



INTERNEWS



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F1185-1-UG 'Local Voices for Peace'
Northern Uganda Community Radio Project

Final Report

Project Duration
1 February 2007 – 31 January 2009

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Introduction

The *Local Voices for Peace Community Radio Project* began on 1 February 2007. This is the final report that reflects all project achievements and activities up to and including the end of the second funding phase of the Cooperative Agreement on 31 January 2009.

Background

In August 2006, a cessation of hostilities was brokered by negotiators trying to bring an end to the 20-year war between the rebel Lord's Resistance Army and the forces of the Government of Uganda. The development brought much hope to the war-weary citizens of Northern Uganda, millions of whom had been forced to flee their homes and live in camps for the internally displaced. Thousands of people died in the conflict, while thousands more were left with the psychological scars of an incursion whose hallmarks were the use child soldiers, abductions and mutilation.

The cessation of hostilities opened the door for a process of healing and reconciliation and within months many IDPs were returning to their home communities; some of which had been abandoned for a generation. The process of creating a final Comprehensive Peace Agreement began with much attention paid to the mechanisms of justice that would be appropriate for LRA leaders and others suspected of committing crimes against humanity. Despite these developments, many Ugandans distrusted the process and/or its likely success and chose to remain in the relative safety of their IDP camps, putting them on a collision course with the government.

Fears that the peace would not hold were heightened in early 2008 when Joseph Kony, the self-proclaimed mystic leader of the LRA, failed to materialize at a ceremony arranged for the signing of the Comprehensive Peace Agreement. Within days, the Cessation of Hostilities agreed 18 months earlier expired; both parties refused to extend the arrangements with government negotiators declaring the peace talks ended.

Despite this, there were numerous further attempts to encourage both parties to sign the agreement; but on every occasion the LRA delegation failed to appear at the formal event. As this project was drawing to a close, the Ugandan government forces finally appeared to be exercising their threat of renewed military action against the LRA, with the support of other governments in the region, by attacking suspected leadership hideouts in the Garamba National Park in the Democratic Republic of Congo.

The Media in Northern Uganda

Northern Uganda has a fledgling community and independent radio sector, which despite many organizational and financial challenges, is the information lifeline of the citizens of the region. Research for this project confirmed at least 70% of the population in the North rely on radio as their primary source of news and information. Television is not widely available and there are only three national newspapers on sale, all of which only devote a limited number of column inches to events in the North.

The radio stations in the North range from the high profile, internationally funded and ostensibly well resourced Mega FM in Gulu or Radio Pacis in Arua to more modest, but authoritative, contemporary outlets such as Radio Palwak in Pader or Gulu's Radio King.

The standard of experience and skills among journalists and producers in these radio stations varied widely; some editors are very experienced individuals with their roots in post-Idi Amin state broadcasting, whilst many correspondents are volunteers or freelancers, paid-per-piece, who want to provide a service to their communities, but lack professional training or extensive experience.

Project Objectives and Approach

At the inception of the Internews 'Local Voice for Peace' project, the following objectives were defined:

1. Build the capacity of independent radio in Northern Uganda to better serve the information needs of the conflict affected communities.
2. Build the capacity of independent radio in Northern Uganda to stimulate and enrich public dialogue on conflict and peace-related issues.

Objective 1: Internews pledged to provide extensive workshop based training and mentoring for journalists and producers at the most viable and impactful community radio stations in the North. In addition, a Media Resource Center would be developed at the Internews Office in Gulu which would act as a 'virtual newsroom' for local journalists who may not have the required standard of technical facilities within their own stations to professionally produce news and current affairs items on peace and reconciliation themes.

In Year 1, Internews explored some of the most pressing contemporaneous issues associated to the peace process and, through story development sessions at workshops, encouraged journalists to produce a high standard on news and feature reports on issues such as the justice process and the challenges facing returning Internally Displaced Persons.

In Year 2, Internews used the extended project to introduce the higher level *Reporting for Peace* course. The conflict mitigation training methodology was developed for Internews by South African trainers in the late 1990s and has been highly successful in producing sustained improvements in journalistic capacity in numerous other countries where Internews works (including Indonesia, Timor Leste, and Burma). The interactive and practical training encourages journalists to challenge prevailing news values about who and what is newsworthy – and gives them the tools to identify the hidden stories about peace-building initiatives that are usually ignored by mainstream media. The RFP methodology is geared specifically to explore how media can open up dialogue. By helping the various players to talk & listen to each other (and challenge stereotypes) positive options for solving conflict can also then be explored. These conflict-sensitive approaches are tried, tested, and recognized as best practices worldwide by media organizations working in crisis countries.

Objective 2: Throughout the life of the project, Internews undertook a range of activities to improve networks between Civil Society actors and local community media representatives. The voices of Civil Society Organizations are widely accepted as fundamental in providing a broad and meaningful discourse on the peace and reconciliation process.

In a media culture where local politicians and other opinion leaders are allowed to dominate the news agenda, with their views rarely held to account, it was necessary to inject confidence into both CSOs and journalists to improve their level of interaction with each other. By Year 2 of the project, this strand had grown to include regular media forums where CSO representatives were able to make meaningful presentations to the media about their activities; in addition specialist training was developed to assist the CSOs with their media relations skills.

Project Activities

Training Workshops

Total number of Journalists receiving workshop training: 134

The Juba Peace Talks: From the Conference Hall to the Community

Gulu: 23 July 2007 – 29 July 2007

Trainees: 15 Stories Produced: 15

As the title of the first workshop in this project would suggest, it was designed to immediately grapple with one of the key challenges facing community media journalists in the region; that of relating the seemingly distant, and potentially disengaged, peace talks being held in Southern Sudan with the lives of ordinary people hoping to achieve some sense of stability.

A range of guest speakers and resource people were used for this workshop to begin unpacking some of the complex issues associated with the formal peace process; among them Dr. S. P. Kagoda from the Ministry of Internal Affairs and Captain Ba-hoku Barigye of the Ugandan Amnesty Commission. This academic input was then supported with a trip to a nearby IDP camp to record personal accounts of the return and transition process.

While the original intent of this workshop was to focus on the Acholi-Langi region, a decision was made to include several reporters from Kampala. This evolved from the conclusion that news about the North is sometimes scarcely represented in Kampala media and other areas in southern Uganda. It was hoped that including southern Ugandan journalists would plant a seed of interest in the North that would only continue to flourish.

In a further development Internews Gulu was later approached by journalists belonging to the Mukono Media Bureau. This 30 member group is based about an hour north of Kampala and was represented at subsequent workshops.

Gender Based Violence

Arua: 27 August 2007 – 1 September 2007

Trainees: 10 Stories Produced:15

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Gulu: 4 September 2007 – 9 September 2007

Trainees: 9 Stories Produced:9

Even though GBV is prevalent throughout the region and although journalists have covered many stories on the issue, they still have difficulty writing GBV stories which are fair, balanced and ethical. This is not unusual in specialized areas of reporting. However, what made it pertinent for the Internews program is

that the future rehabilitation of the area, and integration of war-affected people (and particularly women), relies on the issue being reported in an ethical and victim-supportive manner.

The GBV-focused training was designed to ensure that journalists are equipped to create gender-sensitive programming, and also to ensure that programs are accurate, informative and enhance the audience's understanding of the issues surrounding violence against women.

Furthermore, in training journalists to report authoritatively on key issues in northern Uganda, the workshops acknowledge the primacy of gender-based and sexual violence as a cornerstone of both LRA and army crimes against the civilian population.

These two workshops were facilitated by international trainer, Karen Williams, who has long-standing professional links and experience in Uganda. The training course brought together a cross-section of journalists from northern Uganda, as well as journalists based in Kampala and surrounding areas.

The journalists represented a cross-section of experience and geographical coverage. Most participants were experienced journalists, and some had already presented programs or written stories about violence against women. But the less experienced participants were given an added benefit not only in learning from the training course, but also from being exposed and working with more skilled colleagues.

A percentage of participants at both courses had attended the inaugural Internews training on the Juba peace talks. Having these participants at the GBV workshops meant that we were able to follow-up and develop their skills and strengths identified in the previous training. It also enabled Internews to strengthen the links developed with the individual stations.

Both the Arua- and Gulu-based GBV training courses drew on local community initiatives and enabled us to build relationships with them. We invited guest speakers, theatre groups and newsmakers who would be potential sources for journalists in future to address the trainees.

Traditional Justice and Reconciliation: Many Paths Towards Peace

Lira: 22 October 2007 – 28 October 2007

Trainees: 10 Stories Produced:15

Traditional justice practices have become increasingly debated in Northern Uganda's Acholi areas; spurred first by the government's amnesty offer to rebels to return home, and subsequently by the launch of the International Criminal Court (ICC) investigations. The unsealing of the ICC indictments intensified the debate, with other communities affected by the LRA insurgency (the Langi, Teso

and Madi people) also considering what measures they can use to re-integrate returning combatants and abducted children back into the community.

These debates formed the framework of the workshop on traditional justice that brought together nine experienced journalists; including news editors and news managers. Many of the participants had been reporting on issues of justice and traditional justice for a considerable time, but had not been able to “frame” the debate in the wider issues of justice and accountability. Other participants were from regions where traditional justice debates are not as prevalent as in Acholi areas, and were therefore able to ask questions and interrogate the various concepts put on the table. Through a cross-section of speakers, we represented not only Acholi views of traditional justice but also of other groups in the north.

The class was also addressed by a young woman who was abducted by the LRA and who subsequently gave birth to a baby, fathered by an LRA commander. Her address gave trainees an opportunity to put into practice their training on interviewing on sensitive issues, and also to humanize the victims of the war.

Guest speakers at the training were a representative from the Lango Cultural Association, and a member of the Lango parliament, Amen Odongo. Bishop Ochola, from the Acholi Religious Leaders Peace Initiative (ARLPI) Lillian Akech, Secretary for Education, Gulu Municipality and finally Catherine, the former abductee and teenage mother.

Going Home: What is at stake for returning IDPs?

Gulu: 21 January 2008 – 27 January 2008

Trainees: 11 Stories Produced:11

The aim of the final workshop of the first grant period was to better equip journalists to understand the complex politics and organizational challenges presented by large numbers of people who had by then decided to leave Internally Displaced Persons Camps and return to their original homes.

A wide cross section of views were presented by IDP camp managers, the American Refugee Committee and the Norwegian Refugee Council. Prior to an organized field trip to Patiko Camp, the 11 delegates were also addressed by, and able to interview, a returnee on their personal experiences of the process.

All participants produced a full news piece and supporting vox-pop to air on their respective stations in the days after the workshop.

Reporting for Peace: Conflict Sensitized Journalism

Gulu: 5 April 2008 – 11 April 2008

Trainees: 8 Stories Produced: 8

This workshop was designed to provide the key thematic platform for Year 2 of the project: that of teaching 'conflict sensitive journalism'. All subsequent workshops would include a degree of the 'Reporting for Peace' methodology, regardless of their thematic subject matter.

Led by the acclaimed South African conflict reporting consultant Peter du Toit of Rhodes University, the workshop provided journalists with the analytical orientation and practical tools to conduct all their work with a new 'conflict-sensitized' approach.

Delegates worked through the causes and dynamics of conflict, journalists' contribution to peace building, stories that can facilitate this and how to improve use of language, framing and perspective.

In the early days of the workshop it became clear that the majority of journalists in the group viewed conflict as a byword for the long running violent confrontation between the Lord's Resistance Army and the Ugandan Government. Few of them had previously acknowledged that a huge percentage of news stories cover conflicts in many manifestations. By understanding the potential for low level conflict in communities reestablishing themselves after violent civil war, they were better placed to view the role of journalists as public mediators.

The workshop explored the significance of language and objectivity in coverage of the Juba Peace talks. The timing of the training could not have been more apt with the deadline for all parties to sign the Juba Peace agreement falling just after the workshop. This pushed the issue of peace to the top of the journalists' minds and also of those people they interviewed on field trips.

During the workshop, the group were addressed by Daniel Komakech of the recently formed Institute for Peace and Strategic Studies which is attached to Gulu University. Participants then conducted a range of field trips to glean the views of 'real' people on the post-conflict issues affecting their lives. Interviewees included market traders, local police, hospital workers and patients. This approach challenged a commonly held belief among the course delegates that all broadcast news stories must contain a voice or statement from some public official in order for it to have any credibility.

All of the 8 delegates produced at least one radio news piece that was broadcast on their respective stations or client stations during April and committed to produce a further piece which would be in the final stages of production during the follow-up mentoring visits. Some of the reports produced by freelancers were also aired on fellow trainees' stations in the week after the workshop.

Building New Communities: Reintegrating Former Abductees

Gulu: 17 May 2008 –23 Mayl 2008

Trainees: 10 Stories Produced: 10

This workshop was the first to combine the Reporting for Peace methodology with a thematic course assignment. Once again participants were introduced to the concept that conflict, in all of its manifestations, is the underlying theme for a significant majority of broadcast news stories.

The first two days of the workshop were used to work through the interactive Reporting for Peace exercises; to develop journalists' understanding of the dynamics of conflict before exploring the potential for them to act as public information mediators and ultimately to develop a "conflict reporting checklist" to apply to all of their work.

In the practical phase of the workshop, participants were taken on field trips to two different organizations, one an international NGO the other a local CBO, providing practical resettlement and rehabilitation programs for former LRA abductees. Child Voice International and the Information for Youth Empowerment Program have acutely different approaches to their work. Because Child Voice is specifically working with Child Mothers, former wives of LRA commanders, they have established a new village community, about 20km north of Gulu, where they offer life skills coaching and tuition in practical skills with the ultimate goal of establishing a permanent settlement that grows into future generations and is able to forget its past. IYEP, meanwhile, is a Gulu based CSO run entirely by former abductees to promote lasting reconciliation and community reintegration of abductees, including Child Mothers.

By exposing participants to these two very different approaches, they were challenged to use their newly acquired Reporting for Peace skills to impartially assess the merits, or otherwise, of these different approaches to reintegration.

For a broader context, the participants were also addressed by Captain Ronald Kakurungu, of the Uganda Peoples' Defense Force, to provide an overview of the military's evolving role in preserving peace in communities that emerge and evolve during the resettlement and reintegration process.

Reporting for Peace: Conflict Sensitized Journalism

Arua:16 June 2008 –22 June 2008

Trainees: 9 Stories Produced: 9

In many ways the situation in West Nile is more complex; it did not witness as much of the direct impact of the war as the Gulu District, but the peace which prevails in the region is still delicate. There is a huge proliferation of black market small arms threatening stability in the region and the border with the

Democratic Republic of Congo was under very close scrutiny as the Lord's Resistance Army stood accused of carrying out a new wave of abductions there. There was also grave concern among local communities at the collapse of the Juba peace process and the prospect of military action against the LRA much closer to home.

Once equipped with the fundamentals of the Reporting for Peace methodology, participants were once again encouraged to seek out the views of a range of local people going about their daily lives on their hopes and fears for the future, especially given the new threat of military action.

As with the New Communities workshop, the group were also able to interview a senior UPDF spokesman on the evolving role of the military and a new addition to this particular training was an interactive group session to improve interviewing skills before heading out into the field.

Intermediate Technical Skills Workshop

Gulu: 16 July 2008 – 18 July 2008

Trainees: 10

This workshop was designed in response to feedback from previous training participants that a widespread lack of audio production skills at their stations frustrated their ambitions to produce a consistently high standard of packaged news material.

Participants for this training were selected on the understanding that they were key radio station staff who were willing and able to pass on a higher level of skill in audio production to colleagues producing editorial features or news content.

The 3 day course took them through a series of interactive exercises to explore their respective stations' production and branding policies before looking at the importance of using appropriate and well crafted audio production techniques for news and other editorial features.

This was a largely practical workshop where participants were able to deconstruct audio packages and use digital editing techniques to trouble shoot problematic recordings. By its nature, there were no thematic stories produced in this workshop, instead the technical skills acquired were measured against their impact within stations during the follow up mentoring program.

Reporting for Peace & Editorial Management
Gulu: 28 August 2008 – 31 August 2008
Trainees: 10

From early 2008 onwards, Internews staff observed a growing demand among News Editors and other senior journalists to firstly gain their own insight into the Reporting for Peace Methodology and secondly to receive specialist training to enhance their abilities to lead teams of staff.

The first half of this workshop was used to work through the standard Reporting for Peace course, but with a heavier focus on the editorial decision making processes associated with “Conflict Sensitive” reporting, rather than specific content within individual stories. The latter part of the workshop saw the introduction of a new Editorial Management course designed jointly by the Internews Resident Journalism Adviser and Local Trainer with a strong focus on the current conditions of radio newsrooms in Northern Uganda.

The course took participants to a complex and at times challenging debate on the core issue of what it is to be a journalist and the role of media in society. Many editors perceived themselves as part of the establishment and of equal importance to elected politicians and the like. The majority eventually resolved that their role is that of an independent public watchdog whose greatest privilege is to be able to supply ordinary people with the information they need to reach an informed view and enrich communities.

Exercises were conducted to explore the impact of imbalance in news reporting along with the benefits of creative editorial intervention in reporters’ work to ensure a more vibrant and engaging news service for the listener. It emerged during the workshop that none of the stations represented had any form of policy document to guide journalists on the broadcasters’ core values, political positioning or ethical boundaries in the practice of newsgathering. As with the Intermediate Technical Skills workshop, there was no practical story production session at this training, the key output was instead the individual roadmaps created for new editorial policies at each station.

Reporting for Peace: Conflict Sensitized Journalism
Lira: 8 September 2008 – 14 September 2008
Trainees: 7 Stories Produced: 7

This was the first time the Reporting for Peace methodology had been introduced to all of the radio stations in Lira, therefore the core exercises exploring the causes and dynamics of conflict, patterns of conflict escalation and the potential for journalists to replicate the role of mediators were presented in the opening days of the workshop.

Prior to story development sessions, the specific topic of land conflict was introduced as a suggested issue for reporters to cover with a new conflict sensitized approach. The Lira and Pader Districts had witnessed an acutely high number of land conflicts exacerbated by the comparatively fast progress of the IDP return process in this area.

Victims are often faced with a confusing array of potential solutions as a range of actors have a stake in this process. During the workshop, participants were addressed by Mr. Faustine Olwitngol of the Lango Cultural Foundation who explained the range of approaches for settling the disputes from hearings chaired by traditional leaders, to specialist lawyers being supported by some International NGOs.

The practical assignments produced by the journalists covered the issue from a range of angles. The most impressive provided listeners with an understandable exploration of the approaches available and contained some compelling case studies to support the features. One journalist in particular experienced a tangible demonstration of the importance of a conflict sensitized approach to assignments; a story that could have easily propagated a rumor about local market traders being evicted from their plots instead uncovered the source of the problem in the form of a dispute between the local authority and the landowners over taxes.

All seven delegates produced a news story or feature that was broadcast on their respective stations in the days after the workshop.

Reporting for Peace 'Refresher' Workshop

Gulu: 1 December 2008 – 7 December 2008

Trainees: 10 Stories Produced: 10

Internews made a commitment in its application for funds in the second grant period to concentrate formal training efforts on a core group of the most talented and committed individuals who demonstrate impact after training and the ability to set a professional benchmark for their lesser experienced colleagues in the region.

The final workshop deliverable of the project presented a valuable opportunity to bring together some of the most impressive of the 85 journalists who received formal Internews training in FY-2008. The Reporting for Peace Refresher Workshop was carefully designed to track participants' progress since their introduction to the RFP methodology and to further crystallize their understanding of conflict sensitized journalism.

The workshop used the 'A – E Conflict Reporting Checklist', introduced to all journalists at their previous workshops, as the key learning tool in the theory

section of the training. Each requirement of the check list was explored in far more depth than previous sessions in order to achieve the desired results of this training.

The suggested theme for journalists to cover in the practical phase of the workshop was the implementation of the Peace, Recovery and Development Plan for Northern Uganda as this presented them with a more complex and challenging assignment in which to demonstrate their RFP skills. The trainees were addressed by Michael Nidoi who is a senior NGO coordinator for the PRDP in Gulu, Kitgum and Pader before travelling to Unyama in the Amuru District to explore the tangible challenges of the return process facing Internally Displaced People.

The participants produced a range of assignments to take back to their stations which explored, among other themes, the controversial demolition of homes in IDP camps, poor road networks in the worst conflict-affected areas, sexual and gender based violence among IDP communities and land disputes with the government.

Training of Trainers

In order to integrate the Reporting for Peace methodology into all of the workshops and activities in the second year of the project, the Resident Journalism Adviser and Local Journalism Trainer underwent a Training of Trainers course immediately prior to the April 2008 workshop.

This was led by Peter du Toit, who worked with the local training team to enhance their academic understanding of approaches to conflict reporting before introducing his interactive training model and equipping the project staff with a range of exercises and studies to be delivered in subsequent workshops.

The Reporting for Peace model gave Internews a powerful tool to promote the work of the organization and crystallize its values, not only to the local community of journalists but also a wider range of NGO partners.

Station Based Mentoring

Total number of Journalists receiving post-workshop station based mentoring: 55

Largely unique to the Internews approach to training journalists is the extensive program of in-station mentoring that follows the more familiar classroom setting associated with workshops.

Mentoring provides an invaluable opportunity to engage with program beneficiaries in their routine working environment and thus match the training support and practical production guidance to their, often practically constrained, environments.

It is also a reliable method of charting individual progress since training workshops and to reinforce the values of the preceding training. In addition, this station based work has allowed Internews trainers to interact not just with their familiar trainees, but to also converse with radio station managers/editors and other potential beneficiaries.

The mentoring component of this project took some time to stabilize in Year 1 as a result of a range of operational and personnel difficulties; this meant it was difficult to routinely coordinate mentoring visits for them to become a smooth and immediate follow up to workshops. Therefore, in FY 2007 there were a modest 17 mentoring visits to journalists in their stations. However, this number still contributed to a second round of stories produced by trainees using their own equipment and in their own surroundings.

A more logistically stable 2008 laid the foundations for a dramatic expansion of the mentoring program. Significantly, the Year 2 work-plan was built around the concept of a standard one-week break after a workshop before the Resident Journalism Adviser and Radio Technician would visit workshop 'graduates' in their stations to assist with follow up assignments. During FY 2008, a total of 38 individual journalists and producers were the beneficiaries of personal mentoring sessions.

With the improved mentoring structure in 2008 came the standard expectation that journalists would be working on a second assignment, further to the news piece they had completed at the preceding workshop. The reports produced by trainees under mentoring were many and various, however all were conversant with the themes of this project and routinely represented natural progression from their initial assignment.

Media Resource Center

Total individual uses of Media Resource Center: 648

The Gulu Media Resource Center came to serve as a vital tool in underpinning the productivity and impact of this project. At the MRC journalists were able to access a wide range of technical and other resources, not routinely held at their stations, to aid them in the production of a higher standard of coverage of the peace and reconciliation process in Northern Uganda.

Upon completion in the latter quarter of FY 2007, the MRC offered high speed internet access, computer script writing facilities, field audio recording equipment and a fully functioning radio production studio. In addition, journalists were routinely able to seek story planning and content advice from the Internews Resident Journalism Adviser and the Local Journalism Trainer.

The MRC concept is a notably invaluable resource for the large community of freelance journalists operating in Northern Uganda. By virtue of their employment status, freelancers are routinely unable to afford their own personal story production equipment until such a point as they are earning sufficient income for the items they have produced where they are paid 'per piece'. Access to the MRC facilitates faster career progression for these individuals who are significant in the context of providing a wider range of editorially independent material to the radio newsrooms of Northern Uganda.

Early in FY 2008 the Monitoring and Evaluation systems attached to the MRC were enhanced to allow Internews to track story broadcasts resulting from center usage. Previously, only stories produced under formal training and mentoring were being recorded. From January-December 2008 a total of 140 news stories on peace and reconciliation themes were produced through stand-alone use of the Internews Media Resource Center.

Radio Listening Groups

In the absence of widespread or reliable radio audience research for Northern Uganda, Internews decided to assess indications of audience impact under this project with a Radio Listening Group model. The requirement for this aspect of Monitoring and Evaluation was deferred to Year 2 of the project to allow Internews time to effect an appropriate structure.

An agreement for a partnership scheme was established with Mercy Corps in the Spring of 2008. It was agreed Internews would supply narrowcast thematic series of reports produced by Internews trained journalists to a widespread network of newly established listening groups in the Pader District.

Mercy Corps was simultaneously conducting a peace building and conflict mitigation program in the region, principally working with IDPs from across Pader, Kitgum and Lira. The organization decided to establish listening groups in order to supply its own community information, and occasionally radio drama, programs to the IDP population. Internews radio news pieces supported this content in key thematic areas such as gender based violence, land rights, women and children's issues and the reintegration of former abductees.

The first round of audio tapes containing Internews trained journalists' reports were supplied to Mercy Corps in early August 2008. A total of 319 individuals, representing 23 individual groups, took part in the activity.

In this first session, the chosen themes were land conflict, domestic and gender based violence along with general updates on the Juba Peace Process. These themes were identified through a collaborative approach between Mercy Corps and the members of the listening groups. Research carried out for Mercy Corps reveals politics and progress of the Juba Peace process as the dominant programming interest area for 35% of men and 20% of women in Pader District, but many feel underserved in this respect.

The second round of audio tapes containing Internews trained journalists' reports were supplied to Mercy Corps in early November. This time, an even higher total of 379 individuals, now representing 25 individual groups, had taken part in the activity and were able to hear the Internews supplied content. Mercy Corps were unable to provide an accurate gender disaggregation of the listening group attendees; however in the preceding quarter there was a near 50% balance in gender participation.

Qualitative feedback from the listening groups reveals many of the participants have been inspired to contribute more actively to radio discussion programs (most frequently on Mega FM, Radio Palwak and Luo FM) on resettlement and reconciliation themes, others have used the material in the recordings as the basis for drama productions being used to inspire localized community debate on the same themes.

Mercy Corps also procured an additional 25 radio cassette machines for the listening groups in order to overcome their small but significant technical problems with aging equipment.

Partnerships with CSOs and CBOs

Work commenced in the spring of 2008 on the deliverables with NGOs, Civil Society Organizations and Community Based Organizations (in support of Objective 2). Two strands were designed to improve the relationships between Civil Society and the media: the provision of Media Forums where organizations could present an overview of their work and goals to local journalists and Media Orientation days for their public representatives to develop their skills. All such activities were staged at the Internews Media Resource Center in Gulu.

Media Forum, 28 May 2008

The Media Forum model was that of a 'rolling' press conference where a range of organizations would make short presentations followed by a recorded question and answer session. The forums were thematic; therefore the organizations would be working in a similar field. At the first such forum the broad theme was support services such as health, education and livelihoods for former child abductees.

In total, 6 CSOs were represented and supported by two international NGOs. The forum was attended in full by 17 journalists from radio stations (and one newspaper bureau) from across the north. All five of the Gulu radio stations were represented and it was encouraging to see partner stations from beyond Gulu such as Radio Wa Lira, Voice of Life Arua and Pol FM Kitgum sending reporters to the event.

Media Orientation Training, 27 June 2008

7 CSOs/CBOs and NGOs were represented through 12 individuals at this event. The aim of the day was to build intelligence-led confidence among the public representatives of the organizations in order to develop independent editorial relationships with journalists.

The large majority of organizations represented are working on peace and reconciliation programs. All of the International NGO representatives were Ugandan staff who, in order to qualify for this event, are expected continue in some form of peace building and development communications role upon the close out of their existing missions. Among the organizations represented were Invisible Children, the Refugee Law Project and the organization for Education for Peace and Prevention of Violence.

Internews staff were joined by representatives of ILO-SEMA to assist in the delivery of this event. Delegates were initially sensitized to the regional media environment before hearing from radio station managers on the editorial needs and interests of media organizations.

More detailed interactive training was then provided on how to write a press release, maintenance of a media contacts book and broadcast interview technique. Significantly, the majority of participants concluded that the key issues they deemed to be in the public interest were rarely covered by news outlets in the region.

Media Forum, 23 July 2008

The second Media Forum saw organizations with thematic interests in peace and stability in Northern Uganda presenting an overview of their work and current activities to a group of 15 journalists. Once again the forum attracted reporters not just from Gulu but the Greater North of Uganda. Internews records show that at least 7 stories were produced as a direct result of the forum, all featuring the voices of CSO representatives.

The contributors to the forum were the USAID funded SPRING project, Comboni Samaritans of Gulu (rehabilitation and support for HIV/AIDS victims and those disabled through acts of war), Human Rights Focus and the Refugee Law Project.

Feedback from the first Media Forum in May revealed that a session lasting all day with a large number of organizations was too time consuming and information heavy for the majority of reporters, hence the format was reduced to a half a day program with a smaller number of presentations.

Media Orientation Training, 22 August 2008

The August training saw further concerns from delegates that the majority of their relationships with the media rarely graduated beyond damage control or heated negotiations over payment and facilitation for covering stories. This perception of the media also hampers progress in encouraging delegates to attend this kind of training. 12 organizations should have been represented at this event, but only half of that number eventually attended.

The training format for this event evolved slightly from its predecessor to include more time for practical exercises on writing press releases and creating individual media plans towards the end of the day.

Organizations represented included: the Diocese of Northern Uganda, Gulu NGO Forum, the Acholi Religious Peace Leaders Initiative and War Child Holland.

Media Forum, 15 October 2008

The next forum focused on Civil Society and Community Based Organizations which provide, or are involved in providing, health services for the returning IDP population. The CBOs and CSOs presented overviews of their work to a group of 11 journalists. Internews records show that at least 8 stories were produced as a result of the forum, all featuring the voices of CSO Representatives.

The Health Integrated Development Organization and Waloko Kwo Support Organization were the only contributors to this forum. Both Lacor Hospital and the District Health Office were invited and confirmed their participation but failed to attend on the day. However, a positive outcome reported by journalists was that they had more time to interact with and question the organizations represented which in turn resulted in the production of better informed journalism.

Media Forum, 12 November 2008

The final forum of the project returned to the core themes of Peace and Reconciliation. Of the three organizations invited to contribute, the Acholi Religious Peace Leaders Initiative and Acholi Cultural Institution (Ker Kal Kwaro) made presentations on the day.

7 journalists attended the forum and records show 5 stories were broadcast as a result. Despite the more modest scale of the media forums towards the end of the project, the events have produced more impressive results through a greater output of news stories and features including the voices of NGO, CSO and CBO representatives.

Media Orientation Training, 21 November 2008

This event was the most well attended Media Orientation Training since the introduction of this concept with a total of 11 delegates. In the early stages of the session participants raised the familiar concerns of journalists who expect facilitation payment or even bribes to cover stories and the challenges posed by negative media handling.

Participants explored their common areas of interest with a view to identifying their key communications needs before working through the components of press release writing, interview skills and media planning.

11 organizations were represented including: Gulu Support the Children Organization, Health Alert Uganda, Visions in Action, and the Concerned Parents Association.

Other Partnerships

Uganda Radio Network

In early June 2008, an agreement was reached with Uganda Radio Network allowing them to base their northern news bureau chief at the Internews Media Resource Center. Previously the editor for the region was simply working out of

a briefcase with little or no radio production facilities at hand whilst the cost of internet connectivity was a significant burden for URN.

As well as delivering a more tangible presence for URN in the region, the arrangement also brought this key agency service into direct contact with the wider range of journalists, and potential contributors, using the Media Resource Center. Internews was able to benefit from a consistent point of contact through whom to channel trainee journalists' work, routinely uploading stories produced at training workshops and tracking their use by URN subscriber stations.

At the close out of this project, URN were fortunate to receive a significant 3-year grant from the European 'Deepening Democracy Programme', part of which was earmarked for investment in ongoing infrastructure in the north.

International Criminal Court

On 23 July 2008 Internews facilitated a Press Conference on behalf of the Uganda Community Outreach team of the International Criminal Court. This half-day event was attended by more than 20 journalists who produced 10 stories within a week of the event covering the latest developments in the international justice process. The Press Conference was particularly timely in the wake of the indictments against the President of Sudan which had been issued just days in advance; a development which caused significant political fallout in Northern Uganda.

The event exposed many large gaps in journalists' knowledge of the role of the ICC and in some cases exposed deeply held preconceptions that were coloring their reportage of events involving the ICC.

In subsequent months, Internews continued to assist local representatives of the ICC in disseminating factual information to the media outlets of Northern Uganda.

Media Development Stakeholders' Conference

In July of 2008, Internews agreed to host and jointly organize, with ILO-SEMA, a regional Media Development conference drawing in a full range of stakeholders from Northern Uganda. The timing of the event, which eventually took place in the following November, was such that Internews was able to present a summary of its work over the last two years and, in the interest of sustainability, inject long term thinking into the debate among all organizations on the future challenges for the media development sector.

The day-long conference was attended by 13 delegates representing Internews Network, ILO-SEMA, Spring Project, NUTI, African Farm Radio Research

Initiative, Panos East Africa, Uganda Radio Network and UNHCR. Key aims of the conference were to share information and best practice among the organizations in the hope of reducing duplication and to develop partnership working where appropriate.

Eventual outcomes from the day included an agreement to establish similar forums on a quarterly basis with ILO-SEMA taking the lead on this in the first instance.

Participants also agreed to open a dialogue with media owners on the best ways to encourage excellence, independence and professional standards of work whilst supporting efforts to strengthen media associations. It was also concluded that further efforts are needed to encourage a proactive working relationship among journalists, station managers, local government and other civil society actors.

Further to the above, delegates felt very strongly that capacity building and training efforts should also be directed at District Authority Information Officers to encourage them to engage more productively with the regions newsmakers. The absence of the Gulu District Information Officer who had previously pledged his attendance at this event only served to confirm this.

Project Beneficiaries

As stated in the introduction to this report, the wider beneficiaries of this project were ultimately the 70% of the population in Northern Uganda who rely on local / community radio as their primary source of news and information on issues of peace and reconciliation. Direct beneficiaries are the dozens of individual journalists who have received training, mentoring and other support over the last two years, along with the media outlets they supply or represent.

Partner Journalists

Total number of journalists trained: 134

The above represents the total number of individuals who have benefitted from structured workshop training in the life of this project and de facto will have been offered and routinely received follow-up mentoring and been able to access further support through the Media Resource Center. It should be recorded that a core cadre of the most talented individuals have been formally trained more than once, in support of Internews approach of developing the skills of carefully selected, influential group, to a higher level. These individuals represent approximately a third of the above number.

Journalist Case Study 1: Sam Lawino

When Internews operations commenced in Gulu, Sam Lawino was the incumbent News Editor of Choice FM, a more youthful and energetic station compared to its three counterparts in the town.

Sam had been inspired to serve his fellow citizens with the power of information as a result of the traumatic events of his childhood, having been born into the war between the LRA and the UPDF. In his youth, Sam became one of the LRA's notorious child soldiers, but not as a result of the widely recognized pattern of abductions. A group of LRA rebels, fleeing Ugandan Troops, forced Sam's family to provide them with refuge in their village. Eventually the UPDF discovered their location and, according to Sam, violently murdered his entire family in front of him as punishment for providing the LRA with shelter. Sam escaped the situation and took up arms voluntarily with the LRA.

Sam's experiences, horrific as they were, allowed him to apply deeper insight and wisdom to his work as a journalist. In a culture where many reporters take most official statements and pronouncements as read, Sam was also eager to establish if things were not really as they seemed. As a result, and with the benefit of early Internews training interventions, Sam developed a commanding and respectable brand of reportage. Unfortunately, his work was deemed to be

too accurate and challenging for many and he was demoted and eventually removed from his radio station in early 2008.

Unbowed, Sam turned to Internews to help keep his career on track. Through sustained use of the Media Resource Center and tireless contact with potential clients, Sam was able to carve out a more meaningful career as a freelancer, supplying not just local clients but the likes of URN and ultimately the BBC.

Journalist Case Study 2: Gloria Laker

Gloria is a member of the considerable minority of Ugandan journalists who are female. As many young women have found it difficult to garner respect and income from the media sector, the population of female journalists can be very transient and as such coverage of gender sensitive and specific women's issues can be limited.

Through Internews training and support, Gloria was able to more fully fulfill her passion to try to challenge the above trend. Gloria was born and brought up in the North of Uganda, but has spent most of her working life as a freelance journalist based in Kampala.

Strategically, Gloria's location allowed her not only to address the gender imbalance in mainstream news and current affairs in Uganda, but also to encourage 'cross-pollination' of content between the North and South of the country. Gloria's roots give her a great passion to provide more accurate and informative coverage of events in the North to be used on media outlets based in the capital, however the practicalities of this often frustrated the ambition.

Gloria used the Internews travel grant scheme and fully exploited facilitated media events in Gulu to assist her in producing relevant material in the field. At the same time, through structured training, the general standard and approach of Gloria's work was considerably enhanced, evolving from a style best described as essay writing, to fully produced creative packages including multiple-voices and inspired use of sound.

Journalist Case Study 3: Ernest Aciridi

Ernest is the Senior News Editor of Radio Pacis in Arua, arguably the most professionally operated and well resourced station in the greater North of Uganda.

Ernest can justify his position through many years of experience and respectable track record of personal journalism training. However, having seen the progress made by his more junior staff under Internews training, he turned to us to assist

in the more complex matters of editorial control and effective newsroom management. Whilst Radio Pacis had much resource to direct at its editorial operation, its sheer size and transient workforce was often a barrier to success.

Ernest was one of the first editors to request an Internews training program directed at more senior staff and ultimately took part in the Editorial Management course in August 2008. As a result, Ernest became the first editor in the region to produce a fully comprehensive editorial policy and also reported a restructuring of operational routines to provide more strategic leadership for his workforce.

Partner Radio Stations

Number of non-state news outlets assisted: 21

In the two year lifespan of this project, there have been multitudinous changes to the landscape of local and community radio stations on Northern Uganda. A number of smaller operations have failed, whilst there have been many attempts, some more successful than others, to launch new stations. At any one time, Internews committed its efforts to no more than 12 stations, in order to provide more tangible and sustainable impact in the most worthy recipients.

The following profiles represent the 10 radio stations with whom Internews worked with most often and effectively in the final phases of the project. The General Notes have been revised to represent the outstanding issues and challenges at each station.

Gulu

Mega FM

Staff:	45 (25 full time), 8 journalists.
Technical:	2 broadcast studios, 10 field recorders.
News/Information output:	8 news bulletins a day, talk-shows, agriculture, business and NGO speech programs.
General notes:	Mega FM is by far and away the most dominant player in the Northern Uganda radio market. However, it must be acknowledged that its disproportionate success in securing donor funds has contributed to a culture of complacency among senior staff and in turn their content producers. Therefore the station will benefit from an enhanced level of editorial leadership training along with a review of its commercial approach.

Radio Four

Staff: 11 staff, 8 journalists.
Technical: 1 broadcast studio, basic field recording equipment.
News/Information output: 6 daily news bulletins/programs, special programs and reports with a focus on rural issues.
General notes: This station has been dormant for most of the Internews project, however it was resurrected in the late summer of 2008 having resolved ownership issues and benefits from the leadership of an experienced former Radio Uganda employee. This station has great potential to provide a more relevant vernacular service to many underserved communities in the region, especially in the most rural areas. Management made wise and regular use of Internews support to inject professional thinking into their young and inexperienced journalists prior to the re-launch and would benefit from similar work in the future.

Radio King

Staff: 21, 5 journalists.
Technical: 1 broadcast studio, 1 very basic production booth, 2 field recorders.
News/Information output: Development themed magazine, panel based and other talk shows complement a news bulletin schedule with hourly broadcasts of up to 8 minutes long.
General notes: This station infrequently offers a more incisive editorial product than Mega FM but is weak in infrastructure as a result of Mega's monopoly on the NGO talk-show/spot messaging market. There is much justification for ongoing development of the talented workforce of journalists and speech content producers but this needs to be supported by investment in practical resources and training on their use.

West Nile Region

Nile FM, Arua

Staff: 22, 5 journalists (shared with BTN TV)
Technical: 1 broadcast studio, 1 large production studio, 1 basic standard field recorder.
News/Information output: Hourly bulletins daily, 5 extended news sequences, 2-hour news based talk show at weekends.

General notes: There is much noteworthy talent among the news and production staff of this station, however management arrangements remain somewhat obscure. Despite this the station has continued to develop a more crystallized market position, which could be further enhanced, and begins to introduce genuine choice for people in the Arua area.

Radio Pacis, Arua

Staff: 45, 28 journalists
Technical: 2 broadcast studios, 2 production studios, 1 large auditorium/performance studio, 5 field recorders
News/Information output: Hourly news bulletins of at least 5 minutes, multiple talk-shows and panel programs.
General notes: This station undoubtedly has the most solid infrastructure in Northern Uganda with a resilient commitment to high quality programming that is not widely constrained by the Catholic ownership and management. With such a large, young, workforce training is spread thinly and this needs to be addressed in the future.

Spirit FM, Koboko

Staff: 17, 4 journalists.
Technical: 1 broadcast studio, 1 production studio, 2 basic field recorders.
News/Information output: Hourly bulletins of up to 7 minutes, nightly news magazine show, weekend talk show.
General notes: This station builds its strength on a monopoly of the rural market place and core team of talented and dedicated staff. It would benefit from higher level editorial management training and is a strategically important broadcaster located in the porous border region with both Sudan and the Democratic Republic of Congo.

Kitgum/Pader Regions

Luo FM, Pader

Staff: 5 journalists
Technical: 2 broadcast ready studios
News/Information output: Hourly news bulletins of up to 8 minutes, various call-in and/or talk shows.

General notes: This is a promising new station owned by the director of Mega FM in Gulu with evidence of considerable private investment. It is broadcasting to a previously under-served area.

Radio Palwak, Pader

Staff: 25, 6 journalists.
Technical: 1 broadcast studio, 2 production studios, 1 very large auditorium studio, 3 field recorders, awaiting delivery of outside broadcast van.
News/Information output: Hourly bulletins up to 15 minutes. Extensive range of speech programming with a particular focus on women's and children's issues under the broader banner of the resettlement process.
General notes: Bureaucratic and weak management frustrate the progress of this station and, to a degree, Internews training interventions. However, this is a powerful station which should be supported with ongoing skills and resource development.

Lira

Radio Wa

Staff: 18, 4 staff journalists, 25 volunteer contributors.
Technical: 1-2 broadcast studios, 1 field recorder.
News/Information output: 6 daily news bulletins, daily news based phone-in.
General notes: This station could learn much from its counterpart, Radio Pacis in Arua. Senior management seem to lack commitment to journalism skills training despite demonstrating a robust editorial track record, many staff lack motivation and dedication. However, as with most Catholic stations, it is well listened to and an important partner for future development work.

Unity FM:

Staff: 18, 7 journalists
Technical: 1 broadcast studio, 2 field recorders
News/Information output: 15 minute bulletins 6 times a day; used to set agenda for multiple daily phone-ins and panel programs
Internews record: 1 member of staff attended the December workshop.
General notes: The station appears to have bounced back from an exodus of staff to the recently launched 'Voice of Lango' and maintains its traditionally strong position in the Lira marketplace. Managers have demonstrated

an ability to recruit promising young journalists who have responded well to Internews training and warrant further development work. The station would also benefit from a significant overhaul of its technical infrastructure and general workspace available for all staff.

Other radio stations that the project has worked with include: Radio Maria (Gulu), Voice of Life (Arua), Arua One, Radio Paidha, Peace FM (Kitgum), Pol FM (Kitgum) Rock FM (Kitgum), Radio North (Lira), Radio Lira, Radio Apac and Voice of Teso (Soroti).

Monitoring and Evaluation

Approach to Monitoring and Evaluation

The monitoring and evaluation of this project was primarily designed to demonstrate improved technical capacity among immediate project beneficiaries; journalists working for community radio stations. Baseline research conducted in 2007 revealed 70% of the population in the Greater North of Uganda relied on local/community radio as their primary source of news and information on the peace and reconciliation process.

In the drafting of the Performance Monitoring Plan for this project, the following assumptions were proposed and agreed:

1. That the majority of conflict-affected communities of Northern Uganda currently access radio broadcasting as their primary source for information about issues related to peace and reconciliation in the region. (This assumption is inherent in the decision to use local radio as the information vehicle for this project, and has been validated by public-domain research already detailed in the proposal as well as baseline research in progress as part of project activities.)
2. That the network of community radio stations identified as training partners in the project have significant audiences in their areas of broadcast (already established).
3. That it follows therefore, that capacity-building activities directed at partner community stations will result in audience access to a greater range and quality of broadcast information on themes related to reconciliation and peace-building in Northern Uganda.
4. That the themes and issues identified as being “related to reconciliation and peace building” are diverse and will evolve according to a dynamic political and social context. For the purposes of this project they include but are not limited to: peace processes at national and local level, justice processes at national and local level, gender issues, land issues, resettlement issues, humanitarian issues, economic issues;
5. That the formats of broadcast information taught by Internews will not include public service messaging or information campaigns (which are the domain of other agencies, CSO’s and NGOs). Internews will build the capacity of local stations to produce news reports, features, magazine programs, talk shows, call-in shows, in the course of which stations will be

encouraged to include messages and campaigns as part of a diversified approach to overall programming.

6. That local CSO's and CBO's are identified for the purposes of this project as being the primary agents for stimulation of public dialogue, and that the process of enhancing public dialogue will be galvanized by improving their access to, and ability to use, community broadcasters.
7. That it is not within the remit of this project to set up radio stations.
8. That it not within the remit of this project to effect or measure increased listenership for any radio station, except (over an appropriate period of time) in the area of female audiences for womens' programming. (Research shows an already high overall radio listenership among women, but very low provision of programming made specifically for women. As the quantity of womens' programming currently available is extremely low, the first year's evaluation will assume that a higher output of womens' programming will reach the established audience of women, but will not assume, or attempt to measure, increased women's audience in year one.)
9. That it is not within the remit of this project to increase listenership by means of distributing wind-up radios. (The radios earmarked in the project are for use by women's listening groups, as a tool to evolve the content of and assess the responses to, womens programming on Gender Based Violence issues that may be too sensitive for general broadcast).

Indicators were developed that would track the success of the project through quantitative measures such as the number of media stories produced under Internews training and mentoring, and by definition presenting a greater range of professionally produced material on the peace and reconciliation process to the large audiences of local and community radio stations in the region. Equally, Internews' focus remained on quality, not quantity, and as such training efforts would be directed at those journalists considered to have proven themselves in the early stages of the project and/or those who had the greatest potential to improve and sustain a meaningful, audience led, career in radio journalism in the region.

The final Performance Monitoring Plan was not agreed until the early stages of FY 2008. Therefore, more semantic data such as the recording of CSO voices in stories produced by trainee journalists is not available for the first year of the project. Furthermore, activities complimentary to the mainstream training events, such as media training for CSO representatives and audience listening groups were not conceptualized until early 2008, hence the increased number of indicators in the full PMP for the Fiscal Years of 2008 and 2009.

Annual Quantitative/Qualitative indicator data

Indicator Data FY 2007

Indicator	Indicator Definition	Baseline Year	Baseline Value	Actual Performance				Annual Actual FY 07	Annual Target FY 07	Performance Explanation (BRIEFLY explain differences between the FY07 Target & FY07 Actual)
				Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual			
Number Of Non-State News Outlets Assisted By USG	<p>Definition: Number of non-state-controlled news outlets (e.g., private TV, radio, print or internet media outlets that produce news) that receive USG assistance such as training, grants or other support designed to improve the quantity and quality of professional and objective news available to the public.</p> <p>Unit of measurement: Number of news outlets</p>			-	0	15	17	17	N/A	This indicator is cumulative
Number Of Media Stories Disseminated With USG Support To Facilitate The Advancement Of Reconciliation Or Peace Processes	<p>Definition: The number of articles, reports, stories, broadcast shows and other public media that facilitate the advancement of reconciliation or peace processes through USAID support to the media. These are Media Stories Produced and Disseminated under Internews training and mentoring.</p> <p>Unit of measurement: Number</p>			-	0	15	38	53	N/A	
Number of Journalists trained	<p>Definition: Journalists trained/mentored in providing information on conflict and peace related issues.</p> <p>Unit of measurement: Number</p>			-	0	15	29	44	N/A	

Indicator Data FY 2008

Indicator	Indicator Definition	Baseline Year	Baseline Value	Actual Performance				Annual Actual FY 08	Annual Target FY 08	Performance Explanation (BRIEFLY explain differences between the FY08 Target & FY08 Actual)
				Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual			
Number of people who listen to Internews trainees' reports related to peace and reconciliation at narrowcast listening groups.	Definition: Total Number of people attending individual listening groups facilitated by partner organizations. Disaggregated: by sex Unit of measurement: Number of people			0	0	0	319	100		
Number Of Civil Society Organizations and/Or Support Institutions assisted By USG through internews media training	Definition: CSOs working on issues related to peace and reconciliation and receiving media-relations training from Internews Unit of measurement: Number of CSO and support institutions			0	0	6	12	15	Performance on this indicator was restricted as a result of unexpected absenteeism from CSO training events as highlighted in the narrative on these activities.	
Number Of Non-State News Outlets Assisted By USG	Definition: Number of non-state-controlled news outlets (e.g., private TV, radio, print or internet media outlets that produce news) that receive USG assistance such as training, grants or other support designed to improve the quantity and quality of professional and objective news available to the public. Unit of measurement: Number of news outlets			10	12	14	16	10	This indicator is cumulative	
Number Of Media Stories Disseminated With USG Support To Facilitate The Advancement Of Reconciliation Or Peace Processes	Definition: The number of articles, reports, stories, broadcast shows and other public media that facilitate the advancement of reconciliation or peace processes through USAID support to the media. These are Media Stories Produced and Disseminated under Internews training and mentoring. Unit of measurement: Number			22	18	71	186	110		
Number of journalist utilizing the radio production center	Definition: Occasions Journalist utilize the facilities of a radio production center such as preparing and editing			27	20	168	483	180		

Indicator	Indicator Definition	Baseline Year	Baseline Value	Actual Performance				Annual Actual FY 08	Annual Target FY 08	Performance Explanation (BRIEFLY explain differences between the FY08Target & FY08Actual)
				Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual			
facilities	stories, exchange ideas, as well as seek technical advice. Disaggregated by sex Unit of measurement: Number			F2 M25	F9 M11	F35 M133	F53 F214	F60 M120		
Number of Journalists trained	Definition: Journalists trained/mentored in providing information on conflict and peace related issues. Disaggregated by sex Unit of measurement: Number			20	11	27	27	50		
Number of stories / reports or other program formats that include voices from civil society and CBOs	Definition: Stories, reports or other program formats that include representation, voices, discussion etc from CSOs/CBOs Unit of measurement: Number of the above			0	11	19	24	65	The likely actual is probably higher than 54 as it is not possible to audit the content of each individual story produced at the media center. This figure is based on Internews records offering appropriate data quality.	
Number of Non-governmental organizations strengthened with USG assistance to work with community broadcasters	Definition: The Non governmental constituencies strengthened using USG assistance to foster independent editorial relationships with community broadcasters to mitigate conflict and/or support peace. NGO constituencies encompass a wide range of non-state groups, including, but not limited to NGOs, private-voluntary organizations, community based organizations, media, the business community, academia, and religious organizations. Unit of measurement: Number			2	0	10	13	15		
Number of people from CBO/NGOs trained in media relations by I/News	Definition: People from CBO/NGOs completing media training events with Internews Unit of measurement: Number			0	0	12	7	20	Performance on this indicator has restricted as a result of unexpected absenteeism from CSO training events highlighted in the narrative on these activities. Internews is also not at liberty to address the gender imbalance of training participants.	

Indicator Data FY 2009

Indicator	Indicator Definition	Baseline Year	Baseline Value	Actual Performance				Annual Actual FY 09	Annual Target FY 09	Performance Explanation (BRIEFLY explain differences between the FY09Target & FY09Actual)
				Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual			
Number of people who listen to Internews trainees' reports related to peace and reconciliation at narrowcast listening groups.	Definition: Total Number of people attending individual listening groups facilitated by partner organizations. Disaggregated: by sex Unit of measurement: Number of people	FY 08	319	379	-	-	-	379	200	
Number Of Civil Society Organizations and/Or Support Institutions assisted By USG through internews media training	Definition: CSOs working on issues related to peace and reconciliation and receiving media-relations training from Internews Unit of measurement: Number of CSO and support institutions	FY 08	12	11	-	-	11	4		
Number Of Non-State News Outlets Assisted By USG	Definition: Number of non-state-controlled news outlets (e.g., private TV, radio, print or internet media outlets that produce news) that receive USG assistance such as training, grants or other support designed to improve the quantity and quality of professional and objective news available to the public. Unit of measurement: Number of news outlets	FY 08	16	13	-	-	13	10		
Number Of Media Stories Disseminated With USG Support To Facilitate The Advancement Of Reconciliation Or Peace Processes	Definition: The number of articles, reports, stories, broadcast shows and other public media that facilitate the advancement of reconciliation or peace processes through USAID support to the media. These are Media Stories Produced and Disseminated under Internews training and mentoring. Unit of measurement: Number	FY 08	166	77	-	-	77	35		
Number of journalist utilizing the radio production center	Definition: Occasions Journalist utilize the facilities of a radio production center such as preparing and editing	FY 08	483	165	-	-	165	100		

Indicator	Indicator Definition	Baseline Year	Baseline Value	Actual Performance				Annual Actual FY 09	Annual Target FY 09	Performance Explanation (BRIEFLY explain differences between the FY09Target & FY09Actual)
				Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual			
facilities	stories, exchange ideas, as well as seek technical advice. Disaggregated by sex Unit of measurement: Number									
Number of Journalists trained	Definition: Journalists trained/mentored in providing information on conflict and peace related issues. Disaggregated by sex Unit of measurement: Number	FY 08	85	10	-	-	-	10	F40 M60	
Number of stories / reports or other program formats that include voices from civil society and CBOs	Definition: Stories, reports or other program formats that include representation, voices, discussion etc from CSOs/CBOs Unit of measurement: Number of the above	FY 08	54	23	-	-	-	23	12	
Number of Non-governmental organizations strengthened with USG assistance to work with community broadcasters	Definition: The Non governmental constituencies strengthened using USG assistance to foster independent editorial relationships with community broadcasters to mitigate conflict and/or support peace. NGO constituencies encompass a wide range of non-state groups, including, but not limited to NGOs, private-voluntary organizations, community based organizations, media, the business community, academia, and religious organizations. Unit of measurement: Number	FY 08	25	16	-	-	-	16	10	
Number of people from CBO/NGOs trained in media relations by I/News	Definition: People from CBO/NGOs completing media training events with Internews Unit of measurement: Number	FY 08	19	11	-	-	-	11	8 F3 M5	

Conclusions

Project Assessment

It is clear from the data table for FY 2007 that the full extent of Monitoring and Evaluation systems required by this project had not sufficiently evolved during the first 3 Fiscal Year quarters of the work. However, on the indicators that were in place, like-for-like comparisons on the number of journalists trained and media stories disseminated are respectable.

The narrative on the approach and methodology used in the training workshops in 2007 provides further evidence that the thematic approaches used were solid and relevant; drawing an impressive range of resource people to unpack the complex issues associated with the time. Journalists' performance, and understanding of the approach, in producing stories for broadcast on their radio stations gained swift traction and began to deliver impact to the wider beneficiaries of this project.

It was well documented in the early quarterly reports on this project that operations were, at times, severely hampered by a number of unforeseen logistical challenges. Among these were the delays to building work on the Media Resource Center complex and the failure of multiple contractors to provide a fast and reliable internet connection essential for the purposes of the project. A high speed V-SAT system was eventually installed in early 2008. It is true that these difficulties hampered wider linkages and partnerships for the project along with the stability of the mentoring program in the early days of operations.

2008 saw dramatic improvements to the productivity and smooth running of the project. Internews became more widely known and respected among beneficiary journalists and media outlets leading to greater uptake of the range of support on offer. During one six-month period in the project, use of the Media Resource Center increased dramatically by more than 800%.

The introduction of the Reporting for Peace methodology in Year 2 can also be seen as a key point in the project coming of age. This internationally recognized approach demonstrated immediate results as journalists were able to use the highly practical methodology to apply in all of their reportage. RFP also concentrated training and mentoring efforts on this fundamental approach to the normative standards of good journalism,

Further to the agreement of the numerical indicator targets in FY 2008, Internews went on to meet and / or exceed (in some cases dramatically) 6 of the 9 indicators. Performance on the indicators that were not achieved was only marginally lower than expected. Significantly, the three indicators in question all relate to the projects work with Civil Society Organizations. It is the belief of Internews', based upon experience with this work strand, that the lower than expected level of engagement from the CSO community can be attributed to deeply held negative perceptions of the media and their

role in society. This culture of dis-trust presented a greater challenge than had been anticipated. Many CSO representatives failed to keep appointments for media relations training or for presentations at Internews facilitated media forums. Despite this, progress has been made and journalists are beginning to realise the value of including Civil Society voices in their work.

There was further progress on all of the above in the final quarter of the project which ran into FY 2009. Indicator targets were established using practical performance in FY 2008 as a baseline. At the end of the project Internews had met or exceeded all of its numerical targets.

The performance towards the end of the project demonstrates considerable momentum in the production of stories on peace and reconciliation themes by partner journalists, along with regular and productive use of the Media Resource Center. In addition, there is evidence of greater traction and enthusiasm from the aforementioned Civil Society Organizations.

Recommendations

Beneficiary journalists at partner radio stations have been consistently frustrated by a lack of, or weak, technical infrastructure at their media outlets. Whilst Internews was not mandated to provide equipment to radio stations, progress in production standards was improved through a loan scheme for portable field audio recording equipment and provision of a wide range of production facilities at the Media Resource Center in Gulu. The closeout of the Internews project does leave somewhat of a void in this respect and ambitious and skilled journalists may have to compromise some of the professional standards they have been able to apply as a result.

Internews had developed as part of further, unfortunately unsuccessful project proposals, a significant strand of Organizational Development, where an expert adviser would work with radio stations to apply for small grants to help them stabilize everything from personnel to IT and audio facilities. This is an approach that has been used by Internews elsewhere in the world and its success is contingent upon the provision of an intensive program of Organizational Development mentoring to review station procedures, strategy and long term approach to finance.

There is still a great need for such infrastructural interventions at the most promising radio stations in Northern Uganda. This should be viewed as an approach to ensure the longer term sustainability of any further projects to enhance the quality of journalism and program making on these stations. Technical interventions must always be supported by methodological training to ensure that investments of hardware alone are not wasted.

Furthermore, it is has been this projects experience that there is an appetite and a need for more widespread advanced training of News Editors and other senior program staff

within the radio stations of Northern Uganda. There is a common pattern where News Editors are either in post by default (having worked at their station longer than other editorial colleagues) or they are experienced individuals whose roots are in state controlled media. Either prospect leaves many gaps in the application of an editorially independent and vibrant philosophy. There is a wider need for editorial management training which went beyond the remit of this particular project.

Finally, the Ugandan broadcast media would benefit from efforts to secure the provision, resilience and editorial proposition of a national and international agency news supplier. Uganda Radio Network is an impressive fledgling operation that has strong prospects in the future; equally in the longer term it would be undesirable for URN to operate a monopoly. In the immediate setting, the breadth and reliability of national and international news broadcast by the radio stations of Northern Uganda is compromised by the many outlets who simply lift their content from national newspapers, all of which have the potential to contain errors and/or limit plurality of views.

Glossary

Acronyms

BBC	British Broadcasting Cooperation
CBO	Community Based Organization
CPA	Comprehensive Peace Agreement
CSO	Civil Society Organization
GBV	Gender Based Violence
ICC	International Criminal Court
IDP	Internally Displaced Person
ILO	International Labour Organization
LRA	Lord's Resistance Army
MRC	Media Resource Center
NGO	Non-Governmental Organization
PMP	Performance Monitoring Plan
PRDP	Peace Recovery and Development Plan
RFP	Reporting for Peace
SEMA	Small Enterprise Media in Africa
TOT	Training of Trainers
UPDF	Uganda Peoples' Defence Force
URN	Uganda Radio Network

Appendices

Appendix 1: Sample RFP Workshop Program

Reporting for Peace: Conflict Sensitized Journalism
Apostolic Centre, Lira: 8 September 2008 – 14 September 2008

Monday 8 September

0830	Registration
0900	Introduction <i>Hellen Mshilla, Internews Trainer</i>
0930	Reporting for Peace I: Causes & Dynamics of Conflict <i>Daniel Bruce, Internews Project Director / Resident Journalism Adviser</i>
1030	Break
1045	RFP I: Continued.
1200	Lunch
1330	RFP II: Building Lasting Solutions to Conflict
1500	Break
1515	RFP III: How Journalists Can Contribute to Peace
1600	RFP IV: Language Framing & Perspectives
1700	Summary of Day 1 and Homework

Tuesday 9 September

0900	Report Back on Day 1
1015	Break
1030	RFP V: Critiquing Stories from a Conflict Sensitive Angle
1130	RFP VI: Applying the Principles
1230	Lunch
1400	RFP VI: Continued
1530	Break
1545	RFP VI: Continued
1700	Close

Wednesday 10 September

0900	Getting Good Audio: Technical Tuition <i>Akiiki Romeo, Internews Network Technical Director</i>
1030	Break
1045	Getting Good Audio continued
1230	Lunch
1400	Writing for Radio
1530	Break
1545	Better Interviewing Skills
1715	Close

Thursday 11 September

0900 Course Assignment Briefing
0930 Settling Land Disputes in Lira & Pader
Guest Speaker: Mr Faustine Olwitngol, Prime Minister, Lango Cultural Foundation
1000 Preparation for question & answer session
1015 Recorded question & answer session
1045 Break
1100 Planning Story Assignments
1130 Reporters travel to Lira Centre for field interviews (includes lunch break)
1630 Report back to Apostolic Centre
1700 Close

Friday 12 September

0900 Reminders on Production Values: Scripting, Audio, RFP Sensitization
Daniel/Akiiki/Helen
1000 Begin Story Production
1230 Lunch
1400 Continue Story Production
1730 Close

Saturday 13 September

0900 Continue Story Production (additional field visits if required)
1230 Lunch
1400 Continue Story Production
1800 **Final Production Deadline**

Sunday 14 September

1000 Workshop Evaluation and Planning Future Stories
Hellen
1230 Lunch
1400 The Next Steps: mentoring visits, travel grants, media centre usage
Daniel
1430 Journalists present and review completed stories
1600 Certificate Presentation and Buffet
1700 Close

Appendix 2: Sample Mentoring Tour Notes

Building New Communities follow-up, 30 May 2008 – 3 June 2008 & 15 June 2008
Stories Produced: 10

Eight of the ten participants on this workshop were visited at their stations very soon after the end of the training, in some cases less than a week, which placed a strong emphasis on the importance of developing themes and new story ideas with ongoing momentum. The West Nile based freelancers were visited in mid-June, just before the Arua workshop.

Komakech M. Dan of Radio Palwak in Pader and Okaka Samuel of Radio Apac demonstrated an impressive interpretation of the Reporting for Peace methodology by using a conflict sensitized approach to tackle the high profile local concerns of gender based violence and land rights and ownership for returning IDPs. During the mentoring session, both reporters were able to broaden the search for solutions within their reports and this became the very justification for the broadcasts.

Strong evidence of post-workshop ideas sharing emerged from the two Mega FM delegates, whose news editor had decided to use their follow-up story ideas as the basis for a whole series of special reports examining a range of complex issues facing the returning IDP population across the region. The mentoring extended to story planning for the larger groups of reporters that were now involved in order to secure a strand of distinctive, yet still cohesive, reports.

At a different extreme, Richard Ekotu of Voice of Teso was using his newly acquired skills to cover a hugely complicated, but very localized, dispute between two bus companies which had resulted in violent confrontations between their staff.

The other Gulu journalists from Radio Maria and Radio King also chose to investigate the continually evolving dynamics of the returning IDP population whilst West Nile freelancers Deo Kembo and Christine Debo transposed their conflict reporting skills to explore continuing difficulties and low level violence in the border region with Democratic Republic of Congo.

Appendix 3: Sample Media Forum Agenda

CSO & NGO Forum, Gulu
23 July 2008

AGENDA

0830	Registration & Introduction	<i>Daniel Bruce</i>
0845	SPRING Project Presentation (and on behalf of project partners)	<i>Pamela Sinia</i>
0915	Questions and Interviews	
0945	Comboni Samaritans of Gulu Presentation	<i>Florence Okech</i>
1015	Questions and Interviews	
1045	Break (snacks/refreshments provided)	
1100	Human Rights Focus Presentation	<i>Odongyoo Francis</i>
1130	Questions & Interviews	
1200	Refugee Law Project Presentation	<i>Okot Benard Kasozi</i>
1230	Questions and Interviews	
1300	Conclusions	<i>Daniel Bruce</i>
1305	ICC Press Conference Preview	<i>Maria Kamera</i>
1310	Close	

Appendix 4: Sample Media Orientation Training Program

CSO & CBO Media Orientation, Gulu
22 August 2008

AGENDA

0900	Introduction	<i>Daniel Bruce Director, Internews Network</i>
0915	The Media Perspective	<i>Joe Wacha, Uganda Radio Network</i>
1000	What Makes a Story?	<i>Daniel Bruce & Hellen Mshilla, Internews Trainer</i>
1030	Break	
1100	Media Experiences	<i>Group Discussion</i>
1130	Writing Press Releases	
1300	Lunch	
1415	Interview Technique	
1515	Break	
1545	Staying in the News	
1630	Conclusions & Training Evaluation	
1700	Close	

Appendix 5: Media Development Conference Agenda

19 November 2008

OBJECTIVES

1. To understand the Northern Uganda Media Landscape; pitfalls and opportunities for development
2. Identify approaches to media sustainability in a post conflict Northern Uganda. Identify areas of mutual interest and promote synergies to strengthen the media working environment in Northern Uganda

0845	Welcome, Introduction and background to the workshop	<i>Akiiki Romeo/ Hellen Mshilla, Internews</i>
0900	Media Landscape in Northern Uganda	<i>Stephen Opio, ILO-FITSEMA</i>
	Brief Presentations by Organizations	
0925	Internews Network	<i>Akiiki Romeo, Technical Director Hellen Mshilla, Assistant Trainer</i>
0935	ILO-FITSEMA	<i>Stephen Opio, NPO- Media Dev't</i>
0945	Uganda Radio Network	<i>Samuel Gummah, Director</i>
0955	NUTI (Casals & Associates)	<i>Moses Oguti, PO-Media & Communications</i>
1005	African Farm Radio Research Initiative	<i>National Research Coordinator</i>
1015	UNHCR	<i>Odokonyero Moses, Public Information Officer</i>
1030	Break	
1100	PANOS	<i>Representative of the Executive Director</i>
1110	SPRING	<i>Pamela Sinia, Communications Advisor</i>
1130	Identified approaches to media Sustainability in post conflict Northern Uganda- Best Practice	<i>Facilitator: Moses Oguti, NUTI/Casals</i>
1145	Open Discussion	<i>All</i>
1215	Identified areas of mutual interest And promotion synergies to strengthen The media working environment in Northern Uganda	<i>Facilitator: Samuel Gummah, URN</i>
1225	Open Discussion	<i>All</i>
1245	The Way Forward	<i>Margaret Masbayi, ILO-FITSEMA</i>
1320	Lunch	
1420	Close	

