly developed. In this case, the owner stated that he felt that it involved too much risk, but he had participated in all the development and management steps himself and could possibly have reached this conclusion at an earlier stage in the process. Similar psychological barriers express themselves in other contexts and other forms.

As a consequence of this, IREX decided to evolve the previous “whole outlet approach”, which focused on re-engineering and/or developing many different aspects of an entire operation, into a more surgical approach focusing on high impact interventions. Those interventions focus on (a) marketing, (b) design and (c) digital media. All three focus interventions are areas where practically all Mozambican media outlets are weak or have identified weaknesses, and they are areas that can provide direct and quick improvement to the bottom line, thus strengthening long-term financial, medium term stability and short-term flexibility (for example to experiment with new content and concepts). Through close dialogues with several media managers, it is probable that this more surgical and focused approach may have a greater impact and a greater chance of success.

It may be noted here that all Mozambican media outlets have significant improvement potential, and that many such improvements may take place at limited cost and effort, but that there are strong psychological barriers and pathway dependencies that prevent these improvements from being implemented. For example, risk aversion sometimes exists and is often combined with limited understanding of technology and good management practices.

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

- The work with media business partners in the quarter continued to focus on Magazine Independente (print) and Catembe.com (electronic/online).
- Web sites, online presence and online engagement were developed or improved for both partners, but the rate of implementation was slower for Catembe.com.
- For the first time, IREX decided to focus group newspaper sellers about their understanding and opinions about the market and obtained very valuable and insightful information as a result. Similar focus groups were held for readers.
- All media partners, past and present, continue to have issues of limited, and to some extent very limited, management capabilities. A relatively large investment of time and resources is required to address these weaknesses.

**Activity: Websites and new layouts created for two media companies**

As a result of the consultancies implemented at *Magazine Independente* and *Catembe.com* during the quarter, websites were created for each outlet with the objective of diversifying their product range, target new and young readers, who are digitally focused, and increase their revenue streams. The websites will have both free and paid content. Magazine *Independente* and *Catembe.com* have also received two new and modern newspaper layouts that were created by IREX to improve the visual quality of the products, better organize content, facilitate navigation and improve the reader experience. Both the newly designed newspapers and their websites will be launched (and/or made available to readers) in following quarters.

**Activity: Focus groups with Magazine *Indepente* readers and newspaper vendors**

The objective of carrying out the focus groups was to extract and assess the opinions of readers and “ardinas” (newspaper vendors on the street) about newspaper quality and content quality, as well as to present and test new designs and layouts. The readers shared their concerns about the drop in content quality, including the extensive use of subject titles that have little or nothing to do with the actual article content. The readers opined that they were seeing a considerable decrease in the practice of good journalism, ethics and integrity from the outlet. “This newspaper need some fresh air,” said one of the readers. “We suggest changing the layout and increase the number of good journalism articles.” The “ardinas” for their part said that the newspaper had lost content quality and that demand had decreased and sales have gone down significantly. The number of leftover issues and returns had been increasing. They suggested that the newspaper returns to the old times, when it used to produce good and investigative articles, without fear of addressing “hot” topics. “The newspaper has become soft and affectionate,” said one of the newspaper vendors. “Readers don’t like to be cheated, so the titles need to reflect the content,” commented another.

**Activity: Online journalism training for Magazine *Independente***

Seven MagInd journalists were trained in online journalism during the quarter. This training was part of the company’s website development and is aimed at avoiding a copy and paste process from print newspapers articles to online. “When I heard my director saying we will have a website, I thought it wouldn’t be a big deal to keep it up-to-date, as we would copy content from the newspaper to the website,” said one of the journalists. “Now I know that we need to write two articles for the same news story and be ready to offer a differentiated product to the online and offline readers.”

**Activity: Management trainings**

During the quarter, the MSP team implemented 12 consultancy and/or training sessions to Magazine *Independente* (6) and *Catembe.com* (6) management staff. The sessions focused on developing and starting to implement management tools, such as job descriptions for all the staff, setting of annual and quarterly targets, development of MBO’s, financial forecasting and development of promotional strategies to attract new advertisers. Jointly, the MSP team and partner developed a sales and marketing campaign for the end of the year period (Oct-Dec), which is when most advertisers are willing to promote their products and acknowledge their customers through end-of-year promotions and messages.

**Activity: MPAT and baseline for Magazine *Independente* and *Catembe.com***

The MSP team revised and updated its assessment tools for media companies. The new Media Partner Assessment Tool (MPAT) was adapted from the IREX media program in Georgia and contextualized to the Mozambican environment. After an initial assessment, both Magazine *Independente* and *Catembe.com* received their assessment reports with recommendations for improvements, and an action plan was prepared that is already being implemented. The MSP team will continue to work with the managers of both companies to ensure implementation of the plan and improve their initial scores of 11 percent and 10 percent for Magazine *Independente* and *Catembe.com* respectively.

### **RESULT 3 – JOURNALISM EDUCATION**

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**The big picture:** Over the quarter, the strategy of shifting more efforts and resources towards the Rhodes ECA scholarship initiative continued with the implementation of two further modules in the Master's / PhD programs, one in July-August and one in September-October, at Rhodes University in Grahamstown in South Africa. This initiative allows the six qualifying ECA faculty members to pursue Master's and PhD degrees at Rhodes University. IREX has designed the scholarship program to have primary (e.g., through enhanced knowledge and ability) 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. In order track progress and impact of the scholarship program, a baseline survey was carried out during the quarter. The survey was administered to ECA students and covered twenty competencies across four main categories, including pedagogic effectiveness, classroom involvement (by students), and course content. The results from this survey are being processed and will be shared and discussed with relevant stakeholders.

#### **Some summary points – Education:**

- During the quarter, the participating ECA teachers took part in two four-week modules at Rhodes University. The first visit module took place in July-August and the second visit took place in September-October.
- The academic module on New Media, taught by Prof. Lorenzo Dalvit, and the module on Media and Society, which began in January, also continued during this quarter, through various reviews and follow up activities.
- Some of the content of the new media module has already been integrated into the teaching and learning process at ECA by the participating teachers.
- The integration of such new media content and approaches has led to increased use of digital tools in the journalism education at ECA.
- This has also led to ECA students being more participatory in class and has fostered greater classroom debate about changes in journalism in Mozambique and the impact, implications and consequences of such changes in a digital environment.
- As a result of new media module, the ECA teachers have increased the use of audiovisual aids in their teaching.
- The academic module on Journalism Studies, taught by Prof. Rod Amner, was a new module that was added to the ECA scholarship program during the quarter.
- All the participating ECA teachers have expressed their intention of integrating the theories and other learning from the module into their own classes at ECA, and this is an ongoing process.
- During the most recent September-October module, the long-running ECA curriculum development exercise continued with two days set aside for this purpose.
- The specific focus of the curriculum development exercise was on finding ways of integrating best practice acquired from or observed at Rhodes into the individual courses taught by each teacher.
- The group continued to receive English instruction during the period, with each module being preceded by intensive language training at Rhodes. That training is carried out by an English teacher, who bases the teaching on materials that are used in the academic modules themselves.
- Additionally, the recent focus of the English classes has been to strengthen the proficiency of the teachers to express themselves better verbally.
- In parallel with the scholarship program, USAID continued the process of transferring more and better media equipment to ECA that will be used in journalism teaching.

**Background and context summary: 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 were 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 and have the desired outcomes. 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 here was 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 the use of digital tools to enhance collaborative classroom teaching, and some of these were tested by the ECA lecturers upon their return (e.g., class or course based Facebook pages). During this quarter, the lecturers continued with modules during July-August and September-October. 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 was 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)**

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**The big picture:** Over the quarter, the strategy of focusing on a limited and geographically clustered group of community radio stations in the Northern provinces continued. The gradual roll-out of support to a growing number of stations, and the close coordination and collaboration with CAICC, marked the conclusion of the goal of working with 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 of community radio stations to provide such information, while at the same time ensuring their long-term sustainability through improved operations and financial management. The community radio program activities are managed and supported by a dedicated IREX team based in the Nampula sub-office. This team is led by Program Manager Ryan Morris and supported by three Field Coordinators, who work with the partner stations on a regular basis and provide onsite training and other support. While the community radio program component is somewhat independent in its day-to-day operations, there is ample cross-sector support and integration from other MSP program areas, in particular with the Advocacy and Gender program components.

**Challenges with ICS in Nampula:** While working very closely and well with all other stakeholders, including the ICS delegations in the other provinces, the IREX office in Nampula has had problems establishing a positive working relationship with ICS Nampula. ICS in Maputo, at the agency's headquarters, managers are aware of the reluctance of the ICS Nampula delegate to engage positively with MSP and has sought to intervene. The lack of collaboration consists mainly of not responding to communications and de facto preventing ICS member stations from participating in relevant trainings as well as being part of the small equipment program. This is a great source of frustration to the stations themselves, which thus cannot take advantage of trainings and materials that are being made available to other stations, even ICS stations in the other provinces. In the beginning of the quarter, the ICS delegate complained to the provincial administration that she was being excluded from IREX/MSP activities. While this lacks veracity, as it is the ICS delegate who does not answer calls or emails, it caused the provincial administration to seek "pareceres", a form of confirmation, from relevant partners. While IREX received positive pareceres from all but one stakeholder, it received a negative parecer from ICS Nampula, who had first complained to the authorities, thus creating a Catch 22 situation. In parallel, IREX requested and received positive recommendations from the authorities in Cabo Delgado, Niassa and Zambezia. IREX management is working to address the issue, which thus far has had limited negative impact overall, primarily through Marques Malua, Director of Administration and Finance, who hails from Nampula and is well known there.

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

- The implementation of a comprehensive training program for MSP partner stations continued through the quarter.
- The training program focused on marketing strategies and the use of Adobe Audition program editing software.
- Mentorship visits (Cabo Delgado stations) and follow up contact by telephone (all provinces) with partner stations reinforced the ongoing processes.
- A key focus of the quarter was in moving the small equipment program for partner stations forward by finalizing the procurement processes.
- The small equipment program involves more than \$120,000 worth of station equipment that will be used to expand and consolidate existing station production capabilities.
- The small equipment program is expected to be fully implemented by the end of 2015.

**Overall:** During the quarter, the IREX team worked at full throttle with trainings and other supporting activities, directly and in conjunction with CAICC program efforts. These activities included experience exchanges between different stations, diagnostic visits to stations and on-the-job trainings at stations. The collaboration between CAICC and IREX has developed into a strong and constructive partnership, where the two organizations coordinate well and achieve synergies in the implementation of activities. The community radio small equipment program moved ahead, entering into the procurement phase. More than \$120,000 worth of CR equipment has been ordered and will be distributed to partner stations, including one transmission tower and one solar power electricity generator. Most of the procured equipment consists of computers, mixing boards, microphones, recorders etc. and will be distributed through in kind grants aimed at ensuring adequate protection and appropriate use of the equipment by the stations. In the work with the small equipment program, IREX has hired Eng. Loforte as a consultant. Loforte has worked with community radio equipment and station development in Mozambique over a long period of time.

***Activity: Marketing Strategies training – Level 1***

During August 11-13, some 32 participants from the northern region gathered for the first level of training in marketing strategies. The objective of the course was to introduce concepts around marketing, advertising and community-level partnerships for community radio coordinators and administrative staff. Post-Training evaluations showed that 66 per cent of participants were able to correctly define and develop a market study. Some 72 per cent of participants were able to identify the components of a business plan and prepare a price list, whereas 84 per cent of participants were able to articulate the essential elements of an advertisement. All the radio stations in attendance began developing business plans after the training, and MSP will follow up with these radio stations remotely to provide comments on and facilitate the conclusion of these plans.

***Activity: Mentorship Visits – Cabo Delgado***

During the quarter, IREX carried out mentorship visits in Cabo Delgado from August 26 through September 4. The objective of the visits was to provide on-the-job-training to MSP partner community radio stations around basic journalism, radio production skills (Adobe Audition software), marketing, management and digital tools. Radio Nacedje (8), Radio Sao Francisco de Assis (15), RC de Mueda (8) and CMC de Nangade (12) were visited, with a total of 43 volunteers being trained (numbers by station shown in parenthesis).

***Activity: Training in Adobe Audition Software for digital editing (in Alto Molocue)***

In August, members of the team carried out an Adobe Audition training in Alto Molocue for 15 volunteers from RC Alto Molocue, RC Mocuba, RC Gurue, RC do Ile, Radio Erive and Radio Vida. Before the training, five of the participants were able to edit a radio program using Adobe Audition software, while after the training, an additional nine volunteers were able to edit radio programs using the software, and the initial five participants were able to use the software at a more advanced level.

***Activity: Training in Adobe Audition Software for Digital Editing (in Nampula)***

A total of eight participants attended the digital editing training in Nampula in September, where they learnt to use the Adobe Audition software. The participants represented RC Lugela, RC Cuamba, Radio Sem Fronteiras, Radio Mpharama, RC Girimba and Radio Sao Francisco de Assis. Before the training, five participants had basic knowledge of digital editing with the Adobe Audition software, while after the training, all eight participants were capable of digitally editing a radio program using the software.

**Community radios promote their services to improve financial sustainability**

MSP community radio partners RC Cuamba, RC Luluti, RC Monapo and Radio Watana participated in a fair on Youth, Entrepreneurship, Agribusiness, Science and Technology, which took place in the city of Nampula, showcasing and promoting their services to other local agencies and organizations. The community radios were part of a collective exhibition booth sponsored by IREX. “We had an opportunity to meet with potential advertisers from within and outside our district,” commented Antoninho Simone of the Luluti community radio. “We exchanged contact details with traders and will start producing and airing spots for them,” said Simone, who commented that Facebook and Frontline SMS, an interactive software solution, were other channels contributing to an integrated package that is attractive to local advertisers. The community radio stations used the fair as an opportunity to promote themselves and introduce themselves to new audiences. “Many people do not know that their community radio can advertise their products and services through their broadcasts or online,” commented Ildo Manjate of Radio Watana in Nacala.



*Damusson F. Aiúpa, of Rádio Comunitaria de Monapo, talking to visitors to the IREX-sponsored booth at the fair.*

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

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**The big picture:** Over the quarter, the strategy of focusing on the organizational development and strengthening of media associations, as well as developing mechanisms for collective advocacy action by media associations, has progressed, as shown in the increased capacity of several associations to better formulate their objectives and preparing concrete, actionable advocacy plans. A series of resource mobilization and project management workshops has reinforced this overall movement. The 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 freedom of expression, press freedom and related media legislation.

**Current context:** The MSP media advocacy agenda in the quarter was dominated and driven by two main issues: (a) a freedom of expression court case against three defendants and (b) the operationalization of the Freedom of Information Act (FOIA). The court case was brought against prominent economist Castelo-Branco for publishing a post on Facebook criticizing the then President and against newspaper editors Veloso (Canal) and Mbanze (MediaFax) for reprinting the Facebook entry. Due to Veloso's illness, only Castelo-Branco and Mbanze were on trial. After a one-day trial, in which arguments were presented, the accused were acquitted, and the main judge in the case presented a long treatise on the freedom of expression. In very simple terms, the judge concluded that the Facebook posting had been 'impolite' or 'unrefined', but well within the normal bounds of freedom of expression. The court case gathered a lot of attention from domestic media and some from the international media as well. Subsequently, despite a very clear judgment, the authorities decided to appeal the case to the next level, which means that the case is technically still active. IREX/MSP played a very active role, albeit mostly below the radar, in organizing and coordinating a response and public support for the accused and to inform the public about the issues at stake. In parallel, the process of operationalizing the FOIA continued. This is a process that technically started in January 2015, but which only gathered some momentum towards the end of June. Civil Society Organizations (CBOs) were consulted in the preparation of the implementation guidelines and framework for the law, and this consultation process was also largely organized by IREX, although IREX was only one of a handful of media-oriented CBOs involved in the process.

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

- MSP media advocacy activities were largely dominated and driven by two factors in the quarter: (a) the freedom of expression court case and (b) the FOIA implementation.
- IREX played an active role in helping to shape the response to both these processes.
- Several public debates, meetings and materials were produced, often directly or indirectly supported by IREX staff members.
- One of the materials produced was a FAQ flier for the CSO community and the general public outlining and explaining the key aspects of the FOIA.
- The most notable meeting or debate during the quarter was a public debate with more than 100 participants at Hotel Atlantis that focused on the court case.
- In connection with the court case, a Facebook page was also established (entitled *Vozes nao silenciadas*), which quickly attracted a large following.
- For issues related to the FOIA and the implementation of the law, another web page was created with IREX support, and this web page is still under development.
- The process of strengthening the organizational capacity of media associations to carry out their own media advocacy activities continued.
- In July, some seventeen organizations gathered for a two-day intensive training in how to develop effective advocacy and communication strategies.

### **(A) STRENGTHENING MEDIA ASSOCIATIONS**

- IREX finalized the Media Partner Assessment Tool (MPAT), the main M&E tool for the development and measurement of media associations. The MPAT was adapted and contextualized from the IREX-implemented media program in Georgia.
- Using this tool, MSP is now working with five targeted media associations: ACFM, AJINA, AMCS, RECAC and REJOPAM.
- MSP worked with AJINA, a Nampula-based media association, to develop its advocacy, outreach and communication strategies. The resulting documents and plans helped guide the association's activities related to the implementation of the FOIA and other relevant advocacy activities.
- MSP furthermore helped ACFM submit its official registration documents, having worked through the association's statutes and other requirements.
- MSP also assisted AMCS to develop a detailed activity plan for work linked to the effective implementation of the FOIA. MSP is part of the AMCS team disseminating information about the FOIA.



*In July, seventeen leaders of media associations met at IREX in July to discuss strategic management.*

**Snapshot:** On July 17, seventeen leaders of civil society organizations concluded a two-day course on Strategic Management for Media Associations, focused on effective Advocacy and Communication; Monitoring and evaluation; and Information Technologies on the Internet. “The first thing I will do once I get back to my office, is to create a Facebook page for my organization,” said Palmira Velasco, executive director of AMCS, after the meeting. “I got a lot of practical knowledge about M&E and advocacy, and I feel I am now able to prepare a communication and advocacy strategy to work more effectively,” said Edgar Mabui, representative of the Confederation of Economic Associations of Mozambique. The course was facilitated by three IREX staff members.

### **(B) IMPROVING LEGAL FRAMEWORK**

- During the quarter, a key focus of the advocacy area was supporting the development and finalization of an implementation framework for the FOIA, a process that should technically have been concluded by the end of June.
- IREX produced analyses of the best examples of FOIA and FOIA implementation around the world. The resulting recommendations were compiled and shared with partners.
- As part of this process, IREX convened or co-convened several meetings of CSOs and other stakeholders to work through FOIA implementation related issues. With partner CSOs, IREX hosted two working meetings on the implementation framework and participated in others.
- The work with the operationalization and effective implementation of the FOIA is an ongoing process, and this process continues to be discretely guided by IREX.
- At present, the recently approved implementation framework is under review by the CSO partners. IREX is also analysing whether the CSO recommendations were included.



*An information flier with answers to frequently asked questions about the FOIA.*

- In order to promote the FOIA and disseminate information about the law, an information flier was prepared (above), addressing most frequently asked questions (FAQs) about the law. The flier was distributed to media associations, media outlets, community radios and other relevant stakeholders.
- In parallel, a Facebook page has been established, and a web site is being set up under the auspices of Sekelekani, a civil society organization, with direct and indirect support from IREX and others.
- During the quarter, IREX organized or co-organized three public debates, one of which took place at Hotel Atlantis and attracted more than 100 participants. This debate was on the topic of the court case against Castelo-Branco and Mbanze.
- Overall, it was concluded that public debates held in a “neutral” venue could be more effective in attracting a larger audience, although the topic of the debate naturally is also a key factor in attracting participants.



*More than 100 people participated in the debate on the ongoing freedom of expression court case against Castelo-Branco and Mbanze.*

*Left to right: Fernando Goncalves (MISA), Arsenio Manhice (IREX) and Paul Fauvet (AIM) spoke at the debate.*

### **(C.) IMPROVING SECURITY FOR JOURNALISTS**

- As indicated above, the trial of economist Carlos Nuno Castelo-Branco and MediaFax Editor Fernando Mbanze was a dominating feature of the quarter. The one-day trial took place on August 31, and the sentencing took place on September 16, which is a normal sequence and timeframe in the Mozambican justice system.
- Castelo-Branco was accused of crimes against state security, by criticizing the then President Armando Guebuza, whereas Mbanze was accused of abusing the responsibilities of the press. Both were acquitted, but the authorities subsequently appealed the case, which means that it technically speaking has not been concluded.
- IREX played an active, yet mostly discrete and under the radar role in mobilizing media professionals, other media organizations and the general public through articles, debates and meetings.
- One article authored by IREX staff, which was one of many articles authored by many people involved in the mobilization effort, presented the legal arguments relevant to the case, effectively demonstrating why the two accused should not be tried or sentenced.
- The same was communicated by IREX staff member Arsenio Manhice in a TV debate on TIM television. This too was only one of several TV appearances by Manhice on this and related issue at the time.
- A few days before the trial in the end of August, the group of active CSOs organized a press conference to address the trial and announce a public demonstration before and during the trial. IREX, however, did not play any role or participate in this aspect of the public mobilization process.
- A Facebook page that was created to mobilize public opinion, VOZES NÃO SILENCIADAS (Voices not silenced), had more than 50,000 views in only a few days, which is unprecedented in the Mozambican context. The Facebook page was set up by IREX in collaboration with Sekelekani and Olho do Cidadão.
- It should be noted here that IREX sought to maintain an active, but low profile in all these activities, preferring other, domestic organization to be the public face of the efforts.
- After the trial, IREX helped make available materials and photos that were used by both the national and international press in reporting from the trial.
- The follow up to the court case and the core issues of freedom of expression raised by it, as well as legal implications and the case for changing certain aspects of legislation, continues and will be reported on in future reports.



*Civil Society Organizations played a key role in mobilizing media and public opinion in connection with the court case.*

*Left to right: Armando Nenane (AMJJ), Ericino Salama (IBIS) and Fernando Goncalves (MISA).*

## **RESULT 6 – GENDER**

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**The big picture:** A key aspect of the MSP approach to gender/gender-based violence issues is to look for program synergies and integration by sharing or coordinating resources, beneficiaries and activities across program areas. 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 workshops. Similar close 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 community radio stations. The general strategy has a double objective: (a) improving gender awareness, knowledge, techniques and approaches of journalists and (b) increasing the space and attention paid to gender/GBV in the media.

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

- In the quarter, Gender / GBV activities focused on three main lines of action: (a) courses on human trafficking, (b) production of a best practices guide for journalists and (c) mentorship of selected journalists on gender issues.
- Two one-week courses on human trafficking took place in August and September, one in Maputo and one in Nampula, both at IREX facilities.
- In total, some 39 journalists and community radio reporters were trained on human trafficking and related issues.
- During the quarter, the process of preparing a best practices guide for reporters on gender and GBV issues continued, and the guide is scheduled for printing and publication before the end of the current calendar year.
- Through a joint effort with Gender Links, IREX mentored three gender reporting award winners during the quarter, and this process is ongoing.

### ***(A) COURSES ON HUMAN TRAFFICKING***

- Two one-week courses on human trafficking took place in August (31/8-2/9) and September (22-25/9), one in Maputo and one in Nampula, each course targeting journalists in the Southern and Northern regions respectively.
- A total of 39 journalists and community radio reporters were trained.
- The human trafficking course aimed to strengthen the skills of journalists in coverage of cases of trafficking in persons through the sharing of best practice in addressing such cases and the implications of them.
- The courses also opened a space for dialogue and discussion between journalists and organizations which play a role in the prevention and follow up of these cases.
- Subjects and articles being analyzed were based on MCAT analysis and data from articles published last year.
- One conclusion that was drawn by the analysis was that human trafficking articles may vary greatly in quality (from 30 per cent to 92 per cent, in the sample provided), and as a consequence, concrete steps to improve quality were outlined and discussed.
- Among the people trained were five journalists from the Association of Independent Journalists of Nampula (AJINA), which used the lessons learnt to integrate a similar component into its own introductory journalism trainings as well as to replicate the entire course for its own members
- The course included co-facilitation by the Attorney-General's (PGR) office, where PGR representatives informed and reported on the current state of human trafficking in Mozambique, especially in relation to the trafficking of young girls.
- The PGR representatives challenged journalists to take on an active role in combating human trafficking through strong, accurate and high-quality reporting.

- The PGR furthermore stressed the importance of media's cooperation and collaboration in addressing trafficking cases and expressed its interest in collaborating with journalists on specific cases of trafficking in Mozambique.
- Representing Terre des Homme, Lea Boaventura co-facilitated a session that was intended to give journalists knowledge and understanding of relevant support services for victims of trafficking.
- The analysis outlined rights and responsibilities and compared international and national law, and reviewed the implementation of relevant laws in the country.
- Boaventura also took the opportunity to make specific recommendations for the journalists to take special care about the safety of victims, survivors and subjects.
- In addition, a separate segment of the course focused on safety and security issues and helped the journalists become familiar with these aspect and also helped them identify relevant risks and risk mitigation strategies.
- Issues related to access to information, and where to look and which resources to use, were also addressed.



*Participants in the MSP course on human trafficking course engaged in group work during one of the training sessions.*

### **Closer collaboration can help fight human trafficking**

Closer collaboration between journalists, civil society and local communities can help fight human trafficking. This was a key conclusion of a training seminar on trafficking in persons held at IREX over the last three days. Some twenty journalists and members of civil society participated in the seminar. "Insufficient communication between the media and civil society helps perpetuate misconceptions around this topic," said Lea Boaventura, one of the training facilitators, stressing the simultaneous need to inform about the topic and protect the safety of human trafficking victims. "For example, if the media discloses the location of safe houses, this could endanger victims," explained Boaventura. District attorney for Maputo, Marcelino Vínculos, who spoke at the seminar, said that journalists have a responsibility to educate the public about the dangers of human trafficking and about how traffickers operate. "Even if there is ineffectiveness in the justice system, journalists have the power to draw attention to the issue," added the prosecutor. All training participants agreed that more knowledge, materials and funding are important to address human trafficking. "This training has given us knowledge to write in depth on the topic," said Jeque de Souza, journalist at the Savana weekly newspaper. "Investigative journalism provides us with a framework to get the most information out of our sources," commented Tawida Aly of TV Sucesso.



*Participants in the training seminar on human trafficking that took place at IREX August 31 through September 2.*



*Jeque de Souza, seminar participant and journalist at Savana, sharing his impressions after the seminar.*

### **Greater involvement of journalists can reduce the trafficking of girls in Mozambique**

More than 20 journalists and community radio reporters participated in an MSP training on trafficking in persons (TIP) that took place in Nampula last week. “When we report on the trafficking of girls, we make everyone aware of the issue,” commented Radio Mozambique reporter Deolinda Morreira, one of the participants. According to reports by Save the Children, many women and children are trafficked from Mozambique to South Africa and other neighboring countries every day, often feeding the sex industry or ending up as domestic help under exploitative conditions. “The figures show that we are facing a new form of slavery, one that is far from over,” said Zaquias Juma of the Nangade community radio, emphasizing the need to act to address the issue. Through the training, the participants were equipped with specific knowledge, tools and approaches that help them report on trafficking. The training program aims to strengthen the skills of journalists to produce more and better stories on trafficking with a focus on girls and young women, a particularly vulnerable group, with the objective of preventing trafficking cases from happening. “I have tools now that I can use to help my colleagues to cover trafficking cases,” concluded Zaquias Juma.



*Training participants Jumito Zeferino (Rádio Ehale) and Elisa Anselmo (Community Radio Mocímboa da Praia).*

**(B) BEST PRACTICE GUIDE FOR GENDER/GBV COVERAGE.**

- IREX is working on the preparation of a best practices guide for reporting on gender and GBV issues, with the aim of publishing this guide before the end of the calendar year.
- A working group of journalists and civil society representatives was constituted to consolidate the final set of recommendations to be included in the best practices guide.
- The working group meeting was an opportunity for civil society to interact with the media and for both to explore ways to ensure that information about GBV reach the public in an informative and educational way.
- A key feature of this is not to expose the identity or violating the privacy of the individuals involved, be they victims or accused perpetrators of violence.
- The best practices guide includes recommendations to report on cases of: domestic violence, human trafficking, early marriages and homosexuality.
- The purpose of the guide is to support journalists in the production of impactful, relevant and high-quality GBV reports in the media.
- The guide reinforces earlier and ongoing training activities aimed at improving the quality of reporting on such issues. It also represents a repository of the lessons learnt.
- Furthermore, the best practices guide addresses the legal aspects of gender issues, including the rights, responsibilities and potential liabilities of journalists. This work involves a collaborative effort between IREX staff covering Advocacy and Gender.
- The guide also contains a register of relevant resources and contacts that may be used to seek in-depth information or follow up to concrete issues or cases.

**(C) MENTORSHIP OF JOURNALISTS**

- Through a joint effort with Gender Links, IREX mentored three gender reporting award winners during the quarter, and this process is ongoing.
- The three mentored journalists, who receive regular and structured follow up, won their respective categories (i.e., print, radio and TV) during a gender summit organized by Gender Links in the previous quarter. IREX provided the funding for the award for these categories, but on the condition that the winners would agree to follow up mentoring on gender issues.
- Of the three journalists, two concluded the mentorship process, whereas the other two provided reasons for not completing it.
- Bernardo Selemane of Radio Mozambique, was mentored in the radio category and produced two articles about the relationship between the spread of HIV and the low participation of men in antenatal consultations.
- One of the mentored journalists, Aida Matsinhe of Magazine Independente, produced a story on obstetric fistula in Mozambique, and her articles received very high MCAT scores.
- The mentorships were concluded by the end of October (next reporting period).

**Some challenges being addressed:**

- Editors play a key role in determining the extent of gender/GBV coverage and the prominence that such reporting will be given. For example, the story by Aida Matsinhe was designed to take up two full pages, but after review by the editor, the size of the article was reduced, which had implications for the content: the testimonies of two women were excluded from the published piece.
- Participation of journalists in training events depends on their interest in the subject, motivation and focus. Many journalists are not initially interested in the topic.
- While co-facilitation by external agencies help to bring some insight into the core issues, the contributions are often less than well prepared and not well integrated into the overall structure of the training, which in the worst case could be counterproductive.
- IREX is constantly and concretely consulting, however, on how to improve the trainings.

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

### ***Firms involved in the Census of Companies suspended due to ML reporting***

The government temporarily stopped working with several firms providing census services when research and reporting by Media Lab trainees discovered that the allocated resources were not used appropriately. For example, some of the vehicles and equipment involved had been diverted to private use. Even when the article produced by the trainees was not published in a printed journal, their mere reporting on the issue caused the government to look into the issue and take action towards the firms involved. The same investigation discovered that the National Institute of Statistics (INE) had not paid census workers their salaries for more than two months, a situation which was addressed and resolved by the INE when questions were asked.

### ***Illegal factory shut down due to ML reporting***

After a report made by ML trainees for the television newsreel on a buckler factory in Matola, owned by WIETC Lda., which was operating without the required environmental protections or adequate concern for the social impact on the local population, the factory was shut down by the authorities. Again, even though the reporting did not come from or was reported by an established media outlet, the inquiries and investigative reporting in themselves were enough for the authorities to decide to take action against the factory.

*The above examples show that the reporting by the trainees can have a direct impact on decisions and actions of the authorities and others. Such examples are effective learning opportunities for the ML participants, who can see that their reporting lead to direct and concrete positive consequences.*

### ***Legislative progress***

The Council of Ministers adopted the implementation framework (regulations) of the Right to Information Act on September 13, 2015. Prior to this, IREX made a survey of the implementation frameworks for such laws in other countries and subsequently organized two meetings with civil society organizations to discuss the recommendations. The material produced was used by civil society as input in what was submitted to the government concerning the drafting of the implementation framework.

### ***Journalist safety and security – freedom of expression***

Economist Carlos Nuno Castel-Branco and MediaFax, editor Fernando Mbanze were acquitted by the court of threats to state security and press crimes respectively. Prior to the trial, IREX promoted debates and produced documentation with relevant arguments to protect the freedom of expression. A Facebook page called Voices Not Silenced served to mobilize and coordinate civil society and public opinion.

### ***Radio program on human trafficking reaches Tanzania***

After participating in the content production course on human trafficking, Zacchaeus Juma of CR Nangade in northern Cabo Delgado produced a radio debate on the subject. The debate reached across the border to Tanzania as well, where a dialogue was opened up between the authorities and residents of that country.

### ***Members of TV Surdo make strides in the development of technical skills***

Eight members of TV Surdo started participating in daily training activities at IREX in the beginning of the quarter and showed significant progress over the course of the quarter. At the end of the quarter, the participants were able to use several different software programs, including email, internet and social media and had improved their written language skills significantly. The group also made great progress in the development of production skills.

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

Project Performance Indicators can be found in Annex I. During the quarter, the M&E team and processes made strides in terms of consolidating the tools and processes used to track the progress of the program. Most importantly, the interaction between program staff and M&E staff grew, with more detailed, in-depth and substantive discussions about data and indicators. Program staff are increasingly using the data generated in their own reflection and planning.

### **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 and intensified this quarter. The collaboration focused initially 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 quarter, Dialogo co-sponsored one of the community radio training seminars. In the next quarter, Dialogo will sponsor the visit of IREX program staff to Tete to work with Dialogo media partners in that province. 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. IREX is also in frequent contact with UNICEF in connection with the coordination of ongoing and planned community radio activities.

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

#### **Result 1 – Capacity Building**

- The first quarter of FY 2016 will focus on the continued development and intensification of Media Lab training activities, with the aim of continuously strengthening the technical skill level of the trainees.
- The intensification of activities includes preparing bi-weekly TV news reels and newspapers with content produced by the trainees.
- The team will continue to tap into available external resources, such as Byron Kominek at USAID, who will teach small groups on environmental reporting.
- A multimedia portal for the Media Lab will be launched before November 30, providing an online platform for content placement.
- During the quarter, a “making of” documentary will be produced to show the learning process and how the trainees go about making their reports.
- Intensive language courses in Portuguese will continue, consolidating and expanding the linguistic platform needed for a solid journalistic career.
- The coaching and mentoring of seasoned journalists will resume, with a focus on journalists from media partners under program component 2 (business).

## **Result 2 – Business Operations**

- In the next quarter, both Magazine Independente and Catembe.com will be launching new web sites. This will be done in parallel with the implementation of the marketing strategies for the two outlets and the start of end-of-year marketing campaigns.
- The sales and marketing teams of these outlets will be trained to master and manage online product sales techniques and to sell advertising across platforms.
- During the quarter, IREX will seek to add one or two new partners to continue the work of developing digital, design and marketing capabilities.
- New management tools and competencies will be shared with partners aimed at improving business performance (e.g., financial controls, credit controls, procedures).
- The New Media Initiative (NMI) will be launched before the end of the year, with the awarding of seed funding to individuals engaged in digital innovation.

## **Result 3 – Journalism Education**

- The ECA teachers will follow up on and carry out supplementary work for the academic modules at Rhodes, in preparation for the next module in January 2016.
- The ECA teachers will continue to seek opportunities to integrate lessons learnt from their training into their own classroom management and teaching.
- In particular, the group will continue to use digital tools, including Facebook and Dropbox in their teaching efforts, in order to create an interactive and efficient work flow.
- Further steps will be taken, with guidance both from Rhodes faculty and IREX staff, to develop the ECA journalism curriculum.

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

- A key focus of the next quarter is the advancement of the small equipment program, through several activities: procurement, distribution, maintenance training.
- The equipment allocation will take part through in-kind grants to the participating partner stations.
- The station mentorship program will continue.
- A series of trainings in Adobe Audition, digital tools, social media will continue.
- After the quarter, a thorough assessment of the current status of development of each partner station will take place, taking stock of the progress made thus far.

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

- In the work with associations, a total of 10 managers will be trained, with assistance from program component 2 (business).
- All target associations will also be offered the opportunity to acquire and develop their own web sites.
- In the work with the FOIA implementation, a trainer of trainers course for at least 15 association members will take place, in coordination with other CSO partners.
- A web site for the monitoring of the FOIA implementation will be developed.
- A manual for the safety and security of journalists will be prepared, and three public debates will be held, preferably in collaboration with CSO partners.

## **Result 6 – Gender and Media**

- In December, there will be a press briefing about the access to education opportunities by girls, with review of the implications of limited opportunities and focus on strategies.
- IREX/MSP will participate actively in the “16 days of activism”, in particular by drawing attention to gender/GBV reporting and best practices.
- IREX/MSP will also participate in the selection and follow up of reporters awarded for reporting on premature marriages.
- By the end of the quarter, the best practices manual will be completed, published, disseminated and promoted to relevant stakeholders.

## 7. Evaluation/ Assessment Update

<b>Evaluations, Assessments, Studies and Audits</b> Include any and all types of evaluations, financial or programmatic, internal or external.	
<u>Completed:</u> List evaluations, assessments, studies and/or audits held last year	Major Findings/Recommendations
<ul style="list-style-type: none"> <li>• Data Quality Assurance Audit. USAID. April 2014.</li> <li>• Administrative and Financial review. USAID. May 2014</li> </ul>	<ul style="list-style-type: none"> <li>• The results from the DQA have been shared with MSP and are being followed up on by MSP.</li> <li>• A final report from the financial review has not yet been shared with MSP.</li> </ul>
<u>Planned:</u> List evaluations, assessments, studies and/or audits planned for next year	
<ul style="list-style-type: none"> <li>• Mid-term Evaluation by USAID contractor NORC took place May-July 2015, with field work undertaken by the evaluation team in May. The evaluation team's report is being prepared, but has not yet been completed and/or shared.</li> </ul>	

## 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.

## 9. Success stories and photos

### ***Story 1: MSP Media Lab trainees focus newscast on environment, human rights, social exclusion and gender***

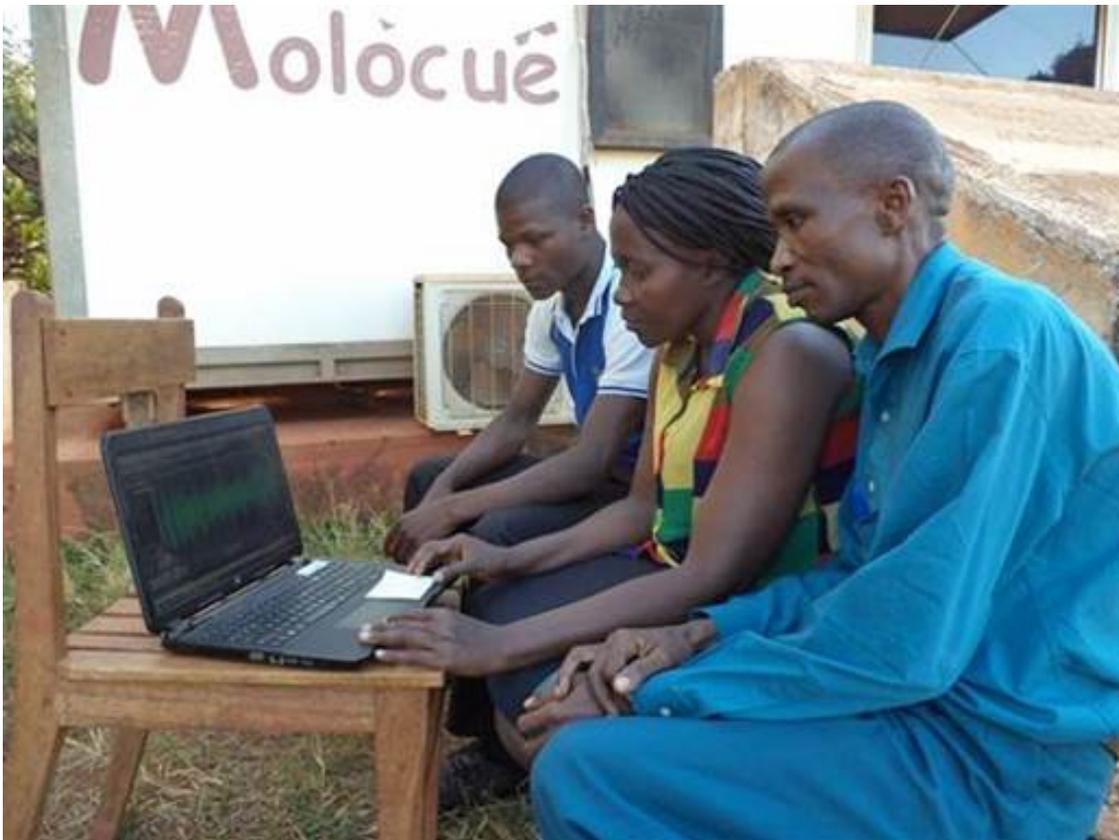
As part of their journalism training, participants in the MSP Media Lab learn how to prepare TV newscasts. “We wanted to focus on issues of public interest, from both rural and urban areas, and give a voice to disadvantaged people and victims of human rights violations,” said Nelio Machiane, who made a report on the dangers faced by scavengers at the Hulene trash dump in Maputo. The newscasts are organized in 3-5 minute segments and presented by two anchors, who guide the viewers through the various topics and facilitate the transition from one segment to the next. Apart from developing their journalism skills, the Media Lab trainees learn how to film and edit news reports, which helps them understand and master the entire production chain of a news program. The trainees take turns in fulfilling key roles, such as reporter, editor and presenter. The Media Lab program focuses on developing or strengthening practical skills in recent journalism graduates and emerging journalists, bridging the gap between the theory learnt in school and the practice needed in the market place.



*MSP Media Lab trainee Ana Macuácuá (left) made a report on the public transport crisis in Maputo, while Rogério Benedito (right) reported on the living conditions of the residents of Bairro Luís Cabral.*

**Story 2: Community radio associates learn software and digital editing techniques**

“Now that I have learnt to work with the Adobe Audition software, I am able to produce better programs,” said Angelina Gravata, a radio announcer working at the RC Mocuba community radio station in Zambezia province. “Before I only used the computer to queue music to be played on the radio, but now I want to use my skills to produce programs for and about women,” continued Angela, who was one of fifteen participants in a recent training on digital editing techniques that took place in Alto Molocué in Zambezia. The training was based on the production and editing of actual radio programs, enabling each participant to enhance the flow and quality of the material presented. “Learning a program like Adobe Audition, without having strong computer skills, was definitely a challenge for me, but definitely worth it,” said Angela. “We will be able to take the skills we have learnt back to our radio stations and share with our colleagues who did not take the training,” commented Aulina Júlio of RC Ile and Vieira Fernando of Radio Erive. “My next steps are to continue to improve my skills [using the software] and teach others how to use it”, said Aulina, stressing the need to extend the lessons learnt throughout the community radio stations.



*Angelina Gravata (center) with community radio colleagues practicing digital editing of radio programs.*

**ANNEX 1: M&E Quarterly Report (July-September 2015)**

This report summarizes the progress made in FY 2015 Quarter 4 (July through September 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. 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. Any remaining data errors or bugs in the system may be considered anomalies due to data entry errors, but they are no longer due to systemic problems in the data processing.

The updated (as of September 30, 2015, the end of quarter 4) MSP indicator tracking sheet (ITS) is included on the following pages. The ITS is the monitoring tool used by MSP to assess progress on a monthly, quarterly and annual 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 the 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 was prepared (these were shared as an annex to the previous quarterly report).

The indicator tracking sheet for the quarter is followed by some brief comments and a selection of supporting graphs and tables. For a precise definition and explanation of each indicator, please refer to the referenced document with annotations. It should be noted that the comments below are not intended to explain all aspects of each indicator, but to highlight certain select and relevant points.

## Indicator Tracking Sheet (ITS) updated as of October 31, 2015:

#	INDICATOR	Previous			Current FY15-Q4	YTD	FY15 Target	FY15 Variance	PTD	LOP Target	LOP Variance
		FY15-Q1	FY15-Q2	FY15-Q3							
<b>Result 1: Capacity Building</b>											
1.1	Number (#) of targeted <b>journalists</b> .	0	24	29	7	30	10	20	59 *	50	9
	<i>Men</i>	0	23	28	7	29	8	21	53	40	13
	<i>Women</i>	0	1	1	0	1	2	-1	6	10	-4
1.2	Number (#) of targeted <b>journalists</b> that demonstrate improvements in the prof. quality of media content they produce.	0	9	13	5	13	8	5	29	40	-11
1.3	Percentage (%) of targeted <b>journalists</b> that demonstrate improvements in the prof. quality of media content they produce.	0%	38%	45%	71%	43%	80%	25%	74%	80%	6%
2	Number (#) of training days provided to <b>journalists</b> with USG assistance, measured by Person-Days of Training.	678	601	1,017	712	3,008	1,000	2,008	5,364	5,000	364
	<i>Men</i>	517	458	781	467	2,224	700	1,524	3,877	3,500	377
	<i>Women</i>	160	143	236	245	784	300	484	1,486	1,500	-14
3	Number (#) of <b>journalists</b> trained with USG assistance.	178	185	214	141	531	200	331	944	1,000	-56
	<i>Men</i>	128	144	169	109	407	140	267	685	700	-15
	<i>Women</i>	50	41	45	32	124	60	64	259	300	-41
4.1	Number (#) of MSP trained student interns, fellows and trainees.	2	35	0	33	70	30	40	140	150	-10
	<i>Men</i>	0	16	0	13	29	15	14	65	75	-10
	<i>Women</i>	2	19	0	20	41	15	26	75	75	0
4.2	Number (#) of MSP trained student interns, fellows and trainees that obtain relevant employment in the media sector.	n/a	n/a	n/a	n/a	19	18	1	33	90	-57
4.3	Percentage (%) of MSP trained student interns, fellows and trainees that obtain relevant employment in the media sector.	n/a	n/a	n/a	n/a	27%	60%	-33%	24%	60%	-36%
<b>Result 2: Business Sustainability</b>											
5.1	Number (#) of targeted <b>media outlets</b> .	4	7	4	4	7	5	2	12	15	-3
5.2	Number (#) of targeted <b>media outlets</b> that meet professional standards.	0	0	0	0	0	3	-3	0	12	-12
5.3	Percentage (%) of targeted <b>media outlets</b> that meet professional standards.	0%	0%	0%	0%	0%	60%	-60%	0%	80%	-80%
6.1	Number (#) of <b>non-state news outlets</b> assisted by USG support.	61	69	68	43	74	20	54	81	100	-19
6.2	Number (#) of <b>state news outlets</b> assisted by USG support.	8	4	12	9	12	4	8	13	20	-7
<b>Result 3: Education</b>											
7	Percentage (%) of participating ECA faculty members that continue to pursue higher academic qualifications.		100%	100%	100%	100%	100%	0%	100%	100%	0%
	<i>Men</i>		5	5	5	5	5	0	5	5	0
	<i>Women</i>		1	1	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.				8	8	6	2	8	8	0

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8.2	Percentage change (%) in survey scores on perceptions of quality of curriculum and curriculum implementation at ECA.				n/a	0%	0%	0%		25%	-25%
<b>Result 4: Community Radio</b>											
9.1	Number (#) of <b>non-state community radios</b> receiving assistance from MSP.	52	14	28	23	52	20	32	64	50	14
9.2	Number (#) of <b>state community radios</b> receiving assistance from MSP.	4	2	8	7	9	10	-1	10	10	0
10.1	Number (#) of targeted <b>community radio stations</b> .	9	0	12	32	32	10	22	32	30	2
10.2	Number (#) of targeted <b>community radio stations</b> that progress one or more stages towards model station status.					0	18	-18	0	24	-24
10.3	Percentage (%) of targeted <b>community radio stations</b> that progress one or more stages towards model station status.					0%	60%	-60%	0%	80%	-80%
<b>Result 5: Advocacy</b>											
11.1	Number (#) of <b>media sector CSO</b> and/or institutions assisted by USG support.	24	10	7	5	27	10	26	34	20	14
11.2	Number (#) of <b>targeted media sector CSO</b> and/or institutions assisted by USG support.	3	1	3	5	5	4	1	12	10	2
<b>Result 6: Gender &amp; Media</b>											
12.1	Number (#) of media professionals or media sector professionals who complete an activity pertaining to gender norms that meets criteria.	0	0	25	42	67	60	7	67	120	-53
	<i>Men</i>	0	0	15	29	44	30	14	44	60	-16
	<i>Women</i>	0	0	10	13	23	30	-7	23	60	-37
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	150	153	303	100	203	303	300	3
	<i>Men</i>	0	0	90	111	201	50	151	201	150	51
	<i>Women</i>	0	0	60	43	103	50	53	103	150	-47
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%
<b>Result 7: PWD</b>											
14	Number (#) of training days provided to <b>PWD journalists</b> with USG assistance.	0	0	0	246	246	40	206	246	300	-54
15	Number (#) of <b>PWD journalists</b> trained with USG assistance.	0	0	0	8	8	15	-7	8	45	-37
	<i>Men</i>	0	0	0	3	3	3	0	3	25	-22
	<i>Women</i>	0	0	0	5	5	5	0	5	20	-15

\* 20 journalists working for TV and Radios, were considered although for other Indicators, only the universe of 39 which are those working for print Media Outlets.

Commentary:

**Indicator 1. Number of targeted journalists.** This indicator refers to seasoned journalists mentored by IREX staff. As of the end of Quarter 4 and FY 2015, some 59 journalists had been mentored to date (PTD = program to date). Of these, 30 were mentored during FY 2015. IREX is tracking all journalists mentored, but is only tracking quality improvements in those that have sufficient pre- and post-intervention written product to be adequately measured by the MCAT methodology. As of October 31, 2015, some 39 of the 59 reached the minimum requirements for being assessed, and of these, 29 individuals or 74 per cent showed improvement after being mentored (see indicator 1.2 and 1.3). The full list of mentored journalists is included below. While this is not a very bad result, it is below the 80 per cent target set by the program, and continued effort goes into increasing this quality score – by (a) providing continued feedback to the journalists and (b) increasing the number of journalists who have enough product to be measured. Furthermore, efforts will be made to mentor more women journalists to reach a target of 10 women out of 50 in total mentored.

**Indicator 2. Number of Person Days of Training (PTD).** By the end of FY 2015, which corresponds to approximately 65% of program time elapsed, IREX/MSP had already exceeded the target of 5,000 PTD over the life of the program. This is primarily due to a very high activity level in Year 2 and 3 of the program, with a strong focus on broad-based training courses for a relatively broad audience. In the final two years of the program, activities will be more targeted and focused on fewer beneficiaries, so the PTD number is expected to be lower for Year 4 and 5. In terms of total training, the gender balance is better than for mentored journalists (indicator 1), with 1,486 out of 5,364 PTD being for female participants.

**Indicator 3. Number of journalists trained.** By the end of FY 2015, this target had nearly been achieved, with 944 trained versus a target of 1,000. Of these, some 259 were women. Again, with the shift towards a more in-depth approach, with greater focus, more intensity and fewer beneficiaries, the number of additional journalists trained will only grow moderately in Year 4 and 5.

**Indicator 4. Number of trained interns.** By the end of FY 2015, some 33 interns, funded interns or fellows out of 90 trained by IREX had obtained relevant employment. This number will, however, increase as more interns complete their programs and trainings, and IREX considers that achieving a success rate in placement of interns of 60 per cent remains realistic (versus a current success rate of 24 per cent).

**Indicator 5 and 6. Number of outlets.** Number of outlets that meet professional standards – should be noted here that a new measurement tool was being implemented as of the quarter – the Media Partner Assessment Tool (MPAT), with baselines being recorded for current media partners. A copy of the MPAT tool is included further below. At the present time, all these partners scored very low, but this simply represents a baseline rather than a result, and scores are expected to increase significantly as IREX/MSP interventions take hold over the coming quarters. Overall, IREX/MSP expects all targets under Result 2: Business (indicators 5.1-6.2) to be achieved.

**Indicator 7 and 8. Education.** All six ECA teachers are still enrolled in and successfully progressing through the graduate programs at Rhodes University. In the middle of the quarter, a baseline survey was administered to provide a platform to measure the progress of the participating teachers until the end of the training and beyond. Some of these results are included further below for illustration and reference.

**Indicator 9 and 10. Community radio.** IREX/MSP is currently working with its full target set of 32 partner stations, each of which has been base lined according to a separate measurement framework. A follow up assessment will take place in Quarter 2 of FY 2016 to monitor progress in the work with these partner stations. See commentary under Result 4: Community Radio above regarding certain obstacles encountered in Nampula.

**Indicator 11. Advocacy.** Number of media sector CSOs assisted – in terms of both the overall and the targeted number of such CSOs, IREX/MSP has exceeded the numerical targets. The difference in depth between the two categories is, however, significant. The overall number (indicator 11.1) includes all CSOs that have participated in any training, for example if one member of the CSO participated in a specific training on elections and election reporting, whereas the targeted number (indicator 11.2) involves more direct, more customized and deeper interventions and follow up by IREX. The latter indicator therefore is more representative of the higher impact work being carried out.

**Indicator 12 and 13. Gender.** Number of media professionals completing a gender/gbv activity – by the end of FY 2015, some 67 journalists had been trained in such activities versus a target of 120. This represents about the halfway point of the timeline for this program component, so this indicator is on track. In terms of the overall number of person days of training (PTD) on gender, the target was already achieved. This is because the number of journalists trained is a threshold indicator where participants are counted once if and when they have passed a threshold of 10 hours of training, whereas the PTD indicator measures the overall volume of the training. This relationship reflects that in most cases, the journalists trained participated in trainings usually lasting up to one week.

**Indicator 14 and 15. PWD.** Number of people with disability (PWD) trained - IREX/MSP started daily trainings of a core group of deaf persons in July 2015, thus reaching 246 PDT for PWD. While this program component has not been officially included in MSP yet, IREX/MSP has started counting the PDT for PWD for trainings specifically targeting the TV Surdo (Deaf TV) training.

Table listing mentored journalists and their average GMAT scores (where available):

Total number of Mentored Journalists:			59	Journalists (#) who improved quality of articles:		29
Universe of journalists evaluated (excluding TV and Radio)			39	Per centage of Journalists who improved:		74%
NAME OF JOURNALIST	MENTORSHIP DATE	Nr OF ARTICLES	Art. Before	Art. After	COMMENTS	
Adérito Bié	Feb, 2013	0 - 6		75%	Antes deste periodo, este era apenas estudante.	
Amós Fernando Zacarias	Feb, 2013	3 - 4	85%	91%	TV Miramar	
André Catueira	Feb, 2013	5 - 9	67%	80%	BOM	
Arginaldo Nhampossa	Jan, 2014	5 - 12	70%	76%	BOM	
Artur Cassambay	Aug, 2014	6 - 5	52%	72%	BOM	
Aunício da Silva	Feb, 2013	5 - 9	35%	74%	BOM	
Aurélio Novela	Apr, 2015	1 - 0	73%		Parou de escrever muito tempo	
Aurélio Sambo	Jan, 2015	0 - 2		73%	Freelancer.	
Belizário Cumbe	Aug, 2014	3 - 0	84%		Revista Exame - Ainda em contacto	
Benilde Matsinhe	Jan, 2015	0 - 1		100%	Parou de escrever muito tempo	
Benjamin Mabochna	Jan, 2015	0 - 0			Rádio Comunitária	
Borges Nhamirre	Feb, 2013	5 - 7	72%	76%	BOM	
Camilo Silva	Jan, 2015	0 - 0			Freelancer. Não publicou	
Celso Chambisso	Jan, 2015	5 - 5	73%	61%	BOM	
Cláudio Saúte	Oct, 2013	5 - 21	68%	71%	BOM	
Clemêncio Fijamo	Jan, 2015	5 - 5	78%	83%	BOM	
Cleófas Viagem	Jan, 2014	2 - 8	65%	72%	Em actualização	
Cristovão Bolacha	Jan, 2015	10 - 7	63%	68%	BOM	
Daniel Maposse	Aug, 2015	0 - 1		92%		
Diamantino Lauchande	Feb, 2013	0 - 0			Estudante	
Edson Manjate	Feb, 2013	0 - 0			Estudante	
Eva Trindade	Feb, 2013	0 - 0			Televisão.	
Feling Capela	Feb, 2013	0 - 0			Fotojornalista	
Gildo Mugabe	Aug, 2014	4 - 0	75%		Ainda em busca do contacto	
Hélder Massinga	Jan, 2015	7 - 5	71%	62%	BOM	
Hélder Xavier	Aug, 2014	5 - 3	75%	78%	Virou assessor de Ministro da Educação	
Hermenegildo Langa	Aug, 2014	0 - 13		71%	Sem registo antes desse periodo	
Herminio Jose	Jan, 2015	0 - 0			TV	
Hilário Agostinho	Jan, 2015	5 - 5	71%	57%	BOM	
Hilário Dias	Jan, 2014	0 - 0			Radio	
Hilário Massuque	Jan, 2014	0 - 0			Rádio	
Isaías Natal	Aug, 2014	2 - 2	62%	62%	Em processo	
Jaime Ubisse	Feb, 2013	0 - 1		56%		
Jorge Mirione	Apr, 2014	0 - 1		95%		
José Jeco	Oct, 2013	5 - 25	47%	63%	BOM	
Jubílio Tembe	May, 2015	4 - 18	73%	77%	BOM	
Júlio Paulino	Jan, 2015	5 - 5	76%	81%	BOM	
Laque Francisco	Feb, 2013	0 - 0			IREX	
Leonardo Gasolina	Jan, 2015	5 - 11	72%	70%	BOM	
Leonel Albuquerque	Jul, 2015	9 - 8	68%	68%	BOM	
Leonildo Balango	Feb, 2013	0 - 2		80%		
Lucília Xavier	Jan, 2014	0 - 0			Rádio Comunitária	
Lucinda Alfândega	Feb, 2013	0 - 2		62%	Estudante, antes da mentoria	
Lúis Nhachote	Jan, 2015	5 - 5	70%	72%	BOM	
Marcelino Maningue	Jan, 2015	0 - 1		58%	Freelancer	
Miranda Siveleque	Jan, 2014	0 - 1		65%	Maquetizador do jornal Wamphula	
Narciso Nhacila	Feb, 2013	0 - 3		77%	Jornalista Desportivo	
Nelson Mucandze	Apr, 2014	5 - 7	69%	77%	BOM	
Orlando Macuácuá	Jan, 2015	5 - 11	68%	64%	BOM	
Raúl Senda	Jan, 2015	7 - 5	78%	74%	BOM	
Reginaldo Mangue	Aug, 2014	5 - 6	72%	77%	BOM	
Reginaldo Tchambule	Jan, 2015	5 - 32	65%	73%	BOM	

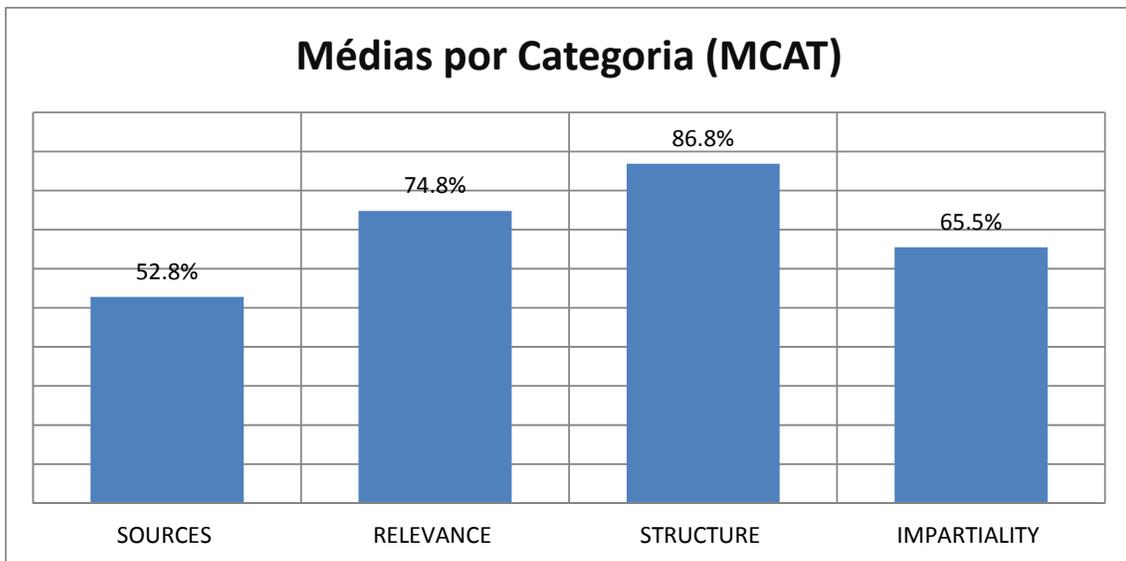
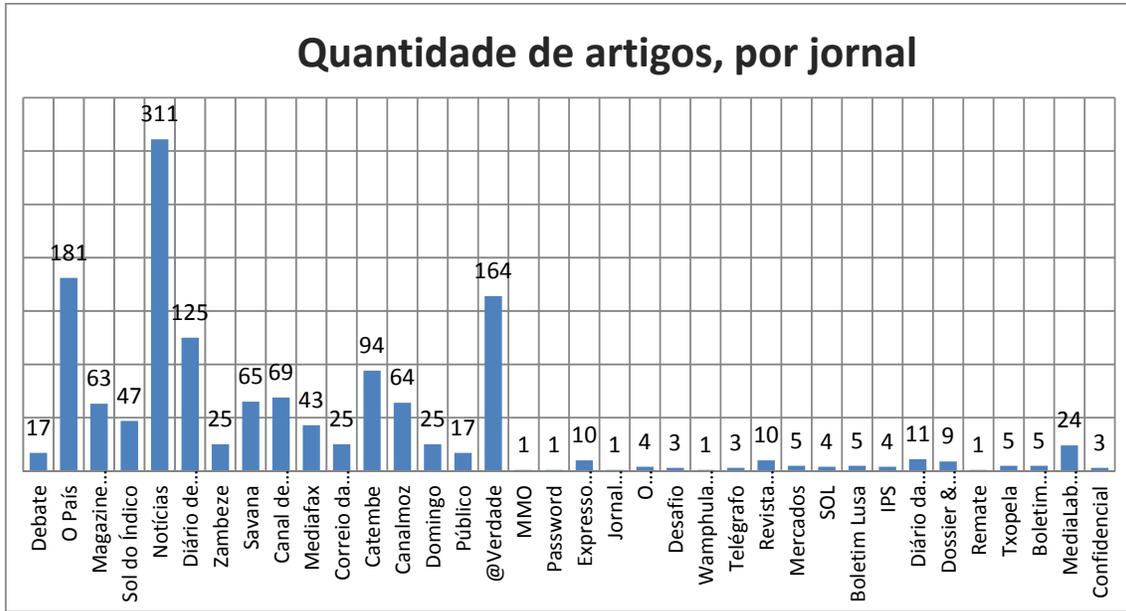
Rosa Fumo	Jan, 2014	0 - 1		65%	
Selma Marivate	Feb, 2013	0 - 0			IREX
Sérgio Fernando	Aug, 2014	5 - 5	73%	80%	BOM
Sérgio Siteo	Feb, 2013	0 - 0			TV
Valdo Mlhongo	Jan, 2015	5 - 5	79%	85%	BOM
Xisco Conge	Mar, 2015	3 - 4	40%	34%	Iniciou com a mentoria. Ainda em progresso
Zito Osumane	Aug, 2014	5 - 5	70%	47%	BOM
		455			

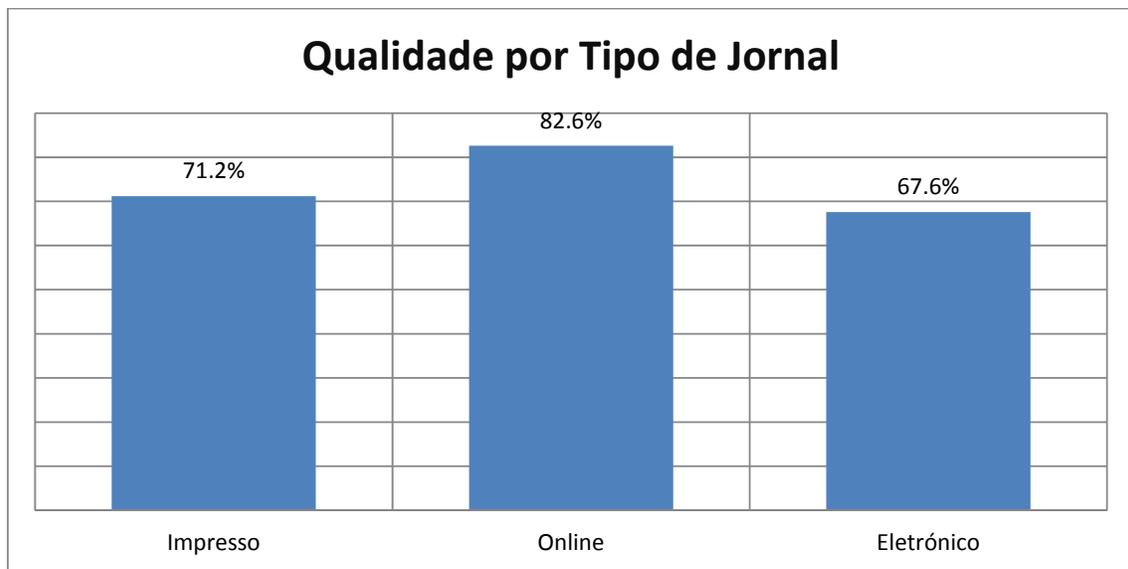
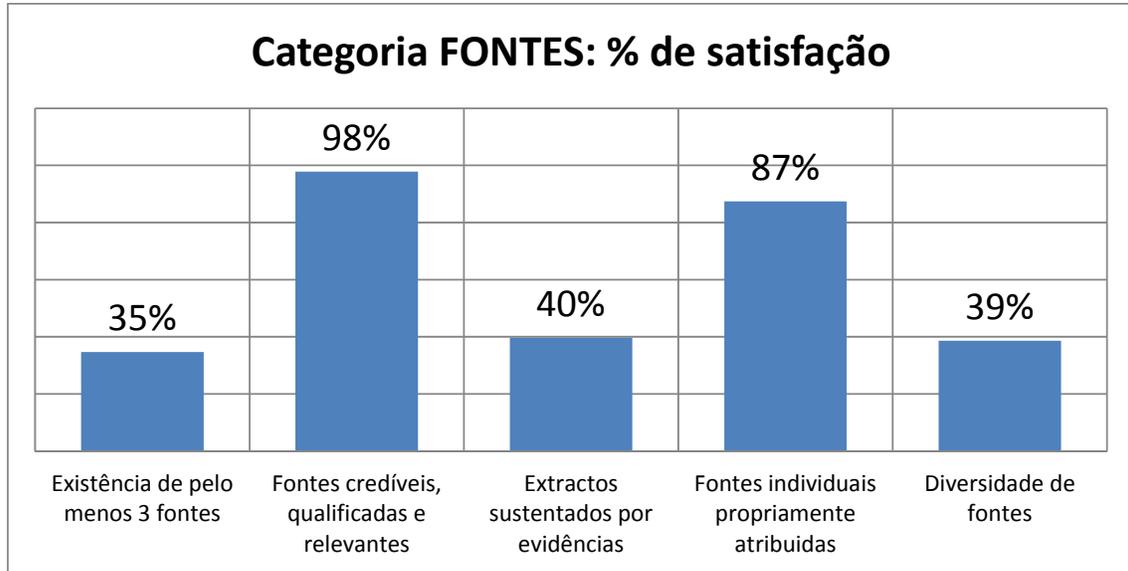
In the following pages:

1. Table listing mentored journalists by quarter
2. Number of articles analyzed (GMAT) by outlet.
3. Average GMAT scores by scoring category.
4. Average GMAT scores on the use of sources.
5. Average GMAT scores based on outlet type.
6. Development in average GMAT scores over time.
7. Overview of journalists with more than 10 analyzed articles.
8. Overview of # of health articles by outlet.
9. List of top 10 journalists in terms of # of analyzed articles.
10. ECA – medium score on student feedback by category.
11. ECA – list of survey questions and average scores by survey question.
12. ECA – medium scores by survey question.
13. ECA – average overall scores by lecturer.
14. ECA – examples of individual scores by lecturer.
15. Media Partner Assessment Tool (MPAT) scoring sheet.

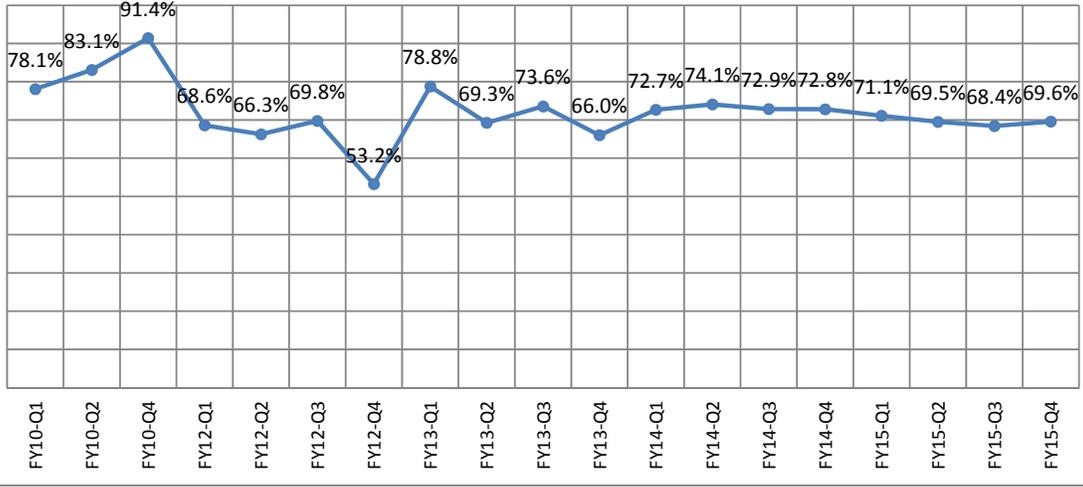
MSP July - September 2015 Quarterly Report

Quarter	FY13-Q2	FY14-Q2	FY14-Q3	FY14-Q4	FY15-Q2	FY15-Q3	FY15-Q4
Total	16	10	12	10	23	15	4
TEMA E NOME	J. INVEST. (Fev13-Jun13)	J. ECON. 1 (Jan14-Abr14)	J. ECON. 1 (Jan14-Abr14)	J. INVEST. (Ago14-Set14)	J. INVEST. (Jan15-Abr15)	J. INVEST. (Jan15-Abr15)	SAÚDE (Jan15-Dez15)
	Adérito Bié	Argunaldo Nhampossa	Argunaldo Nhampossa	Artur Cassambay	Benjamin Mabochana	Benjamin Mabochana	Reginaldo Tchambule
	Amós Fernando Zacarias	Aunício da Silva	Aunício da Silva	Aunício da Silva	Leonardo Gasolina	Leonardo Gasolina	SAÚDE (Mar15-Dez15)
	André Catueira	Cleófas Viagem	Cleófas Viagem	Belizário Cumbe	Nelson Mucandze	Nelson Mucandze	Xisco Conge
	Aunício da Silva	Hilário Dias	Hilário Dias	Gildo Mugabe	DIALOGO (Fev15-Mai15)	DIALOGO (Fev15-Mai15)	SAÚDE (Jul15-Dez15)
	Borges Nhamirre	Hilário Massuque	Hilário Massuque	Hélder Xavier	André Catueira	André Catueira	Leonel Albuquerque
	Diamantino Lauchande	Leonildo Balango	Leonildo Balango	Hermenegildo Langa	Argunaldo Nhampossa	Argunaldo Nhampossa	SAÚDE (Mai15-Dez15)
	Edson Manjate	Lucília Xavier	Lucília Xavier	Isaías Natal	Júlio Paulino	Júlio Paulino	Jubilio Tembe
	Eva Trindade	Miranda Siveleque	Miranda Siveleque	Reginaldo Mangué	Luís Nhachote	Luís Nhachote	
	Feling Capela	Narciso Nhacila	Narciso Nhacila	Sérgio Fernando	Raúl Senda	Raúl Senda	
	Jaime Ubisse	Rosa Fumo	Rosa Fumo	Zito Ossumane	J. ECON. 2 (Fev15-Abr15)	J. ECON. 2 (Fev15-Abr15)	
	Laque Francisco		J. INVEST. (Abr14-Jun14)		Aurélio Sambo	Aurélio Sambo	
	Leonildo Balango		Jorge Mirione		Camilo Silva	Camilo Silva	
	Lucinda Alfândega		Nelson Mucandze		Celso Chambisso	Celso Chambisso	
	Narciso Nhacila				Clemêncio Fijamo	Clemêncio Fijamo	
	Selma Marivate				Cristovão Bolacha	Cristovão Bolacha	
	Sérgio Siteo				Herminio Jose	Herminio Jose	
					Hilário Agostinho	Hilário Agostinho	
					Marcelino Maningue	Marcelino Maningue	
					Nelson Mucandze	Nelson Mucandze	
				Orlando Macuácu	Orlando Macuácu		
				Reginaldo Mangué	Reginaldo Mangué		
				Valdo Mlhongo	Valdo Mlhongo		
				SAÚDE (Jan15-Dez15)	SAÚDE		
				Hélder Massinga	Hélder Massinga;		
				Hermenegildo Langa	Hermenegildo Langa;		
				Reginaldo Tchambule	Reginaldo Tchambule;		
				Benilde Matsinhe	Cláudio Saúde; José Jeco;		
				Xisco Conge	Xisco Conge; Benilde Matsinhe; Aurélio Novela;		
					Jubilio Tembe; e Leonel Albuquerque.		

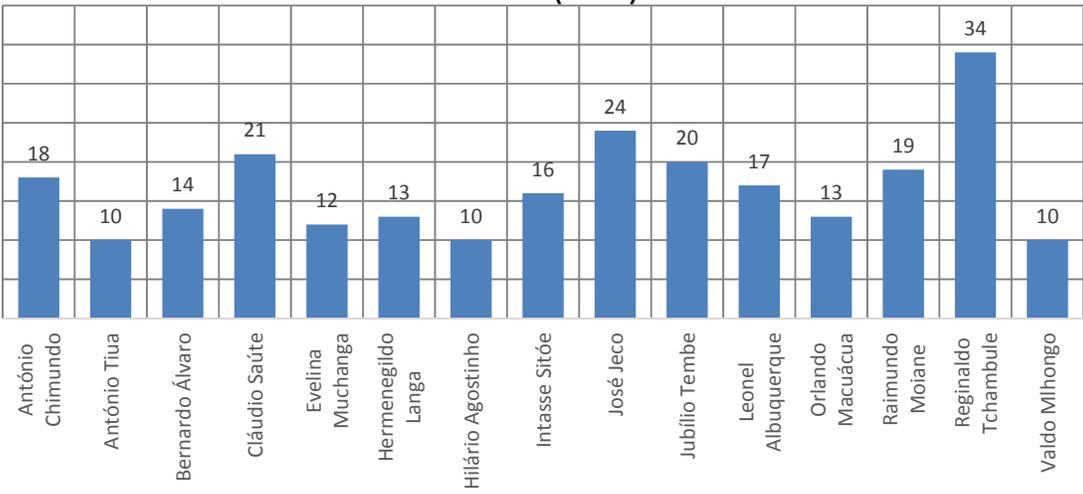


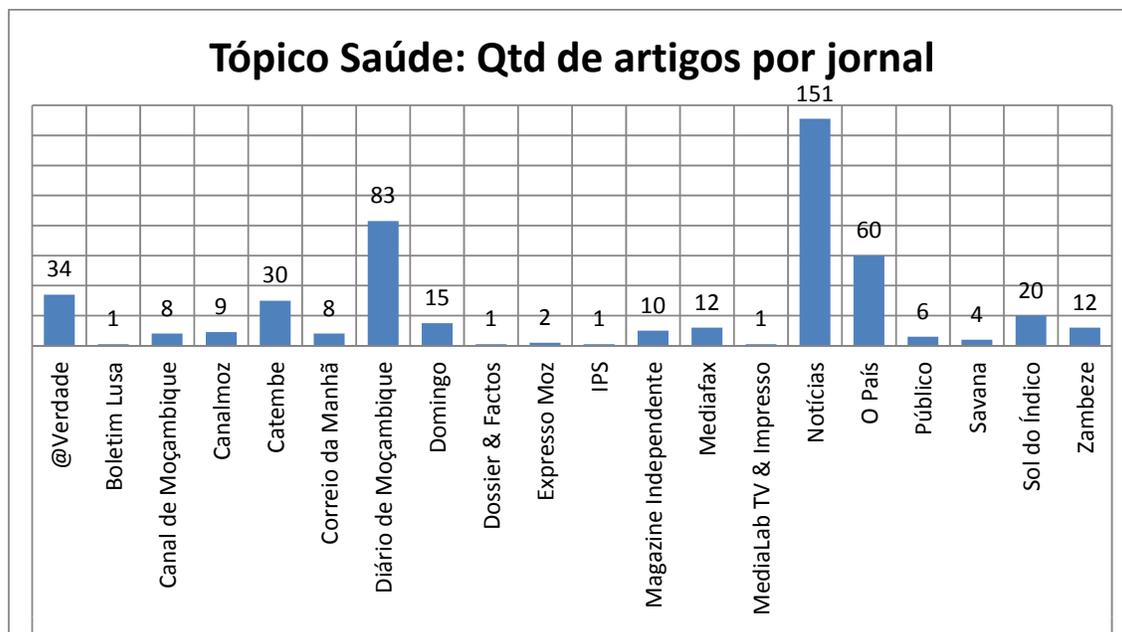


### Qualidade de artigos, por trimestres



### Jornalistas com mais de 10 artigos (PTD)

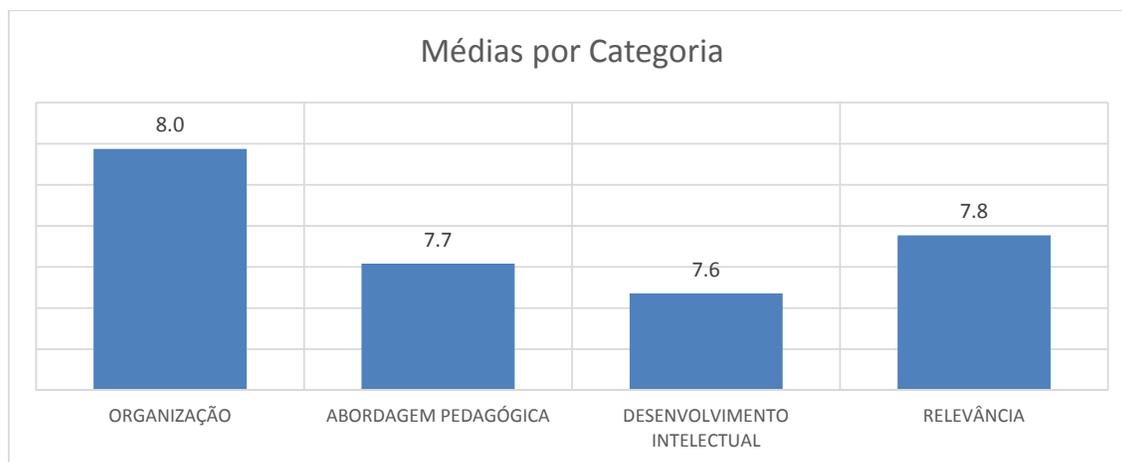




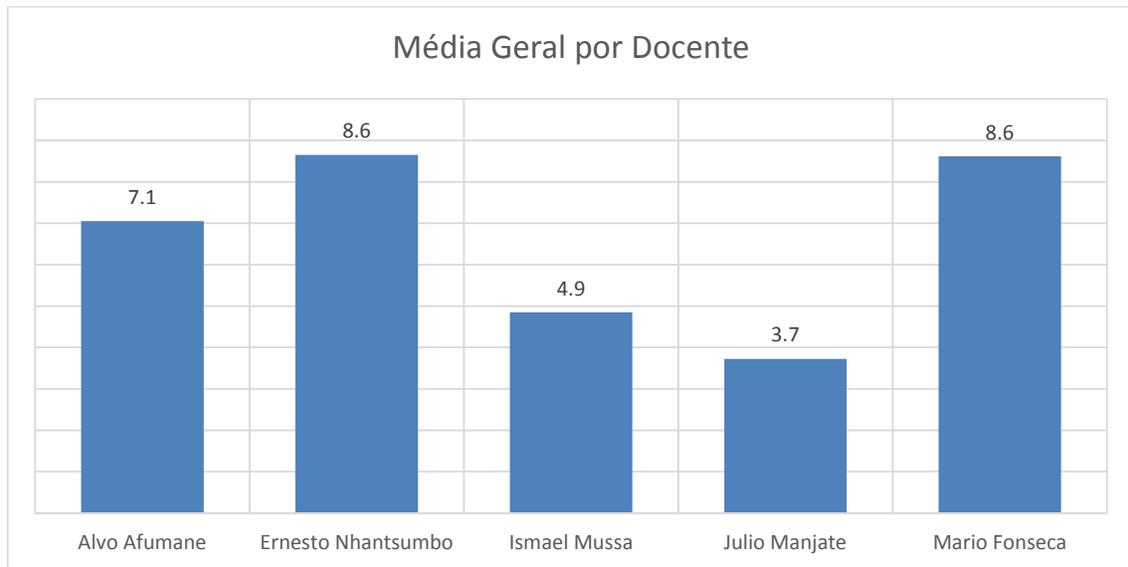
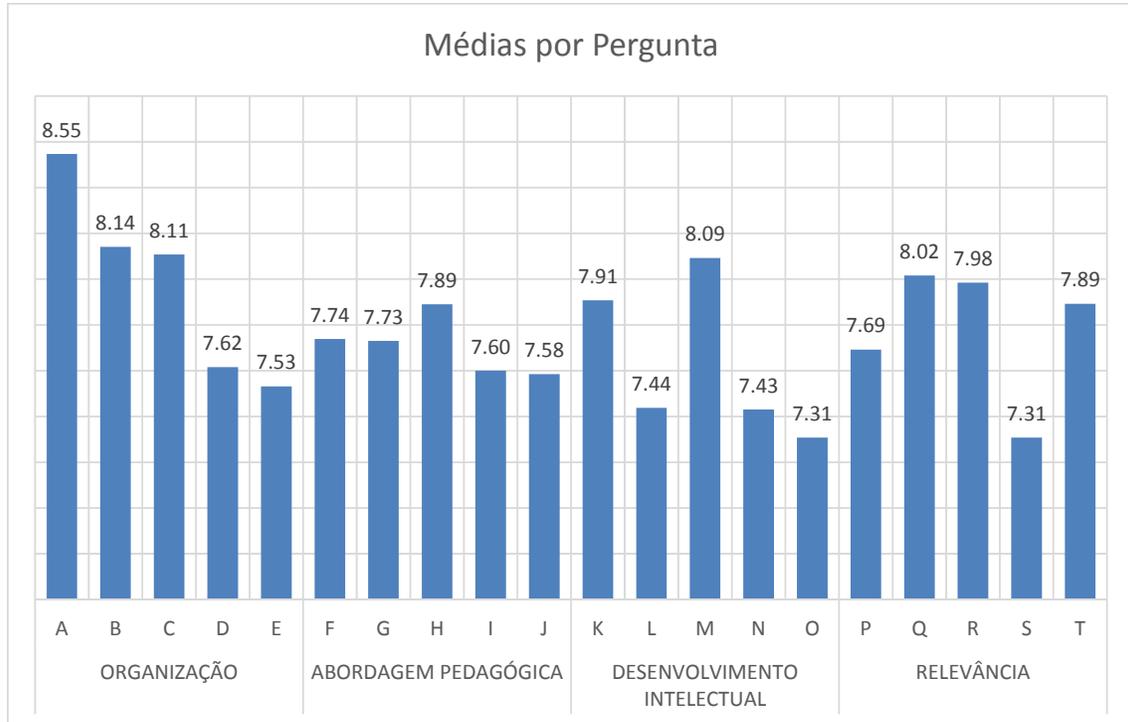
#### Top 10, dos jornalistas com maior número de publicações, nos últimos 12 meses:

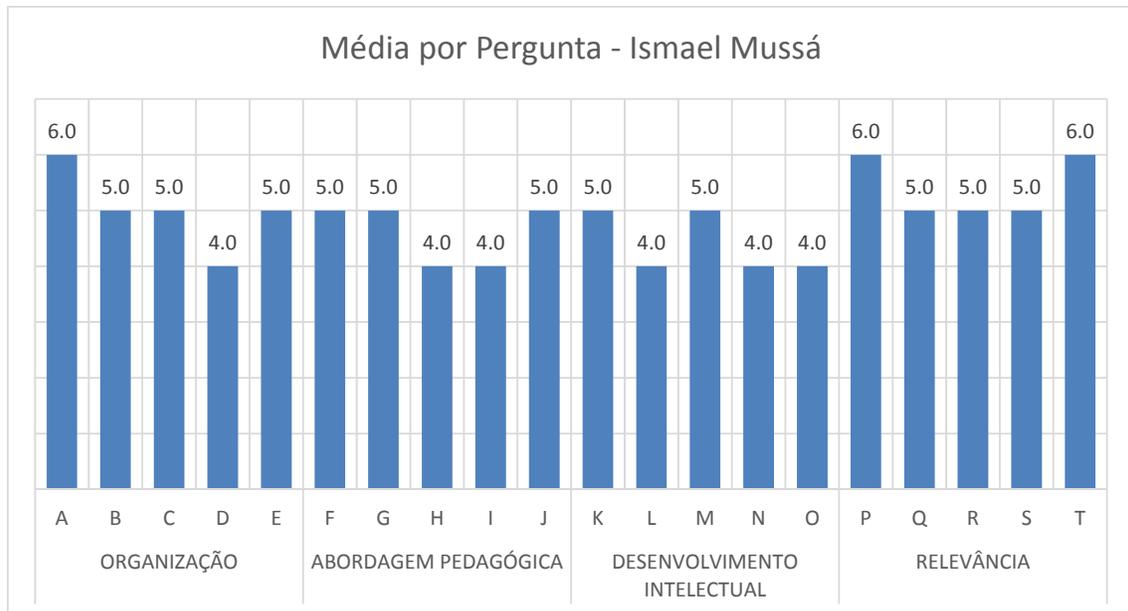
Posição	Nome do Jornalista	Nr de Artigos	Média do MCAT (%)
1º	Reginaldo Tchambule	34	72%
2º	José Jeco	24	63%
3º	Cláudio Saúte	21	71%
4º	Jubílio Tembe	20	77%
5º	Raimundo Moiane	19	64%
6º	António Chimundo	18	75%
7º	Leonel Albuquerque	17	68%
8º	Intasse Siteo	16	67%
9º	Bernardo Álvaro	14	62%
10º	Hermenegildo Langa	13	71%

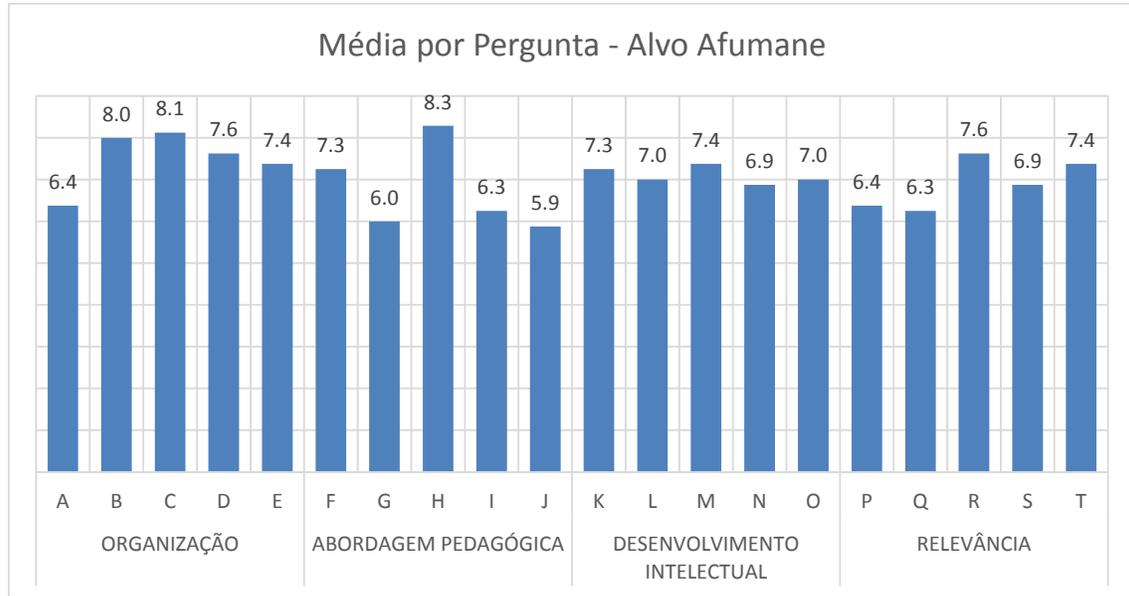
Muito MAU			Razoável				Muito BOM		
1	2	3	4	5	6	7	8	9	10



	Média de PONTUAÇÃO
<b>ORGANIZAÇÃO</b>	<b>8.0</b>
A - É pontual: começa e termina a aula na hora certa	8.5
B - Segue um plano de aula claro, estruturado e bem elaborado	8.1
C - Compreendo os objectivos do curso	8.1
D - Conseguo seguir e alcançar os objectivos da disciplina que ele/ela definiu	7.6
E - Eu tenho um entendimento claro do que o currículo contém e o trabalho que eu preciso de saber	7.5
<b>ABORDAGEM PEDAGÓGICA</b>	<b>7.7</b>
F - Apresenta o conteúdo e os materiais do curso de forma organizada e lógica	7.7
G - Dá-me tarefas que ajudam-me a aprender	7.7
H - Faz uso de abordagens participativas / interactivas que envolvem-me no material	7.9
I - Dá actividades e trabalhos que ajudam-me a aplicar o que aprendi	7.6
J - Usa outras ferramentas pedagógicas eficazes que ajudam-me a aprender e compreender	7.6
<b>DESENVOLVIMENTO INTELECTUAL</b>	<b>7.6</b>
K - Estimula o meu desenvolvimento intelectual e interesse na matéria	7.9
L - É aberto a novas ideias	7.4
M - Encoraja a participação e envolve os alunos nas discussões na sala de aula	8.1
N - Dá-me espaço para reflectir sobre aquilo que aprendi	7.4
O - Dá-me feedback construtivo e oportuno	7.3
<b>RELEVÂNCIA</b>	<b>7.8</b>
P - O material de ensino é relevante para os meus estudos e objectivos de aprendizagem	7.7
Q - Dá-me materiais de leitura que são relevantes para os meus estudos e objectivos de aprendizagem	8.0
R - Usa casos e exemplos reais para ilustrar pontos de aprendizagem	8.0
S - Integra o meu conhecimento e dos outros estudantes	7.3
T - O que aprendo vai de encontro ao que acho necessário para ser um jornalista bem-sucedido	7.9
<b>Total Geral</b>	<b>7.8</b>







## MSP: Media Partner Assessment Tool (MPAT) - R2 BUSINESS OPERATIONS

For objective 2: Regional media outlets demonstrate improved financial viability and transparency

ITEM		NIVEL/PONTUAÇÃO			
		1	2	3	
GESTÃO	1	Existência de Visão e Missão (o que a organização é, para que ela existe, onde e o que ela pretende ser ou alcançar no futuro).	A visão e Missão estão parcialmente claras. Raramente são utilizados como guia de referência para a realização de actividades ou definição de prioridades.	Existe um documento formal no qual constam a Visão e Missão. O documento é de domínio dos colaboradores da organização. Algumas vezes é utilizado como referência para orientar actividades e definir prioridades.	A visão e missão informam o que a organização é, o que aspira ser ou alcançar no futuro e é divulgado entre os colaboradores da organização. Habitualmente é utilizado como referência para orientar actividades e para estabelecer prioridades.
	2	Existência de Plano Operacional geral e eficiente.	Há um draft de Plano Operacional Geral e é partilhado entre os gestores da organização.	O plano operacional inclui metas e objectivos mensuráveis, prazos e responsáveis pelas actividades. Há monitoramento regular do plano operacional.	Existe um plano anual detalhado de tal forma que os colaboradores possam entender o contexto, as estratégias e o plano de acção. O referido plano foi divulgado em toda a organização. O orçamento e o plano anual estão interconectados.
	3	Equilíbrio entre rendimentos e despesas (ponto de equilíbrio, excluindo financiamento externo).	Os rendimentos (excluindo financiamento externo) nos últimos 03 meses cobriram até dois terços de despesas.	Os rendimentos (excluindo financiamento externo) nos últimos 03 meses foram totalmente gastos e cobriram mais de dois terços das despesas.	Rendimentos (excluindo financiamentos externos) nos últimos 03 meses foram superiores que as despesas.
	4	Eficiência da orçamentação.	O orçamento principal não está alinhada com o plano estratégico ou não é revisto regularmente para sanar deficiências .	O orçamento principal é geralmente alinhado com o plano estratégico, e não assegura a recuperação total dos custos.	Todas as receitas e despesas previstas são compilados em um documento de orçamento mestre completos e adequados. Este documento é regularmente actualizado e é usado pela administração para fins de planejamento, controle de custos e fluxo de caixa.

	5	Competência e disponibilidade dos Gestores de HR e Finanças.	As funções de gestão de HR e de Finanças são desempenhadas por alguém com formação nas áreas em referência e habitualmente realiza outras actividades.	A pessoa responsável por HR e Finanças tem formação nessas áreas e de forma ad-hoc realiza outras actividades.	O responsável pelas funções de HR e de finanças possui especialização na área e dedica-se exclusivamente às funções em referencia.	
MARKETING & VENDAS	1	Competência e disponibilidade dos Gestores de marketing & vendas.	As funções de Marketing e Vendas estão a cargo de alguém com formação na área em referencia e habitualmente realiza outras actividades.	A pessoa responsável pelo Marketing e Vendas tem formação nessas áreas e de forma ad-hoc realiza outras outras actividades.	O responsável pelas funções de Sales & Marketing tem especialização na área e dedica-se exclusivamente às funções em referencia.	
	2	Existência de metas de receitas e estratégias.	Estabelecidas as metas de receitas e definidas as estratégias para alcançar essas metas.	Colaboradores estão a par das metas de receitas e das estratégias para alcançar essas metas.	Estratégias são implementadas e as receitas da organização crescem 5% trimestralmente .	
	3	Cobertura de custos com base nas receitas de publicidade.	Receitas de publicidade cobrem mais de um quarto e menos de metade das despesas.	As receitas de publicidade cobrem mais de metade e menos de três quartos das despesas.	As receitas de publicidade cobrem mais de três quartos das despesas.	
	4	Outras receitas.	A organização trabalha internamente para obter receitas adicionais.	A organização tem receitas internas que cobrem até 20% das despesas.	As receitas internas da organização cobrem mais de 20% das despesas.	
	5	Campanhas de promoção do produto no público-alvo.	A organização tem estratégias e realiza pesquisa de opinião para melhorar a qualidade e aumentar a popularidade do produto no público-alvo.	Nos últimos seis meses foi realizada uma campanha promocional.	As campanhas promocionais são feitas de forma sistemática e os resultados dessas campanhas são mensuráveis.	
			<b>0.0 %</b>	<b>0.0 %</b>	<b>0.0 %</b>	

