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

FY2017

2nd Quarter Report: 1 Jan – 31 Mar 2017



Some of the current trainees in the Media Lab journalist training program at a recent practice event in Maputo.

Submitted 30 April 2017

1. **Project Duration:** 5 years
2. **Starting Date:** 11 June 2012
3. **Life of project funding:** \$10,278,124
4. **Geographic Focus:** Mozambique (all provinces) with a focus on Maputo
5. **Program/Project Objectives** (over the life of the project)

Overall program objective:

A free, open, diverse and self-sustaining Mozambican media sector providing high quality information to citizens that promote debate, accountability and development.

Objectives by result areas:

Professional Capacity of Journalists

Result 1: Increased Professional Capacity of Mozambican Media Sector

IR 1.1 *Media professionals have expanded skills*

IR 1.2 *Media professionals produce more and better quality content*

Business Operations and Sustainability of Media Outlets

Result 2: Strengthened Business Management / Organizational Capacity of Media Organizations to Improve Long-Term Financial Viability.

IR 2.1 *Media organizations improve organizational capacity*

IR 2.2 *Media organizations strengthen financial viability*

Journalism Education (discontinued)

Result 3: Improved Journalism Education at UEM's School of Communications & Arts

IR 3.1 *ECA offers students strengthened journalism education curriculum*

IR 3.2 *ECA expands role in advancing Mozambican media*

Community Radio

Result 4: Increased Ability of Community Radio Stations to Provide More and Better Information to Listeners

IR 4.1 *Community radios offer more and better information to listeners*

IR 4.2 *Community radios improve sustainability*

Advocacy

Result 5: Increased Ability of Mozambican Organizations to Advocate for Press Freedom and an Improved Legal Enabling Environment for Media

IR 5.1 *Advocacy is effective*

IR 5.2 *Media freedom and access to information gain broad citizen support*

Gender/Gender Based Violence (GBV)

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

People With Disabilities (PWD)

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

1. Summary of the reporting period – 2nd Quarter FY 2017

Selected highlights from the reporting period include:

Some summary points – Capacity Building:

- The Media Lab program produced a print paper and started TV news broadcasts.
- Both the newspaper and the news broadcasts had 16 health-related reports.
- MSP facilitators refined their approach to focus more on field work and accompaniment.
- The mentorship program for experienced journalists continued through the quarter.

Some summary points – Business Sustainability:

- In February, the Hub was presented to community radio coordinators at a leadership conference in Nampula.
- In collaboration with Dialogo (DAI), four different media partners received training on marketing and sales.
- A series of web sites was being developed for MSP partners, as a part of the development of an integrated online presence.
- Efforts to systematize the development of web sites were streamline and systematized.
- IREX established a new partnership with TVE24, an online news aggregator.
- Ongoing partnerships with Magazine Independente, Revista Capital and others continued over the quarter.

Some summary points – Community Radio:

- MSP started implementing activities co-financed by the Embassy of Norway and finalized an additional agreement with UNICEF that will become operational in Q3.
- Training on the use of Adobe Audition digital software continued apace, greatly enhancing the skills needed for high quality programming.
- A highly successful CR leadership conference for CR station managers was held in February. The focus of the conference was on sustainability.
- Experience exchanges on programmatic (health) and operational (administration and marketing) issues were implemented.

Some summary points – Advocacy:

- Most MSP media advocacy efforts continued to be centered on access to information and facilitating the implementation of existing laws and regulations.
- A series of public events, including roundtables, debates and broadcasts, helped support the promotion of established media advocacy objectives.
- In parallel with media advocacy, IREX also worked on thematic priorities, such as health, gender and trafficking, through a series of activities.

Some summary points – Health, Gender & Media:

- IREX continued a strategy of integrating health, gender and media and seeking programmatic synergies across these areas.
- During the quarter, the development of the Health and Gender Communication Network (HGNC) continued apace through training and mentorship.
- The HGNC was presented to community radio station managers during a leadership conference in February, where many aspects of the network were discussed.
- The Health & Gender team continued its ongoing follow up of health and gender activities, through trainings, mentorship and content development.

Some summary points – TV Surdo (Deaf TV):

- Establishment of TV Surdo as an independent and autonomous entity.
- Production and broadcast of free-to-air news and feature program on STV channels.
- Development of TV Surdo's mandate to focus on broader PWD advocacy issues.
- Closing of sponsorship agreements, including for a vehicle provided by SIR Motors.

RESULT 1 – PROFESSIONAL CAPACITY BUILDING

The big picture: Over the course of the program, the professional capacity building program component has increasingly concentrated on two main lines of action: (a) working with young and emerging journalists through the Media Lab program and (b) working with experienced journalists through a structured mentorship program. These two efforts offer complementary approaches to capacity building. The former is focused on intensive and in-depth training, feedback and follow up of emerging journalists over an extended period of time (10 months), whereas the latter is focused on coaching and mentorship of seasoned journalists on an individualized, customized and focused basis over shorter periods of time (3-6 months). In both cases, the work of IREX Media Specialists has a strong practical orientation, with all training, coaching and mentoring building on a foundation of practical work carried out by the participants. All activities for these two broad categories of program beneficiaries use five selected cross-cutting themes as a foundation for the interventions: health, gender, trafficking in persons, the environment (an umbrella term which includes biodiversity, wildlife trafficking, conservation and the effects of climate change) and public accountability & transparency. The interaction with participants involve extensive feedback, which is delivered either individually or collectively (i.e., as provided by a larger group). In either case, the feedback loops are designed to stimulate a process of ongoing improvement. By focusing on these two groups, less experienced and more experienced journalists, MSP seeks to build capacity in different segments of the journalism labor market: among those who are trying to break into the market and among those who are already established. There are positive synergies generated between the two groups, for example when members of the more experienced group decide to mentor members of the less experienced group. Together, the two groups cover many of the market needs.

Some summary points – professional capacity building:

- The Media Lab program produced a print paper and started TV news broadcasts.
- Both the newspaper and the news broadcasts had 16 health-related reports.
- MSP facilitators refined their approach to focus more on field work and accompaniment.
- The mentorship program for experienced journalists continued through the quarter.

Summary of activities:

MEDIA LAB PROGRAM

Media Lab publishes print version of newspaper

- A print version of the Media Lab newspaper was published and distributed for free to a range of interested parties and stakeholders, including potential employers of the interns who produced the newspaper.
- The purpose of the newspaper is to provide an outlet and an example that the aspiring journalists can use in marketing themselves to potential employers, as well as use to build a personal portfolio of materials.
- The newspaper contained 60 articles over 24 pages, of which 16 articles were about health or health-related topics. A group of Media Lab interns interested in writing about health-related issues is emerging.
- In a further educational aspect, several Media Lab interns traveled to Nelspruit in South Africa to observe the newspaper production process in person, thus gaining a better understanding of the steps, processes and technologies involved.
- IREX also decided to use the print paper as a way to present MSP and the Media Lab to politicians and authorities as part of an outreach campaign. The campaign included personal visits to several political leaders and government offices.
- The media advisors of the President and the Prime Minister, respectively, the leaders of the three main political parties, politicians and government officials working in relevant ministries or agencies were included in the campaign.

The Media Lab starts news broadcasts on STV channels

- In a significant development, IREX secured an agreement with SOICO to air programs of both the Media Lab (Result 1) and TV Surdo (Result 7) on a weekly basis. The programs are aired for free both on the station's free-to-air channel and cable TV channel.
- Some four news programs were aired in the quarter, each of which lasts for 30 minutes and is produced and presented by the interns, with technical support from IREX and feedback, mentoring and input from IREX facilitators.
- The choice of presenters and materials to be included in the news journals is made through a competitive process, which includes peer review and feedback from the IREX facilitators on the quality and technical aspects of the production.
- Some 22 of the Media Lab interns participated in an audition to serve as presenters of the news journal, and this audition was used as a teachable moment to provide input and feedback on presentation and improvisation skills.
- As part of the gradual development of skills, the Media Lab interns are taking on more and more of the technical work, including the editing of TV reports, some of which is made using regular laptops.
- Of the more than 40 TV news reports that was produced in the quarter for inclusion in the news broadcast, some 16 were on health-related issues, reflecting the increased focus that all of MSP is giving to this area.

Increased accompaniment of Media Lab interns

- The Media Lab program follows a pedagogical model that focuses on intense practice opportunities combined with theory and exercise and that involves accompaniment, feedback and continuous improvement.
- During the quarter, Media Lab facilitators increased the amount of accompaniment along all steps of the pedagogic and production processes by participating in field report work and meetings with sources etc. More than 30 hours were spent on accompaniment.
- Such accompaniment, which involves coaching based on concrete experiences in the field, has been identified as essential in increasing the technical and professional skills of the participants and is an element that will continue to be expanded.

The Media Lab journalist training program launches news broadcast for youth

The Media Lab, a journalist training program, launched a news broadcast on STV targeting young people. The program is being broadcast on STV News, a cable channel, on Saturdays at 9:30, and on the main STV free-to-air channel on Sundays at 12:00. The program is also reprised during the coming week. The Media Lab consists of 30 journalism trainees undergoing a 10-month intensive training program focused on journalism practice, situational learning and skills development, and graduates from the program typically start working as journalists or in other communication roles. "Our goal with the Media Lab is to bridge the gap between theory and practice," says Ricardo Fontes Mendes, Director of Capacity Building at IREX. "We apply the theory that the participants have learnt in school, reinforce it and provide practice opportunities to apply and integrate it in real life situations," continues Mendes. The Media Lab TV news broadcast, as well as other online and offline journalism products, are examples of such practice opportunities. The Media Lab program builds on a pedagogical model that incorporates accompaniment of trainees by experienced journalists, practice opportunities, learning exercises, constant facilitator and peer feedback, and systematic refinement of lessons learnt. The journalism trainees are also brought up to speed on a wide range of newsroom technologies and software and learn how to produce news content for the printed press, online, radio and TV. Recently, the program has increased its focus on mobile journalism (use of smartphones in reporting) and solutions journalism (positive reports that may help development efforts in different areas).

PRESS CONFERENCES AT IREX

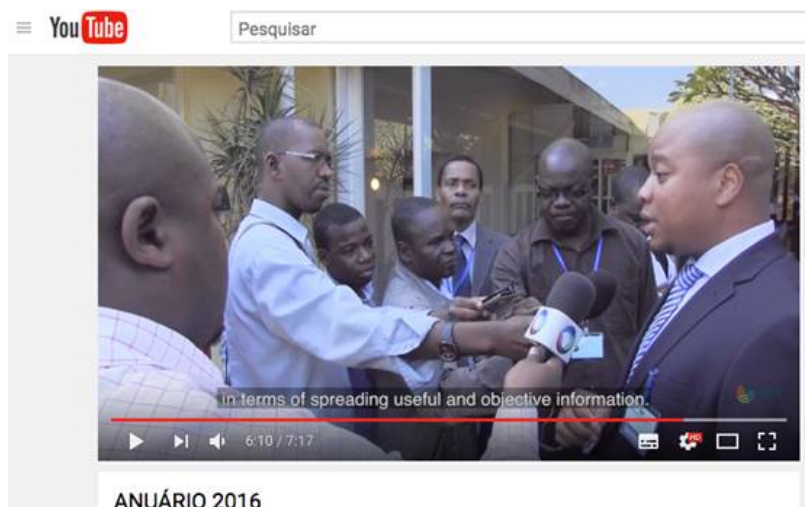
- As part of its capacity building activities, IREX invites an external speaker to talk at the office once per week, usually on Friday mornings. The speakers are often journalists, and the meetings are structured as press conferences, with questions and answers.
- **Albino Francisco**, coordinator (ROSC): spoke about early marriage in Mozambique and the many challenges that accompany this phenomenon. Early marriage remains widespread, especially in the northern provinces.
- **Cidia Chissungu**, social activist: spoke of her experiences in social mobilization in connection with the construction of classrooms in primary schools. There is a shortage of classrooms and classroom materials and furniture, especially in rural areas.
- **Narciso Nhacila**, sports journalist: spoke about corruption in sports, focusing on recent events in the Mozambican Football Association and its relations with commercial interests of some of the Association officials.
- **Ivete Mafundza**, rapper: spoke about human rights and imprisoned people, as well as about issues of gender. She explained her work in the context of using music as a tool for social change.

MENTORSHIP PROGRAM

- The reporters Regionaldo Tchambule and Nelson Mucance were accompanied and mentored in the development of news stories related to the situation at the Maputo city morgue

The Mozambique Media Strengthening Program publishes 2016 Annual Report video

Continuing a tradition that started in 2012, the Mozambique Media Strengthening Program (MSP) published its 2016 Annual Report in video format. "The objective of using the video format is both to visualize the breadth of the program's activities and extend the reach of the report to people who do not have easy access to written reports," said Ricardo Fontes Mendes, Director of Capacity Building at IREX. The video summarizes key program activities and events that took place in the course of the year and includes comments and observations by program beneficiaries, guest speakers and staff members. "Television journalism is a core component of our training activities, so producing a summary in newsreel format is a natural way for trainees and others to test their reporting and production skills," continued Ricardo Fontes Mendes. All trainees and interns that participate in one of MSP's long-term capacity building programs receive TV training, and the resulting reports are subsequently posted on the IREX Mozambique You Tube channel or distributed via Facebook and WhatsApp.



The annual report video is produced within an educational context and summarizes key program activities and events that took place in the course of the year.

RESULT 2 – BUSINESS SUSTAINABILITY

The big picture: Over the quarter, the strategy of customizing assistance through targeted consultancies, specialized trainings and grants funding continued, with the adoption of new partners and the scaling back and/or phasing out of some previous partners, whose processes had come to a natural conclusion. The customized assistance approach builds on the principle that every media business faces a slightly different set of circumstances and challenges. The targeted consultancies, in particular, contributed to developing a sense of trust required for the successful implementation of operational changes. These efforts are all aimed at strengthening the long-term financial sustainability of Mozambican media businesses by increasing their revenue potential (top line) and improving their operational efficiency and cost effectiveness.

Strategic adjustments: At the beginning of a previous quarter, IREX analyzed its work with media business partners and generally concluded that most partnerships do not yield the maximum potential improvement or output, often due to resistance, hesitation or other psychological factors among owners and managers. As a consequence of this, IREX decided to evolve the previous “whole outlet approach”, which focused on re-engineering and/or developing many different aspects of an entire operation, into a more surgical approach focusing on high impact interventions. Those interventions focus on (a) marketing, (b) design and (c) digital media. Increasingly, efforts are being directed towards online and digital solutions, which often involve and integrate online presence, mobile applications and social media strategies. This gradual re-orientation will enable partner outlets to be better prepared for both current and future needs, as more of the population comes online.

Some summary points – Business Sustainability:

- In February, the Hub was presented to community radio coordinators at a leadership conference in Nampula.
- In collaboration with Dialogo (DAI), four different media partners received training on marketing and sales.
- A series of web sites was being developed for MSP partners, as a part of the development of an integrated online presence.
- Efforts to systematize the development of web sites were streamline and systematized.
- IREX established a new partnership with TVE24, an online news aggregator.
- Ongoing partnerships with Magazine Independente, Revista Capital and others continued over the quarter.

Some highlights:

- The most important event under Result 2 in the quarter was the presentation of the Hub online platform in Nampula. The Hub is an intermediary mechanism to improve the flow of information between NGOs (including USAID implementation partners) and the community radio network.
- The introduction of the portal took place during the Leadership Conference that took place between 27 February and 03 March this year and was attended by 27 Coordinators of Community Radios. During the presentation the coordinators had the opportunity to get to know the project, ask questions and make comments that contributed to the improvement of the platform.
- The objective of this project is to facilitate communication between NGOs and Community Radios and to ensure that NGO sponsored messages and information on important social issues can reach a wider public on the one hand and ensure the sustainability of community radios on the other.
- The platform will facilitate the translation and adaptation of messages, spots and programs for insertion in local languages to allow a better understanding of messages. A special arrangement will be made with a group of station coordinators to assist in the translation and adaptation of content.

- The platform will also manage payments and revenue sharing with participating radio stations, which will initially be composed of the current 32 MSP partner radio stations and 10 new radios that will be added during the next phase of the project.
- The rates will be standardized with agreed price lists, and the platform will be self-financed through commissions of 10 per cent of the messaging cost. Through the platform, MSP will help put into practice an information delivery system that enables implementation partners and others to reach a broader audience than is currently possible.

Sales and marketing training sessions

- The R2 team conducted three training sessions in marketing and sales involving eight employees from three media companies: Radio Encontro, Nthyiana Radio and the WamphulaFax newspaper.
- The trainings took place from February 27 to April 6 in the cities of Nampula and Maputo and aimed to train managers of community media and provide knowledge for them to seek support / funding for their radio programs, attract potential local advertisers and promote their brands.
- The trainings were carried out in a partnership between the Dialogo project and MSP, building on a longstanding collaboration between the two organizations.

Start of partnership with TVE24 news aggregator

- TVE24 is the second most visited website in Mozambique. The site records an average of 15,000 views per day and generates enough revenue to stay in business. However, the site publishes entertaining and generally sensational content from unreliable sources. It does not produce its own content, but provides news from various sources, some of which are not formal, and without verifying the truthfulness of the content.
- The new partnership aims to gradually transform, without losing the audience and revenues currently generated, the website into a web site of reference, which produces and publishes journalistically relevant and authentic content.
- The site is being restructured to incorporate credible content, create spaces for insertion of advertising ads and make agreements with media houses and freelance journalists to publish content on the site. The support will extend to the management, financial and commercial areas to provide better structure, procedures and profitability.

Creation and Launch of the WamphulaFax website

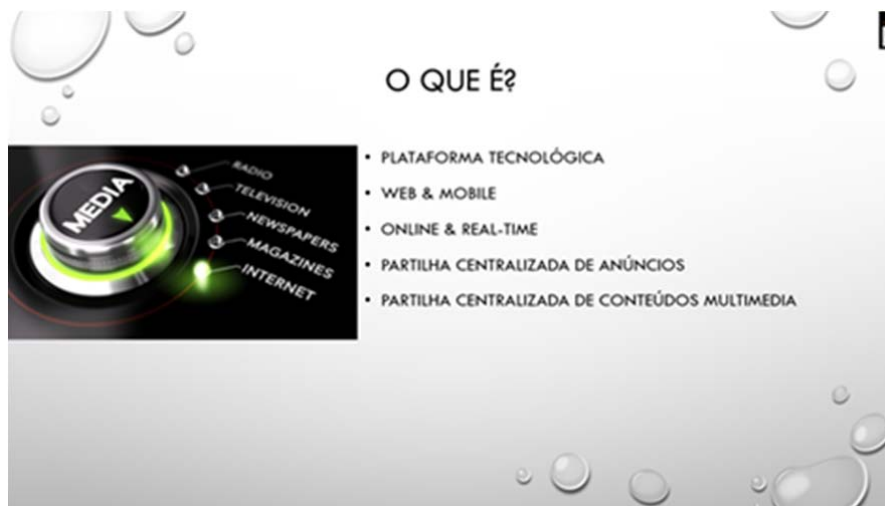
- Wamphula Fax is a PDF journal, circulated daily by email. Wamphula is a partner of the Dialogo project, and it was in this context that it benefited from the creation of the website and training for its operation. This activity is part of the newspaper's strategy of expanding and diversifying revenue sources.
- The newspaper's employees also benefited from a practical training in marketing and sales for better marketing of the newspaper and the website. During the training they created the new price list for the website and designed a commercial package by adding the two products (website and newspaper) as a way to attract customers to the new product.

Development of pricing structure and pricing strategy for Revista Capital

- In order to expand the SME segment of the media sector and in order to diversify the customer base and increase revenues, a price analysis revision was carried out, reducing the list price by 33 per cent.
- With more attractive prices, Revista Capital has already increased its number of readers, decreased its dependence on large customers and guaranteed better cash flow through monthly revenue inflows.
- This activity was carried out at the beginning of the year and was aligned with the magazine's beginning-of-year marketing campaign.

IREX developing online content exchange platform for community radios

IREX is in the final stages of developing an online content exchange platform for community radios known as the Hub. This mechanism will serve as a one-point-of-contact for development partners and others who wish to disseminate program content or public service announcements through community radios. The participating stations will use the Hub for both paid (advertisements and public service announcements) and unpaid (radio novelas and free programming) content. An NGO development partner working in for example agriculture, education or health can purchase inexpensive air time for its messages through the Hub, according to a preset and transparent price list, with the funds going to the participating stations, except for a small administration fee that will be used to cover the cost of the online platform. The messages can be customized and adapted to specific areas and specific purposes. “The Hub will help our radio become sustainable,” said Steven Mapira, coordinator of Cuamba Community Radio. “The transparency in the interaction with announcers and the pricing is very important,” commented Hélder Martins, coordinator of Monapo Community Radio. “It is a way for us to expand client partnerships with announcers who wish to use community radio to disseminate messages.” The developers of the platform are paying special attention to the verification of broadcasts and to the transparency of all financial transactions, thus avoiding misunderstandings that can sometimes arise when money is involved. The beta-version of the Hub was presented to station coordinators at the community radio leadership conference in Nampula last week.



An overview slide of the Hub community radio content exchange concept.

RESULT 4 – COMMUNITY RADIO (CR)

The big picture: Over the quarter, the strategy of focusing on the same group of 32 CR stations in the Northern provinces continued, while steps were being taken to expand activities into Sofala province as well. The close coordination and collaboration with CAICC also continued. The overall objective of this program component is to provide more and better information to people living outside the main population centers, through good CR operations and programming. All program activities are aimed at increasing the ability of CR stations to provide such information, while at the same time ensuring their long-term sustainability through improved operations and financial management. The CR program activities are managed and supported by a dedicated eight-person IREX team based in the Nampula sub-office. This team is led by Program Manager Ryan Morris and supported by three Field Coordinators, who work with the partner stations on a regular basis and provide onsite training and other support. While the CR program component is somewhat independent in its day-to-day operations, there is ample cross-sector support and integration from other MSP program areas.

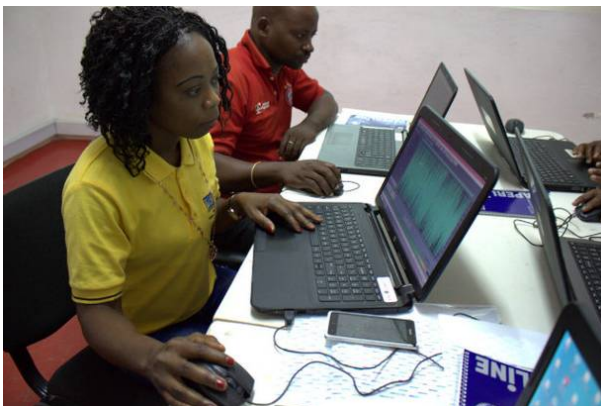
Some summary points – Community Radio (CR):

- MSP started implementing activities co-financed by the Embassy of Norway and finalized an additional agreement with UNICEF that will become operational in Q3.
- Training on the use of Adobe Audition digital software continued apace, greatly enhancing the skills needed for high quality programming.
- A highly successful CR leadership conference for CR station managers was held in February. The focus of the conference was on sustainability.
- Experience exchanges on programmatic (health) and operational (administration and marketing) issues were implemented.

Summary of activities:

Adobe Audition training

- From February 7-10, twelve CR journalists (10 women, 2 men) participated in an intensive digital editing course that focused on the production of original radio pieces related to girls' access to education. The purpose of the course was to teach community radio journalists' practical strategies to improve and streamline the process of radio program planning, information gathering, and production.
- MSP prioritized the participation of journalists from the Health and Gender Communication Network (HGNC), a cadre of broadcast radio journalists who produce journalistic content around health, nutrition, and gender issues affecting
- To begin the training, MSP staff and participants debated the pre-production process, namely, the importance of honing techniques for effective interviewing and the role of journalists in exploring fresh approaches to tell more interesting and compelling stories.



“At my community radio there are only seven women and only one of us knows how to edit radio programs using the Adobe Audition software. This means that if you don't know how to edit your programs, you have to rely on the male journalists. Now we can edit our own programs, we can train other women journalists at our radio so they can be more independent. When I came to this training I didn't know how to use Adobe Audition. Now I am able to produce a program from start to finish.”

- To further explore effective interviewing skills, participants were given the challenge of leading interviews and a press conference with local girls' empowerment organization Girl Move around issues concerning access to education for young girls.
- Participants were divided into small groups and were prompted to formulate concise and focused questions for the press conference that could provide fresh insights and intriguing perspectives from the sources that they would interview.
- To demonstrate the link between effective information gathering and good storytelling, training participants were prompted to create scripts in order to map out a clear framework for the stories that they would tell their audiences.
- Once scripts were created, participants imported recordings of interviews from the press conference with Girl Move as well as from a stock radio program (to provide a variety of sources for the participants during the training exercise) into the Adobe Audition software.

Training computers with Adobe Audition software were distributed to participants

- In order to teach participants how to use the 13 key functionalities of the Adobe Audition software necessary to create a cohesive and high quality radio program based on their scripts, the MSP team guided the journalists through the production process, modeling how to use the functionalities of the Adobe Audition software, and allowing participants to practice skills learned on their own audio files imported onto their individual computers.

Estado antes da formação na IREX (Pré-teste)	Agora (Atualmente) (Pós-teste)	Pontos por recuperar (Passos)	Ideal
Iniciar uma sessão no Adobe Audition;	<input type="checkbox"/>	<input type="checkbox"/>	Iniciar uma sessão no Adobe Audition;
Importar e exportar áudios;	<input type="checkbox"/>	<input type="checkbox"/>	Importar e exportar áudios;
Aplicar efeitos no Edit e Multitrack View	<input type="checkbox"/>	<input type="checkbox"/>	Aplicar efeitos no Edit e Multitrack View
Copiar, gravar, cortar e apagar áudios nas pistas do Adobe;	<input type="checkbox"/>	<input type="checkbox"/>	Copiar, gravar, cortar e apagar áudios nas pistas do Adobe;
Misturar áudios;	<input type="checkbox"/>	<input type="checkbox"/>	Misturar áudios;
Masterizar áudios;	<input type="checkbox"/>	<input type="checkbox"/>	Masterizar áudios e;
Montar projectos no Multitrack View	<input type="checkbox"/>	<input type="checkbox"/>	Montar projectos no Multitrack View

Data: __/__/2017
 Preenchido por (Formando) _____
 Confirmado por (IREX) _____

The MSP Personal Improvement Plan is an observation tool used to identify strengths and areas of growth around participant digital editing competencies.

- In order to more closely monitor participant mastery of skills needed to engage in digital editing, MSP piloted the Personal Improvement Plan, which is a new observation M&E tool that measures participants' ability, both before and after a training, to engage in the 13 most essential skills and competencies for digital editing.
- Before the training, one participant was able to produce a radio program from start to finish. By the end of the training, 11 participants were able to produce their own original radio pieces from start to finish.
- MSP provided each participant with a copy of their Personal Improvement Plan which included detailed feedback from IREX facilitators around needed improvement around each of the 13 key digital editing competencies. IREX will be following up with these participants individually via telephone in late March in order to assess progress and on-going challenges around digital editing.
- Several participants noted during the activity that before the training, they had to ask other colleagues from their radios to edit their programs on their behalf, which often resulted in some programs being edited without care or quality. Overall, participants reported that they plan to use their new skills in radio program production to pursue interesting stories and raise awareness around issues in the community that disproportionately affect women and children.

CR Coordinator Leadership Conference

- From February 27 to March 2, 2017, 27 Coordinators and representatives (6 women, 21 men) of MSP partner CRs reunited for the annual four-day CR Coordinator Leadership Conference in Nampula. The purpose of the Conference was to create an open space for exchange of best practices among coordinators and to assess on-going management and financial sustainability challenges that CR coordinators have faced since the 2016 Conference.



CR coordinators and representatives debating sexual harassment and other barriers to women's participation in community radios.

- The Conference was facilitated by IREX as well as Professor Ana Domingas, lecturer in human resources at the Mozambican Catholic University, Nampula-based journalist and entrepreneur Carlos Coelho, and CAICC focal point Daniel Cazimoto. Conference participants included MSP Chief of Party Arild Drivdal, as well as Hilde Berg-Hansen and José Capote representing the Norwegian Embassy in Mozambique.
- Conference participants engaged in group activities and case studies to discuss and identify strategies to address real-life challenges faced by CRs including financial sustainability; community engagement; access to information; talent recruitment and retention, especially of women journalists; and, media management.
- During the first day of the Conference, participants worked in small groups to briefly review key concepts around leadership styles and human resources introduced during the 2016 Conference and participated in a three-part case study that focused on barriers to recruitment and retention of qualified women journalists in many community radios in northern Mozambique: sexual harassment, culture, and exclusion.
- Participants exchanged ideas about how they could create work environments more conducive to inclusion that cultivate the skills of all volunteers regardless of gender. Professor Ana Domingas suggested that given the challenges that CR coordinators were facing recruiting and retaining talented women journalists, CRs should develop and implement a code of ethics at their radios. While participants were able to share strategies to bolster women's participation in community radio, they identified the more conservative cultural norms and gender stereotypes prevalent in northern Mozambique as an ever-present barrier to implementing their identified strategies and promoting the full inclusion of women.
- IREX will continue to address this topic with community radio coordinators and journalists through its training and mentorship activities and work with radios to develop viable codes of ethics.
- During the second day of the training, Nampula-based journalist and entrepreneur Carlos Coelho spoke to participants about media management and the need for managers of community radios to more strategically invest in and incentivize human resources, engage in effective planning, and to always find new ways to prompt their teams to innovate, reflect upon, and improve its broadcasts, community engagement, and fundraising activities. In summation, planning (financial and activity) and use of digital tools for management, fundraising, and planning were identified as key impediments to CR coordinators implementing the changes they identified as necessary for their radios to progress and more effectively serve their communities.



CR Coordinators Stiven Mapira (RC de Cuamba) and Rosalina Caetano (RC de Mocuba) discuss strategies that they use in their radios to manage and incentivize human resources.

- CR coordinators and representatives also participated in a series of brief, hour-long, hands-on mini-workshops around journalistic sources, budget projections/financial planning, setting SMART goals, and community mapping of potential sponsors and partners. In the community mapping session, participants demonstrated familiarity with the steps that they should take to seek out partners, but were unaware of what type of materials and/or information they should present to potential partners during scouting visits.
- Persistence and “following-up” with potential partners was also an enormous challenge detected by IREX facilitators. Regarding development of SMART goals, the participants also faced difficulty in formulating goals that were realistic and measurable, a challenge that many coordinators commented has impeded their ability to effectively plan and manage local fundraising initiatives and to engage in strategic planning. Participants demonstrated significant difficulty in the budget projections/financial planning workshop. Participants shared with IREX facilitators that they typically develop budgets using Microsoft Word and a calculator, and felt that using a tool like Microsoft Excel would allow them to minimize mathematical errors and more effectively plan their activities.
- Overall, the Conference provided the MSP team an insightful view into continued areas of growth for many community radio managers, with financial and institutional sustainability issues at the forefront. Given leadership, cultural, and power dynamics within community radios, most coordinators are extremely reluctant to discuss their skill gaps with IREX-staff during monitoring or mentorship visits conducted in the field.
- To more closely monitor coordinators’ challenges with station operations, and to prompt them to engage in planning, MSP launched the Sustainability Plan, which is a reflection tool that will be used by CR coordinators to set short- and long-term organizational performance goals.
- MSP staff members will conduct weekly calls with coordinators to track progress of Sustainability Plans and help them through training and targeted mentorship to strategize and leverage local resources to bolster station management, enhance program production, and broaden their station's use and application of IT/radio broadcast equipment.
- To further address skills gaps, MSP will conduct two experience exchanges on Accounting and Marketing for CR coordinators and their administrative teams in March (Niassa/Zambézia) and in April (Cabo Delgado) respectively, as well as a two project-based Emerging Leaders Course around proposal and budget development for fundraising in May (Nampula) and July (location TBD), respectively.
- Experience exchanges will allow coordinators and administrative assistants of partner radios to share best practices, tools, and approaches around marketing and administration to bolster their radios’ operations.
- An Emerging Leaders course based around grant proposals will teach coordinators how to capitalize on funding opportunities through project development. MSP plans to deliver this course in May and July to help equip partner radios with the skills to develop a competitive technical and cost proposal for the European Union’s Grant Competition that will be launched in spring of 2017.

Experience Exchange - Broadcast Journalism & Coverage of HIV-related topics at the community level

- From March 7 to 10, 23 community radio journalists (14 women, 9 men) from Nampula, Zambézia, Cabo Delgado, and Niassa provinces gathered in Nampula city to participate in an experience exchange around broadcast journalism and the coverage of HIV-related topics at the community level. The objective of the experience exchange was to reinforce radio production skills; increase CR journalists' awareness around HIV prevention and treatment; equip them with the skills to explore diverse angles, perspectives, and radio program formats when reporting on issues related to HIV; and, to explore best practices in organizing community awareness events and activities around HIV in order to inform and engage their communities.
- To begin the training, the CR journalists participated in a debate around real-life cases involving HIV common in Mozambique and discussed how culture, gender stereotypes, and social norms are all interlinked in understanding the impact of HIV on Mozambican communities. An example debated by participants included how young girls have a disproportionately high risk of contracting HIV due to harmful social norms in northern Mozambique which promote the marriage of young girls to older men.
- To assess and reinforce pre-production skills necessary for creating a well-sequenced and compelling radio piece, participants were given two written news reports and were prompted to reflect upon interesting angles and perspectives that the authors could have explored in order to create ideas for a news story to be produced during the training. Participants analyzed the written stories, organized their story ideas, drafted scripts, and then produced their radio pieces using the Adobe Audition software. Participants critiqued each other's news stories commenting on production quality as well as content. Overall, participants were able to produce their programs from start to finish using the Adobe Audition software with minimal interventions from IREX; however, exploring different story angles and perspectives was a general area of growth for all participants.



CR journalists at the Experience Exchange- Broadcast Journalism & Coverage of HIV-related topics at the community level.

- To enhance skills around debates and interviews related to HIV, participants were split into six working groups for a practical exercise: three groups conducted interviews and the remaining three led debates with representatives of the following institutions working to combat HIV in Nampula province: Eco Sida, Ikano Samiravo Association, Youth Betting on the Struggle Association, Generation Biz, Provincial Hub in the Fight Against HIV/AIDS, Provincial Youth Council of Nampula, Coalition Association and N'weti. During the activity, IREX detected that CR journalists had difficulty differentiating a debate and an interview. Working groups assigned to conduct debates with the guest organizations conducted a "group interview" rather than a space in which different perspectives and ideas were examined and discussed.

- To round out the experience exchange, the participants were introduced to radio magazine programs, which is an interactive radio program that is dynamic and engaging as it is composed of a mixture of formats. In small groups, participants were prompted to use their original radio pieces produced throughout the experience exchange (news story, interview, debate) to produce radio magazine programs. Participants worked together to create scripts and to produce their magazine programs using Adobe Audition. In plenary, small groups analyzed each other's magazine programs offering constructive feedback about how programs could be improved.



Adélia Bras (RC de Gurue) editing audio using the Adobe Audition Software during the Experience Exchange.

Experience Exchange - Marketing and Administration

- From March 21-24, MSP held its first Marketing and Administration Experience Exchange at RC de Cuamba (Cuamba, Niassa) in response to CR coordinators' request for further technical assistance in these two areas during February's CR Coordinator Leadership Conference. For four days, 14 coordinators and administrative assistants (4 women, 10 men) from Niassa and Zambézia provinces were engaged in practical exercises around: accounting tools and practices; community mapping and local partnerships; and, production of radio outreach materials (radio spots, pamphlets, and posters).
- To reinforce skills around accounting, exchange participants participated in a series of problem-based learning sessions around controlling revenues and expenditures and budget projections. During these exercises, CR coordinators and their administrative assistants were given problems in the form of a case study and practiced using Excel-based accounting forms with assistance from IREX facilitators to solve the case studies. For greater parity, IREX and partner CRs have chosen to use accounting forms featured in UNESCO's Community Radio Manager Manual. In order to create a more authentic learning environment, all accounting principles introduced during the experience exchange were reinforced through a hands-on component involving the administrative team of the host radio, RC de Cuamba.
- To strengthen CR capacity to engage in community partnerships, CR coordinators and administrative assistants were split into six groups and engaged in a practical exercise in which they visited five local businesses in Cuamba in order to try to negotiate a partnership for RC de Cuamba. The activity required the CR coordinators to create elevator speeches and to practice how they could most effectively demonstrate to local businesses the benefits of creating a working partnership with their radio. All five groups met with local businesses and were able to secure partnerships for the production of radio spots and/or Facebook advertisements. In particular, one group was able to create a new partnership for RC de Cuamba with Hotel São Miguel for the production of spots and Facebook advertisements and second group was able to expand the radio's current partnership with SAN/JFS for the production of radio programs and spots around cotton production in Niassa province.

“Our radio is fairly new and we haven’t developed a price list and we don’t interact much with our bank. We are going to implement the accounting templates that were introduced during this experience exchange. We also are going to work more closely with our clients for the production of radio spots; we are creating a plan for implementing the things that were learned here for our radio.”

- Juvência Luis, Administrative Assistant, RC de Lugela

- Three of the five local businesses that created new partnerships with RC de Cuamba during the experience exchange’s practical exercises were invited to meet all of the participants and to provide feedback on radio spots and/or Facebook advertisements created by the participants. The business owners also participated in a reflection session with the CR coordinators and administrative assistants to identify strategies for more effectively networking and engaging in public relations. Overall, CR coordinators identified the need for more persistent follow-up with local partners and concise public relations material (i.e., pamphlet) as an area of growth. CR coordinators also identified the need to have updated price lists (that include advertising options on the radio’s website and/or social media platforms) in order to present to potential sponsors.

Community radio leadership conference gathers station managers from four northern provinces, focuses on sustainability

At the end of February, some 30 community radio station managers from the four northern provinces gathered for a leadership conference in Nampula. The conference, which was organized by IREX, focused on the management skills and leadership abilities needed to operate community radio stations that are often staffed by volunteers, located in remote districts and with limited financial resources. “A key theme of the conference was how to achieve long-term sustainability,” said Lola Martinez, one of the conference facilitators. The group of station managers worked through a series of exercises and sessions related to social, institutional and financial sustainability. “Social sustainability, as we define it, refers to community participation in the governance of the radio station and its programming,” explained Martinez. Together with IREX staff and visiting specialists, the station managers spent time to assess their sustainability plans in an ongoing effort to make the stations viable, relevant and effective over the long term. Two representatives of the Norwegian Embassy, one of the co-funders of the initiative along with USAID and UNICEF, also participated in the conference. The community radio leadership conference is an annual event.



Community radio station managers participating in one of a series of workshops on management and leadership topics at the conference.

RESULT 5 – ADVOCACY & ALLIANCES

The big picture: Over the quarter, the strategy of focusing on the organizational development and strengthening of media associations, as well as developing mechanisms for collective advocacy action by the media associations, continued to progress, as shown in the increased capacity of several associations to better formulate their objectives and preparing concrete, actionable advocacy plans. Over time, a series of resource mobilization and project management workshops has reinforced this overall movement. The strengthening of the media associations is focused on two main lines of action: (a) strengthening their internal organizational and operational capacity and (b) coordinating efforts between different associations, so as to improve their ability to advocate for freedom of expression, press freedom and related media legislation.

Current context: After the Freedom of Information Act (FOIA) was approved in December 2014 and the rules and regulations covering it in September 2015, IREX staff members and other stakeholders have continued their work on informing the public, in particular members of the media, about the provisions, rights and responsibilities associated with the law.

Some summary points – Advocacy:

- Most MSP media advocacy efforts continued to be centered on access to information and facilitating the implementation of existing laws and regulations.
- A series of public events, including roundtables, debates and broadcasts, helped support the promotion of established media advocacy objectives.
- In parallel with media advocacy, IREX also worked on thematic priorities, such as health, gender and trafficking, through a series of activities.

Summary of activities:

Training of radio broadcasters on FOIA issues

- MSP trained six radio broadcasters of Radio Maxaquene to advocate for the dissemination and monitoring of the Right to Information Law. The training was on the job training in modular regime, so some sessions took place at the radio itself and others at the IREX office.

Lecture on plurality and diversity

- MSP in partnership with five CSOs (RECAC, AMCS, MISA, JOINT and CIP) organized a lecture at Secondary School Northwest 2 whose theme was Plurality and Diversity: Freedom of Expression Without Shocks. The aim was to contribute to the promotion of freedom of expression for young people and engage them in the debate on the national development agenda. The speakers were Dalila Macuácuá, coordinator of the Horizonte Azul Cultural Association, Isaua Suzete, of JOINT and Kátia Carlos Matshimbe, a 10th grade student at the high school.

Working meeting with Ministry of Civil Service and Administration

- MSP and the MSP-led FOIA Working Group held a working meeting with a team from the Ministry of Civil Service and State Administration on access to information. The purpose of the meeting was to coordinate activities and present the results of the work carried out in monitoring the implementation of the FOIA law and regulations.

International seminar on human rights

- MSP participated in the International Seminar on Human Rights of the CPLP in Maputo. The event brought together journalists, ombudspersons, rights activists and other stakeholders. As a contribution, IREX Media Specialist Arsénio Manhice moderated a panel on the theme: The right to be informed and the right to inform.

Roundtable on transparency

- MSP in partnership with CIP held a roundtable to discuss transparency, accountability and good governance in Mozambican media companies. The event had 20 participants (journalists, students and researchers). Speakers on behalf of CIP were Jorge Matine and Celeste Banze, while Arsenio Manhice represented IREX. As a result of this debate the MSP produced a background article - which will serve as a basis for a proposed law through which the state will financially support private and community press outlets.

Collaboration with the Attorney General's office

- IREX consultant Vanessa Simões presented the draft National Plan for Trafficking in Persons. The event was held at the Attorney General's Office (PGR) and was attended by 30 persons, including magistrates, police officers, human rights activists and representatives of civil society. Upcoming sessions are scheduled for Beira and Nampula from 6 to 12 May.

Consultation workshop on biodiversity

- MSP co-hosted a consultation workshop on sustainable management of biodiversity. The event included 30 CSO participants from the provinces. These CSO entities are creating a civil society platform for wildlife. The effort is led by IREX, WWF, IUCN and Fundação Joaquim Chissano. The platform was launched on March 3.

International conference on Access to Information and Elections

- MSP participated in the International Conference that discussed the Draft Guidelines on Access to Information and Elections for Africa. The event was organized by the Eduardo Mondlane University Human Rights Center with IBIS funding. Pansy Thakula, Rapporteur of the African Union for Access to Information, was keynote presenter. MSP presented at the event the current situation of the right to information in Mozambique.

MSP and SANTAC implement training for journalists

- MSP in partnership with the Southern Africa Network Against Trafficking and Abuse of Children (SANTAC) conducted two trainings for journalists and managers of secondary schools on trafficking in persons, premature marriages, access to information and coverage of trafficking in persons. The first training took place in the city of Xai-Xai (Gaza) and had 15 participants and the second took place in the city of Maxixe (Inhambane) and had 18 participants. All the trainings were held by Arsénio Manhice, IREX and Lea Bonaventura and Paula Lutucuta of SANTAC.

IREX collaborates with AMMREN on malaria training

- MSP in partnership with the African Media and Malaria Research Network (AMMREN) trained 23 community radio journalists and managers in Cabo Delgado province on public health with a focus on malaria. The event provided participants with relevant aspects of the massive distribution campaign for mosquito nets launched last year by the Ministry of Health.

Online video talkshows broadcast on You Tube

- During the quarter, MSP held three "Newsroom debates" that were later published on IREX's YouTube Channel and social networks. The first debate was in January, analyzing the new Law of Electronic Transactions and involved Celestino Joanguete, a specialist in digital communication. The second debate took place in February and analyzed the issue of the distribution of public funds by the press, and the third debate took place in March and focused on elections coverage.

RESULT 6 – HEALTH & GENDER

The big picture: A key aspect of the MSP approach to gender/gender-based violence issues is to look for program synergies and integration by sharing or coordinating resources, beneficiaries and activities across program areas. One example of this is the inclusion of gender issues in the core journalism workshops and the selection of gender/GBV issues as topics for the application and practice component of the workshops. Similar close coordination takes place between the Gender and Advocacy program components. Another aspect of the MSP approach has to do with the extension of activities to parts of the country outside the capital, for example through the establishment of a network of gender focal points at MSP partner community radio stations. The general strategy has a double objective: (a) improving gender awareness, knowledge, techniques and approaches of journalists and (b) increasing the space and attention paid to gender/GBV in the media.

Some summary points – Health, Gender & Media:

- IREX continued a strategy of integrating health, gender and media and seeking programmatic synergies across these areas.
- During the quarter, the development of the Health and Gender Communication Network (HGNC) continued apace through training and mentorship.
- The HGNC was presented to community radio station managers during a leadership conference in February, where many aspects of the network were discussed.
- The Health & Gender team continued its ongoing follow up of health and gender activities, through trainings, mentorship and content development.

Summary of activities:

Training in the production of radio programs on HIV for members of the HGNC

- Members of the Health and Gender Communication Network (HGNC) had weak skills in using Adobe Audition. In addition, the lack of knowledge of the various journalistic genres resulted in a superficial and unappealing approach to the treatment of health issues in the programs produced by the journalists. In response to these problems, MSP organized a four-day training for the current 23 HGNC members.
- Each day of training was geared towards journalism. The following issues were covered - the news, reports, debates, interviews and magazine articles. As a result of the training, journalists produced HIV content in each of the formats cited above.
- The collection of information was made through interviews with the following organizations that were present in the training: EcoSida, Ikano Samiravo Association, Youth Association Wagered to Fight Ills, Generation Biz, Provincial Nucleus to Combat HIV, Provincial Youth Council Of Nampula, Coalition Association and N'weti.
- Intensive Adobe Audition sessions were introduced throughout the training which allowed journalists to develop skills to record, import, edit and assemble programs in Adobe Audition. At the end of the training, each participant presented a plan containing the activities to be implemented over the following two months.
- The importance of this activity is due to the fact that it has: (a) consolidated the skills of journalists in the use of Adobe Audition; (b) enabled journalists to produce content in different journalistic genres; (c) expanded the network of contacts of journalists with HIV organizations; and, (d) set specific targets for the implementation of HGNC activities.

Presentation of HGNC to MSP partner radio station coordinators

- During the CR Leadership Conference from 27 February to 2 March, a presentation of the HGNC was given to the community radio station coordinators in which the HGNC members work. The meeting was divided into two parts: first, the presentation of the nature of the program, its focus and its objectives.
- A brainstorming session was then conducted to define the operational and strategic aspects of the HGNC as well as the role of the coordinator in it.

- As a result, HGCN members reported greater autonomy, access to material resources for program production and support and encouragement from coordinators.
- As is the case of the journalist Maria Bacalhao of RTV Mocuba (a member of HGCN) who after participating in the HGCN presentation meeting, her coordinator has placed her as the focal point of health programming within her radio.

Remote mentoring (continuous, carried out throughout the whole quarter)

- Forty-four mentoring calls were made to HGCN members. Each call has an average duration of 45 minutes. The purpose of the action is to provide individual technical support to each network member for the production of programs. The focus of the discussions on the calls is to discuss the approach given to the themes presented in the guidelines and to identify the aspects to be improved.
- As a result of the mentoring calls, there was a 46 per cent increase in the volume of programs produced by the network compared to the previous quarter. A total of 41 programs were produced during the current quarter. There has also been a significant improvement in the quality of the programs produced as the themes are treated more clearly, objectively and there is greater diversification of sources.

Ile Community Radio produces and broadcasts documentary on HIV

- Ile Community Radio, located in the province of Zambézia, produced a 40-minute film about HIV. Until now it has already been projected more than 4 times in the House of Culture of the region, and at each showing, more than 100 people attended.
- The initiative was focused on risk factors: multiple partners; growing numbers of girls who go to nightclubs and get involved with unknown men; abandonment of HIV treatment; and discrimination against people living with HIV.
- Community members liked the initiative and asked that films about other diseases such as malaria, cholera, etc., be produced because these are other diseases that affect the region and that people need information about.

HGCN members conduct training on Adobe Audition within their own radio stations

- As a result of the participation of the training in Adobe Audition two members of HGCN organized training on Adobe Audition on their radios. The formations were organized by Maria Bacalhao of RTV Mocuba and by Adélia Bras of RC Gurué.
- At RC Gurué, training took place from March 18 to 19. A total of 5 participants, including 3 women and 2 men participated in the training. 3 of the replica participants were producers of child programs.
- At RTV Mocuba a training on the use of Adobe Audition was performed for a total of 3 journalists. With this action the number of producers of programs that personally edited their programs increased from 3 to 6.

Some observations:

- Most HGCN journalists have weak skills in using Adobe Audition in editing and editing programs. In order to fill this gap, Adobe Audition intensive sessions will be integrated into all training activities. This will allow participants to use the editing software.
- There is no regular production of programs. This problem is due to the difficulty of journalists in identifying themes for their programming. In order to respond to this weakness, journalists have drawn up activity plans during the trainings.
- These plans serve as a basis for defining the approach to mentoring calls where the focus of the discussions is on the activities each journalist will carry out. This allows the journalist to receive the necessary technical support to achieve better results.
- Often programs have not been aired due to the lack of seriousness and / or availability of official sources. In order to reduce cases of this nature, along the remote mentoring, journalists have been advised to include the testimonies of community members. This not only ensures the diversification of sources but also allows the problems and challenges faced by communities to be openly debated.

RESULT 7 – TV SURDO (DEAF TV)

The big picture: In 2014, MSP started working with TV Surdo (Deaf TV) on a training program to develop the capacity for TV news reporting by, with and for the deaf. Fifteen TV Surdo members received introductory training in TV news production, including journalism skills, research, planning, filming, editing and presentation. As a culmination of this activity, the TV Surdo team carried out and filmed an interview with a Government Minister on the International Day for People With Disabilities (PWD). The program component has been designed to strengthen the capacity of TV Surdo, by training its members in TV news production for, with and by deaf people, thus strengthening the organization's ability to respond to the needs for information, access, inclusion and participation of the deaf population, which in turn will allow deaf persons to play a more active role in social, economic and political affairs. The activities currently focus on Maputo, where both IREX and TV Surdo are based, but efforts will be made to identify deaf persons from the provinces to participate in trainings, either by bringing them to Maputo for training, shifting some activities to the provinces or pursuing long distance learning options. One additional outcome of this program component is that TV Surdo will bring information about the deaf community, and possibly about other PWD, to the rest of the population. In this way, materials produced by TV Surdo may meet two dual objectives of informing the deaf community and society at large, thus increasing the overall impact of the project. For the remaining part of the MSP project life cycle, IREX will work systematically to enhance the long-term sustainability and financial independence of TV Surdo. These sustainability efforts gathered momentum and focus during the quarter and there is a strong, determined and persistent focus on ensuring that TV Surdo will continue beyond MSP.

Some summary points – TV Surdo:

- Establishment of TV Surdo as an independent and autonomous entity.
- Production and broadcast of free-to-air news and feature program on STV channels.
- Development of TV Surdo's mandate to focus on broader PWD advocacy issues.
- Closing of sponsorship agreements, including for a vehicle provided by SIR Motors.

Summary of activities:

Organizational development

- The hiring of an administrative and financial assistant to assist in the development of administrative activities has made TV Surdo more dynamic, allowing the implementation of a wider range of administrative activities necessary of independent operations.
- These activities include the registration of all employees of TV Surdo in the INSS (social security), the control and withholding of taxes, preparation of financial reports, preparation of financial reports, harmonization of bank accounts, restructuring of the Human Resources manual, and better capacity for budgeting and control of activities.
- TV Surdo started a new financing model with IREX through subgrant, which allowed it to receive quarterly funds to develop activities and present program and finance reports. This evolution gives TV Surdo the confidence and skills to receive direct funds from other partners.
- Between January and February, one technical assistant, one sign language interpreter and one production coordinator were hired, which gave a more dynamism and speed to TV Surdo's production and broadcast activities.
- The content production processes was re-engineered, which allowed reporters to produce more thematic content, with emphasis on the health area, a focus of the growing emphasis on PWD advocacy efforts.
- Overall, the organizational development aspect of TV Surdo is progressing at great speed and with high quality, which helps to establish and solidify the administrative platform needed to operate effectively as an independent organization.

Free-to-air broadcast of TV Surdo programs on STV

- Five television programs of 30 minutes each were produced and released on the STV news channel and STV general channel, but also on TV Surdo's own YouTube and social media platforms.
- The broadcast of TV Surdo programs on STV is the result of an ongoing partnership between the SOICO group, IREX and TV Surdo. This partnership includes TV Surdo's permission to raise sponsorship and advertising that are aired during its programs.
- The first programs were welcomed with both appreciation and surprise from the viewers, with some of them responding immediately to Facebook, as the following screenshot images illustrate:



TV Surdo received a car through sponsorship from SIR Motors

- In the context of the company's quest for sustainability and independence, TV Surdo has established a sponsorship agreement with SIR Motors, a car dealership. The agreement is based on a consultation around mutual interests and benefits.
- As a result of this agreement, TV Surdo received a vehicle and in return will offer advertising services such as: production of spots and coverage of events. Two TV spots have already been produced by TV Surdo for the company.
- The sponsorship agreement is an example of an innovative approach that also leverages the relationships that IREX has established in the market and is facilitating on behalf of TV Surdo. This process of IREX accompanying TV Surdo is highly educational in nature.

People With Disabilities (PWD) are the new target audience of TV Surdo

- TV Surdo's growth has enabled it to increase its target audience to also include people with disabilities in general, such as the blind and the physically disabled in addition to the deaf themselves.
- This broadening of programmatic scope will allow the association to work on the advocacy component with greater visibility, with more effect and in a more active and engaging way.
- During the next quarter, TV Surdo will gradually increase its advocacy capacity by bringing onboard up to three new staff members focused on advocacy. These will in effect coordinate and oversee the advocacy priorities of the association.

TV Surdo (Deaf TV) starts news broadcast by and for the deaf on STV

TV Surdo (Deaf TV) started broadcasting its regular news program by and for the deaf on STV. The program will be broadcast on STV News, a cable channel, on Saturday at 9:30, and on the main STV free-to-air channel on Sunday at 12:00. The program will also be reprised during the week. “At TV Surdo, we aim to broadcast information that is relevant to deaf people, but we also want to present content that is of interest to hearing people, so that we can shorten the distance between us,” says Sousa Camagueira, director of the TV Surdo Association. TV Surdo has received technical and financial support from MSP over a period of time, but is following a plan to diversify its revenue in order to become financially and operationally self-sustainable this year. “For us, both editorial and financial independence are important,” says Camagueira, who sees TV Surdo as an advocacy organization for the rights and information needs of people with disability more broadly, not only for the deaf and hard of hearing. As a way to introduce itself to partners, viewers and others, TV Surdo produced the five-minute documentary “Gestos e vencedores” that summarizes some of its goals and aspirations.



TV Surdo staff practicing their craft in preparation for the association’s news program on STV.

2. Project Performance Indicators

Project performance indicators can be found in Annex I. During the quarter, the M&E team and processes continued to consolidate gains made and make further progress. The positive trend of increased substantial interaction between M&E and program staff continued, with program staff using M&E data to guide program planning and assessment. This ongoing dialogue is increasingly analytical in nature and is a core aspect of the team's quarterly review meetings.

3. Major Implementation Issues

Since August 2016, IREX Mozambique has been operating on three-month revolving NGO registrations. International NGOs in Mozambique need to register or re-register every two years, and this process requires obtaining "no objection letters" (parecers) from all the provinces where the NGO is operating. This process is highly bureaucratic, with government officials at the provincial level using it to create arbitration opportunities. While IREX has obtained parecers from Maputo, Zambezia and Niassa, it is still lacking the parcers from Nampula. In the case of Nampula, a negative parecer seems to have been issued, and it is not clear why it would be negative, but signals sent from the provincial administration bear the hallmarks of behavior that indicate that an off the books payment is wanted. While IREX for natural reasons will not make any such payments, it may elect to operate indefinitely on a three-month revolving registration basis, but this leaves the organization vulnerable to interference should a negative situation arise in the course of the organization's activities. IREX is consulting closely with USAID on the issue, which has been helpful in directing pointed questions to the authorities in question. IREX is pursuing a balanced approach of follow up, without pushing too hard, which in itself may cause the official counterparts to feel that it has more leverage to extract off the books payments. At the present moment, MSP activities on the ground are not impeded by the withholding of the parecers, but the absence of the parecers and the consequent absence of a long-term registration leaves the organization vulnerable.

4. Collaboration with Other Donor Projects

MSP's key strategic partnership with DAI through the Dialogo project, a DFID-funded project focused on civil society and strengthening of municipalities, continued this quarter, for example through Result 2, where IREX staff supported Dialogo-partners to assess and improve their businesses and through Result 4, where IREX provided Adobe Audition and social media support to community radios working with Dialogo in Quelimane and Nampula in the North of the country. At the same time, IREX continued aligning its community radio activities more closely with UNICEF. This collaboration involves UNICEF sponsoring community radio staff to participate in IREX trainings, and the two organizations coordinating and optimizing their training plans and schedules. This process is expected to continue at full force in the third quarter. IREX also continued to work with the Center for Public Integrity (CIP) on issues related to fighting corruption and increasing transparency. During the quarter, IREX also expanded its collaboration with Chemonics, a USAID partner implementing the Coastal Cities Adaptation Program (CCAP), a program focused on climate change and its effects. Finally, IREX collaborates with Centro Terra Viva (CTV) in the area of biodiversity, wildlife trafficking and conservations, and its link to investigative journalism

5. Key Activities Planned for Next Quarter

Result 1 – Capacity Building

- Organize field trip with a group of ten Media Lab interns to Beira to produce program content from outside the capital.
- Continue the development of the Media Lab program into an independent and free-standing entity.
- Codify, systematize and formalize the set of pedagogic materials used in the Media Lab program.
- Organize field trip to Brazil for group of Mozambican journalists to attend the 12th ABRAJI investigative journalism congress.
- Continue mentorship of experienced journalists.
- Carry out a series of technical trainings for journalists and journalist trainees.

Result 2 – Business Operations

- Launch new website for Savana and MediaCoop and develop an online television studio for the same.
- Finalize the development of web sites for several MSP partners, including O Publico, a newspaper, Savana and Revista Caracultura and others.
- Finalize the development of the Hub online portal to be used to facilitate content distribution and sales to community radios.
- Continue joint development of STV Play online news portal, a New Media Initiative supported by MSP.
- Identify and recruit a resident expert in the area of digital technologies and online strategies, including monetization strategies.

Result 4 – Community Radio (CR)

APRIL

- Mentorship Visit - From April 18-21 in Mocuba, Zambézia, CR journalists from Lugela, Ile, Gurue, Quelimane, and Mocuba will participate in a mentorship visit focused on radio production skills and the organization of community-based activities around HIV.
- Monitoring Visit: From April 18-21 in Cabo Delgado Province, IREX will conduct monitoring visits to provide technical assistance to CR coordinators that had difficulty completing the MSP Sustainability Plan.
- Experience Exchange - Marketing & Administration: From April 25-28, CR coordinators and journalists from Cabo Delgado province will participate in a regional experience exchange around accounting and marketing in response to feedback from February's CR Coordinator Leadership Conference.
- MSP launches request for technical and cost proposals for Audience Research to be conducted in RC de Monapo.

MAY

- Experience Exchange - IT and Radio Broadcast Equipment Preventative Maintenance: From May 9-12, IREX and CAICC will hold an experience exchange for Zambézia-based partner CRs and CAICC Focal Points around equipment maintenance in Alto Molocue.
- Emerging Leaders Course - Level 1- Nampula city, Nampula: From May 15-20, 16 CR coordinators and administrative assistants will participate in the Emerging Leaders Course. Based on feedback from CR Coordinator Leadership Conference, IREX will employ a problem-based model approach to engage participants in project proposal and budget development. The objective of the course is to help CRs more effectively capitalize on funding opportunities.
- Experience Exchange - IT and Radio Broadcast Equipment Preventative Maintenance: From May 23-26, IREX and CAICC will hold an experience exchange for Nampula and Cabo Delgado-based partner CRs and CAICC Focal Points around equipment maintenance at Radio On'hipiti (Ilha de Mocambique, Nampula)

JUNE

- Experience Exchange Level II- Marketing- CR coordinators and administrative staff will continue to share best practices, but will also receive special technical assistance from IREX in exploring digital tools to innovate marketing and public relations materials
- Monitoring Visits- IREX will conduct monitoring visits in Zambézia province
- Mentorship Visits- IREX will conduct mentorship visits in Nampula province
- Preparations for CR assessment using new MSP CR Performance Matrix

Result 5 – Advocacy and Alliances

- Continue the strengthening of the FOIA task force through the joint organization of advocacy and outreach activities.
- Within the broader advocacy context, MSP will continue to collaborate with the Attorney General on Trafficking in Persons (TIP) regulations.
- Promote public debates on topics of broader interest, such as biodiversity, health and gender; many of which will be cross-cutting and collaborative efforts.
- Continue the production of online, print and TV materials to be used in pursuit of defined advocacy objectives.

Result 6 – Health, Gender and Media

- In April and May, the team will carry out extensive mentoring trips and follow up of members of the HGCN.
- In collaboration with FGH and JHPIEGO, IREX will train HIV advocacy organizations and activists in Zambezia.
- A wide-ranging training of the HGCN will be implemented in June in collaboration with the Maternal and Child Survival Program (MCSP).
- The team will expand with two people in Maputo and two people in Sofala in order to enable the health-related work with journalists in Sofala and in the rest of the country.

Result 7 – TV Surdo

- Increase staff with a total of 4 persons in order to position the association to play a bigger role in PWD advocacy.
- Increase the production frequency of TV news programs to weekly.
- Develop a detailed PWD advocacy plan covering a broader set of issues relevant to PWD populations.
- Produce 15 contents on health-related issues, with a special focus on those issues that are believed to be most pressing for dead and PWD populations.

6. Evaluation/ Assessment Update

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

7. Administrative Update

MSP is currently in a steady implementation phase in the project life cycle, with few and limited administrative challenges. Operating processes, procedures and policies are in place and are being followed. A stable team with limited turnover also contributes to operating stability, allowing the team to focus its efforts on the challenges of program implementation. IREX is carefully managing the financial situation in relation to operations and activities, with a view to ensure that project expenditure comes in on target at the end of the project in June 2017. Efforts are also being made to diversify funding in order to maintain continuity and keep the current high-performing team in place until the program end date.

8. Success stories and photos

Story 1: *Civil Society Organizations join forces to promote the implementation of the Right to Information Act*

Five Civil Society Organizations joined forces to promote the Right to Information Act through the production and circulation of a Public Service Announcement (PSA) on the implementation of the law. The initiative is an ongoing effort to ensure that the law is implemented as intended within relevant agencies, institutions and organizations. During the filming of the PSA, different people provided clear and simple comments to encourage the application of the law in everyday situations and point out some of the barriers that remain. “Even if we have more access to information of public interest, we often encounter a culture of secrecy,” said one social activist. “Citizens are not yet sufficiently informed about where and how to request information,” commented another. A researcher pointed out that while information may be available to the public, there is often a fee that needs to be paid to obtain it. Such fees are not sufficiently defined in the legislation, but often represent a barrier to someone seeking information. “What are the criteria that different institutions use to set these fees?” commented the researcher, who pointed out that the fees vary greatly from institution to institution. Ernesto Nhanale, executive director of the media advocacy association MISA-Mozambique, argued that information of public interest should be made available for free. “With greater access to information, we will have greater transparency,” concluded Nhanale.



The Public Service Announcement seeks to promote access to information and increased transparency.

Story 2: *Twenty journalists and community radio reporters trained in reporting on malaria*

During a one-week workshop in Cabo Delgado, twenty journalists and community radio reporters were trained on public health issues with a special focus on malaria. The workshop was part of an ongoing effort to raise awareness around the use of long-lasting insecticidal nets (bed nets) that have been distributed in large quantities through so-called universal coverage campaigns. The latest of these campaigns took place at the end of last year. A common problem is the inappropriate use of free bed nets, for example for fishing or to protect vegetable gardens from insects. “There is still a lot of work to be done in terms of raising awareness about why and how to use bed nets,” commented Latifa Bingé, a presenter at the Mocimboa da Praia community radio station. Cultural beliefs are also at play and represent a barrier to the adoption of the use of bed nets. “Many people see malaria as a result of a curse rather than of a mosquito,” said Florencio Mussá, a reporter for Radio Moçambique (RM) in Pemba. As a result, people who hold such beliefs may not take the appropriate measures to prevent the disease. While all age groups and social strata are exposed to malaria, women and children are more vulnerable, in particular pregnant mothers. The workshop also touched on a series of other closely related issues. The one-week training was co-organized by the African Media and Malaria Research Network (AMMREN), in coordination with the Provincial Directorate of Health of Cabo Delgado, and the Mozambique Media Strengthening Program. The training was facilitated by IREX media specialists and co-funded by Johns Hopkins University and IREX.



Journalists and community radio reporters doing group work during the workshop on public health and malaria in Cabo Delgado.

ANNEX 1: M&E Quarterly Report (January - March 2017)

This part of the quarterly report summarizes the progress made in FY 2017 Quarter 2 (January through March 2017) on MSP program objectives. Over the course of the quarter, significant effort continued to be invested into improving and quality assuring the M&E processes. Part of this has been to work through all the underlying data processes and systems that support the top level reporting on program indicators. This period was marked by an audit ran by USAID's DQA (Data Quality Assurance) team in both Maputo and Nampula offices, with the objective of evaluating how strictly standard procedures are being implemented by IREX, and track the current achievements. The field visits included visits to partners selected from different result areas. The official report is still to be shared by USAID, although the preliminary feedback was very positive. The MSP M&E team, which consists of one M&E coordinator and two M&E assistants, has been able to dedicate an increasing amount of time to data analysis, and we expect this trend to continue as the underlying data processes improve.

The updated (as of March 31, 2017, the end of Quarter 2 for FY 2017) MSP indicator tracking sheet (ITS) is included on the following pages. The ITS is the monitoring tool used by MSP to assess progress on a monthly, quarterly and annual basis. While not all indicators are updated monthly, some being updated quarterly, twice-yearly or yearly, the ITS is shared with staff monthly for program management and analysis purposes. The data is also discussed in the quarterly review meetings (QRM) that take place after the conclusion of each quarter and in the quarterly donor reports. While keeping its basic structure, the ITS has evolved over previous quarters to better present the indicators and reflect adjusted targets. Furthermore, to facilitate the use of the ITS, a set of annotations to the ITS has been prepared and shared as an annex previously.

The ITS for the quarter is followed by some brief comments and a selection of supporting graphs and tables. For a precise definition and explanation of each indicator, please refer to the referenced document with annotations. It should be noted that the comments below are not intended to explain all aspects of each indicator, but to highlight certain select and relevant points. The information contained in this section builds on data and information provided in previous quarterly reports.

Indicator Tracking Sheet (ITS) updated as of March 31, 2017:

#	INDICATOR	Previous			FY17-Q2	YTD	FY17 Target	FY16 Variance	PTD	LOP Target	LOP Variance
		FY16-Q3	FY16-Q4	FY17-Q1							
Result 1: Capacity Building											
1.1	Number (#) of targeted journalists . *	0	3	0	0	0	16	-16	60	80	-21
	<i>Men</i>	0	2	0	0	0	12	-12	53	60	-7
	<i>Women</i>	0	1	0	0	0	4	-4	7	20	-14
1.2	Number (#) of targeted journalists that demonstrate improvements in the prof. quality of media content they produce. **					26	12	14	27	60	-33
1.3	Percentage (%) of targeted journalists that demonstrate improvements in the prof. quality of media content they produce. **					65%	75%	-10%	45%	75%	-30%
2	Number (#) of training days provided to journalists with USG assistance, measured by Person-Days of Training.	2,560	1,995	2,582	2,537	5,119	5,000	119	20,148	13,000	7,148
	<i>Men</i>	1,177	999	1,099	950	2,049	2,500	-451	10,250	7,500	2,750
	<i>Women</i>	1,383	996	1,483	1,587	3,070	2,500	570	9,898	5,500	4,398
3	Number (#) of journalists trained with USG assistance.	158	162	144	39	79	200	-121	1,389	1,100	289
	<i>Men</i>	108	113	74	20	46	140	-94	989	800	189
	<i>Women</i>	50	49	70	19	33	60	-27	400	300	100
4.1	Number (#) of MSP trained student interns, fellows and trainees.	39	0	0	0	0	36	-36	140	180	-40
	<i>Men</i>	13	0	0	0	0	18	-18	65	90	-25
	<i>Women</i>	26	0	0	0	0	18	-18	75	90	-15
4.2	Number (#) of MSP trained student interns, fellows and trainees that obtain relevant employment in the media sector.					0	18	-18	82	90	-8
4.3	Percentage (%) of MSP trained student interns, fellows and trainees that obtain relevant employment in the media sector.					0%	50%	-50%	46%	50%	-4%
Result 2: Business Sustainability											
5.1	Number (#) of targeted media outlets .	3	1	4	3	7	5	2	14	15	-1
5.2	Number (#) of targeted media outlets that meet professional standards.	0	0	0	0	0	3	-3	3	12	-9
5.3	Percentage (%) of targeted media outlets that meet professional standards.	0%	0%	0%	0%	0%	60%	-60%	20%	80%	-60%
6.1	Number (#) of non-state news outlets assisted by USG support.	31	17	39	30	45	50	-5	91	100	-9
6.2	Number (#) of state news outlets assisted by USG support.	19	8	5	3	5	5	0	17	20	-3
Result 3: Education											
7	Percentage (%) of participating ECA faculty members that continue to pursue higher academic qualifications.	100%	n/a	n/a	n/a		100%	-100%	100%	100%	0%

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	<i>Men</i>	5	n/a	n/a	n/a		5	-5	5	5	0
	<i>Women</i>	1	n/a	n/a	n/a		1	-1	1	1	0
8.1	Absolute score (#) in survey scores on perceptions of quality of curriculum and curriculum implementation at ECA.	0	n/a	n/a	n/a		6	-6	0	8	-8
8.2	Percentage change (%) in survey scores on perceptions of quality of curriculum and curriculum implementation at ECA.	n/a	n/a	n/a	n/a		0%	0%	0%	25%	-25%
Result 4: Community Radio											
9.1	Number (#) of non-state community radios receiving assistance from MSP.	18	11	26	23	27	40	-13	64	65	-1
9.2	Number (#) of state community radios receiving assistance from MSP.	17	4	3	3	3	10	-7	10	10	0
10.1	Number (#) of targeted community radio stations .	32	32	32	32	32	10	22	32	30	2
10.2	Number (#) of targeted community radio stations that progress one or more stages towards model station status.	n/a	n/a	11	n/a	11	18	-7	14	24	-10
10.3	Percentage (%) of targeted community radio stations that progress one or more stages towards model station status.	n/a	n/a	50%	n/a	50%	60%	-10%	78%	80%	-2%
Result 5: Advocacy											
11.1	Number (#) of media sector CSO and/or institutions assisted by USG support.	12	3	2	3	3	12	-9	34	35	-1
11.2	Number (#) of targeted media sector CSO and/or institutions assisted by USG support.	2	2	1	1	1	4	-3	12	15	-3
Result 6: Gender & Media											
12.1	Number (#) of media professionals or media sector professionals who complete an activity pertaining to gender norms that meets criteria.	6	0	63	23	70	60	10	214	120	94
	<i>Men</i>	5	0	49	11	41	30	11	134	60	74
	<i>Women</i>	1	0	14	12	29	30	-1	80	60	20
12.2	Number (#) of training days provided to journalists with USG assistance, pertaining to gender norms that meets criteria, measured by Person-Days of Training.	27	0	271	123	394	100	294	872	360	512
	<i>Men</i>	23	0	141	59	200	50	150	503	180	323
	<i>Women</i>	4	0	130	64	194	50	144	369	180	189
13	Percentage (%) of participants reporting increased agreement with the concept that males and females should have equal access to social, economic and political opportunities.	67%	0%	0%	0%	0%	80%	-80%	67%	80%	-13%
	<i>Men</i>	67%	0%	0%	0%	0%	40%	-40%	35%	40%	-5%
	<i>Women</i>	0%	0%	0%	0%	0%	40%	-40%	32%	40%	-8%
Result 7: PWD											
14	Number (#) of training days provided to PWD journalists with USG assistance.	464	507	395	536	931	700	231	2,571	1,000	1,571
15	Number (#) of PWD journalists trained with USG assistance.	7	7	7	7	7	15	-8	8	30	-22
	<i>Men</i>	3	3	3	3	3	6	-3	3	12	-9
	<i>Women</i>	4	4	4	4	4	9	-5	5	18	-13

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

Commentary:

Indicator 1. Number of targeted journalists. This indicator refers to seasoned journalists mentored by IREX staff. As of the end of Quarter 2 of FY 2017, some 60 journalists had been mentored to date (PTD = program to date). Of these, 30 were mentored during FY 2015, five (unique individual) in FY 2016, and the others in previous years. IREX is tracking all journalists mentored, but is only tracking quality improvements in those that have sufficient pre- and post-intervention written product to be adequately measured by the MCAT methodology. As of March 31, 2017, some 40 of the 60 reached the minimum requirements for being assessed, and of these, 26 individuals or 65 per cent showed improvement after being mentored (see indicator 1.2 and 1.3).

The full list of mentored journalists is included below. While this is not a bad result per se, it is still below the 75 per cent target set by the program, and continued effort will therefore go into increasing this quality score – by (a) providing continued feedback to the journalists and (b) increasing the number of journalists who have enough product to be measured. Furthermore, efforts will be made to mentor more women journalists to reach a target of 20 women out of 80 in total mentored.

A new group of mentored journalists as result of a combined effort between R1 and R6, will be starting classes during April 2017. The main topic to be covered will be health and gender, and MSP will have as one of the criteria, hiring those who are already engaged in this topic, and provide them with further expertise in in-depth journalism. We aim to increase the number of action plans taken as result of published articles, and also aim to increase sustainability since the participants are already showing passion for the topic.

Resuming the mentorship of senior journalists is a key focus of R1. The program expects to reach all numerical targets and is putting efforts into achieving the quality targets.

Indicator 2. Number of Person Days of Training (PTD). The new LOP target is 13,000, as this target was adjusted upwards in consultation with USAID. By the end of FY 2015, which corresponds to approximately 2/3 of program time elapsed, IREX had already exceeded the target PTD over the life of the program. This is primarily due to a very high activity level in Year 2 and 3 of the program, with a strong focus on broad-based training courses for a relatively broad audience. In the final two years of the program, activities are more targeted and focused on fewer beneficiaries, so the PTD number is expected to be lower for Year 4 and 5. In terms of training activities overall (indicator 2), the gender balance is better than for mentored journalists (indicator 1), with 9,898 out of 20,148 PTD for female participants.

The improved gender balance is driven primarily by the high female participation rate in the Media Lab program, where 2/3 of the participants are female.

Indicator 3. Number of journalists trained. The target for this Indicator was achieved during Q1 FY 2017, currently with 1,389 trained versus a target of 1,100. Of these, some 400 were women. Again, with the shift towards a more in-depth approach, with greater focus, more intensity and fewer beneficiaries, the number of additional journalists trained will only grow moderately in Year 4 and 5.

Indicator 4. Number of trained interns. We currently track until the first employment after each internship. By the end of Quarter 2 FY 2017, some 82 ML interns, funded interns or fellows out of 140 trained by IREX had obtained relevant employment within the media sector. IREX considers that achieving a success rate in placement of interns of 50 per cent remains realistic (versus a current success rate of 46 per cent).

Indicator 5 and 6. Number of outlets. With an increased focus on quality, we are investing more time in those outlets that demonstrate a willingness to achieve rational business goals. Overall, IREX/MSP expects all targets under Result 2: Business (indicators 5.1-6.2) to be achieved.

Indicator 7 and 8. Education. This program component was discontinued.

Indicator 9 and 10. Community radio. IREX/MSP is currently working with its full target set of 32 partner stations, each of which has been baselined according to a performance measurement framework. The second follow-up assessment took place in Quarter 1 of FY 2017 to monitor progress in the work with these partner stations, and it was found that 11 out of the 22 people evaluated progressed. Due to political uncertainty, we could not cover all CRs in the last assessment.

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

Indicator 12 and 13. Gender. The program is on track to reach the target for indicator 13. Number of media professionals completing a gender/gbv activity – by the end of Quarter 2 FY 2017, some 214 journalists had been trained in such activities, thus surpassing the established target of 120. In terms of the overall number of person days of training (PTD) on gender, the target was also already achieved. This is because the number of journalists trained is a threshold indicator where participants are counted once if and when they have passed a threshold of 10 hours of training, whereas the PTD indicator measures the overall volume of trainings. This relationship reflects that in most cases, journalists trained participated in trainings usually lasting up to one week.

Indicator 14 and 15. PWD. Number of people with disability (PWD) trained - IREX/MSP started daily trainings of a core group of deaf persons in July 2015, thus reaching 2,571 PDT for PWD. IREX/MSP has started counting the PDT for PWD for trainings specifically targeting the TV Surdo (Deaf TV) training.

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

MENTORED JOURNALISTS	MEDIA OUTLET	MENTORSHIP DATE	Nr OF ARTICLES	SCORE		COMMENTS
				BEFORE	AFTER	
Adérito Bié	Sol do Índico	Feb, 2013	0 - 6		75%	Antes deste periodo, este era apenas estudante.
Amós Fernando Zacarias	IPS	Feb, 2013	3 - 4	85%	91%	TV Miramar
André Catueira	Savana	Feb, 2013	5 - 10	67%	79%	BOM
Arginaldo Nhampossa	SAVANA	Jan, 2014	5 - 14	70%	78%	BOM
Artur Cassambay	Diário da Zambesia	Aug, 2014	6 - 5	52%	72%	BOM
Aunício da Silva	Savana	Feb, 2013	5 - 9	35%	74%	BOM
Aurélio Novela	Catembe	Apr, 2015	1 - 0	73%		Parou de escrever
Aurélio Sambo	Telégrafo	Jan, 2015	0 - 2		73%	Freelancer escreve. Vamos interagir com ele pra saber onde podemos buscar artigos dele
Belizário Cumbe	O País	Aug, 2014	3 - 0	84%		
Benilde Matsinhe	Sol do Índico	Jan, 2015	0 - 1		100%	Parou de escrever
Benjamin Mabocheda	Revista Exame	Jan, 2015	0 - 0			Rádio Comunitária
Borges Nhamirre	Canal de Moçambique	Feb, 2013	5 - 7	72%	76%	BOM
Camilo Silva	Revista Exame	Jan, 2015	0 - 0			Freelancer. Mesmo no tempo de mentoria nao publicou nada
Celso Chambisso	O País	Jan, 2015	5 - 9	73%	68%	BOM
Cláudio Saúte	Canalmoz	Oct, 2013	5 - 68	68%	71%	BOM
Clemêncio Fijamo	O país	Jan, 2015	5 - 10	78%	78%	BOM
Cleófas Viagem	O país	Jan, 2014	2 - 9	65%	74%	Em actualização
Cristovão Bolacha	Averdade	Jan, 2015	10 - 8	63%	68%	BOM
Daniel Maposse	Catembe	Aug, 2015	0 - 1		92%	
Dércia Samuel Ndjindje	Revista Exame	Jul, 2016	0 - 0			
Diamantino Lauchande	Revista Exame	Feb, 2013	0 - 0			Estudante
Edson Manjate	Revista Exame	Feb, 2013	0 - 0			Estudante
Eva Trindade	Revista Exame	Feb, 2013	0 - 0			Televisão
Feling Capela	Revista Exame	Feb, 2013	0 - 0			Fotojornalista
Gildo Mugabe	Dossier & Factos	Aug, 2014	4 - 0	75%		Ainda em busca do contacto
Hélder Massinga	MediaLab TV & Impresso	Jan, 2015	7 - 6	71%	60%	BOM
Hélder Xavier	Averdade	Aug, 2014	5 - 3	75%	78%	
Hermenegildo Langa	Catembe	Aug, 2014	0 - 13		71%	
Herminio Jose	Revista Exame	Jan, 2015	0 - 0			TV
Hilário Agostinho	Debate	Jan, 2015	5 - 5	71%	57%	BOM
Hilário Dias	Revista Exame	Jan, 2014	0 - 0			Radio
Hilário Massuque	Revista Exame	Jan, 2014	0 - 0			Rádio
Isaías Natal	Magazine Independente	Aug, 2014	2 - 5	62%	54%	Em processo
Jaime Ubisse	Correio da Manhã	Feb, 2013	0 - 1		56%	
Jorge Mirione	Password	Apr, 2014	0 - 1		95%	
José Jeco	Canal de Moçambique	Oct, 2013	5 - 50	47%	64%	BOM
Jubílio Tembe	Catembe	May, 2015	4 - 32	73%	73%	BOM
Júlio Paulino	Averdade	Jan, 2015	5 - 11	76%	75%	BOM
Laque Francisco	Revista Exame	Feb, 2013	0 - 0			IREX
Leonardo Gasolina	Averdade	Jan, 2015	5 - 24	72%	74%	BOM
Leonel Albuquerque	Sol do Índico	Jul, 2015	9 - 8	68%	68%	BOM
Leonildo Balango	Diário de Moçambique	Feb, 2013	0 - 2		80%	
Lucília Xavier	Revista Exame	Jan, 2014	0 - 0			Rádio Comunitária
Lucinda Alfândega	O país	Feb, 2013	0 - 4		73%	Antes deste periodo, este era somente estudante.
Luís Nhachote	Averdade	Jan, 2015	5 - 5	70%	72%	BOM
Marcelino Maningue	MMO	Jan, 2015	0 - 1		58%	
Miranda Siveleque	WamphulaFax	Jan, 2014	0 - 1		65%	
Narciso Nhacila	Desafio	Feb, 2013	0 - 3		77%	Jornalista Desportivo
Nelson Mucandze	Magazine Independente	Apr, 2014	5 - 17	69%	79%	Tem..... Em actualização
Orlando Macuácuá	O País	Jan, 2015	5 - 15	68%	64%	BOM

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Raúl Senda	SAVANA	Jan, 2015	7 - 10	78%	75%	BOM
Reginaldo Manguê	Confidencial	Aug, 2014	5 - 6	72%	77%	Em actualização
Reginaldo Tchambule	Magazine Independente	Jan, 2015	5 - 86	65%	74%	BOM
Rosa Fumo	Diário de Moçambique	Jan, 2014	0 - 2		81%	
Selma Marivate	Revista Exame	Feb, 2013	0 - 0			IREX
Sérgio Fernando	Correio da Manhã	Aug, 2014	5 - 8	73%	79%	BOM
Sérgio Siteo	Revista Exame	Feb, 2013	0 - 0			TV
Valdo Mlhongo	Revista Exame	Jan, 2015	5 - 5	79%	85%	BOM
Xisco Conge	Catembe	Mar, 2015	3 - 4	40%	34%	
Zito Ossumane	Boletim Informativo	Aug, 2014	5 - 5	70%	47%	Em actualização

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Quarter	FY13-Q2	FY14-Q2	FY14-Q3	FY14-Q4	FY15-Q2	FY15-Q3	FY15-Q4	FY16-Q1	FY16-Q4	FY17-Q2
TOTAL	PTD	16	23	25	34	53	58	59	59	60
	Q#	16	10	12	9	25	30	5	4	3
TEMA E NOME	J. INVEST. (Fev13-Jun13)	J. ECON. 1 (Jan14-Abr14)	J. ECON. 1 (Jan14-Abr14)	J. INVEST. (Ago14-Set14)	J. INVEST. (Jan15-Abr15)	J. INVEST. (Jan15-Abr15)	SAÚDE (Jan15-Dez15)	SAÚDE (Jan15-Dez15)	n/a	n/a
	Adérito Bié	Argunaldo Nhampossa	Argunaldo Nhampossa	Artur Cassambay	Benjamin Mabochana	Benjamin Mabochana	Reginaldo Tchambule	Reginaldo Tchambule	Nelson Mucandze	
	Amós Fernando Zacarias	Aunício da Silva	Aunício da Silva	Aunício da Silva	Leonardo Gasolina	Leonardo Gasolina	Jubílio Tembe	Jubílio Tembe	Reginaldo Tchambule	
	André Catueira	Cleófas Viagem	Cleófas Viagem	Belizário Cumbe	Nelson Mucandze	Nelson Mucandze	Leonel Albuquerque	Leonel Albuquerque	Dércia Samuel Ndjindje	
	Aunício da Silva	Hilário Dias	Hilário Dias	Gildo Mugabe	DIALOGO (Fev15-Mai15)	DIALOGO (Fev15-Mai15)	Xisco Conge	Xisco Conge		
	Borges Nhamirre	Hilário Massuque	Hilário Massuque	Hélder Xavier	André Catueira	André Catueira	Daniel Maposse			
	Diamantino Lauchande	Leonildo Balango	Leonildo Balango	Hermenegildo Langa	Argunaldo Nhampossa	Argunaldo Nhampossa				
	Edson Manjate	Lucília Xavier	Lucília Xavier	Isaías Natal	Júlio Paulino	Júlio Paulino				
	Eva Trindade	Miranda Siveleque	Miranda Siveleque	Reginaldo Manguê	Luís Nhachote	Luís Nhachote				
	Feling Capela	Narciso Nhacila	Narciso Nhacila	Sérgio Fernando	Raúl Senda	Raúl Senda				
	Jaime Ubisse	Rosa Fumo	Rosa Fumo	Zito Osumane	J. ECON. 2 (Fev15-Abr15)	J. ECON. 2 (Fev15-Abr15)				
	Laque Francisco		J. INVEST. (Abr14-Jun14)		Aurélio Sambo	Aurélio Sambo				
	Leonildo Balango		Jorge Mirione		Camilo Silva	Camilo Silva				
	Lucinda Alfândega		Nelson Mucandze		Celso Chambisso	Celso Chambisso				
	Narciso Nhacila				Clemêncio Fijamo	Clemêncio Fijamo				
	Selma Marivate				Cristovão Bolacha	Cristovão Bolacha				
	Sérgio Siteo				Herminio Jose	Herminio Jose				
				Hilário Agostinho	Hilário Agostinho					
				Marcelino Maningue	Marcelino Maningue					
				Nelson Mucandze	Nelson Mucandze					
				Orlando Macuácuá	Orlando Macuácuá					
				Reginaldo Manguê	Reginaldo Manguê					

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