INTERNEWS NETWORK

Radio for Peace, Democracy and Development in Southern Sudan
Cooperative Agreement No. A-DOT-00-07-00001-00

FINAL REPORT

Covering Project Period October 1st, 2006 to September 30th, 2008
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I. INTRODUCTION

Internews is pleased to submit this final report to USAID for **Cooperative Agreement No. A-DOT-00-07-00001-00**. The report covers the performance period from October 1st, 2006 to September 30th, 2008 for the project Radio for Peace, Democracy and Development in Southern Sudan and the Three Areas (including Agok, Abyei, Malual Kon, Kauda, Kurmuk, Leer and Yei).

The final report is organized in eight sections. Sections II and III provide program background and context plus a brief overview of the project. This is followed by section IV which provides a detailed analysis of activities, successes and challenges for each program activity area during the two year project performance period. This section is followed by success stories, an outline of project linkages and synergies with other DG partners, and a section on the monitoring and evaluation methods and tools used by Internews to measure impact against targets and indictors. The indicator table submitted to USAID in March with the revised FY 2008 work plan is also included with this section, including a column indicating targets met at the conclusion of this two year period. The appendices section provides sample program logs and station broadcast schedules, and other supporting documentation of work accomplished. Audio files of local programming produced at each station, including jingles, station identifiers, and packages are available upon request. Lessons learned during program implementation to date have been captured for future reference and guidance in the closing section Summary & Conclusions.

Administrative Transitions

Internews has undergone two major transitions during its tenure as a USAID/Sudan grantee. This cooperative agreement was originally awarded by USAID/Office of Transition Initiatives (OTI) with fully obligated funds from FY 2006, and was administered for the first year as part of the Office of Transition Initiatives (OTI) portfolio. OTI ceased operating in Southern Sudan at the end of FY 2007, and the project was transferred to the office of Democracy and Governance (DG) of USAID Sudan beginning October 1st, 2007. Internews remained a DG partner until Sept. 30th, 2008, at which point the original OTI cooperative agreement came to a close.

Internews now enters into its third year of operations in Southern Sudan as a sub-grantee to its long-term partner Mercy Corps. Administratively, this transition occurred at the end of this fiscal year and the appropriate documentation is now in place. From a practical perspective, the two organizations are currently developing the necessary processes and procedures to operationalize this new relationship and ensure the needs of the radio stations are adequately met. Internews and Mercy Corps have a strong collaborative foundation from which to launch this new agreement and systems are already in place to guarantee a smooth transition.

As a sub-grantee to Mercy Corps, Internews will provide a range of services that assure quality community radio stations which are fully operational – both technically and in terms of staff media capacity – that serve the programming and broadcast needs of selected communities in Southern Sudan and the Three Areas. To do so, Internews will provide:

- A program of regular training for emerging community radio journalists and managers in journalism skills and ethics, radio production and programming, and media management and marketing;

- Radio engineering expertise to ensure effective maintenance of existing stations, appropriate equipment procurement and installation of new stations, and technical capacity building for Sudanese technical staff;

- Capacity building and media support to LINCS CSO partners, and others, in the form of media literacy workshops, and program development (i.e. talk shows featuring LINCS partners and other community members, special coverage of LINCS and local events, etc).

While most of the radio stations will be located on the Mercy Corps compounds, the intent is to establish *independent media houses* that will be sustainable after USAID funding has finally come to a close. Internews will work hand in hand with Mercy Corps to continue to build the foundation upon which these independent radio stations will flourish. Mercy Corps long experience working in Southern Sudan in capacity building and infrastructure, coupled with Internews expertise in media development, ensures a strong and effective partnership.

II. USAID/SUDAN STRATEGIC OBJECTIVES AND THE U.S. GOVERNMENT FOREIGN ('F') ASSISTANCE FRAMEWORK

The Internews community radio program, Radio for Peace, Democracy and Development, was designed to contribute to the following USAID/Sudan Strategic Objective (SO) and Intermediate Results (IRs):

SO 9: Avert and Resolve Conflict
IR 9.2: South-South Tensions Reduced
IR 9.3: Implementation of the Protocols for the Three Areas Advanced

Key to USAID/OTI's goal of reducing tensions in Southern Sudan and advancing the Three Areas protocols was to implement a three-pronged media strategy which has included national short wave news broadcasts and specialized civic education radio programming. The project that established local FM community radio in select locations in the South and Three Areas was the third initiative in that strategy.

When the project was transferred to USAID/DG in September/October 2007, the program was required to adhere to the US Government Foreign Assistance Framework under the objective of "G*overning Justly and Democratically*." As such, in addition to supporting the SO and IRs above, the community radio project was also folded into the following "F" program structure and accompanying indicators:

Program Area: Civil Society
Program Element: Media Freedom and Freedom of Expression
Indicators: # of non-state news outlets assisted by USG
# of journalists trained with USG assistance

Program Element: Civic Participation
Indicators: # of people who have completed USG assisted civic education programs
# of participants in USG funded programs that support participation and inclusion of traditionally marginalized, ethnic minority and/or religious minority groups

Internews' specific media-related goals were to:

1) Establish independent *FM community radio stations* in key, strategic areas of Southern Sudan and the Three Areas which are locally run and operated with journalistic competence and integrity, and are sustainable for the long term;

2) Increase citizen awareness of and *access to information* on the Comprehensive Peace Agreement, implementation of the protocols in the Three Areas, and activities of the Government of Southern Sudan and local governing bodies, as well as other topical issues of concern (health, education, agriculture) through re-broadcast of USAID partner radio programs and accurately produced local programming; and

3) Provide an open *forum for dialogue and debate at the local level*, giving members of civil society organizations and the public alike a voice in the direction and conduct of their local and national institutions.

Custom indicators specific to these program goals are included in the indicator matrix later in this report. They, in effect, operationalized USAIDs SO and IRs and dovetailed with the Department of State's Foreign Assistance Standardized Program Structure.

III. PROGRAM BACKGROUND AND CONTEXT

Southern Sudan is a uniquely challenging environment in which to work. Nearly 50 years of constant civil war has left the region without basic infrastructure, communication platforms, or an educated population, particularly in the more remote areas where the project's radio stations were to be built. Though basic infrastructure such as landline phones, running water, and electricity is still largely non-existent, mobile phone service is now available in most of the state capitals and in some secondary towns and villages, replacing costly satellite phones. Roads and airstrips have been improved allowing greater access to hard to reach areas. Several commercial airlines now fly direct to Juba on a daily basis from Nairobi and Kampala, driving down the cost of travel to and from Southern Sudan. Positive change is noticeable.

There were significant logistical challenges involved in setting up four radio stations, and then finding the local capacity to operate them. However once the groundwork was laid and systems put in place to deal with the operational environment, the second year ran more smoothly.

Overview of Sudan Media Environment

The media environment in Southern Sudan and the Three Areas has evolved since this project was first proposed in the summer of July 2006. At that time, independent media outlets were extremely rare – two privately owned stations operated in Yei and two in Juba (one of which was closed down by GoSS authorities in the fall of 2006). Limited local AM coverage was available from Wau and Malakal, and shortwave broadcasts, the primary means of information dissemination, were available via Sudan Radio Service in Nairobi, Radio Omdurman in Khartoum, and the BBC World Service.

FM radio is now heard more consistently in the South, largely thanks to the partnership between UNMIS and Foundation Hirondelle which created Miraya FM, based in Khartoum but broadcast from Juba. Miraya FM can be heard via relay stations in several major urban centers in the south including Juba, Yei, Rumbek, Wau, Malakal, Bor, Nasir, Aweil, Maridi, Yambio, Torit and Bentiu. Miraya FM broadcasts in Kadugli, Southern Kordofan. In addition, Miraya is broadcasting from 6 pm to 9 pm on shortwave, extending its reach to Darfur.

In addition to Miraya FM, the Catholic Church in Southern Sudan has set up the Sudan Catholic Radio Network which opened its first FM radio station, Bahkita Radio 91 FM, in Juba on Christmas Eve 2006. The station has an approximate broadcast range of 30 km. The Sudan Catholic Radio Network is a joint venture of the Comboni Missionary Institutes and plans to have eight radio stations, one in each diocese in Southern Sudan, plus in the Nuba Mountains. Of these, stations in Torit and Malakal are expected to open by the end of this year.

In August 2007, the GoSS Ministry of Information approved licenses for six additional FM radio stations, largely located in Central, Eastern or Western Equatoria, and mostly in Juba. Local FM radio in the central or more northern regions of Southern Sudan remains non-existent, with the exception of the Internews stations launched as part of this project.

In 2006/2007, Oxfam-Canada and UNICEF sponsored various meetings and study tours to expose Southern Sudanese to the concept of local FM community radio. UNICEF organized a meeting for 40 people representing 32 Equatorian communities to introduce the idea of community radio in Southern Sudan. Oxfam-Canada sponsored a study tour to community radio stations in Uganda and Ghana for 30 Sudanese participants in the summer of 2006, followed by a workshop in Juba in September attended by 60 participants from Bahr-el Ghazal, Upper Nile, and Equatoria. In June 2007, Oxfam-Canada also conducted a workshop on community participation for several local organizations in Wau that are interested in starting a community radio station in that area.

USAID-funded Sudan Radio Service (SRS), broadcasting on short wave from Nairobi, remains a trusted source of information for much of Sudan despite the relative difficulty in finding the SRS frequency on local radios. SRS plans to expand its operation to Juba in FY 2009 with a professional FM station that will directly compete with Miraya FM, the BBC and other popular radio stations in Central Equatoria and beyond.

Given Southern Sudan's lack of infrastructure and low literacy rates, radio remains the best means of providing access to information to the majority of the population. Though the efforts above are a positive move forward in expanding the media's reach in Southern Sudan, the region is still vastly underserved by radio and mass media in general.

Community Radio

Internews' community radio project Radio for Peace, Democracy and Development was initiated as part of a broader USAID media strategy to increase access to information about the Comprehensive Peace Agreement and other issues of local and national concern. Community radio was viewed not only as an important medium in its own right, but also as a way of extending SR's national broadcasts to provide news and information to targeted audiences in local languages and dialects.

Community radio differs from national or regional radios (like SRS and Miraya FM) and from commercial radio in several important aspects. The main goal of large media houses such as SRS and Miraya FM is to provide the major news and information of the day to as many people as possible in

a way that appeals to a broad and diverse audience. Commercial radio's main goal is usually to make a profit for its owner, usually by selling advertising and playing music.

Community radio, by contrast, serves a defined target audience, usually a specific community or small geographic area. It is rooted in the philosophy of community service, providing a voice for the voiceless, and broadcasting news and entertainment that will educate and inform listeners on issues affecting their lives. Because it is *local* radio, community radio can contextualize the information broadcast by major media houses for its own audiences in their own languages.

In short, community radio stations are:

1) **Independent, Non-Profit, and Non-Governmental**
   They are typically organized and operated by associations, educational organizations, or some kind of civil society organization. Community radio stations are accountable to these organizations, not private owners seeking to make a profit.

2) **Involve Community Participation**
   Community members have access to the airwaves. They may be volunteers, offer programming ideas, or submit announcements to be broadcast for community benefit. Community members have a say on what goes on the air, and what does not. Programming emphasis tends to be on *local news and issues* that affect the community directly.

3) **Include Community Management**
   Stations are guided by a locally appointed or elected Advisory Board, comprising various stakeholders in the community. The Advisory Board provides station management with oversight and guidance. It helps set programming priorities and ensures that community interests are not compromised.

4) **Have Limited Broadcast Range and Resources**
   Community radio stations serve *specific* community areas (typically from 2 miles to 35 miles) – they are not regional or national. Community radio stations raise money through grants, contributions from the community and/or local advertising, thus they usually have limited budgets and rely heavily on volunteers to fill airtime with local programs.

Media houses such as SRS are essential for ensuring the maximum number of people have access to information at the national and regional level and are most effective for reaching the masses with general information campaigns on big topics like the CPA and elections. Community radio is most effective at actively engaging listeners at the local level, presenting topical issues in local context (how will it affect our community) and starting the dialogue necessary to create an active civil society. Both forms of media are necessary for ensuring the public receives the information it needs to make informed decisions. Neither should be expected to play the other's role.

Overview of Community Radio Project

During the first year of the community radio project, program activities focused largely on construction, procurement and logistics. Mandated with establishing at least three stations in year one, Internews concentrated on getting the stations built, equipped and staffed before the start of the rainy season. In this regard, the organization was largely successful.

The 55 meter mast being erected at the radio station in Malualkon, May 2007.

FM community radio stations were set up in Malualkon (Northern Bahr el-Ghazal), Leer (Unity State) and Kauda (Southern Kordofan), complete with power, broadcast and studio equipment for each. Those stations were co-located with the Localizing Institutional Capacity in Sudan (LINCS) project implemented by Mercy Corps (and, at the time, IRC). The radio stations were constructed next to the civil society resource centers built by LINCS to share resources such as VSAT and land. The resource centers provide training and meeting space for the LINCS civil society organization (CSO) partners, and thus provided ready access to the LINCS partners to better facilitate their participation in the community radio project. The station in Malualkon went on the air in May 2007; Leer in June.

In Kauda, the third station, which went on the air in August 2007, was the result of a partnership between Internews and the Nuba Relief, Rehabilitation and Development Organization (NRRDO). The partnership was facilitated by DAI, Inc. which provided a small equipment grant to Internews on behalf of NRRDO, who was responsible for hiring personnel and funding the station running costs while Internews provided technical assistance and staff training.

All three stations were staffed by one Radio Station Manager (RSM) and at least three local reporters. Broadcast hours were initially limited, then gradually expanded as the capacity of the staff improved. By the end of FY 2008, Naath FM (Citizen in Nuer) in Leer was broadcasting 10 hours per day, Saut El-Mutjama (Voice of Community in Arabic) in Kauda eight hours per day, and Nhomlaau FM (Freedom in Dinka) in Malualkon 10 hours per day. Each station broadcast a mix of locally produced programs (local news bulletins, live talk shows, announcements) as well as a variety of DG and other partner-produced programming (SRS news and *Road to Peace*, NDI‟s *Let's Talk* series, and EDC/SSIRI‟s *Terbia Market*).

A fourth radio station in Kurmuk was planned to open in FY2007 but was delayed by construction issues and the rainy season. Renovation of the radio building, a room adjacent to the LINCS resource center, was completed in November 2007 and equipment installation began in June 2008.

With the first three stations in place, during the first half of FY 2008 Internews focused on providing journalism and management training for the station staff, and developing mechanisms to better facilitate CSO / community participation in radio station programming and operations. During that

time Internews also took necessary measures to improve the power and transmission configuration of the existing radio stations to ensure maximum reach and power reliability. All program activities are discussed in more detail below.

IV. PROGRAM ACTIVITIES: ACHIEVEMENTS AND CHALLENGES

Under the US State Department Foreign Assistance "F" Framework, the overall program was implemented under the Program Area for Civil Society. Specific project activities were implemented under two program elements: Media Freedom and Freedom of Expression, and Civic Participation.

The Civil Society Program Area calls for the creation of mediums, including media and civil society organizations, through which ordinary citizens can engage their government and each other, advocate and mobilize for issues of concern, and be empowered in decision-making processes that affect their lives. [1] Under this program area, Internews actively created new community media in strategic areas of Southern Sudan and the Three Areas specifically for the purpose of providing an avenue for citizen participation and access to information on issues of local interest and democratic development.

The program element Media Freedom and Freedom of Expression seeks to "establish and/or develop a broadly functioning independent media sector …" through a number of media-related activities from building infrastructure to shaping the media regulatory environment. Those activities most relevant to this project included "providing infrastructure and equipment to ensure access to information," and "boosting professional capacity of the media sector."[2]

The program element Civic Participation seeks to "[s]strengthen the … information environment which protects and enables the growth in associational life and the development of … civil society organizations." Suggested activities included those that "… support [CSO] participation in democratic decision-making through articulating and representing their members' interests …[e]encourage …active participation in political and civic life, and the civic virtues of tolerance, pluralism, compromise, trust, and respect for individual rights, including gender equality."[3]

Internews program activities effectively supported both of these program elements. First, Internews created the physical infrastructure for four new community FM radio stations. Next the organization developed a model for community radio stations where none had previously existed in Sudan that included staffing structures and intensive capacity building. Thirdly Internews developed programming and other media opportunities to engage civil society and ordinary citizens and invite them to articulate their opinions and issues on the air.

[1] Supplemental Reference: Foreign Assistance Standardized Program Structure and Definitions, Program Area 2.4: Civil Society, pg. 37.
[2] Supplemental Reference: Foreign Assistance Standardized Program Structure and Definitions, Program Element 2.4.2: Media Freedom and Freedom of Expression, pg. 39.
[3] Supplemental Reference: Foreign Assistance Standardized Program Structure and Definitions, Program Element 2.4.1: Civic Participation, pg. 37-38.

The rest of this section describes in detail the process by which these three steps were undertaken, challenges encountered and lessons learned. The three steps are:

A. Creating the Infrastructure: Construction and Technical Installations

B. Creating a Community Radio Model: Recruitment, Training and Programming

C. Engaging the Community: Civil Society Organizations and Citizen Participation

A. Creating the Infrastructure: Construction and Technical Installations

A.1. Construction

The radio stations in Leer, Malualkon and Kauda were built from the ground up, using local contractors and materials. Internews Deputy Chief of Party Brian Barber oversaw the construction at all sites, with the assistance of LINCS staff posted at each location. In Leer, Internews entered into a cost-share agreement with Mercy Corps to hire their construction engineer to oversee the building process. Construction on the Leer station started the end of March and was completed in May. Construction started on the Malualkon station in February 2007 and was completed in April.

Radio station being built next to LINCS Resource Center in Malualkon, March '07.

Each station is 25 square meters, with a small recording studio and editing/reception area to accommodate two long work tables. A section at the back of the station holds the battery bank and is used for general storage. The size of the stations was determined by budget, space available on the LINCS compounds, and need. (See Appendix A: Station Design)

Leer station nearly completed April '07. The wood was trucked in from the capitalthree hours away.

Malualkon radio station completed, May 2007

Leer radio station completed, May 2007.

The radio station in Kauda was built by the Nuba Relief, Rehabilitation and Development Organization (NRRDO), based on the station design provided by Internews. The Kauda station took five months to complete and had a slightly different interior layout than the other two stations. It has a smaller studio which leaves a more private space for the station manager to work, and was built with a large veranda and a flat roof which is typical of construction in the Nuba Mountains.

In Kurmuk, Internews worked with Mercy Corps to rehabilitate an existing building which the organization leased from local authorities in 2005. As in Leer, Internews entered into a cost-share agreement with Mercy Corps to hire their construction engineer to oversee the building process. This arrangement proved invaluable as it enabled Internews to focus on training and other needs at its operating radio stations in Leer, Malualkon, and Kauda.

The station in Kauda situated on the NRRDO compound, about a 10 minute walk to the market, June 2007.

The building sits in the center of Kurmuk town, in front of the football pitch and near the central market, making it an ideal location as both a resource center and a community radio station. The building also had an existing 30 meter radio mast to which Internews was given access. The radio room was a large room, approximately 27 square meters, adjacent to the other offices in the complex. The building itself had structural problems caused by an insufficient foundation which had been further degraded by heavy rains. The solution was to build a cement retaining wall around the building and secure the foundation.

Foundation cracks along the base of the building, Mar 2007.

In addition to the exterior construction, Internews also redesigned the inside of the Kurmuk room to function as a radio station. A small recording studio was built at the front of the room to distance it as much as possible from the generator, and a large work area was created to the back of the room for editing and news writing. Exterior and interior renovations were completed in November 2007. Mercy Corps completed its final renovations on the entire complex, including construction of a new training hall, in February 2008 (see Appendix B: Kurmuk Station Design).

A.2. Technical Installations

Concurrent with the building process, Internews procured studio, transmission and power-generating equipment and had two 60-meter radio masts fabricated by a Nairobi-based company. Equipment was ordered and shipped from several locations including Spain, Washington DC and North Carolina to Nairobi. The studio and transmission equipment was shipped by air while seven tons of equipment including the masts (and installation materials), solar panels, batteries and motorbikes were shipped by road from Nairobi. Orchestrating this complex process dogged by the usual logistical challenges including floods, road accidents and bureaucratic holdups) took in total approximately four months from start to finish (January to the end of April 2007).

The LINCS Civil Society Resource Center complex after renovations in February 2008. The radio station is the room to the far right. The retaining wall runs from the front of the building around to the side.

By mid-April 2007, all the equipment eventually arrived at the Internews operations office in Rumbek and final delivery to Leer and Malualkon was organized via cargo plane at the end of the

month. Again, Internews was supported at each location by LINCS partner staff who organized casual labor and transport on the ground. In all, approximately 8 tons of equipment, including two 60 meter masts broken down into 40 three meter sections, were delivered to these remote sites.

The first equipment installation took place in Malualkon where Internews DCOP Brian Barber and technician Kevin Momanyi began fitting the radio building with electrical wiring for lights and power. They also installed the solar panels, inverter and batteries, transmitters and other radio gear. Internews brought in two professional mast builders from Nairobi to erect the mast which is equipped with an aviation beacon light kept on 24 hours a day. A 400-watt wind turbine was installed mid-way up the mast for additional power generation. Each radio station was designed to be fully self-supporting in terms of electrical power generating capability, supplemented by a small 1.9kva generator.

DCOP Brian Barber (right) and technician Kevin Momanyi (under solar panel) installing solar panels at Malualkon station, May 2007.

The entire installation in Malualkon took two weeks to complete. The process was then repeated in Leer. The installation process for both locations was finished by the end of May and was met with great excitement from the local communities. The frequency chosen for each station was 88.0 FM as it is the lowest on the dial and easiest to find and was officially allocated to the stations by the Ministry of Telecommunications in Juba in August 2008. Equipment installation for the station in Kauda with our partner Nuba Relief and Rehabilitation and Development Organization (NRRDO) took place in June (see below).

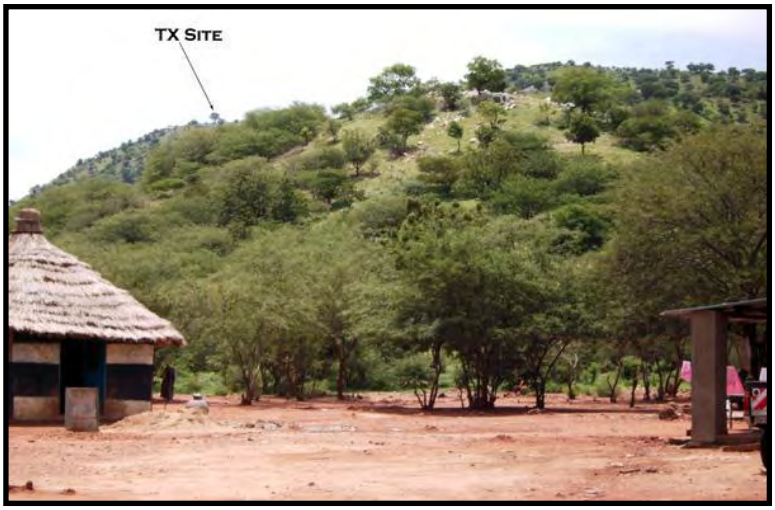
DAI Grant for Radio in the Nuba Mountains

In January 2007, Internews secured a $51,000 equipment grant from Development Alternatives International (DAI) to provide radio equipment to the Nuba Relief, Rehabilitation Development Organization (NRRDO), a local NGO (based in Kauda, Southern Kordofan), with a long history of providing humanitarian assistance to the Nuba people. This grant allowed Internews to install two full-fledged radio stations Kauda as well as Leer, instead of having to choose between the two as originally expected.

Internews signed a Memorandum of Understanding with NRRDO in April which gave the organization two primary responsibilities – to provide an adequate building to house the radio station and to raise funds from their significant donor base to support radio station staff salaries and station

running costs. DAI provided the funds for the equipment and Internews role was to procure, deliver and install the equipment, and provide on-going technical assistance and training.

Internews completed the equipment installation, including the studio, power and transmitter, in July and began broadcasting on 107 FM in August. Due to the elevation in Kauda, an area was selected on a hill behind the NRRDO compound to host a second remote transmission site to provide more extensive broadcast coverage than could be attained by erecting mast. Installation of this site has been a work in progress. It was started in August 2007 at which point transmitters powered by solar panels, batteries, a wind-generator and an inverter were installed and housed in a steel box. With the launch of the remote site, broadcast range increased from approximately 8 km from the radio station transmitter, to 30 km, reaching towns outside of Kauda. The frequency for the remote site was 88.0 FM, same as Leer and Malualkon.



Remote transmission site located on the hill behind the NRRDO compound

Internews experience in partnering with NRRDO was mixed. Despite the organizations relatively high administrative capacity and 10-years of experience fundraising and providing services to the Nuba people, efforts on behalf of the radio station were disappointing. While NRRDO did in the end provide a building for the station, and provided some logistical support, the organization never successfully raised operating funds for the station, nor has it fully embraced the station as a development tool for the community or for its own projects. Going forward it is hoped that with further encouragement, NRRDO will improve its performance.

Equipment and Transmission Modifications, February to September 2008

In year one, as noted above, Internews installed broadcast, studio and solar/wind hybrid power generating equipment in Malualkon, Leer and Kauda. The equipment selection was based on engineering calculations that took into account the amount of electricity needed to effectively run a small broadcast studio, three laptops, lights and fairly low power transmission equipment (100 watt transmitters), plus a two-day power reserve. However, while the concept was sound, in practice, this power and transmission system did not yield the level of electricity or broadcast range as anticipated. This became clear toward the end of 2008 after the stations had operated through their first rainy season with limited sun to power the solar panels.

Recognizing the programmatic impact of the technical problems, in November Internews hired Globecom, a South African radio engineering firm specializing in community radio installation, to conduct an assessment of the current power and transmission set-up at all three radio station sites. Globecom specialists spent a week traveling to each site to study the problems and gather information. Following the assessment, Globecom prepared a comprehensive report on its findings and provided detailed recommendations for resolving the power and broadcast issues at each station.

Based on this work, Internews entered into a contractual agreement with Globecom to provide the technical services and equipment needed to address the power and transmission challenges.

The assessment coupled with the accumulated experience of the first year made it clear at this point that adequately meeting the technical needs of three radio stations (and building a fourth), both in terms of FM radio engineering and studio/IT support, would require a full time technician. Globecom agreed as part of its contract to provide an on-site professional technician to conduct the technical modifications at the three stations and to provide on-going technical maintenance and repairs.

Globecom has extensive experience conducting new radio equipment installations based on their own specifications, but the details of this job, particularly correcting previous work in three remote areas operating in harsh and unpredictable conditions, made it essential for both organizations to get the details right. The negotiating process evolved three components: the assessment, correcting the current technical set-up, and the Kurmuk radio station installation. This was the first time for either organization to enter into such an all-encompassing agreement with so many variables, and this inevitably caused some delays in implementing the activities. In the end, however, Internews and Globecom were able to successfully negotiate a complex contract that not only met the technical needs of this project but also successfully established a contracting mechanism that is now the model for future technical support both in Sudan under the upcoming Mercy Corps sub-grant, and other countries in which Internews works.

Globecom technician Mike Craig and an assistant reposition solar panels on the roof of Nhomlaau FM in Malualkon, March 2008.

Technical Work

Prior to implementing the equipment modifications, Globecom technicians made several maintenance trips to the stations to resolve immediate power and equipment issues, and to prepare for the arrival of the new equipment. Internews and Globecom technicians also collaborated closely with Mercy Corps (which took over the LINCS sites in Malualkon and Leer from IRC in March 2008) to ensure that the power upgrades slated for the Resource Centers would also be adequate to power the radio stations. The stations were hooked into the Mercy Corps generators in April and May, completely eliminating the power problems that had occasionally compromised the stations' ability to broadcast effectively. The original solar power systems were also upgraded to provide reliable back-up electricity when the generators are not in use. The technical installation and maintenance schedule is shown in Table 1 below.

Table 1: Technical Installation & Maintenance Timeline

Station Location	Month	Results
Malualkon	May 07	Studio, broadcast, power and mast installation
Leer	May 07	Studio, broadcast, power and mast installation
Kauda	June 07	Studio, broadcast and power installation
Kauda	Aug 07	Remote transmission site installation
All (Leer, Malualkon, Kauda)	Nov 07	Overall assessment resulting in new strategy for power and transmission.
Malualkon	Feb 08	General site visit and maintenance
Leer	Feb 08	• Transmitter adjustment made • Mast repair/painting • Computer viruses eliminated
Malualkon	Mar 08	• Solar power system redesigned and panels moved to roof of station • Mercy Corps generator issues resolved
Leer	April 08	Mercy Corps generator hook-up to radio station
Malualkon	May 08	Mercy Corps generator hook-up to radio station
Kauda	May 08	General site visit and maintenance
Kurmuk	June & Aug 08	Studio, broadcast and power installation
Kauda	Sept 08	New mast installation at remote transmission site

All of the upgrade equipment was procured and delivered to Sudan and most of the installation modifications were completed by the end of this project period. New equipment included upgraded professional mixers for improved audio quality and, most importantly, upgraded antennas and a stronger transmitter which have finally provided the stations with the broadcast range (or footprint) Internews anticipated from the beginning. The stations in Leer and Malualkon should reach a maximum of 50-60 km once the upgrade is completed.

Nuba women carry building materials to remote transmission site, Sept 2008.

Maintenance of the remote transmission site in Kauda proved to be extremely challenging. The site is a two hour walk up the mountain and all materials had to be hand carried by locals (mostly women). The environment is harsh: during dry season the temperatures easily reach 40 Celsius and during rainy season, high winds and torrential rains pummel the area. Keeping transmission equipment operable in these conditions proved to be difficult and modifications to the transmission design were implemented in the summer and fall of 2008.

In addition, the 10 foot pipe mast originally installed at the remote transmission site in August 2007 was replaced, in September 2008 by a durable 12 meter steel mast more suited to withstanding the high wind conditions prevalent in the area. One-hundred-fifty kgs of cement, four 3 meter mast sections at approximately 45 kgs each, 200 liters of water, and other materials were carried to the top of the hill to facilitate this installation.

In the future, new antennae will be installed on the mast and a more powerful transmitter installed at the base to ensure maximum broadcast coverage of the Nuba region. Preliminary predictive coverage tests estimate a broadcast range of up to 150 km, depending on the terrain and height of other mountains which may block the signal in some directions.

New 12 meter mast at the Kauda radio station remote transmission site, installed September 2008.

Kurmuk Radio Station Installation

The Kurmuk radio station was the last to be constructed and installed. Early in the project the strategic decision was made to focus efforts on the three sites that were more accessible to Rumbek, both logistically and financially, in order to meet the OTI timeframe of getting stations built and on the air in the first year; those sites were Malualkon, Leer, and Kauda. Given the remote location of Kurmuk, the very high cost of travel there during the first 18 months of the project (often more than $1000 each way), and the fact that the project had only two expatriate professional staff, the concern was that trying to build and install all four stations at the same time would spread resources too thin and undermine overall project performance.

While this meant a delay in the launch of the Kurmuk station it did enable the organization to test both the equipment and training models at the more accessible stations and take the appropriate corrective measures for Kurmuk. In terms of equipment, this meant that Internews was able to use Globecom to install the most robust and appropriate studio and transmission equipment at the outset and avoid the power and transmission frustrations experienced at the other stations.

Unlike the other stations, the Kurmuk station was not rigged with a solar power system as the electrical situation is quite different from the other locations. Kurmuk currently enjoys limited town electricity, especially at night, and Mercy Corps has a 42kva generator on site. It was therefore decided to use these assets to greatest effect by installing a large battery bank capable of storing power when the generator is not in use and/or drawing on town electricity assuming it becomes more reliable over time.

12 unit battery bank installed below the transmitters in Kurmuk, August 2008.

Due to the greater electrical capacity of the station, it was also outfitted with a 250 watt FM transmission system – a significant increase from the 100 watt systems installed in Malualkon, Leer and Kauda. Broadcast range is estimated at 70 km.

The studio equipment package was also improved for Kurmuk. Specialized sound-proofing material was installed, and anglepoise microphone stands were built in to the studio table for more professional sound recording and talk show programs. The mixer is professional quality radio studio grade. The studio laptop was installed with specialized software to reduce noise and compensate for the heat and dust prevalent in Kurmuk.

Kurmuk installation began in June 2008 and was successfully completed in August. Several test broadcasts, indicating a strong and clear signal, were conducted over the course of several days. Training of the new radio staff also began in August in anticipation of official on-air date of September 15th, 2008.

Unfortunately, a few weeks after the equipment was installed, the station was burgled and key equipment, including the mixer, one audio recording device, and the studio laptop were stolen. A mixer is required equipment for on-air broadcasting and without it the station could not go on air. Globecom attempted to replace the mixer immediately but due to logistical challenges was not able to do so before the end of the project period. As a result, although the new staff were ready to go on air as planned, the Kurmuk station was not officially able to broadcast before the end of this project. To date, no one has been arrested in connection to this burglary, though the SRRC, County Commissioner and United Nations have all been involved in the investigation. A replacement mixer was installed in early October and the station was finally able to go on air October 13th, 2008.

Reporter Dominic Atem behind the microphone in the studio at the Kurmuk radio station, with replacement mixer, October 2008.

Despite this set-back, the Kurmuk station equipment set-up is now the model for all future Internews community radio station installations. The other stations have been upgraded over the past few months and the process will continue through October. The two new stations Internews expects to install under the Mercy Corps sub-grant will be based on this successful Kurmuk model.

B) Creating a Community Radio Model: Recruitment, Training and Programming

Prior to this project, the idea of community radio did not exist in Southern Sudan or the Three Areas. Local independent radio of any sort was unknown except in Yei and Juba. There were no South Sudanese journalists apart from those eventually trained by and working for Miraya FM in Juba or Sudan Radio Service in Nairobi, and certainly none in the remote areas covered by this project. Media, and by extension any form of media literacy, was, and still is, virtually non-existent for most people here.

Low skill levels combined with an almost complete absence of media literacy makes South Sudan an enormously challenging prospect for the staffing of local radio stations. The most educated and skilled local people are usually working for the United Nations or other international NGOs for good money and relatively easy work hours. Being a community radio journalist typically offers neither. To have any hope of future sustainability, realistic expectations must be established at the outset. That means paying local salaries that can hopefully be replicated once international aid is gone and the station must seek its own funding. It means finding people willing to work odd and often long hours to accommodate the station broadcast schedule and reporting duties. It means finding potential journalists with the technical aptitude and vibrant personality conducive to working in radio. And it means doing so in a region with no examples of its own and where other radio models are largely irrelevant in this context.

B.1. Recruitment and Staffing

Recognizing that the staff needed to be small, yet functional, Internews developed a four-person staffing model that included one manager and three reporters. Managers were recruited through various Sudanese-based websites, NGO forums, and word-of-mouth. Key skills required for the manager position were:

1) Proficiency in CoolEdit Pro (or Adobe Audition) audio editing software

2) Experience working in media, preferably radio

3) English language proficiency

4) Local language fluency

5) Good computer skills

The manager was not required to be from the station location area but had to be fluent in the local language – a particular challenge for the Leer station where Nuer is widely spoken. In addition to being responsible for managing radio production, the managers were required to carry out financial and administrative tasks such as financial reporting of funds allocated to the station each month, keeping time sheets for staff, and submitting monthly narrative program reports (see Appendix C: Radio Station Manager – Duties and Responsibilities).

The managers hired three reporters from the local community with assistance from the Internews operations office in Rumbek. Unlike station managers, reporter candidates were not expected or required to have any prior media or technical experience. Qualifications included only that the person:

1) Be from the station location area,

2) Have good English and local language skills,

3) Have adequate computer skills, and

4) Have a keen interest in learning about radio and informing the community.

All reporters were hired from their villages and though none had radio skills or experience previous to joining Internews, all had a strong sense of community and an interest in journalism.

Hiring reporters from the local community was essential for community buy-in and knowledge of the area, particularly if the manager was not from the station location. Further, hiring local reporters better ensured that they would be willing to stay with the station for the long term rather than return to their home elsewhere over time. Women were especially encouraged to apply. The goal was to employ at least one woman at each radio station (25%) to ensure female voices were heard on air. This was accomplished at all stations except Naath FM (Leer) where no women applied for any of the positions.

It was important from the outset to hire relatively experienced station managers capable of hitting the ground running and using their own initiative to start the stations from scratch and keep them running. In short, station managers needed to be enthusiastic self-starters with radio station experience who required a minimum of supervision. Such people were not easy to find. The three managers hired by Internews came to the project with a relatively high level of radio skill gained working for the few other professional radio outlets in Sudan (i.e. Sudan Radio Service, Miraya FM, ACROSS Radio), and were capable of learning the financial and administrative skills needed during the manager orientation.

Managers received a brief five day on-site orientation from one of the two expatriate Rumbek-based staff which included broad guidelines for running the station, hiring staff, and developing local programming. The managers were also briefed on the requirement to re-broadcast SRS news and civic education programs, as well as the NDI *Let's Talk* radio dramas, and given a set of programs to put on air.

While granting this level of independence to new managers proved less than ideal from a staff management perspective, it instilled in each of them a strong sense of autonomy and ownership of "their" radio station which was essential to getting the stations up and running quickly, and which remains a legacy of the project today. Structured journalism and management training was begun in January 2008 (see training section below).

Modified Recruitment and Staffing Approach

The basic design of the above staffing model – one manager and three reporters – was adequate and overall provided the right number of personnel to do the work required. However, over time two key shortcomings became clear:

- *Accountability*: As noted above, the station managers were given significant responsibility without much oversight, at least during their first six months of station operations. While this gave them a desirable sense of ownership of their stations, it did not instill in them a very well developed sense of accountability to the Rumbek headquarters in terms of monitoring and evaluation reporting, keeping regular work hours, or communication. This problem could have been mitigated with more sustained oversight and training during the first three to four months of their work.

- *"Manager Syndrome:"* Work structures are dominated by hierarchy in Sudan, and titles carry weight and expectations. The "manager" title, as Internews learned, implies that the person in this position should *delegate* work, not necessarily do it themselves. The station managers, over time, came to adopt this sort of thinking, and breaking entrenched notions of a manager's role has been challenging. In small community stations such as Internews'", with only four paid staff, everyone must produce and host programs, in addition to carrying out management duties. This is common in all community radio stations across the world, especially Africa.

To address these issues, Internews incorporated into its later training design a mentor program to provide more day-to-day oversight (see training section below) as a corrective measure. Internews also re-designed its recruitment approach to reflect improvements in the project's expatriate staffing structure; lessons were learned from the Malualkon, Leer and Kauda experience and we implemented changes to the station staffing needs once Internews became a sub-grantee to Mercy Corps in

October 2008. The new approach was developed in July 2008 and was tested, with promising results, in Kurmuk in August and September.

The main elements of the modified recruitment approach are:

- "Managers" and reporters will not be recruited separately, but as one group to be trained together *prior* to going on air.

- 12 candidates (if enough quality CVs are submitted) will be shortlisted for an interview.

- The best eight of the shortlisted candidates will be invited to attend a 2-day Aptitude Test where the candidates' technical skills, teamworking, learning abilities and creativity will be tested. The best five from the Aptitude Test will be selected and hired as radio staff and put through a four to six week intensive journalism and radio production training *prior* to going on air.

- From these five, the journalist showing the most leadership potential and best technical skill will be designated Team Leader by his or her peers, overseen by the Internews training team.

(See Appendix D: Kurmuk Approach - Aptitude Test Objectives& 4 Week Intensive Training Schedule.)

The two day Aptitude Test was designed to thoroughly screen potential staff before investing resources in their journalism training. The Intensive four-week training was designed to instill from the beginning a deep understanding of the concept of community radio and its obligation to the community, as well as to build journalism and production skills prior to going on air. The length and intensity of the training was also meant to build a foundation of trust and respect for Internews leadership and inculcate an adherence to policy, reporting requirements and structure.

It is expected that replacing the title "manager" with "team leader" will help eliminate the undesirable connotations associated with that term and bring all staff on board more or less as equals. Further, the administrative elements of the managers jobs, i.e. managing monthly station operating funds, financial reporting, keeping receipts – in essence, those duties which distinguish managers from reporters – will be taken over by Mercy Corps operations staff starting Oct. 1, 2008. Therefore, the role Internews station managers have played in the past will largely revert to that of a more senior reporter or editor. Going forward, Internews has also recommended that the number of station staff be increased from four full time paid employees to five. This will increase the number of individuals to train, and provide a buffer for the stations should they lose a reporter or manager. While the stations can function adequately with four staff, most community stations manage staff shortages through their volunteers. None of the Internews stations have enough reliable volunteers to assure their functionality in the event a paid staff person leaves. Increasing the number of paid staff by just one reporter will provide a significant increase in staff stability for the stations.

This new recruitment and staffing approach was applied and tested in Kurmuk in August and September with promising results. The staff have displayed a tangible enthusiasm for their station and their role in the community, and the four week intensive training has provided them with the confidence to take the station forward. As hoped, the intensive one-on-one time spent with the training team has also instilled a greater commitment to and understanding of Internews structures and policies than occurred with the first approach. This recruitment and four-week training intensive

model will be further tested and refined before being applied to future Internews/Mercy Corps radio stations.

B.2. The Training Program: Journalism, Production, Management & Mentoring

As noted above, the first year of the project was largely devoted to building and installing the radio stations, then recruiting and orienting staff to run them. Training during this period was conducted by the Chief of Party (who was also responsible for all project operations, administration and financial oversight) and the Deputy Chief of Party, who also doubled as the staff engineer. In September 2007 the Deputy Chief of Party resigned for health reasons, and two short-term consultant trainers were brought in to continue the basic journalism skills and radio production training he had started in Leer and Malualkon. During this time it was recognized that a more robust *dedicated* training team of at least two professional expatriate trainers was necessary to ensure that radio station staff (now in three different locations) received the attention and intensive training required to build their radio and management skills to an acceptable level. The overall staffing structure was therefore modified to include the Chief of Party, a full time two-person training team (effectively replacing the DCOP position), and a full time FM radio engineer provided as part of the Globecom contract. This structure was put into place in January 2008 at which time the training program began in earnest.

The training program addresses three core skill areas: 1) journalism skills and ethics, 2) radio production, and 3) radio station management. In addition to skills development, the program focuses on strategies to further integrate the radio stations into the daily lives of the community. As discussed in the program background (and the new recruitment model above), community radio is not just about news reporting and good story leads – the station should be an integral part of the community itself. Thus, Internews, in addition to building the professional capacity of the journalists, also worked to shape station staff understanding of what it means to be a community journalists and the special role they play in the promotion of democracy and good governance. This concept was further introduced to the LINCS civil society organizations that took part in media literacy workshops conducted later in the year.

The training team structure and training approach discussed below is that which commenced in January 2008 unless otherwise noted.

<u>Training Team Structure</u>

The Internews training team introduced in January 2008 consisted of a Journalism Trainer (JT) who focused primarily on teaching basic journalism skills and radio production, and a Station Management Advisor (SMA) whose focus was on developing sound station management practices and program planning skills. To reinforce the training concepts delivered by the JT and SMA during their rotations to the stations, Internews also employed short-term mentors at Naath FM in Leer, Nhomlaau FM in Malualkon and in Kurmuk. Their role was to instill a greater sense of professionalism among the journalists by providing a day-to day presence and oversight, and ensuring that the stations were operating according to Internews established structures, policies and procedures for community radio.

<u>Training Approach</u>

Most of the training was conducted on-site at each radio station. The JT and SMA rotated through the radio stations so that each station received one visit by at least one trainer once per month, ensuring consistent contact and follow up. Training was largely hands-on and practical, giving journalists ample opportunity to practice their skills. In addition, their regular broadcast duties were thoroughly incorporated into the training plan giving them the chance to apply the learning directly to their daily

work. The content of each workshop was modified after each round of training to reflect content areas that had been mastered and those that needed further review. As the journalists' skills improved, the topics and trainings become more advanced accordingly.

While the training program remained focused on the three core skill areas, the introduction of the two-person training team in January meant that delivery methods, including crossover areas were looked at more thoroughly. The main area for shared work was production training as this is relevant to both skills areas: the basics and technical aspects as part of the journalism training, and the programming elements linked into the station management training.

In total, Internews provided 240 days total training to the four community radio stations, primarily over the second year, once all stations were set up and staffing issues ironed out. With the recruitment of the two-person training team in January 2008, the level of training dramatically increased. Table 2 below shows the total number of journalism & ethics, radio production and management training days conducted by Internews trainers (both staff and consultant), by quarter, over the two year project.

Table 2: Number of Training Days -- Journalism, Radio Production & Station Management

Station	FY 2007				FY 2008				Total Training Days
	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	
Malualkon	0	0	5	22	5	19	17	11	**79**
Leer	0	0	5	19	5	23	22	9	**83**
Kauda	0	0	0	0	5	19	5	17	**46**
Kurmuk	0	0	0	0	0	0	0	32	**32**
TOTAL	**0**	**0**	**10**	**41**	**15**	**61**	**44**	**69**	**240**

- The majority of training took place on-site at each station; typically seven day hands-on workshops.

- The number of days also includes three off-site training workshops, each about four days (1x all staff news reporting in Abyei; 1x management workshop in Rumbek; 1x all staff teambuilding and MC transition in Rumbek).

- The 32 days of training in Kurmuk reflects the four-week intensive training model introduced in Aug/Sept 2008.

Journalism and radio production workshops were generally conducted as part of the same training trip, in seven to 10 day sessions. In most cases, training was conducted to accommodate the broadcast schedule of the station, requiring a less structured and more hands-on, experiential training methodology. Trainers conducted morning editorial meetings, allocated reporting assignments, went to the field with staff to demonstrate interviewing and recording techniques, and coached them in editing their audio for news bulletins and other audio packages. Because of the different subjects and skill levels involved, the journalism training was also able to include volunteers, as appropriate.

Station management training focused primarily on the Radio Station Manager though did include other key staff involved in management tasks. These trainings averaged five to seven days in length and included financial management, report writing and data collection (i.e. program logging), personnel management, and station branding. The job of the Radio Station Manager is broad-based, requiring a range of ability across several management areas. Recognizing this, the training is also designed to cover not only administration, finance, and programming but also partnership building, staff and volunteer management, technical troubleshooting, etc. and to put in place mechanisms for more extensive support in areas which were particularly challenging.

Internews Journalism Trainer Sam Howard coaches Naath FM reporter Jacob Nhial on using Adobe Audition in Leer, March 2008.

The station manager was also given guidance and training on station "branding". As their job description explains, managers are responsible for "transforming a building and equipment into the heart and soul of the community which it serves". For this to happen, a station needs an identity and the station managers are responsible for leading this process, with guidance from the SMA. Shortly after each station went on air, the manager organized a station naming contest in which the community was invited to submit names for the new stations and the best of which was selected by a committee comprised of village elders, the station manager and other key players. Not surprisingly, many of the suggestions were geographically oriented (i.e. Aweil FM, Leer FM, etc) but the goal was to find a name that would represent all communities served by the station. In Malualkon, Nhomlaau FM or "freedom" in Dinka was chosen; in Leer the committee chose Naath FM or "citizen" in Nuer; and in Kauda they decided on Sawt al-Motjama FM or Voice of Community. Once the name was chosen, the next step was creating an "identity" for the station. This process involves creating audio station identifications or promos as well as a visual representation for the station, or logo. The SMA worked with each station manager and staff to design their own station logos. These were later made into t-shirts, bumper stickers and other promotional material to promote the station and encourage listenership and community support.

Table 3 below shows the number of trainings conducted, by content area. Note that the journalism and ethics content area and radio production content area are shown together. Given the interactive nature of the workshops, training in these two areas was usually conducted at the same time to allow for hands on radio production practice of journalism concepts learned. Management workshops were largely conducted independently of the journalism and production trainings, though as noted above, there was significant overlap in the area of radio production. While the JT focused on story development and audio editing and package making, the SMA focused on radio production as it

pertains to management, i.e. developing appropriate programs and developing a compelling broadcast schedule that meets the needs and interests of listeners. A total of 25 trainings were conducted during the project period.

Table 3: Number of Trainings

Type of Training, by Content Area	Total (all stations)
Journalism & Ethics / Radio Production	14
Management	11
Total Trainings	**25**

In total, Internews trained 53 persons in journalism, radio production and station management. Table 4 shows the number of individuals trained in each module at each station location. Note that for station management training, two staff for Leer and three staff for Malualkon are counted twice (for journalism skills/production and management) since they received training in both areas. Three stations were able to attract volunteers to assist with voicing programs, reading news, and other activities that suited their interests (training in Kurmuk was focused on new staff; volunteers will be trained in the future, as the need arises).

Many of these volunteers were invited to attend journalism and radio production trainings to enhance their skill level and provide additional staff resources when necessary. Volunteers in Leer have been particularly helpful and dedicated, often covering for paid staff when on leave or ill. In Malualkon, volunteers participated in the Sultan Dialogue Radio Club (see next section programming below), providing a wide range of voices and gender balance. Volunteers did not attend management workshops as these trainings were less appropriate for them.

Table 4: Number of Journalists Trained at Internews Stations from October 2006 to September 2008

Location	Volunteers		Internews Staff		Total Trained
	j-skills/prod	mgmt	j-skills/prod	mgmt	
Malualkon	12	0	6	3	
Leer	8	0	4	2	
Kauda*	6	0	4	1	
Kurmuk	0	0	5	2	
TOTAL	**30**	**0**	**20**	**8**	**53**

*In Kauda, the station staff were to be hired by local partner NRRDO, as per the MOU, but NRRDO only managed to secure funding for the station manager. Thus, all reporters worked as unpaid volunteers from Sept 07 through March 08. In the table, the Kauda volunteers ultimately hired by Internews from April to Sept 08 are represented as Internews staff, the rest as volunteers.

The Mentoring Program

The mentoring program was introduced in May 2008 and was developed to supplement the structured trainings offered at each station on a rotational basis by the training team. On a day-to-day basis, the mentors worked with staff on broadcasting according to their program schedules, encouraged good work habits, and provided one-on-one coaching on audio editing, presentation, and provided support to the station managers in their administrative, financial and program development duties. The idea behind this attentive and consistent attention was also to counteract some of the undesirable habits acquired by staff and managers prior to the full training team deployment in January 2008. The first mentor was sent to Leer in May 2008; the second to Malualkon in June. In each location the mentors worked daily with staff on reporting and presentation skills, planning and

punctuality. They also provided a needed link with Mercy Corps staff on the ground, helping to coordinate the development of new programs and activities. Mentors also submitted weekly reports to the Rumbek operations office to assist in M&E data collection (see Appendix E: Mentor Guidelines). The number of mentoring days is illustrated in Table 5 below.

Table 5: Number of Mentoring Days

Mentor Location	Q1-Q6	Q7	Q8	Total Mentoring Days
Malualkon	**NA**	6	50	56
Leer	**NA**	45	22	67
TOTAL	**NA**	**51**	**72**	**123**

Mentors were assigned to Malualkon and Leer to provide day-to-day station training support and guidance. A mentor was assigned to Kurmuk in October 2008. Internews did not assign a mentor to Kauda.

Mentor George Latio (left) works with Naath FM volunteers in the studio, June 2008.

Off-Site Trainings

SRS Collaboration in Abyei

Prior to recruitment of the training team, Internews collaborated with Sudan Radio Service (SRS) in November 2007 to conduct a four-day news writing workshop for Internews staff during the Mercy Corps/LINCS Cross Site Visit in Abyei. This was first time that the entire Internews radio station staff was able to come together as a team. Jeremy Groce, Chief of Party for SRS, conducted the training for 12 Internews radio reporters and managers, focusing on news reporting and news writing for radio. To practice their skills, the journalists recorded interviews with local authorities and conference participants, then edited the segments into news packages once they returned to their respective stations.

Groce and Internews Chief of Party Terry Thielen also conducted a one-day joint presentation for more than 200 LINCS CSO partner participants on the role of independent media in Sudan. Break out sessions (by language group) were led by Internews and SRS staff to identify ways in which civil society can act as advocates for independent media. The presentation also included a media literacy workshop on writing effective public service announcements (PSAs) and how to give an effective interview on radio.

Station Managers Workshop in Rumbek

The station management training program was launched in February 2008 with a week-long station managers workshop which brought the three managers to Rumbek for intensive dialogue and

guidance. In addition to substantive topics, this meeting was meant to set the tone for collaboration between station managers and the new training team, and lay out expectations regarding greater accountability, responsiveness and communication. Specifically, the workshop covered:

1) Internews work planning and strategy.

2) Sharing successes, challenges and ideas from all the stations.

3) What is good station management?

4) Personnel, finance and administration – responding to Rumbek administration.

5) Technical issues and Internews technical strategy.

6) Partner relationships and obligatory programming.

7) Editorial leadership and developing local programming.

Nhomlaau FM station manager John Maduot (right) and SRS reporter John Agou lead Dinka language break out session on independent media for CSOs in Abyei.

In addition to the topics above, the training team discussed at length the intended rollout for the new training program to be implemented including strategy rationale (i.e. on-site training as opposed to outside courses) and timeframes for site visits.

During the workshop the trainers and managers were also able to collectively explore and solve challenges which had come up at the stations (see Table 6), as well as explain and get buy-in to the work plan.

Table 6: Training Challenges

Challenge	Method used for overcoming challenge
Wide range of skill levels of trainees, making it difficult to conduct collective training	• Instituted pre-training test to determine skills • Split trainees into skill-appropriate groups • Included range of training levels in each element (e.g. interviewing, Cool Edit skills) from basic to advanced
English language proficiency uneven among trainees	Lecture-style training kept to minimum Hands-on practical work and exercises emphasized Trainers provided one-on-one coaching where needed
Lack of consistency in training during previous quarters	Trainers conducted regular monthly workshops at each station Brought in Station Mentors to provide day-to-day coaching and support and to embed the skills learned
Staff Professionalism – Setting Expectations	Trainers kept a log of staff performance and attendance Brought in Station Mentors to provide daily oversight Conducted staff performance reviews to evaluate performance and provide feedback

The managers workshop effectively set the training stage for the rest of the project and was pivotal in shifting attitudes and building a stronger bridge between the stations and the Rumbek operations office.

All Staff Teambuilding and Mercy Corps Transition Workshop
The third off-site training event occurred in Rumbek in September 2008, just before the end of the reporting period. This workshop brought the entire Internews management and reporting staff together to prepare them for the transition to become Mercy Corps staff, to introduce the new Internews program director, and provide an opportunity for team-building and sharing of successes and challenges as the project entered its new phase. The workshop featured several exercises designed to illustrate the importance of leadership and teamwork, understanding and appreciating differences, and establishing strong foundations on which to build future work.

They were racing against time to build the tallest, free standing tower out of straws and cello tape. The winning team noted that they were able to accomplish the assignment well because they divided the smaller tasks among themselves, with each person taking responsibility for a part of the whole. The team also shared ideas, collectively brainstormed, and watched what others were doing, picking and choosing the parts that would work for them.

When asked the significance of the exercise, the staff explained the importance of team work, and of everyone pitching in together to get a job done. The winning tower was also able to stand properly as it had a strong foundation, an observation that staff was easily able to translate into their every day work. "Having a strong foundation is critical," Lonya Bany, Naath FM station manager said. "We must work together from the beginning to be sure we have a strong place from which to build our future."

In an interesting observation, one staff member noted that all of the teams built their towers to resemble radio transmission towers, complete with antennas on top and guard houses to protect them. Just a year ago, most of the staff did not even know what a transmission tower was!

Internews radio staff from Kauda, Kurmuk and Leer (plus trainer Melita Dennett in the center) work together to build a tower made of straws and cello tape.

Another teambuilding exercise drew out the staff's views on tolerating different ideas, cultures and opinions – a very important concept for journalists entrusted to open the airwaves to a multitude of voices, languages and thought. Again, the staff exhibited a high level of understanding of the concept and were readily able to relate the exercise (in this case, one's preference for being one animal over another) to their own

real-life situations and work as reporters. Staff reaction to these exercises was impressive across the board, and demonstrated a much higher degree of maturity and perceptiveness than when first starting work as completely novice journalists just months before.

The workshop also provided an opportunity for a member from each radio station to make a presentation to the group about their own stations' history, programs and successes. In addition to their presentations, each station played special audio programs (dramas, important interviews, stations jingles and promos) to illustrate their work and station identity.

Finally, representatives from Mercy Corps spent two days presenting to the staff about the LINCS program, and importantly, Mercy Corps human resource policies, benefits, organizational expectations and contracting process. This presentation was meant to ensure that all staff had the chance to voice their opinions, fears, questions and concerns directly to Mercy Corps leadership in order to avoid misunderstandings once the staff returned to their station sites. Personnel issues are frequent in Southern Sudan and the contracting process is often rife with anxiety, confusion and misinterpretation. Internews' goal was to avoid this as much as possible by creating the space for dialogue, trust and confidence-building. In the end, doing this helped tremendously in paving the way for a smooth transition to the staff becoming Mercy Corps employees and Internews entering into the sub-grant agreement.

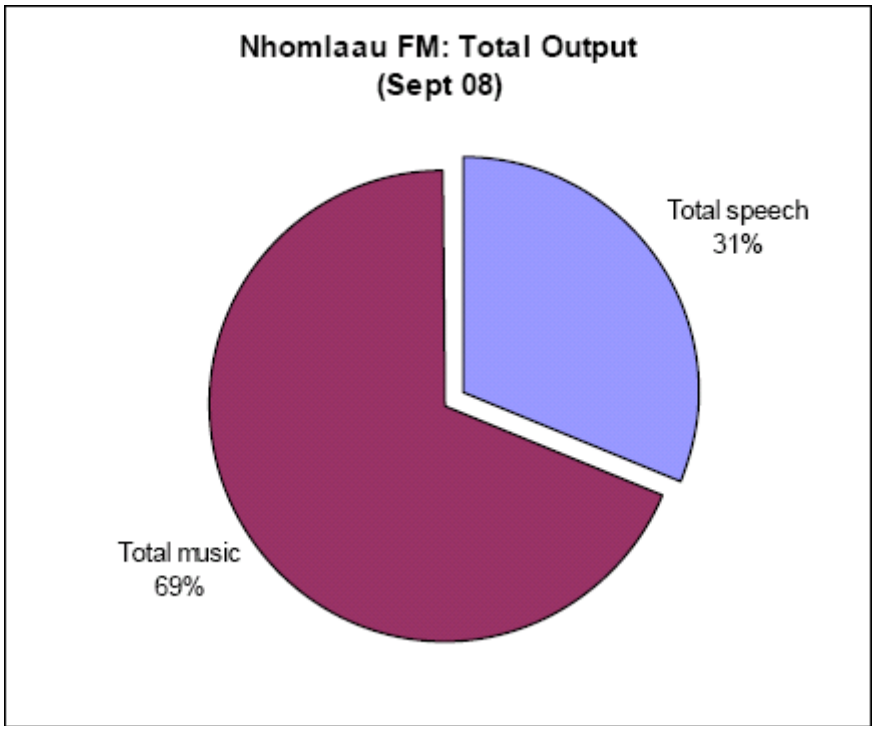
B.3. Programming

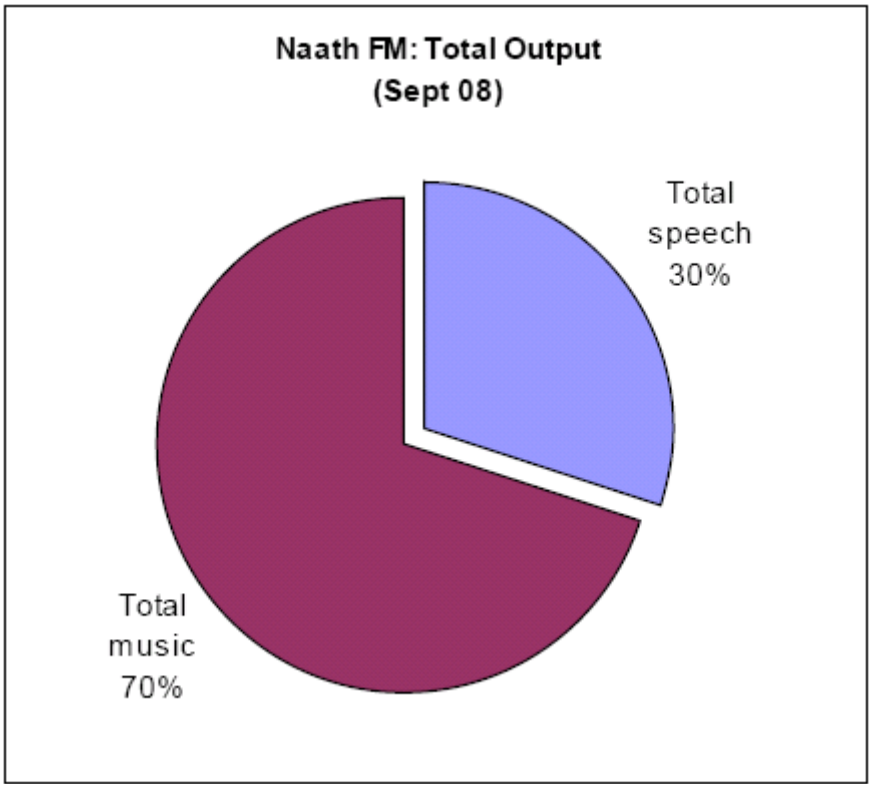
While listener numbers are important, the content of the programming, the inclusion of themes or people who are traditionally excluded from broadcasting and the local programming angle are all more important to the function of community radio. Clear and consistent programming, also an important aspect of community radio, develops structures that allow more people to get involved and, support the sustainable growth of the station and its audience base.

Internews station programming has strongly emphasized and encouraged these differences. The four Internews stations currently broadcast a variety of local programs of unique interest to their communities, in a total of 10 different languages. All the stations broadcast in English (by request of the communities) and simple Arabic. In Malualkon, Nhomlaau FM also broadcasts in Dinka; at Naath FM in Leer the primary broadcast language is Nuer. In Kauda, in addition to English and simple Arabic, the station broadcasts in classical Arabic as well as Otoro and Tira, two local dialects. The station in Kurmuk will broadcast in simple and classical Arabic, English, plus three local dialects – Bertha, Maban and Uduk. The data presented below does not include the Kurmuk station but a separate section on the future programming follows.

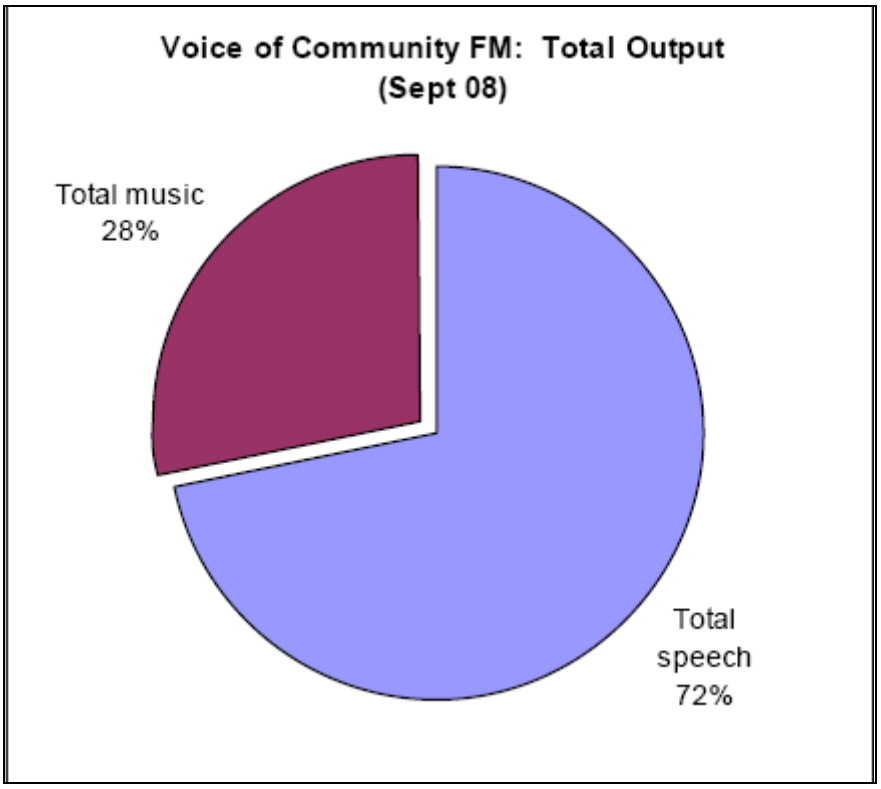
<u>Station Output – Speech vs. Music</u>

The stations have developed different programming schedules dependant on the needs and desires of the community, and the capacity of the station. With all, however, the importance of sharing locally-specific information through speech programming is paramount. The first target was set at 30% speech programming, and while the stations managed this, via different kinds of content, both Naath and Nhomlaau FM nearly reached that target with 29% speech output and 71% music in March 2008 (see FY 2008 Semi-Annual report). The target for the end of the project was raised to 40% speech to encourage the stations to focus more on informational programming and less on music. Neither Naath nor Nhomlaau FM reached this target, though both increased their speech programming by 2%, from 29% to 31%(see below):





Voice of Community FM in Kauda, however, significantly exceeded this target with 72% total speech output by September 2008:



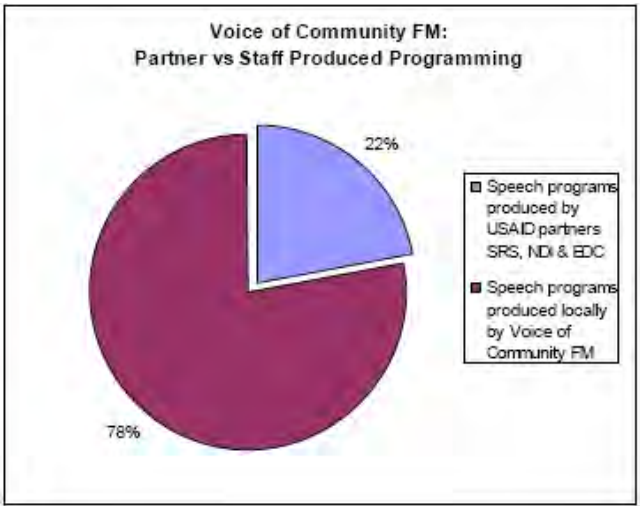
It should be noted that the stations are not expected to become "all talk" stations – listeners need and want a balance between information and entertainment/music and the ideal split is probably somewhere between Naath and Nhomlaau's 31% speech content and Voice of Community's 72% speech output. Stations with limited staff can only produce a certain quantity of quality programming and while providing access to information has been Internews first priority, achieving the right mix will continue to be important for the retention of listeners.

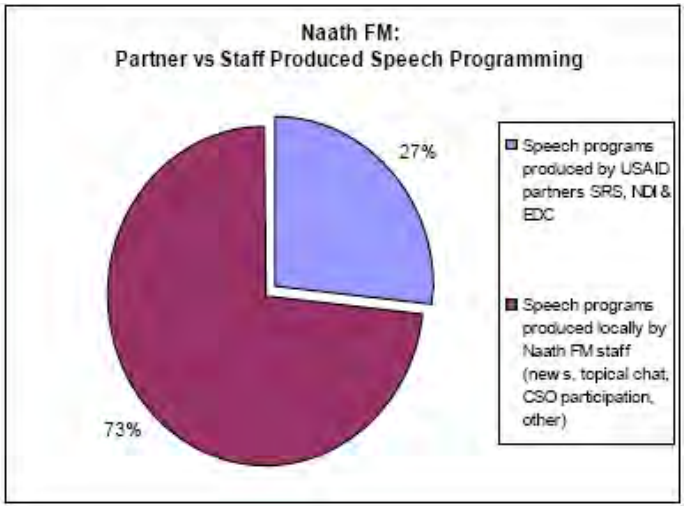
Station Speech Output – Partner vs. Locally Produced Programming

Part of the stations' mandate is to re-broadcast USAID partner produced programs, specifically the National Democratic Institute *Let's Talk* civic education radio drama, and Sudan Radio Service news and civic education features. Each station currently airs *Let's Talk* several times per week depending on the station's broadcast schedule and community interest), as well as SRS's *Road to Peace* on a more occasional basis. Internews has also had an informal partnership with the Educational Development Center (the parent organization to SRS) which produces the *Terbia Market* English-language instruction series which is regularly aired by Internews stations.

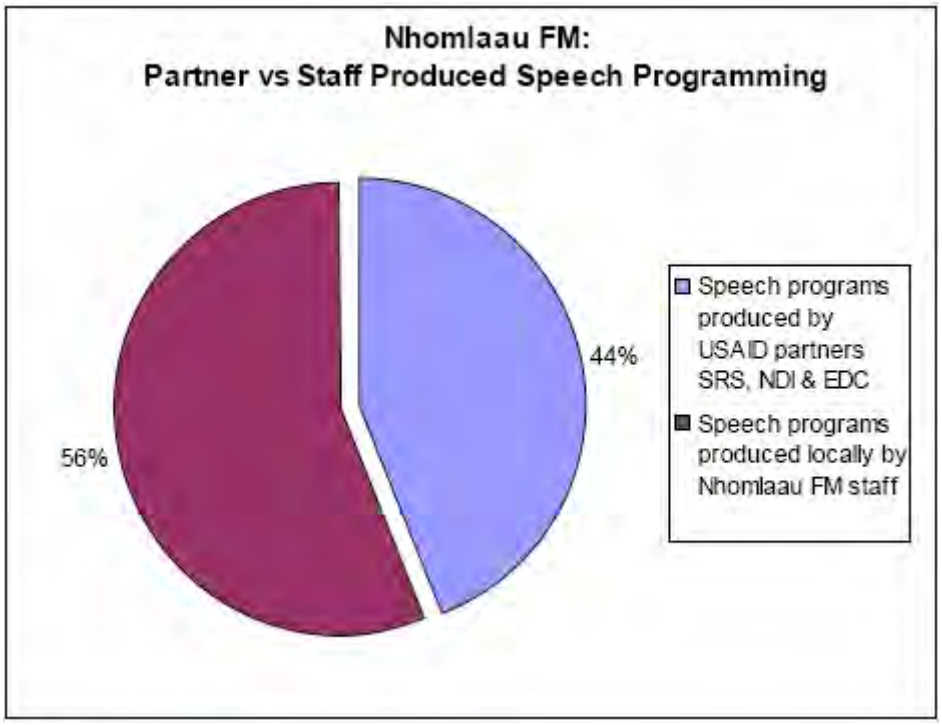
Airing these pre-produced partner programs ensures that quality educational programming is available to listeners on an FM signal and often in their local language (some episodes of *Let's Talk* and *Road to Peace* are, for example, available in Nuer, Dinka, and/or simple Arabic). It also represents content the stations do not have to produce themselves, freeing up time to produce other local programs which is more time consuming to do. That said, while the partner-produced programs are important, it is equally important that the stations seek out local content and produce programs of interest to their specific communities. To measure the stations' activity level in producing their own programs, based on the training received, Internews set a target for partner vs. locally produced programming at 25% partner vs. 75% locally produced speech programs.

Naath FM nearly met this target and Voice of Community once again exceeded it, producing 78% of their speech content themselves. See pie charts below:





Nhomlaau FM significantly lagged behind its colleagues, producing only 56% of its own speech programs. This discrepancy may be due to a number of factors including faulty data (program logs may not have been filled in accurately) or the departure of a key reporter responsible for producing much of the local speech content:



Types of Speech Programming

Each station has over the past 13 to 16 months developed its own program schedule which includes the partner programs discussed above plus a variety of locally produced programs based on the needs and interests of the listeners. These programs can generally be categorized as in the table below. Program types include straight chat (general banter during the breakfast shows) or more organized chat shows with special guests, news programs or bulletins, programs specifically targeting CSOs, and other locally produced programs like dramas or features. These categories are not absolute and there is a fair amount of overlap in some areas. Nonetheless, the breakdown of different types of speech programming is important because there is a difference in both focus and added value for various kinds of programming. See Table 7 below.

Table 7: Types of Speech Programming

Program Type	Created by	Content
NDI / Let's Talk	Partner – NDI	Civic education features
SRS Program	Partner – SRS	Civic education and advocacy features (Road to Peace)
EDC / Terbia Program	Partner – EDC	English language teaching program
News	Partner – SRS Station staff for local news News websites (Gurtong, Sudan Mirror, Sudan Tribune)	Daily news of regional and national interest Local news and local reaction or elements to broader news stories
Chat Shows	Station staff May involve local stakeholders for interviews / audience involvement	Can be daily chat around topics of general interest or themed chats with specific guests and audience
CSO-Involvement	Station staff CSO representatives LINCS	Specific chat show with CSO guest, CSO-generated PSAs, or other CSO related topic contained in other programs
Other Self-generated Speech Programming	Station staff, possibly in partnership with other stakeholders	Depends on station but likely to be features on key themes – Nhomlaau FM and Voice of Community FM create civic education dramas, Naath hosts a variety of community shows
Audience Involvement	Local community	Depends on station – at Naath FM they can take calls on air; at Nhomlaau FM and Voice of Community, local stakeholders drop in letters and announcements

The pie charts below show the percentage of speech airtime each station devotes to programs in the above categories. Again, these program categories are not scientific but meant to provide a general idea of what type of programs are being aired at each station and to what extent. The percentages are calculated based on the weekly program logs submitted to the Rumbek office.

The stations are more or less even in terms of broadcasting *Let's Talk* and *Terbia Market*, percentages falling between 10% and 16% for both programs for all three stations. By contrast, the stations' adherence to broadcasting the SRS programs (mostly *Road to Peace*, not news) has been more sporadic. Only Nhomlaau FM reports broadcasting these programs with any regularity, at 13% of its content. Naath and Voice of Community have not devoted much airtime to these programs, only 1% to 2%. Airing *Road to Peace* is not obligatory, but it has been encouraged. However, Internews has only had access to a limited number of these programs, and both Naath and Voice of Community are reluctant to repeat programs frequently.

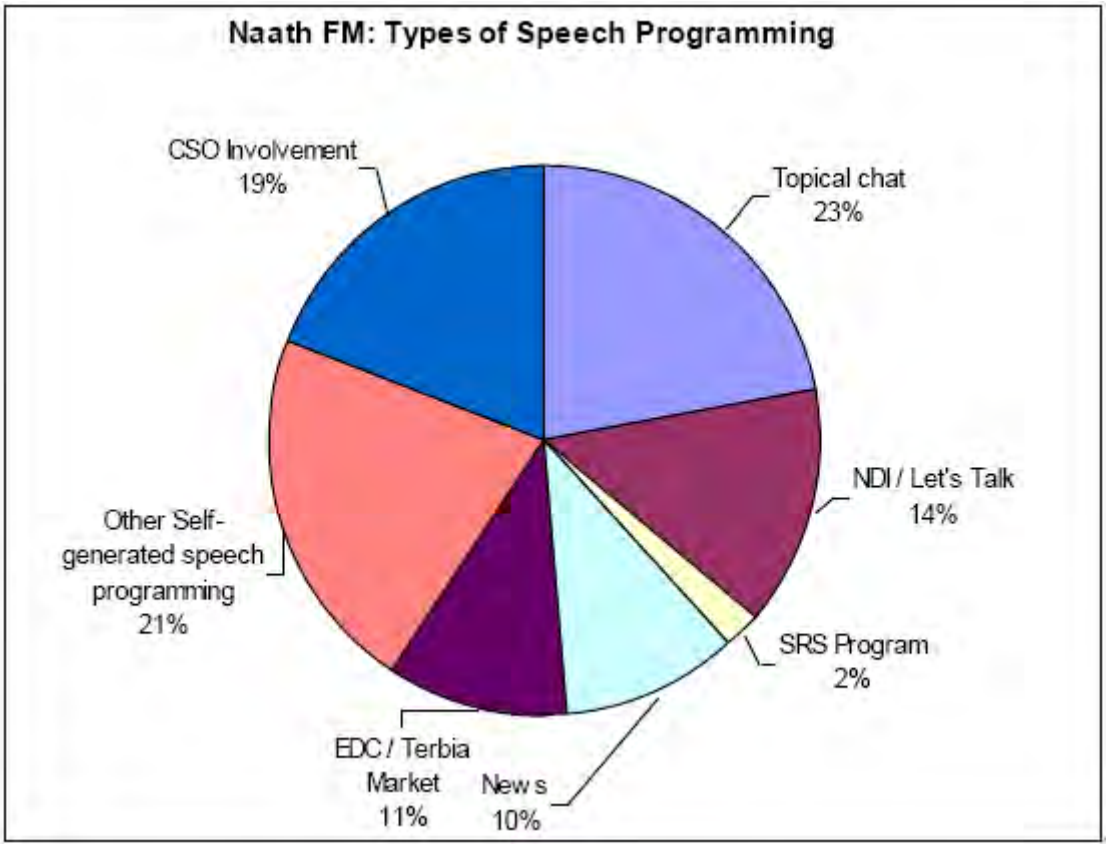
Both Naath and Nhomlaau report 10% of their speech content goes to news. Naath airs an afternoon news bulletin and a repeat again at 7 pm, so this number may be low. Both stations rely on internet access to download regional and national stories from Sudan-related websites, including SRS, Gurtong, and the Sudan Mirror which they compile into a national and regional news bulletin plus local stories. Originally the stations were supposed to re-broadcast SRS news audio feeds from the websites but internet access and bandwidth issues have prevented this from ever fully being incorporated into the programming schedule. Voice of Community reports only 4% of its content going toward news. The Kauda station has typically had no access to internet and is therefore limited to only local events included as news items. This may account for the fairly low amount of news being produced.

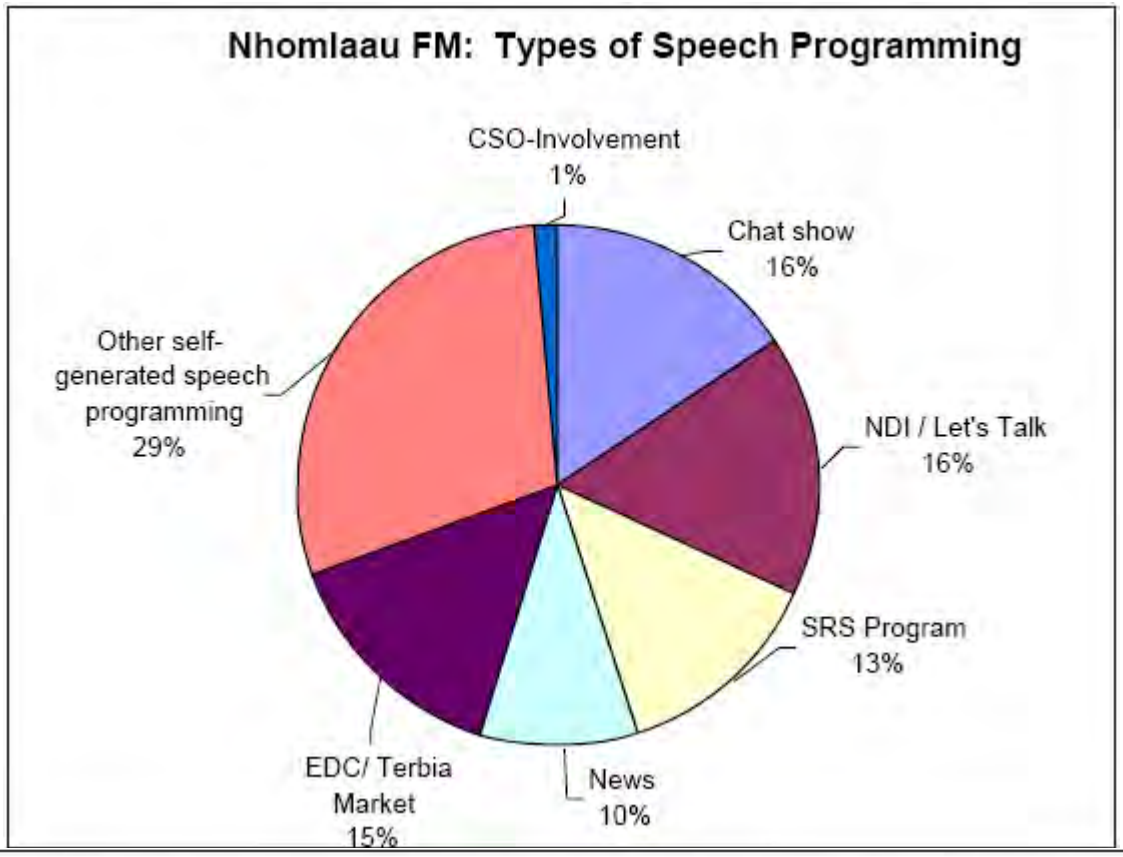
Naath FM is on top when it comes to chat shows. This station has spent considerable time developing its talk show schedule and has been relatively consistent in maintaining it. Presently Naath hosts three regular talk shows per week – Wednesdays for VSF on animal health, Thursdays at 11 am is MSF-Holland focuses on public health issues, and on Saturdays the Baptist, Catholic and Presbyterian churches rotate hosting the Peace & Love show, sending messages of non-violence to the youth of Leer County. In addition, the LINCS CSOs are guests every Friday for the CSO Hour (this program is represented under CSO-Involvement). Nhomlaau and Voice of Community also host talk shows each week but at a less organized and consistent level. Still, chat shows represent 16% and 14% of their speech broadcast schedule, respectively.

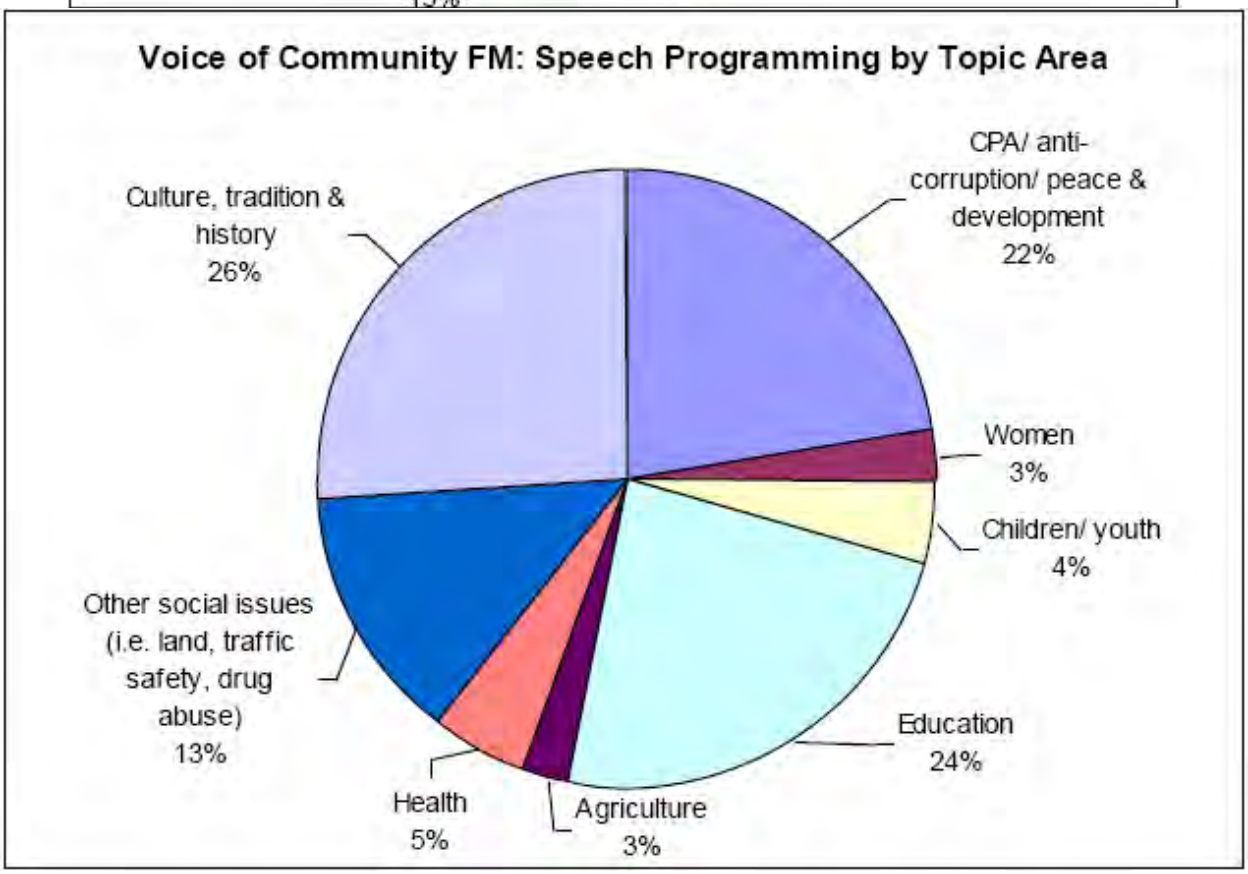
"CSO-Involvement" includes any outputs from CSOs and NGOs based locally, whether involvement in a debate or chat show, or through recording PSAs. Naath FM again is highest in CSO-Involvement programming with 19%. As noted above, in June Naath launched a weekly talk show dedicated to LINCS CSO partner issues, which accounts for this higher level of CSO involvement in programming. The other two stations come in far behind at 1% and 4%. Neither Nhomlaau nor Voice of Community have as effectively reached out to the CSO partners to generate more CSO-related programming, though it is fair to note that this also has had to do with a lack of coordination from the Mercy Corps LINCS staff on the ground.

The category "other self-generated programming" is something of a catch-all and includes those programs that do not readily fit into the above categories. It also represents the highest percentage of speech programming for each station, except for Naath (chat comes in 2 percentage points higher). For Voice of Community "other self-generated programming" accounts for a full 52%. For Naath and Nhomlaau it is 21% and 29% respectively. This category of speech programming includes the various radio dramas produced by the stations, such as Nhomlaau's Sultan Dialogue dramas (described below), magazine features, community announcements and events, special occasions, etc. In the case of Voice of Community, much of its speech programming revolves around station staff presenting programs on topical issues that are not necessarily chat shows. The presenter conducts research on a particular topic such as education, culture, history or health and conveys that

information to the listeners. In this case, it is not technically a "chat" show and therefore falls into the "other self-generated programming." This sort of programming makes up a significant proportion of the Voice of Community program schedule. Types of speech programming by station are represented in the pie charts below:




Nhomlaau FM: Types of Speech Programming
CSO-Involvement 1%
Chat show 16%
NDI / Let's Talk 16%
SRS Program 13%
News 10%
EDC/ Terbia Market 15%
Other self-generated speech programming 29%


Voice of Community FM: Speech Programming by Topic Area
CPA/ anti-corruption/ peace & development 22%
Women 3%
Children/ youth 4%
Education 24%
Agriculture 3%
Health 5%
Other social issues (i.e. land, traffic safety, drug abuse) 13%
Culture, tradition & history 26%

At each station there is also a significant level of audience involvement, though how that is manifested is dependent on the station location. Mobile phone service came to Leer in December 2007 opening up new lines of communication between listeners and the station. Naath FM put in a dedicated mobile phone line to the studio enabling presenters to take calls during on-air topical discussions. Though the network is still somewhat unreliable, Naath FM can receive between 30 to 50 calls from listeners per day, and from as far away as 30km from Leer. Callers phone in with questions for talk show guests and to voice their opinions on various issues under discussion. The authorities also call in with news for the community or to clarify positions that may have been misunderstood. For example, during the Census, census officials called in to Naath FM to explain the high influx of returnees and provide guidance on the census process. The station also receives numerous announcements each day from the community to be aired during the community announcement segment of the program schedule.

In Malualkon and Kauda communications have not opened up as in Leer but both also receive numerous announcements for public events, official meetings, and lost children and animals. The stations also take and send greetings from the public to families and friends in other towns and villages within the broadcast area.

Types of Speech, by Topic Area

The radio stations were established to provide access to information to people in remote areas where information is scarce. They were specifically set-up to disseminate information about the Comprehensive Peace Agreement (CPA) and other more local topics of interest. It was important to track, then, not only the type of speech programming broadcast as illustrated above, but to break that content down further into topic areas to determine what kind of information is actually going out on the airwaves and reaching listeners.

As the pie charts below illustrate, the topics of focus very much reflect the interests of the community. Not surprisingly, programming around the CPA and education dominate topical content at each station across the board. Programming having to do with the CPA comes in at 22% and 23% respectively for Voice of Community and Naath while it spikes to 34% at Nhomlaau FM in Malualkon. This programming includes partner programs such as *Let's Talk* and *Road to Peace* but also any local programs that touch on issues of the CPA, peace, and/or development in Sudan. The jump in percentage points in Malualkon may be explained by the station's involvement in IDP issues, and coverage of the peace conference between Dinka and Miseryia that took place in May/June 2008.

Education is also a hot topic in Leer, Malualkon, and Kauda, and the staff cover these issues accordingly. Partner programs such as *Terbia Market* would also be included as educational. Interestingly, the stations are almost evenly matched in this topic area at 23% for Naath and Nhomlaau and 24% for Voice of Community. Considering the significance of education in Sudan, due to the total disruption of any educational system over the past 21 years, it is not surprising that educational programs fetch such a high percentage of airtime.

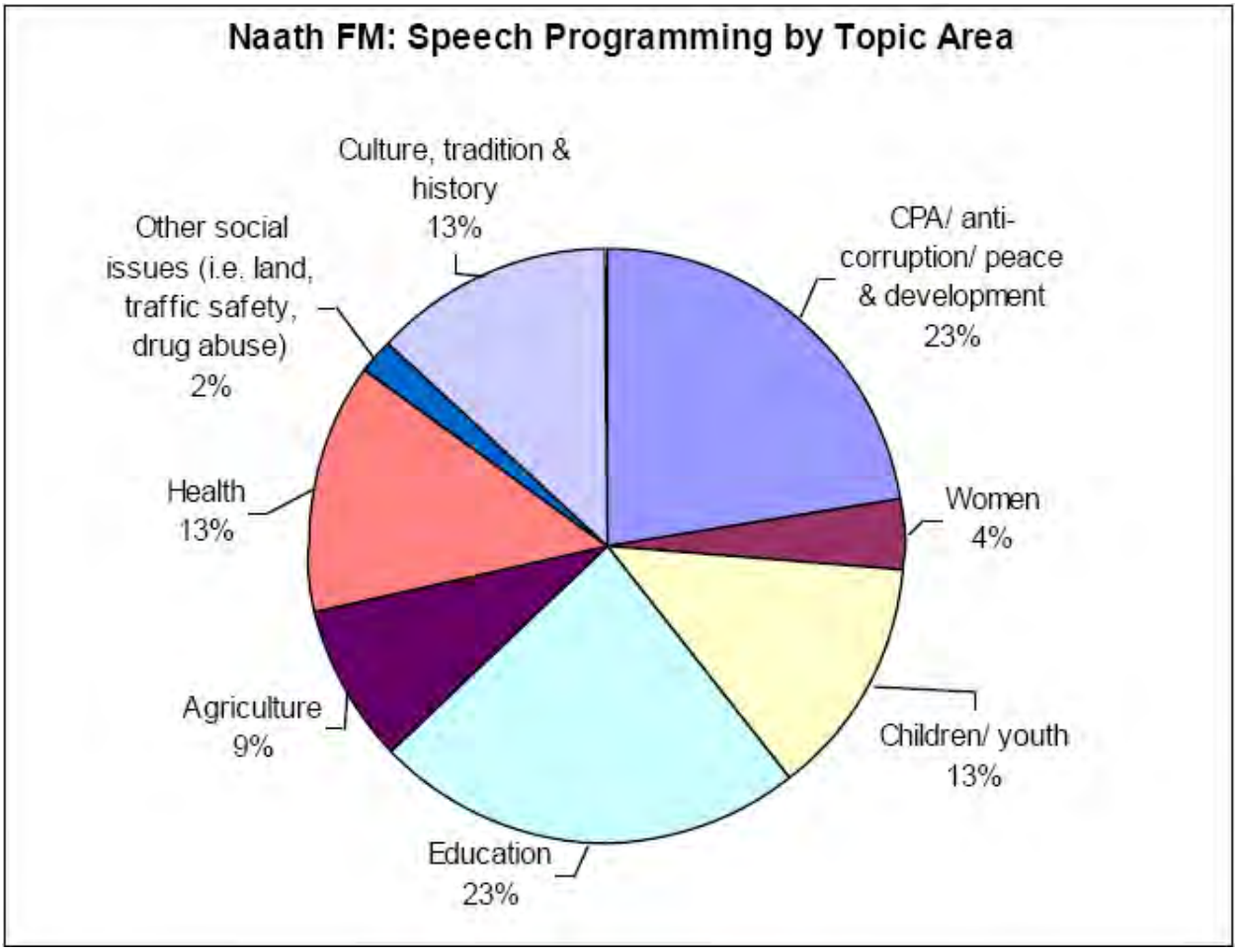
The Children/Youth and Health categories are nearly equal at all stations. Both garner 13% of the Naath FM program schedule while Nhomlaau FM gives them both 7% of their airtime. Voice of Community devotes 4% of airtime to children/youth and 5% to health. The higher percentage awarded Naath probably has to do with the dedicated weekly Médecins Sans Frontières health program and Our Time is Now youth program featured in the Naath FM program schedule.

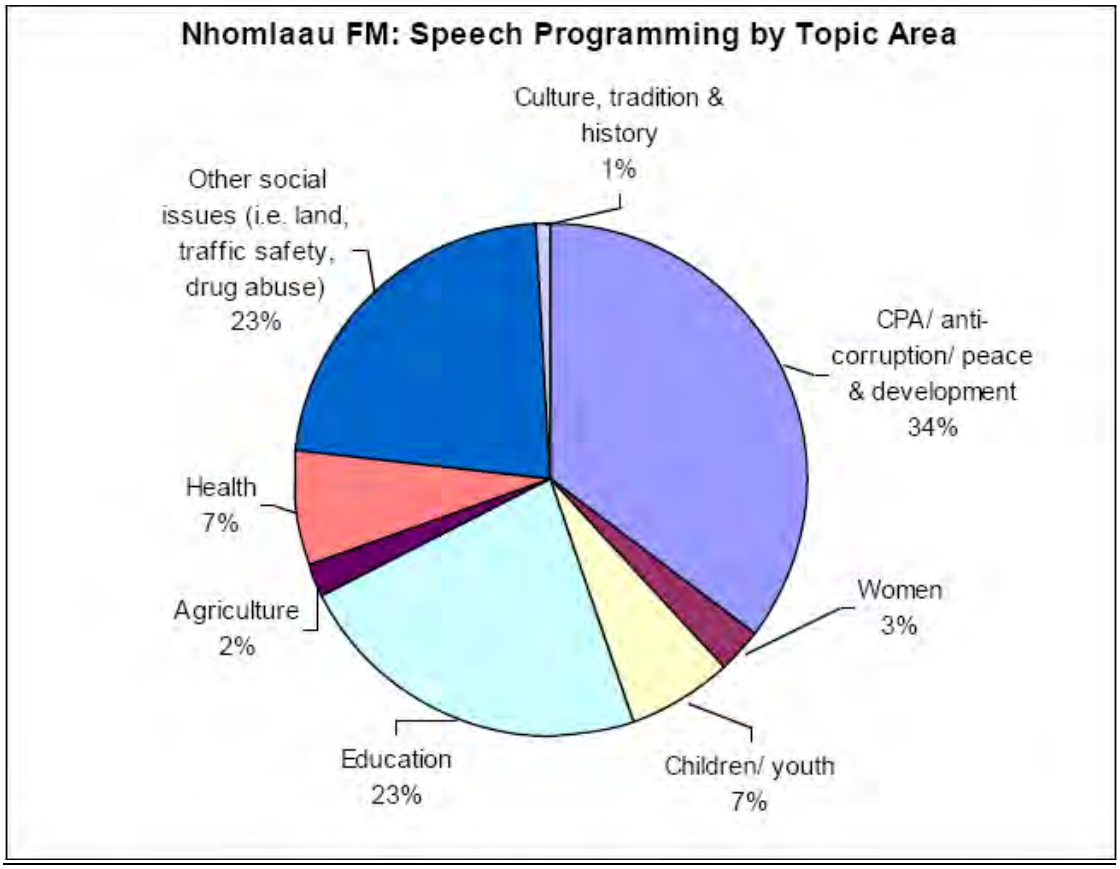
Similarly, Naath FM leads the way on health programs at 9%, largely due to the regularly scheduled VSF animal health program. Nhomlaau FM and Voice of Community (VoC) follow at 2% and 3% respectively.

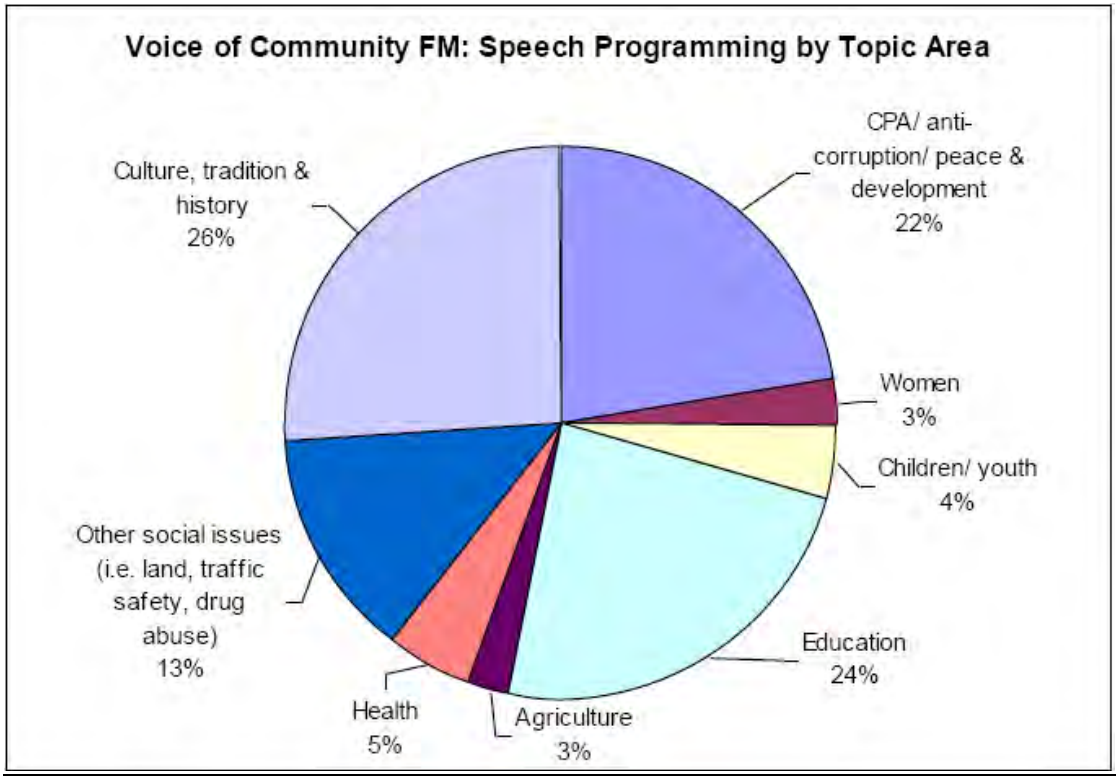
Programs on women's issues lag behind other topics at 4% for Leer and 3% each for Nhomlaau FM and VoC. This is interesting as both Nhomlaau and Voice of Community have women on staff who are committed to moving women's issues and girls education to the fore. At the same time, both of these stations have a high percentage for "other social issues" (23% for Nhomlaau, and 13% for Voice of Community) so it is feasible that programs on women were somehow attributed to this topic category. Nonetheless, given the importance of women's issues in Sudan, it is a program area that should be expanded.

Finally, the culture, tradition and history category clearly reflects the interests of the stations and their communities. Naath FM (13%) features a culture program every Saturday called Down to the Culture in which elders and chiefs are invited to attend the show and discuss Nuer cultural traditions. The issue of culture and tradition is particularly strong in the Nuba Mountains and this is reflected in the 26% of programming devoted to this topic at the Voice of Community FM in Kauda. VoC has two programs dedicated to this topic – Nuba History on Wednesdays and Asweba on Thursdays which deals with culture, traditions and customs of the Nuba Mountains.

A breakdown of these topic areas, by station, is presented in the pie charts below:




Nhomlaau FM: Speech Programming by Topic Area
Culture, tradition & history 1%
Other social issues (i.e. land, traffic safety, drug abuse) 23%
CPA/ anti-corruption/ peace & development 34%
Health 7%
Women 3%
Agriculture 2%
Education 23%
Children/ youth 7%

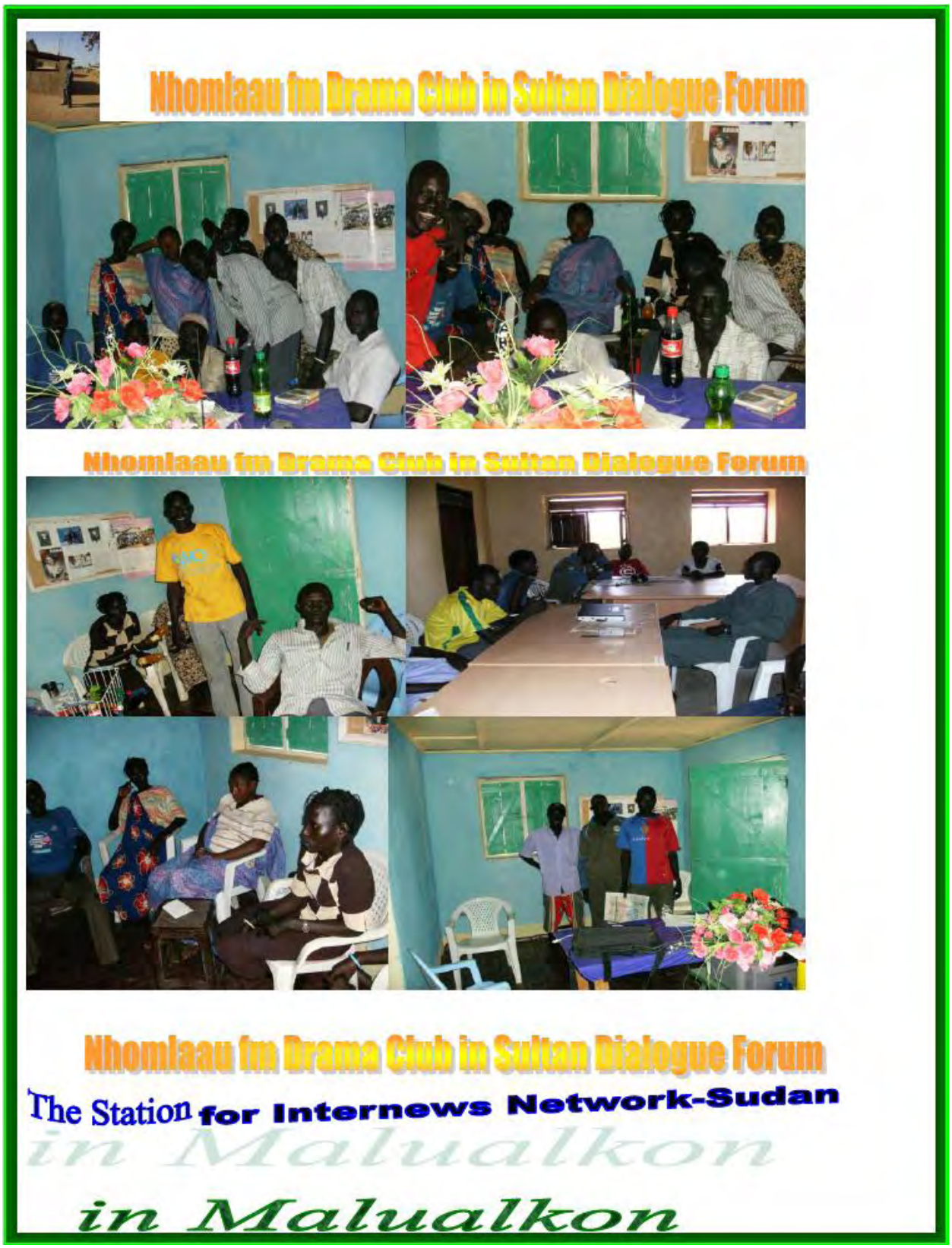

Voice of Community FM: Speech Programming by Topic Area
CPA/ anti-corruption/ peace & development 22%
Culture, tradition & history 26%
Women 3%
Children/ youth 4%
Other social issues (i.e. land, traffic safety, drug abuse) 13%
Education 24%
Health 5%
Agriculture 3%

Station Programming Highlights

Each station has, in its way, developed its own style of self-produced programs and incorporated them into appropriate programming schedules which bring in the obligatory programming for partners (i.e. Let's Talk and SRS programming). Each station has its own personality, interests and focus points and programming priorities have reflected that. While Internews inserted a procedural framework and training for the operation of each station, station managers and staff have nonetheless been encouraged to be creative and responsive in terms of programming to local needs and interests. Below is a summary of programming highlights from each station over the course of the project.

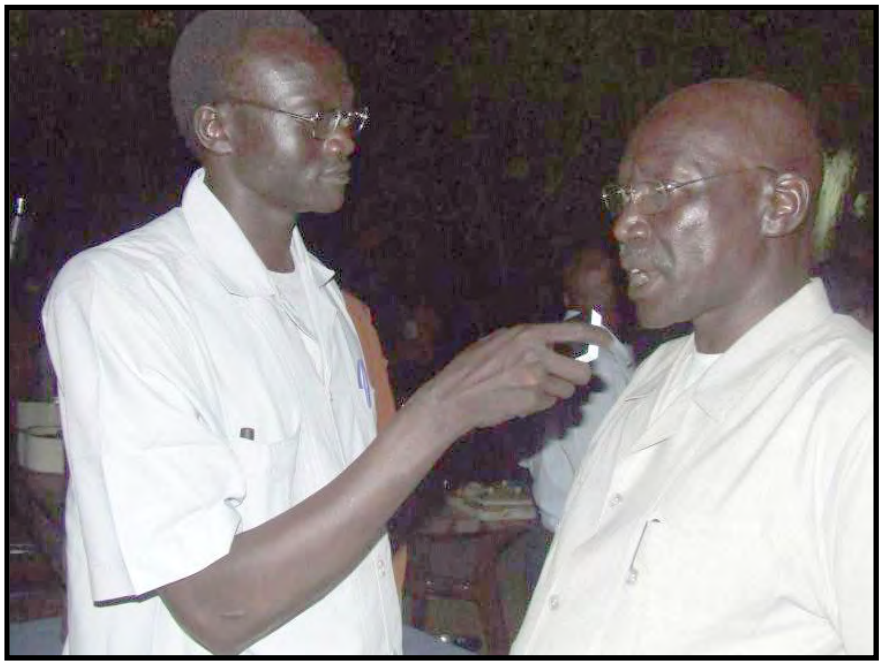
Nhomlaau FM – Malualkon

Nhomlaau FM developed a series of 30-45 minute radio plays written and produced by the station manager, and voiced by the staff and volunteers which have become a huge hit in the community. Called the Sultan Dialogue Forum, these programs focus on local issues and concerns including family management issues, respect for the disabled (in the South Sudanese context, referring mainly to disabled war veterans), census education, and modeling a town hall meeting/community forum where all members of society are given a voice. The programs have been very popular with the community and the station has received numerous letters of appreciation. (See Appendix F: Synopsis of Sultan Dialogue Forum programs).



Flyer advertising the Sultan Dialogue Forum drama club organized by Nhomlaau FM staff in Malualkon. The flyer was designed by the staff and volunteers and shows the inside of the radio station (blue walls), and the inside of the LINCS Resource Center (shown with long desks) where most of the recording took place. Twelve volunteers and four paid Internews staff voiced the radio dramas that have become very popular in Malualkon (See Appendix F).

In addition to the Sultan Dialogue Forum, Nhomlaau FM covered a number of important events for the community. At the end of 2007 conflict broke out between the Dinka of Northern Bahr el-Ghazal State and the Misseryia in bordering Southern Kordofan. Supply lines were cut off and goods and materials became increasingly scarce. Tensions were high. In February, SPLA commander Paul Malong was appointed governor of Northern Bahr el-Ghazal State and he vowed to end the stand-off. A peace conference was held in Aweil, capital of Northern Bahr el-Ghazal, in March and Nhomlaau FM was there to cover the event. The station manager interviewed the governor, who pledged his support of the station, and also recorded the governor's speech of tolerance, peace and new beginnings. This speech was played on Nhomlaau FM over the course of several weeks, alongside interviews with the governor, all of which contributed to the easing of tensions and promotion of accurate information within the listening area.



Nhomlaau FM station manager John Maduot interviews Gov. Paul Malong at peace conference between Dinka and Misseryia in Aweil.

In 2007 Nhomlaau FM also began what has become an on-going and successful collaboration with Save the Children-Sweden to educate and mobilize the community on children's issues. In June 2007, guests from Save-Sweden did a live talk show on the origins of the Day of the African Child and the NGO credited Nhomlaau FM with being instrumental in the week's successful and highly attended events. This collaboration was repeated in 2008 and the station aired several interviews with children in Malualkon on children's rights. Save the Children-Sweden has included Nhomlaau FM staff in their child rights trainings and over the course of time, station staff have become something of an authority on covering this important issue. In recognition of this, the Nhomlaau FM station manager was invited by Save the Children to present at its media workshop in Juba in July 2008 on how to effectively and accurately cover children and children's issues in the Sudanese press.

Finally, Nhomlaau FM staff conducted a media literacy workshop for LINCS partner CSOs on how to write effective PSAs for radio broadcast in May 2008. It was the first collaboration between Internews and Mercy Corps/LINCS staff and four CSOs developed PSAs on a range of topics for broadcast on the radio station as a result of the training.

Naath FM – Leer

Naath FM has tended to produce more local news and information programs, and create space for significant audience participation in the form of listener call-in and chat on current issues. The station is anchored by its popular breakfast show "Wake Up I Can See You" which is a mix of topical chat and music from 8 am to 10 am Monday to Friday. Its talk shows with MSF, VSF, LINCS CSOs, the

churches and the Legislative Council are regular features that inspire significant discussion among callers and the community at large. The station gets on average 30 to 50 calls per day or 200 calls per week.

The station has engaged in numerous public awareness campaigns to promote official initiatives on child immunizations, IDP returns, and disarmament of spears and guns. On August 13th, 2008, Vice President Riek Machar called into the station from Juba and spoke for 45 minutes encouraging the people of Leer County to respect the DDR process and give up their arms peacefully. Naath FM was also recognized by the Adok Women's Association in March for its programming on women's issues and presented the station staff with a he-goat as a token of appreciation.

Voice of Community FM reporter Musa Atebera interviews an attendee of the 7th Memorial Anniversary celebration for Yusuf Kuoh (1st commander of the SPLA in the Nuba Mountains), in Lewere, after receiving training in Kauda.

In terms of other innovative programs, Naath FM created *Let's Talk Live*, an on-air live discussion of issues every Tuesday following the broadcast of the *Let's Talk* drama, with NDI representative Thudan Gai. This idea has become a viable alternative to recording the *Let's Talk* listening groups which proved to be too complex to implement effectively. Naath FM has also initiated elections education programming, again in collaboration with NDI, in anticipation of the 2009 national elections.

Voice of Community FM (Sawt al-Motjama) – Kauda

Voice of Community in Kauda has endured a history of growing pains since it first went on the air in August 2007. As noted above, the station was created in partnership with the Nuba Relief, Rehabilitation and Development Organization (NRRDO) which was charged with raising funds to hire staff. NRRDO was only marginally successful in this endeavor, raising only a small salary for the station manager. The station was nonetheless able to broadcast four to six hours per day with the support of dedicated volunteers who often traveled long distances by foot to the station. During this period, Voice of Community still probably produced the highest percentage of locally produced programming, mostly in the form of chat shows on local issues, as discussed above.

In April, Internews put the station manager and four of the best volunteers on contract to provide some stability to the station and allow the reporters to focus on training and reporting. The team immediately doubled the broadcast hours from four to eight, Monday to Saturday. The morning schedule is anchored by Fatra Maftaha, or Hello Kauda, a one hour daily chat program from 8 am to 9 am that focuses on local issues as well as interviews with guests on a variety of topics, interspersed with music. The station has received significant feedback from listeners who say they prefer Voice of Community FM to Radio Omdurman and even SRS because they feel a part of the radio and its programming.

Voice of Community FM reporter Nasreldin Kuwa interviews shoe seller in the Kauda market, July 2008.

On July 5th, 2008 ministers and other officials from the Government of National Unity came to Kauda. This was the first time that the NCP visited SPLA/M territory in Southern Kordofan since the signing of the CPA.Voice of Community FM was there and interviewed the NCP governor of Southern Kordofan Mumer Suleman and the SPLM governor of Blue Nile State, Malik Agar.

In August, the station created Voice of Community Drama Club, a radio club similar to the Sultan Dialogue Forum at Nhomlaau. Staff and volunteers write and produce radio plays on social themes and broadcast them to the community. Young people in and around Kauda have also approached the station about starting a youth radio program which they would like to host themselves (the station currently airs programs on youth issues, though hosted by station staff). The station also regularly interviews members of the community on a variety of issues, ensuring they feel a part of the radio station and getting their voices on the air.

Kurmuk

As noted above the launch of the Kurmuk station was delayed by theft of equipment, but station staff were well prepared to go on air as scheduled. During the four week intensive training the staff became thoroughly versed in the skills and concepts of community radio journalism. With their trainers, the staff produced more than 60 station jingles in four languages, all promoting different civic themes as well as the launch of the station. The young reporters also developed a full program schedule to broadcast eight hours per day, six days per week. They produced magazine feature stories and other programs to provide them with a full month's worth of programming already "in the can."

Kurmuk reporter Aziz Ramadan practices his skill at audio recording and interviewing, August 2008.

The group also conducted a simple baseline listener preference survey to determine the programming interests of their potential listeners. The group analyzed the make-up of the listening community, their languages, expectations and requirements from a community radio station. From this they concluded that the majority of programs should be in simple Arabic, as this was the language most widely spoken and understood by the majority of respondents. Other languages were allocated to a weekly news bulletin (in Bertha, Maban and Uduk) and in specialist programs to be created when the station is able to take on volunteers. Also based on the survey, the team devised a series of themed programs to meet the primary program requirements of the community, such as peace, reconciliation and development, education, health, sport, business, and women's issues.

Finally, the staff mounted a half-day workshop for CSOs to learn more about community radio and to produce a Public Service Announcement (PSA) for their group. Fifteen representatives attended, working as AIDS/ HIV educators, primary school teachers, water company staff and youth representatives. The journalists made a presentation on the importance of community radio in general and specifically about the relationship between community groups and their local station that is so key to the success of community broadcasting. After the training, the group split into 4 areas of interest, and each wrote a PSA which was recorded by the journalists. Feedback from the session from participants was very positive and enthusiastic toward the radio station. (See Appendix G for Kurmuk survey results, and Appendix H, Sample Program Schedule-Kurmuk).

C. Engaging the Community: Civil Society Organizations and Citizen Participation

Creating opportunities for community and civic participation with the radio stations was a central goal of this project. The first step was the establishment of the community radio stations themselves and this process has been discussed at length above. Incorporating the stations into the communities and eliciting support and participation from the people happened incrementally: at the grassroots with the station staff themselves reaching out to and welcoming the community into the stations, and more formally though support and partnership with Internews DG partners the National Democratic Institute (NDI) and Mercy Corps/LINCS.

C.1. Civil Society Organizations

NDI – *Let's Talk*

Internews' work with NDI centered around two main activities:

1) Re-broadcasting of *Let's Talk* radio drama programs; and

2) Recording, editing and broadcasting of *Let's Talk* listening group discussions.

Re-broadcasting Let's Talk.

The basis of work with NDI was the re-broadcasting of *Let's Talk* programs. Initially, broadcast times and days were sporadic and inconsistent. During year 2, however, groundwork was done with the stations to facilitate more coherent re-broadcasting. This included providing better access to all the *Let's Talk* programs in appropriate languages, clearer formats for monitoring and logging broadcasts, and developing a more effective relationship with local NDI staff to ensure access to new programming.

Station management training at each station also worked to build relationships with local NDI staff and to create a schedule for re-broadcast of programs that fit in with listening group activities. For example, Naath FM in Leer only had *Let's Talk* playing on an occasional basis, which was negatively affecting NDI's listening groups. Following support and discussion between Internews station staff and the training team, plus local NDI staff in Leer, a comprehensive playing schedule had them airing the programs at 11am, Monday to Saturday (twice a week each in English and Nuer and once in simple Arabic) was developed and embedded. Regular broadcast of *Let's Talk* continued throughout the end of the project, though listening groups were not necessarily held consistently.

Recording a Listening Group with NDI in Leer. The group consists of chiefs from each local Payam discussing the Let's Talk program on the Census.

Another key element that improved regular broadcast of the *Let's Talk* programs was the development of program logging at the stations. This is further explained in the Monitoring and Evaluation section below but essentially, program logs are a record of partner and locally produced programs aired each week. With the introduction of program logging in March 2008, the stations were better able to look at the content and organization of *Let's Talk* broadcasts, as well as support the development of more coherent overall programming. By the end of the project, all stations were playing *Let's Talk* at least twice per week (depending on the station) on a reliable and consistent basis.

Recording, Editing and Broadcasting of Let's Talk Listening Group Discussions.
Working with the listening groups was slower to progress. The listening groups are forums (organized and facilitated by NDI) where CSOs and other local stakeholders listen to *Let's Talk* programs and then hold a question and answer session. By recording and re-broadcasting these discussions, Internews aimed to increase the involvement of the community in governance issues and also encourage the all-important dynamic of local dialogue.

Our target was to record and broadcast two listening groups per month per station, beginning in March 2008. However, our ability to do so depended on NDI and their organizing of listening groups which transpired only sporadically or at too short notice to be recorded. This situation did not improve over the remaining months of the project despite Internews intervention and as a result broadcast of *Let's Talk* listening group discussions never took place.

Naath FM in Leer recorded a few listening group discussions, but they were never edited, and therefore not broadcast. To bring out the clarity of the issues discussed, and to respect the sensitivity of participants, packaging the discussion groups (rather than recording and simply airing) was crucial. Further, discussions could last for up to an hour, and include the repetition and the long pauses of normal dialogue which is not appropriate for radio broadcasting.

Eventually the business of recording listening groups, then editing the audio into packages proved to be too cumbersome and complex to implement effectively. With limited staff resources and inconsistent cooperation with NDI, it was decided to look for an alternative.

In Leer, Naath FM staff had in the past taken it upon themselves to hold occasional live discussions following the broadcast of a *Let's Talk* program. Listeners would call in with questions and comments about the program and station staff, along with their NDI counterpart and would discuss the issues live on the air. In August of this year it was decided to expand this model into a more formalized format called *Let's Talk Live.* The idea is to have a live discussion program following the regular broadcast of the *Let's Talk* episode every Friday, with a representative from NDI and hosted by a Naath FM presenter. This format offers an effective solution to eliciting and broadcasting community reaction to *Let's Talk* content, at least in station locations with mobile phone service, and will provide the community interaction and feedback desired. Presently this can be done in Leer and in Kurmuk, though not in Kauda or Malualkon where mobile phone networks have not yet been established.

Internews trainer Sam Howard presents on community radio at the LINCS planning meeting, in Yei, March 2008.

Mercy Corps/LINCS – Civil Society Training and Collaboration

Because of its specialization in working with CSOs on the ground, LINCS has been key to Internews ability to work with these groups. Time was spent with the LINCS staff at general planning meetings as well as with site teams in the four areas Internews has stations, with a view to building relationships with the whole team, creating the foundations for future work on resource sharing and management.

Kurmuk reporter Khadija Abdalaziz (far right in head scarf) works with local CSOs to write and record public service announcements. Flip charts on the wall contain information on girl education and peace-building, September 2008.

LINCS & CSO Media Literacy Workshops.

With this focus, the Internews Training Team attended the LINCS Team Meeting in Yei in March 2008, and gave two presentations to 67 attendees – one to the new Outreach Officers, and the other to the whole LINCS team plus partners, including NDI. The presentations provided a basic introduction to Internews and the stations, our partnerships and roles, planned work and vision, and the kind of training and support we can offer to LINCS staff and the CSOs they support. A large part of the meeting was to make contacts with the staff, both the co-ordination teams and the resource center staff.

This workshop was followed by a third presentation given to new LINCS staff in May at the Mercy Corps Outreach Officer training in Rumbek. These discussions and presentations for LINCS staff formulated a framework for conducting workshops for LINCS, CSO partners and encouraging their participation in radio activities.

Subsequently six media literacy workshops were conducted by Internews trainers and radio staff for the CSOs – two in Malualkon, and one each in Leer, Kauda and Kurmuk for a total of 34 participants. Each workshop included an introduction to Internews in Sudan and an overview of the philosophy and purpose of community radio, the role of civil society in community media, and an in-depth session on developing messages and writing public service announcements (PSAs) for radio. At each workshop participants wrote PSAs on various topics including HIV/AIDS awareness, peace-building, and girl and adult education.

In addition to the on-site workshops, Internews also conducted a large group workshop for more than 200 participants at the Abyei Civil Society Conference, as discussed above.

Table 8: LINCS & CSO Partner Media Literacy Workshops

Location	# of Workshops	# CSO Participants	# LINCS Staff Participants
Yei (LINCS Planning Meeting)	2	0	67
Rumbek (LINCS Outreach Officer Mtg)	1	0	7
Malualkon	2	11	1
Leer	1	5	1
Kauda	1	6	1
Kurmuk	1	12	3
Abyei (Civil Society Conference)	1	200+	unknown
TOTAL	**9**	**234+**	**80**

CSO Participation.

Actual participation of CSOs with the stations was mixed, depending on the number and strength of CSOs in the area; the local knowledge of the station staff; and the level of engagement and commitment by LINCS staff to coordinating and encouraging the CSOs to get involved. However, there was a notable increase in CSO activity after the on-site workshops were held by Internews and CSOs eventually got involved with the programming and operations at the stations in a number of ways including the following:

Table 9: CSO Involvement Opportunities

Involvement Type	Example
Hosting, or co-presenting a show with station staff, including supporting audience involvement through phone-ins, where possible, etc	Naath FM launched an hour long talk show every Friday for LINCS partner CSOs, in collaboration with LINCS staff, to showcase their work and take audience questions
Interviews, either as a feature or as part of a package, on a theme or issue	Voice of Community FM in Kauda worked with Save the Children and other local health organizations on features about HIV/AIDS
Taking part in a debate or dialogue	Naath FM held live debates based on *Let's Talk* program themes, with local SPLM officials and CSO representatives on CPA
Creating a PSA for broadcast	Nhomlaau FM the Kurmuk station worked with LINCS CSOs to create PSAs on various topics; Nhomlaau FM also worked with local police to create PSAs around road safety issues
Giving basic information for sharing on air	All stations have daily announcements through which local CSOs advertise job vacancies, events and meeting announcements

All the stations have been encouraged to develop a talk show specifically for the LINCS CSOs. So far this has only been successfully done by Naath FM in Leer where the LINCS staff is particularly well organized and engaged with the radio station. In Malualkon, several meetings were held between LINCS and station staff to organize a "CSO Hour" but the program has not yet been established there. The same is true in Kauda. In Kurmuk, the program concept is on the agenda and will be implemented as staff capacity increases.

CSO Dialogues.
LINCS manages and organizes civic education dialogue which brings together government stakeholders and CSOs on a quarterly basis. Internews has supported these dialogues by periodically recording and broadcasting the discussions.

A Note on CSO Participation and Collaboration with Mercy Corps and NDI
Galvanizing CSO participation at the radio stations required a significant level of coordination with both Mercy Corps and NDI, at the management level and most importantly, at the field site level with local staff. Internews was committed to cooperating with our partners on these initiatives and agreed with their importance. However, to do so successfully largely depended on timely communication from the Mercy Corps and NDI teams to inform Internews staff of the activities, and provide transportation when necessary. This communication was not always forthcoming which sometimes limited the stations ability to engage CSOs as fully as desired. Going forward there is room for improvement on this front, which will largely be the responsibility of LINCS and NDI field staff.

C.2. Citizen Participation
Community participation is what gives a community radio station its heart and soul and is the single most important characteristic differentiating it from commercial media. Recognizing this, Internews sought community buy-in from the outset of the project in October 2006. Meetings were held at each location with local authorities as well as chiefs and sub-chiefs to introduce the organization and solicit their support of the station and input into programming needs and interests. In all cases, the idea of establishing an FM radio station was met with great interest and enthusiasm and on several occasions chiefs identified the building of a radio station as the sort of tangible "peace dividend" for which they had been waiting. For programming they all requested local and national news, and programs on peace, development and especially culture, due to concerns that many of the traditions were being lost because of displacement during the war. With IDPs returning, especially in Malualkon, the chiefs wanted radio programs that would remind those who left about their roots and cultural traditions.

Chief of Party Terry Thielen (far left) at a meeting in Malualkon with chief and sub-chiefs to discuss establishing a community radio station in the village, October 2006.

Community participation remained a constant theme, even during the building process, and especially when the 60 meter masts were being erected in Malualkon and Leer. Townspeople had never seen anything like it and came to watch the mast being built. Each time the rigger climbed down, he got an enthusiastic round of applause from an appreciative audience. When the Malualkon station went on air in May 2007, the station had 20 visitors a day asking for help to find the frequency, often to learn that their radios were not equipped with an FM band and only able to receive shortwave signals. This was soon remedied as inexpensive FM radios became widely available in the Malualkon market.

All the stations now receive visitors on a regular basis, many coming with announcements of lost cows and goats which the stations broadcast to help find the rightful owners. This has proved to be a very effective way for people to find their animals. Announcements are also made for lost children. Distraught parents frequently come to the stations seeking help in finding their children who have wandered off. (This became so prevalent in Leer that the reporter on duty decided to make it his topic for the breakfast chat show "Wake Up I Can See You," and invited listeners to call in with their comments on the problem of children routinely becoming lost. At least 15 people, both men and women, called in to comment on the problem and several suggested a way to solve the problem.)

The stations also receive greetings which are broadcast daily to friends and family. Nhomlaau FM in Malualkon reports receiving and broadcasting approximately 200 greetings and community announcements per month. Other stations report nearly the same level of interest.

Local musicians also come to the stations with their instruments to play traditional music which the stations record and include as part of their music playlists. These are often elders in the community who want to keep the traditional music alive. Also, this is usually the only way to acquire this kind of music as there are few, if any, recordings available of local traditional music in Dinka, Nuer, or Nuba dialects.

Children come to sing live in the Naath FM studio Monday to Thursday from 4:30 pm to 6 pm during Open Community Forum to sing songs about staying in school and peace in Sudan.

In Leer, not only do older musicians come to have their music recorded, but children also come to the station to sing live on the air. This was started in June when the station added an "open community forum" time slot to its daily program schedule. Somewhat spontaneously, children, mostly girls, began coming to the station at 4 pm to sing songs on various social themes, usually about staying in school, education in general, and peace in Sudan. They are invited into the studio where they are asked to introduce themselves to the community and then sing their songs, most of which they have composed themselves, live on the air. At the same time the

songs are recorded for future use. This live programming has become very popular in the community. Adults tell station staff that they enjoy hearing the children sing in the afternoon and that it makes them "happy and able to forget their worries." On any given day, Naath FM now generally has dozens of kids coming to the station to sing, play instruments or just visit and listen to their friends on the radio.

Local authorities also actively participate in programming. The Secretary of Health for Kauda does a regular program on health issues on Voice of Community FM. The Legislative Council in Leer gives a weekly update to the community on development and other issues related to council activities every Monday and the Commissioner for Leer County is routinely interviewed for comment. The station has also over the past 15 months actively engaged with local authorities to inform the community about IDP returns, health issues (i.e. the cholera outbreak in Adok), and disarmament activities. Naath FM reporters also go to Bentiu once a month to report on state level activities. In Kurmuk the 10 am Monday slot will be devoted to peace and development issues including interviews with local authorities, police, etc. Nhomlaau FM in Malualkon does not presently have a dedicated time slot allocated for local authorities, though the SRRC, commissioner, etc are given access to the station when requested. Also, the station has a very positive relationship with state level officials in Aweil, including the governor and Minister of Information, both of whom have been interviewed for various reasons and often voice their support for the radio station.

Naath FM reporter Ruai Malual interviews Leer County Commissioner Franko at the municipal building in Leer.

In short, each of the stations has become part of the communities they serve, and have some form of active participation from the people on a daily basis. This development is also evident in bricks and mortar. As the earlier photos showed, both Nhomlaau FM and Naath FM were single buildings to house the staff and radio equipment. Over time, both stations added fully enclosed verandas to expand the physical space of the station solely to more comfortably receive the many visitors who come to the station each day. The communities have fully embraced the stations as their own and depend on them for local news, information and entertainment they cannot receive anywhere else.

Community Radio Advisory Board Development

The process of Community Radio Advisory Board development was started with the Radio Station Managers workshop held in Rumbek in February. As part of the workshop, the Training Team introduced the concept of an advisory board to the managers and held in-depth discussions on their purpose, composition, and the process for creating them. Each of the station managers was enthusiastic about the idea, and understood how their stations would stand to benefit from such a body. During the discussion they contributed their own thoughts and experiences to lend to the development process.

However, because the stations are also part of the Mercy Corps resource center complexes, it was decided in the last half of FY 2008 that the radio advisory boards should be developed in conjunction with Mercy Corps as part of their overall resource center sustainability planning. A broader advisory board will be developed over the next 18 months that will ultimately oversee and manage the entire complex once USAID funding has ended. The radio stations will be managed probably by a sub-committee of the larger advisory board to focus exclusively on radio station issues while still having the resources and expertise hopefully available to the larger resource center complex advisory board. As a sub-grantee, Internews will work closely with Mercy Corps on developing and implementing this concept.

V. SUCCESS STORIES

Throughout this report, Internews has discussed the many aspects of the project, as well as program highlights and successes, as appropriate. Many of these are recapped below, as well as additional successes that do not easily fit within the reporting structure. They are organized by the implementation phases used above: Construction & Technical Installations; Creating a Community Radio Model; and Engaging the Community.

Construction & Technical Installations (also Media Freedom and Freedom of Expression)

- Constructed from the ground up four FM community radio stations in remote and logistically difficult areas of Southern Sudan and the Three Areas on budget and within the allocated project period.

- The OTI RFA required only three stations but Internews was able to deliver a fourth radio stations at no additional cost to USAID.

- Each of the radio stations is able to transmit an FM signal up to 40 km, in most cases reaching several counties from the actual station.

Creating a Community Radio Model (also Media Freedom and Freedom of Expression)

- Successfully developed a staffing and recruitment model for running small FM community radio stations where none had existed before.

- Successfully trained 53 young Sudanese (30 volunteers and 20 paid staff) in core content areas including journalism and ethics, and radio production; successfully trained eight Sudanese to be radio station managers. All can now operate computers, drive a mixing desk, trouble shoot transmitters, conduct an interview, download and edit audio using Adobe Audition and create radio packages for broadcast.

- Internews radio stations now produce and broadcast locally made programs in 10 different languages including local dialects of the Nuba Mountains and Southern Blue Nile State.

- A major peace agreement signed by the Misseryia and Dinka in Aweil was successfully covered by Nhomlaau FM, informing the people that the six month conflict between these two groups was finally over. The governor of Northern Bahr-el-Ghazal state called for peace between both sides and publicly praised the radio station for its work to inform the people.

- Voice of Community FM in Kauda and the station in Kurmuk were both fully endorsed and supported by the powerful governor of Blue Nile State, Commander Malik Agar.

- High level GOSS officials, especially Vice President Riek Machar, have been interviewed by Naath FM on a number of occasions, and these important figures have praised the work of the community stations as key to increasing access to information for the people of Southern Sudan.

- In March 2008, after six months, Internews was finally awarded broadcast licenses by the Ministry of Information and Broadcasting to officially broadcast in Malualkon and Leer. In September, the Ministry of Telecommunications issued official frequency allocations to these stations, enabling them to legally continue broadcasting on 88.0 FM.

- In July 2008, Internews successfully negotiated a memorandum of understanding with the Ministry of Culture, Media and Youth to legally broadcast in Kurmuk.

Engaging the Community (also Civic Participation)

- Broadcast of Let's Talk radio program was expanded to include live call-in from listeners to discuss with National Democratic Institute experts, issues from the program directly with the people.

- SRS and Internews teamed up in November 2007 to present a joint presentation to more than 200 LINCS CSO representatives at the Abyei Cross Site Visit. Internews and SRS conducted a day long workshop on the role of independent media, with a focus on what is news, and the important role CSOs can play in ensuring the development of independent media in Southern Sudan and the Three Areas. The workshop included a practical afternoon session on being interviewed and how to write public service announcements for radio broadcast.

- Internews conducted media literacy workshops at LINCS sites for partner CSOs and other NGOs resulting in CSOs learning to develop and produce their own public service announcements (PSAs) for broadcast.

- Naath FM successfully collaborated with LINCS partner CSOs in Leer in developing their own one hour program live on the air every Friday to discuss their work, and inform the community about issues such as adult literacy, health and hygiene, HIV/AIDS awareness, and peace and development.

- All the Internews stations are recognized as a community resource as they receive and broadcast hundreds of announcements and greetings per month from the community and local authorities on everything from meeting times to looking for lost animals and family members.

- The stations are recognized by local and international NGOs alike for the role they play in informing the communities on important issues. Nhomlaau FM and Naath FM were recognized for their reporting by both international NGOs such as Save the Children Sweden in Malualkon for its reporting on children's issues and local organizations such as the Adok Women's Association in Leer (that awarded the station a he-goat in appreciation of its reporting and commentary on women's issues).

VI. MONITORING & EVALUATION

The monitoring and evaluation plan to measure community radio outputs was developed as part of the FY 2008 work plan and was implemented at the radio stations beginning in March. The tools and reporting mechanisms used were developed by the Internews Training Team, which was primarily responsible for ensuring that the monitoring and evaluation plan was carried out.

The key reporting tool that provided Internews with the majority of needed data was the programming log. Each radio station manager was responsible for making sure the log was filled out daily, and for submitting the completed log every Monday. These logs were the primary source for M&E data, and included: time of program, type/name of program (i.e. morning chat, partner program such as SRS news or *Let's Talk*, youth, women, health, etc.), presenter, interviewee/participant, content, and number of call-ins (if appropriate). The data was analyzed and compiled into the pie charts discussed in the programming section above illustrating the speech to music content aired, and a breakdown of the speech content itself, including *Let's Talk* and SRS programming, and locally generated programs. (See Appendix I for sample program logs, completed by Naath FM and Voice of Community FM)

A significant part of staff management training was devoted to the importance of keeping accurate program logs, not only for M&E needs but also as a record of station programming should it ever be called into question by local authorities. As with all new processes, it took time to instill the necessary discipline needed to keep accurate logs and return then to the training staff for analysis. This process became more reliable in the second half of FY 2008 as all the station structures being introduced became more firmly embedded in the day-to-day running of the radio stations. Data also became more reliable at those stations for which Internews was able to place mentors in the second half of FY 2008.

Note that the data used to illustrate programming targets (under the Custom Impact/Outcome Indicator section) were largely illustrative for the reporting period October 07 to March 08 and did not necessarily reflect actual programming targets met over the entire reporting period. Data for F Indicators and Internews Indicators were accurately presented. The column depicting final targets met by September 08 reflect actual numbers.

Table 10: F Indicators, Custom Impact/Outcome Indictors and Internews Specialized Indicators

F Indicators	Targets	Data Collection Methodology	Targets Met Oct07-Mar 08	Targets Met by Sept 08
Civic Participation				
Number of participants in USG-funded programs supporting participation and inclusion of traditionally marginalized ethnic minority and/or religious minority groups	20 participants per month/station (to include live and recorded interviews and/or discussion/chat, plus volunteer activity)	Weekly radio station program logs; mentor reports; training team reports	Inconclusive (logging not yet sufficiently embedded to provide accurate data)	Target Met: stations average 4 guests per week for live chat shows and/or interviewed for packages.

Number of people who have completed USG assisted civic education programs (civic ed program in form of media advocacy workshp for LINCS staff and CSOs)	Determined by Mercy Corps – Internews will train LINCS CSOs and MC staff as requested and provided	Training Team reports	200+ (Abyei CSV)	Target Met: 234+ CSO members trained (Abyei CSV and CSO on-site workshops); 80 LINCS staff trained
Media Freedom and Freedom of Information				
Number of journalists trained with USG assistance	30 journalists trained (to include paid staff and volunteers)	Training team reports	29	Target met: 53 journalists trained (staff and volunteer)
Number of non-state news outlets assisted by USG	4 total (# of community FM radio stations established as part of project)	Visual count	3	Target met: 4 community radio stations built over project period
Custom Impact/Outcome Indicators	**Targets**	**Data Collection Methodology**	**Targets Met Oct07-Mar 08**	**Targets Met by Sept 08**
% of broadcast hours devoted to locally produced, community-relevant information, by station ("community-relevant" defined as speech programming focused on topical issues of community interest, i.e. health, education, CPA)	75% of speech content, by station	Weekly radio station program logs; verified by mentor reports, program partners and training team.	Malualkon: 57% Leer: 59% Kauda: inconclusive (not using program log during reporting period)	Malualkon: 56% Leer: 73% Kauda: 78%
% of broadcast hours devoted to rebroadcasting of USAID/DG partner-produced programs on FM signal, by station	25% of speech content, by station	Weekly radio station program logs; verified by mentor reports, program partners and training team.	Malualkon: 43% Leer: 41% Kauda: inconclusive (not using program log during reporting period)	Malualkon: 44% Leer: 27% Kauda: 22%
Number of citizens who directly engage with the station (interviewees, visitors, etc.)	30 citizen participants per month per station	Weekly radio station program logs, visitor book, suggestion box	Inconclusive – logs and visitor books not sufficiently embedded for accurate data	Target vastly exceeded. Stations receive 100s of call-ins/month

As illustrated in the indicator table, Internews met or exceeded targets set for the F Indicator series required by USAID. The custom Input/Output indicator targets were also largely met, or exceeded. Only one target from the final group of indictors – the Internews Specialized Indictors – were met during the project period. Internews conducted nine media literacy/CSO workshops, exceeding the

target of eight. However, as reported above, recording and broadcasting the Let's Talk listening groups was not successful so this indicator was not met. Also, while the broadcast ranges of all the stations will increase by at least 30% over the current footprint by the end of November, this will not happen by the end of the project period being reported. And finally, the advisory boards were not formed during this project period as originally planned but will be folded into future activities in conjunction with Mercy Corps and its efforts to develop advisory boards for the entire LINCS compound.

VII. LINKAGES AND SYNERGIES

Formal Partnerships

Mercy Corps/LINCS

Internews primary formal partnership was with Mercy Corps/LINCS, particularly in regards to Internews and Mercy Corps collaboration around CSO activities and our attempts at further integrating CSOs into radio station activities. Initially Internews also had a formal partnership with IRC but this ended in March when Mercy Corps took over the LINCS project. Mercy Corps was a key partner during the project period, especially in Kurmuk where the organization was instrumental in assisting Internews in the renovation of the radio station. The new sub-grant agreement between Internews and Mercy Corps will further solidify this working relationship and should improve communication and coordination among management and local staff on the ground significantly.

NRRDO

Internews also had a formal agreement with the Nuba Relief, Rehabilitation and Development Organization (NRRDO) in Kauda, which, as reported above, proved to be somewhat problematic. NRRDO made little effort to raise funds to pay staff salaries despite donor interest in supporting the station, though insisted throughout the project period that they had done everything possible. There was clear disgruntlement on the part of the volunteer reporters, mainly centered around a lack of communication on the part of NRRDO leadership concerning roles and responsibility and such basic issues as to whether or not the staff were entitled to take tea and lunch on the compound. In April 2008, Internews hired the station manager and four of the best volunteers directly to ensure stability at the station. Recently NRRDO has taken steps to improve its management and oversight of projects and seems to have taken a keener interest in the workings of the radio station. A new agreement will need to be established with NRRDO, Internews and now Mercy Corps, which hopefully will encourage greater commitment on the part of NRRDO and provide better support to Voice of Community FM.

Informal Partnerships

SRS

Internews radio stations continued to rebroadcast SRS news bulletins as internet access at the stations allowed, though due to the intermittent access and slow download times, this process was never well embedded in the station program schedules. The stations did broadcast pre-produced SRS programs, especially Road to Peace civic education programs. In addition, some of the stations provided SRS with news from their respective areas on issues of national interest, though this was largely ad hoc and not well documented.

SRS and Internews also teamed up in November for a joint presentation to more than 200 LINCS CSO representatives at the Abyei Cross Site Visit held Nov. 26th to Dec. 1st, 2007. Internews and SRS conducted a day long workshop on the role of independent media, with a focus on what is news,

and the important role CSOs can play in ensuring the development of independent media in Southern Sudan and the Three Areas. The workshop included a practical afternoon session on being interviewed and how to write public service announcements for radio broadcast.

EDC
All the radio stations regularly broadcasted Terbia (A) Market English Language instruction. *NDI*. Collaboration with NDI was reported on at length above, and focused on the rebroadcast of *Let's Talk* radio programs, and the effort to record and broadcast *Let's Talk* Listening Groups at each station location. As noted, this effort in the end was not successful, though a modification of the idea, *Let's Talk Live*, is being developed and seems to hold more promise for success, at least at stations that have cell phone coverage.

BearingPoint
BearingPoint colleagues were instrumental in helping Internews obtain the two broadcast licenses for Nhomlaau FM (Malualkon) and Naath FM (Leer), particularly after the Ministry of Information and Broadcasting lost the original applications submitted in October 2007.

Miraya FM – In March, Internews met with Miraya FM's editor in chief to explore possible program sharing and other ideas. While both organizations are interested in developing a more formal relationship, the logistics of program exchanges between Juba and Internews stations is a deterrent. In the end, this collaboration did not take place.

VIII. SUMMARY AND CONCLUSIONS

The project *Radio for Peace, Democracy and Development* was a two-year program focused on three main activity areas:

1) Construction and technical installations for four community FM radio stations,

2) Creating a model for community radio through proper staffing, training and programming, and

3) Engaging the community to actively participate in the radio station, both by civil society organizations and more broadly by the population at large.

It was an ambitious and innovative undertaking which has resulted in the establishment of four small, lively FM radio stations broadcasting a mix of USAID partner produced educational programs alongside local news, talk shows and music programs that cater to the needs and interests of each distinct community.

Successful implementation of the first activity area was a prerequisite for the other two to follow. With the buildings and technical installations completed, implementation of the next two activity areas began and involved capacity building in skills, almost completely new to Southern Sudan (and certainly in the locations where Internews worked). Progress was understandably incremental and proceeded according to the ability of local Internews reporters and LINCS partner CSOs to absorb and practice new skills. In the final months of this cooperative agreement, Internews continued to provide on-site training in journalism, production and management skills for each radio station as well as collaborate with our LINCS and NDI partners on CSO integration and programming. By

September these activities were expanded to include radio station and LINCS/NDI staff for the Kurmuk station as that station came on line after the equipment was installed.

Internews hoped that partner programming initiatives with NDI and LINCS would take somewhat more significant shape. Specifically, we had hoped to better coordinate with our partners to record the *Let's Talk* Listening groups, and work with LINCS to record CSO-Government dialogues. As noted above, much of our success in these areas was dependent on LINCS and NDI's own activity implementation and coordination with station staff on the ground. While radio stations could no doubt have been more proactive in working on these initiatives with their counterparts, the disappointing results on these two efforts had as much to do with NDI and LINCS shortcomings as with those of station staff. On a positive note, Internews successfully provided media literacy and advocacy training for more than 80 LINCS staff, and over 234 persons working with civil society organizations, helping them to develop and record public service announcements and get their issues on the air.

In terms of broadcast and power technology, Internews successfully finalized its agreements with Mercy Corps on power sharing/generator use which once and for all has rectified the power supply problems which previously frustrated the radio stations. Though installation of all improved transmission and studio equipment was scheduled to be completed well in advance of the end date of this project, a number of delays in equipment shipping and technical personnel scheduling prevented this job from finishing by September 30. Much of the work was done, including the installation of a new 12 meter mast in Kauda, but the increase in broadcast range will not take place until the end of November.

During the last six months of the project, reporting structures at the stations were more fully embedded, helping increase the reliability of monitoring and evaluation data. The charts included in this report showing the breakdown of programs, total output, etc are a result of these improvements.

Lessons Learned/Recommendations

The project has, overall, been immensely successful, particularly considering the relatively small budget allocated to build, equip and manage four radio stations in remote parts of Southern Sudan and the Three Areas. There are, however, three key "lessons learned" that should be noted and taken into account for future work in this area:

1) *Appropriate Professional Staffing*. The original staffing structure called for only two expatriate professionals to construct buildings, technically install FM radio equipment, train and manage local staff in content areas virtually unknown in the region, and generally oversee the establishment of four radio stations in four very far flung areas. This was simply unrealistic. Going forward, any project that includes a substantial technical component such as this will require at minimum a full time expatriate staff of three – one full time radio engineer to install and maintain equipment and provide continuity for the system, at least one full time dedicated trainer to focus on the training and development needs of new journalists, and one full time program director (or COP) who can oversee the operation, liaise appropriately with local authorities and USAID, and develop collaborative working relationships with other international organizations. Three staff are also necessary to ensure that the project is adequately covered in the case of illness and/or leave.

2) *Adequate Timeframe to Establish Grassroots Support*. Establishing new media anywhere takes time, but particularly in a region where the media infrastructure is weak or non-existent, and the concept of independent and community media is completely new. The timeframe for this project was very tight and thus required a more "top down" approach than desired to ensure the stations got on the air quickly. Though Internews engaged, sought and got support from community leadership before constructing and installing the stations, there was not time to properly build the kind of *grassroots* support and local investment that creates the community "ownership" or "buy-in" usually necessary to sustain community radio stations for the long term, after donor funding has ceased. As has been reported here, the communities do indeed feel a great sense of ownership of the stations, and take pride in the fact that they are in their communities. However, given the long history of handouts in Southern Sudan, it is unclear whether these same communities will feel an obligation and commitment to financially support the stations, or work as volunteers in them, without donor funds to pay them. Investing more time up front to educate communities about community media, and requiring some investment from them (such as contributing a building, labor, materials, etc) at the outset would help to ensure the long term sustainability of new stations going forward.

3) *Capacity Building*. Setting up a radio station is no different than setting up a small business. It requires capital, expertise, vision, and management. Other media initiatives such as Miraya FM and Sudan Radio Service were started up and continue to be directly managed by expatriate media professionals on-site who provide guidance and daily oversight of local teams of Sudanese journalists trained over the course of several years. By contrast, the community stations were expected to be directly managed by local Sudanese with appropriate language skills to broadcast in local dialects, live in remote areas, and have the ability to not only run a radio station but effectively coordinate with USAID partners and further the USAID information agenda. Given the two-year timeframe and professional staffing constraints of the project, this was a very difficult assignment to fulfill (recruitment issues and challenges experienced have already been described in Section IV of this report). Going forward, sufficient time needs to be allocated for local recruitment and capacity building, and realistic expectations need to be put in place as to how much time it takes to adequately build the capacity of local staff, particularly managers or team leaders, to meet all the requirements placed on them. The new recruitment and four week intensive training approach described above and tested in Kurmuk is a start in that direction, but its success will depend largely whether the two lessons learned/recommendations above are taken into consideration and exercised – namely, providing adequate professional staff to implement the project appropriately, and allowing adequate time for training to become accepted, understood and embedded in the work ethic of local staff.

Despite the challenges, by the end of this cooperative agreement, Internews successfully established four community FM radio stations where community radio had never existed before. This new media, introduced at such a local level, while still not perfect, has already had the effect of providing a voice to those who rarely see themselves represented at authority levels (namely women and children), has created a venue for community expression (i.e. call-in programs in Leer, radio dramas in Malualkon featuring community voices, announcements made to the public) and is opening up new avenues for civic engagement across DG partners. Over the next three years, with the benefit of experience and the "lessons learned" described above, Internews will continue to work with Mercy Corps, station staff and our other partners to ensure what was begun with this modestly budgeted but ambitious project continues to grow and provide access to information as Sudan moves into the next phase of CPA implementation.

IX. PRELIMINARY FINAL EXPENSE REPORT

Line Item Expenditures Recorded as of December 4, 2008

Final figures will vary. January 269 report will reflect adjustments (if necessary) and actual rates for 2008.

Detailed Financial Report
Sudan Radio Project

Grant Amount	$1,199,794
Grant No.	DOT-A-00-07-00001
Internews Project	F1181

	Budget	Expenses
US Payroll	273,260	298,142
Fringe	122,967	132,500
Consultants	61,450	131,923
Local Labor	332,563	117,856
Travel	127,495	301,648
Supplies	181,263	291,073
Equipment	66,500	15,000
Contractual	139,000	96,900
Other Direct Costs	236,913	187,325
Subtotal	1,541,411	1,572,367
Overhead	276,584	230,220
G&A	181,799	182,507
Total Costs	$1,999,794	$1,985,094

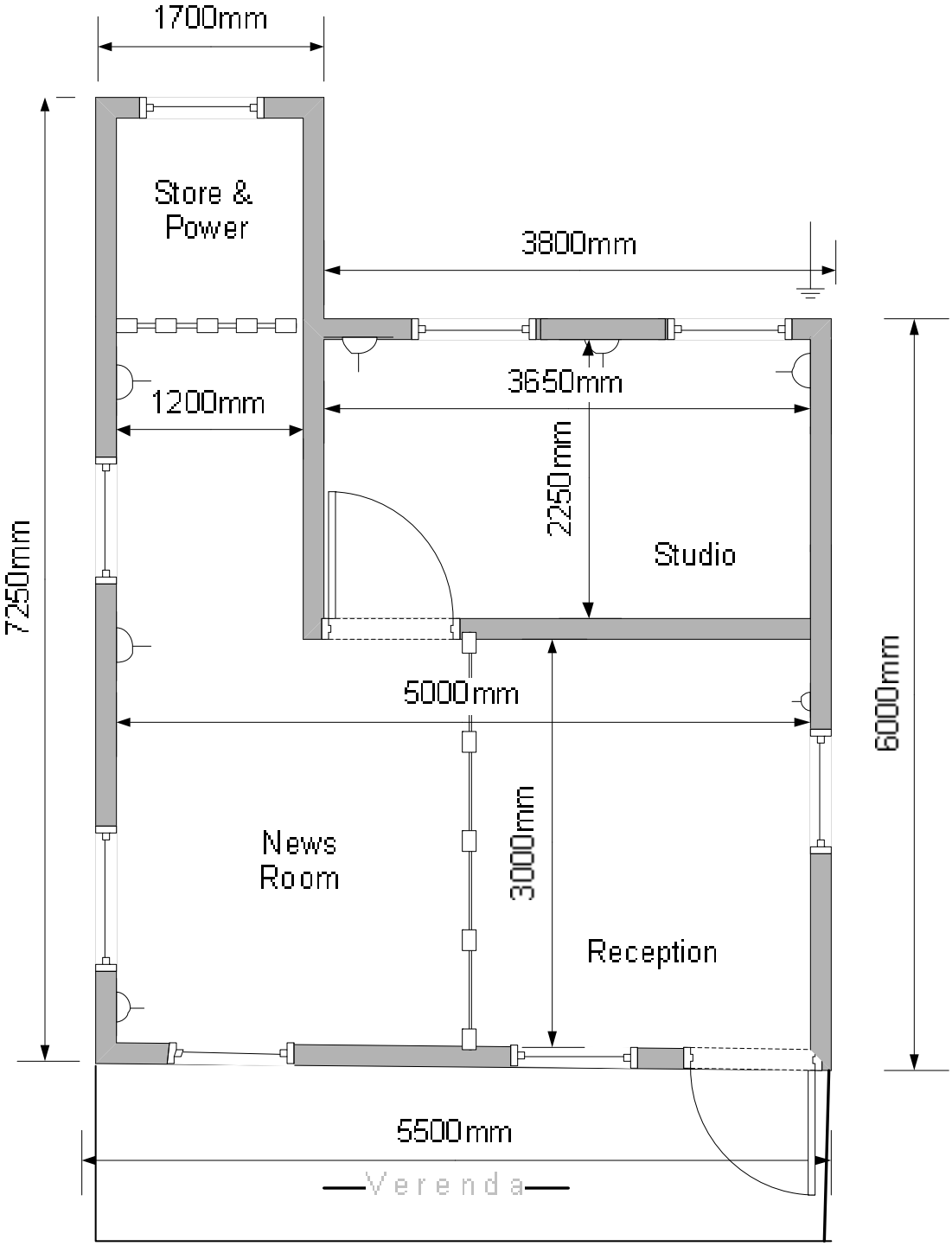
Please see attached Appendices A through I for additional information. Other materials available upon request include:

1) Sample radio programs from each of the stations (jingles, promos, chat show recordings, packages).

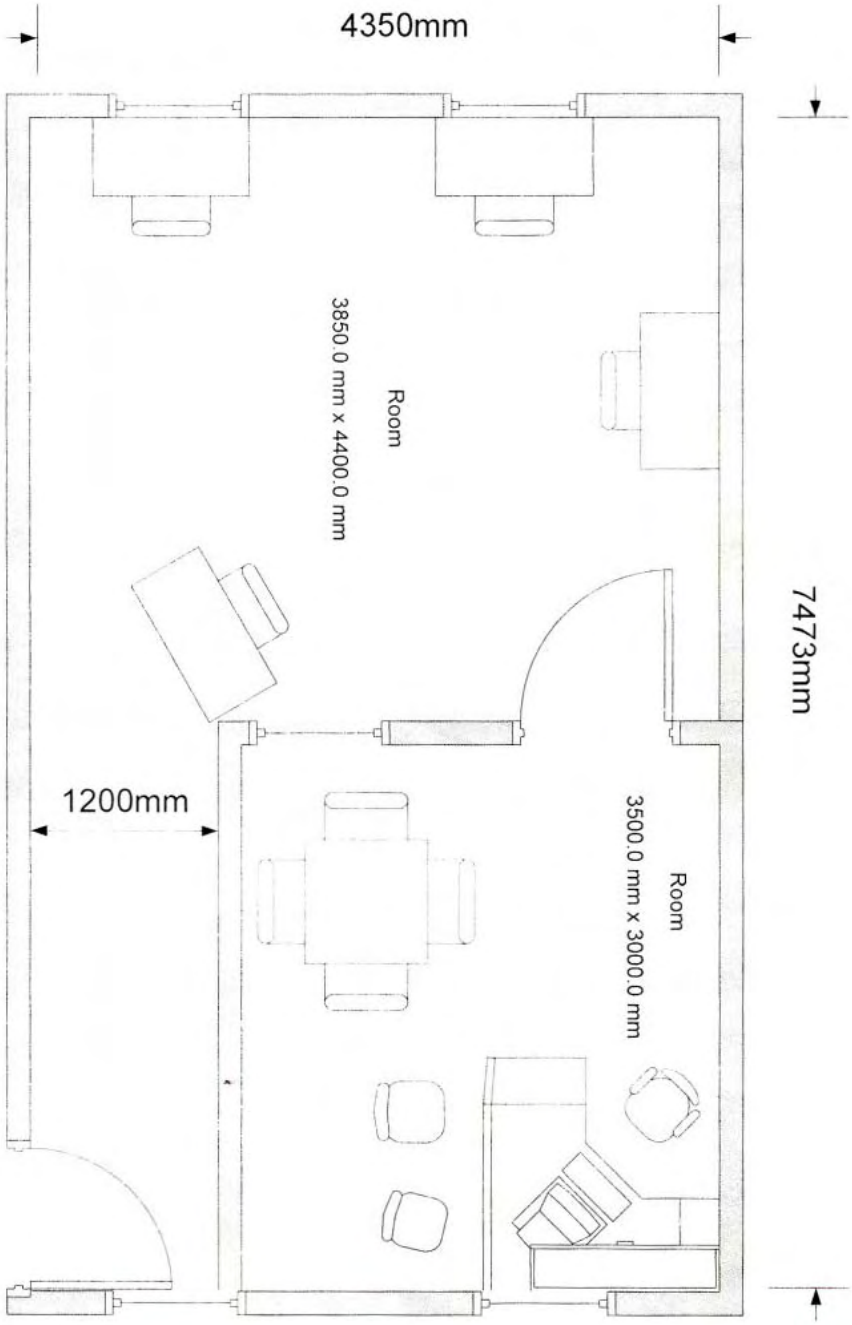
2) Full Kurmuk equipment installation list.

3) Training and mentor reports.

APPENDIX A: LEER AND MALUALKON RADIO STATION DESIGN



APPENDIX B: KURMUK STATION DESIGN, 27 SQ METERS



APPENDIX C: RADIO STATION MANAGER - DUTIES AND RESPONSIBILITIES

The position of Radio Station Manager (RSM) is probably the most important in the Internews community radio project. RSMs must have the passion, vision and commitment necessary to transform a building and equipment into the heart and soul of the communities in which they will serve. Internews will provide support, back up, training and funding but it is the RSM who must have the vision, skill and creativity to take ideas and turn them into reality. It is a challenging job but hopefully will prove to be immensely rewarding and one of the most satisfying experiences of your career.

The responsibilities and duties of a manager differ from those of a reporter in many key ways. You will be expected to be a leader and mentor – to guide your small team of reporters and volunteers toward creating an identity for the radio station, and providing a voice for the community. You will be an administrator – you will be responsible for the management of the office/radio station which means you will have to submit reports to the home office, manage the radio station finances, hire your staff and take care of the day to day issues that always arise in the operation of any business. You will be a radio producer and editor –you will determine the program schedule, assign reporting tasks, develop program ideas and ensure that the content being broadcast is accurate and useful to the community. Below is an outline of specific responsibilities of the RSM.

<u>Management/Administration</u>

- Recruit and hire staff
- Manage/monitor all expenditures, including getting appropriate receipts for all transactions
- Prepare and submit monthly financial reports to Rbk-HQ
- Pay staff salaries
- Keep secure all Internews inventory (computers, vehicles, radio equipment, etc)
- Prepare and submit semi-monthly program report/update (every two weeks)
- Work with IRC staff on any administrative/operational issues
- Prepare monthly M&E reports
- Organizing staff and volunteers for specific events and programs and other duties

<u>Community Liaison (Relationship-building)</u>

- Build relationships with local and other international NGOs
- Being Internews' representative with local authorities
- Seeking collaborative opportunities with local organizations, schools, businesses, etc.
- Be the face of the radio to the community!!!
- You're the local expert – you deal with the politics of the area and help HQ do the right thing
- Coordinate with NDI and IRC/LINCS CSO partners to develop programming ideas, content, and messaging
- Mobilize volunteers to work at the radio station

<u>Editorial/Production</u>

- Conduct basic journalism and production training for new staff
- Develop daily program schedule
- Develop new programming ideas
- Make program assignments for staff
- Responsible for actual production of programs
- Ensure editorial integrity of all content that goes on air
- Ensure standard of quality for programming content
- Assure the credibility of the radio station

APPENDIX D: KURMUK RECRUITMENT & TRAINING APROACH

PART 1 – 2-DAY APTITUDE TEST OBJECTIVES

The two-day workshop aptitude test is designed to test the following abilities, skills and aptitudes:

Teamworking
Will be tested through the group exercise on programme planning, through the candidate's ability to negotiate, present, focus and direct ideas, listen to and understand others' opinions and find a suitable solution.

Aptitude to learn
The workshop will include learning new skills such as programme planning, using recorders and interviewing people. This will test candidates' ability to learn and put into practice new concepts and technical skills.

Creativity and ideas
These will be tested through the group programme planning exercise, and individuals' one-to-one interviews.

Ability to take and understand orders
Throughout the two days candidates will be given a series of exercises to accomplish. Clear instructions will be given with timescales, and candidates' ability to understand the task will be assessed.

Technical abilities and basic computer skills
Candidates' ability to use computers at a basic level will be tested, and their ability to learn new equipment at a basic level – portable recorders – will be part of the aptitude test.

Basic English
The aptitude testing will take place in simple English, and candidates' spoken and written English will be tested.

Commitment and timekeeping
Thoughout the two days, observations will be made of candidates' timekeeping and commitment, which will be part of their final assessment.

PART 2 – 4 WEEK TRAINING SCHEDULE

KURMUK Training Schedule: 4 week Intensive Preparation for Broadcast

DATE	COURSE	TOPIC	TIME	OUTCOME
Week 1, Day 1	Orientation	• Introduction to four week training • Being a team player, punctuality, ethical considerations toward colleagues • Care of studio premises and equipment • Philosophy of community radio: what is community radio? Who is it for? Who contributes to it? Analysis of local community and interests, needs, languages etc • Different kinds of programmes you can hear on community radio • Roles and responsibilities of community radio journalists, expectations and duties	930am – 1pm Break 2pm-5pm	Participants will build on their knowledge of the workings of Internews and what it stands for, and will know what community radio means, their roles and responsibilities as community journalists.
Week 1, Day 2	Basic Journalism	• Interviewing and recording recap • Vox pops • Questioning techniques • Recording vox pops • Introduction to digital editing techniques	930am – 1pm Break 2pm-5pm	Participants will build on their experience of interviewing, learn how to plan, shape and record a vox pop.
Week 1, Day 3	Basic Journalism	• Dubbing and editing interviews • Introduction to cue writing • Playback of interviews with cues	930am – 1pm Break 2pm-5pm	Participants will learn and understand editing processes. They will learn basic single-track digital editing and effective cue writing and its importance
Week 1, Day 4	Basic Journalism	• News and Information • Criteria for news selection • ABC of News • 5Ws and H • Newswriting exercises	930am – 1pm Break 2pm-5pm	Participants will know the difference between News and Information, and how to select news. Trainees will know how to balance News after some exercises.
Week 2, Day 1	Basic Journalism	• Introduction to feature making – what is a • feature, elements involved • Researching stories • Format • Identifying topics Getting raw material • Script writing	930am – 1pm Break 2pm-5pm	Participants will learn how to make creative packages, including interviews, vox pops, wildtrack, music, links etc. using multitrack editing

		• Recording interviews		
Week 2, Day 2	Radio production	Feature making continued • Multitrack mixing and editing • Playback of features with cues		Participants will learn how to make creative packages, including interviews, vox pops, wildtrack, music, links etc. using multitrack editing
Week 2, Day 3	Radio production	• Feature making continued	930am – 5pm	
Week 2, Day 4	Radio production	Feature making continued Introduction to jingles and idents Creating jingles and idents	930am – 1pm Break 2pm-5pm	Participants will learn how to make engaging jingles for the station and the importance of identing the station
Week 2, Day 5	Radio production	Jingle making continued	9.30-5	
Week 3, day 1	Radio production	Jingle making continued	9.30-5	
Week 3, day 2	Journalism skills	• Welcome to Dominic • Refresher – what is community radio, what are some of the roles and responsibilities of community radio journalists? • Journalism Ethics, codes of conduct • Laws of Libel: • Defamation • Slander • Bias • Developing programme ideas – brainstorming suitable content, subject matter, interviewees, duration, regularity • Editorial decision making	930am – 1pm Break 2pm-5pm	Participants will refresh and add to their existing knowledge of journalistic ethics. They will start to develop programme ideas for the opening of the radio station.
Week 3, day 3	Journalism skills	News in depth Planning news stories Sources of news	930am – 1pm Break 2pm-5pm	Participants will refresh and add to their existing knowledge of broadcast news
Week 3, day 4	Radio production	Recording and editing a news story	930am – 5pm	Participants will create a short news wrap with a short clip, intro and outro.
Week 3, day 5	Radio production	Studio time & planning Developing programme ideas for broadcast Contacting CSOs, NGOs etc	930am – 5pm	

Week 4, Day 1	Radio production	Developing programme ideas for broadcast Contacting CSOs, NGOs etc	930am – 5pm	
Week 4, Day 2	Radio production	Agree programme schedule Agreeing roles within programmes Plan first month's programming	930am – -5pm	
Week 4, day 3		Recording and interviewing for programmes Studio editing	9.30-5pm	Creating programmes for air
Week 4, Day 4	Radio production	Recording and interviewing for programmes Studio editing	930am – 1pm Break 2pm-5pm	Staff will plan and work on the actual broadcast output
Week 4, Day 5	Radio production	Recording and interviewing for programmes Studio editing	930am – 1pm Break 2pm-5pm	Staff will plan and work on the actual broadcast output
Week 5, Day 1	Radio production	• The final full week will be dedicated to building further on the preceding three weeks' work, with preparation of audio prior to broadcast, including interviews, vox pops, jingles, music, collecting PSAs and arranging interviewees for the first week on air. • Logging and documentation will be a key component of this week's work, to ensure all staff are up to speed with required paperwork before going on air. • Developing programme ideas for broadcast • Contacting CSOs, NGOs etc • More studio editing	930am – 1pm Break 2pm-5pm	Staff will plan and work on the actual broadcast output
Week 5, Day 2	Radio production	Continue producing pre-recorded programmes	930am – 5pm	
Week 5 Day 3	Radio production	Continue producing pre-recorded programmes Reinforce any theory or lecture from the previous weeks' training, in areas identified during practical exercises as still weak in terms of understanding.	930am – 1pm Break 2pm-5pm 5pm	
Week 5, Day 4	Radio production	• CSO Workshop: Creating Public Service announcements • Understanding PSAs – what job do they do • Writing and recording a PSA	930am – 1pm Break 2pm-5pm 5pm	
Week 5, Day 5	Radio production	Continue producing pre-recorded programmes	930am – 5pm	

GO ON AIR!

APPENDIX E: INTERNEWS MENTOR GUIDELINES

The role of the Mentor is to provide coaching, guidance, encouragement, and where necessary, firm directives to instill in station staff the necessary discipline to run the radio stations effectively. Mentors are also the "eyes and ears" of Internews on the ground. As such, it is *your job as a mentor* to diligently follow up on the following responsibilities of radio station staff to ensure that individual tasks are carried out properly and on time. These include:

1. **WEEKLY PROGRAM LOGS** – Program logs are the key reporting tool used by Internews to track local program topics and ensure obligatory partner programming is being played according to the broadcast schedule. Mentors must make sure that the logging procedures are rigorously enforced, including:
    - Logs are filled in accurately by the presenter on duty
    - Logs are completed daily and approved/signed off on by the RSM
    - Completed logs for each week are sent to Rumbek HQ every Monday morning

2. **TIME SHEETS** – Time sheets are official records to document staff hours and to justify their salary payment. It is also one way to help make staff accountable for coming to work as scheduled which is sometimes a problem. The Mentor must make sure that:
    - Staff fill in their time sheets accurately each month (preferably by filling in the number of hours worked at the end of *each day*)

    Until better time keeping practices are followed, the Mentor must also maintain a **"sign-in/sign-out book,"** which requires staff members to sign in upon arrival to the station, to sign out when leaving, sign back in again, etc as necessary each day. The purpose is to have a record of staff's comings and going to make staff more accountable for how they are using their time when away from the station.

3. **FINANCIAL REPORT & FUNDS REQUEST FORM**– The Financial Report requires the proper postings of entries of all expenditures made during the month and must be sent to the Finance Manager in Rumbek on the last day of the month. Cash need projections for the next month must be made using the Funds Request Form, and is due to the Finance Manager by the 3rd of each month. Each station has been given a timetable with these deadlines, along with the appropriate financial reporting templates. The actual data entry work should be done by the station staff (either the RSM or RSA). Mentors are expected to work with the RSM and/or RSA to ensure the financial report is done correctly, and to provide guidance on appropriate level of funds to request for the following month.

4. **TRAINING SUPPORT/PROGRAMMING** – The Mentor is there to follow up on all training activities carried out by the training team (both journalism, production, and station management), and to provide additional guidance as needed. Mentors must therefore:
    - Ensure skills taught in the trainings are being practiced by staff
    - Make sure any training assignments made by the trainers are followed up on and completed
    - Ensure good studio practices are being followed (i.e. not bringing food/drink into studio, following studio guidelines)
    - Ensure the broadcast schedule is being followed
    - Ensure programs – locally produced and partner programs – are being broadcast as scheduled, and logged appropriately (see Program Logging above)
    - Ensure jingles and promos are being played out

5. **NARRATIVE REPORT** – The Mentor is required to send a **weekly status report** on activities undertaken at the station, using the report template provided. The report should not be a repeat of the RSM report, but the Mentor's analysis of activities and issues occuring that week. The report will cover the following:
    - Staff – programs made, progress in skill, attitude, attendance
    - Management – evaluation of RSM management
    - Programming – new program ideas, anything notable about current programming
    - Partner Coordination – meetings held (where, with whom, decisions taken), joint activities conducted or planned
    - Opportunities with other local and international NGOs – meetings (when, with whom, decisions taken), joint activities conducted or planned.
    - Equipment (studio, transmission) – condition, any problems, staff use of, etc
    - Power – any issues with the generator running schedule with Mercy Corps (are they running the generator to supply adequate power), other
    - Community feedback/Success Stories – did anything noteable occur that would indicate *program impact* on the community
    - Personal review, issues, concerns

INTERNEWS

APPENDIX F: NHOMLAAU FM DRAMA CLUB SULTAN DIALOGUE FORUM

Community Radio Nhomlaau FM in Malualkon has created the Nhomlaau FM Drama Club Sultan Dialogues. Five radio plays, 30 to 45 minutes in length, have been written and produced by the Nhomlaau FM staff and performed by the staff and a group of 16 volunteers (10 women and six men) – the "drama club." Each program is built around a central theme such as better health practices, keeping peace in the family, or civic issues. The message is delivered though the telling of a dramatic story, where at least one of the characters is a prominent person of authority. A synopsis of the five stories are:

1. **Family Crisis**: This program is about two families experiencing abuse, one by a violent husband, the other by a wife who drinks. For the first family, the wife's helpful brother-in-law intervenes to protect her and the children, and encourages his brother to mend his ways. In the second family, the compassionate husband fends off his brother's attempts to send the man's abusive wife away, saying she is the mother to their children and he will try to work out the problem. The husband is assisted by his mother-in-law who talks to her daughter about her behavior. Both stories illustrate the role of familial intervention in cases of abuse and introduce strategies for resolving such problems.

2. **Green Village**: In this story, a meeting of the community is called by the village chief. All members of the community are represented including women, children, youth, and elders. All are given a chance to voice their concerns (for example, a child says kids should be allowed to go to school, a woman talks about a woman's right to be respected and also voices the need for an adult education center so women can learn to read and write). The chief listens to their concerns, saying this is the reason the meeting was called – to hear their problems, take those concerns to the authorities and act as their advocate to bring these things to the community.

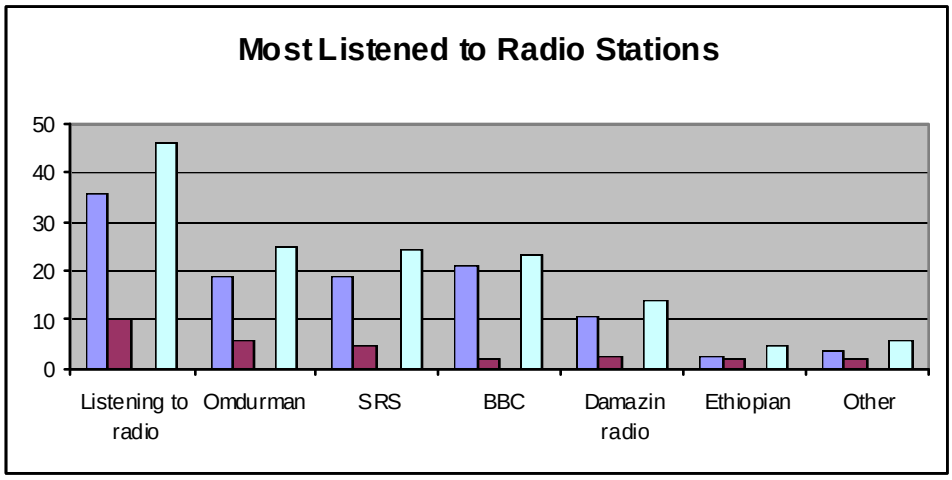
3. **Malaria and Diarrhea** (General Public Health): In this program, a man has stomach problems from eating food that was left outside all night. His family calls the doctor who talks about good hygiene, the need to eat food that is safe, and drink clean water. He also tells people to only take medicine that has been prescribed by a doctor. In the same episode, a public health officer encourages people to use a mosquito net to avoid malaria. He also says not to assume that all ailments are malaria, and to seek advice from a doctor before taking malaria medication.

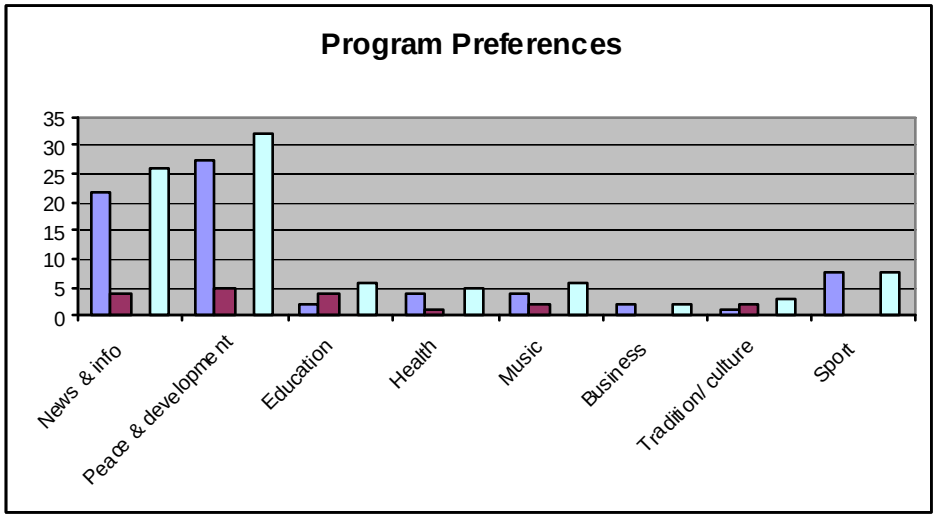
4. **Census Talk**: Two chiefs discuss the upcoming census. One chief does not support it because it is against the culture to count his people. The second chief tries to convince the skeptical chief, telling him that the census is necessary for the new government to know how many people it has to govern and that it is important to support the government in this effort. He explains that the census is part of the CPA and will allow the government to know how many people are in a state, and that information will be used to determine budgets which will bring development to their communities. In the end, the chief is convinced and agrees to allow his people to participate in the census.

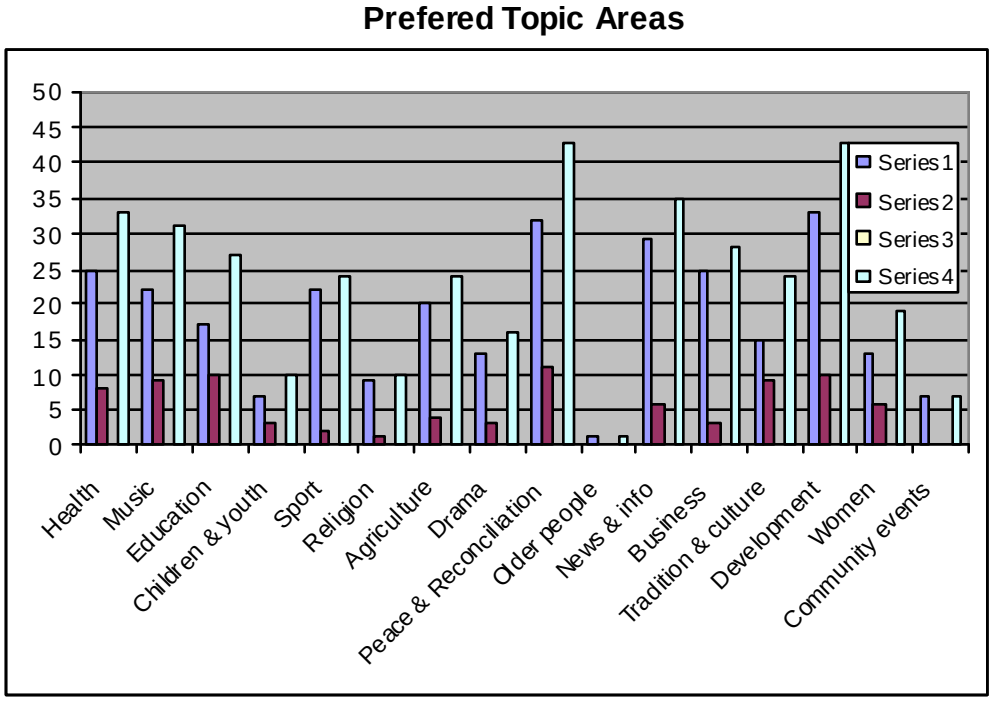
5. **Disabled Persons**: In this story, a disabled man's restaurant is destroyed by a certain driver. When the owner refuses to accept the hostility his friends want to display toward the driver, the community comes together, including people with disabilities (for example, a carpenter is disabled), to help repair the man's establishment and make it better than before the accident. The message is that disabled people can and do make contributions to the community and they should be respected and supported.

APPENDIX G: KURMUK LISTENER SURVEY RESULTS

Total surveyed: 60
Male = 43; Female = 17







APPENDIX H: SAMPLE PROGRAM SCHEDULE – Kurmuk, September 2008

	Monday	Tuesday	Wednesday	Thursday	Friday
8am	SABA AL KHER KURMUK! "Good Morning Kurmuk!" Hello and welcome, uplifting music to start your day, greetings, community messages. PRESENTER: Bilpam	SABA AL KHER KURMUK! "Good Morning Kurmuk!" Hello and welcome, uplifting music to start your day, greetings, community messages. PRESENTER: Sam	SABA AL KHER KURMUK! "Good Morning Kurmuk!" Hello and welcome, uplifting music to start your day, greetings, community messages. PRESENTER: Aziz	SABA AL KHER KURMUK! "Good Morning Kurmuk!" Hello and welcome, uplifting music to start your day, greetings, community messages. PRESENTER: Dominic	SABA AL KHER KURMUK! "Good Morning Kurmuk!" Hello and welcome, uplifting music to start your day, greetings, community messages. PRESENTER: Khadija
9am	NEWS followed by computer playlist music. DAILY STATION PLANNING MEETING	NEWS followed by computer playlist music. DAILY STATION PLANNING MEETING	NEWS followed by computer playlist music. DAILY STATION PLANNING MEETING	NEWS followed by computer playlist music. DAILY STATION PLANNING MEETING	NEWS followed by computer playlist music. DAILY STATION PLANNING MEETING
10am	88FM SPEECH ASLAM WA TENMIA "Peace & Development" Interviews with CSOs, NGOs, community groups, police, government etc PRESENTER: Dominic	88FM SPEECH TALIN LE KUL "Education for All" Issues of importance to schoolchildren, adult learners, teachers and parents, including stories and song PRESENTER: Bilpam	88FM SPEECH ZERAA LE HAYA "Agriculture for Life" Latest news, information, history of agriculture in SBN PRESENTER: Samuel	88FM SPEECH SOT AL MARA "Women's Voices" Programming for women discussing issues of importance to them PRESENTER: Khadija	88FM SPEECH MOATHA TA SAHA "Health Matters" Latest news, information, discussions, advice about health PRESENTER: Aziz
10.30am	Music	Music	Music	Music	Music
11.00am	EDUCATION NDI LET'S TALK	EDUCATION TERBIA MARKET/ OTHER	EDUCATION TERBIA MARKET/ OTHER	EDUCATION NDI LET'S TALK	EDUCATION TERBIA MARKET/ OTHER
1130-12	Music	Music	Music	Music	Music
12-4pm	News, Goodbye for the morning, computer playlist music with jingles and short messages	News, Goodbye for the morning, computer playlist music with jingles and short messages	News, Goodbye for the morning, computer playlist music with jingles and short messages	News, Goodbye for the morning, computer playlist music with jingles and short messages	News, Islamic religious message, followed by computer playlist music with jingles and short messages

APPENDIX H: SAMPLE PROGRAM SCHEDULE – Kurmuk, September 2008

4pm	DERDESHA "A Mixed Bag" Hello and welcome back, uplifting music to start your afternoon, with news, greetings, community messages. PRESENTER: Aziz	DERDESHA "A Mixed Bag" Hello and welcome back, uplifting music to start your afternoon, with news, greetings, community messages. PRESENTER: Khadija	DERDESHA "A Mixed Bag" Hello and welcome back, uplifting music to start your afternoon, with news, greetings, community messages. PRESENTER: Bilpam	DERDESHA "A Mixed Bag" Hello and welcome back, uplifting music to start your afternoon, with news, greetings, community messages PRESENTER: Samuel	DERDESHA "A Mixed Bag" Hello and welcome back, uplifting music to start your afternoon, with news, greetings, community messages. PRESENTER: Dominic
5pm	88FM SPEECH MOATHEN BUKRA "Citizens of Tomorrow" Subjects of interest to and about children and youth, news, information, interviews with young people PRESENTER: Khadija	88FM SPEECH NIHNA MUNU? "Who Are We?" Culture, tradition and customs of SBN PRESENTER: Aziz	88FM SPEECH SOT AL SHARIA "Voices of the Street" Subjects of importance to people in SBN, with street interviews and studio guests discussing the topic of the day PRESENTER: Dominic	88FM SPEECH SOUK NA "Our Market" Latest business and trade news and information, stories from the market PRESENTER: Bilpam	88FM SPEECH READHA LE TAGIIR "Sports for Change" Local, national and international sport PRESENTER: Samuel
5.30 6.00-8pm	Music MISA AL KHER KURMUK "Good Evening Kurmuk" Includes news, greetings, community messages PRESENTER: Aziz	Music MISA AL KHER KURMUK "Good Evening Kurmuk" Includes news, greetings, community messages PRESENTER: Khadija	Music MISA AL KHER KURMUK "Good Evening Kurmuk" Includes news, greetings, community messages PRESENTER: Bilpam	Music MISA AL KHER KURMUK "Good Evening Kurmuk" Includes news, greetings, community messages PRESENTER: Samuel	Music MISA AL KHER KURMUK "Good Evening Kurmuk" Includes news, greetings, community messages PRESENTER: Dominic
DAY OFF	Samuel	Dominic	Khadija	Aziz	Bilpam

APPENDIX H: SAMPLE PROGRAM SCHEDULE – Kurmuk, September 2008

	Saturday
9-10am	BREAKFAST SHOW Hello and welcome, uplifting music to start your day, greetings, community messages. PRESENTER: Rota
10am	NEWS in Arabic, Maban, Uduk, Funj, followed by computer playlist music.
11am	88FM SPEECH Repeat of programme from earlier in the week, or new programme
11.30-12	Music
12-4pm	Close of morning, computer playlist music
4-5pm	GOOD AFTERNOON Hello and welcome back, uplifting music to start your afternoon, with news, greetings, community messages. PRESENTER: ROTA BY AGREEMENT
5-5.30pm	88FM SPEECH PRE-RECORDED PROGRAMME
5.30-6pm	Music
6-8pm	END OF DAY Includes news, greetings, community messages, music PRESENTER: ROTA BY AGREEMENT

APPENDIX I:
SAMPLE PROGRAM LOGS – NAATH FM & VOICE OF COMMUNTY FM

NAATH FM. Completed by: Rami Mahmud Day of the week Friday
Broadcast Date: 15/8/08 RS.M. Signature ----------

me	8-9:30	9:30-9:50	9:50-10:00	10:-11:00	11:00-11:30	11:30-12:45	12:45-1:00	3-4:00	4-4:30	4:30-6:00	6-7:00	7-7:45	7:45-8:00
ogram	Wake up I can you		Announcement	Legislative council. did not come.	Let's talk programs	Music and Request	NEWS: National, Regional, SRS, Mirror.	Music	Terbia	Vox pops, CSO's, open, formats, announcement	Story telling and Drama.	Local News. Music	Headlines, News features, Final Announcement.
Terviewees/ rticipants/ ll			Lost Girls Gothuok Girl			Callers & Requestal	SRS		Tebia A	CSOs	Drama	Local Com.	SRS, Local Com
ntents/na of the ograms	Girls Education in Unity state		Lost Girls		Women night in Nuba	Local music	SPLA accussed SAF in Abyei		English Learning	Adult education. Important of Peace in the Community	Interviewing to-station	Speaker of Legislative As.	Unity State Legislative Assembly speaker: SPLA accussed - SAF ...

Station: VOICE OF COMMUNITY (Kauda) Reporter in Charge: NASREELDIN A[illegible]

Week of: 11-16 RSM Approved: [illegible]

Wednesday, Date: 13-8-2008

Time	8:00-9.00	9.00-9.15	10.00-10.30	11.00-11.30	4.00-5.00	5.00-5.30	6.00-8.00
Program	Good Morning Nuba	News	Nuba History	Education	Good Afternoon Nuba	Changing Attitudes 2	Sahara
Presenter	Nasreldin Ali	Ahmed	Ahmed	Terbia B	Walid Ali	Musa Jam	Nasreldin Ali
Interviewee/Participant			lesson 8 with Dr. Sand	track 4		Sofia Ibrahim and Susie Omar	M.O.P Musa Abdulbagi
Content (topics/issues discussed, name of program if NDI, SRS, Terbia, # of program and language)	Greeting Community and Start the program of this day arabic	Speech about the Governor Kordofan the population Constitution in Nuba Mountains arabic	Kingdom of Kush History of Nuba arabic	Speech about the beginning speaking English U-speak point to the pencil English	Greeting and welcoming the people for the evening program using Arabic language	Concerning The HIV AIDS around the area. using The Arabic Language	Talk about what is taking place during the CPA! Also Concerning the people Consolation using The Arabic Language.

The day was good for us and we had NO problems Concerning the power! and it was enjoyable work.