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**Independent Media Program in the West Bank and Gaza**  
**Quarterly Report**  
**April – June 2007**

Associate Award Number: 294-A-00-06-00208-00  
Under Leader Award No. GEG-A-00-01-00005-00

Submitted by Pact on behalf of Internews Network, Inc.

## I. Executive Summary

During the third quarter of *Aswatona: Independent Media Program in the West Bank and Gaza*, Internews Network successfully continued the two year project by accomplishing the following:

- Held first half of a workshop on the media, law, and freedom of press in Gaza
- Provided continued direction, support, and advice for two new networking efforts – one TV (SADA Network) and one radio (An-Nur Network) – to continue joint programming
- Conducted technical and professional assessment visits with remaining radio and TV stations
- Hired a new Office Manager
- Finalized the grants program handbook for USAID, which was approved April 19<sup>th</sup>
- Launched grants program and received 100 proposals from media outlets and civil society organizations from throughout the West Bank and Gaza
- Provided specialized training for the two networks on network and organizational development, as well as sales and marketing
- Open Workshop on station management and sales and marketing
- Open Workshop on Radio Broadcasting: the role of radio, writing and speaking for radio
- In-house radio production training with radio stations in the West Bank cities of Ramallah, Nablus, Tulkarim, Qalqilya, and Jenin.

## II. Background

The goal of *Aswatona: Independent Media Program in the West Bank and Gaza* is to enhance the role of local independent broadcast media in their local communities by strengthening reporting, enhancing business sustainability, and improving program production related to issues of local policies, good governance, civil society, and the aspects of democratic culture in the West Bank and Gaza.

The three main components are:

- 1) Strengthening the local media by creating self-sustaining business models, enhancing reporting and production capabilities, and skill-building on investigative and issue-specific journalism, and re-connecting the media outlets with their local communities by reporting on and working with local civil society organizations (CSOs) on field reporting.
- 2) Strengthening the knowledge base and awareness of the media and CSOs regarding each other's work, as well as strengthening the legal and regulatory sector that govern the media, and strengthening the networking and informal association of the media sector in order to professionalize the field.
- 3) Funding innovative program productions combined with training to build more cooperative, responsive and professional production capabilities, and implementing a small grants program focused on CSOs' communications and work with the media and community outreach to their.



*Aswatona: Independent Media Program in the West Bank and Gaza* runs from 24 October 2006 through 21 September 2008 with a sub-grant of \$3,884,026.

### **III. Key Results This Quarter**

#### *Key Result 1: Radio and TV Station Assessments in the West Bank and Gaza*

##### *An Overview of the assessment of the Palestinian local broadcast outlets*

Throughout April and May, the *Aswatona* staff visited local radio and TV stations throughout the West Bank and Gaza. The purpose of the assessment was to determine their technical and professional levels in order to better assist them in their business plan development and in preparation for the grants. The *Aswatona* staff visited 35 stations in the quarter to have a close look at the real situation of the radio and television stations and to evaluate their capabilities. This was also done in order to determine the weaknesses preventing their development for the purpose of targeting the mentoring and assistance.

The *Aswatona* team knows from its work that the Palestinian media environment is chaotic. The number of local media outlets seems to be growing without any type of legal framework or enforcement of the basic requirements for licensing and operation. To date, there has been no evaluation of the actual needs in each community, and stations are opening without concern for this. Many more faction-affiliated stations are now appearing in the West Bank, a phenomenon witnessed last fall in Gaza. Political parties and factions lately have been exacerbating this problem by opening more stations for these parties without any considerations of legality.

The continued lack of security and ongoing political instability has also contributed to the disfigurement of local media. This is reflected in the technical aspects of frequency management in the country, since most of the stations do not work within an authorized frequency according to the ITU or local telecommunication rules and plans, which means overlapping and interference with other stations. This directly affected the relations between the stations in Palestine, the listeners or viewers, and the relations with neighboring countries.

##### *The market and audience research*

There are simply too many media outlets, a fact that is not disputed by most station owners—whether it be radio or television. This reality is evident throughout each governorate. The market in the West Bank and Gaza cannot possibly sustain so many outlets. However, it is not an ordinary market and many media outlets are able to access financial support in one way or another, especially through grants and foreign funding, so it is very hard to assess when the market may shrink to a more normal level. Most of these outlets, owned by political parties and private or family businesses, started without any planning or real evaluation and assessment.

This difficulty is compounded by a serious lack of demographic, media consumption, and market information that would allow proper analysis of actual and potential markets for the media. Currently, stations only measure their audience by the number of incoming calls to certain programs, and they see research as a tool to assess audience numbers in order to persuade advertisers to use their station. This is understandable when they are approaching their business by only looking at next month's income as the sole crucial concern, something *Aswatona* has been working with the stations to change. Research should also be available to inform decisions about developing new program strands and for competitive scheduling based on an understanding of the potential and target audience. As is constantly explained to the stations with which *Aswatona* is working, the first major reference for the support and strength of the station is the business planning, marketing planning, and audience research, which is necessary for the sustainability of any of the outlets that have a number of competitors.

### *Programming, Equipment, Transmission, and Coverage*

In general, all of the stations want to be national, targeting all of the potential audiences in the West Bank and Gaza. This goal does not correspond with the reality of their plans in terms of technical planning and the transmission equipment they purchase and use to broadcast.



Most of the stations, due to lack of experience, money, and planning, seek the cheapest remedy for their transmission. This has led them to rely on an equipment dealer who is not professional and sells equipment that is questionable in its origin, not upgradeable, and can only be maintained and repaired by the seller.

Most of the television stations' equipment is not very professional. Some use "home use" computer equipment. In addition, most of them suffered loss of equipment they had originally invested in during the Israeli incursion in 2002, leaving them with little ability to replace the equipment. The majority of these stations, both radio and television, work out of an apartment that has been divided into a studio, administration, and technical departments.

Lately, some of the stations have received benefits from outside aid and they received some new equipment. Yet, these do not cover the minimum needs for upgrading the stations to a certain professional level. Thus, these stations work with what they have and this is reflected in the quality of the service provided



### *Capacity building - Human Resources and Training*

The majority of the local media started as family businesses and then recruited staff to work in the stations based on personal relations, not professional qualifications. Therefore, many of the staff members are often from the same family. Another issue that the *Aswatona* team noted in

their assessment is that most of the stations attempt to operate at minimum cost. This has a direct impact upon the staff, in that even those who are qualified are not paid accordingly. Consequently, there is a consistently high turnover rate amongst station employees. In some cases, these former employees have started their own outlets, thereby compounding the problem. This issue affects the continuity and sustainability of the stations. As a direct result, many stations lack experienced trained staff; those who have been trained through hundreds of training courses and workshops conducted by many of the international funding agencies and programs, left for better paying or career oriented jobs.

### *Stations' changing circumstances*

The Gaza radio station assessments were done in April before the political upheaval in June that left Hamas in control. Subsequently, the militia's actions in the following days resulted in the destruction or closure of two of the stations that had been visited. Among those were:

*Radio Al-Huriya:* had the most powerful station in terms of coverage, transmission and programming. However, it was extremely pro-Fateh during the clashes in June and, as a result, was completely destroyed by Hamas. The owners escaped to the West Bank and intend to restart transmission from Hebron and to direct the transmission to Gaza. The programming will be focused only on the issues of Gaza, and the owners will try to bring some of the original staff in order to keep the soul of the station.



*Radio Alshabab:* the second radio which was visited and assessed was the Alshabab Radio, which had good programming and tried to be balanced even though it was a bit pro-Fateh. It was also closed by Hamas for the same reasons as Radio Al-Huriya, but less destruction and damages were incurred by the station. Later, Hamas tried to convince the owners to resume work but the station owners rejected them because there is no media freedom under Hamas control.

The following stations are still operational but either changed their news programming or decreased the strength of their transmission.

*Radio Alwan:* is an independent small radio station with good relations with the NGO. They are new and they lack good equipment, but continue to be operational with certain restrictions on the programming policy. They are attracting listeners from Al Horiya radio.

*The Al-Manar Radio:* is also a small station that is a private business owned by Talal Abu Rahmeh. The owner maintains his own taste on everything transmitted from the station.

*Gaza FM:* the staff tried to visit Ramallah, but due to the absence of owners, it was later visited by the Gaza team. According to the assessment, it is a small private radio that only broadcasts songs. They are still broadcasting.

*Forsan Alerada*: was visited by the Gaza team. The station has management problems related to the ownership of the station, but have since worked it out by going private, changing the station name, and the programming format. The station is broadcasting from outside Gaza City.

In addition to the stations described above, Gama TV and Afaq TV were also raided by the Israeli Army and had their equipment confiscated. Gama TV has been able to continue its broadcasting, but with less programming and production. The stations are still waiting for the release of their equipment.

### Key Result 2: On-site Mentoring and Assistance

Using the information from the assessments and from the business planning workshops, the *Aswatona* team continued to meet with station owners and managers to provide suggestions and guidance on moving forward. The team discussed with the owners the need to define their target audiences for the station overall and for the programs specifically. With the results of the sample survey, they were able to assist a few stations with statistical information on listeners and viewers.

Programming in the stations should be developed to meet the local communities' needs and interests in order to justify the presence of local media outlets. Otherwise, the hundreds of TV stations on the satellite receivers will win over the viewers. The *Aswatona* team worked with the stations on defining the role of local media and the niche that is created by remaining local. The in-house radio training also underscored this fact with the popularity of the field reporting which helps to reconnect the stations with the local community.



These programs should be planned and developed after certain research and it should have social, community services as well as marketing value. The launching of the grants program gave impetus to the stations and an opportunity for the staff to really concentrate on these issues. The staff spent many hours with the radio and TV station owners and managers refining their concept papers or suggesting ideas that would make them more community based and more interesting. The change in the concept papers was noticeable and in the final proposals, many had indicated not only the target audiences within their communities but also potential advertisers and sponsors from the area. Time was also spent with the new networks in developing their communications structure as well as suggesting ways to raise revenues to support the joint production efforts.

The stations should have plans and management considerations in investing in their staff members as with the station. They want to keep their staff so that they can build up experience that can be transferred to the other staff members. This helps to guarantee the development of the stations in all terms. The station owners have seen the benefits of this and have sent their staff to all the workshops conducted by the *Aswatona* project. They were also extremely cooperative in working with the trainers for the in-house training and even participated when

called upon to do so. In some instances, the managers and program directors needed to support the staff with changing style or adding time for the staff to present programs correctly. In several instances, they agreed and made adjustments to the programs the very next day. The main problem in keeping staff, however, remains salary issues.

*Key Result 3: Media Roundtable – Internews Network, Aswatona Project*

Originally, this workshop was to have been a two-day event in Gaza in cooperation with Arkan, but due to the closure of the Erez Checkpoint, the staff of Arkan was not allowed to enter Gaza. Because 19 journalists from around Gaza accepted the invitation to attend, the workshop could not be postponed on such short notice. As a result, the *Aswatona* team from Ramallah, who had gone the day before to assist the Gaza team with the preparations, worked to reorient the meeting into a one-day workshop. The workshop, “Media: Law, Ethics, and the Freedom of Press”, was held on 23 April 2007 at the Commodore Hotel in Gaza City. Eighteen journalists, including editors and management from radio and print, attended.

The workshop began with an introduction of the history of journalism in Palestine, the general media ethics, media ethics in different countries, and the affect and importance of applying media ethics in reporting with journalists. Discussion on identifying the key challenges impacting the participants’ work in the media sector opened, and during the discussion, participants complained about the lack of clarity in the media law and in how authorities handle violations. They explained that when authorities have little or no understanding of the law or its regulations, there is little expectation that laws will be appropriately implemented or enforced. Journalists also expressed frustration with the self-censorship they apply to their work, which is due to pressures by the authorities and armed groups, including threats, harassment, and intimidation. The major challenges as expressed by the participants that directly affect the principles of freedom and the media are:

- *Freedom of movement and security:* The difficulties in traveling within and between the West Bank and Gaza present a challenge to media outlets attempting to cover national stories. Costs and time associated with media production and distribution increase due to the mountainous landscape. Similarly, internal movement is controlled and restricted either because of the danger of the armed groups in Gaza or of the Israeli check points and Israeli army restricting movement in the West Bank and Gaza.
- *Media Law:* There is a lack of clarity in media law and regulations. The current law is not implemented and does not cover all aspects of media work, such as licensing and journalists’ rights, which leads to uncertainties over its future stability. Moreover, government officials often have little understanding of the law, and until this understanding is created, the law will not be properly implemented. Media outlets and staff also have little knowledge and understanding of the media law. Incompatibilities between the media law and the penal code also erode trust in the media law. There is still no copyright law.
- *Politics and freedom of expression:* Access to the information of government institutions and government officials is often controlled. There is frequent pressure from government officials, armed groups, families and political parties, as well as self-censorship that comes from fear of government reprisals or attacks by armed groups and parties. There is a general lack of security for journalists from the government.

- *Discrimination against local journalists:* The behavior of government officials and political parties toward local media is discriminatory, since these groups usually cooperate with representatives of international media in Palestine and ignore the local Palestinian journalists.
- *The media associations and bodies:* The independent media is extremely affected by the political situation, which is reflected by the media institutions in terms of the number of media and journalist associations, unions, and bodies. There is no unified organization to represent and protect their collective interests, and in the worst case, they work against each other.

Using this discussion, the group was divided into working groups to discuss the condition of the media environment and to make recommendations to improve it.

#### *Working Groups discussions and recommendations:*

Moderated discussion started about media ethics and the current media situation in Palestine, and the participants were divided into three groups. Each group was given a different color of paper and asked to describe the media law and ethics situation in the following manner:

- 1) The group with the yellow paper was asked to write the statements that described the negative behaviors and activities that affect the media law and apply media ethics;
- 2) The group with the magenta colored paper were asked to write the statements that described the positive behaviors and activities regarding law and media ethics; and
- 3) The group with the green colored paper were asked to write the recommendations of the group regarding media law and ethics.



After the participants finished their discussions and writing, each group nominated one person to represent them and to present the statements.

All of the participants discussed the results of each group and finalized the common aspects of all of the statements into final recommendations. The agreed upon points of each group are as follows:

#### Positive aspects:

- Existence of qualified and professional journalists
- Existence of an association for the journalists
- Availability (existence) of media institutions that provide work opportunities
- Existence of a persistent and sacrificing spirit among journalists
- Journalists, in general, abide by professional ethical standards
- Abiding to the publishing standards
- Journalists raise the suffering and problems of the community to the officials.

### Negative aspects:

- Lack of respect of countervailing opinion
- Lack of neutrality and comprehensive approach
- Use of religion as a tool of incitement
- Journalists sometimes publish false information
- Lack of a representative independent union, which leads to negative effects on the journalists' rights and work contracts, as well as the profession itself.
- Self-censorship by journalists, which prevents the public from full access to information
- Lack of personal and public security
- Lack of abiding with the copyright
- Lack of respect for competition
- Lack of professional experience in writing, editing, and presenting the news, as well as lack of creativity in writing and presenting the news, especially in radio
- Lack of qualified and experienced journalists, which diminishes the choice of who is able or eligible to work in media sector

### Ambitions and recommendations:

- Enhancing and implementing the rule of law
- Reactivating the Journalists association through free elections
- Developing journalists' capacities on technical and professional aspects, and providing such opportunities of development for everyone
- Regulating the sector and providing job security for journalists
- Formation of a journalistic code of honor that should be abided by journalists
- Issuing laws of copy right of publication and initiation of a special court for that purpose
- Abiding by objectivity and professionalism in the media
- Respecting and recognizing the counter opinion
- Providing personal security to journalists



The afternoon session was spent discussing the role of media in the rule of law and the media law itself. They examined areas that were beyond their control: those in which they could affect change and finally, those things that they felt were good.

The participants stated that there are many difficulties with the media law that they feel they cannot effect. They felt that the media law is not specific enough in its details and is not being applied effectively. They also expressed some frustration with the fact that the media law and the penal code are not entirely compatible, and that the licensing of media outlets is not being

enforced. In addition, the participants also mentioned that there is not one section on the regulation of the internet and its use in broadcast media.

The participants then discussed areas of concern in which they could effect change, such as by addressing some of the articles within the law that should be rewritten or clarified. They also stated that both government officials and reporters have little awareness of the media law, and that there is no body that assesses and works with reporters who make mistakes because of the lack of knowledge. They also expressed concern about the lack of intellectual property rights that allows others to steal their work. Also, the idea of freedom of expression is often used to justify false and misleading statements in the media.

The participants acknowledged that the media law is one of the freest in the region and that the law defines journalism, the protection of freedom of expression and free press, but that it is not sufficient. They said that the creation of commissions for Radio and TV, Free Media, and a Complaints Council within the law would strengthen the media’s position specifically and the law in general.

The workshop closed with a verbal evaluation and the participants’ expression of a desire to continue the workshop to cover the second day that was cancelled and other workshops of a similar nature. Before leaving the participants were asked to fill out an assessment sheet that to evaluate the workshop. The results were:

Item	Excellent 5	V. Good 4	Good 3	Fair 2	Bad 1	Average
Subject	12	2	--	--	--	4.85
Time and Duration	--	6	8	--	--	3.42
Trainer Performance	3	7	3	1	--	3.78
Training Material	5	7	2	--	--	3.92
Organization	4	8	1	1	--	4.07

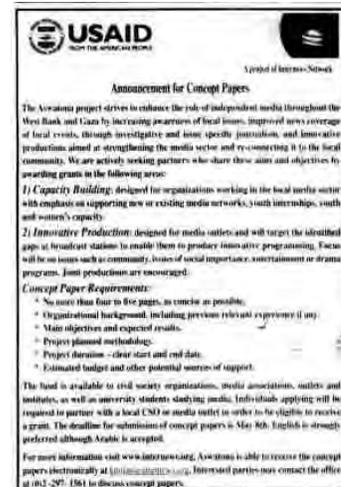
Key Result 3: Launch of the Grants Program

*Approval and Announcement*

The Sub-Grant Management Guide that outlines the agreed upon rules, regulations, and protocol of the Grants Program, was officially approved by USAID/Pact on April 19<sup>th</sup>. Subsequently, the *Aswatona* team began composing a series of three announcements to be published in a widely circulated local newspaper, on the Internews website, and in email form. The three documents were created, translated, and submitted to both USAID and the Washington, DC offices for approval. Within the following week each of the ads had received official authorization and *Al Quds* newspaper was contacted to begin negotiating a price for publication.

April 30<sup>th</sup> marked the public announcement of *Aswatona’s* Grants Program with an advertisement, in both English and Arabic, in *Al*

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*Quds* newspaper, on the Internews website, as well as in email form. The advertisement cited that the project strives to enhance the role of independent media throughout the West Bank and Gaza by increasing awareness of local issues, improving news coverage of local events, through investigative and issue specific journalism, and innovative productions aimed at strengthening the media sector and re-connecting it to the local community. Furthermore, it effectively outlined the project objective of seeking to work in conjunction with organizations who share these aims and objectives by awarding grants in the following areas:

**1) Capacity Building:** This fund is designed for organizations working in the local media sector with emphasis on supporting new or existing media networks, youth internships, youth and women’s capacity building through skill enhancement in innovation, production, broadcast, and reporting.

To ensure that capacity building grant applicants were in compliance with the terms of the project and were able to exemplify the aforementioned aim and objectives, the following guidelines were presented for concept papers:

- No more than four to five pages, as concise as possible.
- Organizational background, including previous relevant experience if any.
- Main objectives and expected results.
- Project planned methodology.
- Project duration – clear start and end date
- Estimated budget and other potential sources of support.



**2) Innovative Production:** The second fund is designed for media outlets and will target the identified gaps at broadcast stations to enable them to produce innovative quality programming for both radio and television. Special focus will be on thematic issues such as community empowerment stories, focusing on “local heroes” (non-political), “persons of the week” and those making a difference in the community, issues of social importance, entertainment or drama programs. Joint productions are encouraged. The targeted audience is ages 16-40.

To ensure that innovative production grant applicants are in compliance with the terms of the project and are able to exemplify the aforementioned aim and objectives, the following guidelines were presented for concept papers:

**Concept Paper Requirements for Innovative Production Grants:**

- No more than four to five pages, as concise as possible.
- Media outlets should describe how the production fits into the overall plan of the media outlet, and individuals must describe how the production will be broadcast.
- Synopsis of proposed production.
- Projected audience – ages 16-40.

- Past relevant production experience.
- Demonstrate how the production is innovative and unique.
- Genre of production.
- Production duration – clear start and end date.
- Estimated Budget and other potential sources of support.

### *Concept Paper Reception and Evaluation*

In the weeks following the newspaper announcement *Aswatona* received an extraordinarily large and impressive number of concept papers, totaling upwards of 100, from a wide range of CSOs, NGOs, as well as radio and television stations.

Some of the highlights include:

1) Watan TV (Ramallah) Watan is of particular interest to the *Awatona* project with respect to the fact that through IRI/MEPI the station is increasing its transmission capability in the West Bank and into Gaza as well. Consequently, the station approached *Aswatona* to ensure an array of quality programming that can take advantage of the increased output. Watan TV has presented a wide variety of programming options in its concept paper, such as shows focusing on promoting political debate, health care, and the arts.

2) Alwan Radio (Gaza) Faced with an increasingly difficult media environment, this Gaza-based radio station is interested in producing some radio programs that embody many of the aims *Aswatona* promotes, as well as acquiring some necessary production equipment. For example, the station wants to produce a series of 30-second public service announcements on a wide variety of topics, including health issues, rule of law, and the promotion of democratic values. A poll conducted by Internews Network revealed that such spots are well received by the local community.

3) Nablus TV (Nablus) Nablus TV is interested in working in conjunction with *Aswatona* to produce a new Investigative Journalism program that will aim to shed light on the issues that the average Palestinian consumer faces on a daily basis. Utilizing effective investigative journalism training, legal product surveying techniques, accurate analysis, and targeted camerawork, Nablus TV will broadcast this unique and innovative program capable of comprehensively covering important consumer issues, such as the mobile phone industry, spoiled food sales, health issues, and, generally speaking, permitting citizens to make more informed decisions in the marketplace.

4) Al Rou'ah Television (Bethlehem) This station, also a member of the Sada Network, has been actively in contact with *Aswatona* in regard to some potential programming, as well as to obtaining some technical equipment. *Aswatona* is confident in the station in the sense that it seems to grasp Internews Network's encouragement of the localization of programming to instill a sense of pride in the community.

5) Ajyal Radio (Ramallah) Launched by the Al-Bakri Company, this station has proposed a legal advisory call-in program that would feature a different topic on a weekly basis. The program is certainly innovative in the sense that it deals with ordinary problems within the framework of the

legal protections afforded citizens, as well as giving listeners different alternatives to solve their problems within the rule of law. The host would be assisted by lawyers and other legal experts in the studio.

Subsequently, the Chief of Party, Grants Manager, Media and Technical Experts formed a committee that evaluated the received concept papers based upon business plans, site and station visits, as well as taking into consideration the following application review guidelines:

- The project concept is relevant and important to where it will be implemented.
- Project has a clear, obtainable objective.
- The project will have both short-term results and long-term impact.
- Applicant has proven management, organizational, and professional skills relevant to the proposed project.
- The project staff and involved experts are proven to be efficient.
- The project compliments existing programs and/or programs preparing to commence.
- The project supports women and youth (16-40) in the media will be given special consideration
- The project will support an existing media network or will be conducted as a joint-production.
- The budget is realistic to the proposed activities.

### *Selection and Justification*

Through the application of the concept paper guidelines, *Aswatona* selected thirty proposals. Those that were not selected were notified, some of which will be reconsidered in the fall of 2007, while others were passed along to alternative sources of potential funding. Those that were selected, however, were done so on the premise that the stations themselves as well as the programs proposed most clearly represented the goals of the project, in that they will:

- 1) Improve citizen awareness/involvement in community-level democracy and governance issues.
- 2) Increase and improve coverage of local news, including local manifestations of broad themes such as rule of law and good governance.

Furthermore, when possible, concept papers that promoted cooperation with relevant civil society and non-governmental organizations, joint productions with other stations, or participation in the formation of networks were given priority. *Aswatona* was responsible for introducing various stations and organizations that shared similar interests, programmatic ideas, and project proposals to facilitate their implementation.

### *Vetting Process*

Beginning May 8<sup>th</sup>, the Grants Manager submitted the relevant vetting information to USAID for 26 television and radio stations whose proposed projects seemed congruent with many of *Aswatona*'s project objectives. In the meantime, the office continued to meet regularly with the Internews

representatives of stations who submitted concept papers in an effort to further develop programming ideas, offer advice on technical needs, and project budgetary issues.

Through June 28<sup>th</sup>, the following station were cleared through the vetting process and have since been actively working with the *Aswatona* team in order to prepare for the composition of more formal proposals, budgets, project implementation and monitoring timelines:

- |                          |                                  |
|--------------------------|----------------------------------|
| Amwaj Radio (Ramallah)   | Hebron Radio (Hebron)            |
| Al Rou'ah TV (Bethlehem) | Baladna TV (Qalqilya)            |
| Ajyal Radio (Ramallah)   | Alwan Radio (Gaza)               |
| Star TV (Ramallah)       | Al Fajr Al Jadid TV (Tulkarem)   |
| Watan TV (Ramallah)      | Sada Network (various)           |
| Gama TV (Nablus)         | Central Jenin TV (Jenin)         |
|                          | Al Faneek Productions (Ramallah) |

Several meetings to finalize concepts and equipment needs were convened with the various stations. Due to the short length of time now available for implementation and production, as well as system issues and warranties, Internews Network, through PACT, is in the process of requesting a waiver to purchase the equipment locally. Contracts are now being drawn up for the following selected programs and stations:

1) Sada Network (West Bank TV Network)

Station	District
Gama	Nablus
Central Jenin	Jenin
Al Rou'ah	Bethlehem
Star TV	Ramallah
Baladna	Qalqilya
Al Fajr Al Jadeed	Tulkarem

This Network, formed at the business planning workshop, is comprised of television stations throughout the West Bank. It has a committee that handles the logistics of the network, as well as an established production company, Al Faneek, that provides the Network's editing, scripting, narration links, and production of a montage of local stories received by the member stations. Currently the Network is seeking the membership of a station in Hebron. They have presented *Aswatona* with a concept paper that requests both equipment and assistance with its central production. The program description is as follows:

*Sada Filistine*: representative of the basic idea of the network, in that it gives each member station the opportunity to produce a local news segment to be compiled for collective “national” broadcast on Friday evenings. The Network has broadcast several pilot productions and the communities’ response has been positive. The equipment requested by the Network (see to the right) is complimentary of the collective production in that will permit each member station to achieve comparable production quality and professional standards. *Aswatona* is confident that the continued successful production of the *Sada Filistine* program will be instrumental in achieving network sustainability through attracting program sponsorship and advertising.

Equipment	Quantity
DV Camera (with accessories)	3
Vision Mixer	2
Portable Audio Mixer	1
Tripod	3
Microphone: Neck Mic	6
Microphone: Hand Mic	3
Microphone: Boom/Shoot Mic	1
Light Set-Sun Gun	5
Three Light Set	2
Sound Mixer	3
Online Editing Workstation	4
DVD Recorder	3
DV Recorder	3

## 2) Watan TV (Ramallah TV Station)

Watan is of particular interest to the *Awatona* project with respect to the fact that through IRI/MEPI the station is increasing their transmission capability in the West Bank and into Gaza as well. Consequently, it is necessary to ensure an array of quality programming that can take advantage of the increased output. Watan TV presented a wide variety of programming options in their concept paper, though, through its collaboration with *Aswatona*, it was decided that the following programs would be produced:

*Manner and Matter*: Aired three times weekly, this hour-long program aims to follow up with recent political and social news from throughout the week in debate form. A discussion will be held to analyse the news from different angles and points of view. Viewers will also have the opportunity to participate and express their opinions freely.

It will be formatted as a dialogue program with recorded interviews with citizens in the street (with the ability to participate through phone calls and emails). It is believed that such an open debate forum is crucial to the development of democratic principles in that it considers a broad range of opinions and ideas.

*The Other Half* (Women’s Program): Through this weekly program, Watan hopes to put forward and debate issues that concern Palestinian women and strengthen their position in society. Emphasis will be placed on the importance of roles played by women in Palestinian society.

*Journey through Life*: The aim of this weekly program is to put the spotlight on extraordinary community figures from throughout the West Bank. The program will highlight achievements made in their respective fields. It is hoped that calling attention to local heroes and their activities will promote communal pride and inspire other members of the community.

*Eyes on Justice* (Law Program): The objective of this show is to contribute to the development of a sound legal culture and to strengthen the rule of law in Palestinian society by monitoring the Internews

most outstanding issues that the Palestinian judicial institution faces in light of spreading violence and crime.

*Flying Information:* This weekly quiz show will test the contestants' intellect on a broad range of subjects. It is believed that such a show will be widely appealing.

*Singing Hour:* This 60-90 minute entertainment program will also have broad appeal. Songs will be selected by audience members and viewers (via calls, emails, and sms), and sung by professional singers. Such a program is unique in the sense that it allows viewers to dedicate songs to one another in a live, in-studio format. (*Watan TV did not request any equipment.*)

### 3. Radio Ajyal (Ramallah Radio Station)

Launched by the Al-Bakri Company, this station presented *Aswatona* with a legal advisory call-in program that would feature a different topic on a weekly basis. The program is certainly innovative in the sense that it deals with ordinary problems within the framework of the legal protections afforded citizens, as well as giving listeners different alternatives to solve their problems within the rule of law rather than other options. The host would be assisted by lawyers and other legal experts.

In addition, Ajyal is interested in producing a series of 30 second spots on a variety of social, economic, health, and political issues that will be replayed throughout the programming schedule.

Equipment	Quantity
Digital Recorder	3

### 4) Amwaj Radio (Ramallah Radio Station)

The Ramallah based Amway Radio and Television station has approached *Aswatona* with regard to reviving a radio program entitled *Kawthat & Abdelkader*, which enjoyed considerable popularity prior to the station being destroyed in the 2002 incursion. The show focuses on local social problems and family hardships in a dramatic fashion with dialogue between the two main characters, Kawthat and Abdelkader, as well as their neighbors.

Furthermore, the station has requested assistance in the production of an innovative program called *Let's Swap*, which is founded upon asking people in the street what they would do if they were in hypothetical positions, such as Prime Minister or Secretary-General of the United Nations, in reference to a particular political event.

The background of the question, as well as the question itself, will be presented in the morning, while the answers of the public will be played throughout the day.

Equipment	Quantity
Microphone: Hand Mic	3
Online Editing Workstation	1
Microphone Stands	1

### 5) Alwan Radio (Gaza Radio Station)

The Gaza based radio station is interested in producing four moderately priced radio programs as well as acquiring some necessary equipment. The programs are as follows:

*Your Legal Advisor:* seeks to raise communal awareness of the law and how it affects them. Lawyers and judges will guest host to facilitate discussions.

*Informational Spots:* a series of 30-second public service announcements on a wide variety of topics, including health issues, rule of law, and the promotion of democratic values. As shown in the polling done by Internews Network, people generally enjoy and listen to these type of informational spots.

*Weekly Health Program:* doctors and physicians will guest host this show, which will attempt to address some common public health issues.

*Hommoun Alnas* (People’s Issues): tackles problems in the interest of the community, such as issues with local bureaucracy and other service departments, and encourages them to vocalize such concerns through call-ins and field reports.

Equipment	Quantity
Hybrid	2
Mini Disc Recorder	2
Sound Mixer	1
Computer	1

#### 6) Al Rou’ah TV (Bethlehem TV Station)

This station, also a member of the Sada Network, has been actively in contact with *Aswatona* in regard to some potential programming, as well as obtaining some technical equipment. Al Rou’ah really seems to grasp the idea that we are encouraging the localization of programming. They have two interesting programs:

Equipment	Quantity
DV Camera (with accessories)	1
Microphone: Neck Mic	2
Light Set-Sun Gun	1
Sound Mixer	1
Hybrid (Telephone & Earpiece)	2
Video Monitor 14’	2
Plasma 32’	1

*Shebab Online:* which is a program catered towards both males and females 16-25. The program features call-ins and tackles issues confronting this demographic on a daily basis, such as relationships and life at universities. It involves street interviews posing issue-specific questions to young people, with the hosts being young as well. Internews, together with Al Rou’ah TV and Ruwwad youth project, is bringing a small group of young community activists to develop issues and set design that will resonate with the target audience.

*Daily program:* a program that is founded upon establishing a public arena to discuss such common problems as traffic, police conduct, water issues, illegal land acquisition, and bureaucracy.

#### 7) Joint Production: Al Rouah TV and Al Fajr Al Jadid

These two Sada member stations have approached *Aswatona* to jointly-produce a documentary on two Palestinian musicians, one from Jerusalem, and the other from Bethlehem, both of whom perform classical Arab music. The documentary serves not only to focus on the rising careers of the two young men but also to provide insight as to the role of music in local culture and to inspire youth. The film will have footage of live concerts, interviews, as well as the musicians’

interactions with local children. Furthermore, the film would also be considered production training for the two stations, which will be assisted and supervised by an established producer/director. The premise for such a film is that it provides an alternative to the drama and news programs that seemingly dominate much of Palestinian TV program schedules.

Equipment to be utilized for 37 days of production/editing will be rented or provided by the stations.

8) Baladna (Qalqilya TV Station)

Equipment	Quantity
DV Camera	1
Portable Audio Mixer	1
Tripod	1
Microphone: Neck Mic	1
Microphone: Hand Mic	1
Sound Mixer	1
Hybrid	1
DVD Recorder	1
Video Monitor 9'	2
Plasma 32'	1

The Qalqilya based station proposed the production of a 60-90 minute morning program entitled *Sbah l Kheir Ya Baladna* that will present a broad array of local news and stories. Relevant stories from around the region will also be included. One such segment is entitled *Araf Baladak* (Know Your Town), in which a 10 minute segment about a local village will be presented.

Baladna has also proposed production of a program referred to as *The Zajel Social Debate*, in which two folklore musicians will utilize traditional music to present opposing views on a social issue. This is based

on the long-standing tradition of *radda* and *kawal or shae'r* that can at times be humorous in its presentation of opposing sides of any debate.

9) Khalil Radio (Hebron Radio Station)

The station, which is well organized, consistently enjoys a large audience, and has demonstrated a fairly successful advertising campaign, proposed producing two programs in conjunction with *Aswatona*:

*Gheir Shekel*: A social drama that focuses on problems and issues facing the community. The show is set in a community and focuses on a group of neighbors as the central characters in the ongoing show.

*Zeman Al Ajayeb*: An innovative drama that focuses primarily on an old man with traditional values as the main character. The plotlines develop around his attempt to cope with modern life.

Equipment	Quantity
Microphone	2
Headphones	5
Computer	1
Digital Mixer	1

10) Gama TV (Nablus TV Station)

The Nablus based TV station and Sada Network member proposed two programs to the *Aswatona* Project:

*Issues:* This program would tackle important social issues that are typically covered in the Palestinian media at a very superficial level, such as sexual harassment, physical violence, divorce, and secret marriages. While a majority of the subjects to be covered are focused on women, Gama TV is confident that the nature of the programming is relevant to all facets of society. Hence, the goal of the program is to shed light on these issues.

<b>Equipment</b>	<b>Quantity</b>
DV Camera	1
Vision Mixer	1
Portable Audio Mixer	1
Tripod	1
Microphone: Neck Mic	1
Microphone: Hand Mic	1
Three Light Set	1
Online Editing Workstation	1
Video Monitor 9'	2

*News Stories:* Airing twice a week, this program seeks to provide Gama viewers with in-depth coverage of the week's top news events, focusing primarily within the Nablus governorate.

#### 11) Al Fajr Al Jadid (Tulkarem TV Station)

The Sada Network member contacted *Aswatona* in regards to the continued production and development of the *Tulkarem Today* show, which is a daily news program broadcasted at 7:30 PM daily. It has an open format, in that it covers all aspects of community life, such as politics, cultural events, sports, and economic issues.

At the end of the week the most interesting stories are compiled and further developed for the Friday program. Al Fajr Al Jadid would like to incorporate a greater amount of field reporting as well as in-house guests and experts to enrich the program.

<b>Equipment</b>	<b>Quantity</b>
DV Camera	1
Microphone: Neck Mic	1
Microphone: Hand Mic	1
Tripod	1

#### Key Result 4: Open Workshop on Radio Broadcasting

*Overview:* The *Aswatona* Project contracted Abdurrahman Othman, a renowned expert in radio programming for 25 years, specializing in language, presentation and other skills needed for successful radio broadcasting, to conduct a one day Open Workshop for local radio stations. Such a workshop would precede additional trainings held within participating stations throughout the West Bank. Unfortunately, the political events that occurred throughout the past several weeks in the Gaza strip prevented many station staff members from attending. In addition, the subsequent in-house trainings that were scheduled in Gaza were cancelled as a result of the deteriorating political environment.

*Workshop Announcement:* In the previous weeks the *Aswatona* team sent an invitation letter to the various radio stations in regards to the workshop. It noted that the workshop would cover such relevant topics as program research, field reporting, interviewing, hosting guests, and script writing.

*Highlights:* *Aswatona* team member Abdelkarim Samara opened the conference by stating that through the evaluation of station assessments and business plans it was evident that there is a great need and demand for practical training. He also noted the emerging challenge that the

continually changing political situation in Gaza presents to broadcasting in an effective and socially responsible manner.



Othman opened his presentation by reciting the unique facets of radio journalism, and questioned the audience as to the consequent responsibilities of a radio station. The eager participants responded with such remarks as, “to present the news as it is,” “to be the advocate and the spokesman of the listener,” “to ensure the accountability of politicians,” and finally, “to help form public opinion.”

Othman reviewed the answers with the participants and focused on the necessity of maintaining objectivity, especially in such unstable and volatile situations. In order to maximize the potential for objective reporting, Othman claimed, it is imperative that the journalist has strong communicating skills, media experience, a degree of transparency, confidence, and a solid educational background.

Such skills, however, cannot be fully utilized unless the station supplies the journalist with the tools to utilize them, such as professional equipment, a consistent salary, and a degree of flexibility to accommodate the constantly fluctuating media environment.

The marriage between a well-trained journalist and a modern, equipped station will undoubtedly decrease the likelihood of bribes, threats, slander, and other shadowy aspects seemingly inherent to the industry from occurring.



Othman reiterated the pertinence of maintaining a strong degree of self-restraint in radio journalism, as it will ensure reporting that is credible, neutral, respectful of alternative opinions, and consequently, is appreciated by the listener to a much greater extent. It is also helpful to recognize the demographics that make up a majority of the listeners, as it will facilitate the development of stories and how they are presented to such sectors.

Many of the stations noted that their respective audiences have certain expectations of them as radio outlets, such as providing a timeslot in which Lebanese singer Fairuz would be aired, along with other programs relating to women, such as medicine, cosmetics, and cooking.

Based upon such a comment, Othman inquired as to the unique facets of each station present. A wide variety of responses were offered, such as “our unique internet/tech. programming” (Amwaj Radio, Ramallah), “accurate news reporting on the hour” (Farah Radio, Jenin), “our extensive classical music catalogue” (Al Khalil Radio, Hebron), “a diverse range of nutrition, youth, and art programs” (Bethlehem 2000), and finally, “our analyses of Israeli media” (Nawras Radio, Bethlehem).

The next session of the training focused primarily on instruction in presentation and in interviewing techniques. Othman stressed the importance of presenting news in a manner that is clear, informative, and concise. Simplicity and clarity will ensure that the ideas or events being expressed are understood by all listeners.

Similar principles should be applied to interviews as well, Othman claimed. It is imperative to effectively utilize time allotted with a guest, whether from a political background or an eyewitness to an event, through short and pointed questions that are relevant. In order to do so, it is necessary to prepare beforehand and to be experienced enough to be able to steer the conversation.

*Activity:* In the afternoon session, attendants were divided into four groups to prepare a report for the group. A small story was distributed, and the groups were instructed to put together a three-minute news bulletin and to summarize the article into 100 words. Throughout the presentations Othman pointed two reoccurring trends that should be remedied: In terms of speech, virtually all of the presenters did not construct effective sentences, did not announce the words clearly, nor did presenters vary their tone of voice throughout the report. Secondly, Othman cited that there was no significant difference between the news bulletin and the written bulletin, suggesting that the participants are not recognizing the utility of radio as a media form. He concluded by noting that he would address each station's particular shortcomings in the subsequent in-house trainings.

#### Participating Stations

#	Station Name	Station Representative	Title	District
1	Angham Radio	Alaa Ma'rouf Shatarah	Presenter	Ramallah
2	Ajyal Radio	Hassan Khalil	Presenter	Ramallah
3	Al Balad Radio	Ziad Shalbak Mohammad Abu AL-Rub	General Manager Presenter	Jenin
4	Al-Siraj Radio	Abdul Jabar Abu Snenieh	Editor Manager	Hebron
5	Al-Sharq Radio	Elen ALTawel Sabren Shahen Suha AL-Remawi	Presenter Presenter Presenter	Hebron
6	Farah Radio	Nana Abu Abead Bilal Hamaysa	Presenter Presenter	Jenin
7	Minbar AL-Huriyah Radio	Ayman Qawasmi Mahmoud Knebe	General Manager Program Manager	Hebron
8	Isis Radio	George Musleh Khader Jokman	General Manager Presenter	Bethlehem
9	Nagahm Radio	Ahmad Melhem Safa' Asaaf	Presenter Presenter	Qlaqilya

10	Kul Elnass Radio	Adnan Blady Lana Ahmad	General manager Presenter	Tulkarem
11	Tariq Al-Mahaba Radio	Dyana sobuh Soha Rasras	Presenter Presenter	Nablus
12	Al-Ahlam Radio	Khalil Hussan Rahal	Presenter	Jenin
13	Bethlehem 2000 Radio	Saed Zarzar	Presenter	Bethlehem
14	Marah Radio	Sammar Deabeas	Presenter	Hebron
15	Mawwal Radio	Amera Hananya Anji Saba	Presenter Presenter	Bethlehem
16	Nablus FM	Raed AL-Kharouf Majeda AL-Nemer	Presenter presenter	Nablus
17	Amwaj Radio	Reema Massri	Presenter	Ramallah
18	Al-Nawras Radio	Hamza AL-Qawasmi	Presenter	Hebron
19	Dream Radio	Deya' AL-Natsheh Mohammad Hjazi	Presenter Presenter	Hebron
20	Al-Qamar Radio	Lena Barahmeah Ruba Abu Khashan Samer Da'as Shaban Abdel Rasoul	Presenter Presenter Presenter Presenter	Jericho
21	Al-Khalil Radio	Mohammad AL- Hawamdeah	Presenter	Hebron

### Key Result 6: In-House Radio Production Training

After the Open Workshop in Ramallah, trainer Abdulrahman Othman started his activities with *Aswatona* project on in-house training for radio production according to the schedule designed by the *Aswatona* team in coordination with the various radio stations. The original plan included Gaza as well but after the events of 12 June, it was removed from the schedule.

On June 20<sup>th</sup>, the trainer spent the day with *Ajyal* radio in Ramallah. He was accompanied by team members and a brief meeting took place with the station manager, Walid Nassar, and the radio staff to break the ice and to give a summary on the topics to be covered in the training. Then Othman started the training by giving a summarized



port

theoretical introduction on radio work, programming, field work, writing for the radio, presenting and interviewing. Then he listened to some of the station's programs and discussed them with the producer and the presenters. He pointed out the weaknesses and discussed how to overcome them. The trainer then asked the journalists to write texts for the various programs of the day. They were then discussed and re-written in the correct way. Othman asked the staff to do a field report after a session on how to direct questions in order to get the proper answers. When they came back, the recorded interviews were played and discussed. Then, together with the trainer, the participants edited the report using the relevant quotes and prepared the text to be read. The report was broadcast on air and was very successful. The feedback from the staff was encouraging and on their evaluation of the training they gave excellent ratings on all the pieces; production, presenting, interviewing, field work, programming, live broadcasting and writing for radio. At the end, they asked for more training in these fields and for technical training as well. *Aswatona* received a copy of the field report that was done during the training.



On June 21<sup>st</sup>, the team visited Amwaj radio in Ramallah. The team together with the trainer met the manager, Sa'ad Arouri, and the staff to be trained. Almost the same process was used in Ajial radio as was in Amwaj. However, in Amwaj, there were fewer staff available and the radio lacked the suitable equipment for the field work. It was noticeable that the radio needs more training in the different fields of radio work. The field interviews and the phone-ins were played and discussed thoroughly. The trainer told the staff, and later the *Aswatona* team, that the station needs more practice in field work. He asked the station staff to keep practicing in the future so that they can become more confident and stronger in their field reporting. In fact, they were very enthusiastic since this was the first time for them to do field features. In their evaluation the staff considered the training to be very good and stated that they need more training and more time. The station delivered a copy of the final report to *Aswatona*.

On June 22 and 23 Othman went to Nablus to conduct a two-day training in Tariq Al Mahaba Radio. Othman was accompanied by an *Aswatona* team member. They were received by the staff of the station and started the training. Several programs were listened to one of which was produced and presented by children and others were on youth issues. Training on writing and presenting was given was followed by a detailed session on interviewing and directing questions. Practice on reading and writing for radio were done and the importance of re-writing stories from the press for radio so that it will be relevant to the listener was discussed, focusing on how to summarize and critique articles and opinion pieces. A field report was prepared and the staff went out to collect the information needed for the story. They returned to the station to then properly edit the work and finally, broadcast the story. *Aswatona* has a copy. In their evaluation, the staff of the radio was very enthusiastic and said that they benefited from the training. This will have a direct impact on the programming.





On June 24<sup>th</sup>, it was the turn of radio Nablus FM. The trainer and the team member were received by manager and presenter Raed Al Kharouf, and three other staff members. It was noticeable that this station, which is a member of MAAN Network, is very weak in programming, writing, and presenting. They were given a condensed training course on these topics as well as on field work. The station manager asked for more training in the evaluation and said that the course was very helpful. They stated that it opened their eyes on the scientific manner of radio work.

June 25<sup>th</sup>, the trainer and team member were in Tulkarim at radio Kul alNas with the owner and manager, Adnan Balidy. Although this station is a member of two different networks, MAAN and NUR, Kul alNas remains a very weak station and is only benefiting from being the sole radio station in town. They needed training from A to Z, so the trainer spent a lot of time with them to train them on the main topics. Although it was exhausting for the trainer and participants, the staff showed readiness to learn and even change their work habits. They succeeded in doing a relatively good field report on a local issue. This was edited and aired and *Aswatona* has a copy of that report.



June 26<sup>th</sup>, the trainer and team member were in Qalqilia with Radio Nagham and met by the station manager, Sameh Jbara and the staff. It is a member in MAAN Network and is the only radio in town. Their level is good and can be developed into a stronger station. The staff showed eagerness for better programming and writing, as well as for doing field work. The trainer focused on the programming, writing, and presenting because, after listening to some of the programs, the trainer felt the language used was weak. This was discussed and several

exercises were given to the staff. A field report was done as well and then aired after proper editing. *Aswatona* has a copy. At the end, the staff was excited and asked for more in-house training.

On June 27<sup>th</sup> and 28<sup>th</sup>, the team was in Jenin with the staff and owner, Ziad Shalbak, of Radio alBalad. The station is a good one, perhaps because it is facing competition by another radio in the city. Several programs were run by youth presenters and directed to the youth as well. So, the trainer focused on those issues as well as on issues related to the CSOs. Writing for the radio was discussed and practiced. Many programs were open for critique and both the staff and the owner welcomed the constructive criticism and started to work according to the suggestions given. A field report was produced, edited, and aired. The owner admitted that the station received a lot of call-ins after the airing of the field report and this has pushed the station to plan for more field reports. In their evaluation, the Radio alBalad staff said that the training was excellent and that they welcome



more training on the same topic saying that two days are very good timeframe but there is a need for more.

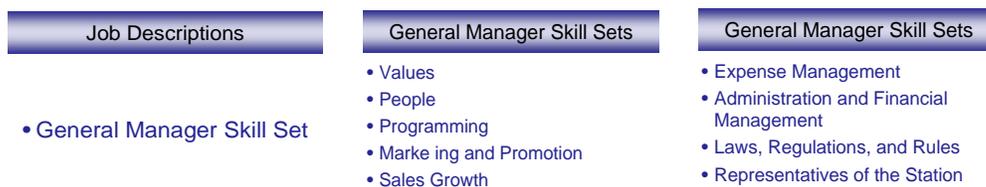
The in-house radio training is continuing through 13 July in Bethlehem, Hebron, and Jericho.

Key Result 7: Open Workshop on Station Management, Sales and Marketing

*The Two-day Workshop*

Forty-one TV and radio station owners, managers, and sales staff from the West Bank attended the workshop of Edward (Bud) Stiker from the Radio Advertising Bureau (RAB). Bud has managed radio stations in Budapest, Hungary and Moscow, Russia and then served as Executive Vice President for Eastern Europe with Metromedia Radio Network. He has helped stations develop their strategies, sales staffs, and marketing plans in Prague, St. Petersburg, Riga, Tallinn, and Berlin.

The workshop was opened with a brief reminder of the participants’ request after the business plan development workshop to hold a training on sales and marketing and station management. Then the trainer was introduced to the group and the floor was given to Bud. The first session opened with a brief discussion of the four “legs” organization foundations in media outlets – the General Manager, the Program Director, the Technical Department, and the Sales and Marketing Department. There was a good deal of discussion about the obstacles facing the stations – including human resources – that prevented this type of structure although it is greatly desired. Bud gave them some tips and guidance about organizing their stations with the resources available. He then gave a power point on the responsibilities of the general manager in all aspects of the station management.



He outlined that the key responsibility of the Station Manager is to inspire the staff and to ensure that all the different departments are working together – especially the programming and the sales and marketing people. Bud then asked the participants a number of questions regarding their reasons for being in the media, the obstacles they face, and the most difficult challenges they face. Although there were many answers given, the overriding concern was economic and financial sustainability, so he asked them about their budgeting, the sponsorship of programs, and the sale of advertising in relation to the station and the individual programs.



The conversation quickly turned to sales and marketing, advertising rates, and how to sell programs. Before the group broke for lunch, Bud took a brief survey of the group regarding

what they wanted to focus on so that they could get what they needed. They almost unanimously said sales and marketing. So the agenda was shifted a bit in order to have more time to focus on the strategies of marketing and selling the station and the programs.

For the rest of the workshop, the focus was on promotion, programming, and sales. Bud started by giving examples from his experiences in Eastern Europe and Russia as they were developing private media outlets. He said that it is important that each and every managing director of the radio and television stations understand advertising and to be able to talk to clients, advertising agencies, buying houses and even more importantly, that their staff be able to answer these questions: Why should companies advertise? Why should they advertise on radio or TV? Why should they advertise on our network? Some of the group believed that there are differences between local Palestinian market and Western, Russian ones, so different approaches should be adopted. Bud agreed that there are differences, but the principles remain the same. Culture is an important factor, but the main laws and motives are basic. For example, supply and demand are the same across the board.

Knowledge of the past can help ensure future success. This brought the group to discuss potential advertisers at both the local and national level. Stations must put together a comprehensive list of major (National) advertisers who try to reach all of the West Bank and Gaza. They need to be categorized. For example, all mobile phone companies, soft drink companies, banks, automotives, etc. need to be identified. Then a station can better determine in which city are those company's major clients. Ramallah, for example, will have more national accounts and Bethlehem will have fewer, but they need to be identified. The target audiences of the programs that the stations are broadcasting or are trying to create must be identified in order to strengthen the position and argument of the sale.

Bud then gave specific examples for how to do this. Asking the questions about the program will lead a station to identify the common interest between station, listener, and advertiser. If a station is doing horoscopes, who is the main listener? How old is he or she? Who among those national advertisers needs to reach these people?

Sports programming is another example. If the sports show tries to reach men 18-40, who among our advertisers is trying to reach men 18-40 as well? He told the group that it is unacceptable to create a program without having the sales department involved. If it is good enough to go on the air, it is good enough to have someone sponsor it.

If a program is created on health advice, either on radio or TV, who is the program appealing to? How many potential advertisers are there? What kind of budget do they have? What kind of history in spending money in the market place do they have?

Bud then went on to outline the need for a price list for all programs. This is based on supply and demand and there frankly is some guess work involved. Under normal circumstances, he suggested that pricing for new program ideas be on the conservative side. Price is to sell and if it sells the price can always be raised later, but the idea is to get it sold.



The group then selected two of the participants, one radio and one TV, to outline one program from their station and then discussed the timing in the program cycle, the likely target audience, and who might buy advertising on the program or sponsor the program. As a part of the discussion, Bud talked about the need for promotion and the need to market or promote the program. He asked the participants to answer the question of how this is accomplished. For example, if a program will be on the air at a certain time every day or week then the potential advertisers could get opening credits, closing credits, or possibly commercials within the program itself. Included in the proposal would be a number of mentions as sponsor during the week, and possible inclusion in the newspaper ads. A comprehensive marketing plan needs to be drawn-up for each program so the advertiser knows exactly what he or she is getting.

The participants agreed that the stations are business firms and, as such, should generate income, so advertisement means selling the programs. They were told how to sell, through defining the target groups of the audience and the companies as well. It is a must that they should list the companies on the national and the local levels and decide the shares of each in the advertisement time and on the pricing.

For the last session of the day, Bud concentrated on sales. He emphasized that the management needs to be supportive of their sales people and that sales must have a close relationship with the programming department. Most of the stations employ sales people on commission and Bud suggested that commissions should be paid for each sale on collection of the money. The idea of giving a flat 20% commission on all sales is unfair because some programs will sell easily, others with more difficulty. He suggested that perhaps they should start a bit more conservatively and then they can always go up in the commission. He also spent some time giving the participants techniques in selling advertising.

Under the headline of advertising, each managing director has got to understand the competition. Who is the competition? What are its strengths? Its weaknesses? Competition is not a bad thing. However, Bud stated strongly that one should never criticize the competition. But understanding why some people like newspaper advertising and not radio or television is important in order to overcome objections like, 'there is not a big enough budget', 'tried it once and didn't like it/didn't work', in other words, a sales person must be prepared to move forward with the sale. The participants discussed their competition and complained that some of the outlets accept low prices and thus harm the whole business. Bud clarified that competition is normal, but one should keep standards and confidence on how to convince clients that prices depend on quality of programs and the audience targeted. Means of communication with the local community and local market are very essential and this entails developing the skills and capabilities of the staff, mainly the sales and marketing departments.

It is noticeable that the radio and television outlets' managers and sales directors are very enthusiastic to attend workshops related to such topics. They even expressed a deep understanding of the real need for planning and connecting programming to advertisement and

sales. However, the amazing issue is that they keep complaining of the political instability that harms their business so they ask for better technicalities to overcome such obstacles. This time, for them, the answer was a real need for an intensive training for the salesmen and for adopting a teamwork philosophy that should be implemented between the different departments so that the work is complementary.

At the close of the workshop, the participants were extremely appreciative and asked for specifics on selling advertising at a future date. They felt that the workshop was very useful and that it gave them a good deal to think about, along with ideas and tools they could use right away.

*Key Result 8: Developing a Sustainable Network from Co-Production and Programming Cycles, to Organizational Development and Marketing and Sales*

*Nur Radio Network and Sada TV Network Workshops*



The Radio Network

AnNur Network Workshop, led by Bud Stiker was attended by all the members from the West Bank, but the Gaza radio stations were not able to attend and one of their two member stations in Gaza is now closed indefinitely. Bud opened the workshop by asking the participants a number of questions regarding the rationale of forming a radio network. A good deal of discussion was generated around the forming of the network and the clarifications of member motives for belonging and the vision for the network.

From a programming point of view the radio network already has programs on the air, but more programming needs to be created. Some of the suggestions that came from the discussion with the group were horoscope programs, sports updates, business news shows and at least a two hour phone-in show along the lines of “Car Talk” on NPR. However, as Bud explained, with the exception of something like “Car Talk”, these programs need to be short and sellable.



They also discussed the distribution system in the sharing of programs. In order to be current, the distribution system needs to be done on the internet. Once a month during their regular meetings more programming ideas need to be created. Bud urged them to have these programs five minutes in length only, including commercials. They need to be sellable and also to run them at the same time everyday i.e. Sports, Saturday through Wednesday, 8:15am. He also suggested that some of the programs could be rebroadcast later in the day or in the evening. This would help save money and

also generate more listeners for good programs (word of mouth), but they would need to advertise that these programs would be rebroadcast at a certain time.

The second day, the workshop dealt with commercial productions. There are three elements in creating sales for a successful campaign in radio:

- 1) The right station and the right client (program and client should have the same target audience)
- 2) The right number of commercials over a period of time to create an impact and,
- 3) The right commercial itself. Not enough importance is paid to that element. Writers must be helped in the process of creating good radio and television commercials.

He then discussed the importance of research— researching the market for advertisers. How much money was spent on money in advertising in Palestine this year? And the year before? Which advertisers are the largest? The stations' management needs to understand the role that advertising will play in their future. It will be a good day when NGOs are no longer spending their money because stations will be able to stand on their own two feet. He told them that unless they prepare now to do that, it will be a sad day because it might be too late.



### The TV Network

The workshop with the Sada Network member stations also started late due to the difficulty of the checkpoints in the north of the West Bank. The workshop started once all of the member stations arrived. Unlike the AnNur Radio Network, the Sada TV Network has faced a number of organizational and communication problems among the member stations. However, Bud considered the idea of networking and joint programming as very creative, hinting that it is a pioneering one.

Bud spent the first day focusing on the organizational problems the network was having. The group discussed the delineation of duties and the program production process itself. They explored, with Bud, the design and needs of the network versus their own stations within the Network. They seemed disorganized, having lots of ideas but the structure they have created appeared very weak. He spent a lot of time discussing the necessity of better structure and better definition of tasks and division of labor with the necessary people and the job descriptions to go with the structure



A priority is not to have a Secretary and Treasurer. They need a strong no-nonsense Manager. They also need someone in charge of overseeing and screening programming. Sales and marketing needs a creative, disciplined sales manager. He gave the group a general job skills description packet for different key positions and gave them the assignment of developing the types of positions they need to make the network work.

The second morning, Bud outlined the problems as he understood them from the day before. There are a number of very basic problems with the Network:

- 1) The production company does not seem to be working nor is there any prospect of it ever working. Steps need to be taking immediately to find a new production company. This new production company should work for the Network and not be a member.
- 2) New job descriptions should be created for the people involved with managing the network i.e. Managing director – who is it? What kind of power/control does this person and or committee wield?
- 3) Programming Director: all new and current programs should be run by this individual, he/she is responsible for the programming content and the production of the programming content plus the distribution quality is also of great importance.
- 4) Sales department – again a person should be in charge of sales.

The Network goals and objectives are praiseworthy. Programming ideas are strong and very sellable but the communication and commitment among the members must be strong. The afternoon was spent discussing the Executive Committee and a timeline for the deliverables of this group. One of the tasks they set out to do was to form a common rate card for the Network as different from their own stations, taking into account that the network covers the entire West Bank and should be used as strength in marketing the network and the programs. They also discussed the placement and timing of advertising for the *Echoes of Palestine (Sada Filistine)* production that the network is doing now.

By the end, the participants and the trainer were exhausted but the discussions were fruitful. The group thanked the trainer and Internews Network for helping them to build a stronger network.



In the report that the trainer sent after the two network workshops, he stated that *“These two networks have a number of things very positive going for them. They are men and women who have a vision and are committed to creating good programming for their stations and the population. Frankly that is rare.”*

#### IV. Comparison of Planned and Actual Accomplishments

Activities Planned for This Quarter	Timeline	Status
Local Community Polling	January	Underway will be complete at the end of July
Station Assessments	January/February	Completed
Mentoring Program for Journalists & Station Owners	Ongoing	On-going. The work with station owners continues and with the in-house training there

		is good direction for the staff
Workshops on Journalism Standards, Law, and Ethics	May	Completed partially in Gaza /delayed in WB; will be completed in July
Launch of Small and Innovative Productions Grant Program	January	Completed 20 April with launch 28 April
Workshops Reporting on Specific Issues	April/August	Delayed due to the on-going clashes throughout May and June
Training on Covering of Local Stories (Radio & TV)	April-June	On-going did not start until mid-June due to the situation
Training on Interviewing, Story Creation, Production tech.	April-June	On-going (same as above)
Training on Selection/Support of Innovative Stories	Ongoing	On-going expected completion in early July
Specialized Training on Safety, Interviewing, Field Work	May/June	Delayed – work is being done with field work training and interviewing – anticipating a workshop in August
Local Community Polling on Needs and Station Image	April/May	Started mid-June will be complete end of July
Media Law Training	June	Partially completed in March; delayed in Gaza and it is not clear when trainers and training can resume
Development of programming priorities	February	Completed
Open Workshop on issues of democracy and role of media	March	Completed

## V. Activities Planned for Next Quarter

<b>Activities Planned for This Quarter</b>	<b>Timeline</b>
Workshops on Journalism Standards, Law, and Ethics	July
Workshops Reporting on Specific Issues	August & Sept
Training on Covering of Local Stories (Radio & TV)	July and August
Training on Interviewing, Story Creation, Production tech.	July and August
Training for moderators, hosts, and interviewers	August

Production and Production support	July - October
Creation of Electronic sharing capabilities	August/September
In-house TV production training	July and August
Media Law Seminar	September
Production of training manual and CD	July - September
Production of Local Polling results to be shared with the stations	August - September
Internships in Egypt	Late Sept early Oct

## VI. Success Stories/Lessons Learned

### *Gaza Situation Update*

Gaza is passing through the worst period in its history in all aspects, and like everything in Gaza, the media is also affected by the latest developments. This is true in the West Bank as well. Palestinians are used to seeing and listening to many opinions from different information sources, they are also used to having a fair amount of freedom of expression. They used to criticize high-ranked officials in the Palestinian Authority and discuss all the political and social issues that may affect their lives, but now this has changed, especially in Gaza.

It is well known that media – especially its local outlets - is an excellent reflection of the status in any country. This is true in the West Bank and especially applicable in Gaza. With the conflicting powers throughout May and June, people could listen to different stories for the same event through various stations, papers or magazines. However, now that one faction is dominating, things are different. Gazans are now facing a new situation with less freedom of expression and restricted media; a month ago there were different stories about the same event, but now there is no event at all. Many incidents can happen in Gaza and no one knows about these events or even dares to talk about them. Neither the local nor international media are allowed to provide coverage of some events. Again, there is very high level of self-censorship.

People in Gaza used to know the details about every single event in Gaza. Several local radio stations were competing to present all of the details of any event as fast as possible – eyewitnesses always had the chance to talk about what they see or hear through these many radio stations. But now after the destruction of many local stations that used to present the other view, there is only one side to the story and that side differs in the West Bank and in Gaza.

During the previous months, particularly in May and June, most of the time there were deadly clashes between Fateh and Hamas. Civilians were applying their own curfews because many innocent people were killed in these clashes. Journalists were not allowed to do their work because of restrictions by the fighting parties; many cameras and tapes were confiscated and journalists were beaten, harassed and shot. The main local radio stations had to stop broadcasting during the clashes for different periods; sometimes the employees couldn't reach the stations and sometimes no electricity was available. When Hamas took control of Gaza, life in Gaza became silent and slow, the future became totally unclear, and the bleak future of Gaza started to be realized.

The work of Internews Network has been affected and was reduced with the complete closure of Gaza. Another issue is that two of the main radio stations that we were working with "Al-Horreya and Al-Shabab" were destroyed and closed after the fall of Gaza under Hamas control.

On Monday morning, 11 June 2007, Hamas militants stormed and burnt a transmission station of Palestine Television in Abu Rahma building in 'Omar al-Mukhtar Street in Gaza City.

On Thursday, 14 June 2007, a number of Hamas militants stormed the headquarters of Al-Horreya radio station, in al-Shorouq building in Gaza City; they destroyed the place and burnt the equipment. The radio station had already stopped broadcasting and its staff members had escaped before the attack as Hamas had seized control over the area. On the same day, Al-Shabab radio station, which is located in Palestine tower building, has also stopped broadcasting. The employees of both stations still do not know what the future of the stations is.

Also on the same day, a number of militants stormed the headquarters of Palestine Media Group, which is the owner of a news web site (PalMedia) and Al-Shabab radio station. They stole the equipment and burnt the furniture. Consequently, the web site stopped.

The media either become targets or players in the political in-fighting and the situation is a serious danger. The freedom of expression is threatened as well as the right to receive and impart information.

The Aswatona project continues to do what it can to encourage and support independent local media in these times and has remained engaged and active. It is extremely important to assure the local media that they will not be abandoned in these trying times. As a result of the staff's continues communication with station owners and staff, a new level of partnership is felt and a certain amount of being "in this together" has helped to push things forward when and where possible.

### Local Coverage of Activities

#### الإعلام

خلال ورشة في غزة حول الإعلام والقانون وأخلاقيات المهنة

الدعوة إلى إجراء انتخابات لنقابة الصحفيين  
وسن قوانين لحماية الملكية الفكرية وحقوق النشر

غزة - فاييز ابو عون: أكد المشاركون في ورشة عمل حول «الإعلام والقانون وأخلاقيات المهنة» كانت تقامتها في غزة، أمس، شبكة انتر نيوز «أصواتنا» بالتعاون مع وكالة التنمية الأميركية (USAID)، ومشروع تعزيز سيادة القانون «أركان»، أهمية تفعيل نقابة الصحفيين من خلال إجراء انتخابات حرة ونزيهة على أساس المهنة، والعمل على تطوير القدرات المهنية والتقنية للصحافيين. وشدد المتحدثون الذين يمثلون مؤسسات اعلامية مختلفة على أهمية تعزيز سيادة القانون، وتوفير الامن الوظيفي والشخصي للصحافيين، وسن قوانين تحمي الملكية الفكرية والنشر، داعين الى انشاء محكمة خاصة للمتهمة هذا القانون من الصحافيين.

كما طالب المشاركون في الورشة التي نظمت في قاعة الاجتماعات بفندق الكومودور على شاطئ بحر غزة، الصحافيين بانتهاج الموضوعية والحيادية في معالجة وتغطية مختلف القضايا.

وتوزع المشاركون في الورشة على ثلاث مجموعات عمل عكفت كل منها على مناقشة واقع مهنة الصحافة والتحديات التي تواجه الصحافيين من زوايا مختلفة، حيث اجتمع المشاركون على ان اهم التحديات التي تواجه العمل الصحفي تتمثل في غياب الحيادية والشمولية في تغطية الاخبار واستغلال الدين وشراء الذمم وكتابة الاخبار الملتفة أحياناً، وعدم وجود جسم صحفي مستقل قادر على حماية الصحافيين وتحديد معايير للمهمل الصحفي المهني.

أكد المشاركون وجود مبالغة في الرقابة الذاتية في نقل الأحداث نتيجة حالة الفتان الأمني المستشرية في الشارع الفلسطيني، ما يؤدي الى حرمان المواطنين من حق المعرفة، وعدم احترام حقوق الملكية الصحافية.

وأشار هؤلاء الى ان احد أبرز السلبيات التي تعترض مسيرة العمل الصحفي في فلسطين تتمثل في نقص الخبرة المهنية وانعدام التأهيل والتطوير للصحافيين وعدم وجود مرجعيات لتحديد من يعمل في مجال الإعلام.

كما ناقش المشاركون جملة من القضايا ذات العلاقة، لاسيما ما يتعلق بقانون المطبوعات والنشر، من حيث ماهية مبادئ حرية التعبير، والأخلاقيات المهنية في الإعلام والقانون، والحق العام في معرفة الأخبار والمعلومات من خلال وسائل الإعلام.

Prior to this situation emerging in full, after the one-day workshop on Media: Law, Ethics, and Freedom of Press," positive coverage was reported in an article in the newspaper *Al Ayyam* outlining the discussions and topics, which is reprinted below:

*Al-Ayyam Page 12 -23/4/2007*

*Invitation to conduct journalist union elections and create laws to protect ownership thoughts and copy rights.*

Gaza – Fayez Abu Oun: During the media, law and professional ethics workshop in Gaza yesterday assured

organized by Internews Network “Aswatona” project in collaboration with the USAID and “Arkan” the importance of activating the journalist union through free and honest elections on a professional basis, and working on developing professional abilities and journalist techniques.

The spokesmen for various media institutions emphasized the importance of enforcing the rule of law, and providing job and personal security for reporters, and creating rules that protect individual ownership and publication, calling for creating a special court for journalists who violate these laws.

Participants in the workshop that was organized in Al Commodore hotel meeting room on Gaza beach demanded that journalists be objective and neutral when dealing and covering various issues.

The participants of the workshop were divided into three work groups; each one discussed the reality of the journalist profession and the challenges facing journalists from various angles. Most participants agreed that the major challenge facing is represented in the absence of neutrality in covering the news and using religious, and writing fake news sometimes. As well as the lack of an independent journalistic body that is able to protect journalists and determine work standards for professional journalism work.

The participants insisted that there is an exaggeration in internal censorship when it comes to transferring events due to the lack of security in the Palestinian street, which leads to denying citizens the right to knowledge, and disrespecting the journalistic property rights.

They also pointed out that the greatest negative involved in journalistic work in Palestine is the lack of professional experience and journalistic development, as well as lack references to determine who works in the media field.

The participants discussed a series of important issues concerned with the workshop topic, especially copyright law, especially in the area of freedom of speech, professional ethics in media and law, general right to know the news, and information through the media.